



Annual Report

2026

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

AZM Saudi
Annual Report 2026



My first goal is for our country to be a successful and pioneering model for the world in every field, and I will work with you to achieve that.

The Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud
may allah protect him.



The future of the Kingdom is promising and full of hope, and our beloved country deserves more than what has been achieved. We have capabilities whose role we will multiply and whose contribution to shaping this future we will increase.

Crown Prince His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz Al Saud
may allah protect him.

This Year's Theme – 2026

With AZM Today... We Shape Tomorrow

At AZM, we do not treat the future as a destination whose arrival we await. We treat it as a space whose features we begin shaping today, with a clear vision, advanced capabilities, and ambitions that we convert into achievements of lasting impact.

AZM consolidated its standing this year. It earned the Certificate of Excellence in the «Best Digital Partner» category of the Digital Government Award and attained Category (A) classification for Public-Private Partnership (PPP) projects, while its participation in national projects continued to expand and its role in developing digital ecosystems that serve multiple sectors continued to grow.

Today, AZM continues to harness technology to create impact that extends across sectors. Its platforms have helped families achieve home ownership; its solutions have eased access to donations and giving opportunities; its initiatives have strengthened the sustainability of endowments; other platforms have opened broader horizons for investment; and others still have developed national systems that have raised the efficiency of services. All of it fulfils its commitment to building solutions that make a real difference in people's lives and in the development of the nation.

AZM continues to build on what has been achieved: expanding its capabilities, deepening its partnerships, and developing solutions that advance in step with the needs of client entities and the ambitions of the nation. That work reinforces AZM's leadership in the digital transformation journey and in realising those national aspirations. What we achieve today is what shapes tomorrow.



2026 at a Glance

The year 2026 was the Company's first full financial year on the Main Market (TASI) and a defining year in the journey of Saudi AZM. The Company expanded its technological capabilities, consolidated its position as a trusted partner to the government and private sectors, and set out its strategic direction for the 2027–2029 phase. Together these marked a transition to a higher level of institutional maturity and strategic ambition, and strengthened the Company's capacity to achieve sustainable growth and create long-term value for its clients, partners, and investors.

Partners in Success





Financial Performance

Group revenue compared with the previous year

SAR 307,4 million
(+21.4%)

Earnings per share compared with the previous year

SAR 0,87
(+35.9%)

Shareholders' equity compared with the previous year

SAR 181,4 million
(+28,8%)

Group net profit compared with the previous year

SAR50,0 million
(+27.4%)

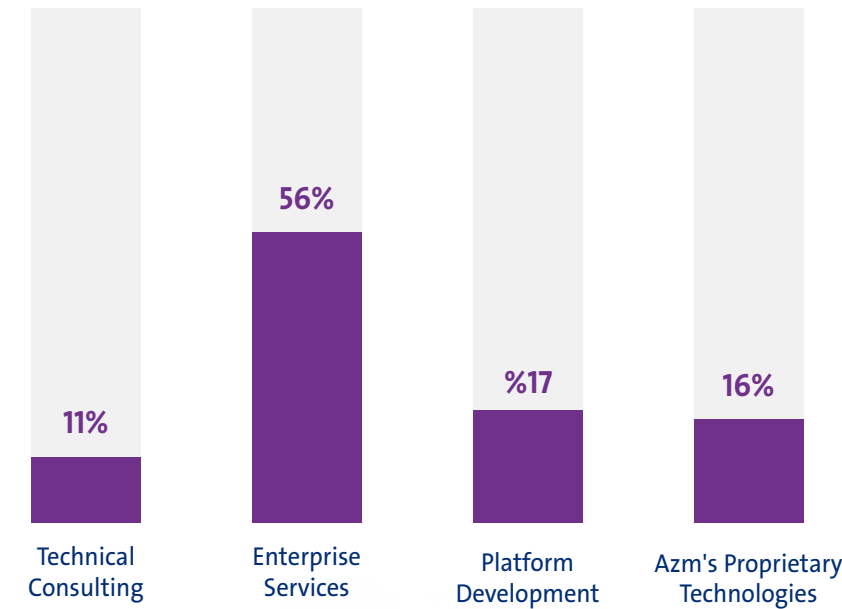
Operating cash flows compared with the previous year

SAR 41,3 million
(-62,1%)

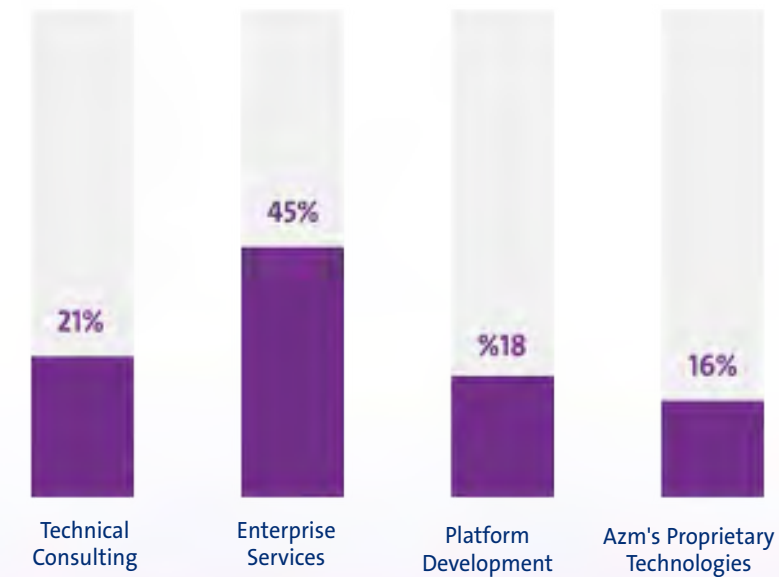
Total assets compared with the previous year

SAR 383,5 million
(+11,1%)

Revenue



Volume of Services



Key Operational and Strategic Achievements

A Year that Consolidated AZM's Position and Expanded Its Capacity for Growth

AZM continued throughout the year to strengthen its capabilities in delivering high-quality digital services and business solutions, drawing on high operational agility and an integrated business model. This showed in a measured expansion in building products and platforms, in enhanced execution efficiency, and in a series of operational and strategic milestones, most notably:

Category (A)

the highest category for conducting digital government business under the revenue-sharing model.

+260 entities

electronically connected through the Company's platforms and digital integration interfaces.

+15 vital sectors

served by AZM's solutions and products.

First place

in the Digital Compliance Index issued by the Digital Government Authority in the Kingdom.

+25 platforms

and digital products within AZM's portfolio.

63.5%

local content ratio.

SAR +3,1 billion

total value of projects.

+100 clients

from both the public and private sectors.

SAR +5,5 billion

in total donations through AZM's various charitable platforms.

The Pillar of Growth at AZM

+400

employees working across the Company's sectors and projects.

83%

Saudisation rate, with the Company positioned in the Platinum band.

29,5%

of the Company's employees are women.

Key Financial Results:

During the financial year ended 30 June 2026, the Company delivered a strong performance compared with the previous financial year, as reflected in the following results:

%21,4

growth in revenue.

%48,6

growth in operating profit.

%27,4

growth in net profit.

Institutional Readiness in Line with Global Standards

AZM continued to strengthen its institutional and technological readiness during the 2026 financial year by adding five new certifications to its existing accreditations, namely:



Environmental Management



Occupational Health and Safety Management System



Risk Management



Facility Management



Compliance Management

About This Report

This Annual Report of Saudi AZM for Communication and Information Technology Company presents a clear and transparent picture of the Company's performance and achievements during the financial year ended 30 June 2026. Through this report, we seek to provide a concise yet comprehensive review of our performance, activities, and governance during the 2026 financial year, together with the annual consolidated financial statements.



Scope of the Report

This report covers the performance, achievements, governance, and financial statements of Saudi AZM for Communication and Information Technology Company, referred to for the purposes of this report as «Saudi AZM», «AZM», or «the Company», unless otherwise stated.



Reporting Period

The Annual Report covers the twelve-month period from 1 July 2025 to 30 June 2026, in accordance with the annual financial reporting cycle adopted by Saudi AZM for Communication and Information Technology Company.



Compliance

The Annual Report of the Board of Directors of Saudi AZM for Communication and Information Technology Company has been prepared in accordance with the laws and regulations applicable in the Kingdom of Saudi Arabia. The financial statements for the year ended 30 June 2026 comply with the International Financial Reporting Standards (IFRS) as endorsed in the Kingdom of Saudi Arabia, the standards issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA), the regulations governing companies in the Kingdom of Saudi Arabia, and the Company's Bylaws.



Language

This report has been issued in both Arabic and English. In the event of any discrepancy between the Arabic and English versions, the Arabic version shall prevail.



Enquiries

We welcome your comments and enquiries regarding the 2026 Annual Report of Saudi AZM for Communication and Information Technology Company by e-mail at IR@AZM.com



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1.1 About Saudi AZM

Since its launch in Riyadh in 2017, Saudi AZM for Communication and Information Technology Company has stood as a technology enterprise that embodies the new generation of technology companies, whose business model goes beyond the traditional frameworks of technology service delivery. Through deep strategic partnerships with government entities, it is emerging as an innovator and developer of sovereign technology products. The Company's core purpose extends beyond mere «service» to «product creation», and that is the fundamental pillar of its distinction in the Saudi market.

When the Company attained Category (A) classification for Public-Private Partnership (PPP) projects, it marked a historic turning point in its journey and a milestone separating the initial growth phase from the phase of comprehensive strategic enablement. It reinforced the Company's role as a trusted partner, contributing to the building of national digital assets and to the design of sustainable technology solutions whose tangible impact extends to every aspect of the services delivered and developed in the Kingdom.

Building on this position, Saudi AZM aspires to be a pivotal contributor to the achievement of Saudi Vision 2030 targets, and a fundamental pillar in support of a thriving economy, through developing the non-oil digital economy and enhancing private-sector contribution, and in support of a vibrant society, through raising the quality of government and private services and improving the beneficiary experience. To do so it relies on developing proprietary products, platforms, and technologies that advance technology localisation and digital sovereignty, on building distinctive national capabilities in artificial intelligence and data, and on an integrated operating model that raises execution efficiency and partnership maturity. The aim is to secure sustainable national digital leadership in which people are the ultimate purpose and technology is the means of creating real impact.



Mission

To change people's lives for the better through business and technology.



Vision

To become the trusted partner in transforming challenges into opportunities through technology and innovation.

Saudi AZM's Values:



An Honest Identity:

It unites us and raises the standard of our ethics and conduct



Exceptional Team:

It instills the spirit of challenge in pursuit of the best



Entrepreneurial Spirit:

It is characterised by agility, innovation, and the pursuit of impact.



Grit for Achievement:

It kindles in us the passion and determination to deliver results.

AZM's Enablers and Pillars of Strength:

In attaining the qualification certificate to conduct digital government business (Category A)

AZM gained a strategic advantage that marks a turning point from the growth phase to the phase of comprehensive enablement, strengthening its capacity to lead in major partnerships and to contribute to shaping the future of national digital transformation.

AZM leads in evolving its business model

from delivering traditional services to innovating and owning sustainable technology products that contribute to building national digital assets, ensuring continuity of impact and enhanced growth within the partnership ecosystem with the government sector.

The efficiency of the digital experience and comprehensive technological

accessibility have made the Company's solutions and products an integral part of every Saudi household, consolidating AZM's position as a national brand synonymous with quality and efficiency.

AZM embodies the role of the most agile and responsive technology partner in the Saudi market

combining speed of action, consistent quality of execution, and an integrated value chain that spans its subsidiaries and services, extending from consulting to platform development and operation. This accelerates the conversion of Saudi Vision 2030 targets into tangible impact.



1.2 Key Business Lines

Saudi AZM has adopted a business model that organises its activities within specialised business lines. The model gives each line a clear scope, focuses operational efforts, and delivers value directly to clients; it also enables greater operational efficiency and supports the Company's growth. The business lines are as follows:

1.2.1 Technology Consulting

Saudi AZM provides specialised technology consulting services aimed at enabling clients, and the AZM ecosystem internally, to make better-informed decisions, design and operate business models with maximum efficiency, and convert opportunities and challenges into executable initiatives.

Performance Indicators for 2026:

- Worked on developing the Company's strategy for the next three years, 2027–2029.
- Preparing advisory studies and analyses to support decision-makers and raise the efficiency of decision-making in priority initiatives and projects.
- Provided support to the AZM ecosystem, including support for internal projects and the delivery of advisory studies
- Preparing advisory studies and analyses to support decision-makers and raise the efficiency of decision-making in priority initiatives and projects.
- Setting up and operationally enabling client entities through the development of the operating model.
- Developing operating models, defining roles and responsibilities, and standardising policies and procedures.
- Building governance and monitoring tools that enhance operational sustainability and talent attraction.
- Providing specialised teams to support clients in operational and executive work.
- Preparing operational reports and monitoring performance indicators.
- Improving work procedures and raising the efficiency of daily operations.

25%

growth in team size compared with 2025.

Reached 17 clients

for technology consulting services.

Worked on the delivery of 7

technology consulting projects.

1.2.2 Digital Solutions

This line is the fundamental pillar of Saudi AZM's business. It specialises in developing digital products, solutions and platforms that support the building of an integrated and scalable technology ecosystem, and it aims to enable various sectors by delivering digital solutions that improve operational efficiency, enhance the user experience, and support digital transformation in line with market needs and future growth trends. This area is discussed in greater depth later in this report.

1.2.2.1 Development of Saudi AZM's Proprietary Technologies

During the year, AZM continued to develop its portfolio of proprietary products and technologies. These products were all built to work together: for example, the API360 platform connects systems to national and government data sources, the Abyan platform verifies the identity of individuals and establishments, the Adeem platform manages documents, permissions, and workflows, and the Oqoud platform completes the contracting cycle through to digital signature and certification.

Because the Company owns all of these products, each new product is built upon its predecessors rather than from scratch, and its components are reused in other projects within the Group. During the year, the products were integrated within a unified technical support framework encompassing escalation mechanisms and shared ticket management. AZM's licence for digital certification services, issued by the Digital Government Authority, gives these developments their credibility. It makes AZM one of 15 licensed companies Kingdom-wide and gives the final documents produced by the system the relevant legal force.

This step opens opportunities for the Company in new sectors built on its proprietary products, in addition to its technology and consulting services.

1.2.2.2 Platform Development

Saudi AZM expanded its business in the design, building, development, and operation of digital platforms, drawing on its accumulated expertise in delivering national solutions of broad scope and tangible impact. This work included the delivery of integrated solutions covering the full platform lifecycle, from understanding the need and developing the concept and business model, through design, implementation, and integration with relevant systems, to operation, support, and continuous improvement.

The Company also continued to develop digital opportunities and projects based on diverse operational and commercial models, including partnership projects with the public sector, in support of spending efficiency, service sustainability, and the maximisation of value from digital assets. These capabilities have enabled AZM to manage and deliver highly reliable and scalable platforms that serve large numbers of beneficiaries and support improved service quality and operational efficiency at client entities.



1.2.3 Diversity of Project Sectors



Legal Technology and Legal Services

Automating legal and judicial procedures, and managing disputes, estates, arbitration, and professional services, in support of faster procedures, greater transparency, protection of rights, and improved quality of services delivered to beneficiaries.



Health and the Non-Profit Sector

Building and operating digital platforms that enhance the delivery of support, health, and social services to beneficiaries, support the management of donations, cases, and initiatives, and subsequently measure impact, thereby raising the efficiency of non-profit work and strengthening governance and transparency.



Investment, Tourism, and Business Enablement

Developing digital services and platforms that support the journey of investors, visitors, and small and medium enterprises through managing opportunities and applications, connecting beneficiaries to services, improving the tourist experience, and providing benefits that help reduce costs and promote business growth.



Government Digital Transformation

Developing and operating digital government platforms and services that contribute to automating procedures, raising operational efficiency, enhancing integration among entities, and improving the beneficiary experience through unified channels and faster, more reliable services.



Housing and Real Estate

Delivering integrated digital solutions covering the journey of the beneficiary and the real estate investor, including financing, marketing, housing-journey management, digital brokerage, and the connection of related parties within interconnected ecosystems that support the efficiency of the real estate market.



Financial Services and Fintech

Developing and operating digital financial solutions encompassing payments, collections, settlements, digital brokerage, digital signature, and the connection of financial services to government and commercial platforms, contributing to safer, easier, and more efficient experiences.



A multi-sector portfolio that enhances business resilience and expands growth opportunities

AZM's project portfolio during the year was notably diverse in the sectors the Company served, and spread in balance across government entities, the private sector, and the non-profit sector. That diversity embodies the resilience of AZM's business model and its ability to deploy its technological, consulting, and operational expertise in developing digital solutions that align with the needs of different sectors and contribute to sustainable national impact.



A Balanced and Scalable Portfolio

The diversity of project sectors constitutes a fundamental pillar of AZM's growth strategy, combining deep sectoral knowledge, technological and operational expertise, and the ability to redeploy shared solutions and platforms across multiple sectors. This diversity provides the Company with a more balanced and resilient business base, expands its opportunities in promising sectors, and strengthens its capacity to build long-term partnerships and deliver projects with sustainable economic and social impact.



Telecommunications, Infrastructure, and Assets

Developing digital solutions for the regulation and management of infrastructure, assets, and equipment, automating their lifecycle, and monitoring operations and service levels, thereby enhancing operational efficiency, raising data reliability, and supporting compliance and decision-making.



Education and Capacity Building

Operating and developing platforms and systems that support education, training, and assessment, raise the efficiency of technical environments, and improve the management of content and learning journeys, alongside developing initiatives that contribute to capacity building and knowledge transfer.



Data and Artificial Intelligence

AZM expanded its presence in data and artificial intelligence, key enablers for developing services, enhancing efficiency, and supporting decisions. The Company's solutions in this area include building data platforms and warehouses, business intelligence dashboards, and analytical and predictive models, alongside deploying artificial intelligence to automate processes and enhance the beneficiary experience. AZM's capabilities in this area also extend to developing digital assistants and agents, analysing documents and unstructured data, automating reading and verification using optical character recognition technologies, classifying requests, detecting patterns, and building recommendation and intelligent matching engines.

This direction reinforces the Company's transition from delivering traditional digital solutions to building intelligent ecosystems capable of leveraging data, anticipating needs, accelerating procedures, and improving the quality of decisions and services.



Digital Trust, Regulation, and Compliance

Providing solutions for digital signature and certification and the management of contracts, identities, and permissions, alongside developing regulatory technologies that help entities manage governance, compliance, and risk requirements within trusted and secure digital environments.

1.3 Impact Stories

Wilayah

Financial governance and digital transformation are now among the pillars of modern institutional work. Against that backdrop, the General Commission for the Guardianship of Trust Funds for Minors and their Counterparts faced a major challenge. It relied on a traditional financial system built on manual and fragmented procedures that undermined the quality and accuracy of data and impeded rapid access to information and decision-making; the system also operated on a cash basis rather than accrual accounting.

So began the journey of rebuilding the financial system in its entirety, based on the accrual accounting principle and the latest Oracle ERP systems. The project was not merely a technical upgrade. It was a comprehensive institutional transformation: developing policies and procedures, building integration with banks, and training personnel, within an environment demanding the highest standards of financial accuracy and reliability.

Scope was revised more than once, priorities shifted, and implementation requirements were complex, yet the project team overcame these challenges. The Commission's Board of Directors approved the new system, which became the first accrual-based accounting ERP system within the Commission. It marked a major advance that strengthened financial governance, raised the level of transparency, and contributed to improved spending efficiency, in keeping with the targets of Saudi Vision 2030.

Heavy Equipment Regulation Center – Saudi Standards, Metrology and Quality Organization

The Heavy Equipment Regulation Platform project was the first national system for regulating the heavy equipment sector in the Kingdom. Saudi AZM created a unified reference that brought equipment registration, the accreditation of inspection centres, the issuance of licences, and the monitoring of operations together within a single digital ecosystem.

The project was not merely the launch of a digital platform. It established an integrated ecosystem that reorganised the sector and connected all parties within a unified journey encompassing equipment registration, the accreditation of inspection centres, and licence management. That contributed to greater procedural efficiency, enhanced operational safety, and a reduction in service completion time from weeks to days.

Many stakeholders were involved and the regulatory and technical requirements were complex, yet the project team unified procedures and built an integrated digital experience, making the platform the regulatory reference for the heavy equipment sector at the Saudi Standards, Metrology and Quality Organization. The project also supported the targets of Saudi Vision 2030 by improving the efficiency of government services, enabling the industrial and logistics sectors, and advancing digital transformation in one of the Kingdom's vital sectors.

Investor Matchmaking – Ministry of Investment

In an investment landscape characterised by diversity and competition, a major challenge emerged: investors, and international investors in particular, found it difficult to connect with reliable opportunities and strategic partners within the Kingdom. From this arose the idea of the platform as a digital bridge, connecting investors with one another according to their interests and sectors and redefining the way investment partnerships are built. It transformed the partner-search experience from a traditional approach reliant on personal relationships into a comprehensive digital experience enabling the creation of profiles, the identification of areas of interest, and direct communication, thereby helping to attract foreign investment and connect the local market with the global one. Scope changed and management shifted, yet the team overcame the challenges and launched the platform to a high standard of quality, making it a model that embodied the Saudi Vision 2030 targets of enabling the private sector, enhancing investment attraction, and raising the contribution of the non-oil economy.

Invest Saudi Platform

In a rapidly developing investment environment, the industrial investor still faced a fragmented journey stretching from the initial idea through to export, amid many entities with divergent requirements. From this arose the initiative to develop the «Investor Journey Digital Services Platform» as a unified gateway bringing the procedures together in an integrated digital experience. The AZM team designed the platform meticulously, gathering and analysing the requirements of the entities, building advanced user interfaces, and developing interconnected back-end systems. The result accelerated foreign and domestic investment procedures and raised the quality of engagement with the more than 1,800 investment opportunities on offer. This transformation embodied the «Digital Transformation in the Industrial Sector» pillar of Saudi Vision 2030, enhanced procedural efficiency, and raised the competitiveness of the local market. The moment of pride came at the first launch, when users experienced its ease of use and the speed of its performance, in a project that has become a benchmark for integration between entities and for stimulating investment.

Regional Headquarters

The Regional Headquarters (RHQ) initiative was launched as part of the Kingdom's drive to become a regional business hub, to break down the barrier of geographical distance and attract global companies to manage their operations from the heart of Riyadh rather than from abroad. What was needed was clear: a direct institutional presence that enriches the economy and enhances knowledge transfer. Following the enhancement of the investor experience and the targeting of major companies, Riyadh has become a decision-making centre for the Middle East and North Africa, and that has translated into high-quality employment opportunities, the transfer of global expertise, and greater market confidence in the Saudi business environment. The project gave practical form to Saudi Vision 2030 in attracting foreign investment, developing non-oil sectors, and building human capabilities through a world-class business environment that has established the Kingdom as a regional economic power with global impact.

1.3.1 Key Projects in AZM's Portfolio for 2026

In 2026, Saudi AZM continued to develop and operate a suite of digital projects and platforms for government and non-profit entities, spanning numerous sectors. A selection is presented below, with full details, figures, and results provided in the section «Platforms and Products We Operate and Develop»:



Sekaya – Sekaya Charitable Foundation: An integrated digital platform that improves the journey water takes to reach beneficiaries and raises the efficiency of charitable water-provision operations. It covers the work from identifying needs and planning delivery trips through to measuring impact, and connects donors with water-provision opportunities across the regions of the Kingdom. AZM is the Sekaya Foundation's technology partner, designing and developing the solutions and platforms that enable the ecosystem.



InfraReg – Communications, Space and Technology Commission: A unified digital platform that automates how infrastructure requirements for telecommunications services in properties are handled, from in-building coverage solutions to towers for major external projects. It enables property owners to submit their applications and compare offers transparently, and it strengthens governance and competitiveness in the telecommunications sector in accordance with the regulations of the Communications, Space and Technology Commission.



Premium Residency: A unified platform for managing the residency application journey, one that accommodates the diversity of products and their differing tracks. It takes the application from receipt and verification, through assignment to the specialised teams, to the completion of processing, with operational tools and dashboards that give decision-makers an up-to-date view of operational progress.



Digital Transformation of the Saudi Bar Association: A digital ecosystem serving a sector of more than 18,000 lawyers and 1.8 million cases annually. It covers the legal practitioner's journey from qualification to the management of daily work, and comprises the Association's main portal, the qualification and accreditation academy, the AI-powered digital legal library, and the law-firm management system automatically linked to judicial and government entities.



Violations Review Platform – Ministry of Culture: A platform that enables violation review committees to manage their legal work relating to cultural violations. They can file and register claims, follow up hearings, exchange memoranda, and preserve documents, through to the issuance of the ruling and its enforcement by the competent authorities.



Billing System – Ministry of Human Resources and Social Development: Design and implementation of a comprehensive system for managing billing and technical services within a unified framework, raising service quality and enhancing beneficiary satisfaction.



Engineering Arbitration and Technical Consultation Center: A platform developed by AZM and operated with the Saudi Council of Engineers under a Public-Private Partnership (PPP) project. It automates the entire arbitration journey, from creating the request, exchanging memoranda, and managing hearings to issuing awards and depositing them with the courts of appeal and enforcement. It enables the Council to review expert reports issued through the courts under unified governance, with a high degree of confidentiality and support from artificial intelligence.



Jood Eskan Platform: A charitable platform connecting families in need of housing support with donors. Its services have been integrated into the «Tawakkalna» application, enabling donations at the touch of a button within a familiar and secure journey without switching between platforms.



Waqfy Platform – General Authority for Awqaf: A platform that brings non-profit entities and donor bodies together in a single trusted channel, from presenting the endowment project and selecting its supporter to tracking disbursement and displaying the impact on target groups.



Maneh – Saudi Standards, Metrology and Quality Organization: A unified electronic platform for granting certificates, bringing quality, conformity, and IEC certificates together in one place. It covers the full certificate lifecycle, from granting, extension, and amendment to renewal, withdrawal, and cancellation, and integrates with a number of government services.



Digital Transformation of the Auctions System – Entrustment and Liquidation Center (Infath): A comprehensive development of the bidding system, in which integrated financial and operational solutions replaced traditional processes and the bidder's journey was redesigned from slow banking procedures into a flexible, fast, and reliable digital experience.



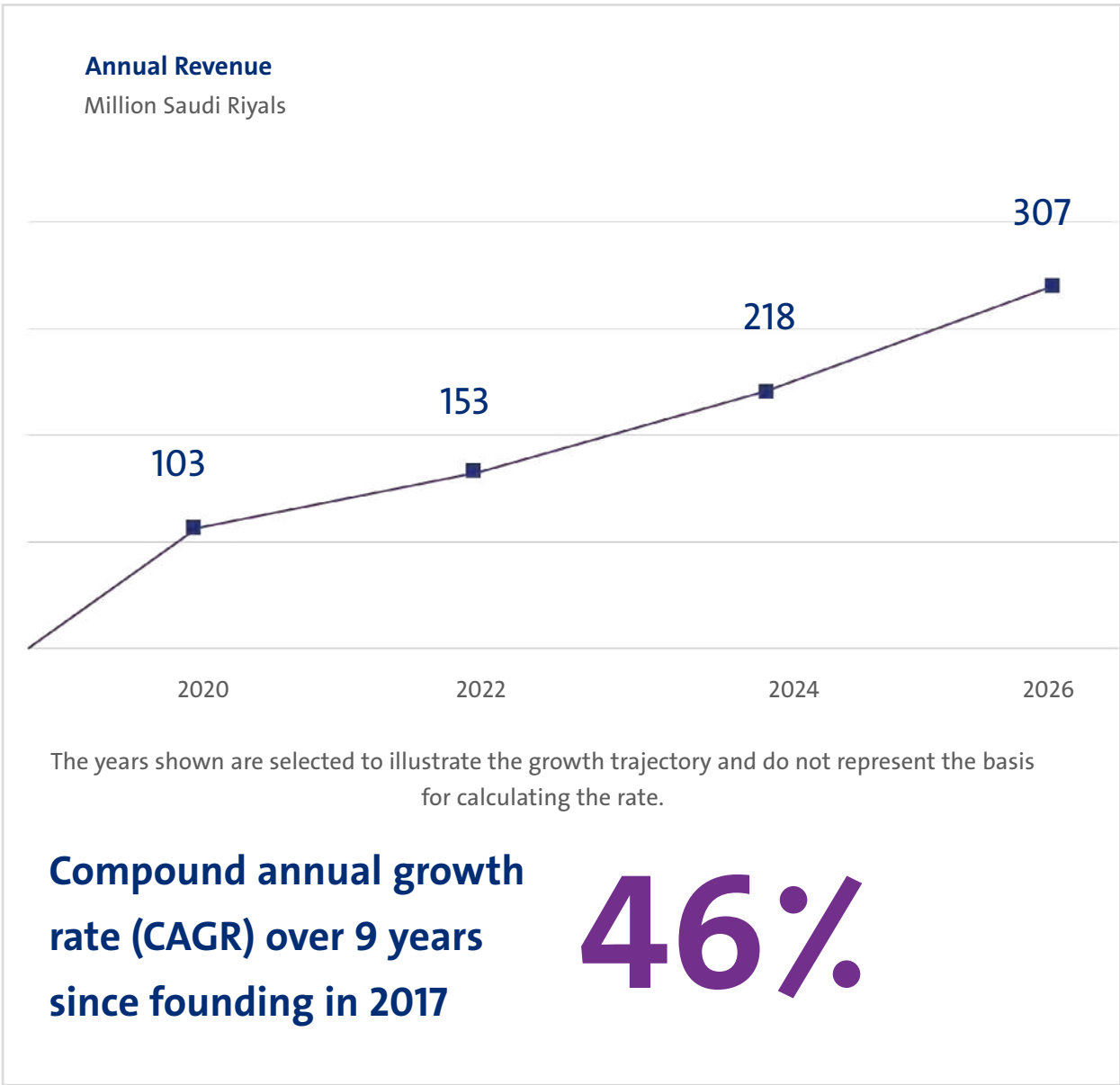
Tarekat Platform: A well-governed electronic system that facilitates and accelerates the processes associated with the division of estates and protects the rights of heirs. It provides heir-inventory, estate-inventory, and estate-distribution services in one place, with no need to move between entities.

1.4 Investment Highlights

What distinguishes investment in AZM is not the rate of growth alone, but its quality and sustainability: AZM has a documented track record of accelerating growth in revenue and profit. Its portfolio is interconnected, combining technology and consulting services, national platforms, and proprietary technologies, and its stated strategy is directed towards raising the contribution of recurring and scalable revenue, supported by long-term partnerships with the public and private sectors.

First: Exceptional and Documented Historical Growth

Since its establishment in 2017, the Company has achieved a compound annual growth rate (CAGR) of 46% in revenue and 42% in net profit over nine consecutive years, a performance that places it in a rare category of emerging technology companies at the regional level.



Second: A Diversified Business Model

AZM does not depend on a single client or a particular sector; rather, its business portfolio extends across four integrated pillars: technology services, business and consulting services, products and investment projects, and Public-Private Partnership (PPP) contracts. This protects the Company from market fluctuations and opens multiple growth paths simultaneously.

The fourth pillar is distinguished by the nature of the contract itself: in a traditional government contract, revenue ends upon delivery, whereas under PPP contracts AZM builds the platform with the government entity and the end user pays for each transaction. The project thus becomes a scalable service whose revenue grows with usage rather than with the size of the contract, which is why its viability is measured by the end beneficiary rather than by the contracting entity.

Technology Services
 Digital government platforms and electronic authentication; automation and digital transformation

Business Services
 Transformational consulting; operating and governance models; human resources solutions

Products and Projects
 Aqarek | Wasl | AZM X | Entropy AI – Strategic PPP partnerships

Public-Private Partnership (PPP) Contracts
 Partnerships with the Saudi Bar Association, the Saudi Council of Engineers and the Sekaya Charitable Foundation



Investment Pillars of Saudi AZM

A strategic position in the Saudi digital transformation sector

The Kingdom's telecommunications and technology sector reached

SAR 199 billion by the end of 2025 with a compound growth rate 8% over five years,

according to the Communications, Space and Technology Commission. AZM occupies a strong position within it, having obtained a high technical classification from the Digital Government Authority, a qualification that constitutes a real barrier to entry for new competitors.

A growth trajectory proven by the numbers over 9 consecutive years

A compound annual growth rate of 46% in revenue since 2017

the Company does not merely speak of future growth; it records it every quarter.

The PPP model opens up long-term revenue with limited competition

Multiple PPP partnerships with national entities (Ministry of Justice, the Saudi Bar Association, the Saudi Council of Engineers) provide contracted revenue for years to come. The PPP model transforms AZM from a service provider into a strategic partner in the Kingdom's digital infrastructure.

A portfolio of start-ups and promising digital investments

Investments in AZM X (design), Wasl (real estate fintech), Proptech, Aqarek (a real estate platform with more than SAR 5 billion in transactions), and Entropy AI: a portfolio of start-ups within a listed group that gives the investor a route to digital growth opportunities without the risks of direct investment in unlisted companies.

Real competitive barriers: national platforms and protected classifications

+10 national platforms in operation

+15 international professional certifications and classifications

a Grade One contractor classification from the Ministry of Municipalities and Housing

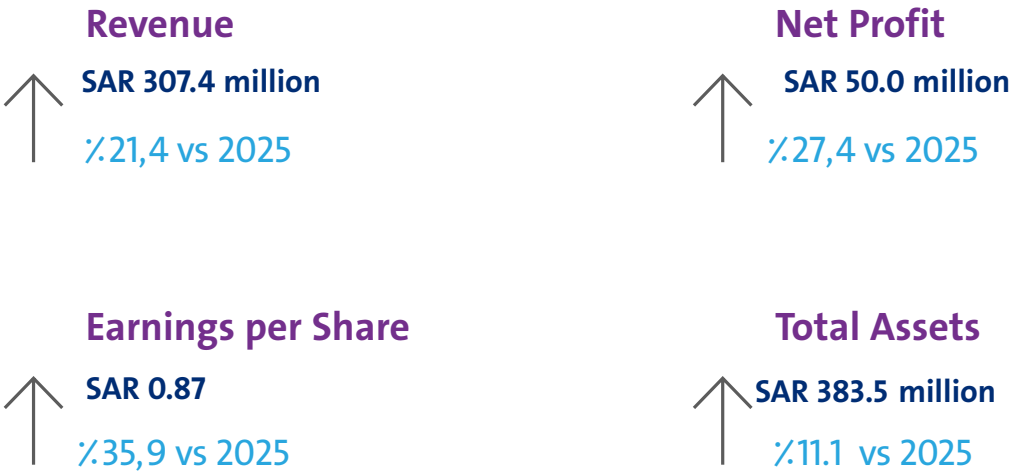
these qualifications constitute real barriers to entry that protect the Company's position from new competition.





Key Financial Indicators

Snapshot – Year Ended 30 June 2026



Income Statement – Comparison of 2025 and 2026

2025



Key Financial Ratios

	2026	2025
Gross Profit Margin	5,32%	29%
Return on Equity (ROE)	27,4%	27,5%
Return on Assets (ROA)	13,0%	11,4%
Leverage Ratio	15,5%	17,6%

2026





1.5 Stakeholder Engagement Model

AZM works to strengthen effective communication with its stakeholders by understanding their priorities and aspirations and valuing their pivotal role in supporting the Company's journey. It is committed to building close relationships founded on transparency and trust, contributing to the creation of shared and sustainable value. Through distinctive initiatives that strengthen partnership and instil a culture of innovation and responsibility, AZM seeks to create an impact that extends to employees, clients, shareholders, and society as a whole.

Shareholder Information	Means ofCommunication and Engagement	Key Topics Raised	Key Actions Implemented
Employees	-Periodic surveys -Direct communication channels with management -Workshops and internal training	- Company objectives and strategy - Growth and development opportunities - Work environment and culture	- Developing training and qualification programmes - Enhancing the work environment - Raising the efficiency of internal communication
Clients	-Dedicated account and relationship managers for clients -Periodic performance review meetings and project steering committees -Client satisfaction surveys -Dedicated technical support channels, e-mail, and official correspondence	-The client's experience and journey with the Company -Service quality and adherence to agreed performance levels -Needs, future aspirations, and joint development opportunities -Innovation and digital transformation in the services provided	-Raising client satisfaction indicators and improving the client experience -Developing services and technology solutions -Adherence to service-level agreements -and prompt response to feedback -Building long-term strategic partnerships and enhancing the value delivered to the client
Suppliers	-Satisfaction surveys -Meetings on contracts and tenders -Direct communication channels with management	-Contracting terms -Ease of procedures -Transparency in dealings	-Improving contracting procedures -Facilitating access to information -Ensuring transparency and compliance -Supporting local content by giving preference to local suppliers
Community	-Community initiatives -Development partnerships -Social responsibility programmes	-Youth empowerment -Supporting learning and employment -Enhancing community impact	-Implementing sustainable community programmes -Promoting diversity and inclusion -Providing financial and moral support to local initiatives
Shareholders	-Annual Board of Directors' Report -Annual General Assembly meetings -Direct communication through Investor Relations	-Financial performance -Company strategy and growth -Governance and compliance	-Enhancing transparency and disclosure -Providing direct communication channels -Keeping investors informed of Company developments



1.6 Investor Information

Shareholder Information Shareholder Information

Listing Date 1 March 2022	Stock Exchange Saudi Exchange (Tadawul)	Ticker Symbol 7211	ISIN SA16BGF3GLH0
Authorised / Paid-up Capital 30,000,000	Number of Issued Shares 60,000,000	Nominal Value per Share 0,5	Closing Price as at 30 June 2026 21,42
Market Capitalisation as at 30 June 2026 1,285,200,000	Foreign Ownership Limit %49	External Auditor Ibrahim Ahmed Al-Bassam & Co. Certified Public Accountants	

1.6.1 Share Performance during 2026



Share Price 2026

The share began trading on the Main Market on 21 July 2025 after transferring from the Parallel Market (Nomu).

1.6.2 Information for Shareholders

-  Investor Relations e-mail: IR@AZM.com
-  To visit our Investor Relations website: [click here](#)

1.6.3 Key Company Announcements on Tadawul in 2026

01/07/2025

Saudi AZM for Communication and Information Technology Company announces the publication of the Transition Document

04/08/2025

Saudi AZM for Communication and Information Technology Company announces the award of a project with the Ministry of Justice

06/08/2025

Saudi AZM for Communication and Information Technology Company announces the award of a project with the Digital Government Authority

19/10/2025

Saudi AZM for Communication and Information Technology Company announces the award of a project with the Ministry of Communications and Information Technology – General Bureau

30/11/2025

Saudi AZM for Communication and Information Technology Company announces the award of a project with Elm Company

17/12/2025

Saudi AZM for Communication and Information Technology Company announces the award of a project with King Abdullah City for Atomic and Renewable Energy

18/02/2026

Saudi AZM for Communication and Information Technology Company announces its qualification to conduct digital government business under the revenue-sharing model, a qualification issued by the Digital Government Authority

09/04/2026

Saudi AZM for Communication and Information Technology Company announces the award of a project with the Saudi Council of Engineers



1.7 AZM's Journey

Since its establishment, AZM has focused on technology and consulting services, subsequently extending its business into digital transformation and technical support. Its client base expanded and its growth accelerated until it became one of the leading national companies in integrated digital solutions. Today, it continues to enable entities to achieve digital transformation in support of the Vision 2030 targets.

2017

Establishment of AZM as a limited liability company with a capital not exceeding SAR 50,000

2019

Addition of new activities that strengthen the role of AZM as a strategic enabler for achieving the targets of Saudi Vision 2030, and expansion of the scope of its services

2022

Listing on the Parallel Market (Nomu)

2025

Transition from the Parallel Market (Nomu) to the Main Market (TASI)

2018

Capital increase to SAR 500,000

2020

Notable growth in business volume and expansion of the client base

2021

Capital increase to SAR 30,000,000.

2024

Split of the nominal value of the Company's shares

2026

Strengthening development capabilities and launching innovative digital products, while expanding government partnerships in support of business continuity.

1.8 Highlights of the Year 2026

First Quarter



Launch of the «Shefa» application

providing an easier digital donation experience and expanding access to donation-for-treatment services.



Launch of the «Sekaya Charitable» platform

as part of the institutional and digital transformation of the Sekaya Charitable Foundation. The platform brings the management of beneficiaries, associations, field operations, water tankers, donation opportunities, and campaigns into one integrated digital ecosystem, raising the efficiency of charitable work and the quality of operations and governance. The ecosystem served more than 1,5 million pilgrims during the 1447 AH Hajj season.

+1,5 million

pilgrims during the 1447 AH
Hajj

Second Quarter

AZM received the Certificate of Excellence

in the «Best Digital Partner» category at the fourth edition of the Digital Government Award 2025, in recognition of its contribution to advancing digital transformation in the Kingdom.



Launch of the «Invest Saudi» platform

and the Regional Headquarters (RHQ) Program website, providing investors with an integrated digital experience and facilitating access to investment information and services.

Saudi AZM ranked first

89.24%

in the compliance index for companies
licensed to provide digital certification
services, with a score of



Third Quarter

Qualification of AZM to conduct digital government business

under the revenue-sharing model for a period of three years, effective 17 February 2026.



The «Jood Eskin» platform achieved the full target of the «Al-Jood Minna wa Fina»

campaign by providing 8000

housing units for eligible families across the regions of the Kingdom.

Launch and operation of the Heavy Equipment Regulation Centre platform

as part of the Saudi Standards, Metrology and Quality Organization project, digitising the equipment lifecycle and unifying the related regulatory and operational procedures.

Fourth Quarter



Launch of the Lawyers Platform services

(the main portal of the Saudi Bar Association), enabling beneficiaries to browse the Association's services and view its achievements and periodic reports within an integrated digital legal ecosystem.

Launch of the Law Firm Management System services

enabling law firms to manage their administrative, financial, and litigation work with automatic integration with judicial entities.

Launch of the «Lahzat Jood» campaign

during the Hajj season, targeting the provision of 533 housing units for eligible families and promoting a culture of giving through an innovative digital donation experience.

Signing of a partnership agreement between Saudi AZM and the Sekaya Charitable Foundation.

Launch of the Sekaya Charitable Foundation's donations platform

making donation opportunities and campaigns available through a trusted and secure digital journey that enhances the donor experience and the efficiency of donation management.

Launch of the AZM Al Khair Foundation.

Launch of the Digital Legal Library services for lawyers

providing AI-powered intelligent search across the Kingdom's laws and circulars.

Launch of the Saudi Bar Association Academy services

offering professional courses and certifications for the qualification and accreditation of legal practitioners.

1.9 Human Capital

Amid accelerating digital transformation and a business environment defined by competitiveness and continuous innovation, the People and Culture Department at AZM stands as a strategic pillar and a driving force for comprehensive institutional transformation. In the communications and information technology sector, human capital represents the most important competitive advantage, as companies' market leadership depends on their ability to attract, develop, and retain the best talent.

The department's vision is to build human capital that forms a natural extension of the Company's ambitions and reflects its culture, one that balances achievement with agility, and collective ambition with individual distinction. It rests on a clear philosophy of always attracting the best, meaning promising young talent and value-adding expertise, within a work culture that makes performance and excellence part of the institutional identity.

The department translates this role through an integrated system built on five pillars:

1.9.1 Strategic Human Capital Planning

Recruitment, development, and culture plans at AZM derive from the Company's strategy from the outset. The department analyses current and future talent needs comprehensively and systematically, drawing on strategic plans, market indicators, and anticipated technological and regulatory shifts. That work includes continuous review of organisational structures and the identification of critical roles and priority areas, whether these require specialised external recruitment or the development of internal capabilities. It thereby narrows skills gaps and provides a clear picture of future workforce needs, so that the right talent is ready at the right time to seize opportunities and keep pace with change.

The department translates this strategic role into practice through the following three pillars, while the fifth pillar ensures that all of this is disciplined within the governance and compliance framework.

01



strategic human capital planning

02



talent sustainability and leadership succession

03



an empowering culture that strengthens belonging and retention

04



productivity enabled by data and artificial intelligence

05



and institutional governance and compliance that regulates all of the above within a clear framework of accountability

1.9.2 Talent Sustainability and Leadership Succession

1.9.2.1 Proactive Attraction of National Talent

AZM's approach to talent attraction rests on the conviction that talent attracts talent, which makes its own employees its first recruitment channel: they nominate qualified individuals from their professional networks to join the teams, and the referring employee receives a financial reward when their candidate is hired. This policy contributes to attracting trusted talent aligned with the organisation's culture and values, and reinforces employees' sense of shared responsibility for building a distinguished work environment.



30%

of hires were made through the referral programme

Being where the talent is: AZM keeps an active presence wherever talent is found, in professional networks, specialised conferences, career fairs, and national initiatives, most notably the Tuwaiq employment programme. It also relies on smart digital solutions for talent targeting, consolidating its position as an employer brand attractive to ambitious national talent.

The AZM network as a lasting source of talent: AZM believes that the experience of working at the Company leaves an imprint that makes its people, current and former, ambassadors of its values and culture, and potentially future partners or clients. Keeping talent within the Company's network of relationships makes it a sustainable source of recruitment.

Investing in Future Talent – the «Azem» Programme: Under the motto «Azem today, leader of tomorrow», the Azem Programme is AZM's continuing investment in shaping the talent and leaders of the future. It is not conventional training but a structured six-stage development journey. The Azem participant sets their objectives (OKRs) from the outset, works on real, impactful projects with the Company's clients and leaders from various sectors across the Kingdom, and builds their record through professional development points encompassing professional certifications, specialised courses, and workshops. Periodic evaluation and one-to-one mentoring sessions, including with AZM's senior leaders, run alongside, and the journey culminates in a final presentation before the Company's leadership.

The programme is distinguished by a high level of competitiveness that reflects the quality of its outcomes:

2,1%

The acceptance rate for applicants to the Azem Programme is

+70%

of Azem Programme graduates joined AZM or one of its subsidiaries



«Azem Business» for business disciplines

(business analysis, business development, business administration, and others)



«Azem Tech» for technical tracks

programming, cloud computing, cybersecurity, platform support, and others)



«Azem Global» for attracting international talent in both tracks

through partnerships with leading entities including King Fahd University of Petroleum and Minerals, King Saud University, the Qimam Program, Tuwaiq Academy, and the Saudi .Digital Academy



1.9.2.2 Investing in Professional Development and Capacity Building

Professional development at AZM is based on a professional competency framework, defined by what the Company's strategy requires to achieve its targets, what the labour market needs, and the state of technology globally, foremost among which is artificial intelligence. Development plans, training programmes, and professional certifications are built on that framework, ensuring that every training investment closes a specific competency gap and serves a strategic objective. AZM believes that development is a continuous journey led by the employee in partnership with the Company, and so enables its people to propose training programmes and certifications that serve their career paths. Their learning extends into the work itself through real projects, knowledge-sharing sessions between teams, and a culture of continuous feedback across teams and at all levels, an essential element of development.

AZM Challenge 1,0

As an extension of this approach, which makes work itself a field for learning, AZM launched «AZM Challenge 1,0» during the 2026 financial year. It enabled employees to diagnose real operational challenges, analyse them using professional methodologies, and link their solutions directly to the Company's strategic priorities. The outcomes demonstrated clear maturity of thought: the proposed solutions did not merely address symptoms but extended to building institutional assets that support sustainability and scalability in the areas of financial data unification, institutionalisation of the operating model, and institutional knowledge management. The Challenge confirms that human capital at AZM is not confined to execution but is an active partner in improving the organisation from within.

1.9.2.3 Talent Strength and Leadership Succession

AZM's investment in talent development has proven successful in building and preparing personnel qualified to assume leadership roles, which strengthens business continuity. It is an established part of AZM's culture that the search for the next leader begins from within: whenever a leadership vacancy arises, priority is given to internal talent, a reflection of the Company's confidence in the talent it has built. In practice, more than ٪60 of leadership vacancies have been filled by internal talent, evidence of the effectiveness of the development and leadership-preparation programmes. AZM's succession plan goes beyond traditional seniority-based models, resting instead on the individual's competence, skills, and impact on the Company's growth.

While this pillar ensures the arrival, development, and readiness of the right talent, the next pillar is concerned with their retention, sense of belonging, and contribution at their fullest potential.



1.9.3 An Empowering Culture that Strengthens Belonging and Retention

1.9.3.1 Behavioural Expectations

AZM adopted the Behavioural Expectations document and disseminated it Company-wide as the reference defining the binding professional standards for conducting meetings, making decisions, and dealing with disagreement and error. This document is founded on the principle that performance standards are measured not by results alone, but by the institutional behaviour that produced them.

The document comprises ten expectations applicable to all Company personnel:

01

We do not fear mistakes ... we learn from them... and we teach them

At AZM, a mistake is an opportunity, not a failing. You will not be asked «Why did you make the mistake?» but rather «What did you learn from it, and whom did you teach afterwards?»

02

We debate without barriers... and commit once the decision is made

At AZM, opinions are heard. We speak, disagree, and propose, and what we say is taken into consideration. Once the decision is made, we all commit to it, for our commitment is the fruit of the discussion.

03

We disagree for better decisions

At AZM, we do not seek quick agreement, but a better decision. We welcome differences of opinion when they broaden the perspective and reveal what no individual can see alone; constructive disagreement is not an obstruction, but a higher quality of thinking.

07

We begin with the challenge... and end with the solution

At AZM, when we raise a challenge, we bring our ideas and solutions with it. We believe that every obstacle is an invitation to creativity, and that our constructive proposals are what turn challenges into achievements.

08

Our honesty... our strength

At AZM, we believe that honesty and transparency are not merely values, but the foundation upon which our trust is built. When we tell the truth as it is, we make better decisions and create an environment in which everyone feels safe and has a sense of belonging.

09

We share information before it is requested

At AZM, transparency is a daily practice. We share what we know, what has changed, and what may affect others before it becomes an obstacle, because clarity of information accelerates decisions and strengthens trust between teams.

04

We meet with a known purpose... and leave with a firm decision

At AZM, a meeting begins before it convenes. You know its purpose before entering, you come prepared, and you do not leave without a decision and a clear next step. A meeting without a decision is a meeting without purpose.

05

Our commitment is our responsibility... and our candour is courage

At AZM, our commitment to our tasks means taking full responsibility for their execution. When, for any reason, we are unable to do so, early candour is a professional duty that allows our team to take the appropriate action at the appropriate time and ensures that our work proceeds without delay or disruption.

06

Our problem exists to be solved

At AZM, when we face a challenge, we direct our attention towards the solution, not towards who is to blame. We work as one team with resolve and clarity, because we believe that our solidarity is stronger than any obstacle in our path, and that respect and effectiveness go hand in hand without conflict.

10

We attend with focus and contribute with impact

At AZM, attendance does not mean mere presence; it means coming prepared, listening attentively, and contributing what adds to the discussion and influences the decision, because our value in a meeting is measured not by our presence, but by the impact of our contribution.

It is on this behavioural foundation that empowerment at AZM rests: clarity of expectations gives the employee room to take initiative and make decisions within boundaries known to all.

1.9.3.2 An Employee Experience Founded on Empowerment

Empowering employees is one of the most deeply rooted values in AZM's culture, because it strengthens belonging and gives work meaning and purpose. What distinguishes the AZM experience is that empowerment does not stop at carrying out assigned tasks; it extends to helping develop innovative solutions with distinctive impact. That has had a positive effect on creativity, and it has helped build a work culture that does not merely follow the market but sets out to deliver differentiated and tailored solutions, strengthening AZM's competitiveness and creating added value for its clients.

1.9.3.3 An Evaluation System Oriented towards Development and Unlocking Potential

The department applies a periodic and comprehensive evaluation system that does more than measure past performance: it explores future potential and directs it. Performance indicators cascade across the various levels of the organisation, from top-level strategic objectives to individual contributions, and the system encompasses actual performance, professional competencies, and future potential. Development and reward decisions are built on this evaluation, entrenching a fair performance culture that links achievement to impact.

1.9.3.4 An Integrated Model for Rewards and Recognition

AZM's rewards and benefits model is an integrated one, aimed at attracting and retaining talent and motivating performance at both the individual and the collective level. The package combines competitive performance-linked salaries and benefits with sustainable incentive programmes. At the heart of the model is the Employee Share Ownership Programme, which takes two forms: the Vested Share Ownership Plan and the Employee Share Purchase Plan (ESPP). Through it, AZM has turned its employees into true partners, who feel the impact of their distinctive achievements and of the success stories through which they drive the Company's growth and success, and whose professional growth is tied to the Company's growth over the long term. It is a philosophy that ensures the retention of high-calibre talent,

of all employees are covered by the Employee Share Ownership Programme

40%

1.9.3.5 A Diverse, Inclusive, and Young Work Environment

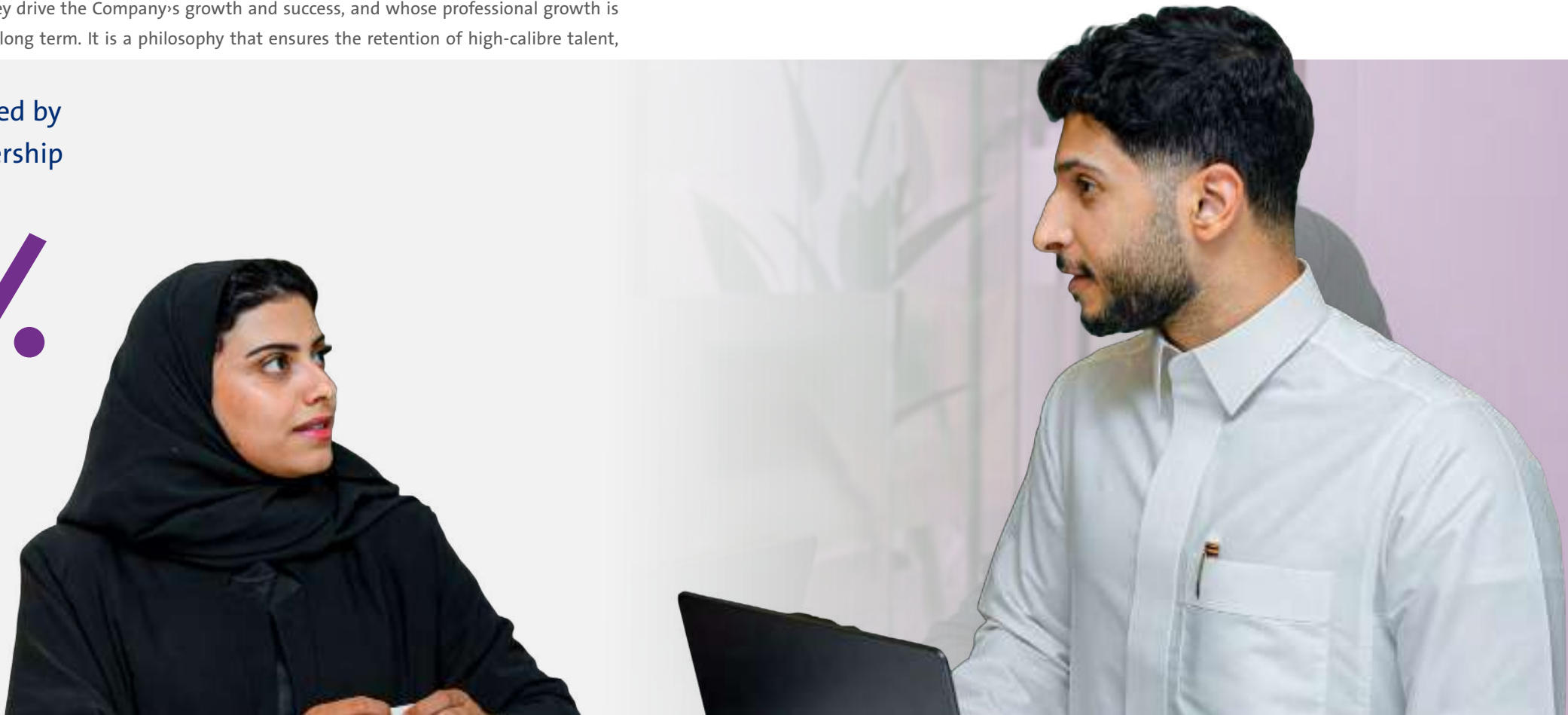
AZM's workforce combines national talent with expertise from diverse backgrounds, in a professional environment that supports collaboration and knowledge transfer. Saudi employees make up the largest proportion of that workforce; the Company employs people of 10 different nationalities; and young talent is strongly represented.

83% Saudi employees as a proportion of the total workforce

29,5% women as a proportion of the total workforce

+40% young talent in the 30–20 age group

AZM entrenches a sense of belonging that makes staying with the Company the first choice for high-calibre talent, and it does so through this system: empowerment that creates impact, recognition that links achievement to impact, and an inclusive, young environment.





1.9.4 Productivity Enabled by Data and Artificial Intelligence

The department provides an integrated digital work environment that supports collaboration and facilitates business management. The Company invests in modern devices, collaborative work platforms, and digital solutions, alongside a unified digital human resources system that supports data-driven decision-making. The department also works to empower employees with the latest artificial intelligence technologies, providing the appropriate tools, training in best practices, and applying them in daily work. This raises performance efficiency and allows a focus on higher-value work.

100% of employees are empowered with artificial intelligence tools

1.9.5 Institutional Governance and Compliance

The department entrenches an institutional environment founded on governance and compliance, built on an integrated system of policies, procedures, and regulatory controls. These promote transparency, equal opportunity, and institutional responsibility, and they ensure that human capital practices are consistent with AZM's core values, regulatory requirements, and standards of institutional excellence.

The Company ensures that institutional policies are adopted and kept continuously up to date in a manner that keeps pace with regulatory requirements and guarantees clarity of roles and procedures. It likewise ensures the activation of reporting and accountability mechanisms and the raising of compliance awareness through dedicated programmes.

Within this framework, the department ensures that all of the foregoing, comprising strategic partnership, attraction and development, empowerment, and digital transformation, rests on a solid foundation of governance and accountability. This strengthens the confidence of the Board of Directors and supports sustainable growth.

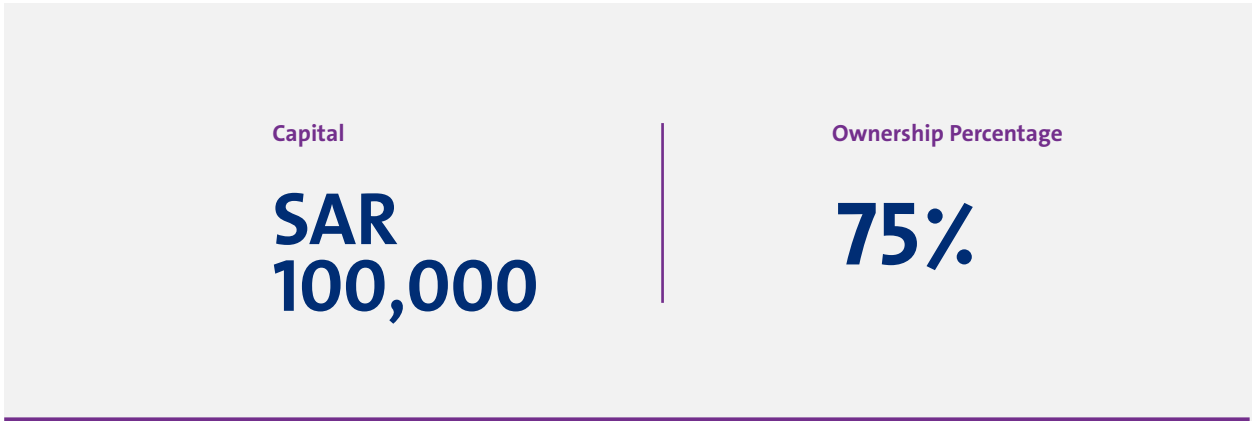
1.10 Subsidiaries



AZM Experience for Information Technology Company – AZM X

Based in: Saudi Arabia

A limited liability company registered in the Kingdom of Saudi Arabia, specialising in developing digital and customer experiences through an integrated ecosystem of research, design, innovation, measurement, and technology. It operates under Commercial Registration No. (1010600261) dated 22 Safar 1441 AH, corresponding to 21 October 2019, with a capital of SAR 100,000. Saudi AZM holds ٪75 of the company.



	Company Name	Activity		Percentage	
	AZM Experience for Information Technology Company	User experience and technical interfaces		75%	



Wasl Platform for Communications and Information Technology Company

Based in: Saudi Arabia

A licensed simplified joint stock company registered in the Kingdom of Saudi Arabia, engaged in information, communications, and computer software activities. It operates under Commercial Registration No. (1009124150) dated 24 Rabi' al-Thani 1446 AH, corresponding to 27 October 2024, with a capital of SAR 2,000,000. Saudi AZM holds ٪100 of the company, within the framework of a strategic partnership with the National Housing Company (NHC).



	Company Name	Activity		Percentage	
	Wasl Platform for Communications and Information Technology Company	Digital brokerage		100%	

1.10.1 Details of Shares and Debt Instruments Issued for Each Subsidiary

During the 2026 financial year, the Company neither issued nor granted any conversion or subscription rights in respect of its subsidiaries under convertible debt instruments, cash securities, subscription right warrants, or similar rights.

Leadership Perspective

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2.0 Leadership Perspective

2.1 Chairman's Statement



Majed bin Saad Al-Ousaimi
Chairman of the Board of Directors

Dear Shareholders and esteemed partners,

By the grace of Allah, it is my pleasure to present to you the Company's results for a year rich in achievements at every level. These achievements are the fruit of what we committed to in last year's report: a comprehensive review of AZM's strategy, and results that show the Company deserves its place on the Main Market. In June, the Board of Directors approved the 2027–2027 strategy, which is set out in this report. Revenue reached SAR 307,4 million, growth of %21,4 following growth of %16,3 in the preceding year; net profit attributable to shareholders rose by %36 to SAR 51,0 million; and earnings per share rose from SAR 0,64 to SAR 0,87. On behalf of the Board of Directors, I thank you for the confidence you have placed in the Company at this stage of its growth.

2029–2027 Strategy

AZM's mission has not changed since its establishment: to change people's lives for the better through business and technology. What the new strategy changes is the level of ambition built upon this mission. Over the next three years, AZM aspires to be the trusted partner that turns challenges into opportunities through technology and innovation. The strategy organises the work under four pillars: financial growth and value maximisation; market standing and client-centricity; a work environment that attracts talent and shapes the leaders of the future; and governance that enables a single integrated group rather than a collection of disparate companies.

The choices are clear. AZM will deepen its position in national platforms before expanding into new areas; it will favour work that leaves behind a product over work that ends with delivery; and it will choose its clients on the basis of long-term, high-quality relationships rather than the size of any single engagement. Put plainly, what we seek is a company that grows its revenue, whose products endure beyond the end of its projects, and whose companies integrate with one another. The chapters of this report describe what is already in place under each pillar.

Artificial Intelligence

The strategy does not treat artificial intelligence as a stand-alone product, but as an engine operating within every product the Group builds, a choice dictated by reality before ambition. The Kingdom's communications and information technology market reached SAR 199 billion by the end of 2025. The Saudi Internet Report 2025, issued by the Communications, Space and Technology Commission, showed that %45,2 of internet users in the Kingdom now use artificial intelligence tools. When adoption reaches this level, artificial intelligence ceases to be a mere initiative: citizens expect it in every service, and government entities expect it from every partner.

We view it from two angles, both of which are present in the text of the strategy. It is an enabler within our platforms, shortening procedures, lowering cost, and raising the quality of decisions, with a measurable impact on the service itself. It is also a productivity multiplier, increasing what a capable person can accomplish, thereby changing the economics of a company whose primary asset is its people. Both uses appear clearly in the plans presented in this report.

Fintech

By the time this report reaches you, the Company will have announced the signing of a non-binding memorandum of understanding with AZM FinTech Company to study the acquisition of ٪100 of its shares, a step that opens the door to fintech for AZM and expands the scope of its services. The value of the step lies in how the two activities complement each other: AZM's communications and information technology business is concentrated in the public sector, with a large part of its revenue based on projects, whereas the fintech business is concentrated in the private sector on a model that is entirely product-based. The platforms we operate every day also generate applications, cases, and payments. With fintech capabilities of its own, AZM can build these services itself, extending its reach to new client segments, companies and individuals alongside government entities, and giving the Company a more diversified revenue base.

National Platforms

The first choice in the strategy, «depth in national platforms», is measured by what has been achieved rather than by slogans. The Company has invested millions in platform assets, and our platforms in the judicial sector alone demonstrate the impact of that investment. They have processed inheritance matters for more than 300,000 people, covering the determination of heirs, the inventory of estates, and the distribution of shares in accordance with Sharia, through a single well-governed system; previously, moving between entities consumed weeks of a grieving family's time. The Infath platform, for its part, has rebuilt the judicial auction journey in the Kingdom: the bidder who once stood in bank queues to obtain a certified cheque and waited ten days for a refund now receives a payment invoice by text message, pays through SADAD, and recovers their funds within two working days. More than 3,500 auctions have been conducted on the platform, in which more than 12,500 assets were sold.

Sekaya, built with the Sekaya Non-Profit Foundation, has transformed the distribution of drinking water from an old manual operation into a robust digital ecosystem. It serves more than 1,5 million pilgrims and manages more than 70 water-provision centres and 11,600 water stations across the regions of the Kingdom. It is for this impact that we built it, and this is the essence of «depth in national platforms»: platforms that reach people on the widest scale and change their lives for the better.

We wrote last year that we want AZM in every home. These platforms are that ambition given form, standing behind services that families use in the details of their daily lives.

Behind these platforms stands a qualification not easily granted. In February, AZM obtained the Digital Government Authority's qualification to conduct digital government business under the revenue-sharing model, in Category (A), a standing granted to only a limited number of companies in the Kingdom. The Company also holds the Authority's Platinum classification as a service provider.

In a traditional project, AZM is paid for the build and the engagement ends. Under revenue sharing, AZM invests alongside the government entity, undertakes the building and management of the service, and earns its return from what the service actually generates, year after year. The government entity gains a partner whose income is tied to the success of the service, and AZM gains recurring revenue. The ultimate beneficiary is the citizen, and this is what makes revenue sharing fundamentally different from traditional service contracts.

Our Reading of the Market

The State's general budget for this year came with a deficit, and its statement charted a remarkable direction: raising spending efficiency, enhancing the quality of essential services, and continuing development to implement major projects and priority national strategies in line with the targets of Saudi Vision 2030. We read that direction early. Its direct effect on companies working with government entities is that the selection process for project awards becomes more rigorous. We do not conceal this, because the direction itself works in AZM's favour. A government that places spending efficiency at the top of its priorities seeks a partner that shares in the investment and whose return is tied to what is actually achieved, and that is the essence of the revenue-sharing (PPP) model for which AZM has been qualified. Our platforms operate at the heart of the sectors the budget has prioritised. Artificial intelligence, for its part, is the other face of spending efficiency: a service of lower cost and higher quality. That is why we invested in it early and made it a cornerstone of our strategy. As for the investments affected by the market cycle this year, we are in no hurry to pass judgement: the fundamentals of their businesses are sound, they have projects ahead of them, and our outlook on their future is positive.

Talent Ownership

During the year, we distributed shares to employees under the Employee Share Ownership Programme, and the Company's employees today own ٪5 of AZM. We see the results: people stay, and those who stay work differently, because they own part of what they build. A smaller number of outstanding people who own what they build will outperform a larger, transient number, and the programme is our practical translation of this conviction.

Conclusion

The Company enters the new financial year in a strong position, with clear commitments under the strategy it has approved. On behalf of the Board of Directors, I extend my thanks and appreciation to the Custodian of the Two Holy Mosques and to His Royal Highness the Crown Prince for the environment their vision has created for national companies. I also thank the Capital Market Authority, the Saudi Exchange (Tadawul), the Digital Government Authority, and the government entities that place their trust in AZM.

I extend my thanks to my colleagues on the Board of Directors, and in particular to AZM's employees, the fundamental pillar on which the Company stands; after Allah, the credit for what has been achieved is theirs, and it is their work that fills the pages of this report. Finally, I thank you, our shareholders: your company is built for the long term, and we intend to continue proving it.

2.2 Statement of the Managing Director and Chief Executive Officer



Ali Mohammed Al-Ballaa
Board Member, Managing Director,
and Chief Executive Officer

Dear Shareholders of Saudi AZM,

This was the year in which AZM's growth ceased to depend on any single award. Revenue grew by %21,4 to SAR 307,4 million, and operating profit grew faster still, by %48,6 to SAR 48,0 million. Behind these two figures stands the year as we managed it, and this statement gives you an account of it: what we earned, what we built, where we fell short, and what we intend to do next.

The Year's Work

The year's work was larger than the projects the Company won. Two directions shaped it. The first is that AZM deepened its work in partnership with the government: the platforms we operate under revenue sharing grew in number and in usage, and our partnership portfolio expanded to include professional bodies such as the Saudi Bar Association and the Saudi Council of Engineers. The second is that AZM began transforming itself into an AI-native company. In both directions, awards followed throughout the year from the Ministry of Justice, the Digital Government Authority, the Ministry of Communications and Information Technology, King Abdullah City for Atomic and Renewable Energy, the General Entertainment Authority, and others.

Execution held its standard even as the work expanded. The gross profit margin rose three points and half to %32,5, because projects were delivered efficiently, their inputs were procured on better terms, and their mix tilted towards higher-quality work. The backlog of contracted work gives the coming year ground to stand on, sound enough to carry the growth ahead, and what it asks of us is simple: to apply ourselves to the work and to keep working at the same pace and quality.

Artificial Intelligence

The strategy makes artificial intelligence an engine within every product the Group builds, and we began with ourselves. During the year, AZM employed five AI employees as full members of their teams, each with a defined role, deliverables, and a manager to report to. Among them:

A quality controller

that follows the build cycle of every technology project across our four development centres and flags problems before they occur.

A business analyst

that converts client requirements into technical documents ready for execution.

An executive assistant

that gathers reports from our disparate systems into summaries that management can read in one sitting.

Novelty is not the aim; what matters is where this takes the minds of our employees. When artificial intelligence carries the routine work, our engineers, analysts, and managers spend their days on work that requires judgement and discernment, and on work that stays in the client's mind, namely the quality of thinking that builds and preserves a reputation. The impact today is measurable. Output runs at several times its previous speed, and efficiency in our core business has improved by no less than %30 to %40. The same movement reaches the systems on which our execution rests. The platform on which we manage projects is being built to predict schedule and cost deviations before they occur, drawing on the pattern of every project that came before, and to prepare portfolio reports on its own. A second platform monitors every integration point between our systems.



Investment in artificial intelligence proceeds in more than one direction. The AI employees and execution systems are its internal face. Its external face includes Entropy, our AI associate company, which builds this capability as its core business: a platform for creating and governing AI agents for enterprises, a meeting assistant built natively for Arabic, and computer vision that assesses vehicle damage at the scale of the insurance sector.

AZM’s People

AZM hired in large numbers this year and all of its teams expanded, yet one thing did not change: the standard. We hire only the best, and the market has moved in a direction that allows us to hold to that. As the Company has grown, we have managed culture with the same intent with which we manage the business. The team wrote ten behavioural expectations, from the team and for the team, that state clearly how we work.

Fintech at AZM

By the time this report reaches you, the memorandum of understanding for the acquisition of AZM FinTech will have been announced, and its significance for the Group lies in what follows it. Edaat, the flagship product of AZM FinTech, is a payment institution licensed by the Saudi Central Bank that manages billing, collection, and settlement on the SADAD system, with hundreds of billions of riyals passing through it. Fintech at AZM is broader than a single acquisition. Wasl, the real estate finance company, has obtained its licence from the Saudi Central Bank; its business is the infrastructure of real estate finance in the Kingdom and the pathways on which real estate finance is originated, managed, and operated. Wasl travelled the road from build to licence quickly, and it will travel the road from licence to market with the same speed.

Subsidiaries

Among the expectations our team wrote for itself is that the truth be told as it is, and this section honours that. Two companies in our ecosystem fell short, and each has a cause that can be traced to the surrounding environment. AZM X, the experience design company, closed the year at a loss. Aqarek, our associate real estate platform, saw its profits stall amid sharp shifts in the Saudi real estate market, with its transactions awaiting completion. We are following both closely, and we treat their year as a cycle to be managed in the natural course of business, not as a final verdict.

The Year Ahead

We set out four commitments for the new financial year, so that next year’s statement can be measured against them:



Expanding the partnership model, with more national platforms operating under revenue sharing.

01



Completing the acquisition of AZM FinTech and deploying its payments infrastructure across the entire Group.

02



Extending AI employees into every operational process in which they merit a place, and pushing artificial intelligence deeper into the products we sell.

03



Taking Wasl from licence to market with the launch of its first real estate financing transactions.

04

In Conclusion

My thanks go to AZM’s people for the year they have delivered, to our clients whose trust we earn anew with every delivery, and to you, our shareholders, for your support of work built to last. A company is the standards of its people. Our people wrote their standards this year, and this statement has sought to live up to them.

Operational Review

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3.0 Operational Review

3.1 The Company's Business Development Methodology

AZM does not sell technology projects that end on delivery. It builds platforms that it owns, operates and extends to other entities, and that difference is what defines the Company's business development methodology: an institutional approach combining strategic vision with an understanding of the market and its needs. Working this way, Saudi AZM continues to strengthen its role as a strategic partner in the Kingdom's digital transformation ecosystem. The methodology is further distinguished by its ability to hold the commercial, technological and regulatory dimensions within a unified vision. Inside one integrated framework it links market intelligence; the engineering of solutions and models that respond to change and integrate with the operating environment; the building of partnerships and digital solutions; and the planning of execution. That framework supports the quality of decisions and the speed of execution, and so contributes to sustainable economic and operational value.

Institutional Readiness to Support Business Development

The Digital Government Authority classifies AZM at Platinum level among communications and information technology contractors, and AZM is qualified to conduct digital government business in the highest categories. Together these allow it to bid for projects with multiple entities in environments that carry advanced governance, compliance and business continuity requirements. This readiness rests on accredited international certifications in IT service management, information security and business continuity.

Raising Efficiency through Artificial Intelligence

AZM harnesses data, automation and artificial intelligence technologies to raise the efficiency of business development and to improve the quality of decisions and the speed of response. The effect is a more precise and agile approach to managing opportunities and directing resources, a direction that contributes to improving the business cycle and to building a more resilient and scalable ecosystem.

Business Models and Partnerships for Creating Sustainable Value

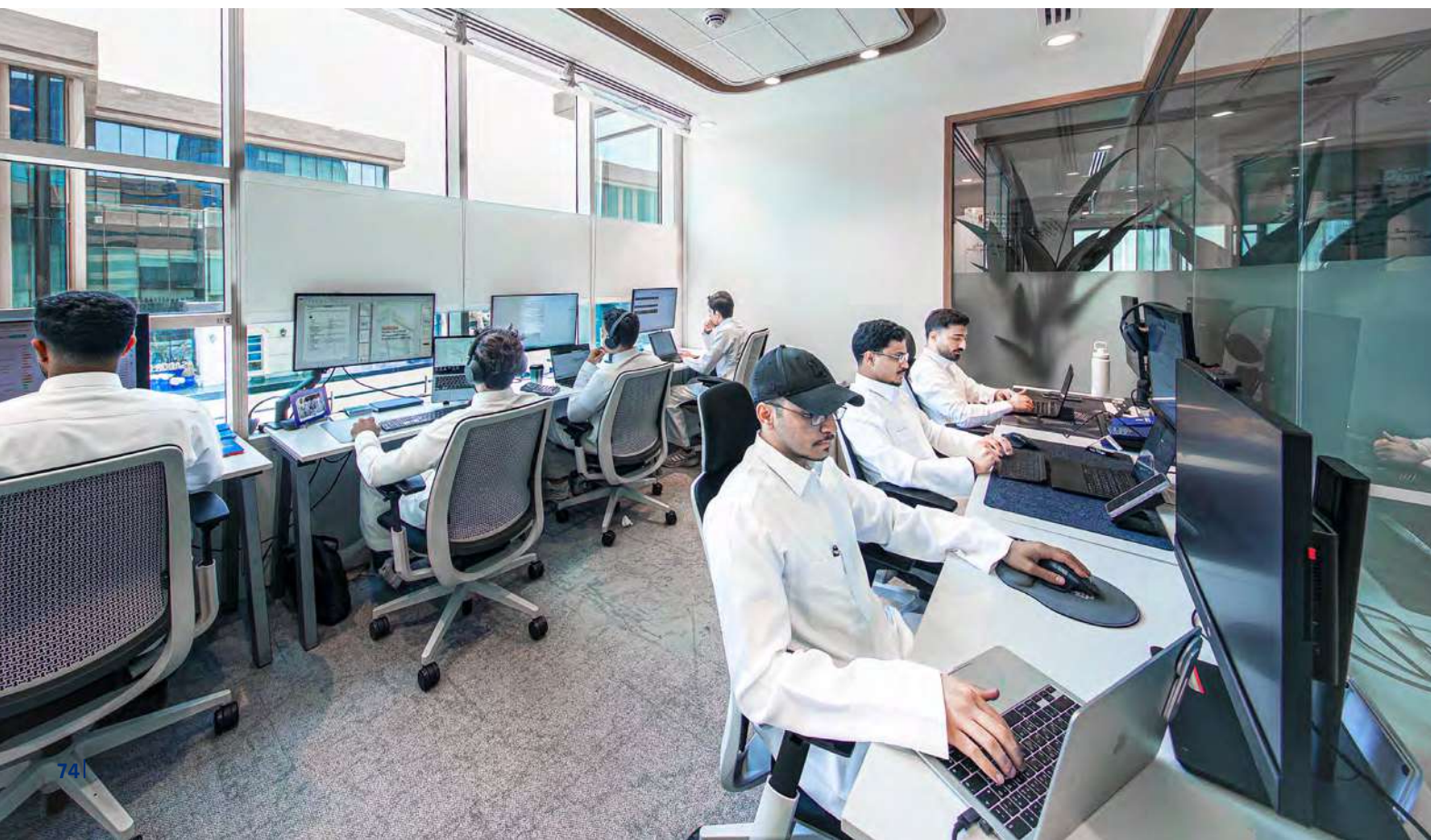
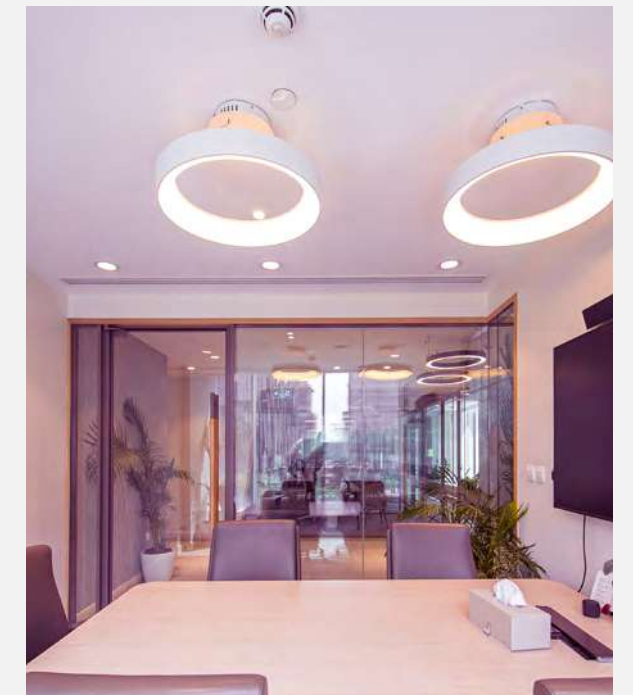
As the methods of delivering digital services evolve, AZM is working to broaden the scope of its business models, building strategic partnerships and developing more flexible and sustainable models founded on the integration of capabilities and the creation of value. The Company's qualification to participate in Public-Private Partnership (PPP) projects further strengthens its capacity to expand its high-value partnerships and develop long-term models that combine operational efficiency and sustainability. This direction contributes to raising spending efficiency, maximising the value derived from digital assets and broadening the scope of value realised, and so supports sustainable growth and enhances the Company's impact at the project and sector levels.

3.2 Impact of Project Management on AZM and the Community

The Project Management Division is the executive arm that converts contracts and awards into actual products and services on the ground. For AZM, its contribution shows in the control of execution quality, in adherence to schedules and budgets, and in the revenue it maximises by managing the project cycle efficiently from award to contractual closure. It also builds a performance track record that strengthens AZM's competitive position in subsequent tenders with government entities.

For the community, the majority of AZM's projects are delivered to government entities, development institutions and the non-profit sector, so that their impact passes directly to the end beneficiary, from citizens and entrepreneurs to investors and the beneficiaries of housing, health, justice, endowment and SME services. That impact comes through improving the digital service experience, raising the efficiency of the entities that deliver these services, or channelling support to those entitled to it faster and more accurately.

The Division also managed and delivered a number of other distinctive projects within AZM's portfolio, varying in scope and sector. Together they contributed to enabling digital transformation at beneficiary entities and to raising the quality of services provided to the end beneficiary, to the point that their outputs are now part of the daily use of individuals and families, reachable on smart devices at any time and from anywhere. These results confirm the Division's ability to convert awards into tangible operational impact.



3.2.1 Working Methodology

AZM's Project Management Division applies a hybrid methodology, pairing the discipline of the traditional methodology built on international standards (PMI / PMBOK) with the flexibility of agile methodologies (Agile / Scrum). The pairing follows the diverse nature of the project portfolios AZM delivers, whether digital platforms, operational services, or framework agreements

. The Waterfall methodology is applied in the phases that require strict contractual control, including defining project scope and stakeholders; building the project plan, milestone schedule, risk matrix and performance indicators; establishing the governance model; and on through to contractual closure, with the collection of completion certificates and financial entitlements and the documentation of lessons learned.

Agile frameworks take over in the development and incremental delivery phases. They let the partner provide feedback early and adjust priorities in light of developments, and they ensure the delivery of usable products in shorter timeframes. Supporting this hybrid model are specialised tools for managing projects, documents, contracts and purchase orders, together with a unified governance model that defines roles and responsibilities among the delivery, operations and support teams at AZM and at the client. The balance it strikes is between contractual commitment and quality standards on the one hand and speed of response to change on the other. That balance shows in the maturity of execution in major projects handled by the Division, such as the Investor Journey platforms, the Tarekat platform, the Saudi Bar Association platforms, and Oracle ERP systems, delivered at a rapid pace and with technical maturity



3.3 Technical Development and Operation Services:

AZM's technology services cover the full lifecycle of digital solutions, from needs analysis and solution design, through development and integration with existing systems, to operation and technical support under time-bound service level agreements.

The Company's responsibility does not end at delivery. In most of its projects, AZM continues to operate and develop the solution after launch, making operational performance part of its contractual commitment rather than a subsequent service.

3.3.1 Projects and Products We Operate and Develop:

Sekaya



Delivering water to beneficiaries once meant field procedures: physical presence, manual coordination and waiting. The «Sekaya» ecosystem turns that journey into a digital experience, one that organises water-provision operations, raises the efficiency of their execution and enhances transparency across the regions of the Kingdom.

The ecosystem covers the various stages of the work, from managing beneficiaries and identifying needs, through managing entities and contractors and planning and monitoring delivery trips, to measuring impact and verifying service delivery. It also connects donors with water-provision needs through a digital platform that enables them to contribute to available opportunities and gives them a clearer view of the impact of their donations and the reliability of their delivery.

Saudi AZM is the technology partner of the Sekaya Foundation. It designs and develops the digital solutions and platforms that enable the ecosystem's various operations, converting operational and field needs into interconnected, scalable digital services in support of greater operational efficiency, improved data quality and enhanced decision-making.

Today, the ecosystem contributes to tangible impact through:

Serving more than
1,5 million
pilgrims

Managing more
11,600
water dispensers

Providing more than
35,000
cubic metres of
chilled water

The «Sekaya» ecosystem embodies a model that combines humanitarian mission with technological enablement, making water-provision operations more organised, more efficient, and more capable of scaling and achieving sustainable impact.

Premium Residency



The Premium Residency platform was developed to unify and manage applications and the experiences of premium residents within an integrated digital ecosystem, one that accommodates the diversity of residency products and the differing requirements and stages of each product. AZM built an operating environment that enables applications to be received, verified, assigned to the specialised teams and tracked until processing is complete.

The platform also provided operational tools that help teams manage applications and remarks, and track work in an organised manner, together with dashboards that give decision-makers an up-to-date view of operational progress and completion levels. The project ensured a clear digital experience for the beneficiary while strengthening internal governance and unifying procedures among the parties concerned.

The project reflects AZM's expertise in developing and operating government platforms that require the management of large volumes of transactions, multiple products and tracks, and a high level of accuracy and reliability.

Key Figures and Results:

 **45,261**
open applications under
management and processing

29,496 
completed applications

 **8,364**
applications assigned
to teams

8 
residency products
managed

InfraReg – Communications, Space and Technology Commission:



AZM launched its InfraReg product in support of digital transformation and the implementation of the regulations of the Communications, Space and Technology Commission, with the aim of automating all infrastructure requirements for in-building solutions and mega projects within a unified digital platform. The product was established to address the challenges of traditional procedures, to raise the level of governance and regulation in the Kingdom's telecommunications sector, and to regulate the relationship between property owners and in-building and mega projects, contributing to a faster application cycle and improved execution efficiency.

Since its launch, the platform has enabled property owners to submit their applications with ease and to compare the offers presented to them clearly and transparently, which strengthens competition in the telecommunications sector and raises the quality of the solutions provided. It has also supported a higher level of digital transformation and governance at the project level. InfraReg is, in that sense, a model that reflects the integration of roles among stakeholders, and it contributes to a more efficient and reliable digital experience for all beneficiaries.

Violations Review Platform – Ministry of Culture



The «Violations Review Committees» platform at the Ministry of Culture provides an integrated digital journey for managing claims relating to cultural violations. It runs from the filing of the claim and its registration with the competent committee, through the management of hearings and the exchange of memoranda between the parties, to the issuance of rulings and the monitoring of their enforcement, all on a unified platform that facilitates procedures and raises work efficiency.

Within that integrated digital ecosystem the various stages of the case are organised so that the committees can manage their legal work and the parties can follow their cases and exchange documents and memoranda. Procedures become more reliable, case management more efficient, and the principles of governance and compliance are supported.

The platform extends the Ministry of Culture's efforts to develop its digital services, providing a more efficient and organised experience in which beneficiaries can assert their rights and follow their cases through a clear and trusted digital journey.

Jood Eskin Platform



The integration project between «Jood Eskin» and the «Tawakkalna» application made charitable housing initiatives accessible to millions of users by enabling donations to be made directly through one of the most widely used national applications, so contributing to charitable work is easier and faster, with no need to move between multiple platforms. The project was not merely a technical integration between two platforms. It contributed to removing barriers to donation and delivered a seamless and secure user journey that enabled individuals to browse and support housing initiatives in a few simple steps. In doing so it strengthened community participation, broadened access to donation opportunities, and increased the impact of charitable initiatives.

The project embodied a successful model of integration between national platforms, in support of the Saudi Vision 2030 targets of enabling the non-profit sector, advancing digital transformation, and developing beneficiary-centred government services. Its impact in improving the user experience and easing access to charitable work has been recognised.

Maneh – Saudi Standards, Metrology and Quality Organization



The «Maneh» platform is a major leap in unifying and digitising the certificate-issuance ecosystem in the Kingdom: a unified electronic platform that brings the issuance of quality, conformity and IEC certificates under one umbrella. It was launched to convert multiple and fragmented procedures into a unified and seamless digital experience, automating everything that can be processed and accelerating the issuance cycle. The platform covers the full certificate lifecycle, from granting, extension and amendment to renewal, withdrawal and cancellation, which ensures complete governance and a more efficient experience for users. To enhance the reliability of the ecosystem, the platform has been integrated with more than 10 government services, ensuring a seamless certificate-application lifecycle and the quality of the information exchanged.

The challenge the project addressed: The certificate-issuance ecosystem ran on an older, information-oriented system, with a fragmented track for each type of certificate, limited automation and integration, and numerous scattered procedures executed outside the platform, which weakened traceability and governance. Data quality was poor as well, so the business team had to correct a large proportion of the data manually, which increased the likelihood of errors and slowed procedures.

What the project achieved: The fragmented tracks were unified and automated within a single platform, manual procedures were digitised, and the issuance cycle was accelerated to reduce time and raise efficiency. It also adopted a scalable architecture, one that accommodates the addition of new services and certificates in the future without the need for rebuilding.



Key Figures and Results:

Integration

Connection with
more than
10
government services

Capacity

An architecture designed
to issue between
40,000 - 30,000
certificates

Coverage and scope

Between **30–40**
digital services distributed
across three certificate types

- the Quality Mark
- Certificates of Conformity (COC)
- IEC certificates

Beneficiary base

Serving more than
1,000
potential beneficiaries among
factories, suppliers, exporters, and
accredited assessment bodies

Engineering Arbitration and Technical Consultation Center



Saudi AZM worked with the Saudi Council of Engineers to develop and operate the Engineering Arbitration and Technical Consultation Center, under a five-year Public-Private Partnership (PPP) project that combines technical build, operation and management of the ecosystem. The step is a leap forward along two pivotal tracks in the Kingdom's judicial system:

First, engineering arbitration, which accounts for the largest share of arbitration cases locally and globally. AZM is leading the digital transformation of this field in the Kingdom through its digital products.

Second, technical consultation, since technical expertise is one of the pillars of litigation and an instrument on which many judicial rulings are based. Under an agreement between the Ministry of Justice and the Council, AZM is working to enable the Council to review the expert reports issued through the courts, which number more than 12,000. The governance extends from the scope of the expert's appointment to the review of the final report, ensuring the quality of outputs and raising the efficiency and qualification of experts.

The platform covers the case journey without interruption, from registering the claim and enrolling arbitrators to issuing the award and depositing it with the courts of appeal and enforcement, supported by artificial intelligence tools that enhance the user experience and improve the quality of the arbitration process.

The platform integrates with the National Single Sign-On, the National Information Center, the Ministry of Justice, the Board of Grievances, the Ministry of Commerce and commercial registers, the Ministry of Municipalities and Housing, the Saudi Bar Association, the Balady, Sakani, Sobol, and Edaat platforms, and SMS services. This layer is what turns the platform from a case management system into a judicial ecosystem interconnected with the national ecosystem.

The project is being implemented in progressive phases: analysis and assessment; process design and solution development; development and implementation; testing and pilot operation; and live operation and knowledge transfer. The platform is targeted for launch within the first year, and operation and technical support will continue throughout the project term. Governance rests with two committees: a steering committee for strategic oversight and scope approval, and an executive committee to monitor implementation and coordinate between the Council's and AZM's teams.



Key Figures:



More than
20,000
disputes managed
annually



More than
2200
registered
engineering experts



More than
12,000
expert report requests

Digital Transformation of the Saudi Bar Association



The Saudi Bar Association digital transformation project is building an integrated digital ecosystem that supports legal practitioners at every stage of their professional journey, from learning to practice, contributing to greater efficiency in the legal sector and enhanced quality of its services. The ecosystem comprises a number of digital solutions and platforms, most notably:

- 01** Development of the Association's main portal To provide an easier digital experience that enables beneficiaries to access the Association's services and view its initiatives, reports, and digital content
- 02** Saudi Bar Association Academy An educational platform offering training programmes and professional certifications, contributing to the qualification of legal practitioners and the development of their knowledge in line with labour market needs.
- 03** Digital Legal Library An AI-powered digital library that enables accurate and rapid search across the Kingdom's laws, legislation, and circulars, serving as a trusted reference for lawyers and legal practitioners
- 04** Law Firm Management System A digital platform that enables law firms and legal practices to manage their administrative, financial, and litigation work efficiently, with automatic integration with judicial and government entities.

This ecosystem embodies an integrated vision for digital transformation in the legal sector through the development of interconnected solutions that support legal practitioners, raise operational efficiency, and enhance service quality, in keeping with the Saudi Vision 2030 targets of developing the judicial system and advancing digital transformation.

The chart below shows the compound annual growth rate (CAGR) in the number of registered lawyers over the past two years, and the number the ecosystem is expected to serve over the next two years

Total Licensed Lawyers in Saudi Arabia

Actual 2025–2024; projected to 2028 at a 19.5% compound annual growth rate



Source: Saudi Bar Association.

Counts include licensed practicing lawyers only; they exclude non-practicing lawyers, trainee lawyers, and holders of a license to plead on behalf of private legal entities.

The 2026 figure is a full-year projection; the confirmed count as of 5 August 2026 is 22,013 licensed lawyers.

2028–2026 figures are projected at a 19.5% CAGR derived from confirmed growth during 2026. Vertical lines show the sensitivity range.

Digital Transformation of the Auctions System – Entrustment and Liquidation Center (Infath)



Comprehensively developing the bidding system by building integrated financial and operational solutions that replaced complex traditional processes and redesigned the bidder's journey from slow banking procedures into a flexible, fast, and reliable experience.

Technical Achievements and Digital Transformation:

Redesigning and improving the joint-funds journey by simplifying procedures, shortening a number of steps, and eliminating certain committees and operational procedures, contributing to faster case processing and greater efficiency and productivity of the teams.

Developing and improving the liquidation journey digitally through a set of improvements to procedures and systems, accelerating the liquidation cycle from receipt of the asset to sale and distribution, raising data quality, and reducing manual work.

Launching the Center's new digital auctions platform via mobile and web applications, providing an integrated digital experience that enables beneficiaries to browse auctions, participate, and bid electronically.

Expanding the digital integration ecosystem and connecting the Center's systems with a number of national and supporting systems and platforms to raise data quality and accelerate procedures, most notably:



The Ejar platform, for retrieving lease contract data



The Marjaa platform, for estimating vehicle values



The Real Estate Registry, for verifying the in-rem registration of real estate

Advisory and Operational Achievements:

Studying 10 international benchmark entities and distilling global best practices and experiences in liquidation work.

Supporting the Center in redesigning and building more than 60 procedural journeys by analysing, documenting, and modelling operational procedures and improving their efficiency.

Preparing more than 65 specialised and reference studies to support the development of the Center's regulatory, operational, and digital frameworks.

Building end-to-end liquidation journeys for the entrusting entities, from receipt of the asset to sale and distribution of proceeds, covering the related procedural and legal aspects.

Impact in Numbers:



Tarekat Platform



As part of the Kingdom's efforts towards digital government and digital transformation, the Tarekat platform aims to make the processes involved in dividing estates simpler and faster while protecting the rights of heirs, through an integrated, well-governed electronic system that enhances transparency and accuracy, without the need to move between several entities. Bringing these solutions together in one place generates an enormous volume of data, since most of the assets passing through the platform must be registered, processed, and securely preserved.

The platform offers a range of digital services that spare beneficiaries the traditional procedures, including:



Heir inventory:

Issuance of a document containing the details of the deceased, the heirs, and their .Sharia-prescribed shares



Estate inventory:

Issuance of an official document covering the deceased's funds and assets and the documented rights relating to the estate, in integration with the relevant .entities



Estate distribution:

A service enabling the distribution of the deceased's funds and assets among the heirs in accordance with the Sharia-prescribed shares and in compliance with the applicable laws and regulations.

Key Figures and Results:



More than
300,000
platform beneficiaries

More than
64,000
electronic heir-inventory documents registered on the platform



More than
12,800
estate enquiries executed through the platform

More than
42,700
heir-inventory deeds



More than
6,000
division requests



3.4 Overview of AZM's Products:



First: Oqoud Platform:

Licensed by the Digital Government Authority, Oqoud is one of the digital products developed by AZM. It was built to deliver integrated solutions for managing the contract lifecycle electronically, from creation and review through to digital signature and certification, thereby enhancing operational efficiency and supporting digital transformation. Work continues on developing the platform and expanding its use across the Group and its subsidiaries, further raising operational efficiency and keeping pace with technological best practices.

To strengthen the platform's reliability and legal validity, Saudi AZM for Communication and Information Technology Company obtained a licence from the Digital Government Authority to provide digital certification services, becoming one of only 15 companies licensed Kingdom-wide to provide them. These services include electronic signatures, electronic seals, time stamping, and device management. The licence confers credibility on the validity and integrity of the electronic transactions and signatures executed through the Oqoud platform and grants them full legal validity, strengthening the confidence of beneficiaries from the government and private sectors and keeping pace with the Saudi Vision 2030 targets of increasing the contribution of digital services to the national economy.

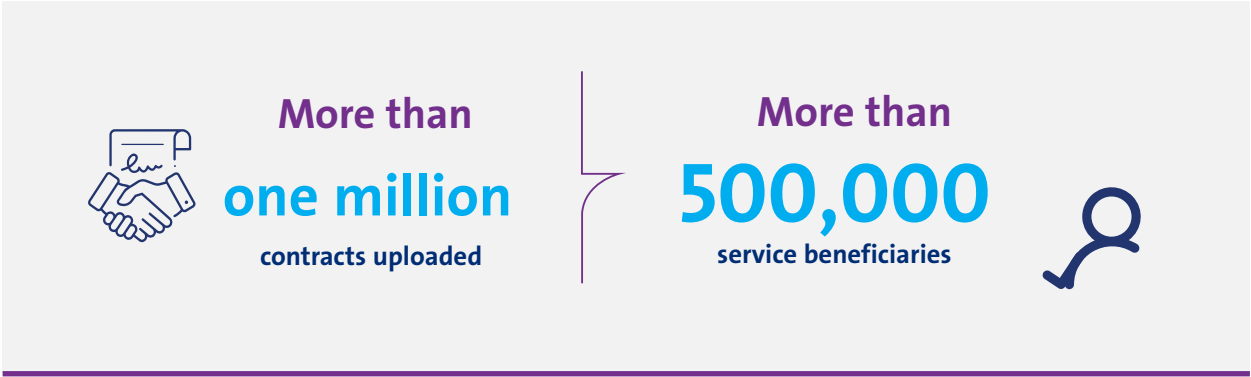
Features of Oqoud:

Features of Oqoud: As a paperless enterprise solution, the platform simplifies the journey for both the organisation and the client, providing an integrated end-to-end digital process that encompasses all internal and external approvals. It also integrates with government services, ensuring that relevant information is retrieved efficiently and incorporated seamlessly into the workflow.

The platform's technical support system was also strengthened with a structured ticket-processing cycle covering the full contract lifecycle, from creation and signature to account management. It has clear escalation paths to the technical teams and proactive multi-channel follow-up (e-mail, telephone, and WhatsApp) on contract-signing requests. This contributed to improved completion rates for pending contracts, a faster client-activation cycle, and a shorter time-to-value.

As an extension of this, Individual Support Services was launched: a new function, built from the ground up, that gives individual users on the Oqoud platform direct support through a dedicated support channel and an operating model independent of business-account support. Individuals previously had no channel or defined procedures for their requests. The service made it possible to absorb a large volume of operational requests without affecting the platform's service levels.

Key Platform Achievements:



Second: Abyan Platform:



A platform dedicated to automating and digitising customer onboarding and identification processes, from the receipt of applications through to approvals. It applies artificial intelligence and machine learning to manage these processes and to create, configure, and manage digital KYC and KYB forms for the verification of legal and commercial data and personal identities, and it integrates with government services to obtain and collect data electronically. The Abyan platform also provides a dedicated component and system for anti-money-laundering screening and transaction monitoring, including tools for detecting and preventing any suspicious activities.

Operationally, the platform's Service Level Agreement (SLA) was fully reviewed and updated to align with current operations, and the updates were applied to the Zoho Desk system. The platform was also incorporated into the unified support framework adopted across the Group's other products, including escalation mechanisms and shared ticket management, with continuous communication maintained with clients until requests are processed and closed.

Third: Adeem Product:



An integrated system designed to help organisations improve institutional workflows in accordance with granted permissions, enabling paper-based processes to be eliminated and converted into a comprehensive digital system. It provides advanced capabilities for creating, managing, and digitally and electronically signing documents, so that they can be accessed and retrieved securely and efficiently, while ensuring full compliance with legal requirements.



Fourth: API360 Platform:



A unified gateway for systems integration through application programming interfaces (APIs), connecting service providers from the public and private sectors with private and government national systems in one place.

The platform enables private-sector organisations to present their services and make them available to beneficiary entities with ease, accelerating the pace of integration and reducing technical and operational complexity.

Platform Features:

API360 operates as a digital hub bringing together supply and demand in the API market, not merely as a connectivity tool but as a strategic partner in organisations' digital transformation journey. It supports more than 10 service domains and 5 integration models, with the ability to complete initial integration in fewer than 5 working days, and a library that can hold more than 100 ready-made APIs.

The platform's services comprise four integrated pillars:

API Digital Marketplace: An open environment that enables service providers to showcase their APIs, equipped with a control panel, technical documentation, a live integration trial, and keys and code ready for immediate deployment.

Professional Services: Designing and building customised integration platforms and connecting systems for organisations and entities according to their operational needs.

DAYAL: Specialised consulting in enabling data monetisation and converting data into sustainable economic value.

AI API Adapter: Solutions for converting existing systems and services into AI-ready interfaces, preparing organisations for the next phase of the digital economy.

API360 aims to be the technological pillar that accelerates digital transformation in the Kingdom of Saudi Arabia, in alignment with the Saudi Vision 2030 targets, and to strengthen the competitiveness of organisations in the digital economy.

3.5 Corporate Services, Consulting, and Business Services

AZM's Business Sector enjoys full independence in managing its activities and is divided into two main sectors: the Corporate Services Sector, which branches into several tracks, and the Consulting and Business Services Sector.

3.5.1 Corporate Services:

AZM's corporate services are distinguished by serving a select group of clients in the public and private sectors in the Kingdom. They include the design and building of government platforms in accordance with best practices; software and platform development services for clients, enabling support for integration with the relevant government systems; and, most notably, investment in the establishment, implementation, and operation of Public-Private Partnership (PPP) projects. The continued demand from these prestigious entities for the Company's services reflects the high level of trust it enjoys in the market and confirms its ability to meet their requirements with a high degree of efficiency and professionalism. Its diverse client base likewise reflects the leading position Saudi AZM holds in delivering advanced and integrated solutions, confirming its standing as a trusted partner in the sector.



Key Engagements Delivered



Developing financial feasibility studies to enhance the utilisation of the resources of a government entity.



Developing the business model for a knowledge centre in the energy sector.



Developing a tourist visa programme.



Developing business transfer plans related to local content development.



Updating the strategy of a programme to support small and medium enterprises in supplier qualification.



Developing the Company's strategy for 2027–2029.

3.5.2 Consulting and Business Services:

The Consulting Department continued its growth in 2026, doubling its client base from the public and private sectors. It focuses on attracting the best national talent with experience at the world's leading professional services firms, and it also contributes to the Company's revenue-sharing business.



3.6 Our Strategic Partnerships

Saudi AZM continues its strategic approach to growing its business by directing its investments towards promising and influential sectors in the digital and technology economy, in line with its forward-looking vision of sustainable growth and enhanced value for shareholders. The Company believes that diversifying its investment portfolio through technology and entrepreneurial companies contributes to building an integrated ecosystem that supports innovation and strengthens its ability to respond to rapid market shifts.

3.6.1 Strategic Partnership with the National Real Estate Platform Company (Aqarek):

On this basis, AZM invested in the National Real Estate Platform Company (Aqarek), a Saudi company specialising in real estate technology (PropTech) and real estate marketing and sales services. This partnership embodies the Company's commitment to driving digital transformation in the real estate sector by combining technology with smart management solutions for real estate sales and marketing, thereby enhancing the efficiency and transparency of the Saudi real estate market.

An Integrated National PropTech Platform

Aqarek delivers its services through a national platform specialising in real estate technology, providing integrated digital solutions for managing, marketing, and selling real estate products within a seamless and interconnected digital journey. It encompasses a diverse range of products that meet the needs of individuals and investors, most notably:



01

Ready residential units



02

Projects under construction



03

Developed land



04

Rental units

Exceptional Financial and Operational Performance

Over the past period, Aqarek recorded strong performance on both the financial and operational fronts:



3.7 Subsidiaries and Areas of Excellence



3.7.1 AZM Experience for Information Technology Company – AZM X

AZM Experience for Information Technology Company (AZM X) was established in 2022 in response to growing demand for more efficient and impactful digital and customer experiences that bring together user needs and business objectives. Since its launch, the company has worked to enable government and private entities to design and develop integrated experiences that connect customer experience, user experience, digital channels, and services, by deploying research, design, technology, and innovation within a single operating model. The company has succeeded in expanding its services to include:

- Design and development of digital experiences.
- Customer experience and beneficiary journey design.
- User research and user experience.
- Auditing, analysing, and improving digital experiences.
- Design of digital services and products.
- Design and development of user interfaces.
- Design of AI-powered solutions.
- Measuring and analysing the maturity of digital experience and customer experience.
- Supporting start-ups in building market-fit digital products.
- Designing and leading innovation initiatives and programmes.
- Building frameworks and methodologies for digital experience and customer experience.



Products and Initiatives

The company has developed a range of specialised products and initiatives that contribute to developing the digital experience ecosystem and raising the quality of services provided to beneficiaries, most notably:

Anatomi

A specialised platform for measuring, analysing, and benchmarking digital experiences, helping entities understand the maturity level of their digital experiences and identify opportunities for improvement and development.

Colab

A specialised laboratory for user research and usability testing, providing an integrated environment for gathering insights, analysing behaviours, and supporting data-driven design decisions.

Achievements:

AZM X has recorded a number of notable achievements that reflect its expertise and its ability to deliver strategic projects, most notably:

- Developing the Unified Platforms Code in cooperation with the Digital Government Authority to support the standardisation of government digital experiences and raise their quality.
- Designing the visitor experience and beneficiary journeys for major strategic projects.
- Developing and improving digital experiences, applications, and platforms for a number of leading entities and companies in the Kingdom.
- Establishing the Colab laboratory, specialising in user research and usability testing, to support innovation and improve the quality of digital experiences.
- Developing the Anatomi platform for measuring, analysing, and benchmarking digital experiences and supporting entities in making development and improvement decisions.
- Delivering specialised projects in service design, user experience design, customer journey design, prototyping, and usability testing.
- Building strategic partnerships with a number of leading entities and companies, including Al Rajhi Group, Impact46, and Tamkeen.
- Building a multidisciplinary team combining strategy, research, design, technology, and project management.



AZM X's Aspirations:

AZM X seeks to continue its growth and strengthen its impact in the digital experience and innovation sector through:

- Delivering major projects and achieving sustainable impact for its clients and partners.
- Deploying artificial intelligence technologies to enhance business value and develop more efficient and innovative solutions and experiences.
- Expanding its client network in the government, financial, technology, and investment sectors and moving into new sectors.
- Developing digital products and solutions that contribute to raising the quality of digital experiences across the Kingdom.
- Strengthening the company's position as a leading national studio in digital experience design and innovation.

3.7.3 Wasl Platform for Communications and Information Technology Company

Wasl Platform for Communications and Information Technology Company is a simplified joint stock company established in the Kingdom of Saudi Arabia, wholly owned (٪100) by Saudi AZM for Communication and Information Technology Company, with a capital of SAR 2,000,000.

The company works in fintech, focusing in particular on developing digital brokerage services for the financing sector. Its digital solutions make it easier for beneficiaries to reach financing options without having to visit banks or financing entities, with an efficiency and speed that enhance the user experience.

The Wasl platform seeks to redefine the digital financing experience in the Kingdom of Saudi Arabia by delivering an integrated user experience built to the best local and international standards in the fintech sector, contributing to greater efficiency in the Kingdom's digital financial services.



The Company's Aspirations:

Wasl Platform Company aspires to become one of the leading companies in digital brokerage and fintech services supporting the Kingdom's various core sectors. It aims to do so by expanding the development of distinctive digital projects and by building strategic partnerships with government and private entities, thereby strengthening its contribution to the achievement of national digital transformation targets.

The Wasl digital brokerage platform provides an integrated solution covering the entire financing journey, from application submission to the receipt of financing, as follows:

The platform integrates technically with banks and financing entities, so that financing applications reach them directly. It automates the application and verification procedures, which reduces the number of steps required of the beneficiary, and then provides support services until the financing decision is issued.



Artificial Intelligence

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4.0 Artificial Intelligence

4.1 The National Direction for Artificial Intelligence and Its Implications for AZM's Business

Artificial intelligence constitutes one of the pivotal pillars of the Saudi Vision 2030 targets. The Kingdom has treated it not as a supporting technology but as an engine for diversifying the economy and raising productivity in vital sectors. Within this framework, the Saudi Data and Artificial Intelligence Authority (SDAIA) launched the National Strategy for Data and AI (NSDAI), a long-term strategy that translates this direction into specific quantitative targets by 2030, foremost among them placing the Kingdom among the top 15 countries in global artificial intelligence indices.

In the current phase, the pace of implementation has clearly accelerated. By a resolution issued on 10 March 2026, the Council of Ministers approved the designation of 2026 as the «Year of Artificial Intelligence», a step that affirms the Kingdom's drive to consolidate its position as a global hub for data and advanced technologies within the Vision 2030 targets. Behind it lie efforts to develop digital infrastructure, establish regulatory and governance frameworks, launch national programmes and platforms for the adoption of smart technologies, and host the fourth edition of the Global AI Summit this year.

In practical terms, this direction means two things for AZM. First, demand for artificial intelligence solutions has moved out of the experimentation phase and into contracting for measured operational impact. Second, the regulatory frameworks issued, from data classification and personal data protection to the documentation of the decision path and human oversight of outputs, have become a prerequisite for qualification rather than a differentiating advantage. AZM chose to meet these two requirements internally first: it applied the technology to its own operations and measured its impact in a real operating environment before offering it to the market, as set out in the following section.



4.2 Practical Applications of Artificial Intelligence at AZM

AZM began applying artificial intelligence to its own operations before offering it to the market, and the reason is practical: a provider that has not introduced these technologies into its own business will find it difficult to estimate their cost and risks realistically, or to present them to the client credibly. The Group's efforts are distributed across three levels: training employees in the relevant skills and tools; applying the technology to internal processes to measure its impact in a real operating environment; and then transferring what has proved its worth to the products delivered to clients.

A single framework for responsible use governs all three levels, consistent with the national controls referred to at the beginning of this chapter. It rests on classifying data before processing, controlling access permissions, documenting the decision path, maintaining human oversight of consequential outputs, and approving tools and reviewing use cases before their deployment. Use cases are selected on measured impact rather than the novelty of the tool: an initiative must relate to a recurring process with a significant operational volume, its data must be available, and its measurement indicator must be defined before implementation so that it can be compared afterwards.

4.2.1 Employee Enablement

Artificial intelligence tools are available today at low cost, and the only remaining difference between one employee and another lies in their ability to deploy these tools within their work and to know their limits. On this basis, enablement was designed in three layers according to the nature of the role:

- The general awareness layer is aimed at all employees. It covers artificial intelligence concepts, examples of its use in daily tasks, the limits of reliance on its outputs, and the associated accuracy and confidentiality risks.
- The applied skills layer is aimed at administrative and operational roles, with a dedicated track for each department (bids and tenders management, procurement, human resources, finance, and customer service). It covers prompt formulation, document analysis, report preparation, and the verification of outputs before their approval.
- The technical specialisation layer is aimed at data and development teams. It covers data engineering, model building, retrieval-augmented generation (RAG), agent operation, and the evaluation of model performance and security.
- An internal acceptable-use policy accompanies the training. It specifies the institutionally approved tools, prohibits the entry of confidential data into public tools, and requires human review before the approval of any output on which a decision is based or which is sent to an external party, in line with the Generative AI Guidelines and the Personal Data Protection Law.
- To sustain the impact after the training courses conclude, AZM relies on a network of artificial intelligence enablers within the departments who transfer practice between teams, and on an internal knowledge base that documents successful use cases so that they can be re-applied. The track's performance is measured by four indicators: the training completion rate in each layer, the proportion of employees active on the approved tools, the number of use cases reused across departments, and the time saved in the targeted processes.

4.2.2 Internal Initiatives

AZM directed its first initiatives at its internal operations for two reasons: the return there is direct and measurable, and internal experience builds real implementation expertise before solutions are offered to clients. The initiatives are distributed across the following areas:

■ Executive decision support and financial analytics:

An intelligent assistant consolidates live business indicators across departments, report summaries, and decisions requiring attention. It reduces the time required to prepare periodic reports and executive summaries by approximately ٪75, moving the reporting cycle from days to hours.

■ Technical support and human resources:

Agents classify and route internal tickets, resolve recurring ones autonomously, and escalate complex ones with their full context. Approximately ٪40 of requests are processed without human intervention, and first-response time has fallen by approximately ٪60. On the human resources side, hiring procedures and the employee lifecycle are automated, and structured candidate assessment reduces initial screening time by approximately ٪50.

■ Project and product management, and business analysis:

A platform tracks projects, organises the backlog, enforces compliance with engineering standards, reviews deliverables, and converts requirements into structured execution items in approximately ٪50 less time than manual preparation. Alongside it, skills for preparing various documents produce the first draft in hours rather than days, reducing documentation time by approximately ٪65.

■ Business development and legal affairs:

Skills review technical proposals and verify their completeness, compliance with requirements, drafting, and sourcing, shortening proposal preparation time by approximately ٪40 and raising the requirements-completeness rate at the first review. They also cover the review of disclosures, announcements, and contracts, cutting initial review time by approximately ٪55, while final approval remains in the hands of the specialist.

The next phase is directed towards moving from scattered implementation to consolidation and scale. This is to be done by bringing together what has been achieved in a unified internal marketplace that can be browsed and reused, with adoption rate and impact tracked, and by building an integrated experience for each department that combines its tasks, skills, and dashboards in a single entry point instead of multiple separate tools.

4.3 Avenues for Integrating Artificial Intelligence into Products and Solutions

The integration avenues focus on AZM's existing digital products, because those products already carry accumulated data, stable workflows, and an established user base: building on them starts from an advanced point. The four avenues below were selected because each serves more than one product, and because their components can be reused rather than rebuilt in every project. The first and second establish the shared technical foundation; the third and fourth apply that foundation to operating systems and to the service delivered to the end beneficiary.

4.3.1 Unified, reusable technical components.

The Group's digital products share common components that are rebuilt in each product separately, including the notification system, the file management system, and the executive assistant agents within the systems. This avenue is based on building these components once, centrally, and then making them available to every product through a unified interface. Two effects result: a shorter development time for any new product, because it starts with ready-made components, and consistent product behaviour for the user instead of variation from one system to another. The track also includes unifying security and permission standards in the central component, so that a security update is applied once across all products.

4.3.2 Running artificial intelligence models on local servers.

Part of the Group's and its clients' data cannot be sent to external cloud services, either because it is classified as confidential or because it is subject to regulatory requirements mandating that processing remain within the domain. This avenue is based on running models on local infrastructure, so that confidential data is processed without leaving the boundaries of the establishment. This capability opens a scope of work that public cloud solutions cannot reach and satisfies the local processing requirement set out in the tender documents of a number of entities. It requires investment in hardware and in operating and updating the models, offset by an expansion in the sectors that can be served.



4.3.3 Project, portfolio, and product management systems.

These systems cover the delivery cycle from planning to closure, accumulating data on schedules, costs, resources, and follow-up minutes. It is this accumulation that enables them to move from recording what has happened to predicting what will happen, through four tracks: early prediction of schedule or cost deviation based on the patterns of previous projects; estimation of the effort required for each task; optimisation of resource allocation across concurrent projects; and generation of portfolio-level reports and executive summaries. To these is added the extraction of recurring lessons across projects to feed subsequent planning.

4.3.4 Skills that facilitate and organise the solutions delivered to clients.

Every solution delivered to a client requires technical skills that organise its outputs and explain its operation to the client's teams and end users, and preparing this material manually for every project consumes more time than successive delivery cycles can bear. This avenue is based on an institutional skills library that is invoked as needed without being rebuilt each time, covering the organisation of delivery documents, the standardisation of terminology and drafting, the preparation of training materials, and the production and editing of user guides and introductory videos. Examples were operated internally before being offered: the time to prepare a single guide fell from five hours to one hour, and the time to produce a single video from ten hours to two. The library's impact lies in reducing support enquiries, accelerating solution adoption among users, and ensuring consistency of outputs across projects regardless of the teams involved.

All of these avenues rest on the same enabling requirements: data readiness and governance, integration with existing systems, support for the Arabic language and the local business context, satisfaction of privacy requirements and documentation of the decision path, and a contractual model that ties value to the operational impact achieved rather than to the volume of effort expended. Meeting these requirements together is what separates a provider capable of delivery from a supplier of generic tools disconnected from the process context, and tips the balance in favour of those who own ready, customisable platforms and products over those who start from scratch with every client. This is illustrated in the following section.



4.4 Entropy

As part of expanding its capabilities in data and artificial intelligence, Saudi AZM strengthened its technology ecosystem by investing in Machine Learning for Information Technology Company (Entropy), a Saudi company specialising in data and artificial intelligence and in the development of digital solutions and platforms for the public and private sectors. The investment complements AZM's path in this field: it allows AZM's execution and market expertise to be integrated with Entropy's technological and innovation capabilities, and it adds specialised depth to what has been built internally in employee enablement and operational initiatives.



Entropy works to a model that combines developing scalable technology products and platforms with delivering integrated services and solutions across the data and artificial intelligence value chain for various clients. Its capabilities include data management, governance, and engineering; the building of data and analytics platforms; the development of artificial intelligence and machine learning models; generative artificial intelligence; language and speech processing; computer vision; predictive and geospatial analytics; and the design of customised solutions that integrate with institutional systems and processes. The artificial intelligence market changes on a weekly basis, and this hybrid approach gives the flexibility to respond rapidly, enabling the adoption of the latest technologies and the development of solutions and products effectively, sustainably, and scalably at the lowest cost without compromising quality or client satisfaction. It also matches the latest trends in this highly competitive market, where the largest developers of foundation models are moving towards the client services sector by determining how artificial intelligence is applied to improve client operations and customising solutions at the enterprise level.

Entropy's distinction rests on developing solutions suited to the needs of organisations in the Saudi market, including Arabic language support, an understanding of the local business and data context, and consideration of governance, privacy, and integration requirements with existing technical environments, in line with the national frameworks and controls referred to at the beginning of this chapter. This approach helps organisations move from isolated technology initiatives to interconnected capabilities that support the responsible and practical use of data and artificial intelligence.

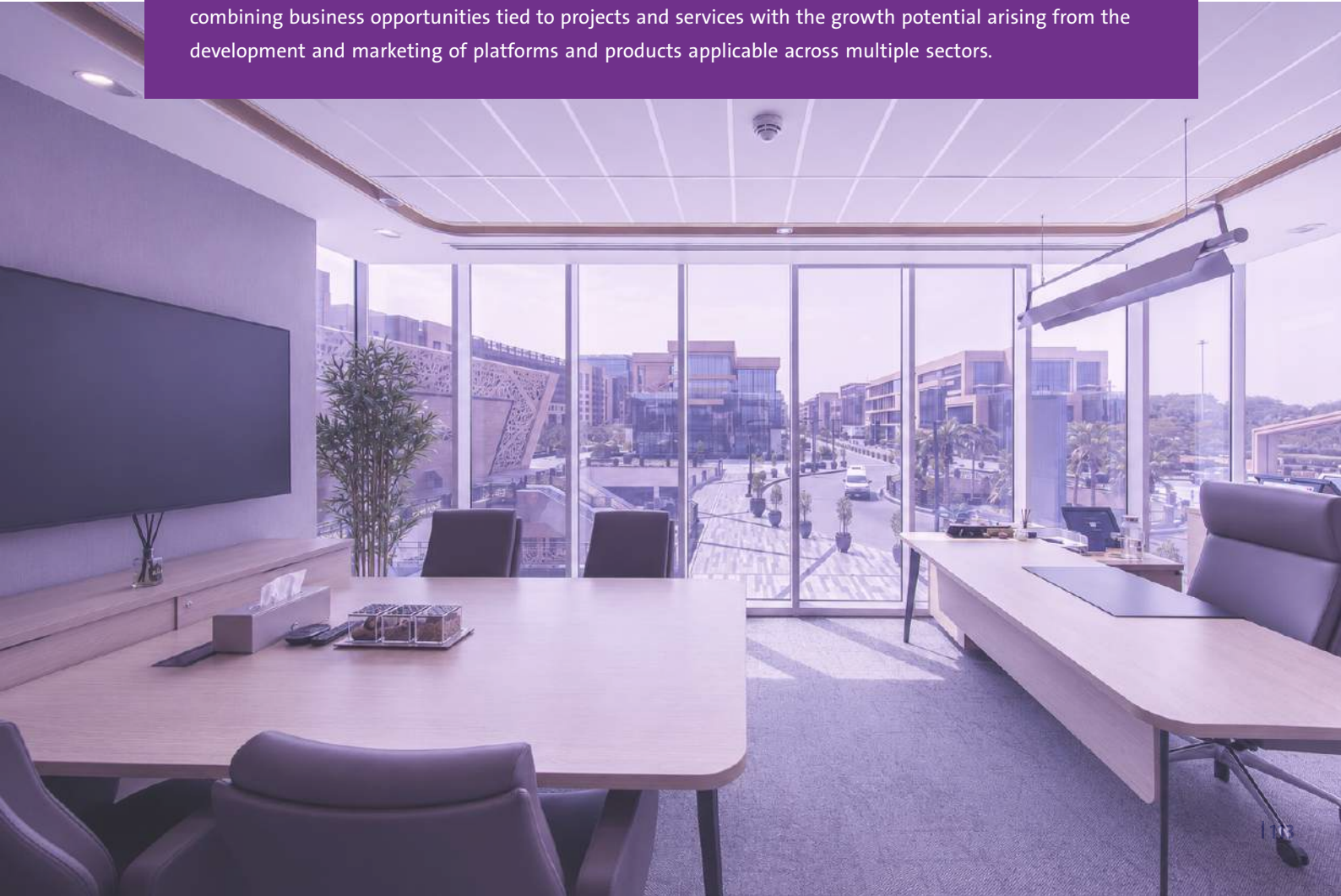
Entropy's current portfolio comprises a range of products and platforms, most notably:

Product	Description and Institutional Value
Hydrogen	An enterprise platform for building, launching, and managing artificial intelligence agents, connecting them to knowledge sources and internal systems, and automating workflows, with support for governance and human oversight. The platform enables the development of knowledge applications and specialised agents for various departments and sectors within a unified, reusable environment.
Axiom	An advanced analytics and decision-support platform that combines data source integration, analysis and visualisation, predictive and geospatial models, and natural-language interaction with data. It aims to help decision-makers move from monitoring indicators to understanding their causes, anticipating their trends, and supporting data-driven decisions.
Yameen	An intelligent assistant for meetings and administrative work that supports meeting documentation, converting recordings into transcripts, summaries, and minutes, extracting decisions and tasks, and building a searchable and retrievable knowledge record, with due regard to the requirements of the Arabic language and the institutional work context.
Retina	A computer vision platform that can be adapted to different applications across numerous sectors, most notably insurance, retail, restaurants, inspection, regulatory oversight, municipal services, mining, and defence. For example, dedicated capabilities were developed for assessing vehicle damage from images within high-volume accident and insurance operations. The platform supports the verification of visual input quality, the recognition of the vehicle and its parts, the detection of damage locations and the classification of the damage type and apparent severity, and the conversion of the results into a structured assessment that can be reviewed and integrated with operational systems, with support for human review of cases requiring verification or exception handling. The product's current phase focuses on visible damage assessment, while capabilities for determining accident liability and regulatory alignment fall within the future development roadmap, alongside its customisation for the sectors mentioned above.

Alongside its products, Entropy has developed and delivered solutions and projects in the fields of data management and governance, advanced analytics and decision support, knowledge platforms, generative artificial intelligence, computer vision, and process automation, within government and institutional environments and specialised operational sectors that require integration with multiple data sources and systems. This applied experience strengthens the company's ability to convert modern technologies into applications tied to business needs, rather than merely delivering models or stand-alone technical tools.

The investment in Entropy represents a strategic addition for Saudi AZM in several respects: it strengthens its ability to develop integrated data and artificial intelligence solutions; it supports its participation in opportunities and projects requiring specialised technical expertise; and it enables the use of platforms and products that can be adapted to multiple sectors and uses, including computer vision applications in vehicle damage assessment and accident and insurance operations, which can be customised for other sectors in pressing need of similar applications, such as retail, food, municipal services, mining, regulatory oversight and inspection, and defence. The integration between the two companies provides a foundation for developing joint solutions, accelerating the implementation of client initiatives, and broadening the scope of value the Group delivers in digital transformation, data-driven decision-making, and enterprise artificial intelligence.

Accordingly, the investment is not limited to adding a stake in a technology company; it supports the building of a strategic capability within the AZM ecosystem in one of the most advanced fields of technology, combining business opportunities tied to projects and services with the growth potential arising from the development and marketing of platforms and products applicable across multiple sectors.



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5.0 Strategic Review

5.1 Strategy

Saudi AZM for Communication and Information Technology Company enters a new strategic phase over the period –2027–2029. The pace of digital transformation in the Kingdom is accelerating, and with it the need for national technology solutions capable of supporting the Saudi Vision 2030 targets, raising the efficiency of the government and private sectors, and strengthening the digital economy.

Over recent years AZM has recorded notable growth in business volume, an expansion of its client base, and the development of its technological and operational capabilities. That growth has brought the Company to a phase that requires a more mature and scalable model, one that balances continued growth, higher profitability, better quality of business, more efficient use of capital, and greater long-term value for shareholders.

The 2029–2027 strategy responds to this transformation. It is not a limited update of the previous strategy but an orderly transition towards a more sustainable business model, built on expanding the target client base and developing sustainable digital products and solutions, alongside the continued delivery of high-value technology and consulting services. The aim is a more balanced business portfolio, one less dependent on individual projects and more capable of generating cumulative and sustainable returns.

Vision and Mission

AZM's strategy proceeds from a vision and mission that reflect the Company's ambition and its role in the market:



Vision:

To become the trusted partner in transforming challenges into opportunities through technology and innovation.



Mission:

To change people's lives for the better through business and technology.

The vision and mission affirm AZM's continued commitment to placing people at the heart of its business. In the Company's view, technology is not an end in itself but a means of improving services, raising business efficiency, improving the beneficiary experience, and enabling organisations to achieve tangible and sustainable impact.

5.1.1 The Foundation from Which the Strategy Proceeds

In June 2024, the Company adopted a strategy extending to 2026, focused on four main directions:

01



Expanding digital business and services.

02



Raising agility and operational efficiency.

03



Adopting an approach that places the client at the heart of service design and delivery.

04



Strengthening the Company's culture so that it becomes one of the best work environments in the Kingdom.

During that phase, AZM recorded a number of accomplishments that laid the foundation for the next phase, most notably:



Building deeper technological capabilities, including the acquisition of a number of technical development offices.



Redesigning the Group's organisational structure to raise efficiency and increase focus on target sectors.



Expanding research and development, particularly in products linked to partnerships with the public sector.



Improving the work environment and raising employee satisfaction, attraction, and retention indicators.



Winning a number of distinctive projects that strengthened the Company's position in the market.



Enhancing client satisfaction and raising client retention rates.

The previous phase thus provided a strong operational, financial, and organisational base that enabled the Company to move to a higher level of strategic ambition.

5.1.2 Why a New Strategy Now?

The new strategy was not launched because an update had fallen due; it follows naturally from the Company's maturity and the expansion of its business. AZM has reached a stage where, alongside its agility and its capacity for rapid expansion, it needs to unify the efforts of its ever-expanding ecosystem and institutionalise its operations.

The Company today faces a different landscape characterised by several key factors:

- **First**, government demand for technology solutions and digital services continues to grow, driven by the national transformation and digital transformation targets.
- **Second**, expanding opportunities in the fields of digital platforms, proprietary technologies, artificial intelligence, data, and shared services.
- **Third**, intensifying competition, whether from global companies entering the local market or from entities developing in-house technology arms.
- **Fourth**, growing competition for high-calibre talent in the fields of technology, consulting, data, and artificial intelligence.
- **Fifth**, the need for a more integrated operating model at the Group level, one that ensures clear decision rights, unified governance, greater measurability, and faster execution.

The Company therefore launched an integrated project in 2026 to build the 2029–2027 strategy. The work rested on a comprehensive assessment of operational, financial, and strategic performance, a review of benchmarks and best practices at comparable local and international companies, and an analysis of growth opportunities in the target sectors and markets.

5.1.2.1 The Market Landscape and Available Opportunities

AZM operates in a market with strong momentum, supported by digital transformation programmes, service localisation, and growing reliance on national technology solutions. Opportunities are growing in digital services, technology consulting, government platforms, business solutions, and scalable digital products.

The national focus on local content and digital sovereignty also presents an important opportunity for Saudi companies capable of combining deep knowledge of the local market, technological capabilities, institutional trust, and the ability to deliver complex projects at scale.

At the same time, this market demands a greater capacity for differentiation. Competition is no longer confined to a small group of players: it now encompasses global companies, specialised local companies, and the technology arms of certain major entities. AZM's ability to maintain and strengthen its position therefore depends on clear positioning, on developing high-value products and platforms, on greater execution efficiency, and on building a talent ecosystem capable of keeping pace with growth.

5.1.2.2 An Internal Reading of AZM's Position

The new strategy is built on strengths that AZM possesses today:

- Deep expertise in the Saudi market and the needs of the government and private sectors.
- Long-standing relationships of trust with clients and partners.
- High local content that strengthens the Company's competitiveness in the market.
- A solid financial position that enables investment in growth and expansion.
- The ability to integrate multiple service lines within a single value chain.
- Agility and speed of movement compared with a number of larger competitors.
- An attractive institutional culture and carefully selected talent.

In light of the growth the Company has achieved and the expansion of its business, AZM will focus in the coming phase on strengthening its institutional capabilities in support of sustainable growth and greater execution efficiency. This includes continuing to develop the talent ecosystem, broadening the revenue base, enhancing portfolio diversity, establishing centres of excellence and technical development, raising the efficiency of the operating model, embedding institutional procedures, and enabling the recruitment of high-calibre talent in keeping with the Company's future ambitions.



5.1.3 The Essence of the Strategic Transformation

At its core, the 2029–2027 strategy is a gradual transition: from a model that relies heavily on delivering services and projects to a more balanced one combining high-value services, platforms, and digital products.

Services and projects will remain an important part of AZM’s business, but they will no longer be the sole focus of growth. Platforms and digital products offer an opportunity to create higher value, because they allow solutions to be replicated, the client base to widen, margins to improve, and digital assets to be built whose value accumulates over time.

This transformation aims to achieve four principal effects:

Raising the quality of revenue by increasing the contribution of recurring and scalable business.	Diversifying the portfolio and reducing the risks associated with reliance on a limited number of clients or projects.
Improving profitability by focusing on higher-value products and platforms.	Building unified institutional capabilities that support growth, accelerate decision-making, and raise execution efficiency.

5.1.4 The Four Strategic Pillars

AZM’s 2029–2027 strategy rests on four interconnected pillars that together constitute the practical framework for growth and value creation.

First: Financial Growth, Expansion, and Value Maximisation

This pillar focuses on enhancing long-term value for shareholders through disciplined financial growth, measured expansion, enhanced profitability, improved quality of business, and greater efficiency in the use of capital.

Under this pillar, the Company seeks to diversify its sources of income, measure revenue concentration among major clients and platforms, and develop a clear financing strategy for growth and acquisitions.

This pillar also includes building a unified mechanism for evaluating expansion opportunities across sectors, markets, and products, enabling subsidiary entities to cross-sell, and developing a single framework for product management that prevents duplication of effort and unifies the value proposition.

The ultimate objective is high-quality growth: growth that is not confined to rising revenue but shows in profitability, cash flows, and return on equity.

Second: Market Positioning and Client Centricity

This pillar aims to strengthen AZM’s standing as a trusted choice among major clients in the target sectors, through clear positioning, a cohesive Group identity, and a more mature methodology for managing the client relationship.

The Company focuses on highlighting the Group’s scale and integrated capabilities, and on moving to an institutional system for exploring and managing opportunities. This includes developing a structured methodology for studying sectors and markets, analysing pricing, documenting success stories, and converting them into marketing assets that support growth.

AZM also seeks to build academic and technological partnerships in the fields of artificial intelligence and emerging technologies, in cooperation with local and international universities and centres, thereby strengthening its knowledge and technological capabilities.

On the client side, the strategy focuses on building an integrated framework for client success management, raising the quality of the relationship, improving retention rates, and strengthening the Company’s ability to deliver solutions more closely tied to clients’ actual needs.

Third: An Attractive Environment with Talent and Leaders Who Shape the Future

AZM recognises that its ability to deliver the strategy depends to a large degree on its success in attracting, developing, and retaining high-calibre talent.

This pillar focuses on building an integrated talent management system encompassing attraction, development, retention, and leadership succession. It also includes developing the second and third leadership tiers, raising the readiness of future leaders, and ensuring continuity of decision-making and growth.

The Company aims to raise the average level of experience and specialised expertise in the fields of artificial intelligence, data, product development, and technology consulting. It is also developing a unified methodology for measuring organisational health, covering employee satisfaction, turnover rate, the reasons for talent attrition, and the effectiveness of the work environment.

This pillar reflects the Company’s conviction that a strong institutional culture is not merely a supporting factor, but a core competitive advantage in a talent-driven market.



Fourth: Enabling Governance, Agile Operation, and Effective Integration

This pillar focuses on building a unified operating model that raises the Group's efficiency, strengthens integration among its entities, and unifies efforts towards achieving its targets.

AZM is developing an enabling governance model for the parent company and the Group, one that clarifies policies and regulations, defines roles clearly, and supports rapid and disciplined decision-making. The pillar also covers integrating technical systems and data, building a knowledge system, and developing a unified performance-monitoring platform.

The platform will allow strategic and operational indicators to be monitored at the same time, strengthening the capacity for early intervention and risk management and increasing transparency to Executive Management and the Board of Directors.

The pillar also includes developing the Public-Private Partnerships framework, covering financing, risk, operation, and governance, in addition to integrating artificial intelligence into internal processes to raise productivity and decision quality.

5.1.5 The Foundations of AZM's Competitive Advantage

In its strategy for the 2029–2027 phase, AZM draws on a set of foundations that strengthen its capacity for growth, competition, and the creation of sustainable value for shareholders. Over recent years, the Company has succeeded in building long-standing relationships of trust with a number of government and private entities, and has acquired deep expertise in understanding the needs of the Saudi market and its digital transformation requirements.

AZM is distinguished by high local content and by its ability to develop digital solutions and platforms aligned with client priorities and national trends, together with a financial position that supports investment in growth, the expansion of capabilities, and the exploration of new opportunities in the target sectors.

The Company also holds an interconnected business portfolio that combines technology and consulting services, digital platforms, and proprietary technologies. That combination gives it a greater ability to deliver integrated solutions, maximise cross-selling opportunities, and turn the knowledge accumulated from projects into scalable digital products and assets.

These foundations take on particular importance in a market seeing growing demand for national solutions, digital sovereignty, technology localisation, and local capacity building. By combining institutional trust, deep market understanding, technological capability, and operational agility, AZM enters the next phase from a position that qualifies it to strengthen its competitive presence and achieve more sustainable growth.

5.1.6 Value Realised

AZM's financial strategy focuses on strengthening sustainable profitability and raising the efficiency of capital use, the two principal drivers of long-term value creation for shareholders. It does this by improving the business mix, increasing the contribution of higher-margin products and platforms, raising operational efficiency, strengthening cash flows, and directing investments towards the highest-return areas.

The Company seeks to manage its sources of financing, whether for organic growth or acquisitions, within a disciplined framework that balances return and risk and links investment decisions to their expected impact on profitability and return on equity.

Return on equity serves as an overarching indicator of the strategy's ability to convert disciplined growth and operational efficiency into tangible value for shareholders. Value comes not from expansion alone but from selective expansion that raises profitability, improves portfolio quality, and makes capital use more efficient.

5.1.7 Diversified Business Lines

AZM organises its business into two main categories: business services and digital solutions.



**In the business
services category**



**In the digital
solutions category**

In the business services category, the Company provides large-enterprise services, including systems integration, procurement, operational support, and services related to business operations. It also provides management and technology consulting, which serves as an important entry point for understanding client needs and developing solutions more closely tied to the actual challenges they face.

In the digital solutions category, proprietary technologies and technical development lie at the centre of strategic focus, particularly in the fields of fintech, government platforms, digital products, and Public-Private Partnership projects.

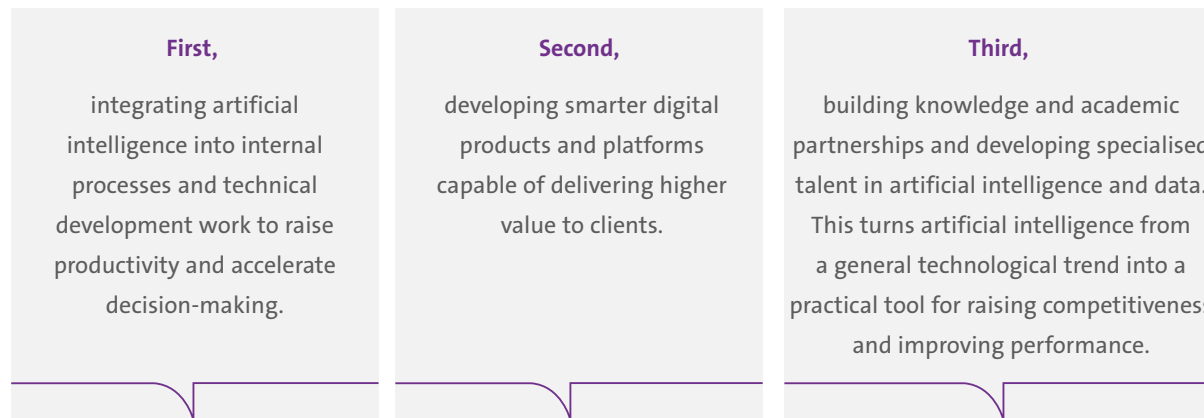
AZM does not view these lines as separate activities, but as an interconnected portfolio. Enterprise services, consulting, and technical development for third parties contribute to generating cash flows, building relationships, and understanding market needs. In turn, proprietary technologies and sustainable products offer greater opportunities for growth, profitability, and long-term value creation.

The Company thus aims to shift the portfolio gradually towards higher-value and more scalable areas, while maintaining operational and financial balance.

5.1.8 Artificial Intelligence and Data

Artificial intelligence and data are one of the key enablers of the new strategy rather than a pillar separate from it. The Company aims to use them to improve internal processes, raise execution efficiency, develop products, and strengthen the value proposition for clients.

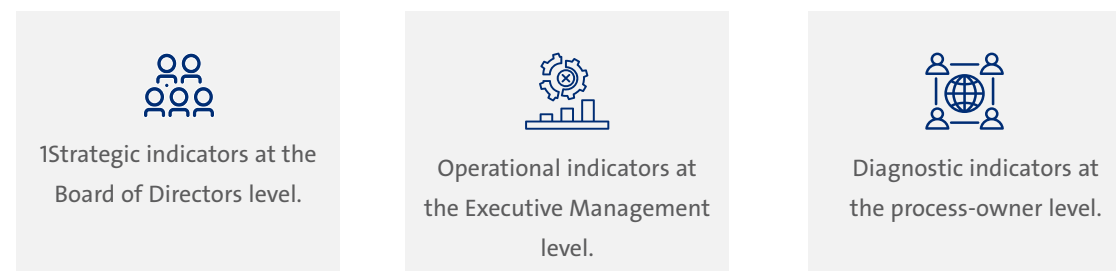
This is pursued through three principal tracks:



5.1.9 A Clear Performance Measurement System

For each pillar of the strategy, AZM has set strategic performance indicators with specific targets for the 2029–2027 phase. The measurement system aims to link strategic directions to actual performance, ensure clarity of responsibilities, and strengthen the capacity for early intervention when needed.

The measurement system consists of three interconnected levels:



This interconnection ensures that monitoring is not merely a matter of periodic reports, but an effective tool for decision-making, resource allocation, and course correction.

5.1.10 Innovative Initiatives and a Robust Operating Model

AZM translates its strategic pillars into a set of implementation initiatives spread across the 2029–2027 horizon. These initiatives include those implemented at the parent-company level and those implemented at the level of the Group and its subsidiaries, within a unified implementation roadmap that defines ownership, priorities, timelines, and monitoring indicators.

The implementation model rests on clear responsibilities, periodic progress monitoring, and the timely escalation of risks and obstacles. Linking initiatives to indicators also keeps implementation efforts tied directly to strategic priorities rather than to isolated operational activities.

5.1.11 Effective Risk Management

The strategy rests on clear ambition and, at the same time, on a realistic reading of risks. AZM has identified a set of key risks that may affect implementation and has established appropriate mitigation measures for them.

The Company addresses these risks through clear accountability frameworks, selective alliances, periodic strategic reviews, improved operating procedures, and the development of mechanisms for information protection and knowledge management.

5.1.12 AZM and Saudi Vision 2030

AZM's strategy aligns with a number of Saudi Vision 2030 targets, particularly in the areas of digital transformation, non-oil economic development, enhanced private-sector contribution, technology localisation, and the development of national capabilities.

Through the financial growth and expansion pillar, the Company contributes to supporting the digital economy and building national products and platforms. Through the positioning and client centricity pillar, it supports raising the quality of government and private services and improving the beneficiary experience. Through the talent pillar, it contributes to developing distinctive national skills in artificial intelligence, data, and technology. Through the governance and integration pillar, it strengthens partnership maturity, operational efficiency, and digital sovereignty.

AZM thus views its strategy not merely as a growth plan for the Company, but as part of its national role in building sustainable digital capabilities.

5.1.13 Conclusion

AZM's 2029–2027 strategy marks an advanced stage in the Company's growth journey. Through it, the Company aims to strengthen the balance of its business portfolio and to expand the contribution of sustainable digital platforms and products alongside its technology services, in support of sustainable growth and the creation of long-term value for shareholders.

Through this strategy, AZM seeks to strengthen its position as a trusted national partner in technology and digital transformation, raise the quality of its revenue and profitability, develop its institutional capabilities, and build digital assets that create sustainable value for shareholders, clients, and society.

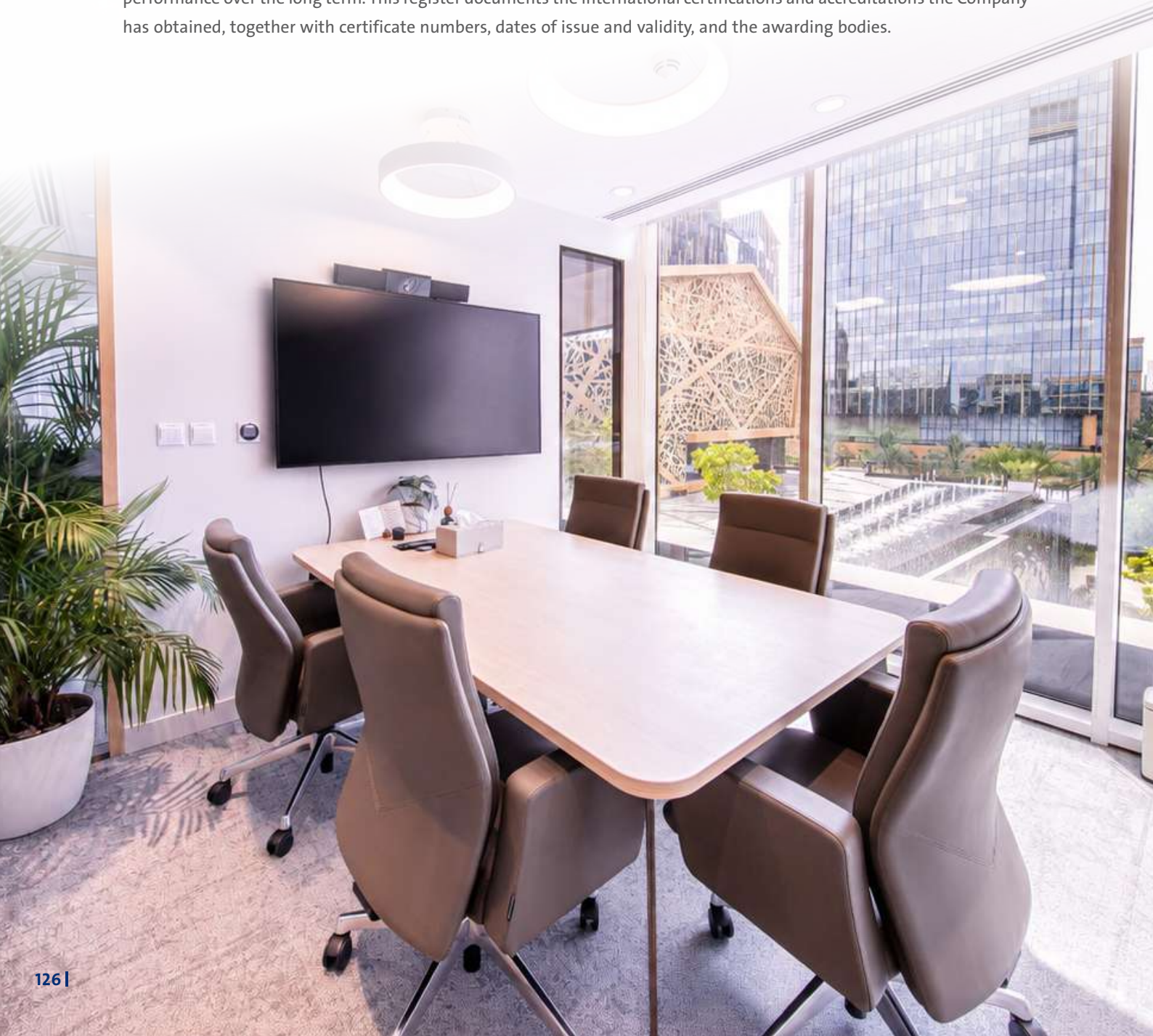
At the heart of this strategy, people remain the ultimate purpose, and technology remains the means of creating real impact. On this basis, AZM sets out towards 2029 with a clear ambition: to be a company more capable of growth, more efficient in execution, and more influential in building a sustainable national digital future.

5.2 Sustainability

Saudi AZM seeks to promote professional and knowledge development through distinctive programmes that contribute to empowering Saudi youth. It actively builds strategic partnerships that support the Company's sustainable financial growth, while upholding the principles of social responsibility and strengthening its positive impact on society

5.2.1 Quality and Safety Management

Saudi AZM for Communication and Information Technology Company follows an institutional model built on the adoption of the highest international standards in quality, information security, business continuity, risk management, and occupational health and safety. Its certifications and accreditations are not merely compliance documents: they reflect an integrated governance system that ensures service quality, data protection, business readiness, and the sustainability of performance over the long term. This register documents the international certifications and accreditations the Company has obtained, together with certificate numbers, dates of issue and validity, and the awarding bodies.



As part of its commitment to applying the relevant international standards, the Company has obtained a number of professional certifications, as follows:

Summary of Certifications and Accreditations

Standard		System / Scope	Valid Until
ISO 9001:2015		Quality Management System	20 August 2027
ISO/IEC 27001:2022		Information Security Management System	20 August 2027
ISO/IEC 27017:2015		Information Security Controls for Cloud Services	14 January 2027
ISO/IEC 27018:2019		Protection of Personal Data in Cloud Computing	14 January 2027
ISO/IEC 1:2018-20000		Information Technology Service Management System	27 October 2028
ISO 22301:2019		Business Continuity Management System	20 August 2027
ISO 31000:2018		Risk Management	22 May 2029
ISO 45001:2018		Occupational Health and Safety Management System	25 May 2029
2102:02071 CEI/OSI		Accreditation of Inspection Bodies (Conformity Assessment)	14 January 2027
CMMI Level 5		Capability Maturity Model – Level 5	6 February 2027
ISO 14001:2015		Environmental Management System	24 June 2029
ISO 37301:2021		Compliance Management System	24 June 2029
ISO 41001:2018		Facility Management System	24 June 2029

5.2.2 Risk Management

Risk management is one of the fundamental elements supporting business continuity and enhancing the efficiency of corporate performance. It contributes to identifying and assessing the risks associated with the Company's business, reducing the likelihood of their occurrence or mitigating their effects, and establishing an appropriate methodology for addressing them.

Saudi AZM takes a structured approach to anticipating, avoiding, and managing risks. It clarifies the roles and responsibilities of the Board of Directors, its committees, Executive Management, and employees, and so makes risk handling more effective at all levels.

The Internal Audit Department also evaluates the effectiveness of the Company's internal control systems and reports to the Audit Committee. The Committee, in turn, oversees internal audit work and monitors the adequacy of the controls designed and implemented to reduce the likelihood and impact of risks. It follows up on material observations and risks and on the related corrective actions, reviews the progress made in addressing them, and directs that the necessary actions and measures be taken to remedy deficiencies and improve the control environment where needed. It submits the relevant reports to the Board of Directors and the General Assembly in accordance with the applicable requirements, supporting the Company's ability to manage risks and limit their effects.

5.2.2.1 Objective of the Risk Management Processes at Saudi AZM

The risk management processes at Saudi AZM aim to support the achievement of the Company's strategic objectives by identifying potential risks that may affect its business and assessing and managing them proactively and effectively. The Company also seeks to strengthen its ability to make decisions based on accurate and reliable information, protect its assets and resources, and maintain business continuity and the efficiency of operational processes.

The risk management processes adopted by Saudi AZM contribute to strengthening the ability to address the challenges and changes that may arise in the business environment, including economic, technological, and regulatory changes, while supporting the pursuit of promising opportunities consistent with the Company's direction and objectives. Risk management also helps achieve a balance between growth and expansion on the one hand and the maintenance of acceptable risk levels on the other, thereby contributing to enhancing the added value for shareholders and stakeholders.



5.2.2.2 The Long-Term View of Risk

For Saudi AZM, risk management processes are not merely a means of dealing with unexpected events but an essential part of its governance and institutional sustainability system. AZM believes that effective risk management is an important factor in supporting business stability and in strengthening its ability to achieve its strategic objectives over the long term.

AZM also seeks to embed an institutional culture that promotes risk awareness and shared responsibility for risk management across all organisational levels, supporting a rapid response to future changes and challenges. It continuously develops its capabilities to keep pace with rapid developments in the business environment and to strengthen its operational and organisational resilience, enabling it to capitalise on emerging opportunities, deal effectively with potential risks, and achieve sustainable and stable growth.

5.2.2.3 AZM's Long-Term View Rests on:



5.2.2.4 AZM's Approach to Risk Management

Saudi AZM takes an integrated and systematic approach to risk management, aimed at identifying the strategic, operational, financial, technological, and compliance risks that may affect the achievement of its objectives, assessing their likelihood and potential impact, and establishing appropriate plans and procedures for addressing and continuously monitoring them. The approach rests on embedding risk management within planning and decision-making, which helps strengthen the Company's ability to achieve its objectives efficiently and effectively.

The approach also relies on a clear distribution of roles and responsibilities among the Board of Directors, its committees, Executive Management, and the various departments, ensuring effective participation in identifying, managing, and monitoring risks at all levels. AZM is committed to strengthening communication and coordination among the parties concerned to ensure that emerging risks are dealt with promptly and that appropriate actions are taken at the appropriate time.

AZM reviews and updates the risk register periodically to keep pace with internal and external changes, and monitors the implementation of treatment plans and corrective actions while measuring their effectiveness. It works continuously to develop its internal controls and enhance their efficiency, in order to limit the impact of potential risks on the Company's business and operations.

5.2.2.5 Risk Handling Mechanism at Saudi AZM:



5.2.3 Risk Factors Facing the Company

Saudi AZM faces a number of different risks. The Internal Audit Department and the Audit Committee identify them, hedge against them, assess the likelihood of their occurrence, and estimate their potential consequences. Executive Management then takes the necessary measures to reduce, avoid, or contain those risks to the extent possible, so as to prevent any harm they might cause should they materialise.

The list below sets out the risks the Company may face in the course of conducting its business, and how it responds to each:

.No	Risk Category	Risk Name	Details	Response
1	ecnailpmoC sksiR	Risk of non-compliance with laws, legislation, regulations, and the requirements of regulatory authorities	Saudi AZM is subject to a number of laws and regulations, such as the Companies Law and the Capital Market Law, and to the regulations, rules, and circulars issued by the Capital Market Authority. It is also subject to the Wage Protection System .and the labour laws	To ensure compliance with all laws, legislation, and regulations, Saudi AZM takes care to avoid the various risks arising from non-adherence to legislative and regulatory requirements and to ensure the application of all laws and legislation to which it is subject. It also updates its .internal procedures continuously to avoid fines or penalties that could affect its reputation and standing
2	cigetartS sksiR	Rapid evolution of the sector	The information and communications technology sector is characterised by rapid technological change, including continuous change and development in the delivery of new products and services to clients, which may shorten the period of a .product's effectiveness and reduce its useful life	Saudi AZM keeps pace with the latest technologies and monitors emerging technologies across the various fields of information technology, .and enters into partnerships with the largest technology service providers so as to remain constantly informed of the sector's direction
3	cigetartS sksiR	Failure to adapt to client requirements	The information and communications technology sector is sensitive to changes in client preferences and market direction. Any change in client preferences and .requirements may affect the Company's products and services	Saudi AZM excels in project management, reflecting the fact that client satisfaction is one of AZM's most important values. Accordingly, agile and streamlined methodologies are followed in developing its projects, enabling AZM to adapt to client requirements, delivery, and unfore- .seen changes
4	cigetartS sksiR	Client concentration	Saudi AZM has a number of major clients with whom the relationship is based on contractual arrangements, and the revenue generated from the Company's .dealings with major clients constituted the majority of its income	Saudi AZM is expanding its client base, as evidenced by the number of new clients recently signed, and it seeks to deepen these relationships .and working on larger project opportunities
5	cigetartS sksiR	Supplier concentration	In its operations, Saudi AZM relies on a group of suppliers with whom the relationship is based on contractual arrangements; these are local suppliers or .suppliers from outside the Kingdom of Saudi Arabia	Saudi AZM has contracted with the largest global technology service suppliers, and is developing its technological capabilities by establishing .software development offices inside and outside the Kingdom, developing and training personnel, and localising the industry
6	cigetartS sksiR	Reliance on information technology	Saudi AZM relies heavily on information technology systems in its business in order to connect its business units through its software, systems, and devices. Any .disruption to the information technology systems would have an adverse effect	Saudi AZM therefore deals with the best local hosting companies and global service providers, and applies business continuity practices; .Saudi AZM holds the ISO certification for business continuity
7	cigetartS sksiR	Liquidity risks	Liquidity risk is the risk that Saudi AZM will encounter difficulty in raising liquidity to meet obligations associated with financial instruments. Liquidity risk may result .from an inability to collect invoices in a timely manner and at fair value	Liquidity risk is managed through regular monitoring to ensure the availability of sufficient liquidity to meet any future obligations. The Board of Directors closely and continuously monitors liquidity risk by conducting regular reviews of the availability of sufficient liquidity, cur- rent and future obligations, and operating and capital expenditure. In addition, the Company monitors actual cash flows and seeks to match their maturity dates with those of its financial assets and liabilities. Saudi AZM seeks to fulfil its legal obligations, including any obligations .relating to financing agreements

.No	Risk Category	Risk Name	Details	Response
8	Strategic Risks	Competition among information and communications technology service providers	Clients may demand lower prices for the services provided by Saudi AZM, and the entry of new companies and suppliers into the information technology sector, or the expansion, development, or consolidation of existing competitors' businesses, may increase the proportion and number of service providers and consequently lower the prices of the products and services that Saudi AZM provides to its clients. A reduction in prices for any of the foregoing reasons would result in a decline in the profit margin the Company earns from the services it provides to clients	Saudi AZM maintains a low cost level compared with other companies in the sector, and employs a number of international methodologies to manage its projects in a manner that achieves the highest cost efficiency, thereby reducing the likelihood of this risk materialising. Executive Management sets a minimum profit margin for all of the Company's projects in order to maintain a stable financial position
9	Technological Risks	Cyber-attacks and data privacy	The increase in cyber-attack threats may expose sensitive information, whether client, employee, or partner data, to unauthorised access, leakage, or misuse	Saudi AZM is committed to full compliance with the regulations of the National Cybersecurity Authority and the Kingdom's personal data protection regulations. The Company adopts the cybersecurity framework issued by the Authority, applies data protection controls in accordance with the personal data model, and implements advanced technical and administrative measures including encryption, access control, and periodic penetration testing, in addition to internal awareness programmes and cybersecurity incident response plans, to ensure that client, employee, and partner data is protected from any breach or misuse
10	Strategic Risks	Artificial intelligence risks and the speed of technological change	The information and communications technology sector is undergoing rapid transformation as a result of successive developments in artificial intelligence, machine learning, and automation technologies. Meeting these challenges requires continuous investment in building technical capabilities, upgrading technological infrastructure, and raising the efficiency of human resources. The growing reliance on artificial intelligence technologies may also be accompanied by risks relating to cybersecurity, privacy breaches, and algorithmic bias, in addition to ethical and regulatory challenges	In light of the rapid development in the fields of artificial intelligence, machine learning, and digital transformation, Management has devoted considerable attention to building an integrated response system to keep pace with these transformations through: - Strengthening human capabilities and continuous training: Investing in training and upskilling human resources to keep pace with developments in artificial intelligence and modern technologies, with a focus on digital and analytical skills - Developing technological infrastructure: Periodically upgrading systems and networks to ensure their readiness to accommodate new technologies, and ensuring their alignment with global best practices and standards - Periodic risk assessment: Conducting periodic assessments of the risks associated with artificial intelligence technologies, with continuous updating of cybersecurity and privacy policies - Establishing ethical policies and controls: Setting clear policies for the use of artificial intelligence that take account of ethical considerations, limit algorithmic bias, and ensure transparency and fairness - Investing in cybersecurity solutions: Adopting the latest cybersecurity solutions and technologies to confront the growing threats arising from reliance on artificial intelligence, with periodic penetration testing - Compliance with legislation and regulations: Monitoring updates to laws and regulations relating to data, privacy, and the use of artificial intelligence, and ensuring compliance with them
11	Operational Risks	Reliance on key employees	Saudi AZM relies on the capabilities and expertise of its key employees; accordingly, the Company's success in achieving its objectives depends on retaining its employees and attracting and recruiting qualified and competent talent	Saudi AZM launches continuous development and training programmes, particularly for second-tier leaders and new employees, to ensure that the necessary skills are acquired when candidates are nominated for leadership positions. It has also issued succession policies designed to ensure intensive training and the preparation of employees for leadership positions should they fall vacant. Saudi AZM also applies several programmes to retain employees and attract talent from the market, such as the Employee Share Programme and the employee benefits and services provided. It also seeks to govern its departmental procedures so as to facilitate knowledge transfer across all of its management levels
12	Financial Risks	Competition among information and communications technology service providers	Clients may demand lower prices for the services provided by Saudi AZM, and the entry of new companies and suppliers into the information technology sector, or the expansion, development, or consolidation of existing competitors' businesses, may increase the proportion and number of service providers and consequently lower the prices of the products and services that Saudi AZM provides to its clients. A reduction in prices for any of the foregoing reasons would result in a decline in the profit margin the Company earns from the services it provides to clients	Saudi AZM maintains a low cost level compared with other companies in the sector, and employs a number of international methodologies to manage its projects in a manner that achieves the highest cost efficiency, thereby reducing the likelihood of this risk materialising. Executive Management sets a minimum profit margin for all of the Company's projects in order to maintain a stable financial position



.No	Risk Category	Risk Name	Details	Response
13	Financial Risks	Change in revenue percentage due to the termination, postponement, or reduction of the scope of work	The contracts and purchase orders concluded between Saudi AZM and its clients set out terms and conditions relating to the termination, postponement, or reduction of the project scope of work at the client's discretion. Should a client terminate, postpone, or reduce the project scope of work, this would adversely .affect the project's revenue and cash liquidity	Saudi AZM actively carries out billing and collection, and its project management methodologies take into account the risk of work .postponement or reduction, and it hedges according to the nature of the project
14	Financial Risks	Liquidity risks	Liquidity risk is the risk that Saudi AZM will encounter difficulty in raising liquidity to meet obligations associated with financial instruments. Liquidity risk may result .from an inability to collect invoices in a timely manner and at fair value	Liquidity risk is managed through regular monitoring to ensure the availability of sufficient liquidity to meet any future obligations. The Board of Directors closely and continuously monitors liquidity risk by conducting regular reviews of the availability of sufficient liquidity, current and future obligations, and operating and capital expenditure. In addition, the Company monitors actual cash flows and seeks to match their maturity dates with those of its financial assets and liabilities. Saudi AZM seeks to fulfil its legal obligations, .including any obligations relating to financing agreements
15	Operational Risks	Service interruption	Service interruptions caused by infrastructure failures may lead to financial losses .and damage to its reputation with clients	Saudi AZM implements a business continuity / disaster recovery (DR) plan in its technology projects to ensure the availability of its .services to clients and to prevent any service interruption or data loss
16	Operational Risks	System failures Process execution errors Delays in project delivery	Operational risks arise from the nature of daily work and the Company's reliance on technical systems and internal procedures in delivering its services and projects. Any system failures, weak coordination between departments, or human errors may lead to delays in project delivery or a decline in the quality of deliverables, .which may affect client satisfaction and overall performance efficiency	The Company works to limit operational risks by applying documented work policies and procedures, clearly defining authorities and responsibilities, and strengthening coordination between departments. It also ensures periodic maintenance of technical systems and the provision of backups, business continuity plans, and failure recovery plans. The measures also include employee training, quality review of deliverables before delivery, and monitoring of project implementation through performance indicators and periodic reports, alongside documenting operational incidents, analysing their causes, and taking the necessary corrective actions to .prevent their recurrence
17	Strategic Risks	Risks relating to licences, certificates, permits, and approvals	The risks of non-compliance with regulatory licence, certificate, and permit requirements are classified among the strategic risks facing the Company, because these risks directly affect the Company's ability to achieve its operational, financial, and strategic objectives, and pose a threat to business continuity and the Company's reputation in the Saudi market, particularly given that the Company is listed on the Main Market of Tadawul. In addition, continuous changes in the regulatory environment require close monitoring and strategic planning to ensure .sustainable compliance and adherence to the applicable laws and regulations	The Legal and Governance Department is committed to applying the highest standards of adherence and compliance in its daily work, and studies the regulatory requirements carefully. With regard to the issuance of licences and permits, the Department is committed to preserving and archiving the requirements using methods appropriate for an entity such as Saudi AZM, enabling continuous review and the monitoring of the attachments for the entity concerned. Upon issuance of the required regulatory document, the Department includes it among the attachments, which are monitored periodically with automated notifications so that the Department can plan the next action, so as to avoid the risk of its expiry at a time unsuited to the Company's daily .operations
18	Strategic Risks	Competition-related risks	Competition risk refers to the threats the Company faces as a result of new competitors entering the market, or the development of strategies and working methods by existing competitors, which may lead to a loss of market share or a .decline in profits	Saudi AZM continuously monitors the market, strengthens its competitive value, and adopts flexible strategies for differentiation in .the delivery of products or services

5.2.4 Business Continuity

Saudi AZM seeks to strengthen its readiness and business continuity through a comprehensive framework that supports organisational resilience. The framework enables the Company's various departments to respond effectively to incidents and risks, whether technical, operational, or external, that may affect the delivery of services, and this capability supports the Company's execution of its objectives and strategy. Executive Management assesses continuity practices periodically, updates procedures in response to emerging risks, and takes the necessary precautions. To ensure compliance and sustained effectiveness, Saudi AZM has implemented a certified Business Continuity Management System in accordance with ISO 22301, which provides independent verification of readiness across critical processes and systems. Business continuity and disaster recovery (BCP/DR) plans are also embedded in all technology projects, reducing the likelihood of service interruptions, data loss, or operational gaps while maintaining client confidence.

5.3 Social Responsibility

Social responsibility at Saudi AZM is an extension of its mission to change people's lives for the better, and a reflection of its commitment to building sustainable value that extends beyond the scope of its operational activities. The Company adopts an integrated approach linking innovation, technology, and human empowerment, based on its belief that sustainable development begins with investment in national talent, the development of digital solutions, and the strengthening of community partnerships.

During the 2026 financial year, Saudi AZM continued to broaden the scope of its community impact through distinctive initiatives, development programmes, and strategic partnerships. These contributed to supporting digital transformation, to empowering national talent, and to strengthening the Company's contribution to the achievement of the Kingdom of Saudi Arabia's Vision 2030 targets.

5.3.1 Social Responsibility at a Glance

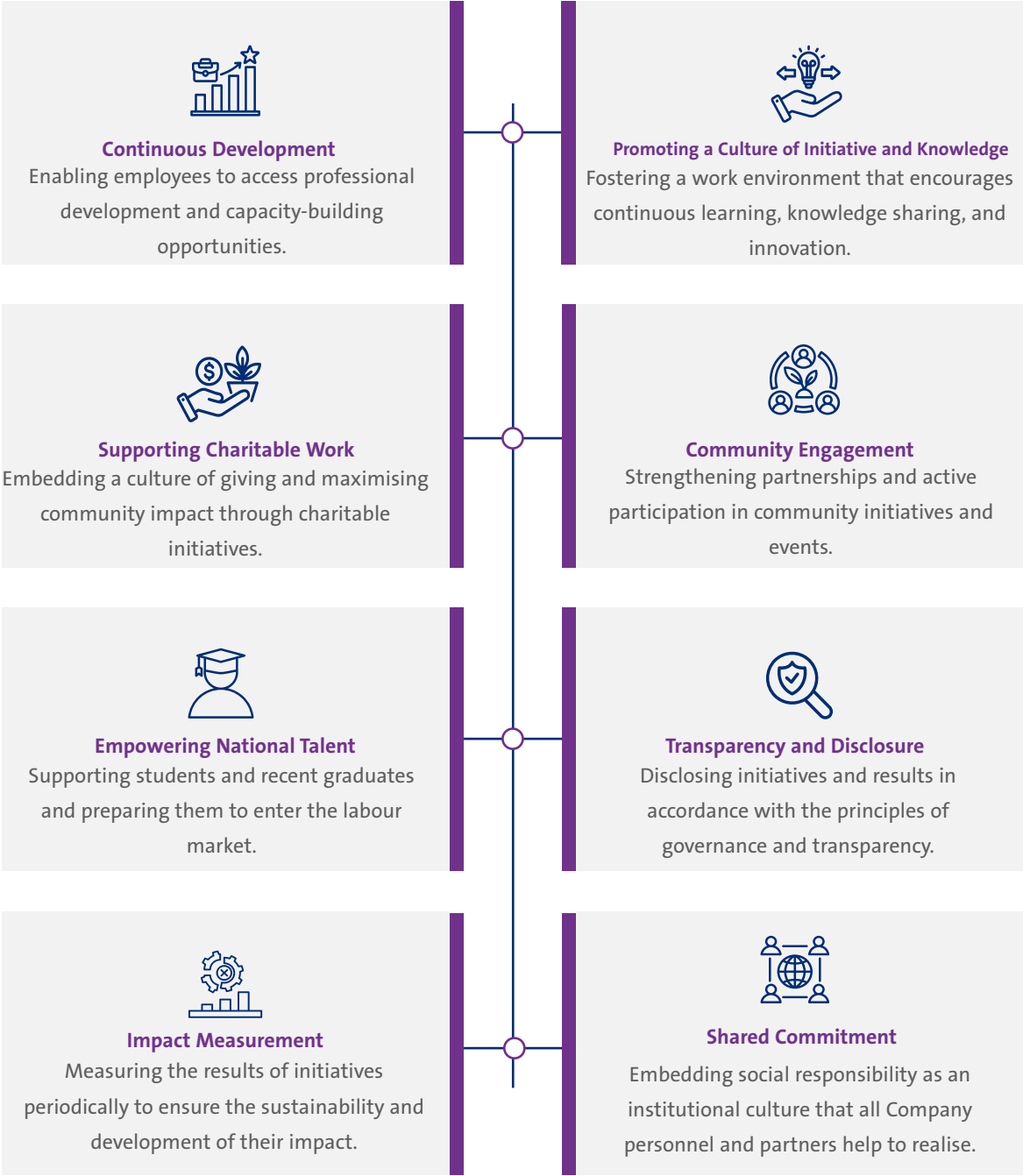
Saudi AZM's social responsibility plan deploys its technological expertise and institutional capabilities to create development initiatives that achieve sustainable impact and contribute to empowering national talent, promoting innovation, and supporting the non-profit sector. During the 2026 financial year, the Company strengthened its presence at technology conferences and events, expanded its partnerships with universities and academic institutions, and continued to develop digital solutions and platforms that serve the community, reflecting its commitment to its role as an active partner in sustainable development.

Social responsibility at Saudi AZM rests on three main pillars:



5.3.2 Core Principles of Social Responsibility

Saudi AZM's social responsibility initiatives rest on a set of principles that guide its work and strengthen the sustainability of its impact on society, employees, and partners. These initiatives embed a culture of responsibility and reflect the Company's commitment to institutional best practices.



5.3.3 Promoting Innovation

Saudi AZM believes that innovation is one of the principal drivers of sustainable development. It therefore continues to support the innovation ecosystem, taking part in technology conferences and events and sponsoring initiatives that bring together knowledge, entrepreneurship, and technology, and so contributing to building partnerships, exchanging expertise, and stimulating innovative solutions.



1 Global conference



3 Hackathons



3 Gold sponsorships



Money20/20 Conference

Saudi AZM took part in Money20/20, one of the most prominent global conferences in the fintech sector, to showcase its technology solutions, strengthen its presence in regional and global markets, and build strategic partnerships with leading experts and decision-makers.



Projecton 2025 Hackathon

Saudi AZM participated as a Gold Sponsor of the Projecton 2025 Hackathon at King Saud University, to support national talent, to stimulate innovation, and to encourage the development of technology solutions that help address future challenges.



Saudi Digital Day

Saudi AZM participated as a Gold Sponsor and Success Partner in Saudi Digital Day, affirming its role in supporting the digital transformation ecosystem and contributing to the building of a digital economy based on innovation and knowledge.

5.3.4 Enabling Opportunities

Saudi AZM believes that investment in national talent is an investment in the future of development. It therefore continues to run training and mentoring initiatives that help prepare students and recent graduates, develop their skills, and link academic knowledge to practical application, enhancing their readiness for the labour market.



3 University engagements



6 Student visits



3 Workshops



1 Forum



3 Career fairs



Career Guidance Fair

Saudi AZM participated in the Career Guidance Fair at King Saud University to introduce the Azem Programme and showcase professional development opportunities within the Company.



International Accounting Day

The Company hosted student delegations as part of the «Project Accounting» event, to introduce them to the accounting work environment in the technology sector and enrich their practical knowledge.



Himma Forum for Digital Talent

The Company participated in the Himma Forum for Digital Talent 2025, in support of attracting national talent, enhancing the readiness of digital talent, and contributing to building the future of the labour market.

5.3.4.1 Azem Programme

Saudi AZM launched the Azem Programme in 2024 as one of its initiatives, based on its belief that investment in people is the most sustainable investment. The programme aims to empower students and recent graduates and to prepare them to enter the labour market through an integrated professional development journey that combines learning and application.



The programme is based on:

- Individual career mentoring.	- Continuous guidance from the Company's experts and leaders.
- Practical training within real projects.	- Design of development tracks aligned with participants' interests.
- Specialised workshops.	- Development of practical skills and narrowing of the gap between education and the labour market.

Azem Programme in Numbers

	Azem batch 3	Azem batch 4	Azem batch 5
Number of applicants	+1900	+900	+1130
Number of interviews	+200	+250	+270
Number of candidates	+80	+60	+330
Number accepted	9	24	51
Acceptance rate	0.5%	2.7%	4.5%

The programme's growing impact is reflected in its results: during the 2026 financial year it attracted more than 3,900 applicants, conducted more than 700 interviews, and accepted 84 participants following a rigorous selection process, confirming its standing as one of the distinctive initiatives in preparing and qualifying national talent.



5.3.5 Developing Technology

Saudi AZM believes that technology is a fundamental pillar for creating sustainable social impact. It therefore continues to develop and operate digital solutions and platforms that contribute to improving quality of life, raising the efficiency of services, enabling the non-profit sector, and strengthening community solidarity.

The Company invests its technological expertise in building digital solutions that keep pace with the needs of society, facilitate access to services, and enhance the efficiency of humanitarian initiatives, achieving sustainable impact for individuals and beneficiary entities.

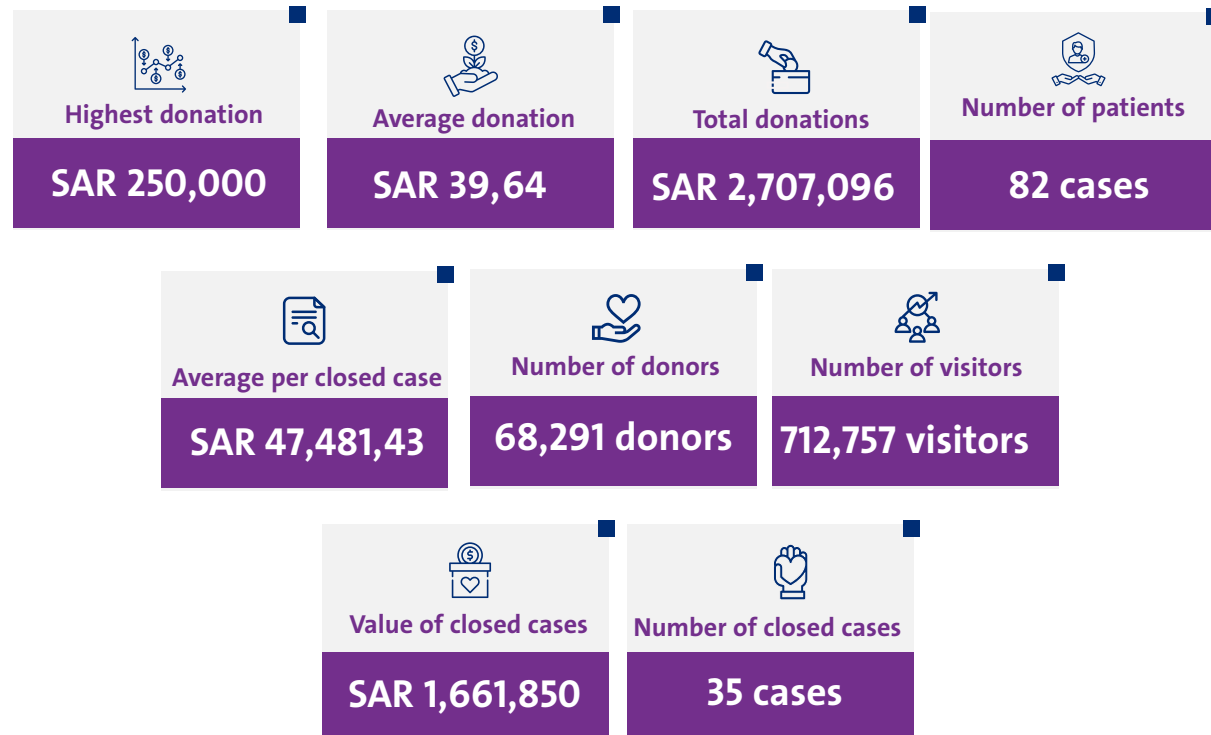
5.3.5.1 Shefa Platform

Saudi AZM develops and operates the Shefa platform, one of its technology initiatives. Shefa aims to connect patients in need of treatment within the Kingdom with benefactors through a trusted digital platform that facilitates the donation journey and enhances patients' access to treatment opportunities efficiently and transparently.

During the 2026 financial year, the platform continued to achieve tangible social impact by enabling thousands of patients to receive treatment, promoting a culture of giving, and facilitating the donation journey through a trusted and user-friendly digital experience.

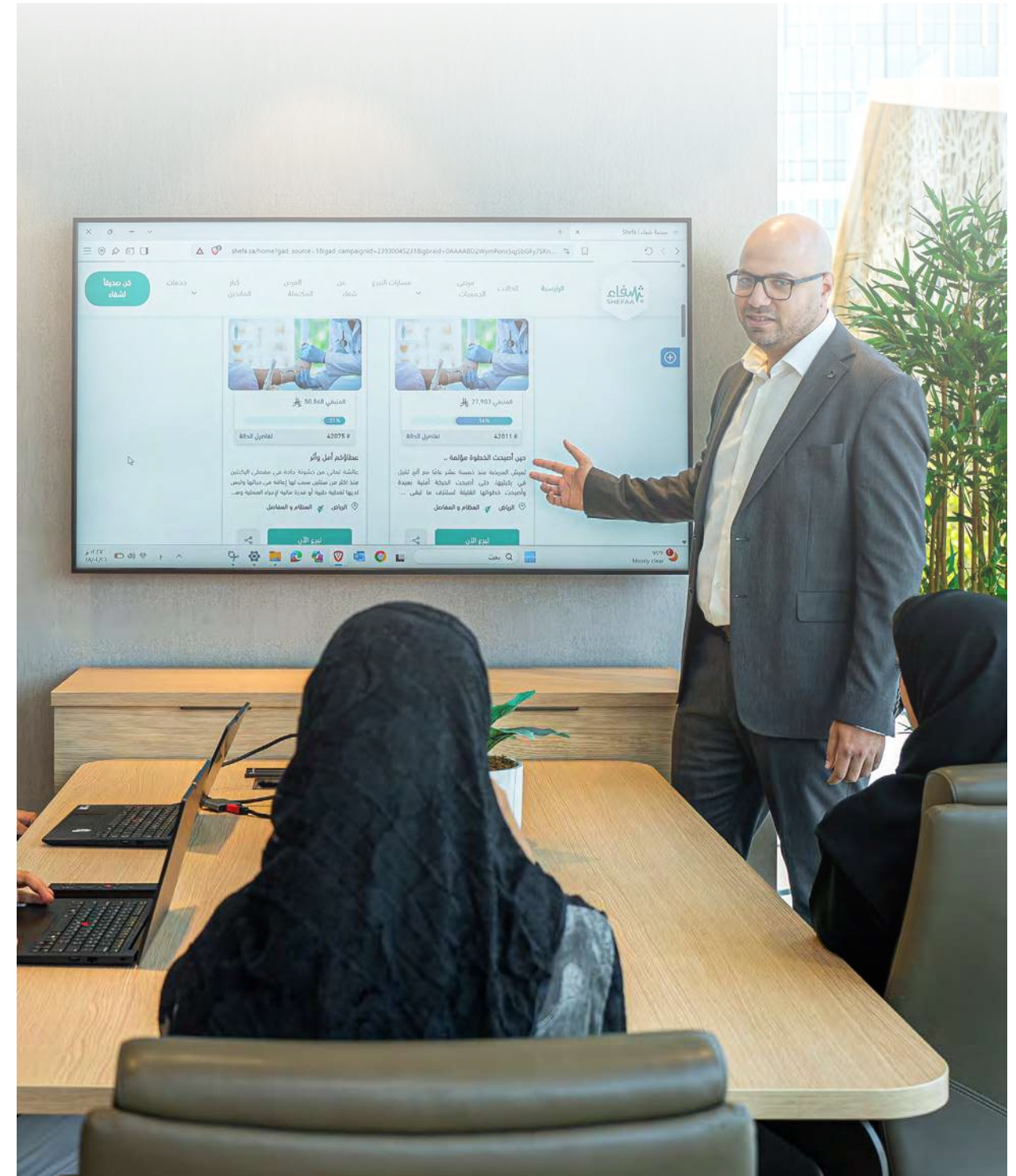
Shefa Platform in Numbers

Day of Arafah Statistics | 9 Dhu al-Hijjah 1447 AH



Platform Impact

Shefa's impact has not been limited to facilitating the donation process. The platform has contributed to building a trusted digital ecosystem connecting benefactors and patients, accelerating access to treatment, strengthening the sustainability of charitable work, and managing humanitarian initiatives more efficiently through technology, reflecting Saudi AZM's role in deploying innovation in the service of society.



5.3.6 AZM Al Khair Foundation

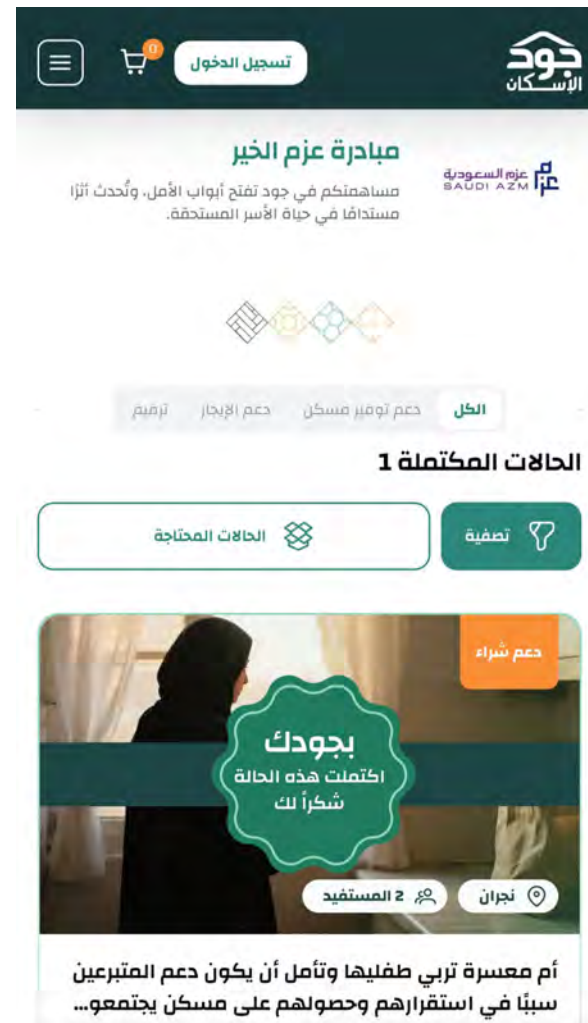
In keeping with its commitment to maximising its community impact, Saudi AZM launched the AZM Al Khair Foundation, a non-profit civil foundation licensed by the National Center for Non-Profit Sector Development, to serve as the Company's development arm and a trusted partner in enabling non-profit sector organisations. The Foundation draws on the technological, operational, and consulting expertise of Saudi AZM to provide specialised technology solutions, digital platforms, and advisory services that contribute to raising the efficiency of the non-profit sector and maximising its developmental impact. During the 2026 financial year, the Foundation completed its institutional structure: it formed its Board of Trustees, approved its strategic direction, and moved ahead with its plan to launch distinctive programmes and initiatives, strengthening the sustainability of the non-profit sector and supporting the targets of the Kingdom of Saudi Arabia's Vision 2030.

5.3.6.1 AZM Al Khair Campaign in Ramadan

As part of its efforts to support community initiatives, Saudi AZM launched the «AZM Al Khair» campaign during Ramadan 2026 in support of the «Al-Jood Minna wa Fina» campaign of the Jood Eskin platform. The campaign aimed to contribute to the provision of housing for eligible families and to promote a culture of giving and community responsibility, deploying technology and effective partnerships in the service of society.

5.3.6.2 Lahzat Jood Campaign during the Hajj Season

Saudi AZM took part in the «Lahzat Jood» campaign during the 1447 AH Hajj season, in support of the Jood Eskin platform's efforts to enable eligible families to obtain housing, and as an extension of its commitment to contributing to national initiatives with community impact. The campaign had a broad impact, reflecting the scale of community engagement and the speed of response during the initiative period.



The indicators below reflect the scale of the impact the campaign achieved during its implementation period, from 1 to 10 Dhu al-Hijjah 1447 AH:



5.3.7 Riyadh Plants Application

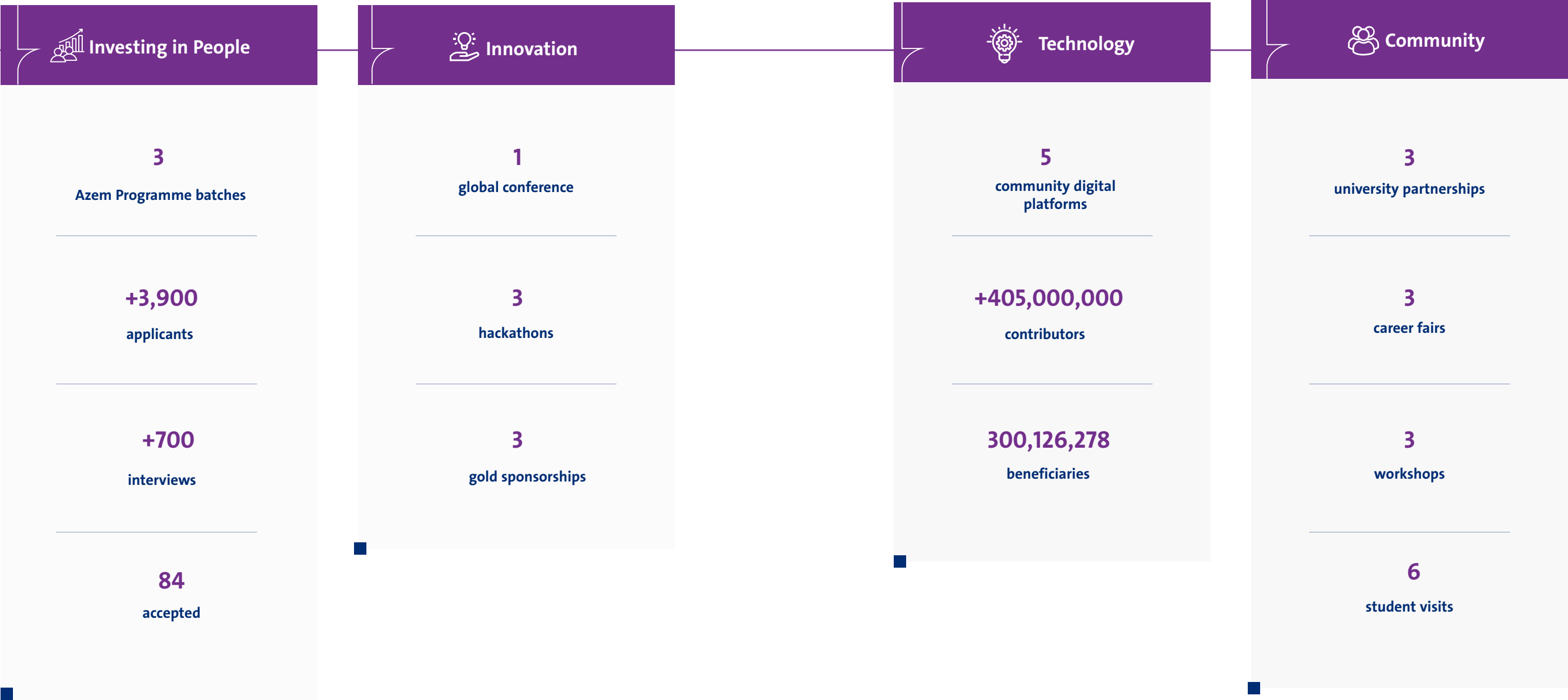
The new version of this application was developed to support environmental awareness and to present information about the environment of the city of Riyadh in a simplified digital form accessible to members of the community. It introduces the plants suited to the city and gives guidance on their care and on their growing and flowering seasons.

The application's capabilities have also expanded to include environmental information relating to air quality, noise levels, weather conditions, and dust storms, helping the user understand the surrounding environment and make more informed decisions. This has been integrated with awareness campaigns aimed at promoting a culture of sustainability and environmental conservation.

The project reflects how digital solutions and environmental data can be deployed to build a community experience that combines knowledge, awareness, and service, and supports the quality of life and sustainability targets of the city of Riyadh.

5.3.8 Harvest of Impact

These indicators reflect the scale of the impact achieved by Saudi AZM’s social responsibility initiatives during the 2026 financial year.



Governance

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6.1 Board of Directors

The Company is managed by a Board of Directors (the «Board») composed of five natural-person members elected by the Extraordinary General Assembly at its meeting held on 2026/06/11, for a term of four years, with the Board's term ending on 2030/06/21.

6.1.1 Composition of the Board of Directors

6.1.1.1 Biographies of the Board Members



Mr. Majed bin Saad bin Hamoud Al-Ousaimi

Current Positions:

- Chairman of the Board of Directors, Wajd Investment Group Company, from 2024 to date.

Previous Positions and Experience:

- Chief Executive Officer, Etihad Noura Investment Company, from 2018 to 2024.
- Advisor to His Excellency the Minister and General Supervisor of the General Department of Information Technology, Ministry of Human Resources and Social Development, from 2015 to 2017.
- Senior Business Developer, Saudi Arabian Oil Company (Aramco), from 2004 to 2014.
- Value-Added Services Engineer, Advanced Electronics Company, 2004.

Academic Qualifications:

- Bachelor's degree in Information Systems – King Saud University, 2004.



H.E. Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani

Current Positions:

- Chief Executive Officer, Simplified Financial Solutions Company, from 2021 to date.
- Head of the Delegation of the Kingdom of Saudi Arabia, Consultative Commission of the Supreme Council of the Gulf Cooperation Council, from 2021 to date.

Previous Positions and Experience:

- Governor of the General Authority of Customs, from 2017 to 2021.
- Deputy Minister for Foreign Trade and General Supervisor of Foreign Commercial Offices, Ministry of Commerce, from 2016 to 2017.
- Secretary General, Saudi Export Development Authority, from 2013 to 2017.
- General Supervisor of Information Technology and Director General of the Ministry Strategy Development Project, Ministry of Foreign Affairs, from 2010 to 2013.
- Advisor to the Deputy Minister for Planning and Information Technology, Ministry of Education, 2008.
- Business Development Manager, Cisco Systems, from 2006 to 2008.
- Project Manager, e-Government Program (Yesser), from 2004 to 2006.
- Technical Relations Director, Microsoft, from 2000 to 2004.

Academic Qualifications:

- Master of Business Administration – INSEAD, 2009.
- Bachelor's degree in Information Systems – King Saud University, 2000.



Mr. Ali bin Mohammed bin Rashid Al-Ballaa

Current Positions:

- Chief Executive Officer and Managing Director, Saudi AZM for Communication and Information Technology Company, from 2017 to date.
- General Manager, Saudi AZM Holding Company, from 2017 to date.
- Managing Director, AZM FinTech Company, from 2020 to date.
- General Manager, National Real Estate Platform Company, from 2021 to date.
- General Manager, AZM Digital for Communication and Information Technology Company, from 2022 to date.
- General Manager, Olive Tree Real Estate Company, from 2023 to date.
- Chairman of the Board of Directors, Wasl Platform for Communications and Information Technology Company, from 2024 to date.

Previous Positions and Experience:

- General Manager, Future Communication for Communications and Information Technology Company, from 2022 to 2024.
- Chief Executive Officer, AZM Software Development Company, from 2020 to 2021.
- Manager, ARAMS Company, from 2015 to 2017.
- Business Development Manager, National Technology Group (NTG), 2015.
- Government Sales Manager, Microsoft, from 2013 to 2015.
- Account Manager, Microsoft, from 2009 to 2013.

Academic Qualifications:

- Bachelor's degree in Information Systems – King Saud University, 2007.



Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy

Current Positions:

- General Manager, Ain Development Investment Company, from 2016 to date.
- General Manager, Computer Paper Production Company, from 2017 to date.
- General Manager, Rehab Najd Real Estate Company, from 2017 to date.
- General Manager, Meem Research and Studies Company, from 2019 to date.
- General Manager, Hittin Al Tahliya Real Estate Development Company, from 2022 to date.

Previous Positions and Experience:

- Deputy General Manager, Al Jeraisy Group Company, from 2017 to 2019.
- Assistant General Manager, Al Jeraisy Group Company, from 2014 to 2017.

Academic Qualifications:

- Bachelor's degree in Business Administration – Prince Sultan University, 2012.



Mr. Omar bin Fahad bin Abdulkarim Al-Sunaidi ¹

Current Positions:

- Director of Legal, Governance, and Committee Affairs, from 2023 to date.

Previous Positions and Experience:

- Director of Governance, Board and Committee Affairs, Al Rajhi Bank, 2023.
- Director of Corporate Governance, Capital Market Authority, from 2005 to 2023.
- Finance, Saudi Basic Industries Corporation (SABIC), 2005.

Academic Qualifications:

- Bachelor's degree in Law – Saudi Electronic University, 2022.
- Master's degree in Finance – University of Wollongong, 2011.
- Bachelor's degree in Accounting – Imam Mohammad Ibn Saud Islamic University, 2005.

¹ His membership on the Board of Directors ended upon the expiry of the Board's term on 2026-06-21, and he did not stand for election to the Board for its new term.



Mr. Mohammed bin Ibrahim Al-Qunaibet

Current Positions:

- Chief Executive Officer, Osoul Qena Company, from 2025 to date.

Previous Positions and Experience:

- Portfolio Manager – Asset Management, SNB Capital, from 2023 to 2025.
- Senior Investment Manager, GIB Capital, from 2023 to 2023.
- Investment Manager, GIB Capital, from 2021 to 2023.
- Assistant Investment Manager, GIB Capital, from 2018 to 2021.

Academic Qualifications:

- Bachelor's degree in Business Administration – Finance, 2017.

6.1.2 Names of the Companies in which Board Members Serve or Have Served as Board Members or Managers

Mr. Majed bin Saad bin Hamoud Al-Ousaimi

Chairman of the Board of Directors

No.	Company Name	Status	Location		Legal Entity
			Inside the Kingdom	Outside the Kingdom	
1	Wajd Investment Group Company	Current	✓		Limited Liability
2	Manjam Financial Business Development Company	Current	✓		Closed Joint Stock
3	Al-Etmam Investment Company	Current	✓		Listed Joint Stock
4	AZM FinTech Company	Current	✓		Closed Joint Stock
5	Soum Real Estate Platform Company	Former	✓		Simplified Joint Stock
6	Muhlah Zamaniyah Finance Company	Current	✓		Closed Joint Stock
7	Telad Investment Company	Current	✓		Closed Joint Stock
8	Maalem Al Numu Commercial Company	Former	✓		Simplified Joint Stock
9	Itqan Capital Company	Former	✓		Closed Joint Stock
10	Al Sulaiman Real Estate Company	Current	✓		Closed Joint Stock
11	Aqmar Technology for Communication and Information Technology Company	Former	✓		Closed Joint Stock
12	Tharwat Securities	Former	✓		Closed Joint Stock
13	Etihad Noura Investment Company	Former	✓		Limited Liability
14	National Aquaculture Group	Former	✓		Closed Joint Stock
15	Quara Finance Company	Former	✓		Closed Joint Stock



H.E. Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani

Vice Chairman of the Board of Directors

No	Company Name	Status	Location		Legal Entity
			Inside the Kingdom	Outside the Kingdom	
1	Simplified Financial Solutions Company	Current	✓		Closed Joint Stock
2	Saudi Arabian Mining Company (Ma'ad-en)	Current	✓		Public Joint Stock
3	Special Integrated Logistics Zone Company	Former	✓		Single-Person Company
4	ACWA Power Company	Current	✓		Public Joint Stock
5	Wajbat Osрати Ready Meals Company	Former	✓		Closed Joint Stock
6	Alinma Bank	Current	✓		Public Joint Stock
7	National Development Fund	Current	✓		Government Entity
8	Retal Urban Development Company	Current	✓		Listed Joint Stock
9	Sheikh Sulaiman bin Abdulaziz Al Rajhi Endowment	Current	✓		Endowment
10	Communications, Space and Technology Commission	Current	✓		Government Entity
11	Nuclear and Radiological Regulatory Commission	Current	✓		Government Entity
12	National Museum	Current	✓		Government Entity

No	Company Name	Status	Location		Legal Entity
			Inside the Kingdom	Outside the Kingdom	
14	Obeikan Glass Company	Former	✓		Public Joint Stock
15	Uptown Jeddah Company	Former	✓		Closed Joint Stock
16	flyadeal	Former	✓		Closed Joint Stock
17	National Gas and Industrialization Company	Former	✓		Public Joint Stock
18	Natural Gas Distribution Company	Former	✓		Public Joint Stock
19	Local Content and Government Procurement Authority	Former	✓		Government Entity
20	General Authority of Customs	Former	✓		Government Entity
21	General Authority of Ports	Former	✓		Government Entity
22	King Fahd Causeway Authority	Former	✓		Government Entity
23	Saudi Company for Electronic Information Exchange (Tabadul)	Former	✓		Government Entity
24	Saudi Food and Drug Authority	Former	✓		Government Entity



Mr. Ali bin Mohammed bin Rashid Al-Ballaa

Chief Executive Officer and Board Member

.No	Company Name	Status	Location		Legal Entity
			Inside the Kingdom	Outside the Kingdom	
1	Saudi AZM Holding Company	Current	✓		Limited Liability
2	AZM FinTech Company	Current	✓		Closed Joint Stock
3	National Real Estate Platform Company (Aqarek)	Current	✓		Limited Liability
4	AZM Digital for Communication and Information Technology Company	Current	✓		Simplified Joint Stock
5	Olive Tree Real Estate Company	Current	✓		Limited Liability
6	Wasl Platform for Communications and Information Technology Company	Current	✓		Simplified Joint Stock
7	AZM Software Development Company	Former		✓	Limited Liability
8	Future Communication for Communications and Information Technology Company	Former	✓		Limited Liability
9	National Technology Group (NTG)	Former	✓		Limited Liability
10	Microsoft Arabia	Former	✓		Limited Liability
11	ARAMS Company	Former	✓		Limited Liability
12	Aqmar Technology for Communication and Information Technology Company	Former	✓		Closed Joint Stock

Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy

Board Member

No.	Company Name	Status	Location		Legal Entity
			Inside the Kingdom	Outside the Kingdom	
1	Al Jeraisy Group Company	Current	✓		Closed Joint Stock
2	Tam Development Company Ltd.	Current	✓		Listed Joint Stock
3	Retal Urban Development Company	Current	✓		Listed Joint Stock
4	GatherIn Company	Current		✓	Limited Liability
5	Thmanyah Company	Former	✓		Limited Liability
6	Al-Khuld Al-Thahabi	Former	✓		Limited Liability
7	AXA Cooperative Insurance	Former	✓		Listed Joint Stock

Mr. Omar bin Fahad bin Abdulkarim Al-Sunaidi 1

Board Member

No.	Company Name	Position	Status	Location		Legal Entity
				Inside the Kingdom	Outside the Kingdom	
1	Tanmiya Financial Company	Board Member	Current	✓		Closed Joint Stock
2	Itqan Capital Company	Board Member	Current	✓		Closed Joint Stock
3	Manjam Financial Business Development Company	Board Member	Current	✓		Closed Joint Stock
4	Aseel Financial Company	Board Member	Current	✓		Closed Joint Stock

Mr. Mohammed bin Ibrahim bin Abdulrahman Al-Qunaibet

Board Member

No.	Company Name	Position	Status	Location		Legal Entity
				Inside the Kingdom	Outside the Kingdom	
1	Seera Group Holding	Independent Board Member and Chairman of the Nomination and Remuneration Committee	Current	✓		Listed Joint Stock
2	HyperScope	Non-Executive Member	Current		✓	Limited Liability
3	Qena Assets Company	Chief Executive Officer and Executive Member	Current	✓		Simplified Joint Stock

6.1.3 Board of Directors' Meetings

The Board of Directors meets four times a year at the invitation of the Chairman, or whenever the need arises, to follow up on the business and financial results and to oversee Executive Management. The following is a statement of the meetings of the Board of Directors of Saudi AZM for Communication and Information Technology Company held during the 2026 financial year and the names of the Board members who attended these meetings:

Board of Directors' Meetings								
No.	Member Name	Position	1 2025/07/17	2 2025/09/13	3 2025/09/25	4 2026/01/27	5 2026/04/27	6 2026/06/24
01	Mr. Majed bin Saad bin Hamoud Al-Ousaimi	Chairman of the Board of Directors	✓	✓	✓	✓	*	✓
02	Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	Non-Executive	✓	✓	✓	✓	✓	✓
03	Mr. Ali bin Mohammed bin Rashid Al-Ballaa	Vice Chairman of the Board of Directors	✓	✓	✓	✓	✓	✓
04	Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy	Independent	✓	✓	✓	✓	✓	✓
05	Mr. Omar bin Fahad bin Abdulkarim Al-Sunaidi 1	Chief Executive Officer and Board Member	✓	✓	✓	✓	✓	-
06	Mr. Mohammed bin Ibrahim Al-Qunaibet	Board Member	-	-	-	-	-	✓

* Indicates that a member was authorised to attend by proxy on behalf of the Chairman of the Board of Directors.

*1 His membership on the Board of Directors ended upon the expiry of the Board's term on 21 June 2026, and he did not stand for election to the Board for its new term.

6.1.4 Ownership of Board Members and Their Relatives in the Company's Shares and Debt Instruments

The following is the shareholding of the Board members as at 2026/06/30:

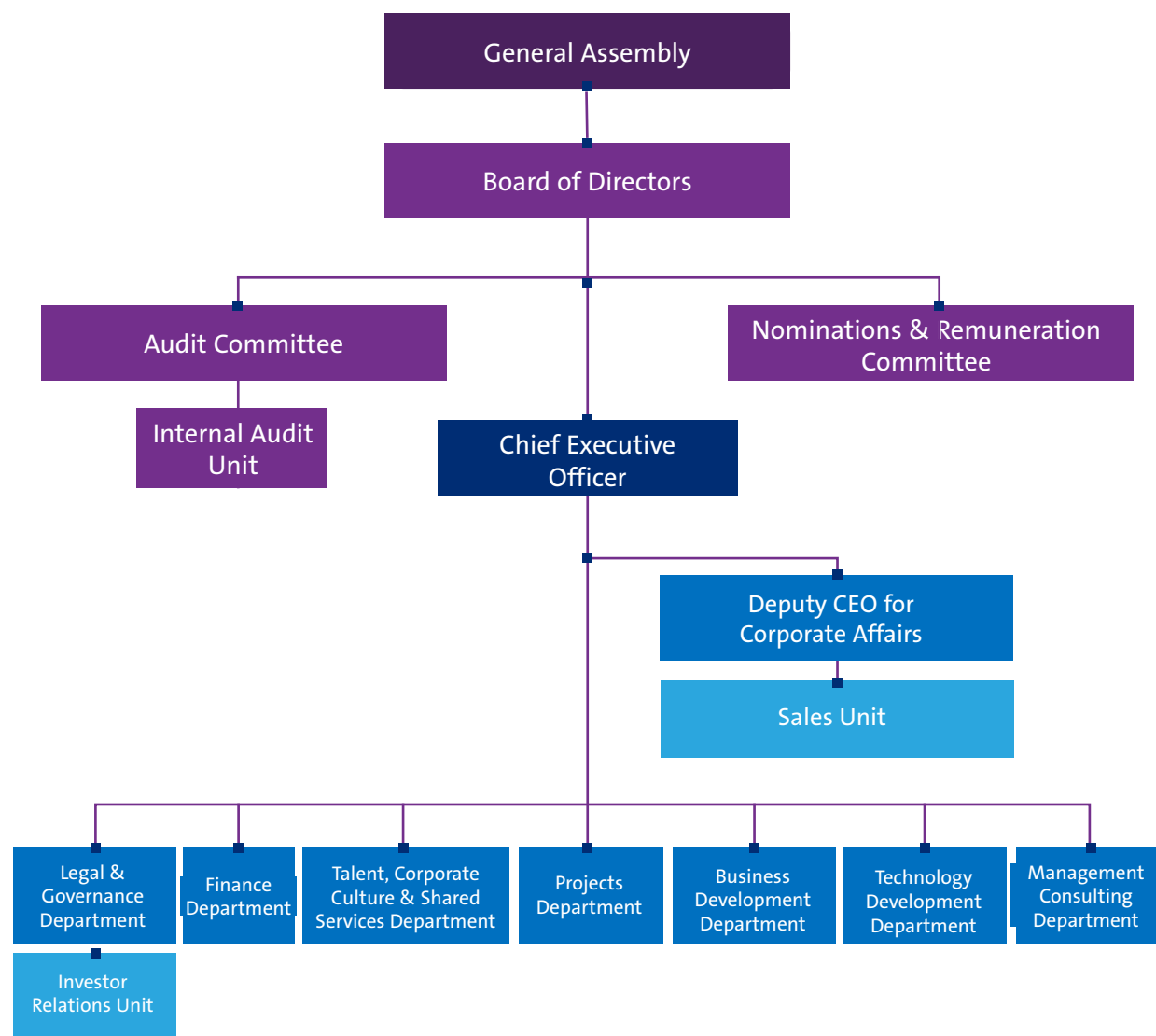
No.	Name	Beginning of the 2026 Financial Year			End of the 2026 Financial Year			Net Change	Percentage Change (%)
		Number of Shares	Debt Instruments	Type of Ownership	Number of Shares	Debt Instruments	Type of Ownership		
1	Mr. Majed bin Saad bin Hamoud Al-Ousaimi	12,260,000	-	Direct	12,260,000	-	Direct	0	0.0%
2	H.E. Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	26,248	-	Direct	19,748	-	Direct	-6,500	24.8%-
3	Mr. Ali bin Mohammed bin Rashid Al-Ballaa	12,244,860	-	Direct	12,244,860	-	Direct	0	0.0%
4	Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy	86,641	-	Indirect	4,101	-	Indirect	-82,540	95.3%-
5	Mr. Omar bin Fahad Al-Sunaidi1	26,967	-	Indirect	26,967	-	Indirect	0	0.0%
6	Mr. Mohammed bin Ibrahim bin Abdulrahman Al-Qunaibet	100,000	-	Direct	100,000	-	Direct	0	0.0%

*1 His membership on the Board of Directors ended upon the conclusion of the Board's term on 21 June 2026, and he did not run for membership of the Board in its new term.

6.1.5 The Company's Organisational Structure

The Company has an organisational structure headed by the Board of Directors and its committees, supported by Executive Management, which is responsible for overseeing the Company's day-to-day activities. The Board holds ultimate responsibility for the direction, general oversight, and control of the Company, and has delegated responsibility for implementing the strategic plans and managing the Company's day-to-day business to Executive Management.

The chart below illustrates the Company's organisational structure:



6.2 Audit Committee

The Audit Committee consisted of three (3) members who are not executive Board members, appointed by resolution of the Ordinary General Assembly dated 2021/06/26, and its term continued until 2026/06/21 in line with the then-current Board term.

Following the end of the previous Board term, the Board reconstituted the Committee to comprise four (4) members effective 2026/06/29 until the end of the current term on 2030/06/21.

6.2.1 Composition and Role of the Audit Committee

The Committee is formed by resolution of the Company's Board of Directors from among the shareholders or others, provided that it does not include any executive Board members. Its members shall be no fewer than three and no more than five, at least one of whom shall be an independent member. The Chairman of the Board may not be a member of the Committee, and no person who works or has worked during the past two years in the Company's executive or financial management, or for the Company's external auditor, may be a member of the Committee.

The members must include a member specialised in financial and accounting affairs, and each Committee member must possess the experience and qualifications appropriate to the Committee's work and duties, adhere to the principles of honesty, integrity, loyalty, care, and attention to the interests of the Company and its shareholders, giving them precedence over personal interests, and comply with the regulatory requirements and the Company's policies and regulations on conflicts of interest and disclosure.

The principal role of the Audit Committee is to oversee the internal audit function, review its reports, and monitor the implementation of corrective actions in response to the observations arising from the control and audit of the Company's business. To this end, it has the right to access the Company's records and documents and to request any clarification or statement from Board members or Executive Management, and it may request the Board of Directors to convene the Company's General Assembly if the Board impedes its work or the Company sustains serious damage or losses.



6.2.2 Powers and Duties of the Audit Committee

The Audit Committee is responsible for monitoring the Company's business and verifying the soundness and integrity of its financial reports and statements and of its internal control systems. The Committee's duties include, in particular, the following:

First: Financial Reporting:

- Reviewing the Company's interim and annual financial statements before their submission to the Board of Directors, and expressing its opinion and recommendations thereon, to ensure their integrity, fairness, and transparency.
- Expressing a technical opinion, at the request of the Board of Directors, on whether the Board's reports and the Company's financial statements are fair, balanced, and understandable, and contain the information that enables shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
- Reviewing any significant or unusual matters contained in the financial reports.
- Carefully examining any matters raised by the Company's Chief Financial Officer or the person performing that role, the Company's compliance officer or internal control officer, or the external auditor.
- Verifying the accounting estimates in respect of material matters contained in the financial reports.
- Reviewing the accounting policies followed by the Company and expressing its opinion and recommendations to the Board of Directors thereon.

Second: Internal Audit:

- Examining and reviewing the Company's internal and financial control systems and risk management.
- Reviewing internal audit reports and monitoring the implementation of corrective actions in response to the observations contained therein.
- Monitoring and overseeing the performance and activities of the internal auditor and the Company's Internal Audit Department to verify the availability of the necessary resources and their effectiveness in performing the work and duties assigned to them.
- Recommending to the Board of Directors the appointment of the head of the internal audit unit or department or the internal auditor, and proposing their remuneration.

Third: External Auditor:

- Recommending to the Board of Directors the nomination and dismissal of external auditors, determining their fees, and evaluating their performance, after verifying their independence and reviewing the scope of their work and the terms of their engagement.
- Verifying the independence, objectivity, and fairness of the external auditor and the effectiveness of the audit work, taking into account the relevant rules and standards.
- Reviewing the plan and work of the Company's external auditor, verifying that the auditor does not perform technical or administrative work outside the scope of the audit, and expressing its views thereon.
- Responding to the enquiries of the Company's external auditor.
- Reviewing the external auditor's report and its observations, if any, on the financial statements, expressing its views thereon, and following up on the actions taken in respect thereof.

Fourth: Ensuring Compliance:

- Reviewing the findings of the reports of regulatory authorities and verifying that the Company has taken the necessary actions in respect thereof.
- Verifying the Company's compliance with the relevant laws, regulations, policies, and instructions applicable to its scope of business.
- Reviewing the contracts and transactions proposed to be entered into by the Company with related parties, and submitting its recommendations thereon to the Board of Directors.
- Reporting to the Board of Directors any matters in respect of which it deems action necessary, and providing its recommendations on the actions to be taken.

6.2.3 Biographies of the Audit Committee Members



Mr. Abdulrahman bin Ibrahim Al-Hadlaq

Position: Position: Chairman of the Audit Committee (non-Board member) since 2024

Classification: Independent

Current Positions:

- Chief Executive Officer, Asas Makeen Real Estate Development and Investment Company, from 2022 to date.
- Chairman of the Board of Directors, Code Real Estate Company, from 2021 to date.
- Chairman of the Audit Committee, Nofoth Holding Company, from 2021 to date.
- Chairman of the Audit Committee, Al Ghitha Al Nawie Trading Company, from 2021 to date.

Previous Positions and Experience:

- Chief Executive Officer, Sadr Logistics Company, from 2020 to 2022
- Chief Executive Officer, Abdulrahman Al-Shaalan Sons Company, from 2018 to 2020
- Deputy Chief Executive Officer, Abdulrahman Al-Shaalan Sons Company, from 2017 to 2018
- Internal Auditor, Education and Training Evaluation Commission, from 2015 to 2017
- Accountant, Education and Training Evaluation Commission, from 2012 to 2015

Academic Qualifications:

- Bachelor's degree in Accounting, 2011
- Master of Business Administration, 2015



Mr. Yazeed Al-Abdulkarim

Position: Member of the Audit Committee

Classification: Independent

Current Positions:

- Assistant Professor, King Saud University, from 2018 to date.
- Advisor, Saudi Information Technology Company, from 2021 to date.

Previous Positions and Experience:

- Doctoral Researcher, University of Southern California, from 2014 to 2018.
- Teaching Assistant, King Saud University, from 2009 to 2018.
- Integration Solutions Developer, Alinma Bank, from 2007 to 2009.

Academic Qualifications:

- PhD in Computer Science, University of Southern California, 2018.
- Master's degree in Computer Science, University of Southern California, 2012.
- Bachelor's degree in Information Systems, King Saud University, 2007.



Mr. Mohammed bin Amin Marrah

Position: Member of the Audit Committee

Classification: Independent

Current Positions:

- Managing Partner and Chief Executive Officer, Manjam Business Development Company (BIM Ventures), from 2019 to date.
- Vice Chairman of the Board and Managing Director, Manjam Financial Business Development Company (BIM Capital), from 2025 to date.

Previous Positions and Experience:

- Chief Financial Officer, Saudi AZM Holding Company, from 2018 to 2019.
- Consulting Manager, ARAMS Management Consulting Company, from 2016 to 2018.
- Senior Auditor, PricewaterhouseCoopers, from 2013 to 2016.
- Senior Auditor, Deloitte, from 2011 to 2013.
- Assistant Trainee, PricewaterhouseCoopers, from 2010 to 2011.

Academic Qualifications:

- Executive Education – Advanced Management Program, IE Business School, Spain, 2022.
- Passed the requirements of the Certified Public Accountant (CPA) designation – American Institute of Certified Public Accountants, 2014.
- Bachelor's degree in Accounting, King Fahd University of Petroleum and Minerals, 2011.

6.2.3 Biographies of the Audit Committee Members



H.E. Mr. Ahmed Al-Hakbani
 Previously introduced



Mr. Omar Al-Sunaidi1
 Previously introduced

6.2.4 Audit Committee Meetings

The Audit Committee holds its meetings periodically or whenever necessary to follow up on its work, exercise its powers, review the financial statements, and address other related matters. The attendance record is as follows:

Audit Committee Meetings

No.	Member Name	Position	1	2	3	4	Total
		Meeting Date	03/09/2025	23/10/2025	25/01/2026	22/04/2026	
01	Abdulrahman bin Ibrahim Al-Hadlaq	Committee Chairman (non-Board member)	✓	✓	✓	✓	4
02	Omar bin Fahad Al-Sunaidi1	(Committee Member (Board member	✓	✓	✓	✓	4
03	Mohammed Amin Marrah	Committee Member (non-Board member)	✓	✓	-	✓	3

6.2.5 Audit Committee Recommendations

The Committee held a number of periodic meetings, which included discussion of the Company's interim and annual financial statements with Executive Management and the external auditor, and recommendations to the Board of Directors for their approval. The Committee also followed up on the work of Internal Audit, approved the internal audit work plan for the coming year, and recommended the continuous improvement of the Company's internal control plans and risk registers. The Committee recommended the nomination of the Company's external auditor, emphasising the auditor's independence in performing its duties. During its meetings, the Committee ensured periodic follow-up on the implementation of its recommendations so as to support continuous improvement in the Company's internal control environment.

During the financial year, there were no recommendations issued by the Audit Committee that conflicted with the resolutions of the Board of Directors, nor any refusal by Board members to adopt them.

*1 His membership on the Board of Directors ended upon the expiry of the Board's term on 2026-06-21, and he did not stand for election to the Board for its new term.

*1 His membership on the Board of Directors ended upon the expiry of the Board's term on 2026-06-21, and he did not stand for election to the Board for its new term.

6.3 Nomination and Remuneration Committee

The Nomination and Remuneration Committee consisted of three (3) members who were not executive Board members, whether shareholders or others, appointed by resolution of the Board of Directors of Saudi AZM dated 1443/10/08 AH, corresponding to 2022/05/09, and whose membership continued until the end of the Board term on 2026/06/21. Following the commencement of the new Board term, the Board reconstituted the Committee to comprise four (4) members effective 2026/06/29 until the end of the current term on 2030/06/21.

6.3.1 Composition and Role of the Nomination and Remuneration Committee

A committee named the «Nomination and Remuneration Committee» is formed by resolution of the Company's Board of Directors and comprises no fewer than three and no more than five members who are not executive Board members, provided that at least one of them is an independent member. The Board of Directors appoints one of its members as Chairman of the Committee, provided that the Chairman is an independent member. The Nomination and Remuneration Committee aims to assist the Board of Directors by overseeing the remuneration plan and monitoring its implementation, and overseeing the nomination process for membership of the Board, its committees, and the Company's Executive Management, ensuring that it is linked to performance, in accordance with the applicable regulatory controls and procedures.

6.3.2 Powers and Duties of the Nomination and Remuneration Committee

The Committee's duties and powers relate to two principal matters: remuneration and nominations. In addition, it is responsible for submitting periodic reports on its activities to the Board. The Committee's duties and powers are as follows:

First: With regard to remuneration:

1. Preparing a policy for the remuneration of Board members, members of the Board's committees, and Senior Executives, and submitting it to the Board of Directors for consideration in preparation for its approval by the General Assembly, provided that the policy follows performance-related criteria and is disclosed, and that its implementation is verified.
2. Clarifying the relationship between the remuneration granted and the applicable remuneration policy, and identifying any material deviation from this policy.
3. Periodically reviewing the remuneration policy and assessing its effectiveness in achieving its intended objectives.
4. Recommending to the Board of Directors the remuneration of Board members, members of the Board's committees, and the Company's Senior Executives in accordance with the approved policy.

Second: With regard to nominations:

01

Proposing clear policies and criteria for membership of the Board of Directors and Executive Management.

02

Recommending to the Board of Directors the nomination and re-nomination of members in accordance with the approved policies and criteria, taking into account that no person previously convicted of a crime involving dishonesty shall be nominated.

03

Preparing a description of the capabilities and qualifications required for membership of the Board of Directors and for Executive Management positions.

04

Determining the time that a member must devote to the work of the Board of Directors.

05

Annually reviewing the skills or experience required for membership of the Board of Directors and Executive Management positions.

06

Reviewing the structure of the Board of Directors and Executive Management and making recommendations on changes that may be made.

07

Annually verifying the independence of the independent members and the absence of any conflict of interest where a member also serves on the board of another company.

08

Preparing job descriptions for executive members, non-executive members, independent members, and Senior Executives.

09

Establishing the procedures to be followed in the event of a vacancy in the position of a Board member or Senior Executive.

10

Identifying the strengths and weaknesses of the Board of Directors and proposing solutions to address them in a manner consistent with the Company's interests.

6.3.3 Biographies of the Nomination and Remuneration Committee Members



H.E. Mr. Ahmed Al-Hakbani

Position: Chairman of the Nomination and Remuneration Committee

Previously introduced on page XX



Hamdi Bata

Position: Member of the Nomination and Remuneration Committee

Classification: Independent

Current Positions:

General Manager, Al-Dusar Education and Consulting Company, from 2023 to date

Head of Human Resources and Corporate Affairs, Arab Petroleum Investments Corporation (APICORP), from 2015 to 2023.

Management Consultant – Senior Manager, Hay Group / Korn Ferry, from 2010 to 2013.

Academic Support Manager, La Roche University, Pennsylvania, from 2006 to 2009.

Academic Qualifications:

Master's degree in Human Resources Management | Organisational Development and Change, La Roche University, Pennsylvania, 2007.

Bachelor's degree in International Management and Computer Information Systems, La Roche University, Pennsylvania, 2003.



Rawan Al-Sharhan

Position: Member of the Nomination and Remuneration Committee

Classification: Independent

Current Positions: -None

Previous Positions and Experience:

Director of People, Corporate Culture, and Shared Services, Saudi AZM for Communication and Information Technology Company, from 2019 to 2026.

Performance Management, National Center for Privatization & PPP, from 2018 to 2019.

Academic Qualifications: Master of Liberal Arts in Extension Studies, Harvard University, 2024.

Chartered Institute of Personnel and Development (CIPD) qualification, 2021.

Bachelor's degree in Human Resources Management, King Saud University, 2018.



Haitham Hanun

Position: Chief Business Development Officer

Date of Joining: 08/03/2018

Previous Positions and Experience:

Secretary of the Audit Committee, Saudi AZM for Communication and Information Technology Company, from 2021 to 2024.

Secretary of the Board of Directors, Saudi AZM for Communication and Information Technology Company, from 2021 to 2024.

IoT Engineer, Hadeer Al Alat Company, from 2015 to 2018.

- Sales Engineer, Al Ajou Company, from 2015 to 2016.

Design Specialist, Iliya Information Technology Company, from 2014 to 2015.

Academic Qualifications:

Master's degree in Engineering Management – King Fahd University of Petroleum and Minerals, 2016.

Bachelor's degree in Computer Engineering – King Fahd University of Petroleum and Minerals, 2013.



Mr. Majdi bin Saleh Qari²

Position: : Member of the Nomination and Remuneration Committee

Classification: Independent

Classification: Independent

Current Positions:

Human Resources Director, Technical Solutions Company (Intelmatix), from 2025 to date.

Advisor, Kamen Company, from 2017 to date

Previous Positions and Experience:-

Human Resources Director, Kabi Technologies Company, from 2022 to 2024.

Human Resources Director, Nakhla Human Resources Company, 2022.

Human Resources Director, Hala Company, from 2019 to 2021.

Recruitment Consultant, Ernst & Young, from 2012 to 2015.

Recruitment Specialist, Saudi Arabian Airlines, from 2012 to 2015

Academic Qualifications:

Bachelor's degree in Business Administration, King Abdulaziz University, 2009.



Ms. Lulwah bint Nasse Al-Otaibi3

Position: Member of the Nomination and Remuneration Committee

Classification: Independent

Current Positions:

- Director of People and Culture, Al-Etmam Consulting Company, from 2021 to date.

Previous Positions and Experience:

- Project Management Office Lead, Al-Etmam Consulting Company, from 2019 to 2021
- Project Management Specialist, Saudi Patient Safety Center, from 2017 to 2018
- Editor, Prince Sultan Military Medical City, from 2016 to 2017

Academic Qualifications:

- Bachelor's degree in English Language and Translation, King Saud University, 2015

The data presented above reflects the period [Omar Al-Jurayssi] served on the June 21 Nominations and Remuneration Committee, as his membership ended on .2026



Mr. Omer bin Abdulrahman Al-Jeraisy1

Previously introduced on page XX

The data presented above reflects the period [Lulwa Al-Otaibi] served on the June 21 Nominations and Remuneration Committee, as her membership ended on .2026

6.3.4 Nomination and Remuneration Committee Meetings

Nomination and Remuneration Committee Meetings					
No.	Member Name	Position	1	2	Total
			16/09/2025	13/04/2026	
01	Omer bin Ali Al-Jeraisy	Committee Chairman Board member	✓	✓	2
02	Majdi bin Saleh Qari	Committee Member non-Board member	✓	✓	2
03	Lulwah bint Nasser Al-Otaibi	Committee Member non-Board member	✓	✓	2

6.4 Executive Management



Ismaeel bin Saeed Al-Qahtani:

Position: Deputy Chief Executive Officer

Date of Joining: 31/07/2018

Current Positions:

Chief Executive Officer, Wasl Platform for Communications and Information Technology, from 2024 to date.

Vice Chairman of the Board of Directors, Future Health Training Company, from 2024 to date.

Board Member, First Chamber Arbitration Company, from 2024 to date.

Advisor, Manjam Business Development and Commercial Investment Company, from 2022 to date.

Advisor, AZM Experience for Information Technology Company, from 2022 to date.

Advisor, AZM FinTech Company, from 2022 to date.

Advisor, AZM Digital for Communication and Information Technology Company, from 2022 to date.

Previous Positions and Experience:

Director of Project Management, Saudi AZM for Communication and Information Technology Company, from 2018 to 2022.

Regional Manager, Huawei Technologies Co. Ltd., from 2013 to 2015.

Senior Project Manager, Saudi Standards, Metrology and Quality Organization, from 2012 to 2013.

Team Leader, Etihad Etisalat Company (Mobily), from 2009 to 2012.

Academic Qualifications:

Master's degree in Computer and Information Science – University of Missouri, 2017

Bachelor's degree in Information Systems – King Saud University, 2012



Moath bin Abdulrahman Mansour:

Position: Chief Financial Officer

Date of Joining: 14/01/2024

Previous Positions and Experience:

Audit Manager, PricewaterhouseCoopers (PwC), from 2019 to 2023

Senior Auditor, Deloitte & Touche (Deloitte), from 2017 to 2019

Academic Qualifications:

Certified Public Accountant – American Institute of Certified Public Accountants (AICPA), 2019

Diploma in International Financial Reporting – Association of Chartered Certified Accountants, 2019

Bachelor's degree in Accounting – University of Jordan, 2017



Haitham bin Naeem Hanun:

Previously introduced on page XX



Hussam bin Ibrahim bin Hassan Al-Duryie:

Position: Chief Information Technology Officer

Date of Joining: 01/05/2025

Previous Positions and Experience:

General Manager of Technology, Saudi Mining Services Company (ESNAD), from 2023 to 2026.

General Manager of Technology Development, Thiqah Business Services Company, 2023.

General Manager of Data Management, Saudi Data and Artificial Intelligence Authority, from 2021 to 2023.

General Manager of Application Development, Takamol Business Services Company, from 2017 to 2021.

Software Engineer, King Abdulaziz City for Science and Technology, from 2011 to 2017.

Academic Qualifications:

Bachelor's degree in Computer Science, Imam Mohammad Ibn Saud Islamic University, 2011

Master's degree in Computer Science, King Saud University, 2019

6.4 Executive Management



Sarah bint Musa Al Ismail:

Position: Chief Project Management Officer

Date of Joining: 01/10/2022

Current Positions:

Advisor, Helyah Innovation Company, from 2023 to date.

Advisor, White Track Company, from 2023 to date.

Advisor, Three Lines Company, from 2020 to date

Previous Positions and Experience:

Senior Project Manager, Saudi AZM for Communication and Information Technology Company, from 2020 to 2022.

Project Manager, Al-Matjar Al-Kabeer Information Technology Establishment, from 2018 to 2020.

uter Science, King Saud University, 2019

Academic Qualifications:

Digital Transformation Leadership Programme – HEC Paris, 2025 - Master of Business Administration – INSEEC, 2020

Executive Master's degree in Management – Al Yamamah University, 2020

Higher Diploma in Leadership and Management – University of Washington, 2020

Technology Leadership Program – Massachusetts Institute of Technology (MIT), 2020

Project Management Professional (PMP) –

Project Management Institute, 2020

Bachelor's degree in French Language – Princess Nourah bint Abdulrahman University, 2017



Emad bin Abdulrahman Al-Hawail:

Position: Chief Consulting Officer

Date of Joining: 26/03/2024

Previous Positions and Experience:

Senior Consultant, Saudi AZM for Communication and Information Technology Company, from 2021 to 2024.

Associate Consultant, Boston Consulting Group (BCG), from 2019 to 2021.

Business Analyst, Boston Consulting Group (BCG), from 2018 to 2019.

Trainee Consultant,

PricewaterhouseCoopers (PwC), from 2017 to 2018.

Academic Qualifications:

Bachelor's degree in Industrial and Systems Engineering – King Fahd University of Petroleum and Minerals, 2018.



Khalid bin Waleed Al-Othman:

Position: Chief of Staff

Date of Joining: 07/10/2024

Previous Positions and Experience:

Senior Associate Consultant, Bain & Company, from 2022 to 2024.

Laboratory Engineer, King Abdullah University of Science and Technology (KAUST), 2021.

Academic Qualifications:

Bachelor's degree in Mechanical Engineering – Purdue University, 2022.



Qusay Raafat Al-Ammarin:

Position: Head of Internal Audit

Date of Joining: 17/04/2024

Previous Positions and Experience:

Senior Internal Auditor, Ahli Microfinance Company, from 2023 to 2024.

Internal Auditor, Ahli Microfinance Company, from 2020 to 2023.

SME Account Manager, Orange Telecom, from 2019 to 2020.

Customer Service, Roya TV, from 2017 to 2019.

Treasury Officer, Operations Department, Bank Audi, from 2014 to 2017.

Academic Qualifications:

Certified Internal Auditor – Institute of Internal Auditors (IIA), 2025

GRC Professional – OCEG, 2025

GRC Auditor – OCEG, 2025

Certified Internal Control Specialist – Internal Control Institute (ICI) – United States of America, 2024

Certified Anti-Money Laundering and Counter-Terrorism Financing Specialist – Association of Certified Anti-Money Laundering Specialists (ACAMS) – United States of America, 2022

Bachelor's degree in Banking and Financial Sciences –The Hashemite University, 2013

6.4.1 Ownership of Executive Management Members and Their Relatives in the Company's Shares and Debt Instruments

No.	Name	Beginning of the 2026 Financial Year			End of the 2026 Financial Year			Net Change	Percentage Change (%)
		Number of Shares	Debt Instruments	Type of Ownership	Number of Shares	Debt Instruments	Type of Ownership		
1	Ismaeel bin Saeed Al-Qahtani	603,206	-	Direct	516,362	-	Direct	86,844-	%14,4-
2	Haitham bin Naeem Hanun	928,733	-	Direct	900,000	-	Direct	28,733-	%3,1-
3	Khalid bin Waleed Al-Othman	-	-	-	57,763	-	Direct	57,763	New ownership
4	Moath bin Abdulrahman Mansour	13,445	-	Direct	46,115	-	Direct	32,670	%243,0+
5	Emad bin Abdulrahman Al-Hawail	53,010	-	Direct	60,115	-	Direct	7,105	%13,4+
6	Sarah bint Musa Al Ismail	42,597	-	Direct	61,364	-	Direct	18,767	%44,1+
7	Hussam bin Ibrahim Al-Duryie	-	-	-	-	-	-	0	%0,0
8	Qusay Raafat Al-Ammarin	-	-	-	-	-	-	0	%0,0

6.5 Remuneration Policy

The Board of Directors of Saudi AZM for Communication and Information Technology Company, on the recommendation of the Nomination and Remuneration Committee, approved a remuneration policy covering Board members, members of its committees, and Senior Executives, which sets clear criteria for determining remuneration in accordance with the requirements of the Companies Law and the regulations of the Capital Market Authority, as follows:

6.5.1 General Remuneration Criteria

The Nomination and Remuneration Committee is responsible for recommending to the Board the remuneration of Board members, members of the Board's committees, and the Company's Senior Executives in accordance with the following criteria:

1. Remuneration shall be commensurate with the Company's activity and the skills required to manage it and achieve its objectives.
2. Long-term performance shall be taken into account in the variable component of remuneration.
3. Remuneration shall be determined on the basis of job level, the duties and responsibilities of the position, academic qualifications, practical experience, skills, and level of performance.
4. The Company shall ensure that remuneration is consistent with the Company's strategy and objectives and with the size, nature, and degree of its risks.
5. The Company shall take into consideration the practices of other companies and prevailing labour-market practice in determining remuneration, so as to avoid any unjustified increase in remuneration and compensation that may arise therefrom.
6. Remuneration shall be reasonably sufficient to attract, retain, and motivate professional talent, without being excessive.
7. Payment of remuneration shall be suspended or remuneration recovered if it is found to have been determined on the basis of inaccurate information provided by a member of the Board of Directors or Executive Management, so as to prevent the exploitation of their position to obtain undeserved remuneration.
8. Remuneration may vary in amount so as to reflect the results of the member's work, their powers, the duties assigned to them, their independence, the number of meetings they attend, and other considerations.
9. The granting of Company shares to Board members and Executive Management, whether newly issued or shares purchased by the Company, shall be regulated under the supervision of the Nomination and Remuneration Committee.
10. The Board of Directors may, by resolution, reduce the remuneration of Board members, committee members, and Senior Executives in the event of a deterioration in the Company's performance.

6.5.1.1 Remuneration of Members of the Board of Directors and Its Committees

The remuneration of Board members at Saudi AZM for Communication and Information Technology Company consists of a specified amount, an attendance allowance for meetings, in-kind benefits, or a specified percentage of net profits, and two or more of these benefits may be combined.

The remuneration of members of the Board committees at Saudi AZM for Communication and Information Technology Company consists of a specified amount, an attendance allowance for meetings, or in-kind benefits, and two or more of these benefits may be combined.

The Board of Directors proposes the remuneration of members of the Board and its committees on the recommendation of the Nomination and Remuneration Committee, in accordance with the relevant laws, regulations, and instructions and any conditions approved by the General Assembly. None of the remuneration and compensation proposed for the Chairman and members of the Board shall be adopted without the approval of the General Assembly.

When constituting the membership of the Board committees, the number of committees on which a Board member may serve shall be taken into account, such that the total remuneration a member receives for membership of the Board and its committees does not exceed the maximum stipulated in the Companies Law.

6.5.1.2 Remuneration of Executive Management

1. The annual remuneration of the Company's Chief Executive Officer is determined on the basis
2. of achievement of the annual and strategic objectives.
3. The annual remuneration of the Company's Executive Management is determined on the basis of their achievement of the annual and strategic objectives.
4. The salaries and benefits allocated to Executive Management are determined on the basis of the Company's approved policy and include:

1. Basic salary
2. Allowances.
3. Benefits.
4. Such other items as are approved by the Company's Board of Directors.

6.5.2 Remuneration of Board Members

Independent Members	Fixed Remuneration						Total
	Specified Amount	Allowance for Attending Board Meetings	Total Allowance for Attending Board Meetings	In-kind Benefits	Remuneration for Technical, Managerial, and Advisory Work	Remuneration of the Chairman, Managing Director, or Secretary (if a Board member)	
H.E. Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	100,000	3,000	15,000				118,000
Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy	100,000	3,000	15,000				118,000
Mr. Omar bin Fahad Al-Sunaidi	100,000	3,000	12,000				115,000

Independent Members	Variable Remuneration						End-of-Service Benefit	Grand Total	Expense Allowance
	Percentage of Profits	Periodic Remuneration	Short-term Incentive Plans	Long-term Incentive Plans	Shares Granted	Total			
H.E. Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani								109,000	
Mr. Omer bin Abdulrahman bin Ali Al-Jeraisy								109,000	
Mr. Omar bin Fahad Al-Sunaidi								112,000	

It should be noted that the Chairman of the Board of Directors, Mr. Majed bin Saad bin Hamoud Al-Ousaimi, and Board member Mr. Ali bin Mohammed bin Rashid Al-Ballaa waived all remuneration in support of the Company.

6.5.3 Remuneration of Committee Members

During this year, the Company paid the remuneration of committee members for the financial year ended 30 June 2026. The tables below set out the details of the amounts paid:

First: For the financial year ended 30 June 2026:

Name	Fixed Remuneration	Meeting Attendance Allowance	Total
Audit Committee Members			
Mr. Abdulrahman bin Ibrahim Al-Hadlaq	50,000	8,000	58,000
Mr. Omar bin Fahad Al-Sunaidi	40,000	8,000	48,000
Mr. Mohammed bin Amin Marrah	40,000	6,000	46,000
Nomination and Remuneration Committee Members			
Mr. Omer bin Abdulrahman Al-Jeraisy	50,000	4,000	54,000
Mr. Majdi bin Saleh Qari	20,000	6,000	26,000
Ms. Lulwah Al-Otaibi	20,000	6,000	26,000

** In accordance with the recommendation of the Nomination and Remuneration Committee, executive members are not granted remuneration for their work on the committees.

6.5.4 Remuneration of Five Senior Executives

Remuneration was paid to five Senior Executives, including the Chief Executive Officer and the Chief Financial Officer, during the financial year ended 30 June 2026, as follows:

Remuneration				Variable Remuneration						End-of-Service Award	Grand Total
Salaries	Allowances	In-kind Benefits	Total	Periodic Remuneration	Profits	Short-term Incentive Plans	Long-term Incentive Plans	Shares Granted	Total		
2,731,919,16	0	0	2,731,919,16	2,509,370,75	0	0	1,313,404,92	0	3,822,775,67	230,458,13	6,785,152,96

The remuneration of the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee, and the Executive Management shall be paid in accordance with the provisions of the Remuneration Policy for the Board of Directors, its Committees, and the Executive Management, subject to the approval of the General Assembly.

6.6 Shareholders

Shareholders' General Assemblies:

The Shareholders' General Assembly is the highest authority in the Company. It represents all shareholders and enables them to exercise all of the rights and powers granted to them under the Companies Law, the Capital Market Law and their implementing regulations, and the Company's Bylaws. Saudi AZM is committed to fostering effective engagement between shareholders and the Board of Directors, the Company's committees, and Executive Management, and takes care to select a venue and time that allow full participation by shareholders in discussing the items on the Assembly's agenda and provide scope for raising questions and proposals. Two Shareholders' General Assembly meetings were held during the 2026 financial year, and the dates of these two meetings and the names of the Board members who attended are set out below:

General Assembly Meetings during the 2026 Financial Year (two meetings)

No.	Member Name	Position	Attendance	
			06/11/2025	11/06/2026
01	Majed bin Saad bin Hamoud Al-Ousaimi	Chairman of the Board of Directors	✓	✓
02	Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	Vice Chairman of the Board of Directors	-	✓
03	Ali bin Mohammed bin Rashid Al-Ballaa	Board Member, Managing Director, and Chief Executive Officer	✓	✓
04	Omer bin Abdulrahman bin Ali Al-Jeraisy	Board Member and Member of the Nomination and Remuneration Committee	-	✓
05	Omar bin Fahad bin Abdulkarim Al-Sunaidi	Board Member, Chairman of the Nomination and Remuneration Committee, and Member of the Audit Committee	✓	✓
Shareholder Attendance Rate			52.84%	57.29%

6.6.1 Number of Company Requests for the Shareholders' Register

No.	Date of Shareholders' Register Request	Reasons for the Request
1	02/03/1447 AH, corresponding to 25/08/2025	Corporate actions
2	02/03/1447 AH, corresponding to 25/08/2025	Corporate actions
3	13/05/1447 AH, corresponding to 04/11/2025	General Assembly
4	18/06/1447 AH, corresponding to 09/12/2025	Corporate actions
5	19/07/1447 AH, corresponding to 08/01/2026	Corporate actions
6	26/09/1447 AH, corresponding to 15/03/2026	Corporate actions
7	18/10/1447 AH, corresponding to 06/04/2026	Other

6.6.2 Dividend Distribution

The Board of Directors of Saudi AZM has established a clear policy on dividend distribution in a manner that serves the interests of the shareholders and the Company, in line with the Company's Bylaws and in compliance with paragraph (b) of Article 9 of the Corporate Governance Regulations issued by the Board of the Capital Market Authority pursuant to Resolution No. (2017-16-8) dated 1438/5/16 AH, corresponding to 2017/02/13, based on the Companies Law issued by Royal Decree No. (M/3) dated 1437/1/28 AH, which Regulations were amended by Resolution of the Board of the Capital Market Authority No. (2023-5-8) dated 1444/6/25 AH, corresponding to 2023/1/18, based on the Companies Law issued by Royal Decree No. (M/132) dated 1443/12/1 AH, as follows:

■ Authority to Determine Distributed Dividends

1. The Board of Directors submits its proposals on dividend distribution to the Ordinary General Assembly, and the decision on these proposals falls within the competence of the Assembly. The Assembly determines the percentage of net profits, after deducting reserves, if any, to be distributed to shareholders.

■ Reports and Disclosure

1. At the end of each financial year of the Company, the Board of Directors must prepare the Company's financial statements and a report on its activities and financial position for the past financial year, and must include in that report the proposed method of dividend distribution. The Board must place these documents at the disposal of the external auditor at least (forty-five) days before the date set for the Annual Ordinary General Assembly meeting.
2. The Chairman of the Company's Board of Directors, the Chief Executive Officer, and the Chief Financial Officer must sign the documents referred to in paragraph (1) of this Article, and copies thereof must be deposited at the Company's head office at the disposal of the shareholders.

■ Entitlement to Dividends

1. A shareholder is entitled to their share of dividends in accordance with the General Assembly resolution issued in this regard. The resolution specifies the entitlement date and the distribution date, and entitlement to dividends belongs to the holders of shares registered in the shareholders' register maintained at the Securities Depository Center at the end of the day specified for entitlement.

■ Timing of Dividend Payment

1. The Board of Directors must implement the General Assembly resolution on the distribution of dividends to registered shareholders within (15) working days from the entitlement date specified in the General Assembly resolution, or in the Board resolution providing for the distribution of interim dividends.

■ Formation of Reserves

1. The Ordinary General Assembly may, on the proposal of the Board of Directors, set aside (٪10) of net profits to form a contractual reserve allocated for a specific purpose or purposes.
2. The Ordinary General Assembly may, when determining the entitlement of the shares to net profits, resolve to form other reserves to the extent that serves the Company's interest or ensures, as far as possible, the distribution of stable dividends to shareholders. The Assembly may also deduct amounts from net profits to establish social institutions for the Company's employees or to support existing institutions of this kind.

■ Balance of Distributable Profits

1. The Company may not purchase its shares for an amount exceeding the balance of distributable profits, whether the purchase is made using its cash balances or through external financing sources.

Distributable Profits and the Nominal Value Difference Item

1. Distributable profits consist of the net income for the financial year less all amounts that have been set aside to the reserve allocated for specific purposes under the Company's Bylaws, if any, or that must be set aside to the reserves formed by the General Assembly, plus retained earnings and distributable reserves formed from profits.
2. The nominal value difference item within shareholders' equity may not be used for the distribution of cash dividends to shareholders.

■ Requirements for Interim Dividend Distribution

The Company may distribute interim dividends to its shareholders on a semi-annual or quarterly basis (where the Bylaws so permit), subject to fulfilment of the following requirements:

1. The Ordinary General Assembly has authorised the Board to distribute interim dividends by a resolution renewed annually.
2. The Company has good and regular profitability.
3. The Company has reasonable liquidity and is able to forecast its level of profits with reasonable accuracy.
4. The Company has distributable profits, according to the latest audited financial statements, sufficient to cover the proposed dividends, after deducting any of those profits distributed or capitalised after the date of those financial statements.

■ Controls on Interim Dividend Distribution

1. Dividend distribution is charged against the accumulated retained earnings from previous years or the distributable reserves formed from profits, or both. The Company must observe sequence and regularity in the manner and percentages of dividend distribution according to its capabilities and available liquidity, and the Board of Directors must disclose and announce the percentages of regular periodic dividends resolved to be distributed to shareholders at their due dates.
The Company must disclose to the Authority and the public immediately upon taking a decision to distribute interim dividends.

6.6.3 All Company Announcements on Tadawul during the 2026 Financial Year

Date	Announcement
1/7/2025	Saudi AZM for Communication and Information Technology Company announces the publication of the Transition Document
13/7/2025	Reminder announcement from Saudi AZM for Communication and Information Technology Company regarding the period during which the Transition Document is available for review
4/8/2025	Saudi AZM for Communication and Information Technology Company announces the award of a project with the Ministry of Justice
4/8/2025	Saudi AZM for Communication and Information Technology Company announces that Wasl Platform Company has obtained initial approval from the Saudi Central Bank
6/8/2025	Saudi AZM for Communication and Information Technology Company announces the award of a project with the Digital Government Authority
17/8/2025	Saudi AZM for Communication and Information Technology Company announces the recommendation of its Board of Directors to purchase its shares
14/9/2025	Saudi AZM for Communication and Information Technology Company announces its annual financial results for the year ended 30 June 2025
22/9/2025	Saudi AZM for Communication and Information Technology Company announces the signing of a credit facilities agreement
16/10/2025	The Board of Directors of Saudi AZM for Communication and Information Technology Company invites shareholders to attend the Extraordinary General Assembly meeting (first meeting)
19/10/2025	Saudi AZM for Communication and Information Technology Company announces the award of a project with the Ministry of Communications and Information Technology – General Bureau
20/10/2025	Addendum announcement regarding the invitation by the Board of Directors of Saudi AZM for Communication and Information Technology Company to shareholders to attend the Extraordinary General Assembly meeting (first meeting)
21/10/2025	Addendum announcement regarding the invitation by the Board of Directors of Saudi AZM for Communication and Information Technology Company to shareholders to attend the Extraordinary General Assembly meeting (first meeting)
21/10/2025	Saudi AZM for Communication and Information Technology Company announces its intention to hold a meeting via video conference to discuss the annual financial results for the 2025 financial year with investors and financial analysts
27/10/2025	Saudi AZM for Communication and Information Technology Company announces its interim financial results for the period ended 30 September 2025 (three months)
2/11/2025	Saudi AZM for Communication and Information Technology Company announces the commencement date of electronic voting on the items of the Extraordinary General Assembly (first meeting)
9/11/2025	Saudi AZM for Communication and Information Technology Company announces the results of the Extraordinary General Assembly meeting (first meeting)
30/11/2025	Saudi AZM for Communication and Information Technology Company announces the award of a project with Elm Company

Date	Announcement
15/12/2025	Saudi AZM for Communication and Information Technology Company announces the renewal of credit facilities with Al Rajhi Bank
17/12/2025	Saudi AZM for Communication and Information Technology Company announces the award of a project with King Abdullah City for Atomic and Renewable Energy
21/12/2025	Addendum announcement from Saudi AZM for Communication and Information Technology Company regarding the renewal of its credit facilities agreement with Al Rajhi Bank
25/1/2026	Saudi AZM for Communication and Information Technology Company announces the signing of a credit facilities agreement with Bank AlJazira
28/1/2026	Saudi AZM for Communication and Information Technology Company announces its interim financial results for the period ended 31 December 2025 (six months)
18/2/2026	Saudi AZM for Communication and Information Technology Company announces its qualification to conduct digital government business under the revenue-sharing model, issued by the Digital Government Authority
4/3/2026	Saudi AZM for Communication and Information Technology Company announces the opening of nominations for membership of the Company's Board of Directors for the next term
9/4/2026	Saudi AZM for Communication and Information Technology Company announces the award of a project with the Saudi Council of Engineers
28/4/2026	Saudi AZM for Communication and Information Technology Company announces its interim financial results for the period ended 31 March 2026 (nine months)
30/4/2026	Saudi AZM for Communication and Information Technology Company announces obtaining credit facilities
7/5/2026	Saudi AZM for Communication and Information Technology Company announces the award of a project with the General Entertainment Authority
21/5/2026	Saudi AZM for Communication and Information Technology Company announces obtaining credit facilities
21/5/2026	The Board of Directors of Saudi AZM for Communication and Information Technology Company invites shareholders to attend the Extraordinary General Assembly meeting (first meeting)
14/6/2026	Saudi AZM for Communication and Information Technology Company announces the results of the Extraordinary General Assembly meeting (first meeting)
30/6/2026	Saudi AZM for Communication and Information Technology Company announces the appointment of the Chairman of the Board of Directors, the Vice Chairman, and the Managing Director, and the formation of the Audit Committee and the Nomination Committee
30/6/2026	Saudi AZM for Communication and Information Technology Company announces the formation of the Audit Committee

6.7 Investments for the Benefit of Company Employees and Treasury Shares

Saudi AZM is committed to fostering an attractive work environment that helps to attract and retain talent, through the development of strategic incentive programmes aligned with its growth and expansion objectives. In this context, the Company has developed a programme to enable employees to contribute to the Company's success through participation in its ownership.

The long-term Employee Share Programme is one of the key initiatives launched by the Company, targeting a broad group of outstanding talent within the organisation, including high-performing executive and non-executive employees. The programme aims to:



Embed the principle of partnership between the employee and the Company.



Strengthen loyalty and a sense of belonging to the organisation.



Align the interests of employees with the objectives of shareholders.

The programme is based on the allocation of conditional shares to employees, granted to them upon the fulfilment of specified conditions and criteria, reflecting the Company's sustained long-term performance.

6.7.1 Statement of liability for the Benefit of Employees

The balance of the liability recorded for employees' end-of-service benefits amounted to SAR 8,864,307 as at the date of this report. This reserve is managed in accordance with internal policies in a manner that safeguards employees' rights and enhances their job security.

6.7.2 Treasury Shares Held by the Company

Number of Treasury Shares	Value (SAR)	Date of Retention	Purpose of Holding the Shares as Treasury Shares
1,749,964	35,765,918	2026	Employee incentive programme

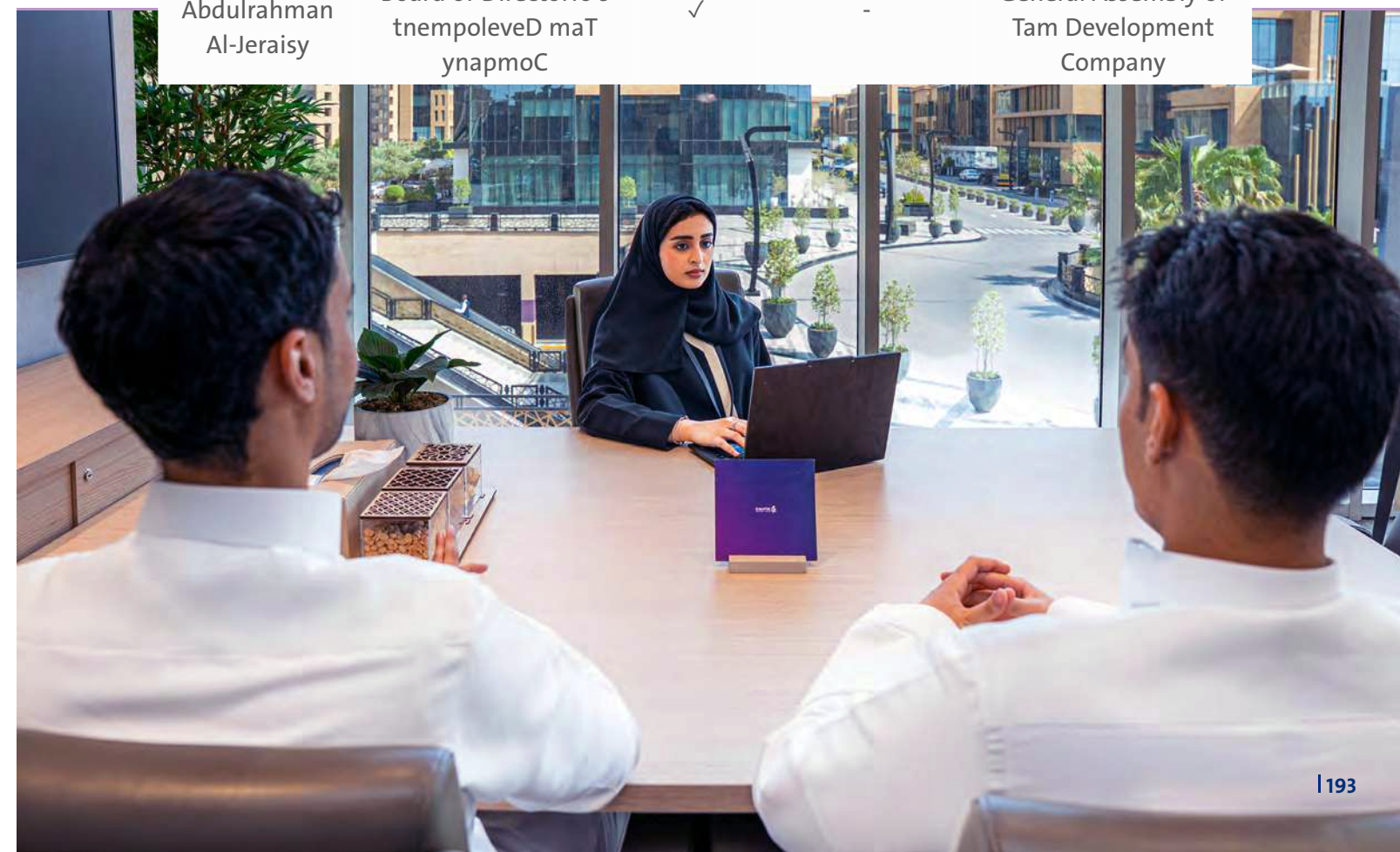
6.8 Statement of Recorded Statutory Payments

Statutory Authority	Description	SAR	Brief Description
General Organization for Social Insurance	General Organization for Social Insurance fees	7,915,528	Represents social insurance contributions paid .to GOSI for the Company's employees
Government entity fees	Fees to various government entities	2,053,065	All fees paid by the Company for government services.
Zakat, Tax and Customs Authority	Value added tax	31,697,821	Amounts paid or incurred during the period in accordance with the provisions and rules of Zakat and the withholding tax and value .added tax regulations
	Withholding tax	830,161	
	Zakat	2,211,013	
Total		44,707,590	

6.9 Competing Business and Related Party Transactions

6.9.1 Competing with the Company

Member	Entity	Location		Status of Authorisation to Compete
		Inside the Kingdom	Outside the Kingdom	
Omer bin Abdulrahman Al-Jeraisy	Chairman of the Board of Directorfo s tnempoleveD maT ynpmoC	✓	-	Approved by the General Assembly of Tam Development Company



6.9.2 Statement of Transactions with Related Parties

Saudi AZM ensures that its contracts and dealings with related parties are conducted on a competitive commercial basis that safeguards the rights of shareholders. The table below sets out the key terms of the contracts concluded by the Company with related parties during the 2026 financial year:

#	Related Party	Nature of Relationship	Terms of Transaction	Value of Transaction Balance during the Year (SAR)	Term of Transaction (Annual)	Name of the Board Member / Senior Executive / Any Related Person	Status
1	AZM FinTech Company	Framework agreement for the provision of consulting services (and its annexes)	No preferential terms	74,679,132	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly
2	AZM Digital for Communication and Information Technology Company	Framework agreement for the provision of consulting services	No preferential terms	105,792,176	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly
3	Future of Communication Company for Communication and Information Technology	Framework agreement for the provision of consulting services	No preferential terms	246,868	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly
4	Machine Learning for Information Technology Company	Framework agreement for the provision of consulting services	No preferential terms	9,978,082	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly
5	National Real Estate Platform Company	Framework agreement for the provision of consulting services	No preferential terms	491,959	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly
6	Altaqaniyat Company Real Estate	Framework agreement for the provision of consulting services	No preferential terms	1,176,986	Five years	Ali bin Mohammed bin Rashid Al-Ballaa / Majed bin Saad bin Hamoud Al-Ousaimi	Approved by the General Assembly

6.9.3 Statement of Transactions Concluded between the Company and a Related Party

No transaction was concluded between the Company and any related party transactions during the year between the related parties were on arm’s length basis.

6.10 Internal Audit

The Internal Audit Department at Saudi AZM plays a fundamental role in embedding the internal control system and supporting governance requirements. This role assumed greater importance during the year with the Company’s transition from the Parallel Market (Nomu) to the Main Market and the accompanying increase in disclosure and regulatory oversight requirements. The Department is an independent function reporting directly to the Audit Committee, which ensures the impartiality of its work and the credibility of its reports in assessing the extent to which the Company’s departments comply with the approved policies and procedures and with the laws and regulations issued by the regulatory authorities, foremost among them the Capital Market Authority and the Saudi Exchange Company (Tadawul).

During the year, the Internal Audit Department implemented a risk-based annual audit plan covering the key operational and financial activities and governance controls, with a particular focus on information technology and information security controls commensurate with the nature of the Company’s business as a provider of information and communications technology solutions. The audit work resulted in a set of improvement recommendations whose implementation was followed up in coordination with the departments concerned, contributing to strengthening the effectiveness of the internal control environment and addressing the deficiencies observed.

Consistent with the requirements of listing on the Main Market and the higher governance requirements associated with it, the Internal Audit Department continues to develop its tools and methodologies, consolidating its role as a strategic partner in supporting corporate governance and raising performance efficiency, in service of the Company’s objectives and aspirations for its next phase.



6.10.1 Results of the Annual Review of the Effectiveness of Internal Control Procedures and the Audit Committee's Opinion on the Adequacy of the Company's Internal Control System

The Audit Committee ensures that the Company maintains an appropriate and effective internal control system, comprising policies and procedures prepared under the supervision of the Board of Directors in support of the achievement of the Company's strategic objectives.

The Committee studies and reviews this system annually to ensure its adequacy and suitability to the nature of the Company's business and the associated level of risk, particularly in light of the Company's transition to the Main Market and the resulting increase in governance and disclosure requirements. The Company also continues to make integrated efforts to improve the control environment through the continuous development and review of policies and procedures, so as to limit any breaches and ensure that any deficiencies in the internal control system are avoided and promptly corrected.

During the year, the Audit Committee focused on high-risk matters by adopting a risk-based audit plan commensurate with the nature of the Company's activity in the field of information and communications technology, with particular attention to information security and data protection controls. The Committee monitored the adequacy and effectiveness of the control procedures and oversaw the internal and external audit work performed during the 2026–2025 financial year, so as to obtain reasonable assurance of the effectiveness of the internal controls and control procedures.

Based on the results of the evaluation of the effectiveness of internal control procedures and the ongoing assessment of the controls applied by the Company, the Committee is of the view that the internal control environment and system currently in place operate adequately and effectively, are subject to regular monitoring that allows the necessary improvements to be made on a continuous basis, and that the Company continues its constant efforts to strengthen and develop this system in keeping with its current stage of growth. It should be noted that any internal control system, however sound its design and effective its implementation, cannot provide absolute assurance of the ability to prevent all potential risks or threats, but rather provides reasonable assurance in this regard.

In conclusion, the Audit Committee affirms its commitment to supporting the Board of Directors in achieving the principal objectives relating to the internal control system, and stresses the importance of continuing the efforts made to ensure the effectiveness of this system in the interests of the Company and its shareholders in the coming phase.

6.11 Compliance with the Corporate Governance Regulations

Saudi AZM is committed to applying the highest standards of corporate governance by establishing rules and foundations and adopting policies and controls that contribute to achieving its objectives effectively and efficiently. This takes place within a professional framework that ensures continuous oversight, regulates the relationship among stakeholders, and strengthens shareholder confidence.

The Company is committed to full compliance with the laws, regulations, and decisions issued by the competent authorities in the Kingdom of Saudi Arabia, and adopts the fundamental principles of corporate governance, such as fairness, transparency, and equality. These principles contribute to limiting unsound practices, protecting shareholders' rights, and ensuring the sustainability and growth of the business.

6.11.1 Applicable and nonapplicable provisions of the Corporate Governance Regulation

The Company applies all the provisions contained in the Corporate Governance Regulations issued by the Board of the Capital Market Authority except for the provisions set out below:

Article/ Para No.	Text of the article/paragraph	Implementation Status	Causes
Article (37)	Training	Not Applied	This article is indicative
Article (39)	Evaluation	Not Applied	This article is indicative
Article (67)	Formation of the Risk Management Committee	Not Applied	A risk committee has not been allocated due to its non-obligation in the article, however, the review committee studies, evaluates and takes the necessary action in this regard.
Article (68)	Terms of Reference of the Risk Management Committee	Not Applied	A risk committee has not been allocated due to its non-obligation in the article, however, the review committee studies, evaluates and takes the necessary action in this regard.
Article (69)	Meetings of the Risk Management Committee	Not Applied	The Risk Committee has not been allocated as it is not mandatory in the Article, however, the Review Committee will study, evaluate and take the necessary action in this regard.
Article (92)	Formation of the Corporate Governance Committee	Not Applied	A Governance Committee has not been allocated as it is not mandatory in the Article, yet the Board of Directors implements the Governance and monitors its implementation and verifies its effectiveness

6.11.2 Penalties and Sanctions

Penalty / Sanction / Precautionary Measure / Preventive Measure	Reasons for the Violation	Authority Imposing the Penalty	Measures Taken to Remedy and Avoid Recurrence of the Measures Imposed on the Company
Financial fine SAR 58,041,40	Registration of an insured employee without an actual employment relationship for all or part of the registered periods	General Organization for Social Insurance	The Company took preventive measures, including the launch of an awareness and education mechanism for employees on the statutory procedures for terminating the contractual relationship and their incorporation into the Company's internal policies, training the Human Resources team on the statutory procedures for termination of service and the employer's obligations towards the General Organization for Social Insurance, conducting a monthly reconciliation between the lists of actual employees and the social insurance records, and immediately updating employee data in the social insurance system upon the end of the contractual relationship or the employee's departure.



6.11.3 Board of Directors' Declarations

The Board of Directors of Saudi AZM for Communication and Information Technology Company declares the following:

The accounting records have been properly prepared.	01
The internal control system was prepared on sound foundations and has been implemented effectively.	02
There is no significant doubt as to the Company's ability to continue its operations.	03
All information published by the Company, whether directly or indirectly, is deemed to be accurate and correct data on material facts or a statement of opinion, and is not intended to influence the share price.	04
There were no significant events affecting the soundness of the Company's financial position requiring disclosure, other than the information available and announced.	05
The Company's consolidated financial statements for the financial year ended 30 June 2026 were prepared in accordance with the standards endorsed by the Saudi Organization for Chartered and Professional Accountants.	06
There was no departure from the accounting standards endorsed and applied in the Kingdom of Saudi Arabia during the financial year ended 30 June 2026.	07
There were no reservations in the external auditor's report on the annual financial statements for the financial year ended 30 June 2026.	08
There was no recommendation by the Board of Directors to replace the external auditor before the end of the term for which it was appointed during the financial year ended 30 June 2026.	09
The Company did not receive from the external auditor any request to convene the General Assembly during the year ended 30 June 2026.	10
The Company did not receive any request from shareholders holding ٪5 or more of the Company's share capital to convene the General Assembly during the year ended 30 June 2026	11
There are no procedures that could lead to the obstruction of shareholders' voting rights.	12

There was no material conflict of interest during the year ended 30 June 2026, other than as disclosed.	13
There are no transactions, other than those stated in the body of this report, to which the Company is a party and in which a Board member, a member of Executive Management, or any person related to any of them has or had a direct or indirect material interest.	14
There are no arrangements or agreements under which any shareholder, Board member, member of Executive Management, or employee of the Company has waived their right to dividends.	15
No convertible debt instruments, contractual securities, subscription right warrants, or rights were issued or granted by the Company during the financial year ended 30 June 2026.	16
No conversion or subscription rights were issued or granted by the Company under convertible debt instruments, contractual securities, subscription right warrants, or similar rights during the financial year ended 30 June 2026.	17
There was no redemption, purchase, or cancellation by the Company of any redeemable debt instruments during the financial year ended 30 June 2026.	18
The Company did not receive any notification of rights in the class of voting shares belonging to persons (other than the Company's Board members, Senior Executives, and their relatives) under Article 85 of the Rules on the Offer of Securities and Continuing Obligations, or of any change in those rights during the 2026 financial year.	19
No penalty, sanction, or precautionary restriction has been imposed on the Company by the Capital Market Authority or any supervisory, regulatory, or judicial authority, other than as stated in this report.	20
There were no recommendations by the Audit Committee that conflicted with the resolutions of the Board of Directors, nor any recommendations that the Board refused to adopt.	21
The Company did not provide loans or credit facilities to any Board member or member of Executive Management.	22
The Company did not receive any observations from shareholders during the financial year ended 30 June 2026.	23

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7.1 Chief Financial Officer's Statement



Moath bin Abdulrahman Mansour

Dear Shareholders,

This year, the AZM team set itself ten behavioural expectations, from the team and for the team, among them «transparency is courage», and it is on that expectation that this statement rests. Accordingly, I place before you the results of the 2026 financial year and the plans that stand behind them, with complete clarity and transparency.

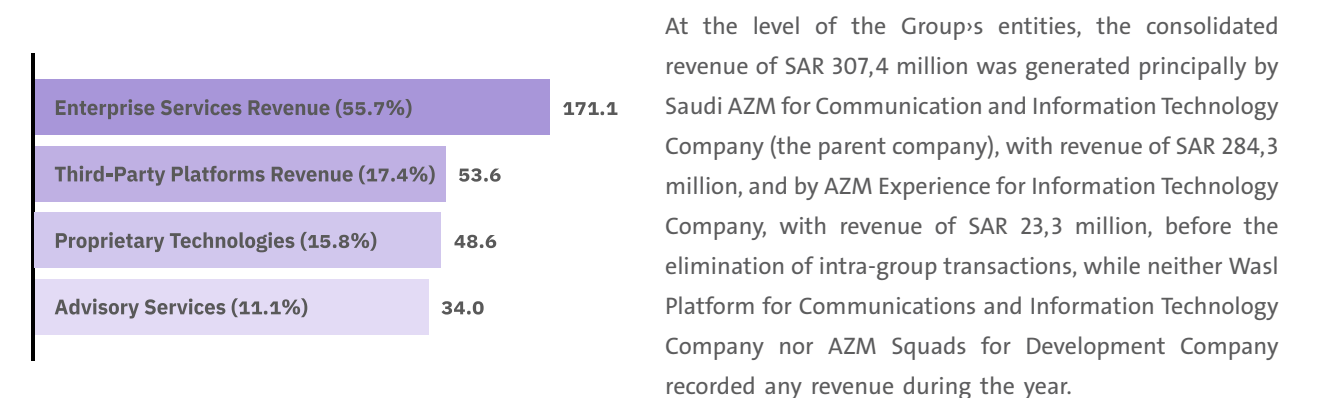
A First Year on the Main Market: From Transition to Achievement

AZM's transition from the Parallel Market (Nomu) to the Main Market (TASI) in July 2025 marked a pivotal milestone in the Company's journey, and the 2026 financial year was the Company's first full financial year on the Main Market. This year required proof that the transition was a starting point rather than an end in itself, and the results confirmed this: all levels of profitability grew at a pace exceeding revenue growth, growth was achieved from the service lines the Company had targeted, and part of the liquidity was converted into technology assets owned by the Group.

A Financial Performance in which Profits Grow Faster than Revenue

Group revenue reached SAR 307,4 million compared with SAR 253,2 million in the previous year, a growth of %21,4. Gross profit rose by %36,1 to SAR 99,9 million, with the gross profit margin improving from %29,0 to %32,5. Operating profit reached SAR 48,0 million, a growth of %48,6, with its margin rising from %12,8 to %15,6. Profit for the year reached SAR 50,0 million, a growth of %27,4, with the net profit margin rising from %15,5 to %16,3. Profit attributable to the Company's shareholders reached SAR 51,0 million, a growth of %36,2, lifting basic earnings per share from SAR 0,64 to SAR 0,87 and diluted earnings per share from SAR 0,62 to SAR 0,85. This performance was achieved in a year in which the State's general budget set a clear direction towards raising spending efficiency, and with it the selection process for, and competition over, government project awards intensified; growth under these conditions thus stands as confirmation of the depth of the Group's partnerships and the diversity of its service lines.

Item (SAR million)	2026	2025	Change	2024	2023	2022
Revenue	307,4	253,2	+21.4%	217,6	170,8	152,6
Gross Profit	99,9	73,4	+36.1%	57,8	38,5	30,8
Gross Profit Margin	%32,5	%29,0	+3.5 points	%26,6	%22,5	%20,2
Operating Profit	48,0	32,3	+48.6%	27,7	17,3	14,5
Operating Profit Margin	%15,6	%12,8	+2.8 points	%12,7	%10,1	%9,5
Profit for the Year	50,0	39,2	+27.4%	30,2	24,0	19,1
Profit Attributable to the Company's Shareholders	51,0	37,4	+36.2%	27,9	23,1	19,1
Net Profit Margin	%16,3	%15,5	+0.8 points	%13,9	%14,0	%12,5
Basic Earnings per Share	0,87	0,64	+35.9%	0,47	0,39	0,32
Diluted Earnings per Share	0,85	0,62	+37.1%	0,47	0,39	0,32



Geographically, all of the Group's revenue was generated from contracts with clients within the Kingdom of Saudi Arabia. By contrast, general and administrative expenses rose by %34,1 to SAR 51,7 million, most of which is attributable to the cost of human resources that were strengthened in anticipation of growth; the increase includes SAR 3,5 million in share-based payment expenses. The Company expects operating leverage to improve as its investments move from the development phase to the operating phase.

Investment in Platforms under the Public-Private Partnership Model

In February 2026, the Company obtained the Digital Government Authority's qualification to conduct digital government activities under the revenue-sharing model – Category (A), the highest qualification category. This qualification opens up Public-Private Partnership opportunities for the Company, whereby the Company first invests in developing the platform, then operates it, and recovers its investment from the platform's revenue over a period of years. This model takes on particular importance in light of the State's direction towards raising spending efficiency.

During the year, the Group capitalised SAR 29,5 million in platform development costs, more than four times the amount capitalised in the previous year (SAR 6,2 million), bringing the balance of work in progress within intangible assets, consisting principally of electronic platforms, to SAR 36,5 million as at 30 June 2026. No amortisation of these platforms has yet been charged to profit for the year; their amortisation will begin as each platform enters the operating phase. This investment reflects a fundamental shift in AZM's business model, from providing services for fees recognised upon performance to building technology assets owned by the Group that generate recurring revenue over the years of operation. Each investment in these platforms was subject to an independent feasibility study and specific criteria for target return and payback period. The Company expects these platforms to begin contributing to Group revenue as they enter the operating phase, and their returns to extend over the years of the partnership, establishing a recurring and sustainable revenue base that supports the Group's future growth.

A Solid Financial Position and a Flexible Capital Structure

AZM's financial position strengthened compared with the previous year, driven by business growth and investment in platforms, with total assets rising by 11,1 to SAR 383,5 million. In terms of liquidity, cash and cash equivalents amounted to SAR 17,9 million, investments in units of Sharia-compliant money market mutual funds to SAR 110,4 million, and investments in sukuk to SAR 18,4 million, while other income amounted to SAR 9,1 million during the year, most of which was generated from these investments. Part of the liquidity available to the Group was deployed during the year to finance the development of the revenue-sharing platforms, amounting to SAR 29,5 million, from the Group's own resources, in addition to financing the purchase of treasury shares. In line with revenue growth, trade receivables rose to SAR 62,7 million compared with SAR 54,8 million, and contract assets rose to SAR 71,0 million as a result of services rendered ahead of the agreed payment schedules under certain contracts. On the liabilities side, the total remained stable at SAR 201,2 million compared with SAR 202,6 million, as contract liabilities declined to SAR 68,2 million with the recognition of revenue relating to advance payments received from clients, while long- and short-term loans amounted to SAR 9,4 million, reducing the financial leverage (debt) ratio from 5,98 to 5,25. AZM thus continues to enjoy a strong financial base, high liquidity, and a solid capital structure that enables it to complete the development of its platforms and support future growth plans. Equity attributable to the Company's shareholders also rose to SAR 181,4 million (a growth of 28,8), driven by the increase in retained earnings and the share-based payment reserve, after the purchase of treasury shares for SAR 29,8 million during the year. The return on average equity attributable to the Company's shareholders thus stands at 31,7.

Item (SAR)	2026	2025	Change	2024	2023	2022
Current Assets	285,594,752	273,426,086	4,5+	169,387,205	109,689,631	83,235,621
Non-current Assets	97,860,874	71,832,749	36,2+	72,280,683	49,169,653	24,360,848
Total Assets	383,455,626	345,258,835	11,1+	241,667,888	158,859,284	107,596,469
Current Liabilities	173,053,324	177,510,192	2,5-	124,625,831	70,631,543	40,059,902
Non-current Liabilities	28,165,085	25,100,329	12,2+	25,495,027	18,946,419	15,716,128
Total Liabilities	201,218,409	202,610,521	0,7-	150,120,858	89,577,962	55,776,030
Equity Attributable to the Company's Shareholders	181,366,750	140,805,603	28,8+	88,444,398	68,421,344	51,835,878
Non-controlling Interests	870,467	1,842,711	52,8-	3,102,632	859,978	(15,439)
Total Equity	182,237,217	142,648,314	27,8+	91,547,030	69,281,322	51,820,439

The following table sets out all outstanding loans of the Company and its subsidiaries:

Beneficiary Entity	Lender	Type of Loan	Loan Amount ((SAR	Date Obtained	Maturity Date	Repayment	Outstanding Amount
AZM Experience for Information Technology Company	Social Development Bank	Financing	4,850,000	2026/02/10	2031/01/10	-	4,309,581
Saudi AZM for Communication and Information Technology Company	Saudi Awwal Bank	Financing	10,000,000	2026/05/07	2026/11/03	5,000,000	5,106,433
Saudi AZM for Communication and Information Technology Company	Saudi Awwal Bank	Financing	5,000,000	2025/06/01	2025/11/30	5,189,868	-

Under the long-term employee incentive programme, the Group completed during the year, pursuant to the approval of the Extraordinary General Assembly dated 6 November 2025, the purchase of 1,2 million of its shares for SAR 29,8 million for allocation to the programme, and distributed 547 thousand shares to employees. After the year end, on 30 July 2026, the Board of Directors recommended that the Extraordinary General Assembly consider approving the purchase of up to 3,6 million additional Company shares to be held as treasury shares for allocation to the Employee Share Programme, with the purchase to be financed from the Company's internal resources.

Cash Flows

Net cash flows generated from operating activities amounted to SAR 41,3 million compared with SAR 108,9 million in the previous year. This difference is attributable to the fact that the previous year included SAR 53,8 million in advance payments received from clients and recognised within contract liabilities, while SAR 69,4 million of those liabilities was recognised as revenue during the current year upon satisfaction of the related performance obligations; in addition, the Group rendered services ahead of the agreed payment schedules under certain contracts, increasing contract assets by SAR 10,5 million. Cash flows from operating activities before changes in operating assets and liabilities, however, rose to SAR 74,3 million compared with SAR 58,5 million. In terms of investing activities, cash flows were directed principally towards platform development, at SAR 29,1 million, and the purchase of property and equipment, at SAR 2,3 million, together with a contribution to the establishment of an associate; this was offset by the redemption of matured sukuk of SAR 18,3 million, part of which was redeployed in these investments. The principal items of financing activities were the purchase of treasury shares for SAR 29,8 million for the Employee Share Programme, the repayment of lease liabilities of SAR 5,5 million, and the drawdown of new loans of SAR 14,8 million, offset by the repayment of SAR 10,0 million of existing loans. Over the two years combined, the Group generated SAR 150,2 million in net cash flows from operating activities against SAR 89,2 million in profit for the year, confirming the capacity of its business to self-finance its investments. Current assets cover current liabilities 1,65 times compared with 1,54 times in the previous year, reflecting the robustness of the Group's liquidity position.

Item (SAR)	2026	2025	Change	2024	2023	2022
Net Cash Flows from Operating Activities	41,267,305	108,941,575	٪62,1-	1,570,574	33,238,268	32,192,452
Net Cash Flows Used in Investing Activities	(11,316,345)	(88,803,407)	٪87,3-	(4,851,294)	(25,711,969)	(8,297,426)
Net Cash Flows Used in Financing Activities	(30,592,016)	(13,533,437)	٪126,0+	(12,357,183)	(7,152,656)	(10,342,859)
Cash and Cash Equivalents at Year End	17,921,051	18,562,107	٪3,5-	11,957,376	27,595,279	27,221,636
Assets	383,455,626	345,258,835	٪11,1+	241,667,888	158,859,284	107,596,469
Liabilities	201,218,409	202,610,521	٪0,7-	150,120,858	89,577,962	55,776,030
Net Profit	49,984,652	39,219,427	٪27,4+	30,162,543	23,967,369	19,094,545

Subsidiaries and Associates, and Events after the Year End

The results of the subsidiaries and associates were below the level of the previous year, owing to delays in the implementation of certain projects at these subsidiaries, which deferred the recognition of their revenue, and to the sharp shifts in the Kingdom's real estate market during the year, which affected the results of one of the associates, in addition to the fact that some of these companies are newly established and require time to reach their target scale. After the year end, on 1 August 2026, the Company signed a non-binding memorandum of understanding with AZM FinTech Company to study the potential acquisition of ٪100 of its shares and the shares of its subsidiaries, with the value of the potential transaction, the form of consideration, and the method of payment to be determined upon completion of the due diligence and valuation studies. The Company has appointed Alistithmar for Financial Securities and Brokerage Company (Alistithmar Capital) as financial advisor. Completion of this acquisition would bring the Group's business and AZM FinTech Company, with which the Group works closely as a sister company, under a single umbrella, a single management, and a single set of consolidated financial statements, simplifying the transaction structure, enhancing transparency, and delivering additional value to the Company's shareholders. Completion of the transaction remains subject to the results of the due diligence and valuation studies, the obtaining of the necessary regulatory and contractual approvals, and the approval of the Shareholders' General Assembly. Furthermore, on 6 August 2026, Wasl Platform for Communications and Information Technology Company, the Group's subsidiary, obtained the Saudi Central Bank's licence to conduct digital brokerage activity for financing entities. The Company expects the Wasl platform to commence its activity during the coming financial year, adding a new source of revenue at the Group level; the financial impact thereof will be disclosed when available.

Outlook

In line with the Group's 2027–2029 strategy approved by the Board of Directors, the Company's priorities for the coming financial year centre on moving its platform investments from the development phase to the operating phase, beginning to realise the returns of the revenue-sharing model, and launching the activity of Wasl Platform Company under the licence granted to it. In doing so, AZM proceeds in accordance with the targets of Saudi Vision 2030, as an active partner in building the future of the digital economy. On the operational front, the Company is adopting artificial intelligence as a working tool across all of its departments, rather than as a separate technology initiative. The Company's teams have begun deploying artificial intelligence tools across all departments and work teams, raising employee productivity, shortening completion times, and improving the quality of outputs. The Company regards this direction as an investment in operating leverage that allows revenue to grow at a pace exceeding cost growth. During the coming year, the Company will work to broaden the scope of this adoption and measure its impact on performance indicators. In conclusion, I extend my sincere thanks and appreciation to our valued shareholders for their continued confidence, and to our esteemed clients for the partnership we take pride in. I also thank all of the Company's teams for their commitment and efforts, which have been and remain the cornerstone of our success. With Allah help, we will continue to move forward towards greater achievements and broader aspirations for the future.

With sincere regards,

Moath bin Abdulrahman Mansour
Chief Financial Officer



7.2 INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF SAUDI AZM FOR COMMUNICATION AND INFORMATION TECHNOLOGY COMPANY

A LISTED JOINT STOCK COMPANY
RIYADH – KINGDOM OF SAUDI ARABIA

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

OPINION

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Saudi Azm for Communication and Information Technology Company (the “Company”) and its subsidiaries (the “Group”) as at 30 June 2026, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (“SOCPA”).

We have audited the consolidated financial statements of the Group, which comprise the following:

- The consolidated statement of financial position as at 30 June 2026;
- The consolidated statement of comprehensive income for the year then ended;
- The consolidated statement of changes in equity for the year then ended;
- The consolidated statement of cash flows for the year then ended; and
- The notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information..

BASIS FOR OPINION

We conducted our audit in accordance with the International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent from the Group in accordance with the International Code of Ethics for Professional Accountants that are endorsed in the Kingdom of Saudi Arabia that are relevant to our audit of the consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

KEY AUDIT MATTER (continued)

Key Audit Matter	How our audit addressed the key audit matter
Revenue Recognition	
The Group’s consolidated revenues mainly consist of enterprise services, advisory services, proprietary technologies and platforms for third parties amounting to SAR 307,363,006 for the year ended 30 June 2026. Revenues are considered as one of the essential indicators for measuring performance and profitability. Revenues involve significant inherent risk due to the judgement and estimation involved. Audit of judgements around the percentage of completion of projects, including the budgeted estimated cost for the completion of the projects are items that require significant audit attention, in particular consideration of: • The analysis of whether the contracts comprise of one or more performance obligations; • Determining whether the performance obligations are satisfied over time or at a point in time: and • Estimation of total costs required to meetperformance obligations under the contracts withcustomers. Due to the inherent risks in the revenue recognition process and the significance of revenues value, revenue recognition was considered as a key audit matter. Please refer to the accounting policy related to revenue recognition in Note (3,18) and detailed Note (15) which includes disclosures related to revenue recognition.	Our audit procedures included the following: Assessed the appropriateness of the Group’s revenue recognition policy in accordance with IFRS 15 – Revenue from Contracts with Customers, with a focus on areas involving significant management judgment, including the determination of whether the Group acts as a principal or as an agent; • Assessed the design and implementation of the internal control system related to management procedures over revenue recognition; • Tested the revenue contracts and transactions recognized over time by obtaining the breakup of costs incurred and inspecting their supporting documents and allocation for the calculation of the stage of completion; • Performed recalculation of percentage of completion and the recognized revenue using this percentage as a weightage, and, on a sample basis, estimated whether the revenue is recorded in the correct periods; • Conducted a retroactive review of the closed projects to assess the accuracy of estimated costs compared to actual costs and to determine whether the estimated costs were reasonable in light of the actual costs incurred during the project; • We tested and evaluated, on sample basis, the reasonableness of the estimated costs by comparing them with the actual costs incurred to date and assessing the historical accuracy of management’s cost estimates; • We performed variance analysis and comparisons with historical data to identify unusual revenue patterns; and Assessed and evaluated the adequacy, sufficiency and appropriateness of the disclosures made in the consolidated financial statements related to revenues.

OTHER INFORMATION

Other information consists of the information included in the Group's 2026 annual report, other than the consolidated financial statements and our auditor's report thereon. Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. When we read the Annual Report of the Group, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, the Regulations for Companies, and the Company's Bylaws, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so. Those charged with governance, i.e. the Board of Directors, are responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with the International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Aodulellah Al Bassam

Certified Public Accountant

License No. 703

Riyadh, Kingdom of Saudi Arabia

21 Safar 1448H

Corresponding to: 04 August 2026

Consolidated statement of financial position

As at 30 June 2026

Assets	Note	30 June 2026	30 June 2025
		ﷲ	ﷲ
Non-current assets			
Property and equipment	6	11,385,805	11,270,807
Right-of-use assets	7	16,742,048	19,620,938
Intangible assets	8	37,252,534	7,798,151
Investments in associates	9	9,978,732	10,668,943
Investment in finance lease	10	1,780,800	2,493,120
Financial assets at fair value through other comprehensive income	11	2,337,015	1,605,541
Investments in sukuk	12	18,383,940	18,375,249
Total non-current assets		97,860,874	71,832,749
Current assets			
Current portion of investment in finance lease	10	712,320	692,160
Current portion of investments in sukuk	12	-	18,483,155
Financial assets at fair value through profit or loss	13	110,375,648	102,522,616
Due from related parties	14	2,383,390	881,125
Contract assets	15	71,025,225	60,477,132
Trade receivables	16	62,696,513	54,768,992
Prepayments and other current assets	17	20,480,605	17,038,799
Cash and cash equivalents	18	17,921,051	18,562,107
Total current assets		285,594,752	273,426,086
Total assets		383,455,626	345,258,835

Equity and liabilities

Equity			
Share capital	19	30,000,000	30,000,000
Treasury shares	20	(35,765,918)	(14,551,617)
Share based payment reserve		18,705,471	11,245,281
Retained earnings		168,427,197	114,111,939
Equity attributable to equity holders of the Company		181,366,750	140,805,603
Non-controlling interest	21	870,467	1,842,711
Total equity		182,237,217	142,648,314

Assets	Note	30 June 2026	30 June 2025
		₹	₹
Liabilities			
Non-current liabilities			
Employees’ defined benefits liabilities	22	8,864,307	6,451,830
Long-term loan	23	3,191,069	-
Lease liabilities	24	15,494,819	18,269,793
Accruals and other liabilities-non-current	25	614,890	378,706
Total non-current liabilities		28,165,085	25,100,329
Current liabilities			
Trade payables		15,357,269	20,584,289
Due to related parties	14	29,980,811	9,494,129
Contract liabilities	15	68,249,841	87,635,209
Current portion of long-term loan	23	1,118,512	-
Short-term loan	23	5,106,433	5,033,895
Current portion of lease liabilities	24	3,111,900	4,326,400
Accruals and other liabilities-current	25	44,759,114	46,109,487
Zakat and income tax provision	26	5,369,444	4,326,783
Total current liabilities		173,053,324	177,510,192
Total liabilities		201,218,409	202,610,521
Total equity and liabilities		383,455,626	345,258,835

The accompanying notes 1 to 39 form an integral part of these consolidated financial statements.



Consolidated statement of comprehensive income
For the year ended 30 June 2026

	Note	30 June 2025	30 June 2026
		ﷲ	ﷲ
Revenue	15	253,158,857	307,363,006
Cost of revenue	27	(179,751,039)	(207,483,122)
Gross profit		73,407,818	99,879,884
General and administrative expenses	28	(38,547,370)	(51,706,517)
Selling and distribution expenses		(1,004,180)	(720,600)
Reversal/(provision) for expected credit losses	16,15,14	(1,573,359)	523,639
Operating profit		32,282,909	47,976,406
Share of result from investments in associates	9	2,457,811	(1,232,186)
Finance cost, net	29	(2,769,703)	(2,612,480)
Other income, net	30	9,004,689	9,106,586
Profit before zakat and income tax		40,975,706	53,238,326
Zakat and income tax	26	(1,756,279)	(3,253,674)
Profit for the year		39,219,427	49,984,652
Attributable to:			
Equity holders of the Company		37,445,172	50,989,326
Non-controlling interest	21	1,774,255	(1,004,674)
Other comprehensive income/(loss)		39,219,427	49,984,652

Other comprehensive income/(loss) that will not be reclassified subsequently to profit or loss:			
comprehensive income Change in fair value on financial assets at fair value through other	11	168,045	301,256
Remeasurement gain on employees' defined benefit liabilities	22	741,148	727,844
Share of other comprehensive loss from associates	9	(39,465)	(5,525)
Other comprehensive income for the year		869,728	1,023,575
Total comprehensive income for the year		40,089,155	51,008,227
Attributable to:			
Equity holders of the Company		38,349,076	51,980,471
Non-controlling interest	21	1,740,079	(972,244)
Earnings per share attributable to the equity holders of the Company		40,089,155	51,008,227
Basic earnings per share	31	0,64	0,87
Diluted earnings per share	31	0,62	0,85

The accompanying notes 1 to 39 form an integral part of these consolidated financial statements



Consolidated statement of changes in equity
For the year ended 30 June 2026

	Total equity attributable to the equity holders of the Company						
	Share capital	Treasury shares	Share based payment reserve	Retained earnings	Equity attributable to equity holders	Non-controlling interest	Total equity
	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
As at 1 July 2024	30,000,000	(16,609,332)	954,555	74,099,175	88,444,398	Equity attributable to equity holders	earnings
Profit for the year	-	-	-	37,445,172	37,445,172	1,774,255	Total
Other comprehensive income/(loss) for the year	-	-	-	903,904	903,904	(34,176)	equity
Total comprehensive income for the year	-	-	-	38,349,076	38,349,076	1,740,079	40,089,155
Share based payment reserve	-	-	14,543,897	-	14,543,897	-	14,543,897
Treasury shares purchased during the year (note 20)	-	(234,444)	-	-	(234,444)	-	(234,444)
Treasury shares distributed during the year (note 20)	-	2,292,159	(4,253,171)	1,663,688	(297,324)	-	(297,324)
Transactions with non-controlling interest (note 21)	-	-	-	-	-	(3,000,000)	(3,000,000)
As at 30 June 2025	30,000,000	(14,551,617)	11,245,281	114,111,939	140,805,603	1,842,711	142,648,314
As at 1 July 2025	30,000,000	(14,551,617)	11,245,281	114,111,939	140,805,603	1,842,711	142,648,314
Profit for the year	-	-	-	50,989,326	50,989,326	(1,004,674)	49,984,652
Other comprehensive income for the year	-	-	-	991,145	991,145	32,430	1,023,575
Total comprehensive income/(loss) for the year	-	-	-	51,980,471	51,980,471	(972,244)	51,008,227
Share based payment reserve	-	-	18,450,629	-	18,450,629	-	18,450,629
Treasury shares purchased during the year (note 20)	-	(29,806,500)	-	-	(29,806,500)	-	(29,806,500)
Treasury shares distributed during the year (note 20)	-	8,592,199	(10,990,439)	2,334,787	(63,453)	-	(63,453)
As at 30 June 2026	30,000,000	(35,765,918)	18,705,471	168,427,197	181,366,750	870,467	182,237,217

The accompanying notes 1 to 39 form an integral part of these consolidated financial statements

Consolidated statement of cash flows
For the year ended 30 June 2026

	Note	For the year ended 30 June	
		2026	2025
		ﷲ	ﷲ
Operating activities			
Profit before zakat and income tax		53,238,326	40,975,706
Adjustments to reconcile profit before zakat and income tax to net cash flows:			
Depreciation of property and equipment	6	2,155,778	1,378,020
Depreciation of right-of-use assets	7	2,770,358	2,789,412
Amortisation of intangible assets	8	25,612	72,160
Impairment loss of intangible assets	8	-	1,091,975
Loss on disposal of property and equipment		6,501	-
Provision for employees' defined benefits liabilities	22	5,204,949	4,270,301
Reversal/(provision) for expected credit losses	16,15,14	(523,639)	1,573,359
Change in fair value of financial assets at fair value through profit or loss	13	(6,053,032)	(4,133,425)
Share of (loss)/profit from investments in associates	9	1,232,186	(2,457,811)
Share based payment reserve	20	16,595,115	13,977,788
Finance income on investments in sukuk	30	(1,446,400)	(1,983,646)
Finance cost, net	29	2,612,480	2,769,703
Rental income	30	(1,517,313)	(1,842,383)
		74,300,921	58,481,159
Changes in operating assets and liabilities			
Trade receivables		(7,680,894)	(21,869,174)
Contract assets		(10,460,622)	22,180,837
Due from/to related parties, net		19,493,363	4,923,822
Prepayments and other current assets		(4,661,506)	(3,818,901)
Trade payables		(5,227,020)	(1,944,297)
Contract liabilities		(19,385,367)	53,779,115
Accruals and other current liabilities		(1,617,779)	1,597,468
		44,761,096	113,330,029
Employees' defined benefits liabilities paid	22	(739,853)	(1,365,296)
Zakat and income tax paid	26	(2,211,013)	(1,850,215)
Finance cost paid		(542,925)	(1,172,943)
Net cash flows generated from operating activities		41,267,305	108,941,575

	Note	For the year ended 30 June	
		2026	2025
		ﷲ	ﷲ
Investing activities			
Additions to property and equipment	6	(2,298,759)	(5,942,699)
Proceeds from the disposal of property and equipment		21,482	-
Additions to intangible assets	8	(29,071,228)	(6,140,670)
Addition to investment in associates	9	(547,500)	(2,812,500)
Proceeds from investments in sukuk	12	18,323,750	-
Finance income received from investments in sukuk	12	1,597,114	1,310,230
Additions to investments in sukuk	12	-	(5,000,000)
Purchase of financial assets at fair value through profit or loss	13	(105,800,000)	(157,000,000)
Proceeds from disposal of financial assets at fair value through profit or loss	13	104,000,000	84,612,808
Proceeds from disposal of financial assets at fair value through other comprehensive income	11	469,782	-
Proceeds from investment in finance lease	10	692,160	672,000
Rental income received		1,296,854	1,497,424
Net cash flows used in investing activities		(11,316,345)	(88,803,407)

Financing activities			
Transactions with non-controlling interest	21	-	(3,000,000)
Purchase of treasury shares	20	(29,806,500)	(234,444)
Additions to long-term and short-term loans		14,755,384	5,000,000
Repayment of principal of short-term loans		(10,000,000)	(10,972,593)
Principal element of lease payments	24	(3,863,109)	(2,376,837)
Finance cost element of lease payment	24	(1,677,791)	(1,949,563)
Net cash flows used in financing activities		(30,592,016)	(13,533,437)
Net changes in cash and cash equivalents		(641,056)	6,604,731
Cash and cash equivalents at the beginning of the year	18	18,562,107	11,957,376
Cash and cash equivalents at the end of the year	18	17,921,051	62,107 18,5

Consolidated statement of cash flows (continued)
 For the year ended 30 June 2026

Notes to the consolidated financial statements
 For the year ended 30 June 2026

For the year ended 30 June			
	Note	2026 ﷲ	2025 ﷲ
:Non-cash transactions			
Remeasurement gain on employees’ defined benefit liabilities	22	(727,844)	(741,148)
Modifications to right-of-use assets and lease liabilities	7,24	(108,532)	872,181
Capitalised as intangible assets		408,767	31,091
Additions to financial assets at fair value through other comprehensive income	11	900,000	-

The accompanying notes 1 to 39 form an integral part of these consolidated financial statements

1.Activities

Saudi AZM for Communication and Information Technology Company (the “Company”) is a Saudi joint stock company registered in the Kingdom of Saudi Arabia on 11 Rabi Awal 1439H (corresponding to 29 November 2017) under Commercial Registration No. 1010918075 and unified number 7008880838. The Company became listed on the parallel market “Nomu” on 1 March 2022. On 26 Muharram 1447H (corresponding to 21 July 2025), the Company transferred its listing from the Parallel Market “Nomu” to the Main Market “TASI”.

On 22 Shawwal 1442H (corresponding to 3 June 2021), the shareholders decided to change the legal structure of the Company from a limited liability company to a Saudi closed joint stock company, as well as increasing its share capital to j30 million by transferring j29,5 million from retained earnings to the share capital.

The Company and its subsidiaries (the “Group”) are principally engaged in the designing and programming special software, application development, providing management and control services of communication, sale of wire and wireless equipment and devices, design user experience and customer journey, repair and maintenance of personal and portable computers, providing senior management consulting services, information networks, research and development on technology.

The registered office of the Company is as follows:

7999, King Khalid Road, 2280 West Umm Al Hammam District
 Riyadh 12329
 Kingdom of Saudi Arabia

2.Basis of preparation and presentation

2,1Statement of compliance

These consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (“IFRS”) as endorsed in the Kingdom of Saudi Arabia (“KSA”) and other standards and pronouncements endorsed by the Saudi Organization for Chartered and Professional Accountants (“SOCPA”) (“IFRS as endorsed in KSA”). The Group has prepared these consolidated financial statements on the basis that it will continue to operate as a going concern.

2,2Functional and presentation currency

These consolidated financial statements are presented in Saudi Riyals ﷲ, which is the Group’s functional currency and all values are rounded to the nearest one Saudi Riyal, except where otherwise indicated.

2,3Basis of measurement

These consolidated financial statements have been prepared under the historical cost convention, except for the following items in the consolidated statement of financial position:

- Financial assets at fair value through profit or loss (“FVPL”) are measured at fair value.
- Financial assets at fair value through other comprehensive income (“FVOCI”) are measured at fair value.
- Employees’ defined benefits liabilities are recognised at the present value of future obligations using the projected unit credit method.

Notes to the consolidated financial statements
 For the year ended 30 June 2026

2.Basis of preparation and presentation (continued)

Preparing the consolidated financial statements requires management to use certain judgments, estimates and assumptions that affect the application of accounting policies and the amounts presented for assets and liabilities, revenues, and expenses. Actual results may differ from these estimates. The significant judgments taken by management in applying the Group's accounting policies and the main sources of uncertainty estimates are the same as those applied to the annual consolidated financial statements for the year ended 30 June 2025.

2,4 Standards and amendments to standards effective in the current year

Certain new standards and interpretations have been issued which are effective from 1 July 2025 or later, but they do not have a material impact on the Group's consolidated financial statements for the year ended 30 June 2026.

Standard, interpretation, amendments	Description	Effective date
Lack of 21 Amendments to IAS Exchangeability	The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not. The amendments introduce new disclosures to help financial statement users assess the impact of using an estimated exchange rate.	2025 January 1

2,5 Basis of consolidation

The Group's subsidiaries consolidated in these consolidated financial statements are as follows:

Percentage of ownership			
Subsidiary name	Country of incorporation	June 30 2026	June 30 2025
Tajrobat AZM for Information Technology Company	Saudi Arabia	75%	75%
AZM Squads Development	Egypt	100%	100%
Wasl Platform Company for Communications and Information Technology	Saudi Arabia	100%	100%

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 30 June 2026.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has::

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Income and each component of other comprehensive income ("OCI") are attributed to the equity holders of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Financial statements of subsidiaries are prepared using accounting policies which are consistent with those of the Group. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interests and other components of equity, while any resultant gain or loss is recognised in consolidated statement of income. Any investment retained is recognised at fair value.

3.Material accounting policies

The material accounting policies applied by the Group in the preparation of consolidated financial statements are the same applied during the preparation of consolidated financial statements for the year ended 30 June 2025, unless otherwise stated.

3.1 Business combination and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at the acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects to measure the non-controlling interest in the acquiree at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in general and administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

Contingent consideration, if any, to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests) and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash- generating unit retained.

3,2Investments in an associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate

in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The considerations made in determining whether significant influence is similar to those necessary to determine control over subsidiaries.

The Group's investments in its associates are accounted for using the equity method. Under the equity method, the investment in associates is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately.

The consolidated statement of comprehensive income reflects the Group's share of the results of operations of the associates. Any change in other comprehensive income ("OCI") of those investees is presented as part of the Group's other comprehensive income ("OCI"). In addition, when there has been a change recognised directly in the equity of the associates, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associates are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of associates is shown on the face of the consolidated statement of comprehensive income outside operating profit and represents profit or loss and non- controlling interests in the subsidiaries of the associate, if any.

The financial statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investments in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence or joint control and the fair value of the retaining investment and proceeds from disposal is recognised in consolidated statement of comprehensive income.

3,3Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

3,4 Foreign currencies

i) Functional and presentation currency

Items included in the financial statements of each of the Group’s entities are measured using the currency of the primary economic environment in which each respective entity operates (the “functional currency”). The consolidated financial statements are presented in Saudi Riyals (“j”), which is the Group’s functional and presentation currency.

i i) Transactions and balances

Foreign currency transactions are translated into Saudi Riyals at the rates of exchange prevailing at the time of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated at the exchange rates prevailing at that date. Gains and losses from settlement and translation of foreign currency transactions are included in the consolidated statement of comprehensive income.

i i i) Group companies

The results and financial position of foreign operations (none of which has the currency of a hyper inflationary economy) that have a functional currency different from the presentation currency of the consolidated financial statements are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that consolidated statement of financial position;
- Income and expenses for each statement of income and statement of comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions), and
- All resulting exchange differences are recognised in other comprehensive income..

3,5Property and equipment

Property and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes all amounts necessary to bring the asset to the present condition and location to be ready for its intended use by management. Such costs include the cost of replacing part of the property and equipment and borrowing costs for long-term construction projects (qualifying assets), if the recognition criteria are met, and costs incurred during the commissioning period, net of proceeds from sale of trial production.

When parts of property and equipment are significant in cost in comparison to the total cost of the item, and where such parts/ components have a useful life different from the other parts and required to be replaced at different intervals, the Group shall recognise such parts as individual components of the asset with specific useful lives and depreciate them accordingly.

All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation is calculated from the date the item of property and equipment is available for their intended use or in respect of self-constructed assets from the date such assets are completed and ready for the intended use. Land and assets under construction, which are not ready for their intended use, are not depreciated.

Depreciation on assets is calculated on a straight-line basis over the useful life of the asset as follows:

Computers and equipment	4 years
Furniture and fixtures	7 years
Leasehold improvements	10 years or lease terms whichever is shorter
Vehicle	5 years

The assets’ residual values, useful lives and methods of depreciation are reviewed, and adjusted prospectively if appropriate, at each reporting date.

An item of property and equipment and any significant component initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposal of retired, sold or otherwise derecognised property and equipment are determined by comparing the proceeds with the carrying amount of the asset, and are recognised within “other income/(loss)” in statement of comprehensive income.

An asset’s carrying amount is written-down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount.

3.Material accounting policies (continued)

3,6Intangible assets (continued)

Expenditure on research activities is recognised as an expense in the period in which it is incurred. An internally generated intangible asset arising from the development phase of an internal project is recognised only if all of the following conditions are met:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial, and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised is the sum of expenditures incurred from the date when the intangible asset first meets the recognition criteria. If the recognition criteria are not met, development expenditure is recognised in profit or loss as incurred.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite life are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset, are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with finite lives is recognised in statement of comprehensive income in the expense category consistent with the function of the intangible asset.

The estimated useful lives for current and comparative periods are 8 years. Intangible assets which are not ready for their intended use, are not amortised.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognising an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

3,7 Leases

The Group assesses whether a contract contains a lease, at inception of the contract. For all such lease arrangements the Group recognises right of use assets and lease liabilities except for the short-term leases and leases of low value assets as follows:

3,7,1 Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

3,7,2 Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of assets (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of commercial buildings, accommodations and offices that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Operating lease income is recognised in the consolidated statement of comprehensive income on a straight-line basis over the lease term. Any benefits granted as an incentive to enter into an operating lease, are allocated on a straight-line basis over the lease term. Total benefits from incentives are recognised as a reduction in rental income on a straight-line basis, unless there is another basis that better represents the period of time in which the economic benefits of the leased asset are exhausted.

The amounts due from the finance leases are recorded as lease receivables at an amount equal to the net investment of the Group in the lease. The lease payments to be received are distributed into two components:

- a reimbursement of the original amount
- a financing income to compensate the Group for its investment and services.

The additional costs directly attributable to negotiating the lease contract are included in the amounts due, which in return, will reduce the finance income portion from the contract.

3,8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Financial assets

Classification of financial assets depends on the Group's business model for managing its financial assets and the contractual terms of the cash flows. The Group classifies its financial assets as:

- Financial assets held at amortised cost;
- Financial assets measured at fair value

Gains or losses of assets measured at fair value will be recognised in the statement of comprehensive income either in profit or loss or in other comprehensive income ("OCI").

Initial measurement

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income (“FVOCI”), it needs to give rise to cash flows that are ‘solely payments of principal and interest (SPPI)’ on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through other comprehensive income (FVOCI) are held within a business model with the objective of both holding to collect contractual cash flows and selling.

■ Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through other comprehensive income (“FVOCI”) with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through other comprehensive income (“FVOCI”) with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss (“FVPL”), (equity and debt instruments)
- Financial assets at amortised cost

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in statement of comprehensive income when the asset is derecognised, modified or impaired.

The Group’s financial assets at amortised cost include trade receivables, amounts due from related parties, cash and cash equivalents and investment in Sukuks held to collect contractual cash flows.

■ FVOCI

Financial assets held for collection of contractual cash flows and for selling the financial assets, where the assets’ cash flows represent solely payments of principal and interest, are measured at (“FVOCI”). Movements in the carrying amount are taken through other comprehensive income (“OCI”), except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses, which are recognised in the statement of comprehensive income.

When the financial assets at FVOCI are de-recognised, the cumulative gain or loss previously recognised in (“OCI”), is reclassified from equity to the statement of comprehensive income and recognised in other income/expense. Interest income from these financial assets are included in finance income using the EIR method. Foreign exchange gains and losses are presented in other income/expenses

■ FVPL

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of comprehensive income.

■ Equity instruments

The Group measures all investments in equity instruments at fair value and presents changes in fair value of investments in equity instruments in other comprehensive income (“OCI”) which are designated at (“FVOCI”). Dividends from such investments continue to be recognised in the statement of comprehensive income as other income when the Group’s right to receive payments is established. There shall be no subsequent reclassification of changes in fair value through profit or loss income.

A financial asset or a part of a financial asset is de-recognised when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement, and either:
- The Group has transferred substantially all the risks and rewards of the asset; or
- The Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset

Impairment At each reporting date, the Group applies a three-stage approach to measuring expected credit losses (“ECL”) on financial assets. Assets migrate through the following three stages based on the change in credit quality since initial recognition:

stage -12 :1months ECL

For exposures where there has not been a significant increase in credit risk since initial recognition and that are not credit impaired upon origination, the portion of the lifetime ECL associated with the probability of default events occurring within the next 12 months is recognised.

Stage 2: Lifetime ECL - not credit impaired

For credit exposures where there has been a significant increase in credit risk since initial recognition but that are not credit impaired, a lifetime ECL is recognised.

Stage 3: Lifetime ECL - credit impaired

Financial assets are assessed as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that asset have occurred. For financial assets that have become credit impaired, a lifetime ECL is recognised and interest revenue is calculated by applying the effective interest rate to the amortised cost (net of provision) rather than the gross carrying amount.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information.

For trade receivables and contract assets, the Group recognises expected credit losses for trade receivables based on the simplified approach. The simplified approach to the recognition of expected losses does not require the Group to track the changes in credit risk; rather, the Group recognises a loss allowance based on lifetime expected credit losses at each reporting date from the date of the trade receivable.

Objective evidence that financial assets are impaired may include indications that a debtor or a group of debtors is experiencing significant financial difficulty, default or delinquency in profit or principal payments, the probability that they will enter bankruptcy or other financial reorganisation and where observable data indicates that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

Expected credit losses are measured as the difference in the present value of the contractual cash flows that are due to the Group under the contract, and the cash flows that the Group expects to receive. The Group assesses all information available, including past due status, credit ratings, the existence of third-party insurance, and forward looking macro-economic factors in the measurement of the expected credit losses associated with its assets carried at amortised cost. The Group measures expected credit loss by considering the risk of default over the contract period and in Group's forward-looking information into its measurement.

ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified under either of the below two classes:

- Designated: A financial liability that is designated by the entity as a liability at FVPL upon initial recognition; and
- Held for trading: A financial liability classified as held for trading, such as an obligation for securities borrowed in a short sale, which have to be returned in the future. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

All financial liabilities are recognised initially when the Group becomes party to contractual provisions and obligations under the financial instrument. The liabilities are recorded at fair value, and in the case of loans and borrowings and payables, the proceeds received net of directly attributable transaction costs.

Subsequent measurement

Financial liabilities at FVPL continue to be recorded at fair value with changes being recorded in the statement of comprehensive income.

For other financial liabilities, including loans and borrowings, after initial recognition, these are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in statement of comprehensive income when the liabilities are de-recognised as well as through the EIR amortisation process.

Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the EIR method. The EIR amortisation is included as finance costs in the statement of comprehensive income.

Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial period which are unpaid. They are recognised initially at their fair value and subsequently measured at amortised cost using the EIR method.

Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value adjusted for transaction costs that are directly attributable to the issuance of the guarantee. The fair value of financial guarantee is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payables to a third party for assuming the obligation.

Where guarantees in relation to loans or other payables of associates are provided for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of the investment.

De-recognition

A financial liability is de-recognised when the obligation under the liability is settled or discharged. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of comprehensive income.

3,9 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

3,10 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to liability. The increase in the provision due to the passage of time is recognised as interest expense.

3,11 Employees' defined benefits liabilities

Employees' defined benefits liabilities

The Group primarily has end of service benefits which qualifies as defined benefit plans.

The pension liability recognised in the consolidated statement of financial position is the present value of the projected Defined Benefit Obligation ("DBO") at the reporting date.

DBO is re-measured on a periodic basis by independent actuary using the projected unit credit method. The present value of the DBO is determined by discounting the estimated future cash outflows using interest rates of high-quality bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation. For instances where there is no deep market in such bonds, the market rates on government bonds are used. As Kingdom of Saudi Arabia does not have a deep market in high quality corporate bonds, the discount rate was determined based on available information of Kingdom of Saudi Arabia sovereign bond yields.

The net interest cost is calculated by applying the discount rate to the net balance of the DBO. This cost is included in employees' related costs in the consolidated statement of comprehensive income.

Re-measurement gains and losses arising from changes in actuarial assumptions are recognised in the period in which they occur in other comprehensive income (“OCI”). Changes in the present value of the DBO resulting from plan amendments or curtailments are recognised immediately in the consolidated statement of comprehensive income as past service costs.

Current and past service costs related to end of service indemnities and unwinding of the liability at discount rates used are recognised immediately in the consolidated statement of comprehensive income. Any changes in net liability due to actuarial valuations and changes in assumptions are taken as re-measurement in other comprehensive income (“OCI”). The actuarial valuation process takes into consideration the provisions of the Saudi Arabian Labor Laws as well as the Group’s policy.

Retirement benefits

The Group pays retirement contributions for its national employees to the General Organization for Social Insurance. This represents a defined contribution plan. The payments made are expensed as incurred.

Short-term employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service. The liabilities are presented as current employee benefit obligations in the consolidated statement of financial position.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Material accounting policies (continued)

3,12 Cash and cash equivalents

Cash and cash equivalents include cash at banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

3,13 Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, Group assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest Group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of comprehensive income.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit), except for goodwill, is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the comprehensive income.

3,14 Contingencies

Contingent liabilities are not recognised in the consolidated financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognised in the Consolidated financial statements but disclosed when an inflow of economic benefits is probable.

3,15 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
 - In the absence of a principal market, in the most advantageous market for the asset or liability.
- The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

■
For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the

nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

3,16Treasury shares

Own equity instruments that are repurchased (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in consolidated statement of comprehensive income on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of the shares and the consideration, if reissued, is recognised in the retained earnings within equity.

3,17 Share-based payment transactions

The Group's employees receive remuneration in the form of share-based payments under the employee long term incentives program, whereby employees render services as consideration for the Group's shares (equity-settled transactions). The cost of equity-settled transactions is determined by the fair value of the equity instrument at the grant date. The grant date is the date on which the Group and the employee agree on the share-based agreement, so that a common understanding of the terms and conditions of the agreement exists between the parties.

Share-based payment expense is included as part of employee benefit expenses over the period in which the service and the performance conditions are fulfilled (the vesting period), with the corresponding amount recorded under other reserves within equity in accordance with the requirements of the International Financial Reporting Standard (2) Share-based payment. The cumulative expense recognised for equity settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of shares that will ultimately vest. The expense or credit in the consolidated statement of comprehensive income for a period represents the movement in cumulative expense recognised from the beginning to the end of that period.

3,18Revenue from contracts with customers

Revenue from contracts with customers is recognised using the five-step model:

- i. identify the contract with a customer;**
- ii. identify the performance obligations (distinct elements that are part of a single contract but are separated for accounting purposes) in the contract;**
- iii. determine the transaction price;**
- iv. allocate the transaction price to the performance obligations in the contract;**
- v. recognise revenue when (or as) the entity satisfies a performance obligation, which is when the customer obtains control of the good or service which can take place over time or at a point in time.**

Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty collected on behalf of third parties. Revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods to a customer. Revenue recognised in any period is based on the delivery of performance obligations and an assessment of when control is transferred to the customer. For contracts with multiple components to be delivered, management applies judgement to consider whether those promised goods or services are:

- i. (distinct – to be accounted for as separate performance obligations;**
- ii. not distinct – to be combined with other promised goods or services until a bundle is identified that is distinct; or**
- iii. part of a series of distinct goods and services that are substantially the same and have the same pattern of transfer to the customer.**

At contract inception the total transaction price is estimated, which is allocated to the identified performance obligations

in proportion to their relative standalone selling prices and revenue is recognised when (or as) those performance obligations are satisfied. The transaction price for contracts with customers that include variable consideration is estimated using either the expected value method or the most likely amount method, depending on the nature of the contract. Inputs used in determining the transaction price include historical data, market conditions, customer-specific factors, and contract-specific terms. The estimated variable consideration is constrained to ensure that a significant reversal of revenue does not occur when the uncertainty is resolved.

For each performance obligation, the Group determines if revenue will be recognised over time or at a point in time. Where the Company recognises revenue over time this is due to any of the following reasons:

- i. the Group performing and the customer simultaneously receiving and consuming the benefits provided over the life of the contract,**
- ii. the Group performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or**
- iii. the Group performance creates an asset with no alternative use, and the Group has an enforceable right to payment for performance completed to date.**

If performance obligations in a contract do not meet the overtime criteria, the Group recognises revenue at a point in time when obligations under the terms of the contract with the customer are satisfied.

Revenue Recognition Methods

For performance obligations satisfied over time, the Group applies a revenue recognition method that most faithfully represents the transfer of control of goods or services to the customer. The Group consistently applies either the input or output method, depending on the nature of the services and the performance obligations. The input method is used where progress can be reliably measured through efforts expended, such as costs incurred or labor hours, and where such inputs directly correlate with the Group's performance in satisfying the obligation. The output method is applied where the progress is better reflected by measurable outcomes, such as the achievement of milestones, delivery of units, or usage-based charges. The cost of contract includes the cost and general administrative expenses that are directly attributable to the contract from the date of securing the contract to its final completion. Changes in cost estimates and losses on uncompleted contracts, if any, are recognised in the period they are determined. When it is probable that the total contract costs will exceed the total contract revenues, the expected loss is recognised immediately.

Changes in estimates of measures of progress of performance obligations satisfied over time are recognised on a cumulative catch-up basis, which recognises in the current period the cumulative effect of any changes on current and prior periods based on a performance obligation's percentage of completion.

The Group disaggregates revenue from contracts with customers by type of product/service, customer type and timing of revenue recognition, as management believes this best depicts how the nature, amount, timing and uncertainty of the Group's revenue and cash flows are affected by economic factors. Following are the type of services provided by the Group:

■ Enterprise services

Enterprise services consist of manpower services provided by the Group to its customers to support them on their various IT projects. The performance obligation is satisfied over time as the work progresses, based on the actual costs incurred or achievement of milestones.

■ Proprietary technologies

Proprietary technologies consist of provision of on-going support, training and progress reports on training provided to the customers on various IT Platforms. The performance obligation is satisfied over time as the work progresses, based on the actual cost incurred.

■ Advisory services

Advisory services consist of IT consulting services provided by the Group in exchange for consideration agreed with the customer. The performance obligation is satisfied over time as the work progresses, based on the actual cost incurred. Invoices are issued to customers in accordance with the contractual terms (i.e., financial plan) and collected based on the agreed payment schedule. Payment terms are contractually determined, considering commercial factors such as transaction volume, client history with the Group, and creditworthiness assessment.

■ Platforms for third parties

Platform for third parties consist of creating a tailored IT platform or software solution to meet specific customer requirements. The performance obligation is satisfied over time as the work progresses, based on the actual costs incurred or achievement of milestones, delivery of units, or usage-based charges.

Contract assets and liabilities

When either party to a contract has been performed, an entity shall present the contract in the consolidated statement of financial position as a contract asset or a contract liability, depending on the relationship between the entity's performance and the customer's payment. A contract asset is an entity's right to consideration in exchange for goods or services that the entity has transferred to a customer. A contract liability is an entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or an amount of consideration is due) from the customer.

Principal versus agent consideration

The Group has evaluated its arrangements to determine whether it is the principal, and report revenues on a gross basis, or an agent, and report revenues on a net basis. In this assessment, the Group has considered whether it has obtained control of the specified goods or services before they are transferred to the customer, as well as other indicators such as the party primarily responsible for fulfillment, inventory risk, and discretion in establishing price.

Where the Group performs agency related activities under a contract, the Group only recognises net commission income, as the Group arranges for another party to transfer goods or services under such arrangement and accordingly is acting as an agent.

3,19 Expenses

Selling and distribution expenses principally comprise of the marketing expenses incurred for the promotion of the Group's products and services.

General and administration expenses include indirect costs not specifically part of cost of sales or selling and distribution expenses as required under IFRSs as endorsed in KSA. Allocations between general and administration expenses, cost of revenue and selling and distribution expenses, when required, are made on a consistent basis.

3,20 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period to get ready for its intended use or sale are capitalised as part of the cost of the asset.

All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of finance and other costs that an entity incurs in connection with the borrowing of funds.

The interest capitalised is calculated using the Group weighted average cost of borrowings after adjusting for borrowings associated with specific developments. Where borrowings are associated with specific developments, the amount capitalised is the gross interest incurred on those borrowings, less any investment income arising on their temporary investment. Interest is capitalised as from the commencement of the development work until the date of practical completion, when substantially all of the development work is completed.

The capitalisation of borrowing costs is suspended if there are prolonged periods when development activity is interrupted. Borrowing costs is also capitalised on the purchase cost of a site of property acquired specifically for redevelopment, but only where activities necessary to prepare the asset for redevelopment are in progress.

3,21 Zakat, income tax, withholding tax and value added tax (VAT)

3,21,1 Zakat and income tax

Companies with only Saudi shareholders

The Company is subject to zakat in accordance with the regulations of the Zakat, Tax and Customs Authority (the "ZATCA"). Zakat is levied based on adjusted income subject to zakat and the zakat base in accordance with the regulations of the ZATCA. A provision for zakat for the Company and zakat related to the Company's wholly owned subsidiaries is estimated at the end of each reporting period and charged to the consolidated statement of comprehensive income. Differences, if any, at the finalization of final assessments are accounted for when such amounts are determined.

Mixed companies with foreign shareholders and foreign subsidiaries

The subsidiaries where foreign shareholders have stakes are subject to zakat for their Saudi shareholders and income tax for their foreign shareholders in accordance with the regulations of the ZATCA. A provision for zakat and income tax for the mixed companies is charged to the consolidated statement of comprehensive income. Differences, if any, at the finalisation of final assessments are accounted for when such amounts are determined.

Foreign subsidiaries are subject to income taxes in their respective countries of domicile. Such income taxes are charged to the consolidated statement of comprehensive income.

3,21,2 Withholding tax

The Group withholds taxes on certain transactions with non-resident parties in the Kingdom of Saudi Arabia as required under Saudi Arabian Income Tax Law. Such taxes are charged to the consolidated statement of comprehensive income.

3,21,3 Value added tax (VAT)

Expenses, and assets are recognised net of the amount of VAT, except:

- When the VAT incurred on a purchase of assets or services is not recoverable from the Zakat, Tax and Customs Authority, in which case, the VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable; and/or

- When receivables and payables are stated with the amount of VAT included.

The net amount of VAT recoverable from or payable to the Zakat, Tax and Customs Authority is included as part of receivables or payables in the consolidated statement of financial position.

3.22 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the Group receives loans from government entities at below-market interest rates, the benefit of the below-market rate is accounted for as a government grant in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance. The loan is initially recognised at its fair value in accordance with IFRS 9 Financial Instruments, by discounting the future contractual cash flows at a prevailing market rate applicable to a comparable instrument. The difference between the loan proceeds received and the fair value at initial recognition is recognised as deferred government grant income.

The deferred government grant income is released to the consolidated statement of comprehensive income on a systematic basis over the period of the loan, to match it with the related costs that it is intended to compensate.

4. Significant accounting estimates, assumptions and judgements

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses and assets and liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future. These estimates and assumptions are based upon experience and various other factors that are believed to be reasonable under the circumstances and are used to judge the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised or in the revision period and future periods if the changed estimates affect both current and future periods.

The following critical judgements and estimates have the most significant effect on the amounts recognised in the consolidated financial statements:

4.1 Contract cost estimation, timing of revenue recognition and determination and allocation of transaction price

The Group recognises contract revenue by reference to the stage of completion of the activity at the reporting date, when the outcome of a contract can be estimated reliably. The stage of completion is measured by reference to the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs. Assumptions are required to estimate the total estimated contract costs, and the recoverable variation works that will affect the stage of completion. The estimates are based on past experience and knowledge of the project engineers and other technical teams. The accuracy of these estimates is likely to have an impact on the amount of revenue and related profits recognised. At the end of each reporting period, the Group is required to estimate costs to complete the contracts based on work to be performed beyond the reporting period. This involves objective evaluation of project progress against the schedule, evaluation of work to be performed and the associated costs to fully deliver the contract to the customer. This estimate will impact on contract revenue and costs, contract assets, contract liabilities and accrued project costs.

The measurement of contract revenue is affected by a variety of uncertainties (including cost estimation) that depend on the outcome of future events. The estimates often need to be revised as events occur and uncertainties are resolved. Therefore, the amount of contract revenue recognised may increase or decrease from period to period.

For one of the contracts under 'platforms for third parties' revenue stream, where the Group acts as an agent, there are two performance obligations: a) completion of the platform and b) operation of the platform. The transaction price of both elements comprises solely of variable consideration and at the completion of the platform performance obligation management has judged that revenue cannot be recognised as there is significant estimation uncertainty due to management not being able to reliably estimate the variable consideration in relation to this performance obligation. As such management has exercised judgment in recognising revenue for the platform once the variable consideration constraints are resolved, and this is judged to be during the operational phase. The basis for this allocation is the lack of historical data to support a different allocation and the actual billing terms of the contract where revenues are generated from actual usage of the platform.

Additionally, for contracts across the Group's service lines, management applies judgment in evaluating the timing of satisfaction of performance obligations. The judgment is mainly based on whether the customer simultaneously receives and consumes the benefits as the Group performs or if the performance creates or enhances an asset that the customer controls or if the performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

Management also applies estimates in determining the transaction price where it includes variable components such as penalties, performance bonuses, or usage-based charges. These amounts are estimated using either the expected value or the most likely amount method and are included in the transaction price only when it is highly probable that a significant revenue reversal will not occur. Once determined, the transaction price is allocated to performance obligations based on their relative stand-alone selling prices, if any. Where such prices are not directly observable, the Group uses estimation methods including the cost-plus margin approach or market-based assessments. Given the nature of the Group's business, the contracts consist of either bundled services or a series of distinct services that are substantially the same and are transferred in a consistent pattern over time. In such cases, the Group accounts for this as a single performance obligation for the purpose of revenue recognition.

4,2Employees' defined benefits liabilities

Employees' defined benefits liabilities represent obligations that will be settled in the future and require assumptions to project obligations. IFRS require management to make further assumptions regarding variables such as discount rates, rate of compensation increase, mortality rates, employment turnover and future healthcare costs. The Group's management uses an independent actuary for performing this calculation. Changes in key assumptions can have a significant impact on the projected benefit obligation and/or periodic employees' benefits costs incurred.

4,3Determining the lease term of contracts with renewal and termination options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination clauses. The Group applies judgement in evaluating whether it is reasonably certain whether to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in the circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate the contract.

4,4 Incremental borrowing rate for lease agreements

The Group cannot readily determine the interest rate implicit in the lease agreement, therefore, it uses its Incremental Borrowing Rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right of use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available, such as for subsidiaries that do not enter into financing transactions or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs, such as market interest rates when available and is required to make certain entity-specific estimates.

5. New standards and amendments issued but not yet effective

Following are the new standards and amendments to standards which are effective for annual periods beginning on or after 1 July 2026 and earlier application is permitted; however, the Group has not early adopted them in preparing these financial Statements.

Standard / interpretation	Description	Effective from periods beginning on or after
IFRS 9 and IFRS 7 Classification and Measurement of Financial Instruments	The amendments clarify the recognition and derecognition of financial assets and financial liabilities, including settlement date accounting for certain electronic payment systems. They also provide additional guidance on assessing contractual cash flow characteristics of financial assets, including contingent cash flows arising from environmental, social and governance (ESG)-linked features. The amendments also introduce new and updated disclosure requirements in IFRS 7	1 January 2026
IFRS 9 and IFRS 7 Contracts Referencing Nature-dependent Electricity	These amendments modify the 'own use' requirements and hedge accounting provisions in IFRS 9 for contracts that expose entities to variability in electricity prices due to uncontrollable natural conditions such as weather. Targeted disclosure requirements are introduced in IFRS 7.	2026 January 1
IFRS 18, Presentation and Disclosure in Financial Statements	The IASB has issued IFRS 18, the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to: •the structure of the statement of profit or loss; •required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and •enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.	Reporting periods beginning on or January 1 after 2027
IFRS 19 - Reducing subsidiaries' disclosures	IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with the reduced disclosure requirements of IFRS 19. A subsidiary may choose to apply the new standard in its consolidated, separate or individual financial statements provided that; at the reporting date it does not have public accountability and its parent produces consolidated financial statements under IFRS Accounting Standards.	2027 January 1

The Group is currently assessing the impact of these amendments on the Group's consolidated financial statements.

6. Property and equipment

	Computers and equipment	Furniture and fixtures	Leasehold improvements	Vehicle	Total
	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
Cost:					
At 1 July 2025	3,651,351	1,560,609	9,894,423	61,755	15,168,138
Additions during the year	709,547	17,278	1,571,934	-	2,298,759
Disposal during the year	(17,490)	(17,600)	-	-	(35,090)
At 30 June 2026	4,343,408	1,560,287	11,466,357	61,755	17,431,807
Accumulated depreciation:					
At 1 July 2025	1,452,530	419,186	1,999,501	26,114	3,897,331
Depreciation charge for the year	860,806	222,049	1,060,572	12,351	2,155,778
Disposal during the year	(7,107)	-	-	-	(7,107)
At 30 June 2026	2,306,229	641,235	3,060,073	38,465	6,046,002
Net book value:					
At 30 June 2026	2,037,179	919,052	8,406,284	23,290	11,385,805

	Computers and equipment	Furniture and fixtures	Leasehold improvements	Vehicle	Total
	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
Cost:					
At 1 July 2024	2,017,204	958,281	6,194,754	55,200	9,225,439
Additions during the year	1,634,147	602,328	3,699,669	6,555	5,942,699
At 30 June 2025	3,651,351	1,560,609	9,894,423	61,755	15,168,138
Accumulated depreciation:					
At 1 July 2024	933,514	266,763	1,305,242	13,792	2,519,311
Depreciation charge for the year	519,016	152,423	694,259	12,322	1,378,020
At 30 June 2025	1,452,530	419,186	1,999,501	26,114	3,897,331
Net book value:					
At 30 June 2025	2,198,821	1,141,423	7,894,922	35,641	11,270,807

7.Right-of-use assets

The Group has leases in respect of the business offices. Rental contracts are typically made for a fixed period of 10-8 years and considered an extension option where the Group's management is reasonably certain to exercise.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants.

For short-term leases (a lease term of 12 months or less) and low value assets, the Group has opted to recognise a lease expense on a straight-line basis as permitted under IFRS 16. Expenses relating to short-term leases amounting to 57,500J 30) June J :2025472,475).

The movement in right-of-use assets during the year is as follows:

For the year ended 30 June	2026	2025
	ﷲ	ﷲ
At the beginning of the year	19,620,938	21,538,169
Modifications during the year	(108,532)	872,181
Depreciation charge for the year	(2,770,358)	(2,789,412)
At the end of the year	16,742,048	19,620,938

8.Intangible assets

	Software	Work in progress*	Total
	ﷲ	ﷲ	ﷲ
Cost:			
At 1 July 2025	2,099,807	7,798,151	9,897,958
Additions during the year	-	29,479,995	29,479,995
Transfers during the year	810,901	(810,901)	-
At 30 June 2026	2,910,708	36,467,245	39,377,953
Accumulated amortisation and impairment:			
At 1 July 2025	2,099,807	-	2,099,807
Amortisation charged during the year	25,612	-	25,612
At 30 June 2026	2,125,419	-	2,125,419
Net book value:			
At 30 June 2026	785,289	36,467,245	37,252,534

	Software	Work in progress*	Total
	ﷲ	ﷲ	ﷲ
Cost:			
At 1 July 2024	935,672	2,790,525	3,726,197
Additions during the year	-	6,171,761	6,171,761
Transfers during the year	1,164,135	(1,164,135)	-
At 30 June 2025	2,099,807	7,798,151	9,897,958
Accumulated amortisation:			
At 1 July 2024	935,672	-	935,672
Amortisation charged during the year	72,160	-	72,160
Impairment charged during the year**	1,091,975	-	1,091,975
At 30 June 2025	2,099,807	-	2,099,807
Net book value:			
At 30 June 2025	-	7,798,151	7,798,151

*Work in progress as at 30 June 2026 and 2025, primarily represents online platforms from which the Group expects to receive future economic benefits and is currently under progress and no amortisation is charged.

** During the year 2025, the Group impaired one of its technology platforms after determining that it is not expected to generate future economic benefits.

9. Investments in associates

Name	Country of incorporation	Percentage of ownership	
		30 June 2026	30 June 2025
National Real Estate Platform Company (note 9,1)	Saudi Arabia	32,68%	32,68%
Machine Learning Company for Information Technology (note 9,2)	Saudi Arabia	30%	30%
Altaqniyat Company Real Estate (note 9,3)	Saudi Arabia	47,5%	-

9,1 National Real Estate Platform Company is a limited liability company. The Company is engaged in real estate activities, consultancy, advisory services, computer programming, data processing and web related activities.

9,2 Machine Learning Company for Information Technology is a limited liability company. The Company is engaged in computer programming, computer consulting and facilities management activities.

9,3 Altaqniyat Company Real Estate is a limited liability company. The company is engaged in real estate development and technology-driven services, including residential and commercial development using modern construction methods, geospatial data management, AI and cloud computing applications, and the creation of digital platforms supporting smart and sustainable real estate solutions.

The movement of investments in associates during the year is as follows:

June 30 For the year ended		
	2026	2025
	ﷲ	ﷲ
At the beginning of the year	10,668,943	5,438,097
Addition during the year*	547,500	2,812,500
Share of (loss)/profit from investments in associates	(1,232,186)	2,457,811
Share of other comprehensive loss	(5,525)	(39,465)
At the end of the year	9,978,732	10,668,943

* During the current year, the Group contributed ٥47,500 to the share capital of the newly incorporated Altaqniyat Company Real Estate, representing a ٤7,5 equity stake. During the year ended 30 June 2025, the Group acquired ٣0 stakes in Machine Learning Company for Information Technology amounting to ٢,8 million.



Summarised financial information in respect of the Group’s associates is set out below:

National Real Estate Platform Company

Statement of financial position	June 30 2026 ﷲ	June 30 2025 ﷲ
Current assets	44,123,937	53,855,699
Non-current assets	5,605,292	6,279,510
Current liabilities	(21,626,706)	(32,158,090)
Non-current liabilities	(2,677,362)	(2,879,194)
Equity	25,425,161	25,097,925
Less: Contribution made by the Group	(1,102,000)	(1,102,000)
Equity attributable to equity holders of the Company	24,323,161	23,995,925
Less: Profit belong to other shareholders resulting from disposals	(472,097)	(472,097)
Adjusted equity	23,851,064	23,523,828
Group’s share in percentage	٪32,68	٪32,68
Group’s share in (ﷲ)	7,794,528	7,687,587
Add: Contribution made by the Group	1,102,000	1,102,000
Carrying amount of investment in an associate	8,896,528	8,789,587
For the year ended 30 June		
	2026	2025
Statement of comprehensive income	ﷲ	ﷲ
Revenue for the year	4,962,451	38,411,286
Gross profit for the year	1,991,365	11,452,577
Profit before zakat for the year	915,794	10,877,517
Zakat for the year	(595,251)	(574,094)
Profit for the year	320,543	10,303,423
Total comprehensive income for the year	327,233	10,255,476

9.Investments in associates (continued)

Machine Learning Company for Information Technology

Statement of financial position	June 30 2026 ﷲ	June 30 2025 ﷲ
Current assets	2,990,270	3,087,882
Non-current assets	1,209,929	253,283
Current liabilities	(6,531,248)	(2,853,886)
Non-current liabilities	(780,095)	(207,090)
Equity	(3,111,144)	280,189
Less: Equity belongs to other shareholders	(578,168)	(578,168)
Change in equity during the year	(3,689,312)	(297,979)
Less: Investment made by the Group	(2,812,500)	(2,812,500)
Adjusted equity	(6,501,812)	(3,110,479)
Group’s share in percentage	٪30	٪30
Group’s share in (ﷲ)	(1,950,544)	(933,144)
Add: Investment made by the Group	2,812,500	2,812,500
Carrying amount of investment in an associate	861,956	1,879,356
For the year ended 30 June		
	2026	2025
Statement of comprehensive income	ﷲ	ﷲ
Revenue for the year	7,657,191	4,044,769
Gross profit for the year	2,479,945	1,799,488
Loss before zakat for the year	(3,365,624)	(2,979,381)
Zakat for the year	-	(51,779)
Loss for the year	(3,365,624)	(3,031,160)
Total comprehensive loss for the year	(3,391,330)	(3,110,479)

Altaqniyat Company Real Estate

Statement of financial position		June 30 2026 ﷲ	June 30 2025 ﷲ
Current assets		4,415,177	-
Non-current assets		590,101	-
Current liabilities		(100,026)	-
Non-current liabilities		(41,704)	-
Equity		4,863,548	-
Less: Equity belongs to other shareholders		(4,952,500)	-
Change in equity during the year		(88,952)	-
Less: Investment made by the Group		(500,000)	-
Adjusted equity		(588,952)	-
Group's share in percentage		%47,5	-
Group's share in (j)		(279,752)	-
Add: Investment made by the Group		500,000	-
Carrying amount of investment in an associate		220,248	-
For the year ended 30 June			
		2026	2025
Statement of comprehensive income		SAR	SAR
Revenue for the year		-	-
Gross profit for the year		-	-
Loss before zakat for the year		(608,952)	-
Zakat for the year		(80,000)	-
Loss for the year		(688,952)	-
Total comprehensive loss for the year		(688,952)	-

10. Investment in finance lease

During the year 2022, the Group entered into an agreement with Real Estate Projects Fund Company, whereby the Group leased the three-floor building for a period of 8 years. The Group became a lessee and therefore had to record the right of use asset and lease liability under IFRS 16. However, during the same month, the Group sub-leased floors 2 and 3 to two different tenants. Floor 2 was sub-leased for 2 years, while floor 3 was sub-leased for a period of 8 years. The sublease of floor 2 was categorised as an operating lease while floor 3 was categorised as a finance lease. As a result, the Group recognised 'net investment in lease' for the sub-lease. The movement is as follows:

For the year ended 30 June		2026 ﷲ	2025 ﷲ
At the beginning of the year		3,185,280	3,857,280
Payment received during the year		(692,160)	(672,000)
At the end of the year		2,493,120	3,185,280
Current portion		(712,320)	(692,160)
Non-current portion		1,780,800	2,493,120

11. Financial assets at fair value through other comprehensive income

Percentage of ownership		30 June 2026	30 June 2025	June 30 2026 ﷲ	30 June 2025 ﷲ
Unquoted equity investments	Country of incorporation				
SITECH Inc.	Cayman Islands	%3,28	%3,28	2,280,012	1,022,386
US and Global Tech opportunities Holding Company	Bahrain	%0,74	%0,74	57,003	583,155
				2,337,015	1,605,541

The movement in the FVOCI during the year is as follows:

For the year ended 30 June		2026 ﷲ	2025 ﷲ
At the beginning of the year		1,605,541	1,437,496
Addition during the year		900,000	-
Disposal during the year		(469,782)	-
Change in fair value		301,256	168,045
At the end of the year		2,337,015	1,605,541

11.Financial assets at fair value through other comprehensive income (continued)

The significant unobservable inputs used for valuation of financial assets at FVOCI are as follows:

Unquoted equity investments	Valuation technique	Significant unobservable inputs	Description of valuation technique
.SITECH Inc	Market method	Comparable entities	This approach establishes weighted average equity value by computing EV/Revenue and EV/EBITDA of the Company using multiples of revenue and EBITDA of comparable entities and adjusting for minority stake and liquidity. The market approach is a general way of determining the value of a business, business ownership interest, security, or intangible asset by using one or more methods that compare the subject to similar businesses, business ownership interests, securities, or intangible assets that have been sold. The management applied revenue 18,9X, 4,2X and and EBITDA multiples of discount %10 respectively, along with a factor to account for minority interests and .s(liquidity considerations.” (N-H1
		Discount factors lack of minority and) (liquidity	

There were no significant inter-relationships between unobservable inputs that materially affect fair values. The sensitivity of these investments to a change in the unobservable valuation inputs is disclosed under price risk in note 34.

The fair value of the remaining unquoted equity investment is determined based on the net asset value per unit reported in the periodic statement received from the investment manager.

12.Investments in sukuk

The investments in sukuk are as follows:

	June 30 2026 ﷲ	June 30 2025 ﷲ
Investments in sukuk held at amortised cost	13,290,831	31,765,298
Investments in sukuk at FVPL	5,093,109	5,093,106
	18,383,940	36,858,404
Total current	-	(18,483,155)
Total non-current	18,383,940	18,375,249

The current portion comprises investments in sukuk held at amortised cost amounting to nil (30 June 18,4ﷲ:2025 million). The movement of investments in sukuk during the year is as follows:

	For the year ended 30 June	
	2026 ﷲ	2025 ﷲ
At the beginning of the year	36,858,404	31,184,988
Additions during the year	-	5,000,000
Redemptions during the year	(18,323,750)	-
Finance income recorded during the year (note 30)	1,446,400	1,983,646
Finance income received during the year	(1,597,114)	(1,310,230)
At the end of the year	18,383,940	36,858,404

These investments in sukuk carry profit rates ranging from %4,75 to %8,5 per annum, with maturity dates extending up to 2029.

13. Financial assets at fair value through profit or loss

The movement of investments at FVPL during the year is as follows:

	For the year ended 30 June	
	2026	2025
	ﷲ	ﷲ
At the beginning of the year	102,522,616	26,001,999
Additions during the year *	105,800,000	157,000,000
Disposals during the year	(104,000,000)	(84,612,808)
Change in fair value	6,053,032	4,133,425
At the end of the year	110,375,648	102,522,616

- During the current year, the Group invested an amount of ﷲ106 million (30 June ﷲ :2025157 million) in units of Shariah-compliant money market mutual funds listed on the Saudi Exchange, managed by capital market institutions licensed by the Capital Market Authority and affiliated with local banks in Saudi Arabia. These investments represent the deployment of the Group's surplus cash resources and are managed directly by the Group's management, with any change in fair value recognised in profit or loss.

14. Related party transactions and balances

Related parties comprise of shareholders, key management personnel, directors and businesses which are controlled directly or indirectly or influenced by the partners, directors or key management personnel. In the normal course of business, the Group has various transactions with its related parties. Transactions are entered into with the related parties on terms and conditions approved by either the Group's management or its Board of Directors.

Related party	Nature of relationship
Saudi AZM Holding Company	Affiliate
AZM Financial Technology Company	Affiliate
AZM Digital Company for Communication and Information Technology	Affiliate
Future Communications for Telecommunication and Information Technology	Affiliate
National Real Estate Platform Company	Associate
Machine Learning Company for Information Technology	Associate
Altaqniyat Company Real Estate	Associate

- Affiliate is an entity that has common shareholding and/or common management with the Group or entities that are significantly influenced or controlled by affiliates.

14. Related party transactions and balances (continued)

		June 30 For the year ended	
Related party	Nature of significant transactions	2026	2025
		ﷲ	ﷲ
AZM Financial Technology Company	Revenue/income from affiliate	5,555,867	3,159,259
	Expenses paid/incurred by affiliate on behalf of the Group*	60,276,193	60,868,062
	Expenses paid/incurred by the Group on behalf of affiliate	8,847,072	7,366,453
AZM Digital Company for Communication and Information Technology	Revenue from affiliate	1,019,293	619,000
	Expenses paid/incurred by affiliate on behalf of the Group	102,952,295	55,487,205
	Expenses paid/incurred by the Group on behalf of Affiliate	1,820,588	1,536,388
National Real Estate Platform Company	Expenses paid/incurred by the Group on behalf of associate	491,959	627,274
Saudi AZM Holding Company	Expenses paid/incurred by affiliate on behalf of the Group	-	311,871
Machine Learning Company for Information Technology	Investment in associate (note 9)	-	2,812,500
	Revenue from associate	49,018	-
	Expenses paid/incurred by associate on behalf of the Group*	8,223,772	2,452,460
	Expenses paid/incurred by the Group on behalf of associate	1,705,292	563,200
Future Communications for Telecommunication and Information Technology	Revenue from affiliate	86,247	72,326
	Expenses paid/incurred by the Group on behalf of affiliate	160,621	102,381
Altaqniyat Company Real Estate	Investment in associate (note 9)	547,500	-
	Expenses paid/incurred by the Group on behalf of associate	629,486	-

* This amount includes 78ﷲ million billing issued by an affiliate/associate acting as a subcontractor to the Group, the majority of which has been offset against revenue, as it relates to agency-related activities performed by the Group. Transactions with related parties are conducted on terms that would be available to third parties in the normal course of business.

Related party balances were as follows:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Due from related parties:		
National Real Estate Platform Company	149,626	130,117
Machine Learning Company for Information Technology	2,237,406	765,437
Altaqniyat Company Real Estate	41,705	-
	2,428,737	895,554
Less: provision for expected credit losses*	(45,347)	(14,429)
Due from related parties, net	2,383,390	881,125

* During the current year, the Group has recognised expected credit losses amounting to ج30) 30,918 June ج :202514,429).

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Due to related parties:		
AZM Financial Technology Company	14,415,751	4,468,160
AZM Digital Company for Communication and Information Technology	15,565,060	5,025,969
	29,980,811	9,494,129

Compensation to key management and Board of Directors' personnel

Key management personnel of the Group comprise of key members of the management having authority and responsibility for planning, directing and controlling the activities of the Group.

Key management personnel compensation comprised the following:

For the year ended 30 June	30 June 2026	30 June 2025
	ﷲ	ﷲ
Short-term employee benefits	7,675,745	6,086,915
End of service benefits	312,436	285,136
Board of Directors' remuneration	342,000	369,000
	8,330,181	6,741,051

15.Revenue, contract assets and liabilities

Contract balances

The contract assets primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date. The contract assets are transferred to receivables when the rights become unconditional. This usually occurs when the Group issues an invoice to the customer.

Contract liabilities represent advance payments received from customers or amounts invoiced by the Group prior to the delivery of services under a contract. These amounts are recognised as revenue once the Group has performed the related services.

The Group has recognised the following contract assets/liabilities as disclosed in the consolidated financial statements:

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Contract assets*	71,025,225	60,477,132
Contract liabilities	68,249,841	87,635,209

*Below are the Group's contract assets on a gross basis and the corresponding provision for expected credit losses:

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Contract assets, gross	71,455,589	60,994,967
Less: provision for expected credit losses	(430,364)	(517,835)
Contract assets, net	71,025,225	60,477,132

The movement in the provision for expected credit losses of contract assets during the year is as follow:

	For the year ended 30 June 2026	For the year ended 30 June 2025
	ﷲ	ﷲ
At the beginning of the year	517,835	481,745
(Reversal)/provision for expected credit losses	(87,471)	36,090
At the end of the year	430,364	517,835

Significant changes in contract assets and liabilities

Contract assets increased during the current year, primarily because the Group provided more services ahead of the agreed billing schedules under certain fixed-price contracts, resulting in higher unbilled revenue.

Contract liabilities decreased during the current year, primarily due to the recognition of revenue as performance obligations were satisfied on contracts for which consideration had previously been invoiced or received in advance. Remaining contract balances will be recognised as revenue as the Group satisfies the related performance obligations in accordance with the terms of the respective contracts.

Revenue

Below is the disaggregation of the Group's revenue from contracts with customers:

	June 30 For the year ended	
	2026	2025
	ﷲ	ﷲ
Major product / Service line		
Enterprise services	171,129,150	139,544,579
Proprietary technologies	48,646,187	50,192,258
Advisory services	34,018,492	32,341,391
Platforms for third parties	53,569,177	31,080,629
	307,363,006	253,158,857
Type of customers		
Government and semi-government customers	234,494,113	190,617,344
Private customers	72,868,893	62,541,513
	307,363,006	253,158,857
Timing of revenue recognition		
Goods or services transferred to customers:		
Over a period of time	307,363,006	253,158,857
Geographical information		
Kingdom of Saudi Arabia	307,363,006	253,158,857

15.Revenue, contract assets and liabilities (continued)

The following table shows the revenue recognised during the year that relates to the opening balance of contract liabilities:

	For the year ended 30 June	
	2026	2025
	ﷲ	ﷲ
Enterprise services	25,333,400	4,075,210
Proprietary technologies	19,664,842	11,018,720
Advisory services	3,014,633	2,621,502
Platforms for third parties	21,385,704	1,622,507
	69,398,579	19,337,939

During the current year, revenue from two customers contributed ﷲ38,9 million and ﷲ32,7 million to the total revenue, which represents %12,7 and %10,7 of total revenue, respectively (30 June 2025: one customer contributed ﷲ27,1 million to total revenue, which represents %10,7 of total revenue).

16.Trade receivables

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Trade receivables	66,270,465	58,810,030
Less: provision for expected credit losses	(3,573,952)	(4,041,038)
	62,696,513	54,768,992

Trade receivables comprise of interest free net receivables due from customers with no credit rating. Unimpaired trade receivable is expected, on the basis of past experience, to be fully recoverable. It is not the practice of the Group to obtain collateral over receivables and vast majority are, therefore, unsecured.

The movement in the provision for expected credit losses of trade receivables during the year is as follows:

	For the year ended 30 June	
	30 June 2026	30 June 2025
	ﷲ	ﷲ
At the beginning of the year	4,041,038	2,518,198
(Reversal)/provision for expected credit losses	(467,086)	1,522,840
At the end of the year	3,573,952	4,041,038

The following table details the risk profile of accounts receivable based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss pattern for different customer segments, the provision for expected credit losses based on past due status is not further distinguished between the Group's different customer types.

	Current	90 -1 days	180-91 days	270-181 days	365-271 days	More than 365 days	Total
30 June 2026	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
Gross carrying amount	41,924,483	18,351,034	1,490,324	689,396	166,593	3,648,635	66,270,465
Expected credit loss	246,600	248,726	129,679	136,732	82,140	2,730,075	3,573,952

	Current	90 -1 days	180-91 days	270-181 days	365-271 days	More than 365 days	Total
30 June 2025	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
Gross carrying amount	47,526,480	2,622,777	3,747,534	317,456	157,103	4,438,680	58,810,030
Expected credit loss	408,013	51,533	371,553	75,920	67,434	3,066,585	4,041,038

17.Prepayments and other current assets

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Advances and prepaid expenses	7,504,169	1,524,280
Margin against bank guarantees	5,392,581	10,845,193
Other receivables	3,485,252	1,336,098
VAT receivables	1,732,052	-
Employee's loans and advances	1,241,551	1,308,228
Advances against investment	1,125,000	2,025,000
	20,480,605	17,038,799

18.Cash and cash equivalents

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Cash at banks	17,921,051	18,562,107

19.Share capital

The share capital of the Group amounted to ﷲ30 million (30 June 2025: ﷲ 30 million) divided into authorised and fully paid 60 million shares (30 June 60 :2025 million shares) of 0,5 each share (30 Juneﷲ:20250,5 each share).

20.Treasury shares

During the year, the Group completed the purchase of 1,2 million shares based on the approval from Extraordinary General Assembly dated 15 Jumada al-Awwal 1447H (corresponding to 06 November 2025) of its own shares with an amount of ﷲ 29,8 million to be allocated to the Employees' Long-term Incentives Program and high performing employees. The Program intends to attract, motivate and retain employees responsible for the achievement of the Group's goals and strategy. The Program provides a share-based payment plan for eligible employees participating in the Program by granting them shares in the Company to be distributed over a vesting period of 5-3 years, based on percentages in the grant letter. The Group accounts for the share-based payment Program as an equity-settled plan.

The movement in treasury shares during the year is as follows:

	2026 Shares	2025 Shares	June 30 For the year ended 2026	2025
At the beginning of the year	1,101,408	1,268,055	14,551,617	16,609,332
Treasury shares purchased during the year	1,195,830	8,350	29,806,500	234,444
Treasury shares distributed during the year	(547,274)	(174,997)	(8,592,199)	(2,292,159)
At the end of the year	1,749,964	1,101,408	35,765,918	14,551,617

The reserve recognised for employee long-term incentives program is as follows:

	For the year ended 30 June 2026	2025
	ﷲ	ﷲ
Reserve arising from equity-settled share-based payment transactions*	16,595,115	13,977,788

* The Group opted to settle certain employee performance benefits in the form of shares instead of cash, aligning with its strategy to incentivise employees, enhance retention, and align their interests with the long-term goals of shareholders. Consequently, during the current year the related provision amounting to ﷲ10,5 million (30 Juneﷲ:202512,7 million) was reversed, and a corresponding share-based payment reserve was recognized in equity, reflecting the transition to equity-settled share-based payments.

21.Subsidiary with non-controlling interest («NCI»)

Summarised financial information of Tajrobat AZM for Information Technology Company, before intercompany eliminations, is set out below:

Statement of financial position	30 June 2026 ﷲ	30 June 2025 ﷲ
Current assets	17,558,084	16,103,475
Current liabilities	(17,154,911)	(15,543,069)
Net current assets	403,173	560,406
Non-current assets	18,796,244	19,292,038
Non-current liabilities	(14,717,549)	(11,481,601)-
Net non-current assets	4,078,695	7,810,437
Net assets	4,481,868	8,370,843
Less: Contribution made by the Company	(1,000,000)	(1,000,000)
Adjusted net assets	3,481,868	7,370,843
Accumulated NCI	870,467	1,842,711
Net assets attributable to the equity holders	2,611,401	5,528,132

Statement of comprehensive income	30 June 2026 ﷲ	30 June 2025 ﷲ
Revenue	23,322,946	30,430,940
(Loss)/profit for the year	(4,018,698)	7,097,019
Other comprehensive income/(loss) for the year	129,719	(136,706)
Total comprehensive (loss)/income for the year	(3,888,979)	6,960,313
(Loss) /profit for the year allocated to NCI	(1,004,674)	1,774,255
Other comprehensive income/(loss) allocated to NCI	32,430	(34,176)
Total comprehensive (loss)/income allocated to NCI	(972,244)	1,740,079

On 11 November 2024, the shareholders of Tajrobat AZM for information technology company resolved to distribute cash dividends amounting to 12j million, of which 3j million attributable to non-controlling interest shareholder was paid during year ended 30 June 2025.

22.Employees' defined benefits liabilities

The movement in provision for employees' defined benefits liabilities for the year is as follows:

For the year ended 30 June	2026 ﷲ	2025 ﷲ
At the beginning of the year	6,451,830	5,028,340
Amount recognised in profit or loss		
Current service cost	5,204,949	4,270,301
Finance cost (note 29)	239,352	232,112
	5,444,301	4,502,413
Amount recognised in other comprehensive income		
Remeasurement gain on employees' defined benefit liabilities	(727,844)	(741,148)
	(727,844)	(741,148)
Benefits paid during the year	(739,853)	(1,365,296)
Transferred between related parties, net	(1,564,127)	(972,479)
At the end of the year	8,864,307	6,451,830

Significant actuarial assumptions

The Group carried out an employees' benefits actuarial valuation, using the projected unit credit method, of its liability as at 30 June 2026 and 2025 arising from the end of service benefits to qualifying in-service employees.

The following are the principal actuarial assumptions:

	30 June 2026 ﷲ	30 June 2025 ﷲ
Key actuarial assumptions		
Discount rate used	4,90%	4,70%
Salary growth rate	7,00%	7,00%
Mortality rate	0,06%	0,06%

Sensitivity analysis

Reasonably possible changes as to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation. The following is a sensitivity analysis for the salary inflation and discount rate assumptions that were performed at the previous and current valuation date:

	Base	30 June 2026		30 June 2025	
		%1 increase		Base	%1 increase
		ﷲ		ﷲ	ﷲ
Discount rate	%4,90	8,364,442		%4,70	6,081,418
Salary growth rate	%7,00	9,452,828		%7,00	6,887,121

Risks associated with defined benefit plans

(a) Longevity risks:

The risk arises when the actual lifetime of retirees is longer than expectation. This risk is measured at the plan level over the entire retiree population.

(b) Salary increase risk:

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual salary increases are higher than expectation and impacts the liability accordingly.

(c) Maturity analysis

The maturity analysis of undiscounted post-employment benefits is as follows:

	Less than a year	Between 2 - 1 years	Between 5 - 2 years	Over 5 years	Total
	ﷲ	ﷲ	ﷲ	ﷲ	ﷲ
30 June 2026	1,349,350	977,550	2,764,465	7,354,053	12,445,418
30 June 2025	888,300	748,757	1,472,420	5,859,747	8,969,224

23.Long and short-term loans

During the current year, the Group has entered into agreements to obtain a short-term as well as a long-term loan from local banks in the Kingdom of Saudi Arabia, with an aggregate outstanding amount of ﷲ 9,4 million as at 30 June 2026 30) June ﷲ:20255,03 million), carrying fixed interest rates. The short-term loan matures within six months from the drawdown date, while the long-term loan matures over a period of five years. These loans are secured by promissory notes.

The movement in long and short-term loans for the year is as follows:

	For the year ended 30 June	
	2026	2025
	ﷲ	ﷲ
At the beginning of the year	5,033,895	11,179,365
Addition during the year*	14,135,200	5,000,000
Payments during the year	(10,189,868)	(11,359,803)
Finance cost charged during the year	436,787	214,333
At the end of the year	9,416,014	5,033,895
Short-term loan	(5,106,433)	(5,033,895)
Current portion of long-term loan	(1,118,512)	-
Non-current portion of long-term loan	3,191,069	-

* This amount has been offset against the government grant related to the long-term loan amounting to 620,184ﷲ, which is presented under “Accruals and other liabilities”.

The loans contain certain covenants which are monitored on a monthly basis by the management. In case of potential breach, appropriate actions are taken by management to ensure compliance. During 2026 and 2025, there has not been any non-compliance observed for any of the covenants.

24. Lease liabilities

The movement in lease liabilities is as follows:

	For the year ended 30 June	
	2026	2025
	ﷲ	ﷲ
At the beginning of the year	22,596,193	24,100,849
Modifications during the year	(108,532)	872,181
Payments during the year	(5,540,900)	(4,326,400)
Finance cost on lease liabilities (note 29)	1,659,958	1,949,563
At the end of the year	18,606,719	22,596,193
Current portion	(3,111,900)	(4,326,400)
Non-current portion	15,494,819	18,269,793

The aggregate maturities of lease liabilities are as follows:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Within one year	3,111,900	4,326,400
Two to five years	15,987,370	18,468,412
More than five years	4,771,580	7,157,370
Total undiscounted lease commitments	23,870,850	29,952,182
Future minimum lease payment	23,870,850	29,952,182
Less: un-amortised finance charges	(5,264,131)	(7,355,989)
Present value of minimum lease payment	18,606,719	22,596,193
Less: current-portion of lease payment	(3,111,900)	(4,326,400)
Non-current portion	15,494,819	18,269,793

25. Accruals and other liabilities

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Accrued expenses	44,194,442	42,173,306
VAT payable	-	3,563,734
Lease rentals received in advance	378,706	576,884
Security deposit	115,355	115,355
Withholding tax payable	65,317	58,914
Others	620,184	-
	45,374,004	46,488,193
Non-current portion	(614,890)	(378,706)
Current portion	44,759,114	46,109,487

26. Zakat and income tax

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Zakat payable	5,351,206	4,079,833
Income tax payable	18,238	246,950
	5,369,444	4,326,783

Charge for the year

Zakat and income tax charge for the year consists of the following:

For the year ended 30 June		
	30 June 2026	30 June 2025
	ﷲ	ﷲ
Zakat charged during the year	3,253,674	1,516,287
Income tax charged during the year	-	239,992
	3,253,674	1,756,279

The major components of the zakat base as per ZATCA regulations are as follows:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Equity	191,237,771	159,047,676
Opening provisions and other adjustments	24,053,756	18,656,925
Book value of long-term assets	(96,848,817)	(74,315,003)
Zakat base	118,442,710	103,389,598

The differences between the financial and the zakat results are mainly due to provisions which are not allowed in the calculation of zakat income.

The movement in provision for zakat and income tax during the year is as follows:

For the year ended 30 June	2026	2025
	ﷲ	ﷲ
At the beginning of the year	4,326,783	4,420,719
Charge during the year	3,253,674	1,756,279
Paid during the year	(2,211,013)	(1,850,215)
At the end of the year	5,369,444	4,326,783

Status of zakat and income tax assessments

The Group has filed its zakat and income tax returns with ZATCA up to the financial year ended 30 June 2025. Final zakat and income tax assessment is still awaited, except for the zakat assessment relating to Saudi AZM for Communication and Information Technology Company for the year ended 30 June 2024, which has been finalised and settled with ZATCA. The zakat certificate for the Group is valid until 30 October 2026.

27. Cost of revenue

For the year ended 30 June	2026	2025
	ﷲ	ﷲ
Salaries, outsourced manpower and related costs	133,088,356	123,513,419
Consulting and professional services	33,650,919	27,801,068
IT expenses	13,489,217	5,731,765
Staff medical insurance	5,367,900	4,011,000
Event operating costs	4,415,899	2,610,578
Employees' defined benefits cost	3,775,054	3,310,174
Travel, transport and vacations	1,292,012	3,912,996
Others	12,403,765	8,860,039
	207,483,122	179,751,039

28. General and administrative expenses

For the year ended 30 June		
	2026	2025
	ﷲ	ﷲ
Salaries, outsourced manpower and related costs	27,316,729	18,237,787
Professional fees*	4,263,432	5,481,305
Depreciation of right-of-use assets (note 7)	2,770,358	2,789,412
Depreciation of property and equipment (note 6)	2,155,778	1,378,020
IT and subscription expenses	2,646,252	1,227,460
Social insurance	1,808,712	1,246,986
Staff medical insurance	1,524,502	1,154,988
Employees' defined benefits cost	1,429,895	960,127
Board of directors' and committees' remuneration	749,500	405,000
Tax expense	572,003	182,234
Rent expenses	57,500	472,475
Amortisation of intangible assets (note 8)	25,612	72,160
Impairment loss of intangible assets (note 8)	-	1,091,975
Others	6,386,244	3,847,441
	51,706,517	38,547,370

* Professional fees include the Group auditor's fees. The Group engaged PKF Al-Bassam Chartered Accountants to audit the consolidated financial statements for the year ended 30 June 2026 and to review the interim condensed consolidated financial statements for the first three quarters of 2026 and the first quarter of 2027. During the current year, fees recognised for audit and review services amounting to ﷲ 458,000, while fees for other services provided by the Group's auditor amounting to ﷲ 55,000.

29. Finance cost, net

For the year ended 30 June		
	2026	2025
	ﷲ	ﷲ
Finance cost on lease liabilities	1,659,958	1,949,563
Finance income from sub-leased asset	(198,178)	(231,599)
Finance cost on loans and bank guarantees	911,348	819,627
Finance cost on employees' defined benefits liabilities	239,352	232,112
	2,612,480	2,769,703

30. Other income, net

For the year ended 30 June		
	2026	2025
	ﷲ	ﷲ
Change in fair value of financial assets at FVPL	6,053,032	5,020,617
Rental income	1,517,313	1,842,383
Finance income on investments in sukuk	1,446,400	1,983,646
Dividend income	101,048	189,653
Others	(11,207)	(31,610)
	9,106,586	9,004,689

31. Earnings per share

Basic earnings per share is calculated by dividing the income attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the period.

Diluted earnings per share is calculated by dividing the profit for the year by the adjusted weighted average number of ordinary shares outstanding during the year, to assume conversion of all dilutive potential shares into ordinary shares.

For the year ended 30 June		
	2026	2025
	ﷲ	ﷲ
Profit attributable to equity holders of the Company	50,989,326	37,445,172

The weighted average number of shares used as the denominator are as follows:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Weighted average number of ordinary shares used in calculating basic earnings per share	58,600,257	58,801,134
Adjustment for weighted average number of treasury shares	1,399,743	1,198,866
Weighted average number of ordinary shares used in calculating diluted earnings per share	60,000,000	60,000,000
Earnings per share (ﷲ)		
Basic earnings per share	0,87	0,64
Diluted earnings per share	0,85	0,62

32.Financial assets and financial liabilities

Set out below is a summary of financial assets held by the Group as at 30 June 2026 and 2025:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Financial assets at amortised cost		
Investments in sukuk	13,290,831	31,765,298
Trade receivables	62,696,513	54,768,992
Due from related parties	2,383,390	881,125
Other current assets	6,634,132	12,153,421
Cash and cash equivalents	17,921,051	18,562,107
Financial assets measured at fair value		
FVOCI	2,337,015	1,605,541
FVPL	115,468,757	107,615,722
Total financial assets	220,731,689	227,352,206
Total current	200,010,734	207,371,416
Total non-current	20,720,955	19,980,790

Set out below is a summary of financial liabilities held by the Group as at 30 June 2026 and 2025:

	30 June 2026	30 June 2025
	ﷲ	ﷲ
Financial liabilities at amortised cost		
Trade payables	15,357,269	20,584,289
Current and non-current portion of long-term loan	4,309,581	-
Short-term loan	5,106,433	5,033,895
Lease liabilities	18,606,719	22,596,193
Accruals and other liabilities	44,309,797	42,288,659
Due to related parties	29,980,811	9,494,129
Total financial liabilities	117,670,610	99,997,165
Total current	98,369,832	81,348,666
Total non-current	19,300,778	18,648,499

33.Fair value hierarchy

The fair values of the financial assets and liabilities of the Group at the reporting date are not materially different from their carrying values as at 30 June 2026 and 2025.

	Total	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
	ﷲ	ﷲ	ﷲ
As at 30 June 2026			
Financial assets measured at fair value			
FVOCI	2,337,015	-	2,337,015
FVPL	115,468,757	110,375,648	5,093,109
As at 30 June 2025			
Financial assets measured at fair value			
FVOCI	1,605,541	-	1,605,541
FVPL	107,615,722	102,522,616	5,093,106



There were no transfers between levels during the years ended 30 June 2026 and 2025.

The fair values of the financial assets and liabilities measured at amortised cost of the Group at the reporting date are not materially different from their carrying values as at 30 June 2026 and 30 June 2025.

All financial instruments for which fair value is recognised or disclosed are categorised within the fair value hierarchy, based on the lowest level input that is significant to the fair value measurement as a whole, as follows:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

34.Financial risk management objectives and policies

Introduction

The Group's objective in managing risk is the creation and protection of shareholder value. Risk is inherent in the Group's activities, but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. The process of risk management is critical to the Group's continuing profitability. The Group is exposed to market risk (which includes interest rate risk, currency risk and price risk), liquidity risk, credit risk and investment holding period risk arising from the financial instruments it holds.

Financial risk factors

The Group's financial assets include cash and cash equivalents, trade receivables, contract assets, due from related parties, investment at FVOCI and FVPL and financial assets at amortised cost that result directly from its operations. The Group's financial liabilities comprise of short-term and long-term borrowings, contract liabilities, lease liabilities, due to related parties and trade payables.

The Group is exposed to market risk (currency risk, interest rate risk and price risk), credit risk and liquidity risk.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

The Board of Directors has an overall responsibility for the establishment and oversight of the Group's risk management framework. The Board is responsible for developing and monitoring the Group's risk management policies. Management reports regularly to the Board of Directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Risk management structure

A cohesive organisational structure is established within the Group in order to identify, assess, monitor and control risks.

Board of Directors

The apex of risk governance is the centralised oversight of the Board of Directors providing direction and the necessary approvals of strategies and policies in order to achieve defined corporate goals.

Senior management

Senior management is responsible for the day to day operations towards achieving the strategic goals within the Group's pre-defined risk appetite.

Risk mitigation

The risks faced by the Group and the way these risks are mitigated by management are summarised below

(i) Market risk

Market risk is the risk that changes in market prices, such as currency rates and interest rates that will affect the Group profit or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

(a) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Group's transactions are principally in Saudi Riyals and US Dollars. The Group's exposure to foreign currency changes for US dollar is not material due to the fact that the Saudi Riyal is pegged with US dollar, and the Group does not have any material assets or liabilities in US dollars as at 30 June 2026.

(b) Interest rate risk

Interest rate risk is the risk that either fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's borrowings are at fixed interest rates and are measured at amortised cost. Accordingly, the Group is not exposed to cash flow interest rate risk, as future cash flows are not affected by movements in market interest rates, nor to fair value interest rate risk in profit or loss, as these borrowings are not measured at fair value. The Group therefore does not have exposure to interest rate risk.

(c) Price risk

Price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instrument traded in the market. The Group is exposed to price risk arising from its investments in units of money market mutual funds listed on the Saudi Exchange classified as financial assets at FVPL (note 13), investments in sukuk at FVPL (note 12) and unquoted equity investments at FVOCI (note 11). Changes in the net asset value of the fund units and changes in the fair value of the sukuk affect profit or loss, while changes in the fair value of the equity investments at FVOCI affect other comprehensive income. These investments are managed directly by the Group's management.

The mutual fund investments represent the deployment of the Group's surplus cash resources; management monitors the net asset values and performance of the funds on a regular basis and reviews the funds' published reports and factsheets. The Group's exposure to price risk on the fund units is limited, as the funds invest primarily in murabaha and trade finance placements and their net asset values are driven mainly by the accrual of profit, exhibiting historically low volatility. The exposure is further diversified across three funds managed by three separate fund managers.

The investments in sukuk at FVPL are held in accordance with the Group's investment strategy and are monitored by management with reference to the credit quality of the issuers and prevailing market profit rates. The unquoted equity investments at FVOCI are held as long-term investments; their fair values are determined periodically using valuation techniques or based on net asset values reported by the investment manager, as described in note 11, and management monitors the performance of the investee companies and reviews the periodic statements received on an ongoing basis.

The table below shows the sensitivity analysis for the above investments:

	30 June 2026 SAR	30 June 2025 SAR
Effect on profit or loss:		
Financial assets at FVPL (%1± change in net asset value)	±1,103,756	±1,025,226
Investments in sukuk at FVPL (%1± change in fair value)	±50,931	±50,931
Effect on other compressive income:		
Financial assets at FVOCI (%10± change in valuation inputs)	±236,504	±106,648

(ii) Credit risk

Credit risk refers to the risk that a party to a financial instrument will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties, for whom the credit risk is assessed to be low. The Group attempts to control credit risk by monitoring credit exposures, limiting transactions with specific non-related counterparties, and continually assessing the creditworthiness of such non-related counterparties. The Group maintains bank accounts with high credit rated financial institutions.

The table below shows the Group's maximum exposure to credit risk for components of the consolidated statement of financial position.

	30 June 2026 SAR	30 June 2025 SAR
Financial assets		
Trade receivables	62,696,513	54,768,992
Contract assets	71,025,225	60,477,132
Investments in sukuk	18,383,940	36,858,404
Margin against bank guarantees	5,392,581	10,845,193
Due from related parties	2,383,390	881,125
Cash at banks	17,921,051	18,562,107
	177,802,700	182,392,953

Trade receivable and contract assets

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and sector in which customers operate.

Loss rates are based on actual historic credit loss experience. These rates reflect differences between economic conditions during the year over which the historic data has been collected, current conditions and the Group view of economic conditions over the expected lives of the receivables. Scalar factors are based on actual and forecast gross domestic product growth. The Group provides for trade receivables and contract assets by applying the simplified approach to assess the expected credit losses. The Group's usual credit terms are 90 days, however, outstanding amounts above 90 days are not considered impaired by default as the Group's customers are government, semi-government and private companies with sound financial health and no history of default.

34.Financial risk management objectives and policies (continued)

Risk management framework (continued)

(ii)Credit risk (continued)

The Group's trade receivables and contract assets include significant balances from government and semi-government customers, who are considered low risk. As of the reporting date, these balances totaled ﷲ 96,9 million, with an expected credit loss provision of ﷲ 2,9 million. Management assesses ECL using historical data and forward-looking macroeconomic inputs. No material changes in ECL estimates occurred during the year.

Trade receivable is considered to be in default when it is more than 365 days past due, unless there is strong evidence supporting its continued recoverability. Given that a significant portion of the Group's receivables are from government and semi-government entities with a history of full settlement, even beyond typical credit terms, such receivables are not automatically considered in default solely based on aging. Financial assets are considered for write-off only when there is no reasonable expectation of recovery, such as when legal enforcement options are exhausted or when the customer is subject to liquidation or insolvency proceedings.

Information about the exposure to credit risk and ECLs for trade receivable as at 30 June 2026 and 2025 are disclosed in note 16.

Expected credit losses on due from related parties' balances are assessed under the general approach. At each reporting period, the Group evaluates whether credit risk has significantly increased since initial recognition; where it has not, -12month ECL is recognised; where it has, lifetime ECL is recognised; and balances assessed as credit-impaired are measured on a lifetime basis. Default is determined using quantitative and qualitative indicators, including ageing, repayment terms, contractual terms and the counterparty's financial position. Expected credit loss estimates incorporate forward-looking macroeconomic information via probability-weighted scenarios. As at 30 June 2026, an allowance for expected credit losses of ﷲ 30) 30,918 Juneﷲ:202514,429) has been recognised.

Credit risk on cash at banks is limited as the cash balances are held with banks having a credit rating of A3 and above. Other financial assets such as investment in finance lease, investments in sukuk and margin against bank guarantees have a low credit risk and the impact of applying ECL is immaterial.

Credit concentration

Concentration of credit risk arises when a number of counterparties are engaged in similar business activities, operate in the same geographic region, or have similar economic features that could cause their ability to meet contractual obligations to be similarly affected by changes in economic, political, or other conditions. At the reporting date, all receivables are concentrated in the Kingdom of Saudi Arabia; however, they are diversified across government, semi-government, and private sector counterparties. Management therefore believes that no significant concentrations of credit risk exist.

(iii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group reputation.

The Group manages liquidity risk through a structured treasury and risk management process. Management monitors rolling cash flow forecasts on a regular basis to ensure that the Group has sufficient cash to meet operational needs and financial commitments. These forecasts consider the Group's debt maturities, capital expenditure plans, and expected operational inflows and outflows. The Group maintains access to various sources of funding, including unutilised bank facilities, to provide flexibility in managing short-term liquidity needs. The Group regularly reviews its banking arrangements and maintains strong relationships with multiple financial institutions to reduce dependency on a single credit provider. The Group also reviews its working capital position, current liquidity ratios, and compliance with debt covenants to proactively identify liquidity pressures.

Management believes that the Group is not exposed to significant risks in relation to liquidity and maintains different lines of credit.

The table below summarises the maturity profile of the Group financial liabilities based on contractual undiscounted payments:

	Carrying amount	Contractual cashflow	Within one year	Above one year
	ﷲ	ﷲ	ﷲ	ﷲ
30 June 2026				
Trade payables	15,357,269	15,357,269	15,357,269	-
Current and non-current portion of long-term loan	4,309,581	5,400,000	1,118,512	4,281,488
Short-term loan	5,106,433	5,126,286	5,126,286	-
Lease liabilities	18,606,719	23,870,850	3,111,900	20,758,950
Due to related parties	29,980,811	29,980,811	29,980,811	-
Total	73,360,813	79,735,216	54,694,778	25,040,438

34.Financial risk management objectives and policies (continued)

Risk management framework (continued)

Risk mitigation (continued)

	Carrying amount	Contractual cashflow	Within one year	Above one year
	ﷲ	ﷲ	ﷲ	ﷲ
30 June 2025				
Trade payables	20,584,289	20,584,289	20,584,289	-
Short-term loan	5,033,895	5,189,868	5,189,868	-
Lease liabilities	22,596,193	29,952,182	4,326,400	25,625,782
Due to related parties	9,494,129	9,494,129	9,494,129	-
Total	57,708,506	65,220,468	39,594,686	25,625,782

35.Capital management

Capital is equity attributable to the shareholders of the Group. The Group objectives when managing capital are to safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders and maintain an optimal capital structure to reduce the cost of capital.

The management policy is to maintain a strong capital base to maintain investor, creditor and market confidence and to sustain future development of the business. The Group manages its capital structure and makes adjustments to it, in light of change in economic conditions.

The management monitors the return on capital, which the Group defines as result from operating activities divided by total shareholders' equity. The management also monitors the level of dividends to the shareholders.

There were no changes in the Group's approach to capital management during the year. The Group is not subject to externally imposed capital requirements.

The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as long and short-term borrowings and lease liabilities, less cash and cash equivalents. Total equity consists of capital, treasury shares, reserve, retained earnings and non-controlling interests.

Total capital is calculated as total equity plus net debt. The Group's gearing ratio at the end of the reporting date was as follows:

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Net debt	10,101,682	9,067,981
Total equity	182,237,217	142,648,314
Total capital	192,338,899	151,716,295
Gearing ratio	5,25%	5,98%

36. Contingencies and commitments

The Group has the following project related bank letters of guarantee:

	June 30 2026	June 30 2025
	ﷲ	ﷲ
Letters of guarantee	80,080,222	50,307,907

37.Segment information

Operating segments are components that engage in business activities that may earn revenues or incur expenses, whose operating results are regularly reviewed by the chief operating decision maker ("CODM") and for which discrete financial information is available. The CODM is the person or group of persons who allocates resources and assesses the performance for the entity. The CODM has been identified as the Board of Directors of the Group through the executive management, which includes Chief Executive Officer and Chief Financial Officer.

37. Segment information (continued)

With respect to the allocation of resources and assessment of performance of the Group, the CODM considers the entire business as one function. The major products/service lines offered by the Group are disclosed under note 15. Furthermore, the Group's operations are conducted in the Kingdom of Saudi Arabia.

38. Subsequent event

In the opinion of management, there have been no significant subsequent events since 30 June 2026 that would have a material impact on the financial position or financial performance of the Group as reflected in these consolidated financial statements.

39. Approval of the consolidated financial statements

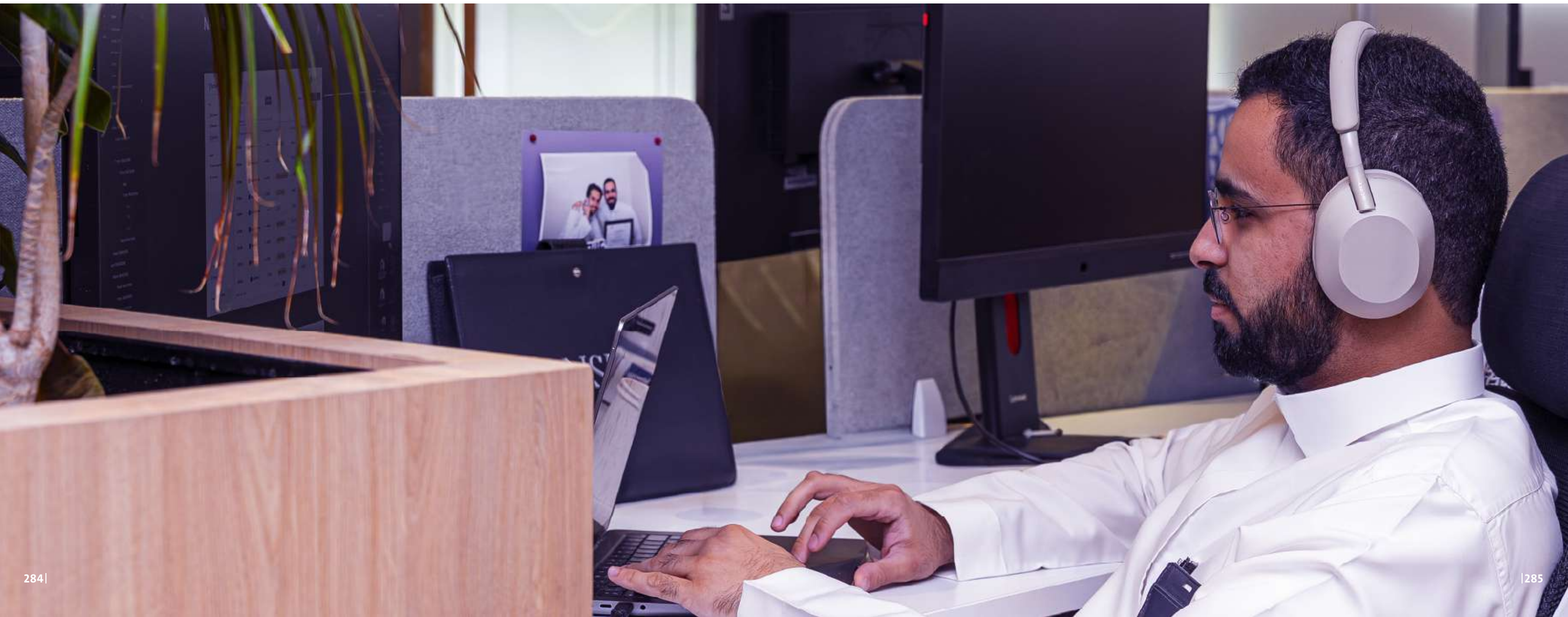
The consolidated financial statements have been approved by the Board of Directors, on 16 Safar 1448H (corresponding to 30 July 2026).

7.3 Accounting Standards

The annual financial statements for the financial year ended 30 June 2026 contained no departure from the accounting standards endorsed by the Saudi Organization for Chartered and Professional Accountants.

7.4 Auditor's Report on the Annual Financial Statements

The auditor's report on the annual financial statements for the financial year ended 30 June 2026 did not contain any reservations.





7.5 Conclusion

The financial year ends on the thirtieth of June, yet everything built within it endures. This was AZM's first full financial year on the Main Market (TASI), a year in which the Company's products and projects came to speak on its behalf, whereas on the Parallel Market it had needed to explain who it was. This transition changed the way the Company works before it changed the way it thinks: every decision today is preceded by a study and followed by a disclosure to shareholders setting out its impact, in pursuit of the highest standards of transparency.

On behalf of the Board of Directors, we extend our deepest thanks and gratitude to the Custodian of the Two Holy Mosques and to His Royal Highness the Crown Prince, may Allah protect them. Our thanks extend to all our partners in success, to our clients and shareholders, and to government and private entities, for their continued trust. We especially thank all AZM employees for their tireless work throughout this financial year; there is no success without an organisation that believes in what it creates and advances towards its goals as one. It is they who, with determination, are today drawing the contours of tomorrow.