



دلالة الصحية
Dallah Health



Annual Report

2022



دلة الصحبة

Growth with Ambitious Vision



His Royal Highness Prince

Mohammad bin Salman Al Saud

Crown Prince and Prime Minister and the Minister of Defense

May God protect him



The Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

May God protect him

Table of Contents

01

Chairman's
Statement

02

Company Profile

03

Executive
Summary

04

Strategic
Orientation

05

Operational
Review

06

Governance and
Compliance

07

Shareholders'
Rights and The
General Assembly

08

Financial
Performance



Chairman's Statement

Eng. Tarek Othman Alkasabi

Dear Shareholders and Partners,

On behalf of my fellow members of the Board of Directors of Dallah Health Services Company and its executive management, and from myself, it gives me immense pleasure to present to you our annual report for the year 2022G. The report sheds light on the most important junctures that reflect our successes and achievements embodied in a set of facts and figures promising for more growth and prosperity. We are adding another chapter of performance that strikes balance between preserving and developing the current work streams in accordance with the company's new strategy and the main pillars of its implementation, and our constant endeavours to expand and diversify the portfolio of our investment projects, by targeting new promising sectors to achieve higher returns and profits for our shareholders and partners in a sustainable manner.

A renewed start with an ambitious strategy

In its new strategic path, Dallah Company has achieved a qualitative leap promising of more successes that lay the foundation for a more giving and growth at all levels of work in the company and its subsidiaries and projects. This gives us additional added value to our growing pioneering presence in the health care sector, and our development journey through which we seek to raise the quality of all our various health services, based on our in-depth market studies and continuous research, enriched by our deep knowledge and established track record in the local health care sector. We add every day the outputs of the latest discoveries, studies, and practical medical and technical applications, through which we can provide the best medical practices, and enrich the patient experience in our medical facilities, according to the up-to-date international standards of quality and efficiency in this field.

In tandem with our launch of the promising new strategy, the improvement of work environment has begun at all our famous medical facilities, including the two branches, "Dallah Hospital Al-Nakheel" and "Dallah Hospital Namar". Through these facilities, we are working to expand our portfolio of distinguished health care services and enrich it with the latest medical technologies, including digital equipment, software and work methodologies, supported by the most worldwide advanced operational practices, in pursuit of achieving the highest levels of satisfaction among all patients and customers segments in all circumstances and at all times. In line with the paths of implementing our new strategy, the company launched an ambitious transformation journey, starting with developing the work environment to be more competitive and stimulating through which we attract the best competencies, expertise, and medical, technical, operational and investment skills. We seek to preserve the talents by supporting them with a package of professional and social services and facilities, as well as involving them in the best development and training programs to refine their knowledge and enhance their expertise with the latest findings of the global health care industry. In addition to applying the highest degrees of governance to reorganize and develop the network of internal and external work relations, which raises the efficiency of the work system in all its channels in the company, as hoped.

Distinguished healthy operating environment



Dallah Health Services
Company Annual Report 2022

**Advanced
financial and
investment
performance**

In the past year, we have managed to grow the company’s performance, driven by the values of credibility, reliability and integrity entrenched in the minds of all our patients and partners. We provide packages and programs health services that enhance the presence of our health facilities as the first choice for a wide range of customers, and our great investment in the future in equipment, systems, software and digital communication competencies that facilitate the timely delivery of all services and offers to all targeted segments with high efficiency.

Our revenues amounted to SAR 2.5 billion during 2022, compared to SAR 2.1 billion in the previous year, at an annual growth rate of 18%. Our net profits amounted to SAR 295 million, compared to SAR 275 million during the previous year, at an annual growth rate of 6%. The profits were affected by one-time costs represented in making provisions for Zakat assessments for previous years in addition to a provision for one of Dallah Pharma’s suppliers. Otherwise, the growth rate in profits would have exceeded 20%. The high growth rates that the company has achieved and that the company will achieve in the future will increase our ability to expand the portfolio of our highly profitable investment projects, bearing in mind that we are working on choosing the right investment opportunities from among the ones that we have recently monitored, which will contribute to advancing the growth and development of our business in the long term. Thanks to God and given the support of our shareholders and the efforts of our teams, we are in a privileged position that enables us to manage debts, distribute cash profits and finance our expansion projects with great flexibility, and we will continue to manage our financial affairs carefully and prudently.

**Quality
is our
approach
and
commitment
is our
promise**

Dallah Health Services Company is assuming a leading position among the providers of efficient and high-quality health services in the Kingdom, thanks to our commitment to integrating the concept of quality and commitment to raise the efficiency of our health services for all our patients in our large health facilities, i.e., "'Dallah Hospital Al-Nakheel" and "'Dallah Hospital Namar'". We attend to tailoring health service programs in all medical specialties, which are commensurate with the needs and requirements of all clients. With this, we contribute to supporting the efforts of our wise government by devoting a safe healthy society that enjoys all rights of health under a comprehensive insurance umbrella, and in order to achieve the principle of quality of life in the Saudi society as one of the goals of the Kingdom's Vision 2030G.

In conclusion, I am honored to extend the highest tributes and gratitude to our wise leadership represented by the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud and his trustworthy Crown Prince, His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, may Allah preserve them, for the unlimited support they provide to the health care sector. I also please to thank our valued shareholders for their precious trust. I also thank the members of the Board of Directors of the company and its subsidiaries, whose guidance and support have a great impact on the success of the roles and tasks of the executive management. Finally, I thank all our employees at all levels for the great efforts they made to achieve the targeted strategic goals of the company, with efficiency and success.

God bless you all

Company Profile

“

Quality and Efficiency
for Sustainable Growth

01



“Dallah”.. at Glance

1995

After launching its first business in **1995G**, as a company specialized in health care service, Dallah Health Services Company achieved ambitious leaps based on its deep understanding of the impact of health care in the Kingdom on the one hand, and its developmental thought based on the transfer of knowledge, expertise and advanced global technologies on the other hand. Furthermore, the company succeeded to create a positive mental image among most segments of society in the Kingdom of Saudi Arabia. Coupled with its great administrative, investment and medical expertise. Hence, it was able to expand the scope of its business to include the sectors of hospitals, maintenance, management, operation and investment, which enabled it to maximize its achievements, to become, in a record period, a leading company specialized in providing advanced comprehensive health care services and solutions in the Kingdom of Saudi Arabia, paving the way for its successful listing on the Saudi stock market “Tadawul” in December 2012G.

Driven by governmental efforts to establish a safe and healthy society in order to achieve one of the objectives of the Kingdom's Vision 2030, Dallah Health Services Company has invested its leading position and distinguished presence in this sector to expand its investment portfolio with services that integrate with its main activity, on a large scale, to include the construction of new hospitals and the expansion of existing hospital facilities, and the acquisition of other hospitals. In addition to its geographical expansion in the field of pharmaceutical distribution on a large scale in the Kingdom, by increasing the volume of pharmaceutical production and diversifying its products. On the other hand, it seeks to increase the number of hospital operating contracts in the Kingdom, and to significantly raise the efficiency and quality of its services.



"Dallah Health Services" manages its main activities in hospitals as a main sector, through **"Dallah Al-Nakheel"** hospital complex, wholly owned by the company. This hospital provides comprehensive medical services in both its outpatient clinics and inpatient departments, with all its supporting services, which increased its capacity after the western expansion to accommodate more than 500 beds. It is truly one of the leading medical facilities in the Kingdom of Saudi Arabia.



beds

+500

2018
"Dallah Hospital Namar"

In addition, the company launched in 2018 its branch **"Dallah Hospital Namar"** to be closer to its patients and customers in the southwest region of Riyadh, with a capacity of (300) beds, after approval of the Ministry of Health, in addition to (150) clinics, equipped with the latest in therapeutic technologies, medical devices and advanced programs, and supported by a team medical and technical professional well versed in all advanced medical specialties.

beds

300

clinics

150





Meanwhile Dallah Health Services expanded its activities in areas that integrate with the services it provides through its hospitals

- ◆ to raise the efficiency of its services.
- ◆ and add investment channels that increase its financial strength and competitive position in general.



The company is active in each of the following sectors:

- 01 Operation, management and maintenance of health facilities and centers.
- 02 Wholesale and retail trade in medicines, medical and surgical equipment and devices, artificial limbs, devices for the disabled, and hospital devices.
- 03 Manufacturing of medicines, pharmaceutical, herbal and health preparations, cosmetics, detergents, disinfectants and packaging in the Kingdom of Saudi Arabia.

The company is also looking forward to devoting its leadership in the comprehensive health care services sector, expanding its activities and the activities of its investment subsidiaries, with an integrated set of promising projects, in line with its promising new strategy, for a renewed start, achieving more growth and development in all its diverse work environments, thus achieving more rewarding returns and profits for shareholders and partners alike.

Dallah's Vision ..

**We aim to be the leading private
health care provider in our region.**

**To deliver excellent healthcare services
which are consistent with our values
and with the expectation of our patients,
society, and partners.**

Dallah's Mission ..

Dallah's Values ..



All of our professional, operational and investment practices are governed by the following set of corporate values:

01 Care and respect for our patients and their needs

Commitment to professional ethics

02

03 Commitment to excellence in delivering healthcare

Serve and respect our society

04

05 Appreciation of our employees

Dallah's Strategic Objectives



Dallah Health Services Company implements an integrated business strategy, through which it works to achieve the following strategic objectives:

The best in Patient Experience

Improving the patient experience in all Dallah hospitals and facilities by strengthening the focus on patients' needs and using data to determine the changes required to improve our services.

Digitization

Investing significantly in digitizing the patient experience and our operations across all Dallah hospitals and facilities, relying on the latest solutions and a comprehensive digital infrastructure.

Efficiency & Cost optimization

Enhancing efficiency and optimizing costs, by consolidating and minimizing resources, and controlling operating costs while maintaining the quality standard in all of our work.

Ensuring continuous Growth through Dallah Hospitals and DHC investments

Stimulating continuous growth in Dallah hospitals and health facilities by continuing to invest in existing hospitals, clinics and facilities, and looking for new investment opportunities.

While we strive to achieve these goals to ensure our continued growth, we will continue our commitment to developing our performance and expanding our services for the benefit of the company and our valued shareholders.

Social Responsibility Activities

"Dallah Health Services" is committed to launching effective initiatives as part of its continuous efforts to participate in its community and customers in many events that contribute to their support in line with its values and moral commitment towards them.

During 2022G, the company celebrated and hosted several successful events, most notably:

2022
Activities

Activities of the Patient
Liaison Committee

Internal social events

External Social
Activities



Activities of the Patient Liaison Committee

In line with our business strategy, which is based on providing the highest levels of advanced health care to our patients, this committee was formed in an effort to ensure our continuous contact with patients who have a history of dealing with the hospital, to see their interests and concerns or what they want to communicate to us, which gives us flexibility and complete readiness to develop our health services and solutions with the required efficiency and quality.

The committee holds its meetings periodically, in the presence of each of the Chief Executive Officer, the Assistant Chief Executive Officer and other members, with the participation of a number of patients who are the goal and target, to listen to them and know the difficulties they face and transfer their experiences during these meetings, so that they are presented to the relevant departments, discussed and implemented.

The committee also accompanies them on a tour throughout the hospital and its various facilities and informs them of the completely new and developed services, in order to take their opinions and find out their views in general. Thereafter, the committee continues to communicate with them to learn about all new observations, suggestions, and opinions they wish to convey to us, so that they are taken into account in order to develop all services and programs that serve all patients with the required quality and efficiency.

Internal Social Events

the National Day

Participation in distributing gifts provided by Dallah Hospital to inpatients and outpatient clinic patients and sharing with them the joy of (the National Day), on Thursday 22-09-2022G.

Awareness Of Stroke

Holding an awareness event on (awareness of stroke) in cooperation with the medical administration to raise the level of health awareness, in the lobby of the western building of "Dallah Hospital Al-Nakheel", on Thursday 10-11-2022G.

International Antibiotic Awareness Day

The pharmacy department participated in activating the (International Antibiotic Awareness Day), which was held in the lobby of the western building, on Tuesday 22-11-2022G.

30-10
2022

World Mental Health Day

Activating the (World Mental Health Day) to promote psychological peace and raise awareness of the importance of maintaining sound mental health and combating diseases that may be caused by societal conditions and pressures such as anxiety, depression, etc., which was held in the lobby of the western building of "Dallah Hospital Al-Nakheel" on Sunday 30-10-2022G.

22-09
2022

23-10
2022

Awareness of Breast Cancer

Holding an awareness event on (awareness of breast cancer, ways to prevent it and its causes), with the participation of a group of medical departments to provide medical consultations to patients and visitors represented in each of the surgery department, oncology department, health education, radiology, obstetrics, and gynecology. The event was held in the lobby of the western building of "Dallah Hospital Al-Nakheel" on Sunday 23-10-2022G.

10-11
2022

14-11
2022

International Diabetes Awareness Day

The Diabetes and Endocrinology Center participated in activating (International Diabetes Awareness Day), with the aim of raising health awareness. The beneficiaries from the Society for Preserving Grace were also hosted for the medical benefit and raising their awareness about diabetes, which was held in the lobby of the western building of "Dallah Hospital Al-Nakheel", on Monday 14-11-2022G.

22-11
2022

11-05
2022

joy of the Eid

Receiving Ibn Khaldun middle school to share the joy of the Eid with the children admitted in the Children's Department and those attending the Pediatric Clinics Department, distributing Eid gifts to them, in addition to providing them with psychological support, on Wednesday 11-05-2022G

External Social Activities

Oral and Dental Health

30-03
2022

Visiting Tarbiyah schools - the female primary section - to activate the (Oral and Dental Health) program and educate students about oral and dental diseases and ways to prevent them and educate them in the field of oral and dental health in cooperation with the female doctors of Dallah Dental Center, on Wednesday 30-03-2022G.

awareness on diabetes

15-11
2022

The participation of the Diabetes and Endocrinology Center Department in activating an (awareness workshop on diabetes and its prevention) for employees of the General Organization for Social Insurance to spread health awareness, on Tuesday 15-11-2022G.

Founding Day

22-02
2022

Participating in the distribution of gifts provided by Dallah Hospital to inpatients and clinics and sharing with them the joy of the (Founding Day), on Tuesday 22-02-2022G.

Dialysis Centers (Kellana Organization)

Following up the cases of beneficiaries of the Dialysis Centers (Kellana Organization), with (287 cases inside Riyadh) and (133 cases outside Riyadh).

287

inside Riyadh

133

outside Riyadh

25%

Granting special discounts of 25% for charitable association to those who are unable to pay, in (56) cases.



30%

- Granting a 30% discount to employees of Imam Mohammed University.
- Granting a 30% discount to the employees of King Saud University.
- Granting a 30% discount to the employees of Riyadh Municipality.
- Granting a 30% discount to the employees of the Board of Grievances.
- Granting a 30% discount to the employees of the Public Prosecution Office.
- Granting a 30% discount to the Parkinson's Association for Quadriplegics.
- Granting a 30% discount to the Education personnel.
- Granting a 30% discount to the employees of the Presidency of State Security.
- Granting a 30% discount to the families of martyrs.
- Granting a 30% discount to pensioners under the General Organization for Social Insurance.

Executive Summary

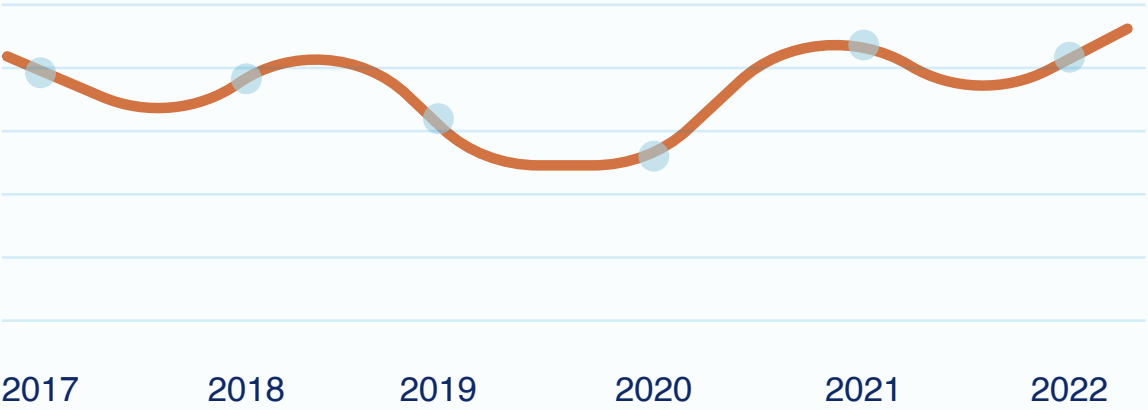
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Promising Facts
and Figures

02 |



Share performance of Dallah Healthcare Company

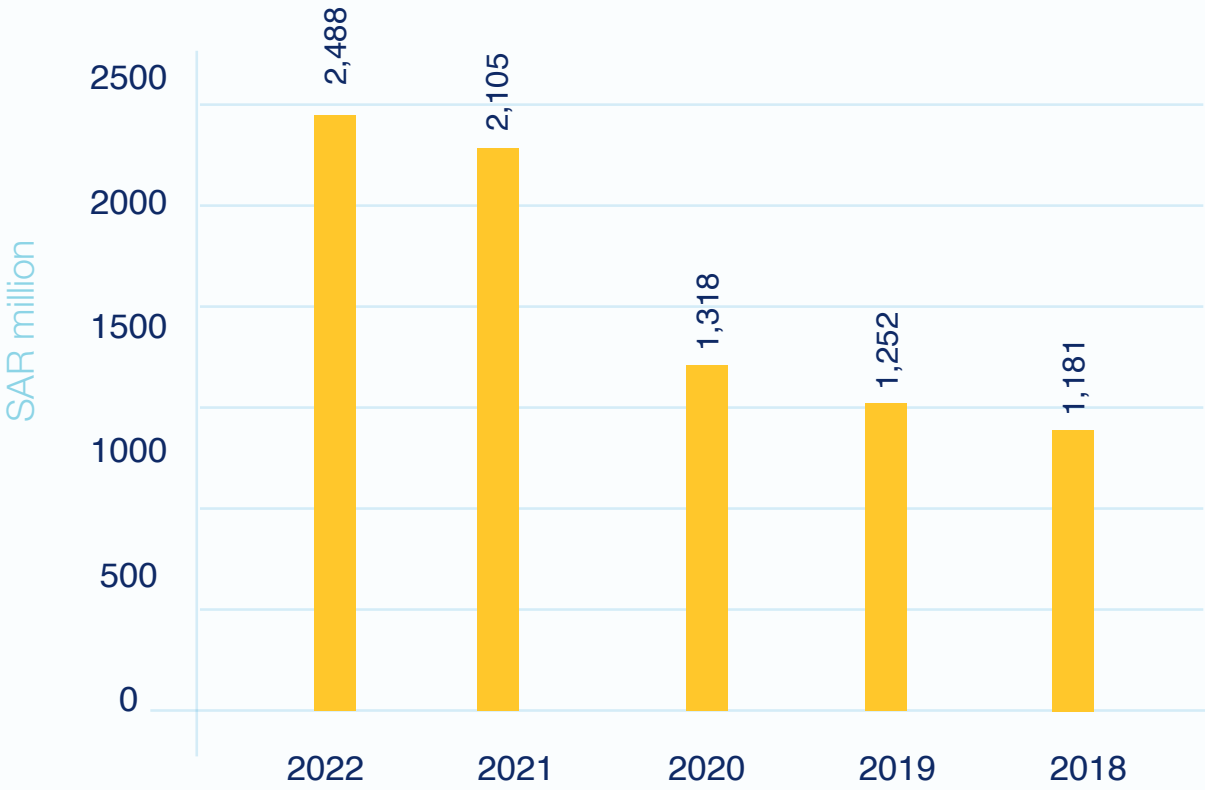


Share symbol	Ticker Symbols
Tadawul	4004
Reuters	4004.SE
Bloomberg	DALLAH AB Equity

Revenues

The company's
revenues for the year

2021	2022
2.1	2.49
SAR million	SAR million



Revenues

Distributions

the company's
distributions for the
year

2021

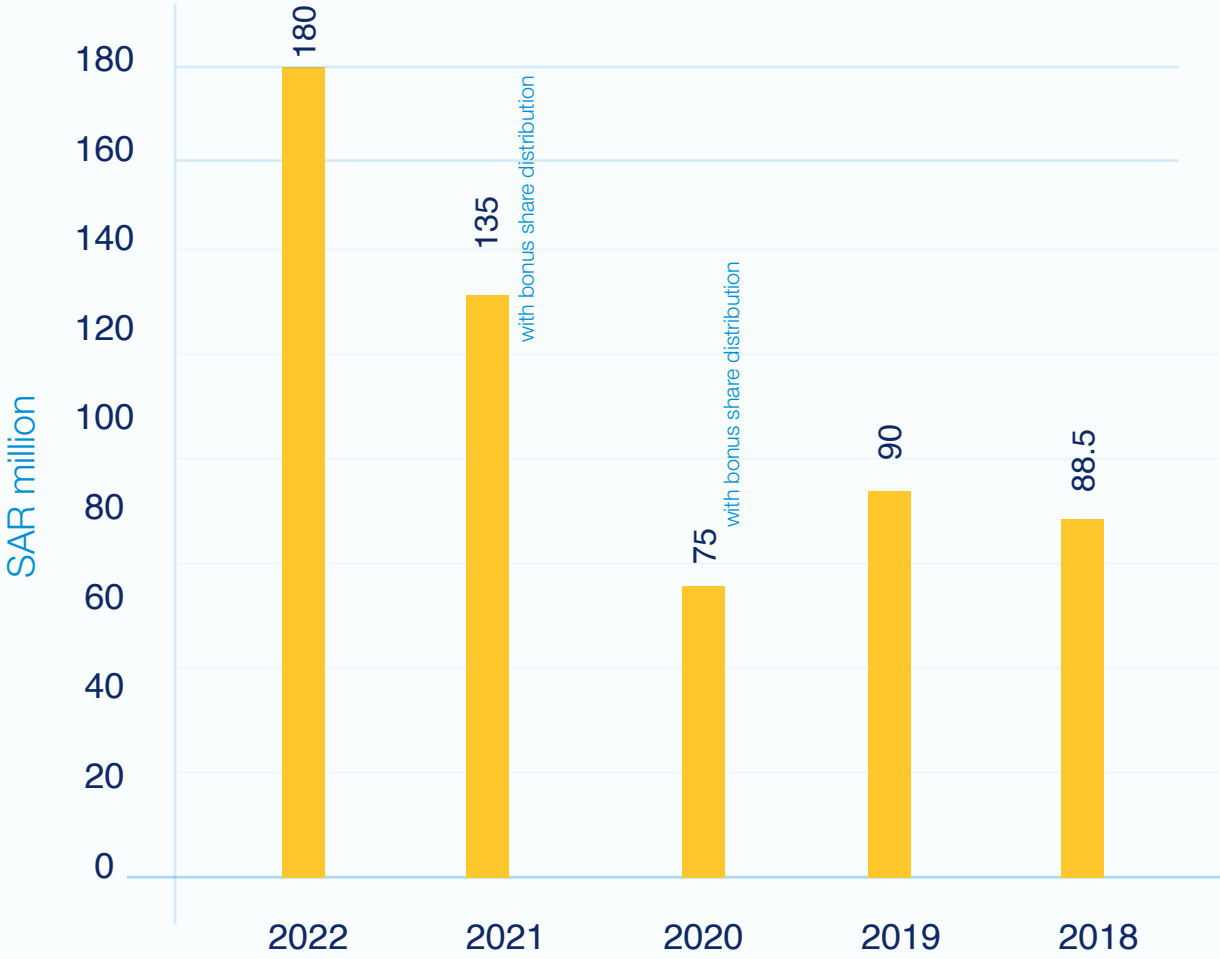
1.50

SAR million

2022

2.0

SAR million



Cash Distributions

Profits

the company's
Profits for the year

2021

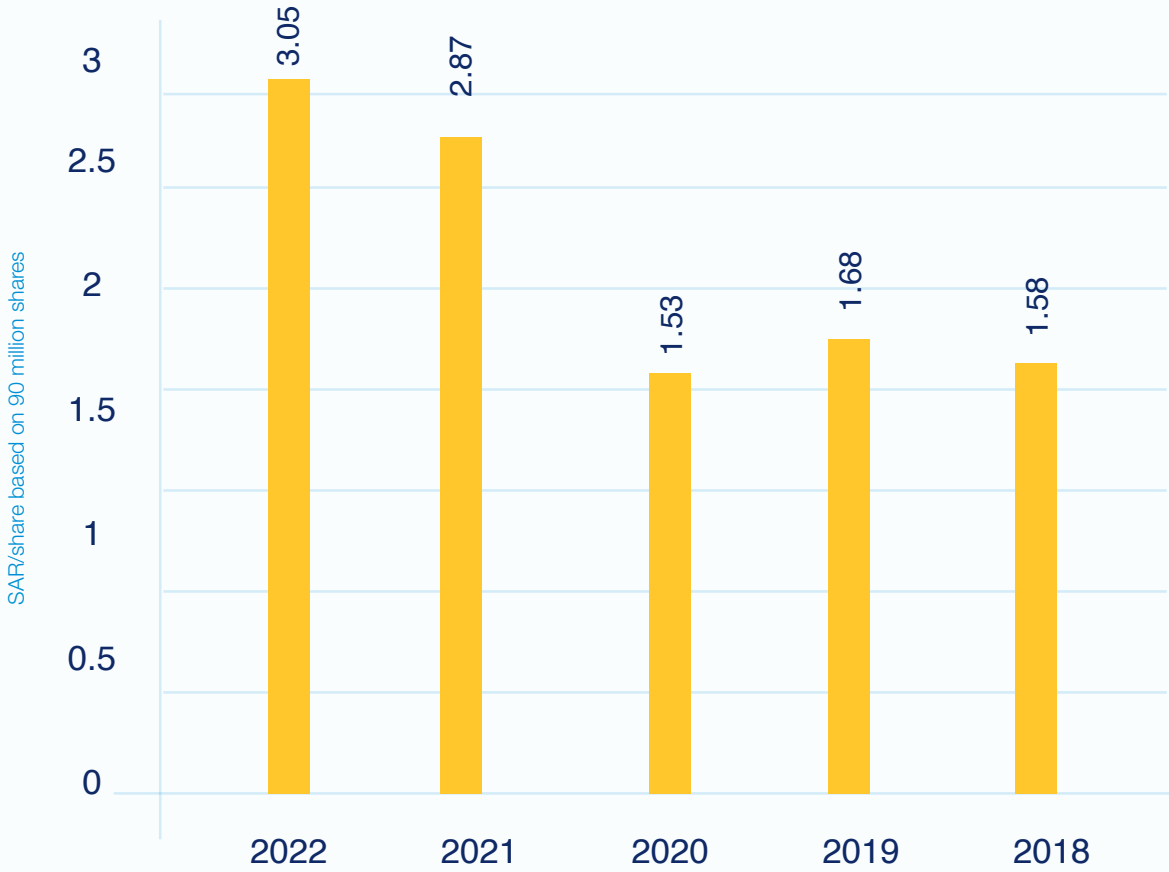
275

SAR million

2022

295

SAR million

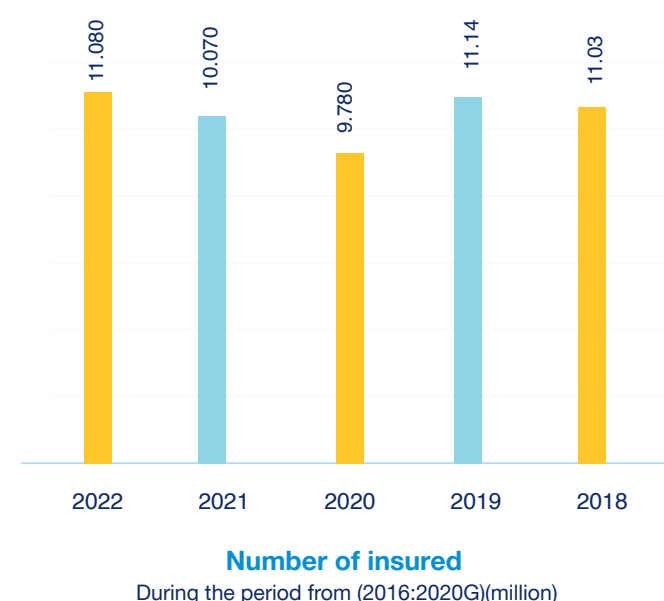


Share Profit

... Drivers of demand for healthcare services

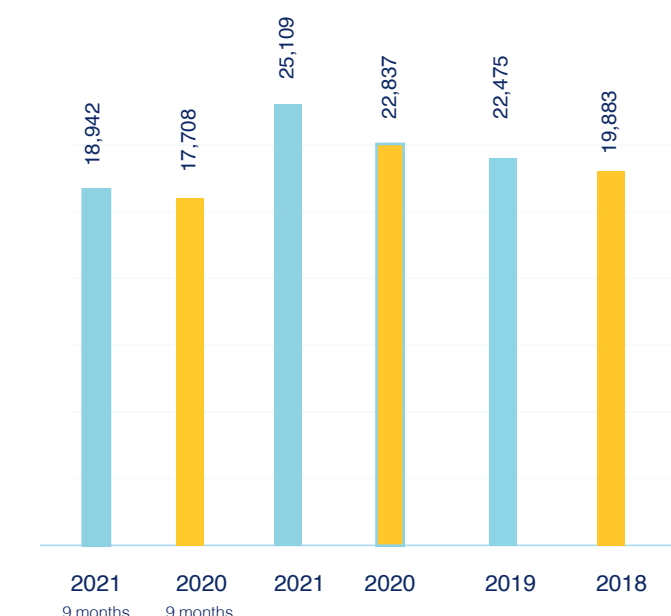
01 General indicators of the health sector in the Kingdom

- The number of those covered by the cooperative health insurance system decreased from 11.03 million insured persons during the year 2018G to about 11.08 million insured persons during the year 2022G, at a compound annual growth rate of approximately 0.1%, and thus 32.5% of the total population of the Kingdom was included under the Cooperative Health insurance umbrella.



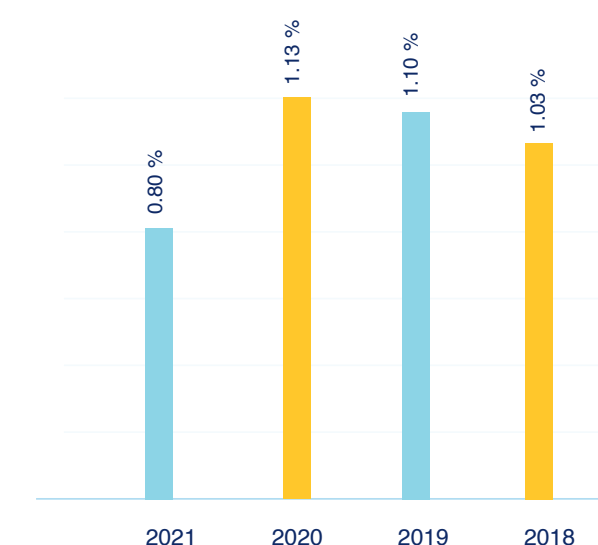
- The number of Saudis (employees & dependents) covered by the cooperative health insurance system during the year 2022G wa about 4.2 million insured persons, equivalent to 38% of the total covered by the system (Saudis & non-Saudis).

- Total written health insurance premiums increased from 19.88 billion riyals during 2018G to about 25.84 billion riyals during 2021G, at an annual growth rate of about 6%. It should be noted that health insurance premiums written during three quarters of 2022G compared to the same period in 2021G, has increased significantly, by about 25%, to 23.8, compared to 19 million riyals.



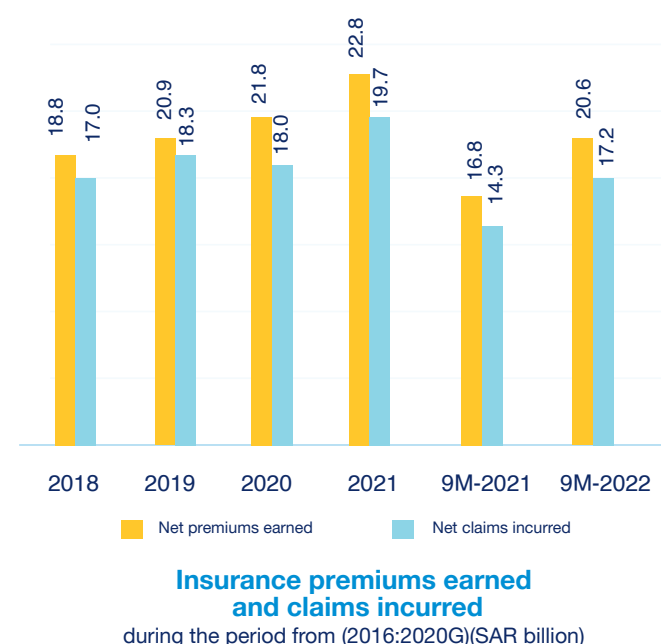
Evaluation in the size of the health insurance market
from (2018:2021G)(SAR million)

- The ratio of total written health insurance premiums to the non-oil GDP, which is known as the depth of non-oil insurance, decreased from 1.03% in 2018 to about 0.80% in 2021, at an annual growth rate of -6%. It is intended that this percentage will reach 2 % by the end of 2030.



Contribution of the health insurance sector to the non-oil GDP
during the period (2018:2021G)

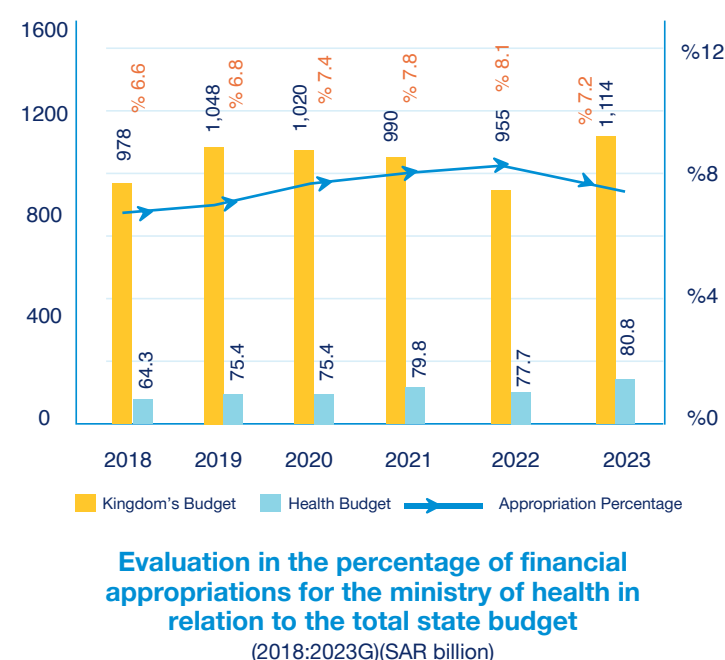
- Net claims paid by health insurance companies increased from 17 billion riyals during 2018G to about 19.7 billion riyals during 2021G, at an annual growth rate of approximately 4%, and net claims incurred during the three quarters of 2021G amounted to 17.24 billion riyals compared to 14.3 billion riyals during the same period of 2021G, at a growth rate of 4%.



The Current status of the health sector in the Kingdom

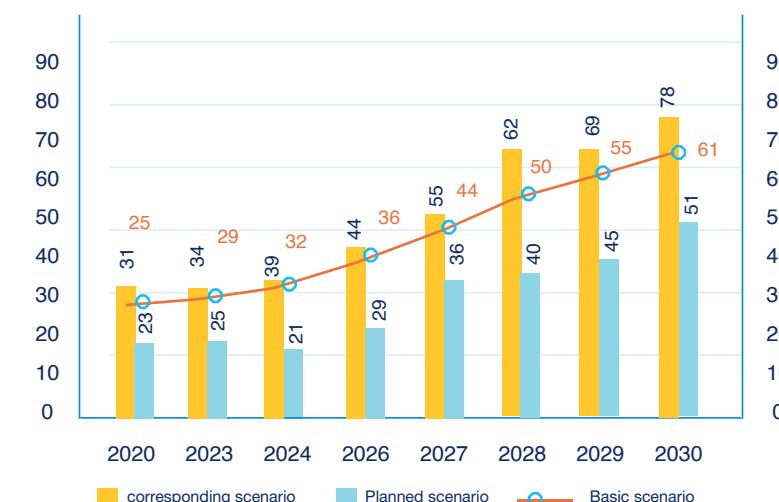
02 Spending on the health sector

- The percentage of financial appropriations in the Ministry of Health's budget relative to the Kingdom's total budget increased from 6.6% in 2018 to about 7.2% in the 2023 budget, which reflects the increasing interest of the Kingdom's government in providing health services to all citizens.



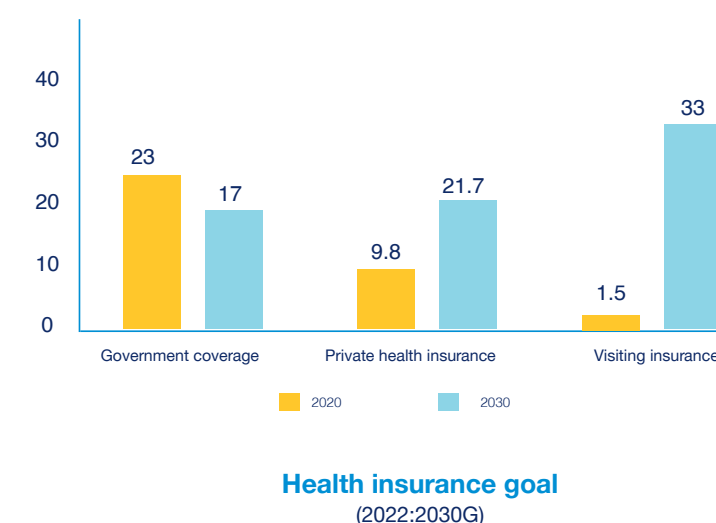
03 Insurance market expectations and objectives

- Written premiums for health insurance are expected to increase from 22 billion riyals during 2021G to about 61 billion riyals by the end of 2030G, at an annual growth rate of 14%.



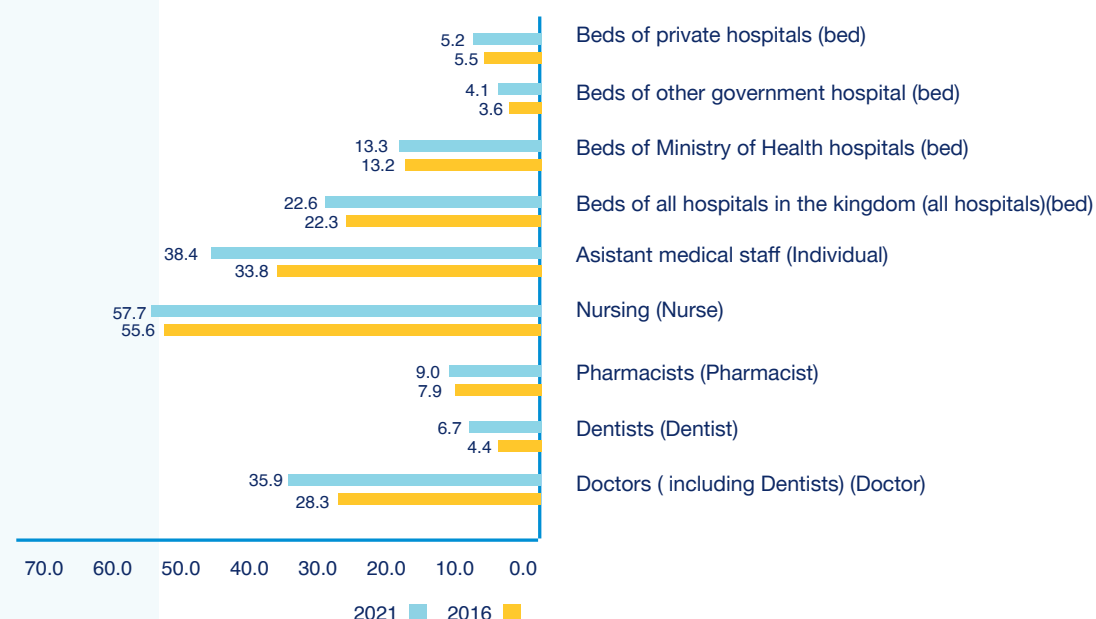
The insurance sector aims to achieve the following during the period from 2020 to 2030:

- Increasing the number of beneficiaries of the cooperative health insurance system from 9.8 million to 21.7 million, at an annual growth rate of 8%.
- Reducing the number of beneficiaries of government coverage from 23 million to 17 million.
- Increasing the number of beneficiaries of the visit insurance from 1.5 million to 33 million.



04 Indicators of health resources in the Kingdom in all sectors

- Health resources in most sectors have developed significantly over the past years. The following chart shows the development of health resources in the service sectors (Ministry of Health, other government agencies, and the private sector) during the period from 2016 to 2021G.



Indicator of health resource in the kingdom for ever 10 thousand people

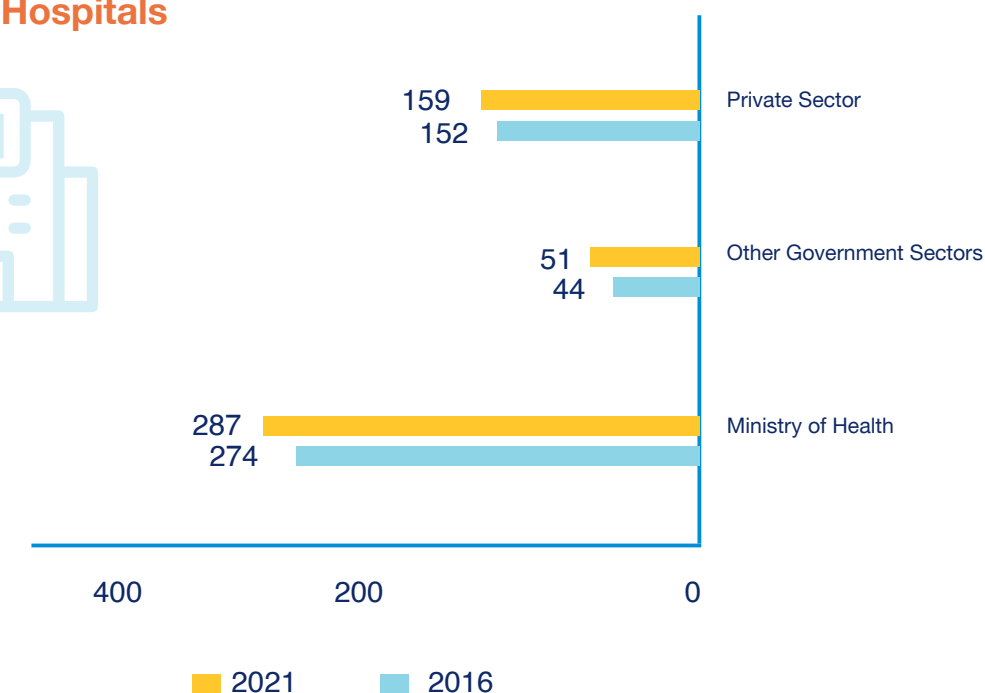
05 Development in the number of hospitals and beds in various health sectors

The health care system in the Kingdom depends mainly on the health care services provided by the Ministry of Health, as the ratio of the number of beds in Ministry of Health hospitals to the total number of beds in all sectors was approximately 57.5% during the year 2020G.

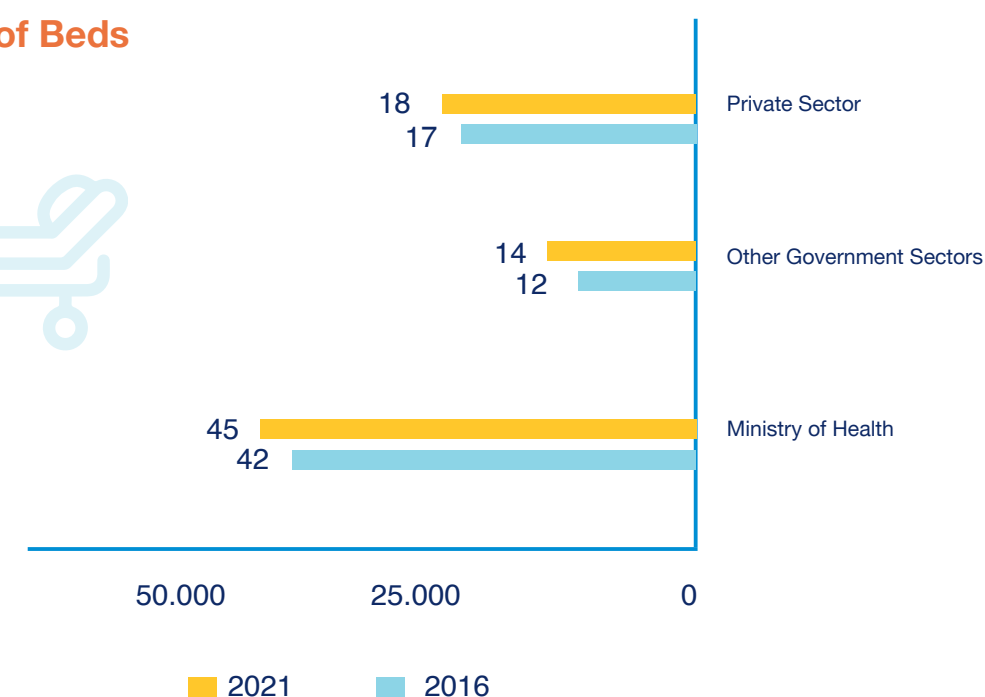
- The percentage of beds in hospitals affiliated with the private sector (relative to the total beds in all sectors) was about 23.2% during 2021G, a slight decrease of 1.4% compared to 2016G.

Number of hospitals and beds in various health sectors in the Kingdom during the period (2016/2020G)

No. of Hospitals

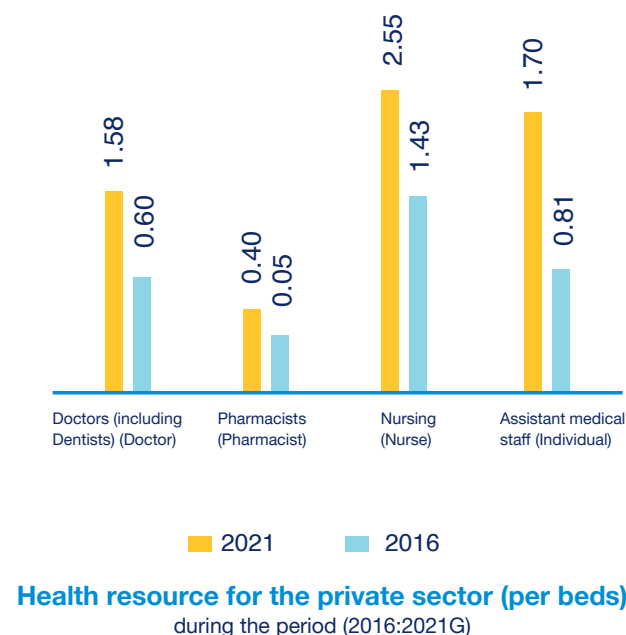


No. of Beds



06 Development in human resources in all health sectors

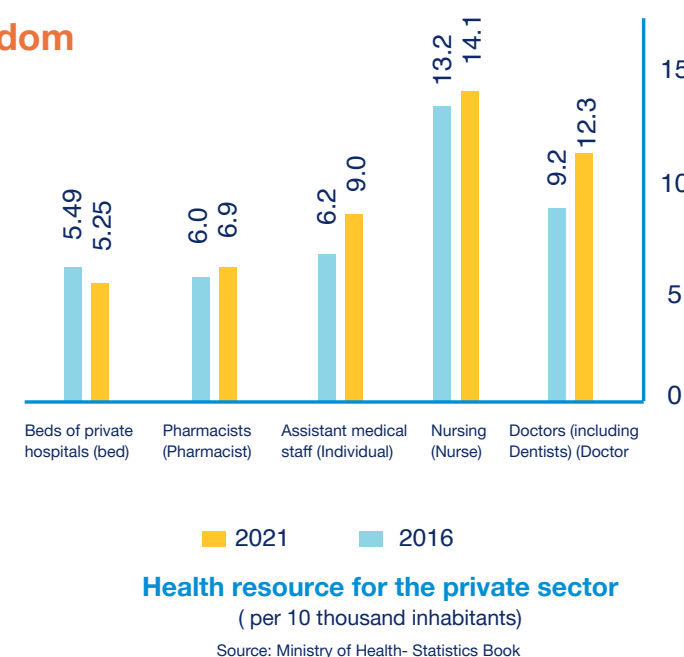
- The increase in the number of beds in the Kingdom in all sectors was accompanied by an increase in the number of staff working on these beds during the past years. Which reflects the general trend towards improving the service provided to patients. The following figure shows the development in the rate of human resources per bed in all health sectors in the Kingdom during the period from 2016: 2021.



07 Health resources in the private sector

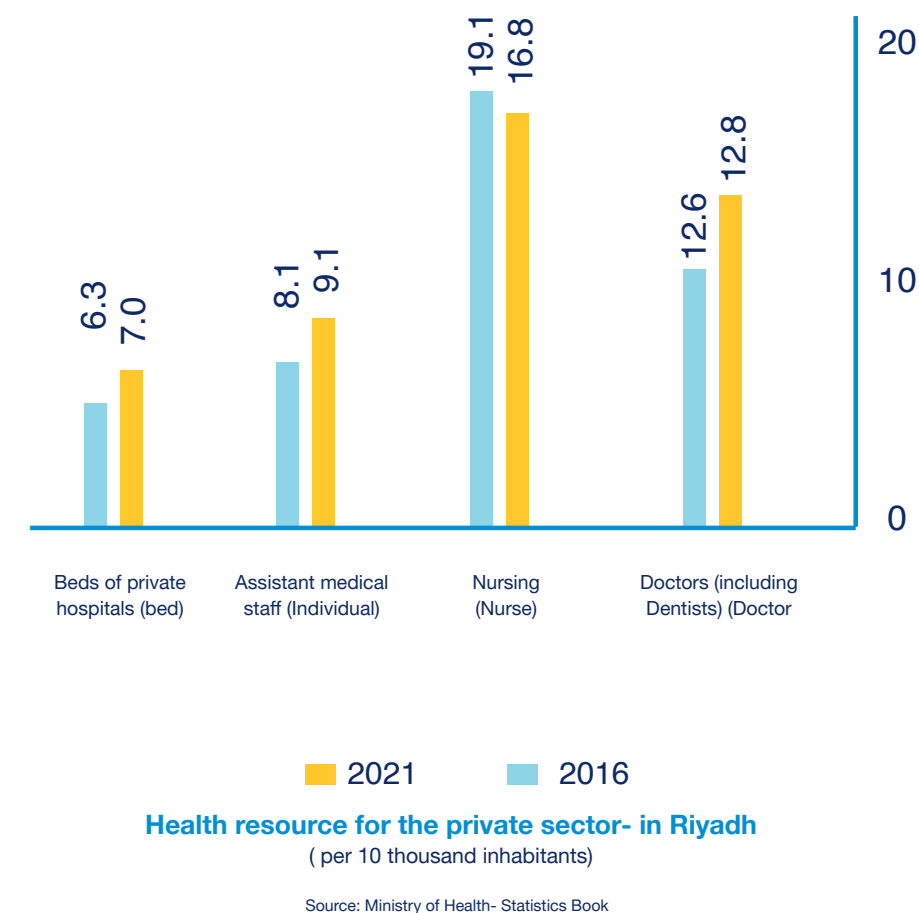
- At the level of the Kingdom**

The number of beds per ten thousand people decreased by a slight rate, and the number of populations increased by a greater rate than the rate of increase in beds in the private sector.



- At the level of Riyadh region**

The health resources of the private sector in Riyadh region increased significantly from 2016 to 2021 in terms of number of beds, doctors, and assisting medical staff, while nursing rates decreased as a result of the large demand for nursing in the Gulf countries and the European Union.



03

Strategic Orientation

“

Sustainable investment
and operational growth





Ambitious Strategy

2026 Dallah Strategy

"Dallah Health Services Company" launched its ambitious strategy that extends until the year (2027G), through which it aims to raise the efficiency of performance and maximize the impact and achievement, in line with the growing presence and position of the company, as one of the most prominent providers of comprehensive health care services according to the highest international standards and quality in this field, and in fulfillment of the company's strategic promise to all its patients, clients and partners, to be committed to providing the latest, most advanced and efficient medical treatment solutions and digital technical equipment, through which it guarantees them recovery, treatment and complete peace of mind. Meanwhile, the company seeks to expand its portfolio of investment projects, in a way that enhances its presence and financial strength and ensures the achievement of more profitable returns for shareholders, investors and partners.

The Company's New Strategy ...

“Dallah Health Company” seeks to be the first health care services provider to all citizens and residents in the Kingdom, and to be a destination for medical tourism driven by its interest, passion, and the highest standards of professionalism, to provide our pioneering services at the hands of the best medical experts in various medical specialties.



Pillars of implementing the strategy

In order to implement its ambitious strategy for the next (5) years,

the company has defined several pivotal pillars, through which it aspires to:

01

enhance the company's endeavors for growth and development on a realistic scale

02

the working through them to implement more than (21) initiatives.

Below are these pillars:



The best in Patient Experience



Digitization



Efficiency & Cost optimization



Ensuring continuous Growth through Dallah Hospitals and DHC investments

Operational Review

“

A journey of
Sustainable Excellence

04





Business Sectors

"Dallah" Sustainable Growth Strategy

Driven by its great success in the sector of establishing, managing and operating hospitals, through its two pioneering medical edifices, in Riyadh

Dallah Al Nakheel Dallah Namar

"Dallah Health Services" expanded its activities to invest in many areas that provide services complementary to the services of its main activity, in an effort to consolidate and increase the available resources to raise the efficiency of performance, maximize impact of achievement and quality of services programs and solutions in all its various areas of work.

The following are the main sectors and sub-sectors in which the company operates:

Establishing and managing hospitals

01

Operation and Management of Third-Party Hospitals

02

Manufacturing, distribution and trading of medicines

03

Support Services

04

Investments with Other Parties

05



01 Establishing and managing hospitals



The company's activities are concentrated in hospitals as a main sector. Its main base of operations currently is Dallah Hospital - Al-Nakheel, a branch wholly owned by Dallah Health Company. The Company provides comprehensive medical services through outpatient clinics, inpatient departments, and supporting services within several medical buildings in Al-Nakheel.



The Company announced last year its readiness to receive patients in its south-west expansion, a significant, qualitative addition to the ongoing operations in Dallah Al-Nakheel offering the latest therapeutic techniques and the most advanced devices.

This expansion increased the hospital capacity of **"Dallah Hospital Al-Nakheel"s** to approximately (585) beds.

585
Beds

2018

(As of 9 April 2018), Dallah began operations at **Dallah Hospital – Namar**, in the southwest of Riyadh. This new hospital promises to be a significant addition to the company's operations.

The phased operation of this hospital has started with a capacity of up to (300) beds with the approval of the Ministry of Health.

300
Beds



Operation and Management of Third-Party Hospitals

The Company provides operational and management expertise to hospitals owned by other parties for fixed and/or variable annual fees based on the earnings of such hospitals.

Manufacturing, distribution and trading of medicines

This activity mainly comprises

Dallah Pharma company Dallah Pharma Factory

which is a subsidiary fully owned by Dallah Health Company, directly. Dallah Pharma is a distributor of:

- Pharmaceutical Products
- Herbal preparations
- Medical & Surgical Supplies & Sterilizer
- Cosmetics
- Food Products
- Infant formula products

Dallah Pharma distributes these products to hospitals, government agencies, pharmacies and stores that sell these products through several centers in different parts of the Kingdom.

Dallah Pharma has exclusive distribution rights in the Kingdom for about (40) pharmaceutical products, about (70) products of medical devices and supplies, and about (15) food products, from several international companies.

15

food products

70

different medical devices and supplies

40

produce pharmaceutical

Dallah Pharma is also working on manufacturing medications and herbal and pharmaceutical products in Dallah Pharma Factory in the Western Region. The factory obtained a license to produce 40 pharmaceutical and cosmetic products for marketing all over the Kingdom, with the possibility of expanding into other international markets.



04 support services

2015

This new branch of the Company was established in January 2015, aiming to specialise in the construction and maintenance of hospitals, medical centres and other support services. Currently, this sector provides services mainly to Dallah Hospitals Group.

05 Investments with Other Parties

The Company has investments in a number of companies, including:

- Care Shield Holding Company
- Makkah Medical Center
- Dr. Mohammed Rashid Al Faqih & Partners Company
- Meras Arabia Company
- International Medical Center "IMC"
- The Jordanian Pharmaceutical Manufacturing Company
- MEFIC Private Equity Opportunities Fund



Subsidiaries

A group of active companies are operating in areas complementary to the main activity of the company, under the umbrella of "Dallah Health Services Company". Below a detailed statement of these subsidiaries:

Dallah Pharma Company ..

2014

was founded

4

SAR million
capital

Dallah Pharma Company was founded on 13/06/1435H 13 April 2014. It is a limited liability company with a capital of SR 4 million.

Its activities include

wholesale and retail sale of herbal, cosmetic, food and milk products, children's supplies

Detergents, medical and surgical devices and supplies and spare parts maintenance and chemicals

Import, export, marketing to others, and management of factories and warehouses.

2014

was founded

50

thousand SAR
capital

Afiaa' Al Nakheel Support Service Company Ltd.

Al Nakheel Support Services Company was founded on 13/04/1435H 14 January 2014. It is a limited liability company with a capital of SR 50,000.

Its activities include

establishment and maintenance of hospitals and medical centres, and other support services. Afiaa' Al Nakheel provides its services mainly to the Group.

Dallah Namar Health Hospital Company

2017
was founded
5
SAR million capital

It was established on Rabi’ al-Akhar 10, 1438H corresponding to January 8, 2017G, as a limited liability company, “Dallah Namar Health Hospital Company” Commercial Registration No. 1010495218 (one person) with a capital of (5) Million Saudi Riyals wholly owned (self-financed) by Dallah Health Services Company.

The company's objectives include

operating, managing, equipping, and developing hospitals, health care facilities, centers, complexes and medical clinics, in addition to owning land.

Dallah Care Medical Company

2013
was founded
125
SAR million capital

Care Shield Holding Company

Care Sheild Holding Company holds commercial registration No. 1010379441 dated the 10th of June 2013, and was recast as a closed joint-stock company by virtue of a Ministerial Decree on 28 November 2016 with a capital of SR 125,0 million.

Its activities include investing in

other companies, managing private sector hospitals, medical and diagnostic centres and laboratories, as well as acquiring lands for the purposes of renting or selling establishments.

Makkah Medical Center

1990
was founded
152
SAR million capital

The Center was founded on 11 March 1990. It is a closed joint-stock company that holds commercial registration No.4031021286 issued by Ministry of Commerce and Investment - Makkah branch. The Makkah branch itself was established by Ministerial Decree No. 724 dated 7 March 1990. Its activities focus on operating public hospitals, with a capital of SR 152.0 million.

Its activities

focus on operating public hospitals.

The following table includes the subsidiaries and the shares of "Dallah Health Services" in them:

Subsidiary	Commercial Registration Number	Country of Incorporation and Main Country	Ownership as of 31 Dec	
			2022	2021
Dallah Pharma Company	1010410613	KSA	100%	100%
Afyaa' Al Nakheel for Support Service Ltd.	1010404576	KSA	100%	100%
Dallah Hospital Namar	1010495218	KSA	100%	100%
Dallah Medical Care Company	1010189420	KSA	100%	-
Care Shield Holding Company	1010379441	KSA	58.64%	58.64%
Makkah Medical Center	4031021286	KSA	90.83%	89.83%
Affilites				
International Medical Center "IMC"	4030143596	KSA	27.18%	8.2%
Dr. Mohammed Rashid Al Faqih & Partners Company	1010396225	KSA	31.21%	31.21%

Company Branches

The following branches of "Dallah Health Services" operate under separate commercial registrations:

Dallah
1995

Drug Store
(Dallah Pharma)
1010128997

Dallah Hospital – Al Nakheel
1010132622



Riyadh



Dammam

Drug Store
(Dallah Pharma)
2050071905



Jeddah

Drug Store
(Dallah Pharma)
4030140769

Drug Store
(Dallah Pharma)
4030265250

Dallah Pharma
Pharmaceuticals Factory
4030278471



Operation Contracts for Hospitals Owned by Third Parties

To promote the brand that has been built by Dallah Hospital over the years, the Company decided in 2002G to enter contracts for management and operation of hospitals owned by third parties. The Company provides operational services to hospitals owned by other parties. Dallah Health Company provides its services through operational expertise in exchange for fixed annual fees and / or variable fees based on the profits of the hospitals that are managed. The company has no ownership interest in the previously operated hospitals.

Companies in which the company invests

Dr. Mohammed Rashid Al-Faqih and Partners Company

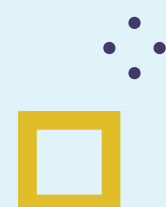
It was incorporated as a closed joint stock company in Saudi Arabia under Commercial Registration No. (1010396225) issued on 25/01/1435H. Its main activity is managing its affiliated hospitals. Dallah Health Care Services Company has invested about (31.21%) in the capital of Dr. Mohammed Rashid Al-Faqih and Partners Company

Meras Arabia Holding

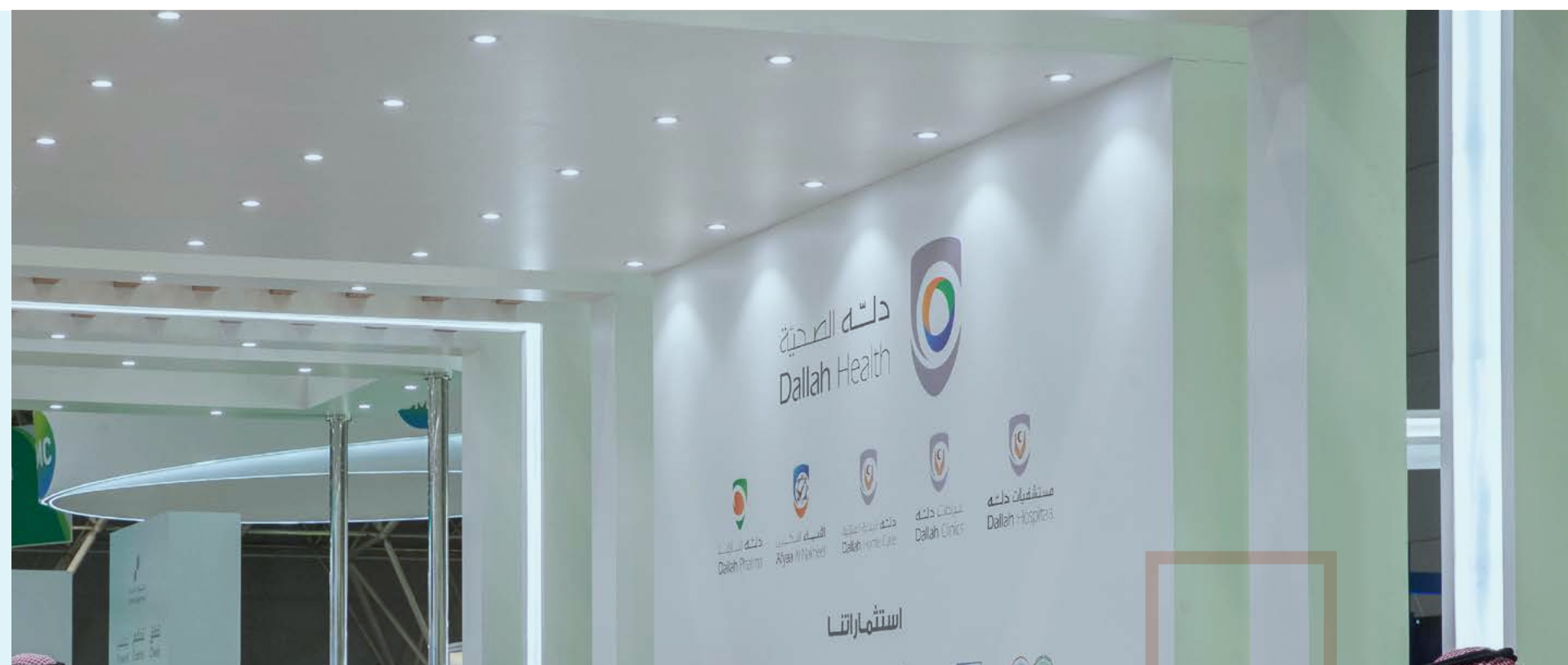
It was incorporated as a limited liability company in the Kingdom of Saudi Arabia under Commercial Registration No. 1010573050 issued on Shaaban 8, 1440H (corresponding to April 13, 2019). The main activity of the company is to manage its subsidiaries or participate in the management of other companies in which it has shareholdings and provide the necessary support to them, invest its money in stocks and other securities, own real estate and movables necessary to start its activity, and provide loans, guarantees and financing to its subsidiaries. Dallah directly invests 17% of Meraas Arabian Medical Holding Company's capital.

The Jordanian Pharmaceutical Production Company

It was established as a Jordanian public shareholding company registered under Commercial Register No. 141237404, on January 27, 2004, and its headquarters is in Amman, Jordan. The company's main activity is to manufacture pharmaceutical products, cosmetics, and medical supplies. Its products are also sold by Dallah Pharma. Its total capital is (20.0) million Jordanian dinars, divided into (20.0) million shares, at a nominal value of (1) Jordanian dinars per share. Dallah Health Services Company invests a share of (0.4%) of the capital of this company.



Operation and Management ..



01

Management and Operations Unit of Dallah Health Services Company has been in charge of managing and operating "Dallah Hospital Namar" since April 2019G for a period of five Gregorian years, subject to renewal, according to a contract signed between Dallah Health Services Company and "Dallah Hospital Namar" Company.

02

Management and Operations Unit of Dallah Health Services Company has been providing technical support to Dr. Mohammed Al-Faqih Hospital since March 2019G, according to a contract signed between Dallah Health Services Company and Dr. Mohammed Rashid Al-Faqih and his partners for a period of three Gregorian years, renewable from the date of operating the hospital and receiving the first patient.

03

Management and Operation Unit of Dallah Health Services Company has started to supervise the provision of home medical care services to patients referred to it from Dallah Hospitals or other hospitals, as well as individuals wishing to obtain this service.

04

Management and Operation Unit is currently presenting offers to participate in several projects offered by government agencies for medical operation and management.

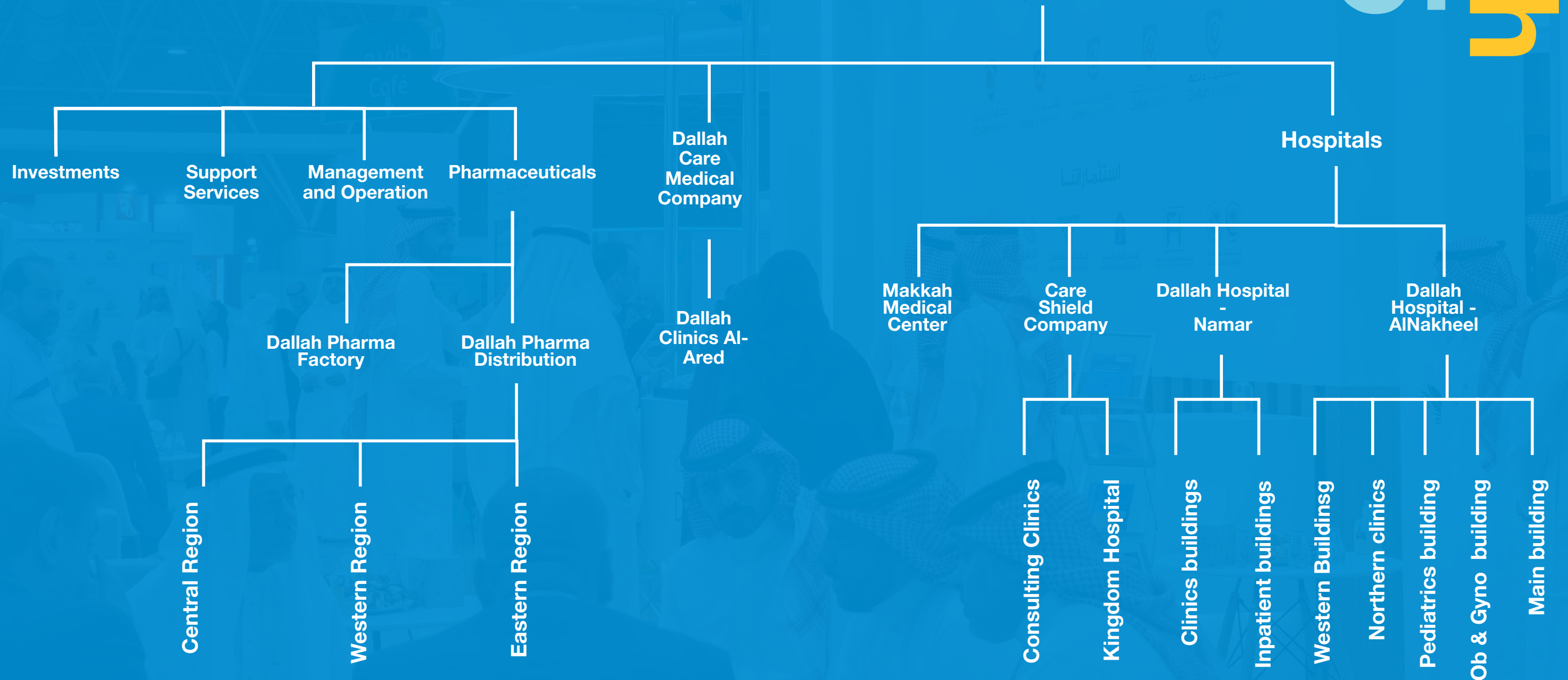
05

Management and Operation Unit is currently presenting offers for medical operation and management in private sector hospitals that are not owned by Dallah Health Care Services Company.

Structure of Activities

Dallah
1995

Dallah Health Services Company





Operational Excellence

The operational work environment in the Dallah Health Services Company is characterized by advanced governance efficiency for all internal and external work relations, which contributes to raising the efficiency of all operational processes, and the proper investment and standardization of resources, which raises the quality of performance and maximizes the impact in all company activities and its subsidiaries and the sustainability of its development and growth. The most prominent characteristic of this environment is its superior ability to integrate the concept of quality, efficiency and sustainability into the smallest details of work. and partners). This is reflected in the high quality of services provided by the company, whether in terms of its internal operating environment (company employees and teams) or its external operating environment (patients, beneficiaries, and partners). This is reflected in the company's acquisition of a wide range of various quality certificates.



Sustainability

The approach of integrating the value of sustainability into all our business and activity defines all necessities, objectives, priority areas and objectives very clearly in a way that contributes to meeting the legislative requirements of the business, and managing the catastrophic risks associated with our business. It takes into account the social, environmental and economic impacts, which include ethical values, occupational health and safety, good work practices, employees and community rights, and environmental protection.

Quality and Safety Management



"Dallah Health Services" is committed to enhancing its security and safety management capabilities in all its work environments and production facilities, in wholesale offices and retail locations, and during and in the transportation of its jewelry. It regularly collaborates with security advisors to review and update its own security procedures and standards.

The company is also greatly concerned with strengthening adherence to all controls and procedures for maintaining health and safety in production processes, in line with its slogan **"Safety First"**, which represents its sustainable policy, in pursuit of its primary goal of **"avoiding accidents"**.

"Dallah Health Services" implements many procedures and controls that are in line with local and international safety standards and systems to keep its employees safe, provide them with high-quality work equipment, and personal safety tools that suit the nature of their work and the underlying risks.

"Dallah Health Services" is also making every effort to provide a safe and healthy professional environment for all its employees. It is committed to implementing an advanced occupational safety and health management system with the aim of providing a safe and healthy environment for all its employees. The company's safety department provides training and monitoring services with control of procedures to ensure the implementation of an effective safety system at the hands of an experienced team in the field of security services, supported by the latest equipment, equipment and related systems.



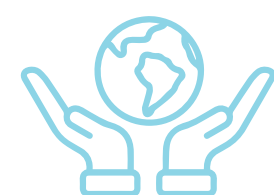
Environmental and Social Relations Governance (ESG)

Environmental, social and governance factors are becoming increasingly important to companies around the world today, as they are becoming decisive factors in the investment decision-making process. Global sustainability challenges and new risk factors mean that companies must re-evaluate their businesses, and that investors must re-evaluate their investment trends.

The Board of Directors of the company is committed to Dallah Health Services conducting all its activities and business in accordance with the principles and foundations that are consistent with the company's values, taking into account the interests of society in general. The Board is also aware of all effects arising from the company's activities and business, whether on employees, shareholders, society, or other concerned parties of interests, or on the environment in which it operates, and adherence to the rules and regulations issued by the competent authorities. The Board of Directors is committed to the initiative of Dallah Health Services to take voluntary steps, aimed at improving the living standards of employees and their families, and contributing to achieving the well-being of the local community, and thus a sustainable contribution to achieving economic and social development.

Dallah Health Services applies a set of measures towards the environment in accordance with relevant legislation and strives to reduce pollutants that could be harmful to human health and the environment together. In addition to its serious interest in the principle of reducing energy consumption and carbon emissions harmful to the environment.





Environmental Relations Governance

The company relies on strict professional standards to control its environmental practices in a sustainable manner, and its compliance with all of the following:

01

Applicable environmental laws and regulations in all manufacturing and operational work environments.

02

Develop and maintain standards, procedures and controls for environmental management, to ensure that environmental considerations are balanced equally with competitive priorities and other major business activities.

03

Transparent and clear communication with employees, regulatory bodies, public and shareholders, on environmental issues and their continuous improvement.

The company's environmental management system is based on the following international principles and practices:

01

Environmental impact assessment and biodiversity conservation

02

Management of industrial and production wastes harmful to humans and the environment

03

Management of water treatment, air pollution and chemical waste

04

Work to conserve energy.



Governance of community relations

Dallah Health Services is keen to adopt responsible professional practices, through which it ensures close cooperation with the community and business leaders, to support and develop community environments, through the following:

01

Implementation of operations within the framework of the environmental management plan.

Continuously educating local communities about our operational activities and their impacts.

02

03

Local development initiative within neighboring communities to create sustainable opportunities.

Providing job opportunities for the local population in production sites and factories.

04

05

Giving preference to local commodities during procurement processes for the company's materials.





Governance of health and safety controls and procedures

Dallah Health Services applies the highest standards of health and safety, to provide a safe work environment for employees, suppliers and partners, and always comply with the following controls and standards:

- 01
- Incorporating the concepts of health and safety in the core values of the company.
- 02
- Adopting and implementing applicable proactive health and safety systems.
- 03
- Training employees and providing them with the necessary tools, means and equipment to perform their work safely.
- 04
- Adopting and applying the best practices for sustainable operation and maintenance of equipment.
- 05
- Complying with the laws and regulations of the communities in which the company operates.
- 06
- Providing a safe work environment by mitigating or eliminating all risks.
- 07
- Following-up and implementation of accident prevention programs.
- 08
- Conducting regular audits and informing the Board of Directors of the results in a timely manner, to ensure adherence to the company's health and safety policies and procedures, and to ensure the existence of mechanisms that enhance employee participation in the development of health and safety standards, to encourage them to take responsibility for their application and undertake them seriously.

Outstanding medical quality

The name Dallah Hospital has been associated with providing high-quality medical care with distinguished professionalism and concern for the health and safety of patients. Despite serving a large numbers of clinic patients and inpatients, in addition to a large numbers of operations and deliveries in "Dallah Hospital Al-Nakheel" complex, it provides integrated medical services with distinguished performance and international accreditation standards for quality, and continuous monitoring of medical performance, which is measured by about (200) quality of performance indicators, Dallah Al Nakheel Hospital has earned a wide range of quality certificates, the most important of which are:

01

Hospital accreditation certificate by the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI)

for the second time during the year 2020G. The accreditation period is three years for each time and extends to October 5, 2023G. This certificate was obtained for the first time during 2017G.



02

The American Joint Commission for Hospital Accreditation (JCI) for five consecutive times

for three years each time, covering the period from 2009G to November 19, 2023G.



03

ISO 9001-2015 international certification for quality systems

ISO 13485 certification for medical device systems, and ISO 27001 for quality certification for information security systems.



04

Quality control certificate from the American College of Pathology (CAP)

obtained by Dallah Hospital laboratories. It is given as a result of putting the laboratories under continuous close monitoring and is renewed every two years, which indicates the high quality of Dallah Hospital laboratories.



05

The international certificate of food quality and safety, HACCP

for several years and renewed every three years, which indicates the quality and safety of nutrition services in Dallah Hospital



06

King Khalid Award, Responsible Competitiveness branch (Sustainability)

for the year 2019; for obtaining the highest performance evaluation in the standard of sound governance and quality of service among the nominated companies in the Kingdom. This indicates Dallah Hospital's commitment to good governance and high quality at the level of all business sectors within the Kingdom



جائزة الملك خالد
King Khalid Award
بناء الإنسان ... تنمية المجتمع



Quality of financial claims

Despite the complexity of the financial claims procedures of Dallah Company issued to all its clients, whether they are government agencies, insurance companies or private companies, Dallah Health - since its inception - has set its sights on maintaining high professionalism and the best standards of financial control, on an ongoing basis, when issuing invoices and claims to its clients in exchange for the services provided. Dallah Company considers its clients one of the most important success partners and deals with patients in a humane manner. This is part of the integrated quality system that the company adopts in its dealings with clients and patients. The high quality of the billing process comes as a result of applying control systems and effectiveness in the financial processing within the company, which gives the greatest amount of customer confidence in the company's financial reports and claims.

Potential risks facing the company

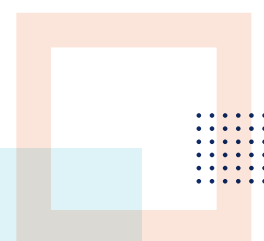
The Company may face risks that could include, but are not limited to, the following

01 Limited capability of growth in the current location

Despite the Company's expansion in areas surrounding Dallah Hospital – Al Nakheel (Dallah Hospital Complex – Al Nakheel), there are limits for possible expansion in the current location of this complex.

02 Competitive environment and merger in the health care sector

The Company operates within a market where there are many health care providers from private and public sectors. Competitors may seek to increase their market share through the provision of therapeutic services not provided by the Company, or they may form alliances through mergers or acquisitions, which may enable them to increase their market share, and could adversely affect the Company's business. The company exerts its utmost efforts to strengthen its competitive advantage and increase its market share through the implementation of a number of strategies regarding the marketing of its products and services, in addition to maintaining a good competitive level in the market and continuously updating with the latest market information.



03

Contractual relationship with key clients may be adversely affected due to price competition versus quality of services offered

The Company spares no efforts in providing the best services for its clients.

04

Progress in the area of medical and administrative technology

The Company utilizes various types of medical equipment and administrative systems to carry out its business. The health care sector is characterized by continuous progress in products and technical developments, in addition to the high cost of this technology, which could rapidly render the technology adopted by the Company outdated, thereby adversely affecting the Company's business. The Company has adopted a policy of upgrading its utilized technical equipment continuously, despite the increasing costs to achieve its goal to provide the best health services.

05

Dependence on doctors, nursing staff and other professional cadres

Despite the relative scarcity of medical staff and pharmacists, the company actively seeks to recruit the best professionals and tackle rising wages.

06

Decrease in profit margins

The company's profitability depends on many factors, including the cost of human resources. The health sector in Kingdom, in general, and Dallah Company, in particular, is characterized by reliance on human resources to provide integrated services to patients. With the increasing cost of human resources in the kingdom, Dallah Healthcare Company, accordingly, may incur additional costs due to relative contractual rates stability of its customers, which could contribute to lower profitability. Dallah Healthcare Company strives to stabilize or improve its profitability every year by developing price programs with its customers. These will help its customers to understand the circumstances surrounding the work so that the company can maintain margins of profitability.

07

Governmental rules and regulations

The Company is subject to several rules and regulations governing its business. These may require the Company to obtain a number of licenses. These will increase the operation costs and/or capital expenditures incurred by the company and may reduce company revenues in the future. The Company endeavors to fully comply with designated rules and regulations and to obtain all necessary licensing to do business.



08 Cyber-attacks

Dallah Health Company, in general, and Dallah Hospitals Group, in particular, are working on developing electronic systems that will provide maximum comfort for the hospital's patients and visitors and facilitate the business of suppliers and Company clients. Therefore, there is an ongoing increase in the reliance on the Company's electronic systems. Due to the significant increase in the technical capabilities of cyber-attacks and the unprecedented growth of professional hacking of institutional websites, the internet-related risks that the Company may face are also increasing. Dallah Health Company recognizes these risks and works on facing them with the best technologies available for the protection of information and operating systems. The Company is investing considerably in information technology and security infrastructure to protect its businesses and ensure continuity.

09 Outdated Pharmaceutical Products and Production Lines

Due to the nature of its business, Dallah Health Company keeps a stock of intrinsic value. In addition, production lines are designed to provide standard products. Due to the technological progress and the development in medications production locally and internationally, in addition to market fluctuations, the medications stocks and production lines are prone to obsolescence, a rise in production costs, and a loss of demand. Therefore, Dallah Health Company is exerting its utmost efforts and taking precautionary measures to face these risks and upgrade production lines to cope with market developments.



10 Profits Distribution

Distribution of profits in the future depends on several factors, including the Company's ability to achieve earnings, its financial position, legal reserves requirements, available credit limits, general economic conditions, and other factors, which are subject to the Board of Directors choice of declaring profits at its discretion. The relevant conditions that would allow the Company to distribute profits to its shareholders may not always exist.

11 Saudization

The Company is subject to the "Saudization" program made mandatory by relevant regulations in the Kingdom, which requires a minimum ratio of Saudi employees in the Company as prescribed by law. The Company's operations, its ability to meet its obligations and secure government loans, and its financial performance and ability to bring additional number of expatriate staff will be adversely affected if the Company fails in the future to comply with any more stringent Saudization policies issued by the Ministry of Labour. Despite the relative scarcity of qualified Saudi employees in the health care market, the Company is doing its utmost to maintain the Saudization ratio prescribed by relevant government agencies.

Governance and compliance

“

Commitment is the
Cornerstone of Performance

05





Dallah Health Services Company is committed to applying the highest standards and best professional practices in governance, ensuring the integration of the concepts of disclosure and transparency in all activities and events of the company, and sustainably spreading a culture of commitment to the highest levels of integrity and honesty in all its professional practices, in its various main work environments and in its subsidiaries. The company affirms its constant keenness to comply with all laws, regulations and instructions issued by the competent authorities related to its work and activity. This preserves the company's reputation and credibility and enhances the confidence of shareholders and partners in its successful approach in accordance with all standards of efficiency, quality and proficiency. We note here that the governance report was prepared and published in accordance with the Corporate Governance Regulations issued by the Capital Market Authority, in its amended version dated (January 14, 2021G).

Governance Practices Framework

Dallah Health Services Company is committed to implementing governance in accordance with an integrated professional framework. The general assembly of the company's shareholders has approved the company's corporate governance regulations. It was prepared in accordance with the Corporate Governance Regulations issued by the Board of the Capital Market Authority, taking into account the best practices followed by companies listed in the market. The general framework of corporate governance in Dallah is based on the following:

01 Protect the rights of the company's shareholders in a way that guarantees the best interest for them and the company.

Protect the rights of all stakeholders and provide job stability and sustainability through the good financial performance of the company.

02

03 Provide accurate and comprehensive disclosures within the specified time frame to the company's shareholders, related parties and concerned regulatory authorities.

Identify, report, disclose and deal with cases of conflict of interest that may arise between the company and its stakeholders, which may negatively affect the interests of the company and its shareholders.

04

05 Enable employees to report any concerns or wrong behavior observed within the company, by providing an objective, confidential and independent reporting and investigation mechanism until the appropriate corrective action is taken.

Organize transactions with related parties, whether between the company and its employees, or between the company and members of its board of directors, executive management, subsidiaries, or other interested parties.

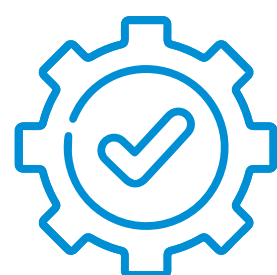
06

07 Align the company's values and strategy with social and economic needs, by ensuring the application of responsible and ethical practices in all company activities, while continuing to provide the necessary support to the community.

Establish reliable communication channels with investors to enhance the company's position in the market and attract shareholders and investments.

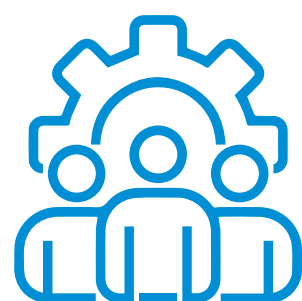
08

Governance Application Pillars



Transparency

The Board of Directors must explain to the shareholders the reasons for making the main decisions.



Accountability

The members of the Board of Directors must be held accountable to the shareholders for the mistakes committed (if any).



Responsibility

Each member of the Board of Directors is responsible for carrying out his duties with high professionalism and courtesy.



Justice

All shareholders are equal before the members of the Board of Directors and senior management.

Applied and not applied provisions of the Corporate Governance Regulations issued by the Capital Market Authority in the Kingdom of Saudi Arabia

Dallah Health Services is committed to implementing governance according to an integrated professional framework. The General Assembly of the Company's shareholders approved the Company's Corporate Governance Regulations. It was prepared in accordance with the Corporate Governance Regulations issued by the Board of the Capital Market Authority, taking into account the best practices followed by listed companies in the market. Dallah's governance framework is based on the following:

Article/Para No.	Article/Para No.	Reasons for non-application	Notes
16	3- The number of its independent members shall not be less than two or one-third of the members of the Board, whichever is greater.	As a result of the resignation of the Board member, Dr. Fahd bin Abdulaziz Al-Rabeeah (independent member) from the Board of Directors on 00/00/2022G, and accordingly, the number of independent members has decreased to less than a third of the Board	Mr. Khalid bin Mohammed Al-Sulaie was appointed on 03/06/2023G as a new member of the Board of Directors to fill the vacant seat in the Board to complete its current term, which ends on October 20, 2025G
32-b	The Board of Directors holds at least four meetings a year, with no less than one meeting every three months.	It was applied to a large extent, as four meetings of the Board of Directors were held during the year 2022G, but not every three months. The meetings were scheduled according to work conditions and according to the circumstances of the members of the Board of Directors.	Guiding Article
54	The Chairman of the Audit Committee must be an independent member.	The Board of Directors considers the presence of one independent member and a member from outside the Board ensures the independence, which enhances the adequacy of the Committee's work.	Guiding Article
70	Formation of Risk Management Committee	The Board of Directors believes that there is no need for an independent risk management committee, and a specialized person has been appointed to manage risks during 2019G.	Guiding Article
72	Risk Management Committee Meetings: The Risk Management Committee meets periodically every (six months), at least, and whenever the need arises.	Non-applicable because the committee was not formed	Guiding Article
88	Motivating employees. The company sets programs to develop and motivate the participation and performance of the employees in the company, provided that they include - in particular - the following: 1. Forming committees or holding specialized workshops to listen to the views of the employees of the company and discuss with them the issues and topics subject to important decisions. 2. Programs for granting employees shares in the company or a share of the profits it achieves, retirement programs, and the establishment of an independent fund to spend on these programs. 3. Establishing social institutions for the company's employees.	Non-applicable because the committee was not formed	Guiding Article
95	Social work initiatives The Board of Directors sets programs and determines the means necessary to launch the company's initiatives in the field of social work, including the following: 1. Develop measurement indicators linking the company's performance with the initiatives it offers in social work, and compare that with other companies with similar activity. 2. Disclosure of the objectives of social responsibility adopted by the company to its employees, and educating and familiarizing them to it. 3. Disclosure of plans to achieve social responsibility in periodic reports related to the company's activities. 4. Develop awareness programs for the community to introduce the company's social responsibility.	The company carries out many initiatives and programs in the field of social work, and it also discloses these programs and initiatives in the relevant reports. However, the company did not set measurement indicators linking the company's performance with its initiatives in social work, and comparing that with other companies with similar activity.	Guiding Article
	Formation of a Corporate Governance Committee. In the event that the Board of Directors forms a committee specialized in corporate governance, it shall delegate to it the competencies prescribed under Article 94 of these bylaws. This committee shall follow up on any issues related to governance applications, and provide the Board of Directors, at least annually, with the reports and recommendations it reaches.	The Board of Directors believes that there is no need for an independent committee, and its work is entrusted to other committees and departments.	Guiding Article



Composition of the Board of Directors

The company's Board of Directors is composed of nine members according to the company's Articles of Association.

9

members

The Ordinary General Assembly, which was held on 09/10/2019G, appointed the members of the Board of Directors for a period of three Gregorian years for the term that started from 21/10/2019G.

2019

Eng. Tarek bin Othman Alkasabi was chosen as Chairman of the Board of Directors in this term on 11/11/2019G.

Eng. Tarek bin Othman Alkasabi

Then, on 31/07/2022G, it was announced that the door for nomination for membership of the Board of Directors would open for the new term that begins on 21/10/2022G and for a period of three Gregorian years the date for opening the door for nomination was in 01/08/2022G to 04/09/2022G..

Then The Ordinary General Assembly, which was held on 19/10/2022G, appointed the members of the Board of Directors for a period of three Gregorian years for the term that started from 21/10/2022G,

and Eng. Tarek bin Othman Alkasabi was chosen as Chairman of the Board of Directors in this term on 01/11/2022G.

Members of the Board of Directors



Eng. Tarek Othman Alkasabi
Chairman - Non-Executive Member

Current positions

-

Previous positions

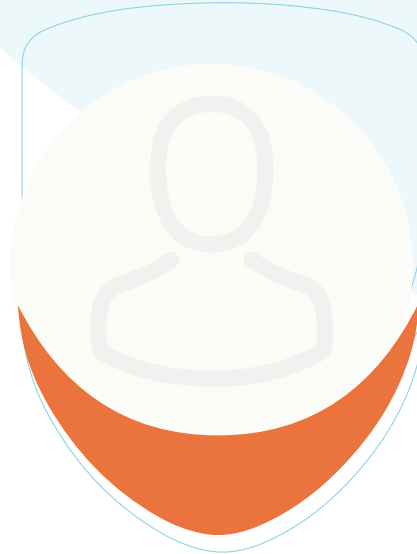
- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)

Qualifications

- Bachelor of Civil Engineering - King Saud University

Experiences

- More than 41 years of experience in several sectors, including the health sector, as well as the following:
- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)



Dr. Abdul Rahman Abdul Aziz Al-Suwailem*
Independent Member

Current positions

-

Previous positions

- Former member of the Shura Council
- President of the Saudi Red Crescent 1418H-1426H
- Undersecretary of the Ministry of Health for Executive Affairs 1409H-1418H
- Assistant Undersecretary of the Ministry of Health for Therapeutic Medicine 1403H-1409H
- Director General of Health Affairs in the Eastern Province 1/1403H-9/1403H
- Head of the Pediatric Department at the Maternity and Children Hospital in Riyadh 1394H-1403H

Qualifications

- Bachelor of Medicine and Surgery - University of Munich-Germany
- Diploma in Pediatrics (Cairo University)
- British Fellowship in Pediatrics, University of Edinburgh.

Experiences

- Former member of the Shura Council
- President of the Saudi Red Crescent 1418H-1426H
- Undersecretary of the Ministry of Health for Executive Affairs 1409H-1418H
- Assistant Undersecretary of the Ministry of Health for Therapeutic Medicine 1403H-1409H
- Director General of Health Affairs in the Eastern Province 1/1403H-9/1403H
- Head of the Pediatric Department at the Maternity and Children Hospital in Riyadh 1394H-1403H
- In charge of establishing a kidney center, which evolved into an organ transplant center in 1404H
- 1398H-1403H, Chairman of the Saudi Medical Authority
- 1409H-1422H: Executive Director of the Council of Gulf Health Ministers in the GCC countries
- 2001H-2005H: Member of the Board of Directors of the Standing Commission of the Red Crescent and the International Cross



Dr. Mohammed Rashid Al-Faqih
Executive Member

Current positions

General Medical Supervisor- Dallah Health Care Services

Previous positions

- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1977G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)

Qualifications

- Bachelor of Medicine (Baghdad University) in 1971G
- Fellowship certificates from the British Royal Colleges of Surgeons in (London)- (Edinburgh)- (Glasco) in 1977G

Experiences

- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1997G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)



Mr. Mohiuddin Saleh Kamel
Vice Chairman - Non-Executive

Current positions

Vice Chairman of the Board of Directors of Dallah Al-Baraka Group

Previous positions

- Supervisor of sports channels at the Arab Radio and Television Network (ART) from 2003G and 2005G, a company working in the media sector and registered in the Cayman Islands.
- Deputy Chief Executive of the Arab Media Corporation from 2009G to 2011G, a company working in the media sector and registered at the Cayman Islands

Qualifications

- Bachelor of Economics (Management and Marketing) from the University of San Francisco (USA) in 2002G

Experiences

- Supervisor of sports channels at the Arab Radio and Television Network (ART) from 2003G and 2005G, a company working in the media sector and registered in the Cayman Islands.
- Deputy Chief Executive of the Arab Media Corporation from 2009G to 2011G, a company working in the media sector and registered at the Cayman Islands

Members of the Board of Directors



Mr. Fahad Abdullah Al- Qassim
Non-Executive Member

Current positions

-

Previous positions

- Chief Executive Officer of Amwal Financial Consultants (2001G-2011G)
- General Manager of Al- Othaim Group (2000G-2001G)
- Managing Partner of KPMG - a global firm providing accounting and consulting services (1995G-1999G)
- Executive Director of Dallah Hospital (1991G-1995G)
- Partner of Al-Qassim Certified Public Accountants (1990G-1991G)

Qualifications

- Bachelor of Administrative Sciences, Accounting, King Saud University (1986G)
- Advanced Management and Leadership Program, Oxford University (2009G)

Experiences

- Chief Executive Officer of Amwal Financial Consultants (2001G-2011G)
- General Manager of Al- Othaim Group (2000G-2001G)
- Managing Partner of KPMG - a global firm providing accounting and consulting services (1995G-1999G)
- Executive Director of Dallah Hospital (1991G-1995G)
- Partner of Al-Qassim Certified Public Accountants (1991G-1995G).



Mr. Abdullah Bin Turki Al- Sudairy
Independent Member

Current positions

Managing Director of Amlak International Real Estate Finance Company

Previous positions

- (2014G – 03/01/2023G) CEO of Amlak International for Real Estate Finance
- (2011G-2013G) Deputy Chief Executive- Executive Director of Strategic Development at Amlak International Real Estate Finance
- 2007G-2011G) Executive Director of Credit and Risk at Amlak International Real Estate Finance
- (1999G-2007G) several positions, the last of which was the Assistant General Manager of the Corporate Division at Samba Financial Group.

Qualifications

- Bachelor of Accounting (King Saud University)
- Master of International Management (Thunderbird Graduate School of International Management)

Experiences

- (2014G – Present) CEO of Amlak International for Real Estate Finance
- (2011G-2013G) Executive Vice President - Executive Director of Strategic Development at Amlak International Real Estate Finance
- (2007G-2011G) Executive Director of Credit and Risk at Amlak International Real Estate Finance
- (1999G-2007G) several positions, the last of which was the Assistant General Manager of the Corporate Division at Samba Financial Group.



Mr. Amro Mohammed Kamel
Non-Executive Member

Current positions

- Deputy Chief Executive - Dallah Al Baraka Group.
- General Manager of Al Jawa'a Communications Company Ltd.
- General Manager of Al-Mura'a Company Ltd .

Previous positions

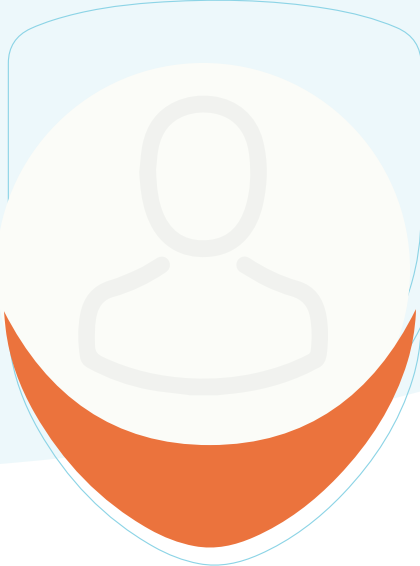
- (2001G-2020G) Assistant CEO for the Central Region - Dallah Al-Baraka.
- (2001 -present) - General Manager of Al Mara'a Company Ltd
- (2010G-present) General Manager of Al Jawa'a Communications Company Ltd.

Qualifications

- Bachelor of Business Administration, King Saud University

Experiences

- (2001G-2020G) Assistant CEO for the Central Region - Dallah Al-Baraka.
- (2001 -present) - General Manager of Al Mara'a Company Ltd
- (2010G-present) General Manager of Al Jawa'a Communications Company Ltd.



Mr. Adel Saudi Dahlawi*
Non-Executive Member

Current positions

- Managing Director- Dallah Al Baraka Investment Holding Company

Previous positions

- 1993G-2006G: Worked in the field of commercial banks and corporate credit.
- 2007G-2010G: Worked in Investment Management.
- 2011G-2018G: Worked in investment banking and financial consulting

Qualifications

- Bachelor of Applied Medical Sciences (Biomedical), King Saud University

Experiences

- 1993G-2006G: Worked in the field of commercial banks and corporate credit.
- 2007G-2010G: Worked in Investment Management.
- 2011G-2018G: Worked in investment banking and financial consulting

Members of the Board of Directors



Mr. Othman Mohammed Al- Ghamdi*
Independent Member

Current positions

- Chief Executive Officer for Financial and Administrative Affairs - (Hassana Investment Company)

Previous positions

- Head of Financial and Administrative Affairs (Hassana Investment Company)
- Director of Finance and Operations (Hassana Investment Company)
- Department of Investment in Investment Portfolios (General Organization for Social Insurance)

Qualifications

- Bachelor of Finance from King Saud University.
- Master of Finance from the University of Colorado (USA)

Experiences

- Head of Financial and Administrative Affairs (Hassana Investment Company)
- Director of Finance and Operations (Hassana Investment Company)
- Department of Investment in Investment Portfolios (General Organization for Social Insurance)



Eng. Talal Ibrahim Al- Maiman **
Independent Member

Current positions

- CEO - Kingdom Holding Company.

Previous positions

- 1996G-2016G: Executive Director of Kingdom Holding Company.
- 2002G-2017G: CEO and Chairman of the Board of Directors of Kingdom Real Estate Development Company.
- 1986G-1996G: Director of the Computers Department at the Saudi Arabian Monetary Agency.
- 1979G-1986G: Director of Operations and Maintenance at the Ministry of Interior.

Qualifications

- Masters - Business Administration (University of Liverpool, UK)
- Bachelor of Science / Electrical Engineering (UNIVERSITY OF EVANSVILLE INDIANA, USA)
- Diploma in Computer Science (COMPUTER SCIENCE CENTER CORPORATION- VIRGINIA, USA)

Experiences

- 2017G-present: CEO - Kingdom Holding Company.
- 1996G-2016G: Executive Director of Kingdom Holding Company.
- 2002G-2017G: CEO and Chairman of the Board of Directors of Kingdom Real Estate Development Company.
- 1986G-1996G: Director of the Computers Department at the Saudi Arabian Monetary Agency.
- 1979G-1986G: Director of Operations and Maintenance at the Ministry of Interior.



Eng. Mohammed Nabil Hefni**
Non-Executive Member

Current positions

- Chief Executive Officer - Kun Investment Holding Company.

Previous positions

- 2008G-2013G: Banking Relationship Team Manager - Samba Financial Group (Samba Capital Private Banking).
- 2006G-2008G: Banking Relationship Manager - Bank Albilad (Investments and Private Banking Services Department)

Qualifications

- Executive Master of Business Administration (EMBA) King Fahd University of Petroleum and Minerals.
- Wealth Management Diploma "Resources and Wealth Management" (The Institute of Banking, Saudi Arabia).
- Certificate of Financial Planning (CPFP) Resources and Wealth Management" (The Institute of Banking, Saudi Arabia).
- Bachelor's degree in Architecture- (King Fahd University of Petroleum and Minerals)

Experiences

- 2014G-present: Chief Executive Officer - Kun Investment Holding Company.
- 2008G-2013G: Senior Relationship Manager-Leader - Samba Financial Group (Private Banking Jeddah Saudi Arabia)
- 2006G-2008G: Banking Relationship Manager - Bank Albilad (Investments and Private Banking Services Department)



Dr. Fahad Abdulaziz Al- Rabeeah
Independent Member

Current positions

Previous positions

- 2005G-2009G: Director of the Business Center of King Faisal Specialist Hospital.
- 2005G-2009G: Executive Director of the Saudi Diagnostic Company Ltd.
- 2003G-2005G: Head of the Infectious Diseases Department at King Faisal Specialist Hospital and Research Center.
- 2010G-2021G: Member of the Board of Directors of the National Center for Disease Control at the Ministry of Health.

Qualifications

- Bachelor of Medicine and Surgery (King Saud University).
- Arab Fellowship "Internal Medicine" Arab Fellowship.
- Canadian Fellowship of Infectious Diseases, "Consultant of Infectious Diseases and Viruses" University of British Columbia - Canada.

Experiences

- 2005G-2009G: Director of the Business Center of King Faisal Specialist Hospital.
- 2005G-2009G: Executive Director of the Saudi Diagnostic Company Ltd.
- 2003G-2005G: Head of the Infectious Diseases Department at King Faisal Specialist Hospital and Research Center.
- 2010G-2021G: Member of the Board of Directors of the National Center for Disease Control at the Ministry of Health.
- 2021G-present: Member of the Board of Directors of the Public Health Authority.
- 2020G-present: Team Leader of the Resource Growth Opportunities Initiative and the Medical Arena at King Faisal Specialist Hospital.
- 2021G-present: Chairman of the Resource Development Committee at the Referral Center at the Ministry of Health.
- 2018-present: Member of the Revenue Management Committee at King Faisal Specialist Hospital and Research Center.

* His membership ended at the end of the previous Board's session, on 20/10/2022G
** Beginning his membership with the beginning of the current Board's session, on 21/10/2022G
*** His membership begins with the beginning of the current Board's session, on 21/10/2022G, and his membership ends on 15/11/ 2022 G.

Members of the Board Committees



Mr. Fahad Abdullah Al- Qassim
Chairman of the Audit Committee

Current positions

Previous positions

- Chief Executive Officer of Amwal Financial Consultants (2001G-2011G)
- General Manager of Al- Othaim Group (2000G-2001G)
- Managing Partner of KPMG - a global firm providing accounting and consulting services (1995G-1999G)
- Executive Director of Dallah Hospital (1991G-1995G)
- Partner of Al-Qassim Certified Public Accountants (1990G-1991G)

Qualifications

- Bachelor of Administrative Sciences, Accounting, King Saud University (1986G)
- Advanced Management and Leadership Program, Oxford University (2009G)

Experiences

- Chief Executive Officer of Amwal Financial Consultants (2001G-2011G)
- General Manager of Al- Othaim Group (2000G-2001G)
- Managing Partner of KPMG - a global firm providing accounting and consulting services (1995G-1999G)
- Executive Director of Dallah Hospital (1991G-1995G)
- Partner of Al-Qassim Certified Public Accountants (1990G-1991G)



Mr. Abdullah Bin Turki Al- Sudairy
Committee Member

Current positions

Managing Director of Amlak International Real Estate Finance Company

Previous positions

- (2014G – 03/01/2023G) CEO of Amlak International for Real Estate Finance
- (2011G-2013G) Deputy Chief Executive- Executive Director of Strategic Development at Amlak International Real Estate Finance
- 2007G-2011G) Executive Director of Credit and Risk at Amlak International Real Estate Finance
- (1999G-2007G) several positions, the last of which was the Assistant General Manager of the Corporate Division at Samba Financial Group.

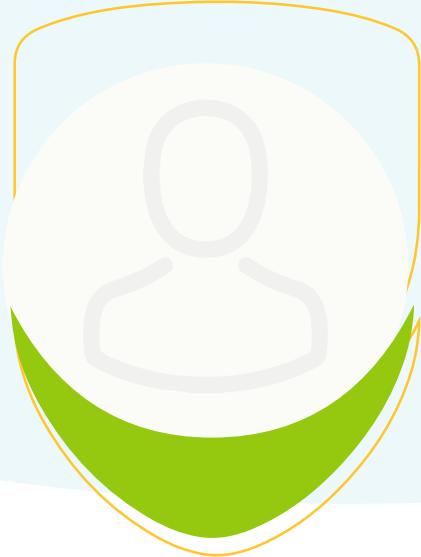
Qualifications

- Bachelor of Accounting (King Saud University)
- Master of International Management (Thunderbird Graduate School of International Management)

Experiences

- (2014G – Present) CEO of Amlak International for Real Estate Finance
- (2011G-2013G) Executive Vice President - Executive Director of Strategic Development at Amlak International Real Estate Finance
- (2007G-2011G) Executive Director of Credit and Risk at Amlak International Real Estate Finance
- (1999G-2007G) several positions, the last of which was the Assistant General Manager of the Corporate Division at Samba Financial Group.

Internal Audit Committee



Mr. Abdul Rahman Saleh Al- Khulaifi
Committee member from outside the Council

Current positions

Previous positions

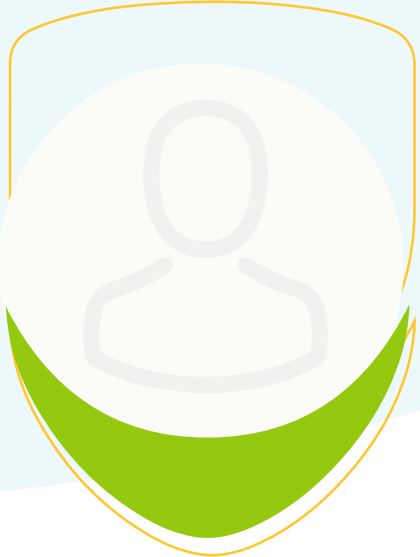
- (Saudi Telecom Company (General Manager of Financial Audit and Business Units in the Group's Internal Audit Sector) from 11/2006G to 5/2016G. From (3/2004G to 8/2006G) Saudi Medical Care Company (Group Financial Controller) From (5/1998G to 2/2004G) Director of Financial and Administrative Affairs at (ORACLE SYSTEMS LIMITED)
- From (7/1996G to 4/1998G) he worked as General Manager of Delmaza Food Industries Company. From (8/1993G to 12/1995G) he worked as a financial manager for the Saudi Bakeries Company From (4/1985G to 8/1993G) he worked as an auditor for the Saudi Fund for Industrial Development.

Qualifications

- Bachelor of Accounting - King Saud University.
- Courses in economics and accounting from (THE ECONOMICS INSTITUTE) in Boulder, Colorado, USA.
- CPA certificate from Colorado State Board of Accounts in Denver (Colorado), USA.
- Member of the American Institute of Certified Public Accountants since 7/1990G
- Member of the Institute of Internal Audit since 12/2006G.

Experiences

- Various experiences covering more than 30 years in executive management, management work, financial control and internal auditing, in addition to membership in audit committees in joint stock companies.



Mr. Khaled Mohammed Al-Khowiter *
Committee member from outside the Council

Current positions

Previous positions

- From 9/1986G to 9/1989G: financial management / middle management in the Hotels and Tourist Areas Company.
- From 10/1989G to 8/2018G: Senior executive and financial management in the Advanced Electronics Company. Development.

Qualifications

- Bachelor of Accounting in 1403H from King Saud University.
- Passed the American Fellowship (Fellowship of Accountants) in 1992G from the American Council of Accountants.

Experiences

- From 9/1986G to 9/1989G: financial management / middle management in the Hotels and Tourist Areas Company.
- From 10/1989G to 8/2018G: Senior executive and financial management in the Advanced Electronics Company.
- From 8/2018G to present: financial and administrative consulting.
- From 29/11/2018G to present, Member of the Board of Directors of Jadwa Investment Co (closed joint stock).
- From March 5, 2019 to present, Member of the Board of Directors and Audit Committee of Bin Laden Contracting Company (closed joint stock).
- From 21/12/2017G to present, Member of the Audit Committee in the Industrial Group (Petrochemicals) "Public Shareholding"
- From November 20, 2017G, to present, Member of the audit committee in Al-Drees Company (public shareholding), which works in fuel and transportation.
- From November 17, 2007, to date, a member of the Audit Committee in Aslak Company (Public Shareholding), which works in the manufacturing industry.
- From June 15, 2007G to May 20, 2017G, Member of the Accounting Standards Committees of the Organization of Certified Public Accountants.

* His membership ended at the end of the previous Board's session on 20/10/2022G

Nomination and Remunerations Committee



Eng. Tarek Othman Alkasabi
Member of the Nomination and Remuneration Committee

Current positions

Previous positions

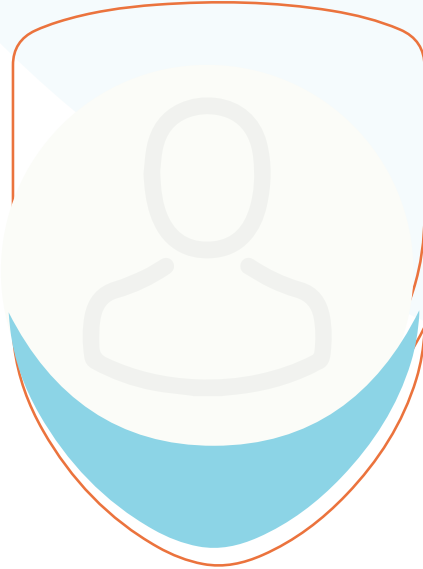
- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)

Qualifications

- Bachelor of Civil Engineering - King Saud University

Experiences

- More than 41 years of experience in several sectors, including the health sector, as well as the following:
- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)



Dr. Abdul Rahman Abdul Aziz Al-Suwailem*
Chairman of the Nomination and Remuneration Committee for the previous session

Current positions

Previous positions

- Former member of the Shura Council
- President of the Saudi Red Crescent 1418H-1426H
- Undersecretary of the Ministry of Health for Executive Affairs 1409H-1418H
- Assistant Undersecretary of the Ministry of Health for Therapeutic Medicine 1403H-1409H
- Director General of Health Affairs in the Eastern Province 1/1403H-9/1403H
- Head of the Pediatric Department at the Maternity and Children Hospital in Riyadh 1394H-1403H

Qualifications

- Bachelor of Medicine and Surgery - University of Munich-Germany
- Diploma in Pediatrics (Cairo University)
- British Fellowship in Pediatrics, University of Edinburgh.

Experiences

- Former member of the Shura Council
- President of the Saudi Red Crescent 1418H-1426H
- Undersecretary of the Ministry of Health for Executive Affairs 1409H-1418H
- Assistant Undersecretary of the Ministry of Health for Therapeutic Medicine 1403H-1409H
- Director General of Health Affairs in the Eastern Province 1/1403H-9/1403H
- Head of the Pediatric Department at the Maternity and Children Hospital in Riyadh 1394H-1403H
- In charge of establishing a kidney center, which evolved into an organ transplant center in 1404H
- 1398H-1403H, Chairman of the Saudi Medical Authority
- 1409H-1422H: Executive Director of the Council of Gulf Health Ministers in the GCC countries
- 2001H-2005H: Member of the Board of Directors of the Standing Commission of the Red Crescent and the International Cross



Mr. Othman Mohammed Al-Ghamdi*
Committee member whose session ended on 20/10/2022

Current positions

- Chief Executive Officer for Financial and Administrative Affairs - (Hassana Investment Company)

Previous positions

- Head of Financial and Administrative Affairs (Hassana Investment Company)
- Director of Finance and Operations (Hassana Investment Company)
- Department of Investment in Investment Portfolios (General Organization for Social Insurance)

Qualifications

- Bachelor of Finance from King Saud University.
- Master of Finance from the University of Colorado (USA)

Experiences

- Head of Financial and Administrative Affairs (Hassana Investment Company)
- Director of Finance and Operations (Hassana Investment Company)
- Department of Investment in Investment Portfolios (General Organization for Social Insurance)



Eng. Talal Ibrahim Al-Maiman**
Chairman of the Nomination and Remuneration Committee began its session after the formation of the Council on 21/10/2022

Current positions

- CEO - Kingdom Holding Company.

Previous positions

- 1996G-2016G: Executive Director of Kingdom Holding Company.
- 2002G-2017G: CEO and Chairman of the Board of Directors of Kingdom Real Estate Development Company.
- 1986G-1996G: Director of the Computers Department at the Saudi Arabian Monetary Agency.
- 1979G-1986G: Director of Operations and Maintenance at the Ministry of Interior.

Qualifications

- Masters - Business Administration (University of Liverpool, UK)
- Bachelor of Science / Electrical Engineering (UNIVERSITY OF EVANSVILLE INDIANA, USA)
- Diploma in Computer Science (COMPUTER SCIENCE CENTER CORPORATION- VIRGINIA, USA)

Experiences

- 2017G-present: CEO - Kingdom Holding Company.
- 1996G-2016G: Executive Director of Kingdom Holding Company.
- 2002G-2017G: CEO and Chairman of the Board of Directors of Kingdom Real Estate Development Company.
- 1986G-1996G: Director of the Computers Department at the Saudi Arabian Monetary Agency.
- 1979G-1986G: Director of Operations and Maintenance at the Ministry of Interior.

Investment and Finance Committee



Mr. Amro Mohammed Kamel
Committee Member



Dr. Fahad Abdulaziz Al- Rabeeah
Committee Member

Current positions

- Deputy Chief Executive - Dallah Al Baraka Group.
- General Manager of Al Jawa'a Communications Company Ltd.
- General Manager of Al-Mura'a Company Ltd .

Previous positions

- (2001G-2020G) Assistant CEO for the Central Region - Dallah Al-Baraka.
- (2001-present) - General Manager of Al Mara'a Company Ltd
- (2010G-present) General Manager of Al Jawa'a Communications Company Ltd.

Qualifications

- Bachelor of Business Administration, King Saud University

Experiences

- (2001G-2020G) Assistant CEO for the Central Region - Dallah Al-Baraka.
- (2001-present) - General Manager of Al Mara'a Company Ltd
- (2010G-present) General Manager of Al Jawa'a Communications Company Ltd.

Current positions

Previous positions

- 2005G-2009G: Director of the Business Center of King Faisal Specialist Hospital.
- 2005G-2009G: Executive Director of the Saudi Diagnostic Company Ltd.
- 2003G-2005G: Head of the Infectious Diseases Department at King Faisal Specialist Hospital and Research Center.
- 2010G-2021G: Member of the Board of Directors of the National Center for Disease Control at the Ministry of Health.

Qualifications

- Bachelor of Medicine and Surgery (King Saud University).
- Arab Fellowship "Internal Medicine" Arab Fellowship.
- Canadian Fellowship of Infectious Diseases, "Consultant of Infectious Diseases and Viruses" University of British Columbia - Canada.

Experiences

- 2005G-2009G: Director of the Business Center of King Faisal Specialist Hospital.
- 2005G-2009G: Executive Director of the Saudi Diagnostic Company Ltd.
- 2003G-2005G: Head of the Infectious Diseases - Department at King Faisal Specialist Hospital and Research Center.
- 2010G-2021G: Member of the Board of Directors of the National Center for Disease Control at the Ministry of Health.
- 2021G-present: Member of the Board of Directors of the Public Health Authority.
- 2020G-present: Team Leader of the Resource Growth Opportunities Initiative and the Medical Arena at King Faisal Specialist Hospital.
- 2021G-present: Chairman of the Resource Development Committee at the Referral Center at the Ministry of Health.
- 2018-present: Member of the Revenue Management Committee at King Faisal Specialist Hospital and Research Center.



Eng. Tarek Othman Alkasabi
Chairman of the Investment and Finance Committee

Current positions

Previous positions

- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)

Qualifications

- Bachelor of Civil Engineering - King Saud University

Experiences

- More than 41 years of experience in several sectors, including the health sector, as well as the following:
- Project Engineer at Kara Establishment (1976G-1977G)
- Project Manager (King Faisal Bridge in Muzdalifah) Kara Establishment (1978G-1981G)
- Vice President of Kara Establishment (1981G-1988G)
- Deputy General Manager of Makkah Construction and Development Company (1988G-1990G)



Dr. Mohammed Rashid Al-Faqih
Committee Member

Current positions

General Medical Supervisor- Dallah Health Care Services

Previous positions

- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1977G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)

Qualifications

- Bachelor of Medicine (Baghdad University) in 1971G
- Fellowship certificates from the British Royal Colleges of Surgeons in (London)- (Edinburgh)- (Glasco) in 1977G
- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1997G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)

* His membership ended at the end of the previous Board's session on 20/10/2022G
** His membership started with the beginning of the current Board term, on 21/10/2022G
*** His membership begins with the beginning of the current Board term, which on 21/10/2022G, and his membership ends on 15/11/2022G



Eng. Mohammed Nabil Hefni**
Committee Member

Current positions

- Chief Executive Officer - Kun Investment Holding Company.

Previous positions

- 2008G-2013G: Banking Relationship Team Manager - Samba Financial Group (Samba Capital Private Banking).
- 2006G-2008G: Banking Relationship Manager - Bank Albilad (Investments and Private Banking Services Department)

Qualifications

- Executive Master of Business Administration (EMBA) King Fahd University of Petroleum and Minerals.
- Wealth Management Diploma "Resources and Wealth Management" (The Institute of Banking, Saudi Arabia).
- Certificate of Financial Planning (CPFP) Resources and Wealth Management" (The Institute of Banking, Saudi Arabia).
- Bachelor's degree in Architecture- (King Fahd University of Petroleum and Minerals)

Experiences

- 2014G-present: Chief Executive Officer - Kun Investment Holding Company.
- 2008G-2013G: Senior Relationship Manager-Leader - Samba Financial Group (Private Banking Jeddah Saudi Arabia)
- 2006G-2008G: Banking Relationship Manager - Bank Albilad (Investments and Private Banking Services Department)

* His membership begins of the current Board's session on 21/10/2022G



Mr. Mohiuddin Saleh Kamel
Committee Member

Current positions

- Vice Chairman of the Board of Directors of Dallah Al-Baraka Group

Previous positions

- Supervisor of sports channels at the Arab Radio and Television Network (ART) from 2003G and 2005G, a company working in the media sector and registered in the Cayman Islands.
- Deputy Chief Executive of the Arab Media Corporation from 2009G to 2011G, a company working in the media sector and registered at the Cayman Islands

Qualifications

- Bachelor of Economics (Management and Marketing) from the University of San Francisco (USA) in 2002G

Experiences

- Supervisor of sports channels at the Arab Radio and Television Network (ART) from 2003G and 2005G, a company working in the media sector and registered in the Cayman Islands.
- Deputy Chief Executive of the Arab Media Corporation from 2009G to 2011G, a company working in the media sector and registered at the Cayman Islands

Member of the Board Committees



Executive Management



Dr. Ahmed Saleh Babaeer
CEO

Current positions

- Chief Executive Officer

Previous positions

- During the period (1987G-1991G) Vice Dean of the College of Agriculture at King Saud University
- During the period (1993G-1994G) Head of the Agricultural Engineering Department at the College of Agriculture at King Saud University
- During the period (1994G-1999G), General Manager of Jizan Agricultural Development Company.
- During the period (2000G-2005G), General Manager of Al-Jouf Agricultural Development Company.
- During the period (2005G-2008G) he worked as a consultant for business development in Amjad Holding Company in Riyadh.
- During the period (2006G-2008G) CEO of Al-Madina Real Estate Development Company, a subsidiary of Amjad Holding Company in Riyadh.

Qualifications

- Bachelor's degree in Agricultural Sciences from King Saud University, 1977G.
- Master's degree in Agricultural Machinery and Agricultural Power Engineering from Iowa State University (USA) 1982G
- PhD degree in Agricultural Machinery and Power Engineering from Iowa State University (USA) 1984G

Experiences

- During the period (1987G-1991G) Vice Dean of the College of Agriculture at King Saud University
- During the period (1993G-1994G) Head of the Agricultural Engineering Department at the College of Agriculture at King Saud University
- During the period (1994G-1999G), General Manager of Jizan Agricultural Development Company.
- During the period (2000G-2005G), General Manager of Al-Jouf Agricultural Development Company.
- During the period (2005G-2008G) he worked as a consultant for business development in Amjad Holding Company in Riyadh.
- During the period (2006G-2008G) CEO of Al-Madina Real Estate Development Company, a subsidiary of Amjad Holding Company in Riyadh.

Executive Management



Dr. Mohammed Rashid Al-Faqih

Current positions
General Medical Supervisor- Dallah Health Care Services

Previous positions

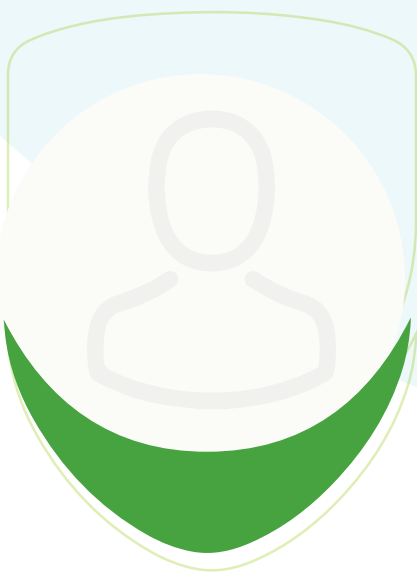
- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1997G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)

Qualifications

- Bachelor of Medicine (Baghdad University) in 1971G
- Fellowship certificates from the British Royal Colleges of Surgeons in (London)- (Edinburgh)- (Glasco) in 1977G

Experiences

- Clinical Professor of Surgery at King Saud University
- Non-resident professor of Cardiothoracic Sciences (University of Lomaland), California, USA
- Visiting Professor of Cardiothoracic Surgery (Harvard University 1995G)
- Vice President of the International Society of Cardiothoracic and Vascular Surgery (1997G)
- Member of the Panel of Examiners, the Royal College of Surgeons (1987G-1994G)
- Member of the Board of Directors of King Faisal Specialist Hospital and Research Center (2008G-2011G)
- Head of the Department of Cardiology and Head of Physician at the Armed Forces Hospital in Riyadh, and then the Medical Director, Chief Physician and the Head of the Cardiac Surgery Department at Prince Sultan Cardiac Center (1979G-2005G)



Ali Saeed Jubran Al-Qahtani
Chief Financial Officer

Current positions
Chief Executive Officer for Financial Affairs

Previous positions

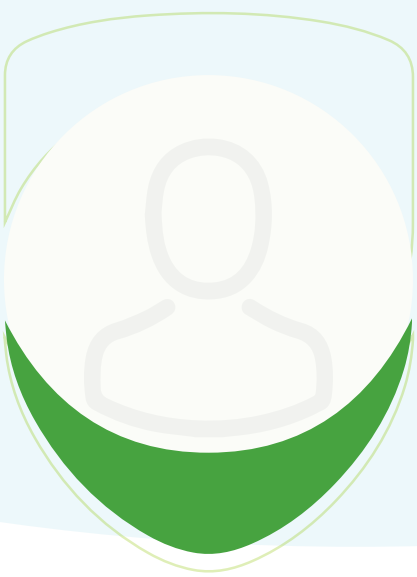
- Assistant Executive General Manager for Financial Affairs and Services at the General Organization of Saudi Arabian Airlines.
- Vice President of Finance, Ma'aden Company.
- Vice President of Finance at the Cooperative Insurance Company.
- Assistant General Manager for Business Development and Finance, Qassim Cement Company.
- Customer Accounts Manager at Al Rajhi Bank.
- Senior Audit Analyst at the Saudi Industrial Development Fund.

Qualifications

- Bachelor of Accounting from King Saud University, 1993
- Certificate of fellowship of the Saudi Organization for Certified Public Accountants, 1999G
- Several training courses in management, leadership, accounting and finance

Experiences

- More than 29 years of experience in accounting, auditing, finance and treasury management



Dr. Salah Rashid Al-Faqih
Chief Physician

Current positions
Chief Physician

Previous positions

- Dr. Al-Faqih worked at the Riyadh Central Hospital for Accidents and Emergency in Riyadh from 1974G to 1978G.
- During that period, he was the Chief Physician in the Department of Surgery from 1974G to 1976G. From 1978G to 1981G, Dr. Al-Faqih worked in several hospitals in the United Kingdom.
- There he held a position in the Department of Urology at Stokemandeville Hospital, Aylesbury from 1978G-1980G, and a position in the Department of Urology at the Royal Liverpool Hospital, Liverpool, in 1980G.
- He also held a position in the Department of Urology, Royal Marsden Hospital, London, 1980G-1981G.
- Between 1981G and 1983G, Dr. Al-Faqih worked as a consultant urologist in Riyadh Central Hospital before his appointment as an assistant professor and consultant urologist in King Khalid University Hospital in 1983G until today.

Qualifications

- Bachelor of Medicine and Surgery - College of Medicine - University of Baghdad.
- Fellowship of the English Royal College of Surgeons - Royal College of Surgeons - England.
- Fellowship of the Royal College of Surgeons Glasgow - Royal College of Surgeons Glasgow - Scotland.

Experiences

- Dr. Al-Faqih worked at the Riyadh Central Hospital for Accident and Emergency in Riyadh from 1974G to 1978G.
- During that period, he was the Chief Physician in the Department of Surgery from 1974G to 1976G. From 1978G to 1981G, Dr. Al-Faqih worked in several hospitals in the United Kingdom.
- There he held a position in the Department of Urology at Stokemandeville Hospital, Aylesbury from 1978G-1980G, and a position in the Department of Urology at the Royal Liverpool Hospital, Liverpool, in 1980G.
- He also held a position in the Department of Urology, Royal Marsden Hospital, London, 1980G-1981G.
- Between 1981G and 1983G, Dr. Al-Faqih worked as a consultant urologist in Riyadh Central Hospital before his appointment as an assistant professor and consultant urologist in King Khalid University Hospital in 1983G until today.



Eng. Abdulaziz Saleh Al-Wahaibi
Chief Operating Officer

Current positions
Chief Operating Officer

Previous positions

- Director of Administration and Operations, Dallah Health Care Services Company
- Chief Executive Officer of the Saudi Company for the Saudi Grandparents Poultry
- Director of Support Services - Dallah Hospital
- GASCO Strategy Team Manager
- Director of Riyadh branch, GASCO

Qualifications

- Master of Business Administration - King Saud University
- Bachelor of Engineering in Petroleum Engineering - King Saud University.

Experiences

- He worked at the beginning of his career in Aramco, then moved to the National Gas and Manufacturing Company, in which he polished his experience for 8 years, during which he moved in all fields of operation and administrative positions, and during his work he began studying a master's degree. After that, he moved to Dallah Health Carecare as Director of Support Services and then as CEO of the Saudi Company for the Saudi Grandparents Poultry. After two years, he returned to Dallah Health Ccare as Director of Administration and Operations. During that, he was able to gain experience in the field of management and operation in various and different fields.

Names of companies inside and outside the Kingdom in which a member of the Company's board of directors is a member of their current and previous boards of directors or one of their managers

Name of the member	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability	Names of companies in which the member of the Board of Directors is a member of their previous boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability
Eng. Tarek Othman Alkasabi	Bank AlJazira	Kingdom of Saudi Arabia	Listed joint stock	(15/12/2007G-26/10/2019G) Vice Chairman of the Board of Directors of Aseer Company for Trade, Tourism and Industry.	Kingdom of Saudi Arabia	Listed joint stock
	Ataa Educational Company		Listed joint stock	(26/09/2012G-02/05/2019G) Chairman of the Board of Directors of Serb Real Estate Investment Company.		Unlisted joint stock
	Care Shield Holding Company		Unlisted joint stock	(23/07/2018G- 21/02/2021G) Member of the Board of Directors of Al-Balad Al-Amin Company for Development and Urban Regeneration.		Unlisted joint stock
	Rzm Investment Company		Unlisted joint stock	(06/12/2018G– 21/02/2021G) Member of the Board of Directors of Dhahiat Sumou Company		Limited Liability Company
	Dallah Pharma Co.		Limited Liability	(02/07/2019G-01/08/2021G) The General Organization for Social Insurance		Government institution
	AlJazira Securities Company		Unlisted joint stock			
	NEBA Company	Turkey	Unlisted joint stock			
	Kingdom University Company	Kingdom of Bahrain	Unlisted joint stock			
Dr. Abdul Rahman Abdul Aziz Al-Swailim*	-	-	-	-	-	
Dr. Mohammed Rashid Al-Faqih	Dr. Mohammed Rashid Al-Faqih & Co.	Kingdom of Saudi Arabia	Unlisted joint stock	-	-	-
	Kingdom University Company	Kingdom of Bahrain	Unlisted joint stock	-	-	-
Mr. Mohiuddin Saleh Kamel	Saudi Research and Marketing Company	Kingdom of Saudi Arabia	Listed joint stock	-	-	-
	Dallah Al Baraka Holding Company		Unlisted joint stock	-	-	-
	Dallah Al Baraka Investment Holding Company		Unlisted joint stock	-	-	-
	Dallah Real Estate Company		Unlisted joint stock	-	-	-
	Dallah Company for transporting pilgrims		Limited Liability	-	-	-
	Dallah East Bridge Investment Company		Limited Liability	-	-	-
	Foodservice group company		Limited Liability	-	-	-
	Arab Company for Advertising and General Services		Limited Liability	-	-	-
	Regional Indexes Company		Limited Liability	-	-	-
	Gulf evidence company for real estate investment		Limited Liability	-	-	-

Name of the member	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability
Mr. Mohiuddin Saleh Kamel	Arabian Mawaqit Company for Real Estate Services	Kingdom of Saudi Arabia	Limited Liability	-	-	-
	Al Bawadir Al Mutamaizah Holding Company		Limited Liability	-	-	-
	Global ports for real estate development		Limited Liability	-	-	-
	Fast Contracting Company		Limited Liability	-	-	-
	Iqraa International Investment Company		Limited Liability	-	-	-
	Saudi Tourist Cities Company		Limited Liability	-	-	-
	Joud Al-Hala Company		Limited Liability	-	-	-
	Dallah Advanced Waste Recycling Company		Limited Liability	-	-	-
	Advanced Fawasil Company for organizing tourism events and festivals		Limited Liability	-	-	-
	Al-Saadi Company for Trade and Soil Stabilization		Limited Liability	-	-	-
	Cyan Entertainment Company		Limited Liability	-	-	-
	Dar Saleh Company		Limited Liability	-	-	-
	One thousand seven hundred and sixty company		Limited Liability	-	-	-
	Saden Holding Company		Limited Liability	-	-	-
Mr. Fahad Abdullah Al-Qasim	Savola Group	Kingdom of Saudi Arabia	Listed joint stock	-	-	-
	Jarir Marketing Company		Listed joint stock	-	-	-
	Dur Hospitality Company		Listed joint stock	-	-	-
	Riyadh Development Company		Listed joint stock	-	-	-
	Dr. Mohammed Rashid Al-Faqih and Partners Company		Unlisted joint stock	-	-	-
	Al-Argan Projects Company		Unlisted joint stock	-	-	-
	Jarir Investments Company		Unlisted joint stock	-	-	-
	Ittihad Al-Rajhi Investment Holding Company		Unlisted joint stock	-	-	-
	Ittihad Al-Rajhi Real Estate Company		Unlisted joint stock	-	-	-
	Fincorp Financial Consulting Company	Arab Republic of Egypt	Unlisted joint stock	-	-	-
	Mohammed Abdel Aziz Al Habib & Sons Holding Company	Kingdom of Saudi Arabia	Unlisted joint stock	-	-	-
	Masarat Development Investment Company		Unlisted joint stock	-	-	-
	Value Capital Partners Company		Unlisted joint stock	-	-	-
	Panda Retail Company		Unlisted joint stock	-	-	-
	Savola World		Unlisted joint stock	-	-	-

Name of the member	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability
Mr. Fahad Abdullah Al-Qasim	Basqat Gulf Company	Kingdom of Saudi Arabia	Limited Liability	-	-	-
	Tanal Real Estate Development and Investment Company		Limited Liability	-	-	-
	Abdullah Bin Ibrahim Al-Subaie Holding Company (AIMS)		Unlisted joint stock	-	-	-
	Ariz Commercial Investment Company Limited		Limited Liability	-	-	-
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	-	-	-	-	-	-
Mr. Abdullah Turki Al-Sudairy	Amlak International Finance Company	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
Mr. Amr Mohammed Kamel	Sanad Company	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
	Amlak International Real Estate Finance Company		Listed joint stock company	-	-	-
	Maad for Reconstruction and Development Holding Company		Limited Liability	-	-	-
	Shams Union		Limited Liability	-	-	-
	National Environment Preservation Company Limited		Limited Liability	-	-	-
Mr. Adel Saud Dahlawi *	Bank AlJazira	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
	Rental group		Unlisted joint stock	-	-	-
Eng. Talal Ibrahim Al-Maiman **	Kingdom Holding Company	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
	Banque Saudi Fransi		Listed joint stock company	-	-	-
	Kingdom Investment and Development Company		Unlisted joint stock	-	-	-
Eng. Mohammed Nabil Hefni **	Emaar Economic City	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
	Ports Development Company		Unlisted joint stock	-	-	-
	Samir Abbas Hospitals Company		Unlisted joint stock	-	-	-
	Al-Manakhah Real Estate Development Company		Unlisted joint stock	-	-	-
	Ports Development Company		-	-	-	-
	Samir Abbas Hospitals Company		-	-	-	-

Name of the member	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability	Names of companies in which the member of the Board of Directors is a member of their current boards of directors or one of their directors	Inside/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited).... / liability
Eng. Mohammed Nabil Hefni **	Al-Manakhah Real Estate Development Company	Kingdom of Saudi Arabia	Unlisted joint stock	-	-	-
	Defaf Company for Logistics Services		Unlisted joint stock	-	-	-
Dr. Fahad Abdulaziz Al-Rabeeah ***	Pharmaceutical Company (Spimaco)	Kingdom of Saudi Arabia	Listed joint stock company	-	-	-
	Takhassusi Holding Company		Private enterprise	-	-	-
	Public Health Authority		Government agency	-	-	-

* His membership ended at the end of the previous Board session, on 20/10/2022 G
** His membership began with the beginning of the current Board session, on 21/10/2022 G
*** His membership began with the beginning of the current Board session, which was on 21/10/2022 G, and ended on 15/11/2022 G

Composition of the Board of Directors and classification of its members (executive board member, non-executive board member, and independent board member)

Member's Name	Membership classification (executive / non-executive / independent)
Eng. Tarek Othman Alkasabi	non-executive
Dr. Abdul Rahman Abdul Aziz Al-Suwailim *	Independent
Dr. Mohammed Rashid Al-Faqih	Executive
Mr. Mohiuddin Saleh Kamel	non-executive
Mr. Fahad Abdullah Al-Qasim	non-executive
Mr. Abdullah bin Turki Al-Sudairy	Independent
Mr. Amr Mohammed Kamel	non-executive
Mr. Adel Saud Dahlawi *	non-executive
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	Independent
Eng. Talal Ibrahim Almainan **	Independent
Eng. Mohammad Nabil Hefni **	non-executive
Dr. Fahad Abdulaziz Al-Rabeeah***	Independent

* His membership ended at the end of the previous Board session, on 20/10/2022G
** His membership began with the beginning of the current Board session, on 21/10/2022G
*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G



Board meetings

Member's name	Meeting attendance record 2022G				The number of attendees for meetings
	First 21/03/2022G	Second 24/05/2022G	Third 20/09/2022G	Fourth 01/11/2022G	
Eng. Tarek Othman Alkasabi	✓	✓	✓	✓	4/4
Dr. Abdul Rahman Abdul Aziz Al-Su-wailim *	-	✓	✓	-	2/4
Dr. Mohammed Rashid Al-Faqih	✓	✓	✓	✓	4/4
Mr. Mohiuddin Saleh Kamel	✓	✓	✓	✓	4/4
Mr. Fahad Abdullah Al-Qasim	✓	✓	✓	✓	4/4
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Invest-ment Company)*	✓	✓	✓	-	3/4
Mr. Amr Mohammed Kamel	✓	✓	✓	✓	4/4
Mr. Adel Saud Dahlawi *	✓	✓	✓	-	3/4
Mr. Abdullah bin Turki Al-Sudairy	✓	✓	✓	✓	4/4
Eng. Talal Ibrahim Almainan **	-	-	-	✓	1/4
Eng. Mohammad Nabil Hefni **	-	-	-	✓	1/4
Dr. Fahad Abdulaziz Al-Rabeeah***	-	-	-	✓	1/4

* His membership ended at the end of the previous Board session, on 20/10/2022G
** His membership began with the beginning of the current Board session, on 21/10/2022G
*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G

Actions taken by the Board of Directors to inform its members - especially non-executives - of the shareholders' proposals and observations regarding the company and its performance:

The Board approved the disclosure policy and procedures, which included procedures that guarantee the shareholders' right to inquire, request information, and answer their inquiries in a way that does not harm the company's interests. The Board also confirms that it has not received any suggestions or observations regarding the company and its performance by shareholders during the year 2022G.

Brief description of the committees and their tasks

01 Audit Committee

The Audit Committee was formed to enhance the role of the Board of Directors in reviewing the accounting policies followed in the company, supervising internal control systems and procedures, following up on the work of the certified public accountants, studying the interim and annual financial statements before presenting them to the Board of Directors, and any other tasks assigned to it by the Board of Directors. Five (5) Committee meetings were held during the fiscal year 2022G.

The company has taken into account the instructions of the Governance Regulations regarding the formation of the committee from other than the executive members of the Board of Directors. The committee consists of the following members:

Attendance record of Audit Committee meetings for the year 2022G						
Member's name	Nature of membership	The number of attendees for meetings				
		02/03/2022	17/05/2022	16/06/2022	05/08/2022	07/11/2022
Mr. Fahad Abdullah Al-Qasim	Chairman of the Committee	✓	✓	✓	✓	✓
Mr. Abdullah Turki Al-Sudairy	Member	✓	✓	✓	✓	✓
Mr. Abdul Rahman Saleh Al-Khulaifi	Member	✓	✓	✓	✓	✓
Mr. Khaled Mohammed Al-Khowiter*	Member	✓	✓	✓	✓	-

* His membership ended at the end of the previous Board's session, on 20/10/2022

02 Nominations and Remunerations Committee

The Remuneration and Nominations Committee was formed to enhance the role of the Board of Directors in submitting recommendations regarding the development of policies for rewards and incentives for members of the Board of Directors and senior executives of the company; annually ensure the independence of independent members, and review the skills required for membership of the Board; identify the weaknesses and strengths in the Board; review the structure of the Board and make recommendations regarding the changes that can be made; in addition to recommending nomination for membership of the Board. Four (4) committee meetings were held during the fiscal year 2022G. The committee consists of the following members:

Attendance record of Audit Committee meetings for the year 2022G					
Member's name	Nature of membership	The number of attendees for meetings			
		02/03/2022	17/05/2022	12/09/2022	08/11/2022
Dr. Abdul Rahman Abdul Aziz Al-Suwallim*	Chairman of the Committee	✓	✓	✓	-
Eng. Talal Ibrahim Almairan **	Chairman of the Committee	-	-	-	✓
Eng. Tarek Othman Alkasabi	Member	✓	✓	✓	✓
Mr. Amr Mohammed Kamel	Member	✓	✓	✓	✓
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	Member	✓	✓	✓	-
Dr. Fahad Abdulaziz Al-Rabeeah***	Member	-	-	-	✓

* His membership ended at the end of the previous Board session, on 20/10/2022G
** His membership began with the beginning of the current Board session, on 21/10/2022G
*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G

03 Investment and Finance Committee

The Investment and Finance Committee was formed by a decision of the Board of Directors and it was assigned some of the tasks of the Board of Directors, most notably: studying investment opportunities and their compatibility with the company's strategies, approving the company's investment decisions, approving bank facilities, in addition to any other tasks assigned to it by the Board of Directors. Five (5) Committee meetings were held during the fiscal year 2022G. The committee consists of the following members:

Attendance record of Audit Committee meetings for the year 2022G						
Member's name	Nature of membership	The number of attendees for meetings				
		01/03/2022	16/05/2022	13/09/2022	16/11/2022	12/12/2022
Eng. Tarek Othman Alkasabi	Chairman of the Committee	✓	✓	✓	✓	✓
Dr. Mohammed Rashid Al-Faqih	Member	✓	✓	✓	✓	✓
Mr. Mohiuddin Saleh Kamel	Member	✓	✓	✓	✓	✓
Eng. Mohammad Nabil Hefni *	Member	-	-	-	✓	✓

* His membership began with the beginning of the current Board session, on 21/10/2022G



Remuneration Policy for Board Members, Committees and Senior Executives

The Objective

The "Remuneration Policy for Members of the Board of Directors, Board committees and Senior Executives" at Dallah Health Services Company aims to determine the remuneration for members of the Board of Directors, Board committees and senior executives of the company in order to attract members of the Board of Directors, committees and senior executives with high scientific, practical, technical and managerial competencies and experiences commensurate with the nature of the company's business and its activity and size, which enables them to perform their duties to the fullest with high professionalism. The company aims to create a successful and attractive work environment to achieve the goals that the company aims for.

Principles and rules governing remunerations

First- Members of the Board of Directors and its committees

The Board of Directors, based on the recommendation of the Remuneration Committee, determines the remunerations of the members of the Board of Directors and its committees in accordance with the following principles:

01

It should be appropriate to the nature and business of the company, its activity and size, and the required skills and experience.

The remuneration shall be a factor of attraction for members of the Board of Directors with high experience and qualifications required to help the company achieve its goals.

02

03

The remuneration of the members of the Board of Directors may vary in amount to reflect the extent of the member's experience, specialization, tasks entrusted to him and his independence.

A member of the Board of Directors shall be entitled to an annual remuneration not exceeding (200,000) Saudi Riyals in return for the work, his competence and the tasks entrusted to him in his capacity as a member of the Board of Directors of the company. The Board of Directors may determine otherwise based on the recommendation of the Nominations and Remuneration Committee.

04

05

A member of the Board of Directors participating in the committees emanating from the Board of Directors and the committees emanating from the General Assembly shall be entitled to an annual remuneration, the total of which shall not exceed (500,000) Saudi Riyals, whether he is a member of one committee or several committees. The Board of Directors may determine otherwise based on the recommendation of the Nominations and Remuneration Committee, provided that the remuneration shall comply with the Companies Law and its implementing regulations, controls, procedures and regulatory controls issued in implementation of the Companies Law.

The company has the right to claim compensation for damages to its reputation and recover what was spent in terms of remunerations, compensation and any other costs incurred by the company:

06



Termination of membership by a decision of the General Assembly when the member is absent for three consecutive sessions within one year without a legitimate excuse acceptable to the Board of Directors.



When the member fails to carry out his responsibilities, tasks and duties, which results in harm to the interest of the company.



When the member commits an act of dishonor or dishonesty or forgery.

Senior Executives

The Board of Directors determines the remuneration of senior executives based on the recommendation of the Nomination and Remuneration Committee of the company, provided that it is in accordance with the following principles:

The remuneration and compensation shall be compatible with the company's strategic objectives, and a factor to motivate senior executives to achieve those goals and enhance the company's ability to grow and develop its business and its sustainability.

01

02

It should be appropriate to the nature of the company's business, its activity, size, and the required skills and experience.

03

It shall enable the company to attract senior executives with the necessary experience, skills, and qualifications.

General Provisions

01

This policy is approved by the General Assembly of the company and becomes effective from the date of its approval by the assembly. The Board of Directors shall have the right to make any amendment to this policy from time to time as required by the interest of the company and in accordance with its circumstances and conditions.

02

The provisions of this policy shall be complementary to what is stated in the law and are not a substitute for it. In the event of any conflict between the stipulation of any paragraph of this policy and the provisions of the law, the provisions of the law shall prevail.



Disclosure of the remuneration of the members of the Board of Directors and the executive management

Disclosure of the remuneration policy and how to determine the remuneration of the members of the Board of Directors and the Executive Management

The company has adopted a policy for remuneration of members of the Board of Directors, sub-committees and senior executives by the eleventh General Assembly, which stipulates the rules and principles regulating remuneration as shown in the last section of this “appendix” report. Clarify the relationship between the granted remunerations and the applicable remunerations policy, and indicate any material deviation from this policy

The Board of Directors, based on the recommendation of the Remuneration and Nominations Committee, determines the remuneration of each of the members of the Board of Directors, members of committees and senior executives in accordance with the regulatory controls and in accordance with the policy of remuneration for members of the Board of Directors, its sub-committees and senior executives approved by the General Assembly. Therefore, there is no material deviation during the year 2022G from the applicable policy for granted remunerations.

01 Remunerations of Board members

	Fixed Remuneration							variable remunerations						End of service remuneration	Grand total	Expense allowance
Member Name	A specific amount	for attending board sessions	Total allowance for attending committee sessions	In-kind benefits	A statement of what the board members have received in their capacity as workers or administrators, or what they have received in return for technical or administrative work or consultations	Remuneration for the chairman, managing director, or secretary if he is a member	Total	Percentage of Profits	Periodical Bonuses	Short-term incentive plans	Long-term incentive plans	Grand shares (the value is to be entered)	Total			
First: Independent members																
Dr. Abdul Rahman Abdulaziz Al-Swailim*	300,000	6,000	9,000	-	-	-	315,000	-	-	-	-	-	-	315,000	-	
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	300,000	9,000	9,000	-	-	-	318,000	-	-	-	-	-	-	318,000	-	
Eng.Talal Ibrahim Almaiman**		3,000					3,000							3,000		
Dr. Fahad Abdulaziz Al-Rabeeh***	320,000	12,000	15,000	-	-	-	347,000	-	-	-	-	-	-	347,000	-	
Mr. Abdullah Turki Al-Sudairy		3,000					3,000							3,000		
Total	920,000	33,000	33,000	-	-	-	986,000	-	-	-	-	-	-	986,000	-	
Second: Non-executive members																
Eng. Tarek Othman Alkasabi	400,000	12,000	21,000	-	1,147,596	200,000	1,780,596	-	-	-	-	-	-	1,780,596	-	
Mr. Mohiuddin Saleh Kamel	300,000	12,000	12,000	-	-	-	324,000	-	-	-	-	-	-	324,000	8,400	
Mr. Fahad Abdullah Al-Qasim	350,000	12,000	15,000	-	-	-	377,000	-	-	-	-	-	-	377,000	-	
Mr. Amr Mohammed Kamel	300,000	12,000	9,000	-	-	-	321,000	-	-	-	-	-	-	321,000	-	
Mr. Adel Saudi Dehlawi*	200,000	9,000	-	-	-	-	209,000	-	-	-	-	-	-	209,000	2,800	
Eng. Mohammed Nabil Hefni**		3,000					3,000							3,000	2,800	
Total	1,550,000	60,000	57,000	-	1,147,596	200,000	3,014,596	-	-	-	-	-	-	3,014,596	14,000	
Third: Executive members																
Dr. Mohammed Rashid Al-Faqih	300,000	12,000	12,000	-	1,200,000	-	1,524,000	-	-	-	-	-	1,458,067	2,982,067	-	
Total	300,000	12,000	12,000	-	1,200,000	-	1,524,000	-	-	-	-	-	1,458,067	2,982,067	-	

His membership ended at the end of the previous Board session, on 20/10/2022G
** His membership began with the beginning of the current Board session, on 21/10/2022G
*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G

02

Remunerations of Senior Executives

Five senior executives including the CEO and Chief Financial Officer	Statement (In thousand riyals)
Salaries and compensation	6,659,381
Allowances	1,358,286
Annual Periodic Bonuses	3,093,386
End of Service Benefits	5,325,841
Remuneration of executives for their membership in the Board of Directors	212,000

03

Remunerations of Committees

Member	Fixed Remunerations		
	(except for attendance allowance)	Attendance Allowance	Total
Members of the Audit Committee			
Mr. Fahad Abdullah Al-Qasim	150,000	150,000	165,000
Mr. Abdul Rahman Saleh Al-Khulaifi	150,000	150,000	165,000
Mr. Khaled Mohammed Al-Khowiter*	150,000	12,000	162,000
Mr. Abdullah Turki Al-Sudairy	120,000	150,000	136,000
Total	570,000	57,000	627,000
Members of the Nomination and Remunerations Committee			
Dr. Abdul Rahman Abdul Aziz Al- Suwailim*	100,000	9,000	109,000
Eng. Tarek Othman Alkasabi	100,000	9,000	109,000
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	100,000	9,000	109,000
Mr. Amr Mohammed Kamel	100,000	9,000	109,000
Total	400,000	36,000	436,000
Members of the Investment and Finance Committee			
Eng. Tarek Othman Alkasabi	100,000	12,000	112,000
Dr. Mohammed Rashid Al-Faqih	100,000	12,000	112,000
Mr. Mohiuddin Saleh Kamel	100,000	12,000	112,000
Eng. Mohammad Nabil Hefni **	-	3,000	3,000
Total	300,000	39,000	339,000

*His membership ended at the end of the previous Board session, on 20/10/2022G

** His membership began with the beginning of the current Board session, on 21/10/2022G



Board Declarations

The Board of Directors of the company declares that:

The account records have been properly prepared.

There is no doubt about the Company's ability to continue its activities.

There is no conflict between the recommendations of the Audit Committee and the decisions of the Board of Directors during the year 2022G, and therefore there are no recommendations in this regard.

The company confirms that there is no cash loan of any kind for any of the members of the Company's board of directors by the end of 2022G.

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The internal control system was prepared on sound foundations and was implemented effectively.

There are no substantial penalties, fines, or precautionary restrictions imposed on Dallah Health Care Services Company during the year 2022G.

There is no information about arrangements or agreements under which any of the members of the Board of Directors, a senior executive, or any of the Company's shareholders waived his interests or his rights to obtain profits or bonuses.

The results of the annual review of the effectiveness of the company's internal control procedures, in addition to the opinion of the audit committee on the adequacy of the internal control system in the company based on the results of the examination carried out during the year by the external auditor and the internal audit department, the results of this examination did not show any significant deficiency or fundamental change in the internal control systems, with a number of observations provided by the committee to the executive management, and it was agreed on the necessary corrective actions, with the time period for correcting them determined. Periodic reports to the Audit Committee, and we note that the absolute comprehensiveness of the examinations and evaluation of internal control procedures cannot be emphasized, as the audit process is essentially based on random sampling. The Internal Audit Department works actively with the Company's executive management to maintain an acceptable and effective level of efficiency of the Company's internal control system and procedures.

A statement of the dates of the general assemblies of shareholders held during the last fiscal year and names of the Board members attended these assemblies

Name	Attendance Record		
	Ordinary General Assembly		Extraordinary General Assembly
	12/06/2022G	19/10/2022G	27/12/2022G
Eng. Tarek Othman Alkasabi	✓	✓	✓
Dr. Abdul Rahman Abdul Aziz Al-Suwailim *	✓	✓	-
Dr. Mohammed Rashid Al-Faqih	✓	✓	✗
Mr. Mohiuddin Saleh Kamel	✓	✓	✓
Mr. Fahad Abdullah Al-Qasim	✗	✓	✓
Mr. Amr Mohammed Kamel	✓	✓	✓
Mr. Adel Saud Dahlawi *	✗	✗	-
Mr. Abdullah bin Turki Al-Sudairy	✓	✓	✓
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)*	✓	✓	-
Eng. Talal Ibrahim Almainan **	-	-	✓
Eng. Mohammad Nabil Hefni **	-	-	✓
Dr. Fahad Abdulaziz Al-Rabeeah***	-	-	-

* His membership ended at the end of the previous Board session, on 20/10/2022G

** His membership began with the beginning of the current Board session, on 21/10/2022G

*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G

The interest of the members of the Board of Directors and Senior Executives in the shares of the Company and its subsidiaries

The table shows the interest of the members of the Board of Directors in the Company's shares during the fiscal year 2022G, and there is no ownership or interest for their spouses or their minor children in the Company's shares or its subsidiaries. Also, there is no interest or ownership for the Senior Executives or their spouses or their minor children in the Company's shares or its subsidiaries.

Name of the person to whom the interest belongs	Beginning of the year		End of the year		Net change during the year	Percentage of change
	No. of Shares	Debt Instruments	No. of Shares	Debt Instruments		

Members of the Board of Directors

Eng. Tarek Othman Alkasabi	4,910,484	0	4,410,484	0	0	0
Dr. Abdul Rahman Abdul Aziz Al-Suwailim	1,525	0	1,525	0	0	0
Dr. Mohammed Rashid Al-Faqih	4,721,186	0	4,721,186	0	0	0
Mr. Mohiuddin Saleh Kamel	1,525	0	1,525	0	0	0
Mr. Fahad Abdullah Al-Qasim	1,905	0	1,905	0	0	0
Mr. Othman Mohammed Al-Ghamdi (Representative of Hassana Investment Company)	0	0	0	0	0	0
Mr. Amr Mohammed Kamel	0	0	0	0	0	0
Mr. Adel Saud Dahlawi	0	0	0	0	0	0
Mr. Abdullah Turki Al-Sudairy		0	0	0	0	0
Eng. Talal Ibrahim Almainan**	0	0	0	0	0	0
Eng. Mohammad Nabil Hefni**	0	0	0	0	0	0
Dr. Fahad Abdulaziz Al-Rabeeah***	0	0	22,523	0	22,523	100 %

Senior Executives

Dr. Ahmed bin Saleh Babaeer (Chief Executive Officer)	1,905	0	0	0	0	0
Dr. Mohammed bin Rashid Al-Faqih (General Medical Supervisor)	4,721,186	0	0	0	0	0
Ali Saeed Jubran Al-Qahtani (Chief Financial Officer)	0	0	0	0	0	0
Dr. Salah Rashid Al-Faqih (Chief physician)	0	0	0	0	0	0
Eng. Abdulaziz Saleh Al-Wahaibi	0	0	0	0	0	0

* His membership ended at the end of the previous Board session, on 20/10/2022G

** His membership began with the beginning of the current Board session, on 21/10/2022G

*** His membership began with the beginning of the current Board session, on 21/10/2022G, and ended on 15/11/2022G

Ownership Of Major Shareholders

Major Shareholders	Year Beginning		Year Ending		Percentage change
	Number of shares	Ownership Percentage	Number of shares	Ownership Percentage	
Dallah Al Baraka Holding Company is a Saudi closed joint stock company	47,506,779	52.785	47,506,779	52.785	0
Dr. Mohammed Rashid Al Faqih & Partners Company	4,721,186	5.245	4,721,186	5.245	0

Transactions with related parties

The Company's transactions included contracting with several parties related to one of the major shareholders of the Company or members of the Board of Directors, and based on the principle of disclosure and transparency, all these transactions were included in this report.

No	Related Party	Related Party	Position in the company	Type of association with a related party	Nature of dealing	Transaction amount	Duration of dealing	Terms of Dealing
1	National Technology Localization Company	Tarek Othman Alkasabi	Chairman of Board of Directors	He holds the position of Chairman of the Board and a Partner in the Technical Company for Technology Localization	Technical Support	3.557.577	1/1/2022G - 31/12/2022G	Prevailing market conditions
2	Tarek Othman Alkasabi	Tarik Othman Alkasabi	Chairman of Board of Directors		Management consulting	1.147.596	1/1/2022G - 31/12/2022G	Prevailing market conditions
3	Aljazira Capital	Tarik Othman Alkasabi	Member of the Board of Directors		Financial advice	200,000	1/1/2022G - 31/12/2022G	Prevailing market conditions
4	Medical Hospital Company	Tarik Othman Alkasabi	Chairman of Board of Directors	Abdullah bin Tariq Al-Qasabi is the Chairman of the Board of Directors of Al-Mashfa Medical Company and is the son of the Chairman of the Board of Directors, Eng. Tariq bin Othman Al-Qasabi. Mr. Abdullah Tariq Al-Qasabi's relationship with the hospital center ended with his resignation on 15/12/2022	Medical services	1.811.720	1/1/2022G - 31/12/2022G	Prevailing market conditions
5	Jude Al-Holi	Muhyiddin Saleh Kamel	Member of the Board of Directors			378.494	1/1/2022G - 31/12/2022G	Prevailing market conditions
6	Iqra Media Company	Muhyiddin Saleh Kamel	Member of the Board of Directors		Advertising services	182.812	1/1/2022G - 31/12/2022G	Prevailing market conditions
7	Dareen Agency for Travel and Tourism	Muhyiddin bin Saleh Kamel- Amr Mohammed Kamel	Board of Directors	They occupy the positions of senior executives in Dallah Al Baraka Holding Company, which is substantial shareholder in the company.	Travel tickets	7.555.041	1/1/2022G - 31/12/2022G	Prevailing market conditions
8	Dr. Mohammed Bin Rashid Al Faqih & Partners Company	-1 Dr. Mohammed bin Rashid Al-Faqih -2 Mr. Fahad bin Abdullah Al-Qasim	Members of the Board of Directors	Members of the Board of Directors	Technical Support & Drug Sales	2.998.605	1/1/2022G - 31/12/2022G	Prevailing market conditions
9	Eng. Khaled Al-Faqih Engineering Consulting Office	Mohammed Rashid al-Faqih	Member of the Board of Directors	Eng. Khaled Al-Faqih owns the office of Khaled Al-Faqih Engineering Consultants, and he is the brother of a member of the Board of Directors, Dr Mohammed Al-Faqih	Engineering consultants	3.495.343	1/1/2022G - 31/12/2022G	Prevailing market conditions
10	Dallah Trading Company	Muhyiddin Saleh Kamel	Member of the Board of Directors		Air conditioners and spare parts	25.163	1/1/2022G - 31/12/2022G	Prevailing market conditions
11	Jarir Marketing Company	Mr. Fahad Abdullah Alqasim	Member of the Board of Directors		Office supplies and stationery	7.22	1/1/2022G - 31/12/2022G	Prevailing market conditions
12	Dallah Al Baraka Group	Muhyiddin Saleh Kamel	Member of the Board of Directors		Medical services	352.593	1/1/2022G - 31/12/2022G	Prevailing market conditions



Involvement of a board member in competing activities

01

The Company states that Dr. Mohammed bin Rashid Al-Faqih, a member of the Board of Directors of Dallah Health Care Services Company, is a partner in Dr. Mohammed Rashid Al-Faqih and Partners Company by owning **18.20%**, which is a closed joint stock company that provides medical care and treatment through a public hospital east of Riyadh. The company also states that Dallah Health Care Services invests **31.21%** of the capital of Dr. Mohammed Rashid Al-Faqih and Partners Company, amounting to **650** million riyals.

02

The Company states that Dr. Mohammed bin Rashid Al-Faqih, a member of the Board of Directors of Dallah Health Care Services Company, holds the position of Chairman of the Board of Directors of Dr. Mohammed Rashid Al-Faqih and Partners Company, which is a closed joint stock company that provides medical care and treatment through a public hospital east of Riyadh. The company also states that Dallah Health Care Services invests **31.21%** of the capital of Dr. Mohammed Rashid Al-Faqih and Partners Company, amounting to **650** million riyals.

03

The Company states that Mr. Fahd bin Abdullah Al-Qasim, a member of the Board of Directors of Dallah Health Care Services Company, is a member of the Board of Directors of Dr. Mohammed Rashid Al-Faqih and Partners Company, which is a closed joint stock company that provides medical care and treatment through a public hospital east of Riyadh. The Company also states that Dallah Health Care Services invests **31.21%** in the capital of Dr. Mohammed Rashid Al-Faqih and Partners Company, amounting to **650** million riyals.

Regulatory Due Payments

Statement	Due as at the end of 2022	Reviews
Zakat, Tax and Customs Authority - Zakat	43,344,687	As listed in the financial statements
Zakat, Tax and Customs Authority - Value Added Tax (VAT)	10,438,138	As listed in the financial statements
Zakat, Tax and Customs Authority - Customs	1,857,413	As listed in the financial statements
General Organization for Social Insurance	1,825,646	As listed in the financial statements
Total	57,465,884	-

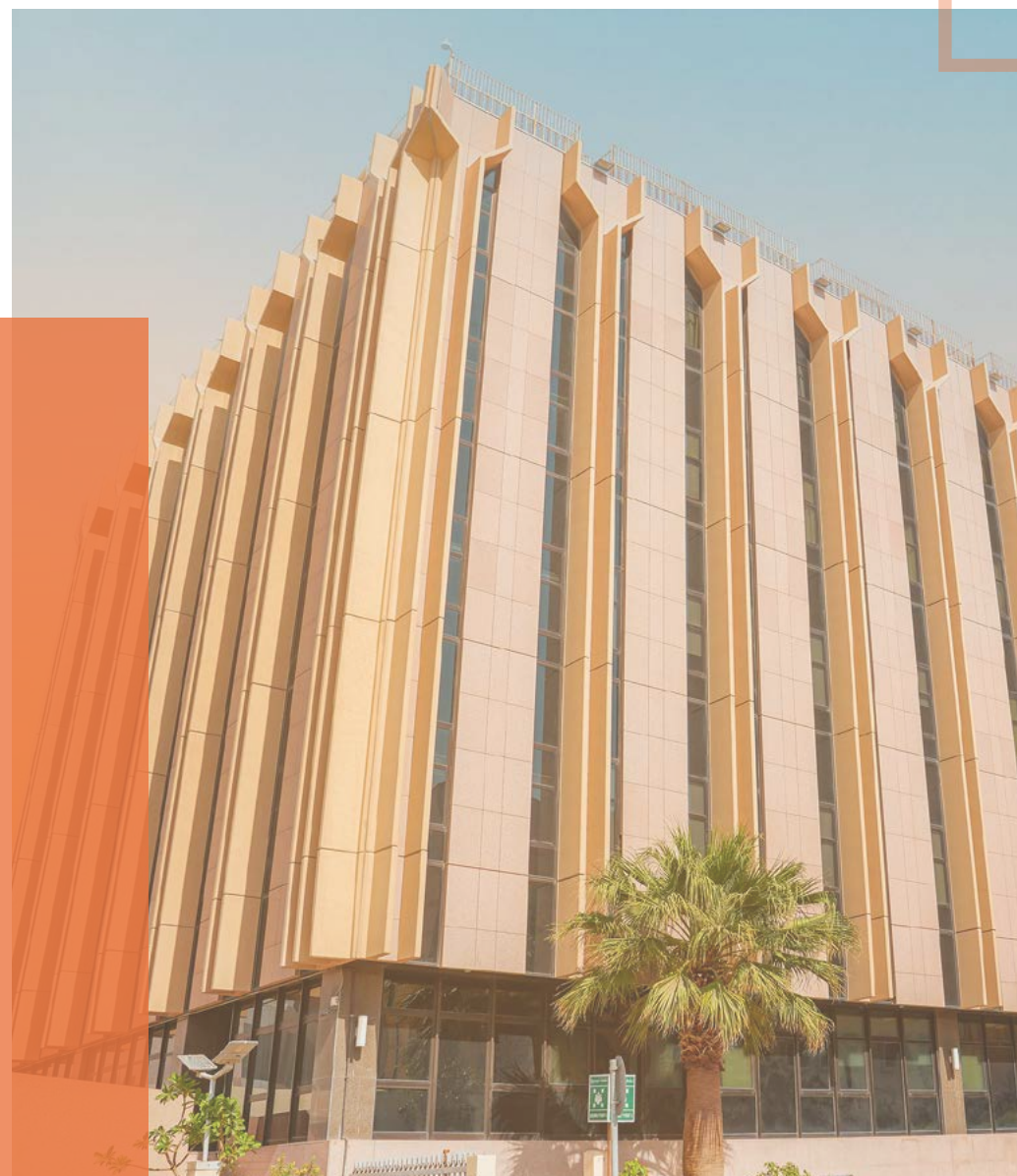
Shareholders' Rights And the General Assembly



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06





Shareholders' Rights

The Articles of Association of Dallah HealthDallah Health Care Services Company and its governance regulations guarantee that shareholders obtain all their rights related to shares, especially their right to obtain a share of the agreed dividends, their right to obtain a share of the company's assets upon liquidation, and the right to attend the meetings of the general assembly of shareholders (participate in its discussions and vote on its decisions), the right to dispose of shares, the right to supervise the work of the Board of Directors, to file a liability suit against its members, and the right to inquire and request information, provided that it does not affect the interests of the company or conflict with the provisions of the Capital Market Authority and its implementing regulations.

Dallah allows the participation of the maximum number of its shareholders in the meetings of the General Assembly and is keen to ensure that selection of the venue and time will allow for full participation. The Articles of Association of Dallah Company and its governance regulations also stipulate the provisions related to the general assembly of shareholders, which include the procedures and precautionary steps necessary to ensure that all shareholders exercise their rights on a regular basis, in addition to the possibility of holding meetings of the general assembly through modern technology.

Dallah Health Services
Company Annual Report 2022

The General Assembly of Shareholders is the highest authority in the company, and its exclusive powers include appointing and terminating the members of the Board of Directors, approving the consolidated financial statements, appointing external auditors and determining their fees, approving the percentage of dividends in accordance with the recommendations of the Board of Directors, increasing or decreasing the company's capital, and amending its bylaws.

Dallah also provides sufficient access for shareholders to read the minutes of the General Assembly meetings by uploading them on Dallah website, and a copy of these minutes shall be submitted to the Capital Market Authority within (10) days only from the date of the meeting. Investor relations is the continuous channel of communication with investors and answers their questions during working days and is considered as a mutual communication channel between investors and the company's board of directors and executive management.



Investor Relations activities

Dallah Board of Directors recognizes the importance of regular and open dialogue with shareholders and other stakeholders, not only prior to the General Assembly meeting but throughout the year.

The group's investor relations department and the secretary of the board of directors act as a permanent communication center with shareholders, investors and analysts. The Board of Directors receives regular updates on the opinions, suggestions and observations of the Group's shareholders about the company and its performance through the Investor Relations Department and the Board Secretary.

The CEO informs the members of the Board of Directors of the essential opinions and suggestions of the shareholders and discusses these opinions and suggestions with them during the meetings of the Board of Directors.

Dallah also aims to achieve a balance in the continuous participation of investors throughout the year, by providing continuous opportunities to interact with them through a variety of meetings, including quarterly and annual meetings and conference calls to discuss business, attending many investor conferences, and issuing explanatory statements to the management on the company activities and the results of its operations.

2022



Means of communication with our shareholders

01

Dallah Company is committed to effective and permanent communication with all shareholders, always ensuring the highest levels of consistency and clarity in disclosure processes. We look forward to engaging with shareholders transparently and regularly with the aim of facilitating mutual understanding of our respective goals. We strive to communicate with investors from the public and private sectors alike, and we encourage all shareholders to participate in the annual general meeting.

02

Dallah Company aims to be a leading company in the sector, and in order to achieve this, it is committed to providing higher levels of disclosure and transparency in its financial reports, whether in the quarterly or annual financial statements.

03

Dallah looks forward to providing all means of financial and strategic communications in an open and harmonious manner, ensuring the use of Arabic and English languages - wherever possible - to enhance the clarity of disclosures in order to provide a fair, balanced and understandable assessment of the company's position and future prospects.

04

Dallah welcomes the shareholders' comments and constructive suggestions, which can be submitted to the Investor Relations Department via e-mail (ir@dallahhealth.com).


ir@dallahhealth.com

05

Investors can view all financial reports, corporate governance policies, periodic announcements and related information, including management clarifications and comments, available on the website (www.dallahhealth.com) at a timely manner.


www.dallahhealth.com

06

Based on its keenness and commitment for continuous communication with shareholders to take care of their rights and interests, Dallah grants shareholders several channels to communicate with it via: Customer Service Telephone and Fax ([00112995001](tel:00112995001))


[00112995001](tel:00112995001)

[00112995001](tel:00112995001)

Dallah is also committed to protecting the rights of shareholders and ensuring justice and equality among them and is keen to implement the shareholders' rights policy and procedures approved by the Board of Directors. The Board of Directors and the executive management of the company are also obligated not to discriminate between shareholders who own the same class of shares, and not blocking any of their rights.



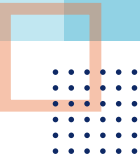
Capital

The following table shows a detailed statement of the capital and shares of Dallah Health Care Services Company as of December 31, 2022:

Statement	Value
Authorized capital	900,000,000 SAR
Number of issued shares	900,000,000 SAR
Paid up capital	900,000,000 SAR
Nominal value of the share	10 SAR

Statement of foreign ownership by the end of fiscal year 2022

Until the end of 2021	Until the end of 2022	Change
4.25 %	7.58 %	3.33 % ↑



Shareholders' suggestions and observations regarding the company and its performance

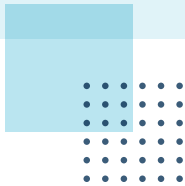
The Board of Directors of Dallah Company is committed to the following measures that it took to inform its members, especially the executives directors, of the shareholders' proposals and their observations regarding the company and its performance:

- 01

Members of the Board of Directors and chairmen of committees to attend meetings of the general assemblies to view directly the observations and proposals of the shareholders.
- 02

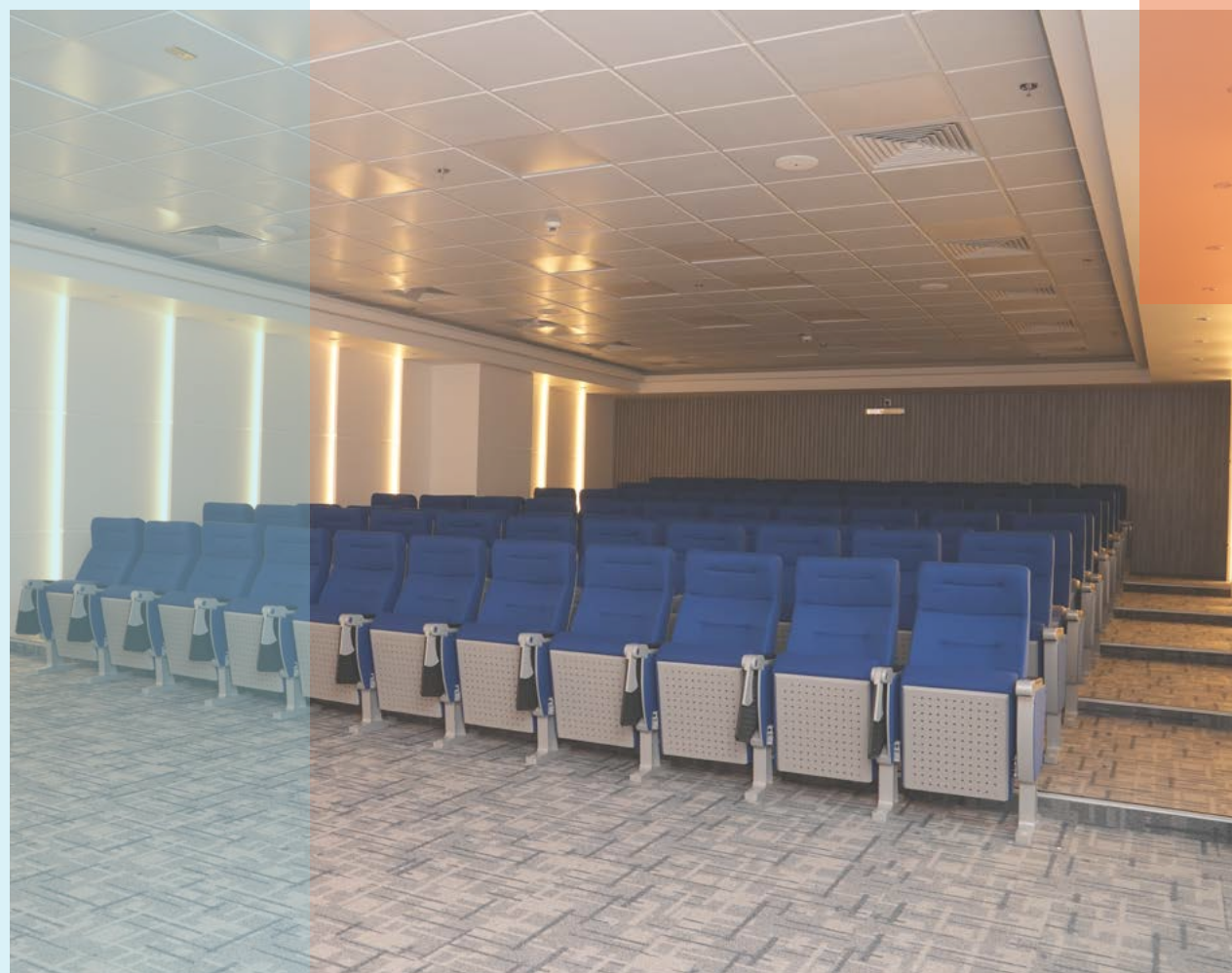
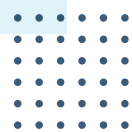
Establishment of an Investor Relations Unit, affiliated to the Financial and Investment Department, in order to inform the members of the Board of Directors of the observations and suggestions of the shareholders.
- 03

Holding quarterly and annual meetings with investors and financial analysts to discuss the company's financial results.



The company's applications for the shareholder register 2022G

Date of Application	Reasons for the Application
March 31, 2020	Company procedures
June 12, 2020	Company procedures
June 16, 2020	Company procedures
June 16, 2020	Company procedures
June 30, 2020	Company procedures
June 30, 2020	Company procedures
September 27, 2020	Earnings file
September 29, 2020	Company procedures
Oct 16, 2020	Company procedures
Oct 19, 2020	General Assembly
December 22, 2020	Earnings file
December 27, 2020	General Assembly
December 29, 2020	Company procedures



General Assembly of Shareholders

Based on Dallah Company's realization of the importance of effective communication with shareholders, Dallah is committed to constructively benefiting from the annual general assembly meeting by meeting the Board of Directors, its chairman and its members with shareholders to listen to their views and answer their inquiries. Therefore, we are keen to encourage shareholders in advance to participate in the Annual General Assembly meeting by attending and voting, whether on their own behalf or by proxy. The company also seeks to maximize the ability of shareholders to participate in the General Assembly meeting through:

01

Making appropriate arrangements for the General Assembly to motivate a greater number of shareholders to participate, including determining the appropriate venue and time.

02

Making Board members, executive management, and external auditors available to shareholders in the General Assembly.

03

Providing a reasonable opportunity for shareholders, while attending the General Assembly meeting, to raise inquiries regarding agenda items, including asking questions to the external auditor regarding the conduct of the audit process and the preparation and content of the external auditor's report.

04

The company may call for convening of the general assembly of shareholders using the methods of modern technologies.

05

The company invites the general assembly of shareholders to vote electronically on the agenda items through Tadawulaty services portal.

06

Shareholders are encouraged to participate in the General Assembly or to appoint representatives on their behalf to attend and vote in the meetings for them and on their behalf in case they are unable to attend the meetings personally.

Company Announcements on Tadawul

The company informed the market about the most important developments of the company, namely:

No	Date	Content of announcement
1	25/01/2022	Dallah Health Services Company announces that it has signed a non-binding memorandum of understanding with Kun Investment Holding Company to buy and sell shares in the International Medical Center Company through a share swap.
2	24/04/2022	Dallah Health Services Company announces the latest developments regarding the operation of "Dallah Hospital Namar", which is the approval of the Ministry of Health to increase the operational capacity of "Dallah Hospital Namar" by an additional 150 beds, bringing the total operational capacity to 300 beds.
3	05/06/2022	Dallah Health Services Company announces the latest developments in this regard, represented by amending the contract with Hashem Contracting and Trading Company to develop the main building of "Dallah Hospital Al-Nakheel" by adding some technical updates to the remaining part of the main building by developing the interior designs of the rooms in a modern way and smart systems and providing the hospital building with the latest technologies and digital solutions This includes all facilities of the main building.
4	21/06/2022	Dallah Health Services Company announces that it has signed a share sale and purchase agreement to acquire non-controlling interest in the International Medical Center Company by increasing its capital by issuing new shares to the selling shareholder of the International Medical Center Company.
5	19/09/2022	Dallah Healthcare Company announces the decision of the Board of Directors to start negotiating the purchase of all the issued shares in Dr. Mohammed bin Rashid Al-Faqih and Partners Company (associate company), which is not owned by the company.
6	21/09/2022	Dallah Health Services Company announces the distribution of cash dividends to shareholders for the first half of the year 2022
7	13/10/2022	Dallah Health Services Company announces the signing of a non-binding memorandum of understanding with Dallah Real Estate Company for the investment of the neighboring land plots owned by both parties located in Riyadh, Al-Nakhil district.
8	07/12/2022	Dallah Health Services Company announces the availability of access to the shareholders' circular regarding the company's capital increase for the purpose of acquiring shares in the International Medical Center Company.
9	19/12/2022	Dallah Health Services Company announces the distribution of cash dividends to shareholders for the second half of the year 2022
10	26/12/2022	Dallah Health Services announces the signing of a contract for finishing, electrical and mechanical works for the second phase of "Dallah Hospital Namar" with Youssef Maroun Contracting Company.
11	28/12/2022	Dallah Health Services Company announces the results of the Extraordinary General Assembly meeting, which included approval to increase the company's capital.

During fiscal 2022G, Dallah Company held (3) meetings of the General Assembly of Shareholders. The following table shows the meeting dates, names of the of the directors who attended these meetings, and the results of voting on the agenda of the assembly:

Assembly	Date	Assembly type	Attendance (%)	Statement of the presence of the members of the Board of Directors	Results of the vote on the agenda of the Assembly
sixteen	13/11/1443H corresponding to 12/6/2022	Ordinary	69.53%	All members attended except: -Dr. Abdul Rahman bin Abdulaziz Al-Suwailem -Mr. Adel bin Saud Dahlawi	All agenda items have been approved
Seventeen	23/3/1444H corresponding to 19/10/2022	Ordinary	85.53%	All members attended except: M. Adel bin Saud Dahlawi	All agenda items have been approved
ninth	3/6/1444H corresponding to 27/11/2022	Ordinary	85.11%	All members attended except: Dr. Mohammed bin Rashid al-Faqih	All agenda items have been approved

Financial performance



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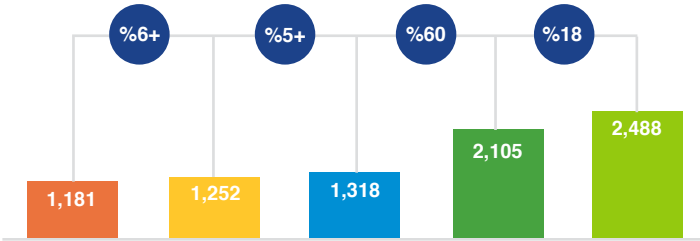
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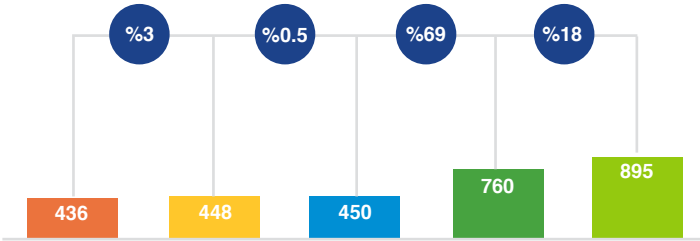
Comparison of business results for the last five years

SAR Million	2022	2021	2020	2019	2018
Total revenue	2,488	2,105	1,318	1,252	1,181
Gross profit	895	760	450	448	436
Income from operations	422	365	125	154	146
Income before Zakat	329	292	113	152	145
Net income	295	275	100	147	142

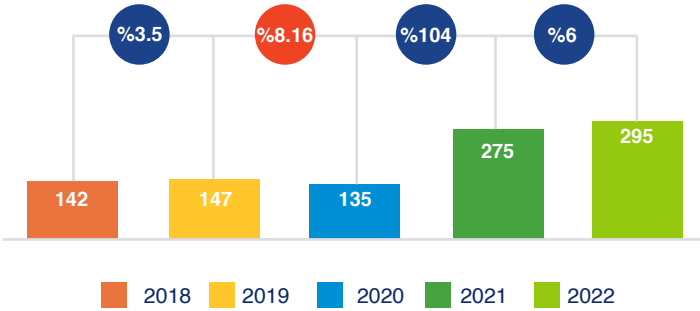
Revenue



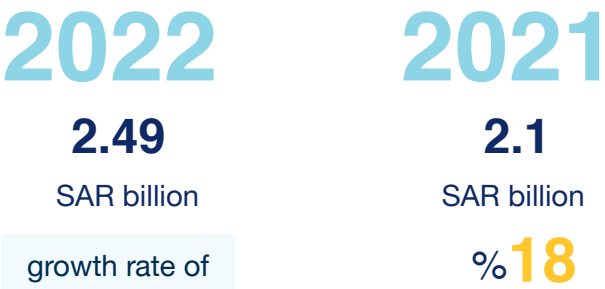
Total Profits



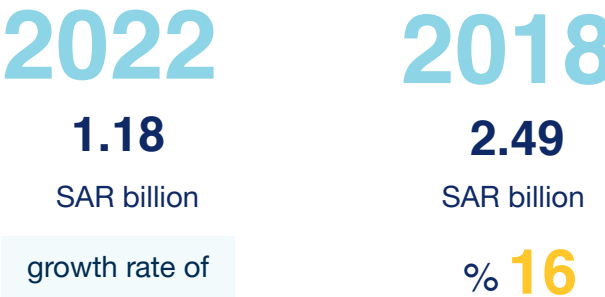
Net profits



The company's revenues increased at a compound annual growth rate of 18% for the year 2022G, to 2.49 billion riyals, compared to 2.1 billion riyals during the previous year.



The compound annual growth rate during the past five years was about 16% during the period, as it increased from 1.18 billion Saudi riyals in 2018G to 2.49 billion riyals in 2022G.



The net profit increased by 7% for the year 2022G, reaching 295 million riyals, compared to 275 million riyals for the year 2021G.



The compound annual growth rate during the past five years was about 16%, as the net profit increased from 142 million Saudi riyals in 2018G to 295 million Saudi riyals in 2022G.

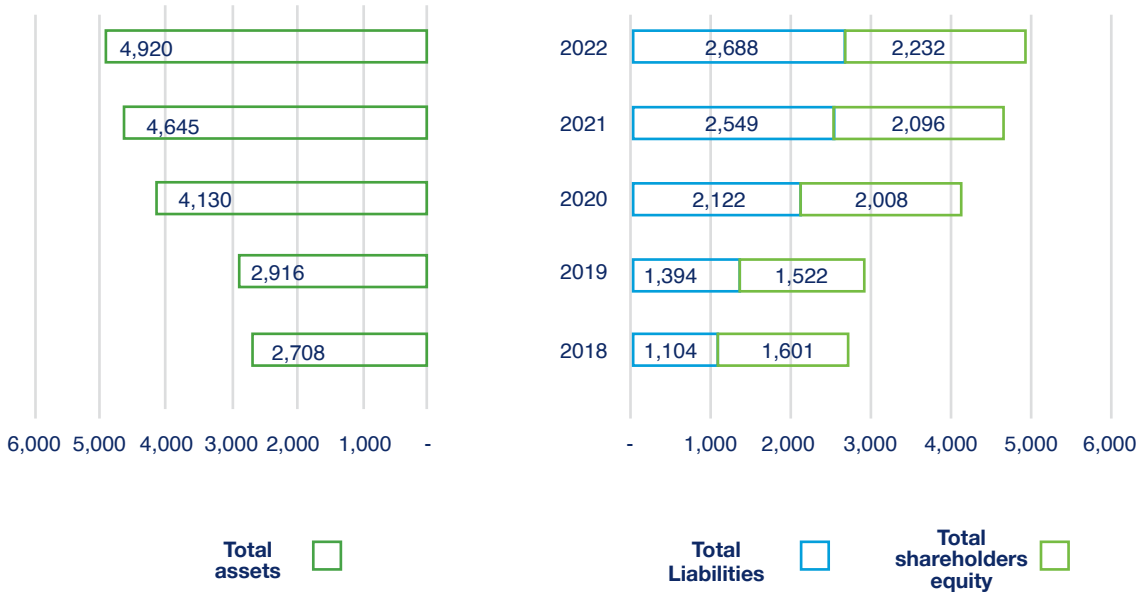


The reason for the increase in profits is due to the increase in the number of visitors (patients) (visits & admissions) to the company's hospitals, in addition to the decrease in the company's losses in the investee companies. The company seeks to continue to raise the efficiency of operations and operational capacity and develop its business with the aim of achieving the best return for shareholders in the long term.

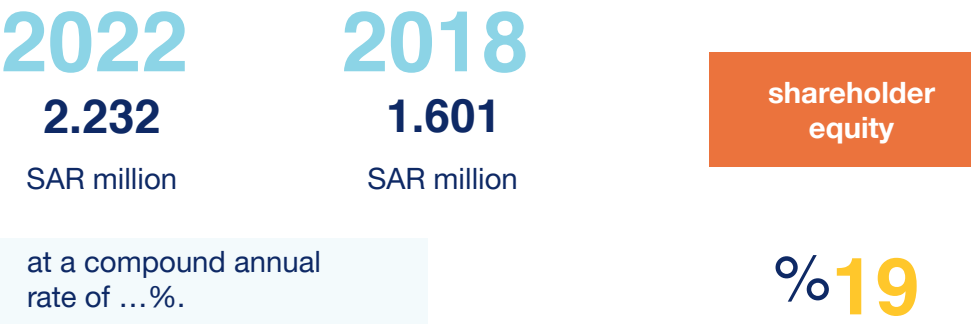
Comparison of the company's assets and liabilities for the last five years (balance sheet items)

SAR Million	2022	2021	2020	2019	2018
Total assets	4,920	4,645	4,130	2,916	2,708
Total Liabilities	2,688	2,549	2,122	1,394	1,104
Total shareholder equity	2,232	2,096	2,008	1,522	1,601

Elements of the statement of financial position
(SAR millions)



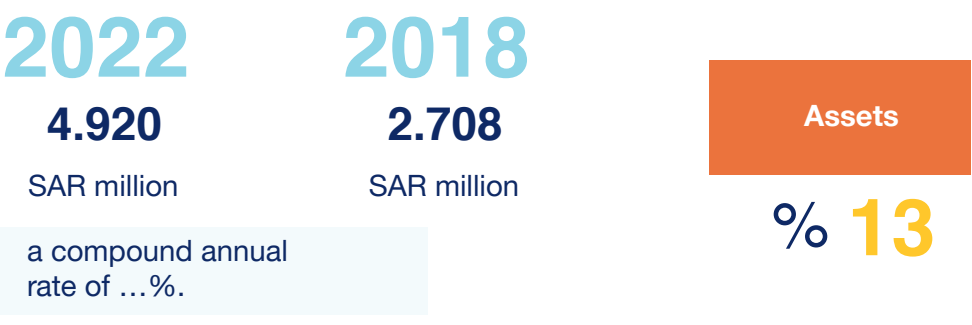
Thank God, shareholders' equity grew from 1.601 million riyals in 2018G to 2.232 million riyals by the end of 2022G, at a compound annual growth rate of 19%



While liabilities increased from 1.104 million riyals in 2018G to 2.688 million riyals in 2022G, at a compound annual rate of 7%



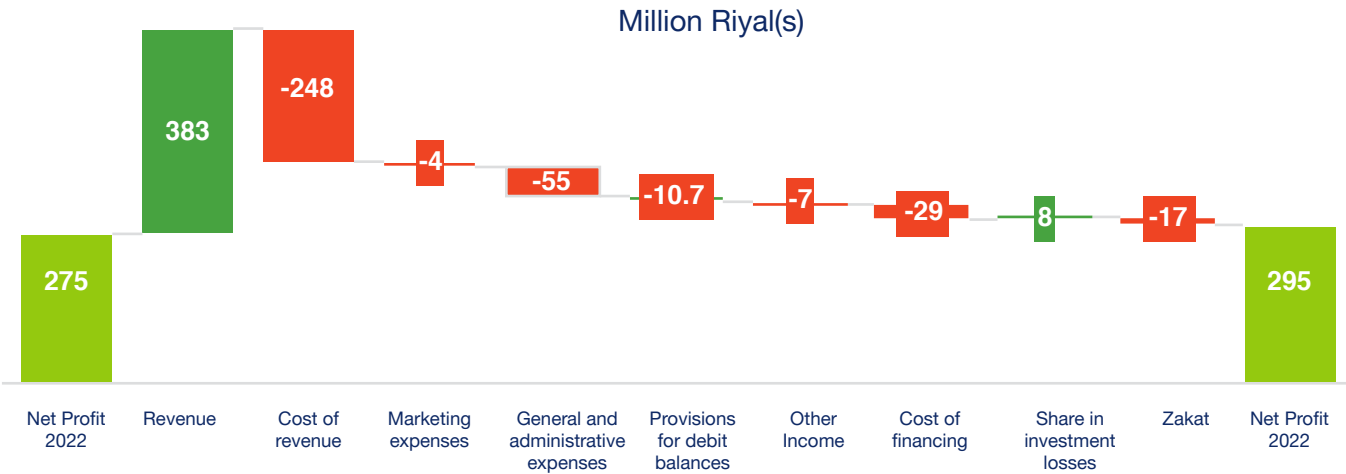
while the company's assets grew from 2.708 million riyals in 2018G to 4.920 million riyals in 2022G, at a compound annual rate of 13%.



Noting that the percentage increase in liabilities to total assets and total shareholders' equity over the past five years is intended to finance acquisitions and expansions of the company.

Summary of the elements of the income statement

SAR Million	2022	2021	change	%
Revenues	2,488	2,105	383	18.2%
Cost of revenue	1,593	1,345	248	18.4%
Gross profit	895	760	135	17.8%
Operating expenses	532	396	136	34.4%
Operating profit	422	365	57	15.6%
Income before Zakat	329	292	37	15.7%
Net income	295	275	20	7.3%



Net profits for the year 2022 increased by 7.3% compared to the previous year

2022 2021

Net Profit

increased by

% 7.3

which is less than the increase in revenues, which increased by 18%

2022 2021

Revenues

increased by

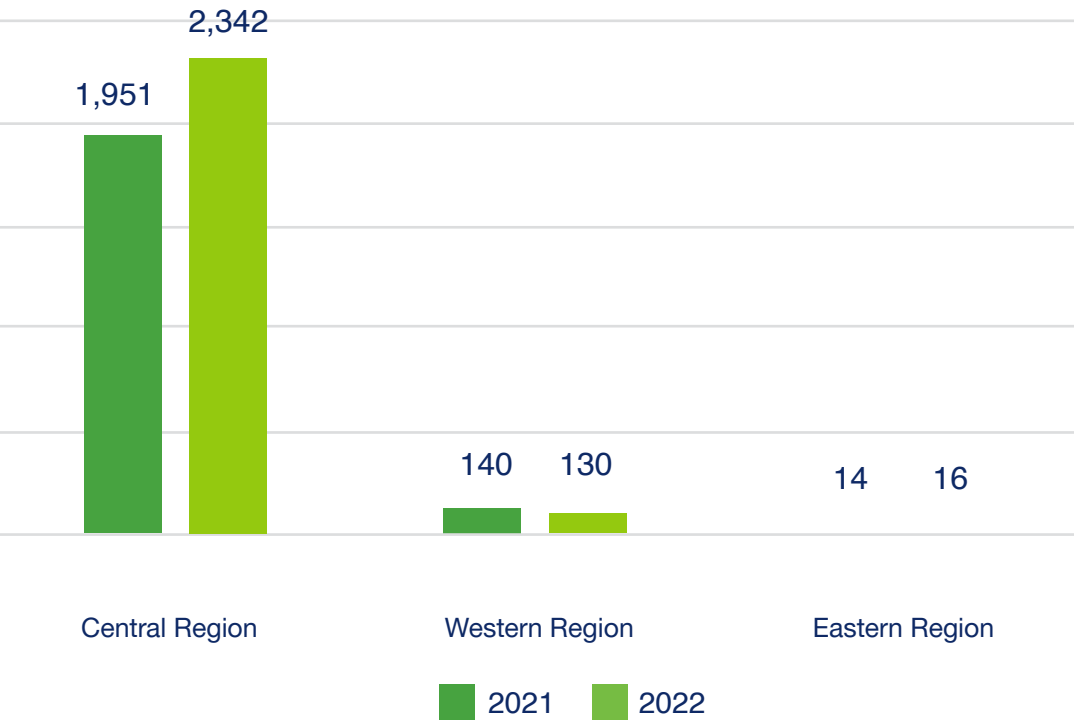
% 18

This is due to the company making a provision of 100% for one of the suppliers of its subsidiaries, amounting to 21.5 million riyals, in addition to making a provision for Zakat assessments for previous years, in addition to the increase in the financing cost.

Geographical distribution of the revenues of the company and its subsidiaries

Revenue (Million Riyals)	2022	2021
Central Region	2,342	1,951
Western Region	130	140
Eastern Region	16	14

Revenues Million Riyal(s)

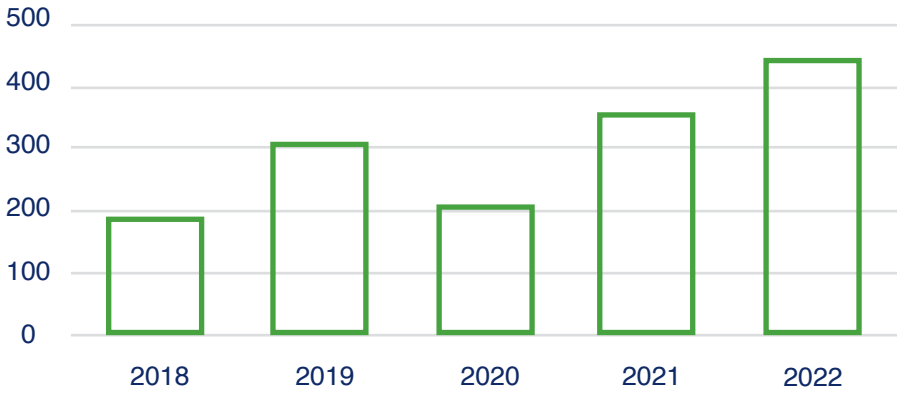


Most of the Company’s revenues are currently concentrated in Riyadh, represented by Dallah Hospital - Al Nakheel revenues, Namar Hospital, the Kingdom Hospital and Consultancy Clinics.

Cash from operating activities

SAR million	2022	2021	2020	2019	2018
Cash from operating activities	442	362	183	307	205

Cash from operating activities (Million Riyals)



Cash from operating activities increased from 362 million riyals during the year 2021G to 442 million riyals during the year 2022G, at a growth rate of approximately 22%, as a result of the increase in net profits before Zakat, which increased from 291 million to 329 million riyals as a result of the increase in revenues as previously mentioned, in addition to the increase in the cost of non-cash items, which was represented in the provisions for advance payments.

Cash from operating

%22

at a compound annual growth rate of ...%.

2022
442

SAR million

2018
362

SAR million

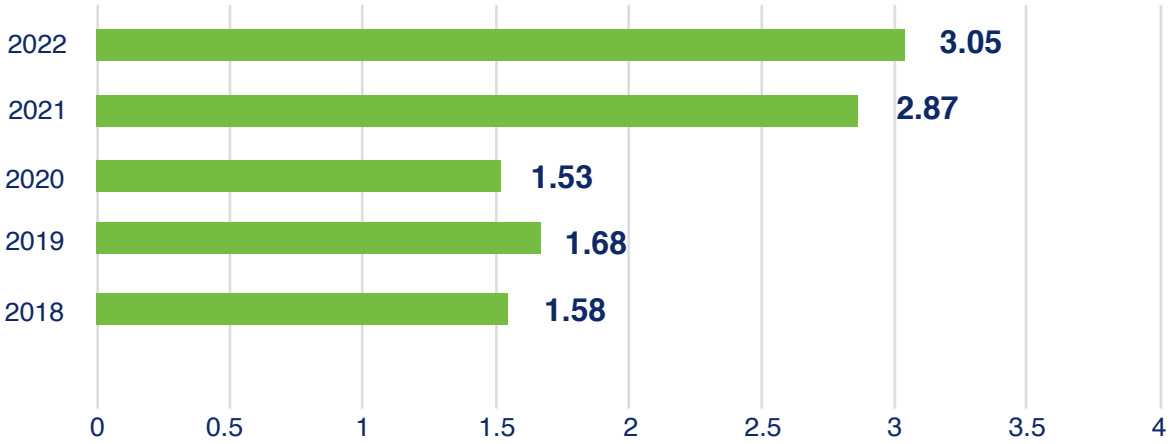


Earnings per share

Following are basic and diluted earnings per share calculated on the basis of weighted average of shares

Basic and diluted earnings per share	As at 31 December 2022G	As at 31 December 2021G
Net profit	274,463,823	258,601,120
Weighted average number of outstanding shares	90,000,000	90,000,000
Basic and diluted earnings per share	3.05	2.87

Earnings per share



SAR/share (based on 90 million shares)

Stock activities, debt instruments and option rights

Stock activities

The number of issued shares of the company, which are fully listed on the Exchange, was 90 million shares as at the end of 2022G, at a nominal value of SAR 10 per share. Hence, the company's capital is SAR 900 million.

Convertible debt instruments and other financial instruments

The company has no debt instruments convertible into shares, and there are neither rights for option nor similar rights certificates issued by the company in 2022 or previous years. The Company has not issued any bonds, and there are no agreements or arrangements for a waiver of any rights in profits by any of the shareholders. Therefore, the company did not buy, redeem or revoke any debt or financial instruments that are mentioned above.

Treasury Shares

The company has no treasury shares as of December 31, 2022.

A statement of any arrangements or agreement under which a member of the Board of Directors or a senior executive or shareholder waived any remuneration or profits.

There is no information about arrangements or agreements under which any of the members of the board of directors, a senior executive, or any of the company's shareholders waived his interests or rights to obtain profits or remunerations.

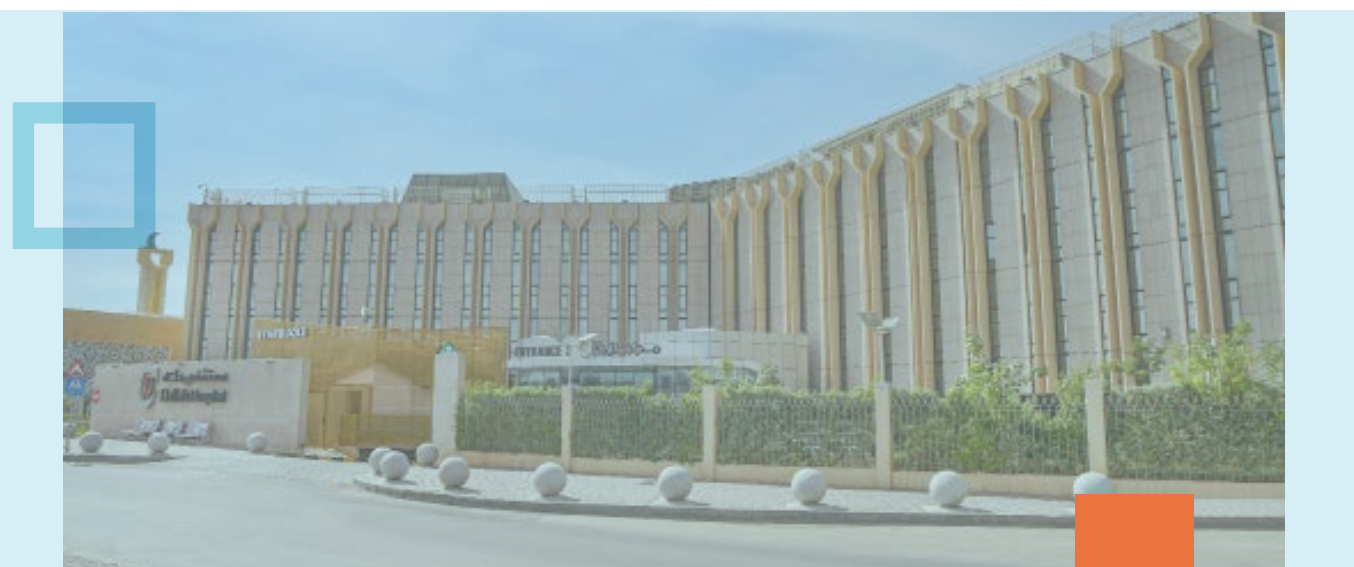
Loans

As of December 31, 2022, the company has short-term Murabaha financing from local banks amounting to about SAR 179 million. This is in addition to the current portion of the long-term loan amounting to SAR 235 million as well as long-term financing amounting to SAR 1.756 million:

- The volume of Murabaha available for use amounted to about SAR 2.864 million at the end of 2022G (SAR 2.368 million at the end of 2021G).
- These financing were secured by promissory notes from the Company's in favor of the lending banks.
- All company loans are Shariah-Compliant.

All figures in the table below are in million riyals

Bank	Nature of financing	Loan origin (Balance on 01/01/2022)	Funding period		Subsidiaries balances	Additions during 2022	Repayment in 2022	Balance at December 31, 2022
			From	To				
Saudi National Bank	Short term	18	2022	2023	-	30	21	27
	Long term	143	2020	2030	-	-	20	123
	Long term	383	2014	2020	-	-	52	331
	Long term	21	2021	2025	-	-	5	16
SABB	Long term	206	2015	2024	-	0	69	137
	Long term	287	2020	2030	-	0	32	255
	Short term	112	2022	2023	-	131	112	131
Fransi	Short term	90	2022	2022	-	19	109	0
	Long term	232	2019	2022	-	-	232	-
Rajhi	Long term	292	2021	2021	-	-	-	292
	Long term	0	2022	2032	-	300	-	300
Ministry of Finance	Long term	0	2022	2032	-	223	0	223
	Long term	4	1991	2024	-	-	2	2
Aljazira	Long term	79	2021	2028	-	-	3	76
	Short term	0	2022	2023	-	21	0	21
Total		1,867				703	657	1,934



Dividends Distribution Policy

The Company intends to continue to distribute dividends to its shareholders to enhance the value of their investments in the Company in a manner consistent with achieving the Company objectives, its capital expenditures and investment requirements. However, this will depend on the profits generated by the Company, its financial position, market conditions, general economic climate and other factors, including: the Company's need for reinvestment of those profits, its capital requirements, future forecasts, economic activity and other legal and regulatory considerations. The dividends will be paid in Saudi Riyals.

In compliance with Company's articles of association, any decision by the shareholders on cash dividends distribution must be issued by the Ordinary General Assembly based on the recommendations of the Board of Directors, after considering the various factors mentioned above.

Dividends distribution process is subject to certain restrictions in accordance with the Company's articles of association, which stipulates distribution of annual net profits after deducting all expenses and other costs as follows:

Set aside 10% of the net profits to form a statutory reserve, and the Ordinary General Assembly may stop such provisioning when the said reserve reaches 30% of the share capital.

01

02

The Ordinary General Assembly may, upon the proposal of the Board of Directors, set aside 20% of the net profits to form other reserves for certain purpose(s).

From the remaining amount, a first payment will be distributed to shareholders equivalent to 5% of the paid-up capital.

03

04

10% of the remaining net profit will be distributed as remunerations to the Board of Directors provided that such remunerations should comply with the instructions and regulations issued by the Ministry of Commerce and Industry in this regard.

The shareholders' General Assembly may retain 10% of the net profits for the establishment of social facilities for the Company's employees or for granting shares to Company employees as bonuses.

05

06

The remaining amount shall be distributed to shareholders as an additional share in the profits.

Dividends to be distributed to shareholders shall be paid to them at the place and time specified by the Board of Directors in accordance with the instructions of the Ministry of Commerce and Industry in this regard.

07

Recommending Distribution of Dividends (cash-non-cash)

Dallah Health Care Company’s cash dividends distribution to shareholders reflects a clear interest in including said shareholders in the Company’s success through growing profits despite the ongoing stage of expansion, which requires investing cash to maximize growth.

2022
distribution of cash dividends to shareholders

90
SAR million

first
half

The company has approved the distribution of interim profits, as it announced in December 2022 the distribution of cash dividends to shareholders for the first half of the fiscal year 2022G amounting to SAR 90 million, at SAR 1 per share.

2022
distribution of cash dividends to shareholders

90
SAR million

Second
half

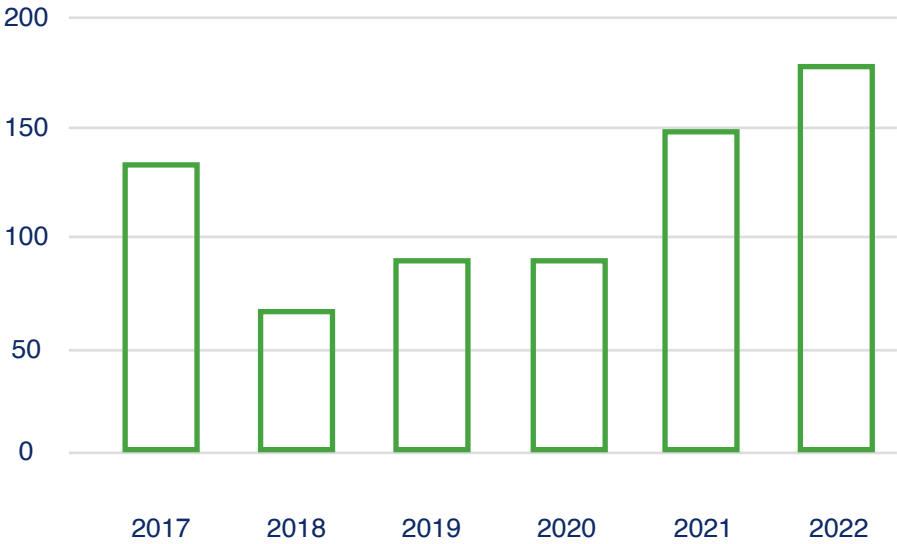
In December 2022, the company announced the distribution of cash dividends to shareholders for the second half of the fiscal year 2022G amounting to SAR 90 million, at SAR 1 per share, bringing the total number of shares during the year to SAR 180 million, at SAR 2 per share.

Following is a summary of the cash dividends paid by the company to its shareholders for the last six years:

Million Riyals (for the fiscal year)	2022	2021	2020	2019	2018
Paid cash dividends	180	135	67.5	90*	88.5*

*Distribution of bonus shares with cash dividends

Cash dividends distributed during the year
Million Riyal(s)



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