

التقرير السنوي
2025

عزم السعودية
SAUDI AZM



Determined to Embed the Impact





The Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud
-May Allah protect him-



His Royal Highness Crown Prince and Prime Minister
Prince Mohammed bin Salman bin Abdulaziz Al Saud
-May Allah protect him-

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Our Slogan for 2025

Determined to Embed the Impact

Building on our belief in our pivotal role in supporting the objectives of Saudi Vision 2030, Saudi AZM for Communications and Information Technology continues to strengthen its institutional readiness and accelerates its strides towards the digital future, anchored on innovation and the deployment of modern technologies to create sustainable value for its clients, partners, and society.

In 2025, Saudi AZM has made significant progress in its journey of institutional and digital transformation through a series of high-quality initiatives that enhanced our operational efficiency and enabled us to deliver advanced digital services. As we invested in developing our platforms and digital solutions in line with market aspirations, contributing to improved client experience and higher efficiency. Within this context, the year witnessed a notable strategic milestone as Saudi AZM took a confident step towards the Main Market, a clear indicator of our institutional maturity. Despite challenges, the Company affirmed its readiness through strict commitment to governance and transparency.

Today, we are not content with merely achieving an impact; we are working to embed it, by developing national capabilities, strengthening partnerships, widening our sphere of influence, and delivering sustainable added value that supports the digital economy and serves the nation's vision.

At AZM, we believe the journey does not end when achieving something, it only begins there. We therefore continue forward with optimism and determination to lead in the digital sector, so that we remain an active partner in the Kingdom.

2025 at a glance

2025 was an important milestone in Saudi AZM’s journey, as the Company continued to strengthen its presence in the technology sector, providing technical solutions and consultations, and achieving significant growth in operational and financial performance, reflecting its continued commitment to innovation and creating sustainable value for its partners, clients and investors.

Key Figures:

Success Partners

77%

Success Partner Retention Rate.

+25

local and international vendors and partners.

+73%

increase in the Company’s projects Y/Y.

+28

new Clients Y/Y.

+37%



Growth Rate of active client base Y/Y

Our Distinguished Team

45%

of women working in Saudi AZM.

+500

employees working in the Company’s departments and projects.

+8

different nationalities that work in AZM as an indicator of cultural diversity

28

Average Age of Saudi AZM Employees.

+20

trainees this year.

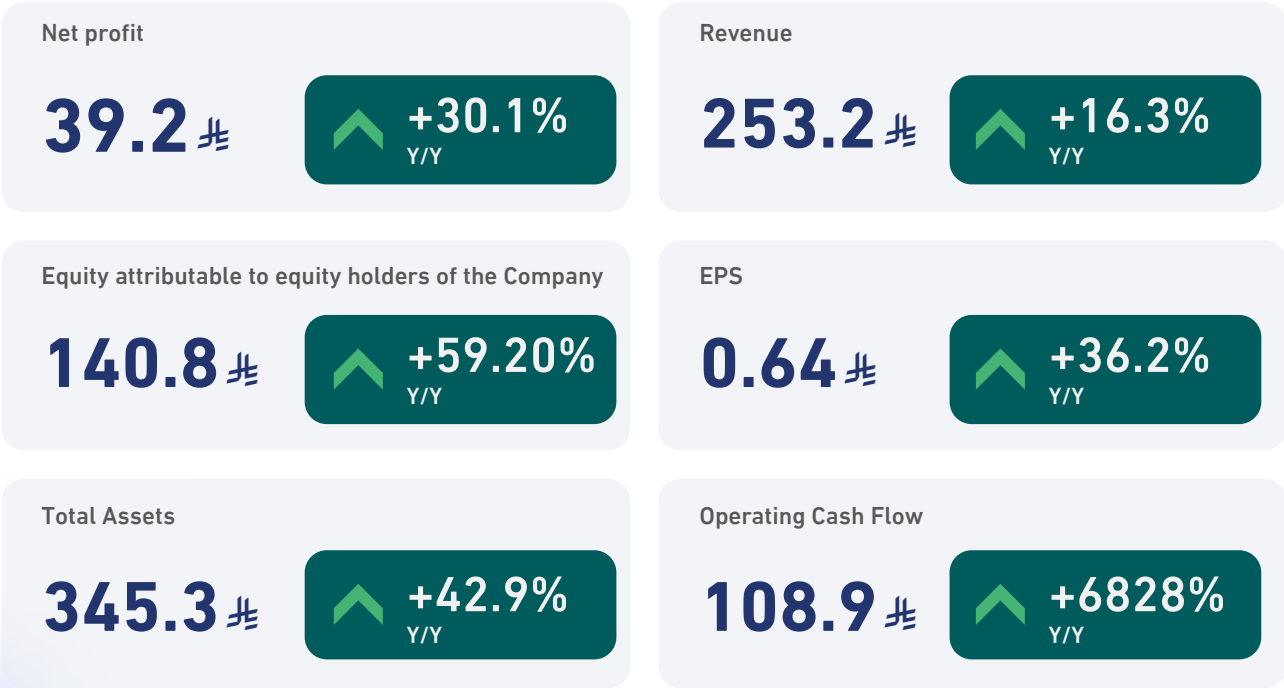
+50

training programs.



Financial Performance

All amounts are in millions Saudi Riyals, unless otherwise stated.



Operational Highlights



Signing a strategic partnership agreement between Saudi AZM and the National Housing Company (NHC) to provide innovative digital services and solutions.



Continued expansion in technology services and the provision of digital infrastructure.

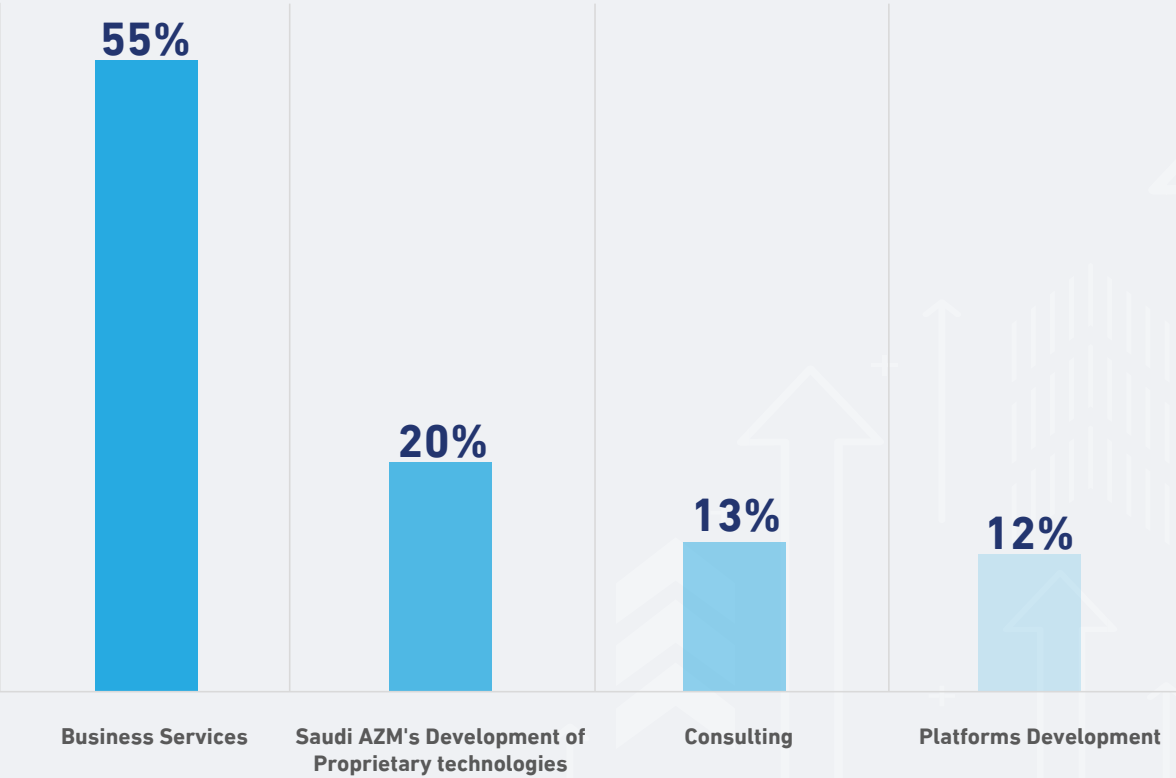


Successful transition to the main market (TASI), A sign of maturity in operations and excellence of governance.

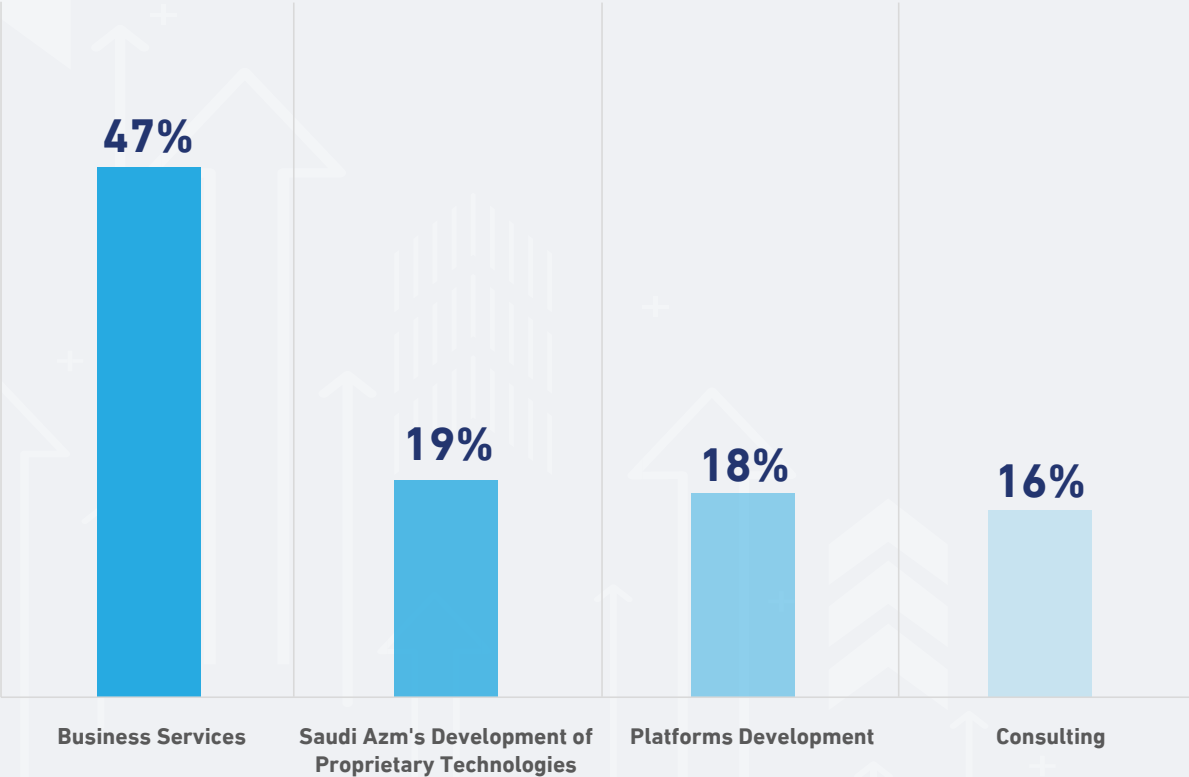


Enhancing margins through scalability and managing high demand services.

Revenue



Volume of services



About this report

The annual report of Saudi AZM for Communications and Information Technology Company. Presents a clear picture of the Company's performance and achievements during the fiscal year ending in June 30, 2025, as we seek to provide a brief and comprehensive review that includes information on our performance, activities and governance during the fiscal year 2025, as well as the consolidated annual financial statements.

Scope of the Report

This report includes the performance, achievements, governance and financial statements of Saudi AZM for Communications and Information Technology Company. And is referred to for the purposes of this report as "Saudi AZM", "AZM" or "the Company", unless otherwise noted.

Reporting period

The annual report covers the twelve-month period from July 1, 2024, to June 30, 2025, in accordance with the annual financial reporting cycle approved by Saudi AZM for Communications and Information Technology Company.

Compliance

The annual report of the Board of Directors of Saudi AZM for Communications and Information Technology has been prepared in accordance with the laws and regulations in force in the Kingdom of Saudi Arabia. The financial statements for the year ended 30 June 2025, conform to the International Financial Reporting Standards (IFRS) adopted in the Kingdom of Saudi Arabia, Other standards and pronouncements endorsed by the Saudi Organization for Chartered and Professional Accountants (SOCPA) and the requirements of the Corporate Law and Articles of Associations of the Company.

Language

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

Inquiries

We welcome your comments and inquiries about the annual report of Saudi AZM for Communications and Information Technology Company. for the year 2025 through the IR@azm.sa email



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About Saudi Arabia's determination

- 1.1 About Saudi AZM
- 1.2 Services and Business Areas
- 1.3 Success Stories
- 1.4 Investing Advantages
- 1.5 Stakeholder Engagement Form
- 1.6 Investor Information
- 1.7 AZM's Journey
- 1.8 Highlights of 2025
- 1.9 Human Capital
- 1.10 Subsidiaries



1.1 About Saudi AZM

Saudi AZM for Communications and Information Technology Company, is one of the leading national companies in the field of specialized digital solutions and business services, as it provides a full range of services including institutional services, management consulting, development and innovation of products and platforms. As it seeks to enable the digital transformation of government entities and the private sector by providing innovative solutions based on the best practices and international standards.

Since its establishment in 2017 in Riyadh, Saudi Arabia, under Commercial Registration No. (1010918075), Saudi AZM has been able to strengthen its presence in the local market by delivering quality projects with tangible impact, and has become a reliable partner for governmental entities and the private

sector, and today, we can proudly claim that our technological footprint has reached every household in the Kingdom of Saudi Arabia, contributing to enable the digital transformation and making life easier for citizens and residents of this country.

The Company aspires to be the partner of choice for its clients, and to play a fundamental role in achieving the goals of the Saudi Vision 2030 and achieving sustainable development through flexible and efficient technical solutions, and to stand as a key pillar that contributes to achieving a prosperous economy for the Kingdom and to play an essential role in building a vibrant society and an ambitious nation, by focusing on high-impact quality projects, and implementing them efficiently and flexibly.

Mission

Leading change in people's lives through business and technology.

Vision

To be the chosen partner, by creating technical solutions and impactful products, and hosting one of the best workplaces in the Kingdom of Saudi Arabia.

Saudi AZM Values:

Our Identity is Honest:

Unites us and raises the ceiling of our ethics and behaviors.

Exceptional Team:

Instills a spirit of challenge with the aim of achieving the best.

Entrepreneurial Spirit:

That kindles flexibility, innovation, and the pursuit of impact.

Grit for achievement:

It ignites in us the passion and determination to achieve results.

Our Capabilities and Strengths:

We have wide strategic partnerships with governmental entities and strong relationships with leading global technology companies. We also provide business services, which strengthens our ability to deliver effective digital solutions.

We work with an elite team of top talents and exceptional leaders with deep expertise in developing institutional and digital solutions in the fields of information technology and communications.

We offer a wide range of technological services, including consulting and business services, along with the development of advanced and customized digital products. This enables us to meet the needs of various sectors.

We have a solid and outstanding track record since the establishment of the Company that reflects our ability to manage and execute projects with higher efficiency.



1.2 Services and Business Areas:

In order to establish a systematic approach towards achieving the strategic priorities of Saudi AZM, the Company's business lines have been divided into tracks that represent its activities, as follows:

1.2.1 Business Services

1.2.1.1 Consulting and Business Services:

▲ **+200%**

Growth Rate of the Number of Consultancy Projects Y/Y.

▲ **60%**

Growth in team size Y/Y.

▲ **6**

Consultancy projects in various fields that has been closed.

▲ **8**

Public sector clients to provide advisory services.

▲

Work on the foundational affairs of the department including the development of the operating model, determining the salary scale, and employee benefits and services.

▲

Providing support to AZM, including supporting internal projects and providing consultancy studies.

1.2.2 Digital Solutions

1.2.2.1 Saudi AZM'S Development of Proprietary Technologies:

Developing and innovating products, solutions, and platforms to serve specialized sectors such as digital governmental services, financial technology, electronic authentications, secure procedures, and more.

1.2.2.2 Platform Development:

Design, build, develop and operate the Company's Clients platforms, including Public-Private Partnership (PPP) projects.

Diversity of project sectors:

- | | | |
|---|---|--|
| Consultancy and operational services in the Communications and Information Technology sector. | Investment advisory services. | Development and operation of financial systems. |
| Maintenance and operation of government resource systems. | Advisory services to support the growth of enterprises. | Developing and operating technical services platforms and digital portals. |



1.3 Success Stories

Our works and projects are characterized by their effectiveness and diversity, which makes AZM unique in its works of a moral nature that overwhelms the material, the most prominent of our works are:

Improving the auction experience



At a time when digital transformation within the Kingdom has accelerated within the goals of Saudi Vision 2030, the auction sector has remained one of the few exceptions that has not yet been reached by automation, as it was managed the way it was managed decades ago: in town squares, amongst crowds, and when the idea of the project to manage auctions digitally began, the challenge was not only technical, but also cultural, administrative, and physical at the same time, especially in the absence of a unified entity that can be referred to, provides updated information, or a clear perception of a management mechanism, which forced the team to do in person field testing before digitalizing it, and this field interaction has helped build a mature digital visualization, simulating a highly complex real-life environment, and transforming it into a transparent, organized, and accessible digital experience. The platform today is one of the prime examples of how digital transformation can penetrate even the most complex environments, reshape them to serve market efficiency, and elevate judicial services towards a future that aligns with the ambitions of the Kingdom's Vision.

Developing the division of inheritance



The Tarekat project emerged as the first digital attempt in the world to fully automate inheritance procedures, from counting the heirs, to counting the estate, passing through all types of divisions: from cash, to investment portfolios, to real estate, a step that was not easy either technically or socially, as inheritance itself is a sensitive subject, linked to families, feelings, disputes, and money, and the multiplicity of scenarios in it is difficult to count or predict, which made each case a new test, and generated unprecedented challenges, and with the absence of any other global model to build on, the project was written from scratch with confident steps, until it became what it is today, a fully integrated digital solution that saves heirs the troubles of judicial procedures and personal attendance at courts, and enables them to complete their cases through one platform with reliability and ease, which made this project an actual translation of one of the most complex chapters of Sharia in a clear technical form, supporting the objectives of the Saudi Vision 2030 by strengthening the e-government index, raising the effectiveness of institutional performance, and strengthening the social fabric. And this why we can say the "Tarekat" platform is not just a technical project, but a milestone in Saudi digital justice.

Wilayah



As part of advancing financial governance and digital transformation, the Authority adopted a strategic project aimed at rebuilding the financial system based on the accrual accounting principle, through the implementation of the latest Oracle ERP solutions. This project seeks to drive a significant institutional transformation encompassing policy development, integration with banking systems, workforce training, and enhancing the overall efficiency of the financial operating environment. The team effectively and confidently addressed challenges through coordinated efforts, leading to the successful adoption of the new system by the Authority's Board of Directors, making it the first accrual based ERP accounting system implemented within the Authority. This initiative represents more than just the implementation of a new system; it is a qualitative leap that strengthens governance, enhances transparency, and elevates spending efficiency, fully aligned with the objectives of Saudi Vision 2030.

Heavy Equipment Regulation Center (SASO)



In light of the need to regulate the heavy equipment sector and raise the efficiency and safety of its use, the idea of building a national platform that addresses the absence of databases and regulates inspections, licensing and operation processes was launched. The project was not just a technical development, but a comprehensive transformation that restructured the sector, opening the door to automating registration services, accrediting centers, and issuing licenses in days instead of weeks. Despite the complexity of the requirements and the multiplicity of entities, the team was able to launch the system in record time, overcoming organizational and technical challenges, and unifying the models and procedures of dozens of entities in a unified journey that serves all beneficiaries. The platform later became a regulatory reference for the Saudi standards to be followed by other platforms. Today, the project supports the goals of Vision 2030 in improving the efficiency of government services, empowering the industrial and logistics sectors, and raising the quality of infrastructure, all through an integrated digital ecosystem that contributes to building a safer and more organized sector.

Mowaamah



In a diversified and competitive investment landscape, a major challenge has emerged: the difficulty of connecting investors – especially international investors – with reliable opportunities and strategic partners within the Kingdom. Hence, the idea of the platform was for it to be a bridge that connects investors to each other according to their interests and sectors, and redefines the way of building investment partnerships. The platform launch has transformed the experience of looking for partners from a traditional approach based on personal relationships, to a comprehensive digital experience, which allows creating profiles, identifying areas of interest, and direct communications, which contributed to attracting foreign investments and connecting the local market with the global market. Despite the change in scope and the change of departments, the team succeeded in overcoming the challenges and launched the platform with high quality, for it to become a model that embodies the goals of Vision 2030 in empowering the private sector, enhancing the attraction of investments, and raising the contribution of the non-oil economy.

JoodEskan



In order to enhance access to philanthropy, the idea of integrating “JoodEskan” services into the “Tawakkalna” application was launched, to facilitate the donation experience and enable users to quickly and securely access charitable housing initiatives, without the need to move between multiple platforms. The project has achieved a qualitative leap in community participation, as donations are now available at the click of a button, within a familiar and secure user journey, which contributed to raising awareness and significantly increasing the volume of donations, especially with the integration of the two national platforms. This integration is a practical embodiment of the goals of Vision 2030 in supporting the non-profit sector, promoting digital transformation, and achieving integration between national entities. This effort culminated in the project winning the ‘Best Service’ award for the month of May, in recognition of its demonstrated impact on improving the user experience and encouraging digital philanthropy.

Managed Services for Activating the Government Resources System (NCGR)



Although the General Department of Training has the content and plans, the lack of a well-equipped training center stood as an obstacle for an efficient implementation of its programs. Hence, the Managed Services Initiative came to provide an integrated training environment, including equipped halls and comprehensive logistical support that enables governmental entities to take full advantage of the training programs. The project contributed to raising the quality of the implementation of the courses, providing a flexible and effective learning environment, and constituted a new start to activate the training system, especially with the praise of the General Department during the first workshop at the new headquarters. This project is a direct contribution to achieving Saudi Vision 2030, by raising the efficiency of government performance, enabling digital transformation, and developing human capital in the public sector.

Regional Headquarters



As the Kingdom seeks to become a regional business hub, the Regional Headquarters Initiative (RHQ) has been launched to break the barrier of geographical remoteness, attracting international companies to manage their operations from the heart of Riyadh rather than abroad. The need was clear: a direct institutional presence that enriches the economy and fosters knowledge transfer. Today, Riyadh has become a decision-making center in the MENA region, after improving the investor experience and targeting major companies, which was reflected in qualitative job opportunities, transfer of global expertise, and raising the market's confidence in the Saudi business environment. The project represents a practical embodiment of Saudi Vision 2030 in attracting foreign investment, developing non-oil sectors, and developing human capabilities, through a global work environment that elevates the Kingdom to be a regional economic power with a global impact.

Invest in Saudi Arabia



In an investment environment that is witnessing rapid development, the industrial investor has been facing a scattered journey starting from the idea and ending up to export, amid the multiplicity of parties and the diversity of requirements. Hence, the initiative to develop the “Digital Services Platform for the Investor Journey” came to be a unified portal that combines procedures in an integrated digital experience. AZM's team worked on designing the platform accurately, from collecting and analyzing the requirements of the entities, to building advanced user interfaces, and developing interconnected backend systems, which accelerated the procedures of foreign and local investment, and raised the quality of interaction with more than 1800 investment opportunities on offer. This transformation embodies the “Digital Transformation in the Industrial Sector” axis within Saudi Vision 2030, to enhance the efficiency of procedures, and raises the competitiveness of the local market. The moment of pride was evident at the first launch, when users felt the ease of experience and speed of performance, in a project that became a benchmark for integrating entities and stimulating investment.

1.4 Investing Advantages

Saudi AZM, has established a strong institutional presence, and can be distinguished by its unique will, and its quality of work that always meets the needs and aspirations of its clients, and with that the Company is able to achieve the satisfaction of its investors that can be measured with the performance of its stock during the previous years, and through effective engagement with stakeholders and the application of sound governance principles that guarantee nvestors their rights and ensures their interaction with it.

From the Company’s diverse projects with its prominent clients and its transparency in revealing the Company’s procedures publicly, the shareholder can appreciate the impact of their investment decision by reflecting their perceptions of the decision with its counterpart in the Company’s reports and disclosures that are published periodically and in accordance with international standards.



A leading role in the digital transformation landscape

- Influential partner in the digital transformation journey: Actively contributes to national and international initiatives aimed at accelerating digital transformation.
- Innovative Multi-Sector Solutions: Provides a full range of value-added technology solutions serving diverse sectors including healthcare, real estate, Judicial services, and much more.
- Dynamic Response to Market Changes: Continuously develops advanced digital solutions that keep pace with market developments and evolving needs.

An ambitious expansion strategy

- Strengthening relationships with the public sector: by expanding the range of services provided to existing clients, and exploring new opportunities with other governmental entities.
- Expanding into the private sector: through measured and sustainable growth, while building strategic partnerships to enhance the Company’s presence and competitiveness in the market.

Promoting the Sustainability Path

- Transparency in communication: Publishing periodic reports that highlight sustainability initiatives, progress and challenges, ensuring that employees, investors and the general public are informed about the efforts being made.
- Responsible and sustainable practices: Adopting practical strategies aimed at reducing the negative environmental, social and economic impact, with a focus on supporting long-term sustainable growth that creates a positive impact.

Accelerated growth and solid financial performance

- Strong Financial Fundamentals: The Company has a strong financial position and a diversified business portfolio covering several strategic sectors.
- Increase in investor confidence: This is reflected through a remarkable interaction with the market and growing interest from investors.

High Standing and Solid Credibility

- Extensive experience in major projects: Possesses a rich track record in managing large, multi-sectoral projects with high efficiency.
- Strategic High-Quality Alliances: Signed long-term agreements with several specialized companies to ensure the highest standards of quality and adherence to regulatory requirements.

1.5 Stakeholder Engagement Form

AZM is keen to promote effective communication with stakeholders by understanding their priorities and aspirations, and appreciating their pivotal role in supporting the Company’s journey. The Company is committed to building close relationships based on transparency and trust, which contributes to the creation of shared and sustainable value. Through quality initiatives that strengthen partnerships, and establishes a culture of innovation and responsibility, AZM seeks to create an impact that extends to employees, clients, partners, and the community, stakeholders.

Stakeholder Category	Media & Participation	The most important topics discussed	Main Actions Implemented
Employees	<ul style="list-style-type: none">• Periodic Surveys• Direct communication channels with the management• Workshops and internships	<ul style="list-style-type: none">• Corporate Objectives and Strategy• Growth and development opportunities• Work environment and culture	<ul style="list-style-type: none">• Developing training and qualification programs• Enhancing the work environment• Improving the efficiency of internal communication
Clients	<ul style="list-style-type: none">• Regular meetings• Client satisfaction surveys• Support platforms and direct communication with the management	<ul style="list-style-type: none">• Client Experience• Quality of Service• Future Expectations of Clients	<ul style="list-style-type: none">• Improve client experience• Development of Services and Products• Working to achieve an effective and sustainable impact in meeting client expectations and enhance value proposition
Vendors	<ul style="list-style-type: none">• Satisfaction Surveys• Meetings on Contracts and bids• Direct communication channels with the management	<ul style="list-style-type: none">• Contract terms• Smooth Procedures• Transparency in Dealing	<ul style="list-style-type: none">• Improved contracting procedures• Facilitate access to information• Ensure transparency and compliance• Prioritize local Vendors to support local content
Society	<ul style="list-style-type: none">• Community Initiatives• Development Partnerships• Corporate Social Responsibility Programs	<ul style="list-style-type: none">• Youth Empowerment• Learning & Employment Support• Enhancing Community Impact	<ul style="list-style-type: none">• Implementing sustainable community programs• Delivering diversity and inclusion• Providing financial and moral support to local initiatives
Stakeholders	<ul style="list-style-type: none">• Annual Board Report• Annual General Assembly Meetings• Direct communication through Investor’s Relations	<ul style="list-style-type: none">• Financial Performance• Company Strategy and Growth• Governance & Compliance	<ul style="list-style-type: none">• Enhancing transparency and disclosure• Providing direct communication channels• Engaging investors in Company’s updates

1.6 Investor Information

Shareholder Information

Listing Date	01 March 2022
Transition Date	29 June 2025
Capital Market	Saudi Stock Exchange (Tadawul)
Ticker Symbol	7211
International Code	SA16BGF3GLH0
Banked/Paid Up Capital	30,000,000
Numbers of Shares Issued	60,000,000
Nominal Value/Unit	0.5
Closing Price as of 30 June 2025	32 ﷲ
Market Capitalization as of 30 June 2025	1,920,000,000 ﷲ
Maximum Foreign Ownership	49%

Auditor Ibrahim Ahmed Al-Bassam & Partners Chartered Accountants

Share Performance for 2025:



Investor Relations Unit:

Investor Relations Activities

Through Investor Relations, Saudi AZM provides constant communication with shareholders and investors throughout the year, which acts as a link between the investors, and the Company’s Board of Directors and executive management, and the Board of Directors receives shareholder feedback, suggestions about the Company and its performance on a regular basis, with the aim of enhancing engagement with stakeholders and ensuring their participation.

Means of Communication with Shareholders

The Board of Directors of Saudi AZM, communicates with shareholders through the Investor Relations Unit, and they are always keen to clarify the disclosures published on the Company’s page on the Saudi Exchange website with transparency and regularity, and we urge all shareholders to participate in the meetings of the General Assemblies, and the Board of Directors of Saudi AZM welcomes receiving your suggestions, comments and opinions through Investor Relations via email:

IR@AZM.SA

Choose the appropriate place and time that allows for the full participation of shareholders.

Allocate sufficient time for shareholders during the General Assembly to discuss the topics on its agenda and ask questions and suggestions.

Availability of electronic voting on agenda items through the Tadawulaty Services Portal.

Measures taken by the Board of Directors to inform the members of the shareholders’ suggestions and observations regarding the Company and its performance:

Through Investor Relations, Saudi AZM provides constant communication with shareholders and investors throughout the year, which acts as a link between the investors, and the Company’s Board of Directors and executive management, and the Board of Directors receives shareholder feedback, suggestions about the Company and its performance on a regular basis, with the aim of enhancing engagement with stakeholders and ensuring their participation.

To visit us on the Investor Relations website



1.6.1 Key Announcements in Tadawul in 2025:

Date	Announcement
17/07/2024	Saudi AZM for Communications and Information Technology Company Announces Contract Sign Off with the National Center for Government Resources Systems
31/07/2024	Saudi AZM for Communications and Information Technology Company Announces Contract Sign off with The Small and Medium Enterprises General Authority
29/08/2024	Saudi AZM for Communications & Information Technology Company announces its Annual Financial Results for the Period Ending on 30/06/2024
12/09/2024	Saudi AZM for Communications and Information Technology Company Board invites its shareholders to attend the Ordinary General Assembly Meeting the (First meeting) by means of modern technology
06/10/2024	Saudi AZM for Communications and Information Technology Company Announces the Results of the Ordinary General Assembly Meeting (First Meeting)
05/11/2024	Saudi AZM for Communications and Information Technology Company announces its Interim Financial Results for the Period Ending on 30/09/2024 (Three Months)
20/11/2024	Saudi AZM for Communications and Information Technology Company Announcement Regarding the Disclosure of the Board of Directors' Report for 2024
02/02/2025	Saudi AZM for Communications and Information Technology Company announces its Interim Financial Results for the Period Ending on 31/12/2024 (Six Months)
05/05/2025	Saudi AZM for Communications and Information Technology Company announces its Interim Financial Results for the Period Ending on 2025-03-31 (Nine Months)
06/05/2025	Saudi AZM for Communications and Information Technology Company announces Announces an Update on the MOU with the National Housing Company
28/05/2025	Saudi AZM for Communications and Information Technology Company announces its Submission for a transfer request to the Main Market
01/07/2025	Saudi AZM for Communications and Information Technology Company announces the publication of its transition document

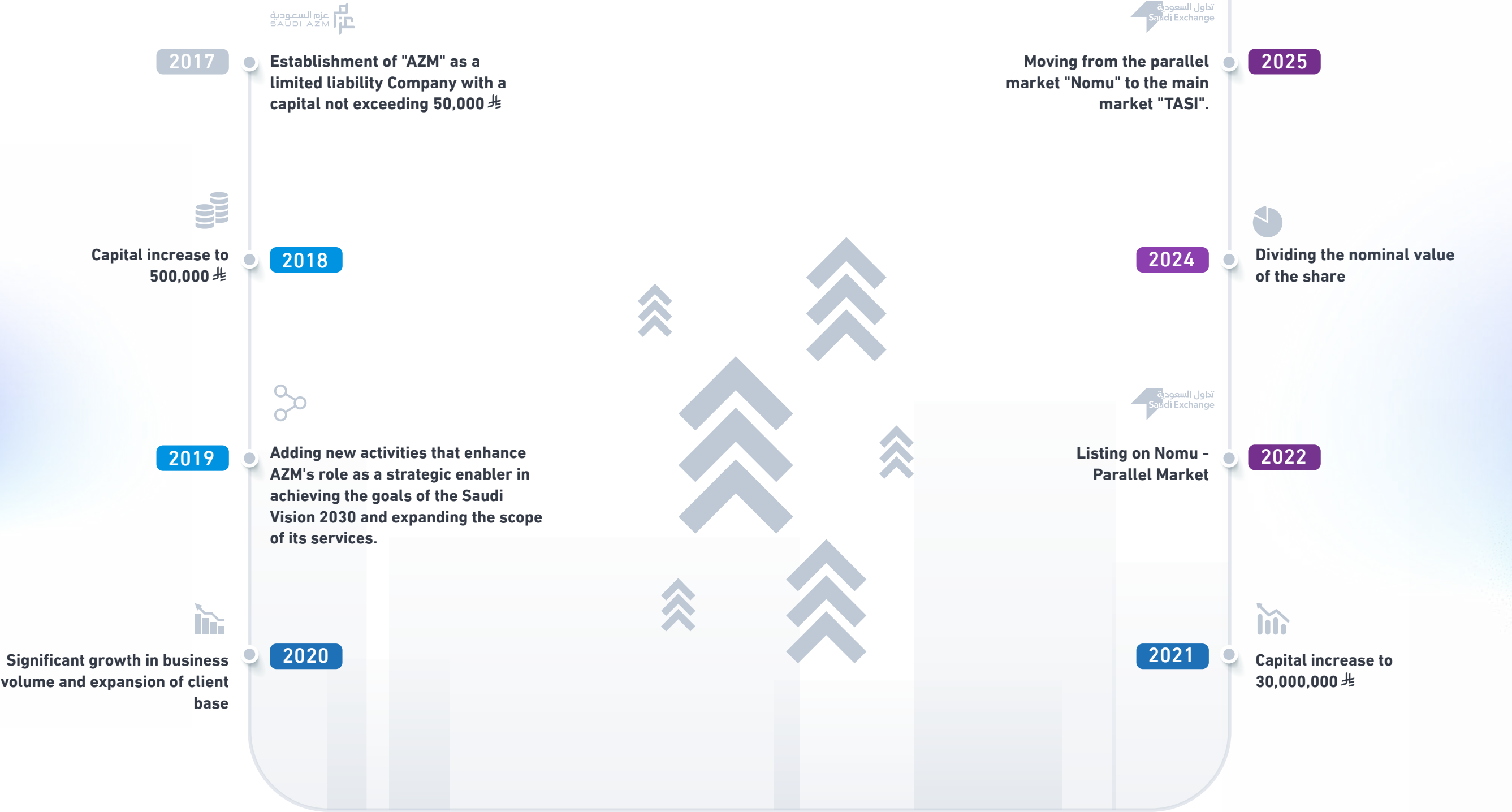


1.7 AZM's Journey

Since its Establishment, AZM has witnessed an accelerated evolution, which has strengthened its position as a leading national provider of integrated digital solutions within the Kingdom of Saudi Arabia. It started with confident steps in the field of technical services and consulting, then expanded to cover the fields of digital transformation and technical support, and continued to take deliberate strategic steps that enabled it to keep pace with market aspirations and enhance the efficiency of its clients' operations.

Through its focus on impact making and innovation, AZM continues to play its role in supporting the goals of the Saudi Vision 2030 , by enabling entities to achieve digital transformation efficiently and sustainably.

Here are the most important milestones in the development of Saudi AZM:



1.8 Highlights of 2025

First Quarter

AZM honored by the Digital Government Authority



Signing MOU's that aim to provide digital solutions



Second Quarter

Project Award for establishing and operating the Premium Residency platform



Launching the Tarekat Platform



Third Quarter

Signing Partnerships and MOU's during the LEAP 2024 Conference



Fourth Quarter

Honoring the Chief Executive Officer with the Best CEO Award for 2024



AZM moved from the parallel market Nomu to the main market TASI



1.9 Human Capital

In the context of rapid digital transformations, and in the midst of a competitive and a continuously innovating business environment, the importance of the Cadre Management and Corporate Culture at Saudi AZM is embodied as one of the strategic pillars not as a traditionally functioning department, but as a driving force for comprehensive organizational transformation. The management’s vision is to build human capital that is a natural extension of the Company’s ambitions and operating model, and reflects its unique culture that combines achievements with flexibility, and a balance between collective ambition and personal uniqueness.

1.9.1 Core Pillars of the Department’s Role

Aligning human capital with strategic direction

The department works to ensure that all recruitment, development and culture initiatives are aligned with the Company’s future aspirations, enhancing its ability to expand and grow.

Leading the Cultural Transformation

The Department leads the efforts to build a resilient and adaptable corporate culture that embodies AZM’s core values, foremost of which are teamwork, risk-taking, continuous learning, and creating impact and change as a shared responsibility.

Driving performance through an integrated reward and recognition model

Through advanced models of rewards and benefits, the Department contributes to attracting and retaining talent and enhancing performance at the individual and collective levels, by linking the effort to the impact achieved, thus consolidating the orientation towards achieving organizational goals in the short and long term.

Designing an Employee Experience Driven by Empowerment

Through an integrated path that begins with recruitment, and extends to seamless onboarding, continuous development, and performance management, the Department contributes to building a job experience that enhances belonging and gives work meaning and purpose, turning the employee into a true partner in achieving organizational success

Activating internal compliance and governance

The department contributes to the establishment of an organizational environment based on governance and compliance, where adherence to fair systems and practices is an integral part of the corporate culture, by promoting transparency, equal opportunities, and organizational responsibility, the department ensures that practices related to human resources are consistent with AZM’s core values, and with the standards of institutional excellence locally and internationally.

Transforming from resource management to strategic partner

The Department has gone beyond the traditional role in operating day-to-day operations, to being an active partner in decision-making, as it contributes to the formulation of organizational initiatives, and leads qualitative analyses related to productivity, organizational structure efficiency, and human cost management, which reflects positively on the effectiveness of organizational performance and the sustainability of growth.

1.9.2 Key Figures



1.9.3 Exceptional talents and competencies

We believe that human capital is the real driver of any sustainable growth and competitive advantage, and from this standpoint, we are committed to implementing an integrated strategic system based on attracting, empowering, and developing distinguished talents, in a way that contributes to building a highly efficient workforce, capable of providing continuous added value, and active participation in achieving the Company’s strategic goals, in the short and long term.



Building Identity and Institutional Belonging

We are keen to build a work culture centered around performance and excellence, where achieving results and adhering to high standards of efficiency is an integral part of the corporate identity, we do this through initiatives that enhance the connection to the Company’s vision and mission, and transform goals into tangible daily behaviors, and we also focus on designing an integrated employee experience that starts from the moment you join AZM, with effective onboarding programs.

Competitive advantages related to performance

We offer a comprehensive package of salaries and benefits that are carefully designed to reflect the value of our employees’ efforts and the level of impact achieved, this package carries sustainable incentive programs such as premium health insurance and employee stock ownership programs, which enable employees to be real contributors to success and growth, igniting a spirit of loyalty to the entity. The Company’s philosophy is to engage its employees in the organization’s strategic path, ensuring the retention of quality competencies, fostering a culture of excellence, and linking individual effort to institutional impact.

Providing a stimulating and attractive work environment

We believe that building a culture, based on collaboration and empowerment is directly reflected on performance and employee integration, and from this standpoint, we work to design an integrated system of learning and professional development opportunities that meet the aspirations of employees, contribute to refining their skills and enhance their readiness to keep pace with changes, and support their ambitions for growth within the Company. Evolution and self-realization.

Institutional Resilience

Through flexible work policies, AZM seeks to establish an organizational culture that values trust and self-responsibility in employees, and supports the continuity of high-quality performance in light of flexible work models that respond to rapid transformations, both in the lives of individuals and in the business environment.

1.9.4 Empowerment and Retention: AZM’s Strategies for Competency Management

Attracting quality talent

In light of a competitive environment that is witnessing rapid transformations in the Saudi labor market, AZM seeks to adopt a strategic approach to build a sustainable national talent base, meeting the needs of future growth, and enhancing the organization’s readiness to face the challenges of the changing market. This approach includes strengthening internal referral programs that enables employee’s contribution of attracting talent from their professional networks, and actively participating in exhibitions and events that allows AZM to present opportunities for the best young talents. AZM also pays great attention to building strategic partnerships with Saudi universities, within the aim of providing cooperative training opportunities and field experience that prepares graduates for the labor market, and contributes to refining their skills in line with the needs of the modern digital sectors. The Company relies on smart digital solutions to efficiently target and attract talent, enhancing the hiring experience and establishing AZM as an attractive career mark of choice for ambitious national talent.

Retention of competencies

There is no escaping the reality of cumulative competition for recruitment, but we have something attractive and makes it easier for us to retain competencies the way they retain us, which is the employee shares program followed by a succession plan that rejects the systematic model that traditional companies adhere to, as we rely on the person’s competence, skills, and responsibility, that leaves an impact on the Company’s growth, and through which we develop them with bonuses related to their achievements rather than their seniority. We are fully aware of the difficulty of sticking to talent of all kinds, but there is no doubt about the imprint we leave on those who are determined with us, and therefore we classify them as representatives of AZM and perhaps future clients.

Promoting a culture of internal communication

At AZM, we consider effective communication to be one of the main pillars. Therefore, we are keen to establish an organizational culture based on transparency and positive interaction between all organizational levels, as there are no figurative barriers between the cadre, whilst we provide multiple communication channels and platforms that enable employees to express their opinions, suggestions, and observations, as well as answer their inquiries. We also encourage constructive dialogue between teams and departments, by adopting policies that enable proper communication, from the open-door policy, and our philosophy of humanizing work offices to encourage the intersection of employees from the Various departments to improve the quality of communication in a way that enhances trust, fosters collaboration, and contributes to building a more cohesive, resilient, and change-ready work environment.

Continuous evaluation of performance and potential

We firmly believe that effective evaluation is not limited to measuring past performance, but is a strategic tool for exploring and guiding future potential. We adopt a periodic and comprehensive evaluation system based on sequential KPIs across the organization, from overarching strategic objectives to individual contributions. These indicators include actual performance, behavioral competencies, and the ability to learn and continuously improve. Our sequential structure ensures that assessments are aligned with the Company’s directions, and reinforces the linkage between the performance of teams and major organizational goals, enabling accurate guidance for professional development and identifying skills gaps with future impact, especially in light of the rapidly changing technologies and market needs. With this integrated approach, we ensure that individual capabilities are aligned with business priorities, and can establish a high-performance environment based on empowerment, accountability, and sustainable growth.

Identifying future needs

At AZM, we conduct a comprehensive and systematic analysis of current and future talent needs, based on strategic plans, market indicators, and anticipated technical and organizational shifts. This analysis includes a continuous review of organizational structures, and the identification of critical functions and high-priority fields, whether those that require qualitative recruitment from outside the organization, or the continuous development of internal competencies to ensure institutional sustainability and reduce skill gaps over time, this proactive approach contributes to drawing a clear map of the future need of cadres, and directing efforts towards building flexible and qualified internal capabilities that are keeping pace with changes, and in order to withstand changes, we have equipped our cadres with the skills required to exploit artificial intelligence and other modern technologies to support the cadre.

Professional and Leadership Development

Capacity development is a key pillar of AZM’s strategy to build an organization that is ready for the challenges of the future. We offer training programs and workshops designed to meet the actual needs of employees, along with a customized LMS platform that facilitates access to training, such as onboarding programs. We focus on developing future leaders through talent incubation initiatives and mentoring programs, which contributes to building an internal line of leadership that enhances organizational resilience and professional growth. And in a developing labor market and variable client requirements, we align our efforts with modern trends to ensure continued readiness and excellence.

One of our development support programs:

SABIQ Program

As part of AZM’s drive to build a sustainable leadership ecosystem, SABIQ program was launched to be a strategic development platform that invests in high-potential employees and prepares them to take on pivotal roles in the Company’s future.



Program Components:

Specialized Individual Professional Training: Regular sessions with certified coaches, focusing on building leadership skills, emotional intelligence, and relationship management.

Personal and professional assessments: such as MBTI, EQ, and 360 Feedback to help participants understand their leadership style and boost their self-awareness.

Focused Training Workshops: Covering Influence, Strategic Thinking, Decision-Making, and Team Management Skills.

Leadership challenges and practical projects: Participants are required to lead real initiatives or teams within the Company, while monitoring performance and feedback.

Why SABIQ?

The program bears its name from the spirit of first-hand and progress, and embodies AZM’s vision to create a work environment that stimulates personal and professional growth, and paves the way for competencies to be in a position of leadership within the organization.

Program Objectives:

Create a leadership class that is ready to assume leadership positions in the future. Foster a culture of participatory leadership and organizational transformation. Support the continuity of high performance by empowering emerging leaders.

Expected Impact:

Through SABIQ, AZM is working to establish a proactive approach in the development of its leaders, which reflects positively on the quality of decision-making, the speed of response to challenges, and the promotion of entrepreneurship within the Company.



1.10 Subsidiaries



AZM Development Software Company

Is a one-person limited liability Company registered in the Arab Republic of Egypt that provides software development, electronics design and development activities, and data centers, under Commercial Registration No. (209298) dated 02 Dhu al-Hijjah 1444 AH corresponding to June 20, 2023, with a capital of 25,000USD and Saudi AZM owns 100% of the total Company.



AZM Experience Company for Information Technology – AZM X

Is a limited liability Company registered in the Kingdom of Saudi Arabia that provides technical activities to improve the user experience, under Commercial Registration No. (1010600261) dated 22 Safar 1441 AH corresponding to 21 October 2019 with a capital of 100,000 ﷲ and Saudi AZM owns 75% of the Company.



WASL Telecom Platform Company

Is a one-person limited liability Company registered in the Kingdom of Saudi Arabia that provides communication and information as well as computer software activities, under Commercial Registration No. (1009124150) dated 24 Rabi II 1446 AH corresponding to 27 October 2024 with a capital of 50,000 ﷲ and Saudi AZM owns 100% of the total Company, and within the framework of a strategic partnership with the National Housing Company (NHC), an agreement was signed to convert the entity into a simplified joint stock Company, under which 50% of the ownership will be distributed to each party, and the necessary regulatory procedures are currently being completed.

Capital 25,000\$	Capital 100,000 ﷲ	Capital 50,000 ﷲ
Headquarters: Arab Republic of Egypt	Headquarters: Saudi Arabia	Headquarters: Saudi Arabia
Ownership Percentage: 100%	Ownership Percentage: 75%	Ownership Percentage: 100%

The impact of the Company’s affiliate activities on the group’s results:

Subsidiary	Activity	Percentage from Revenues
AZM Experience Company for Information Technology	User Experience and Technical Interfaces	11%
AZM Development Software Company	Software Development	0%

Details of the shares and debt instruments issued to each subsidiary:

No transfer or subscription rights under convertible debt instruments, cash securities, warrants, or similar rights have been issued or granted by the Company during the fiscal year 2025 to its subsidiaries.

02

Leaders' vision

- 2.1 Chairman's Message
- 2.2 Board Member and CEO Statement



2.1 Chairman's Message

Majed bin Saad Al-Osaimi

Chairman of the Board of Directors



Dear AZM's Shareholders,

I am pleased to address you in this report on a pivotal year that marked a milestone in AZM's journey and a turning point in its future. On behalf of myself and the Board of Directors, I wish to express our deepest gratitude to everyone who has given the Company their trust and support, whether from the early shareholders who have accompanied us since the beginning, as well as the new partners and investors. Your confidence has been a source of strength and guidance for us towards discipline, sustainable growth and long-term value creation.

Key Results

Since its listing on the Parallel Market "Nomu", the Company has witnessed advanced operational and financial results that reflect the maturity of the Company's business and the acceleration of its pace of growth, as we recorded a growth in revenues of 66% compared to our revenues since the date of listing, and an increase in operating profits by 123.5% since the date of listing, and we have gained a number of projects exceeding 38 projects across various sectors including the Judicial, Industrial, and Investment sectors. These results are not just the result of one year, but are an extension of a cumulative process that included an expansion in services, an improvement in financial indicators, and an improvement in institutional capabilities, as the CAGR of revenues since entering the market has reached 18.39%.

Main Market Listing

Among all the achievements, the transition to the main market remains the most prominent and symbolic

, as it represents the culmination of years of building and a genuine start towards a new phase of growth and expansion. We chose this path after careful evaluation of our financing trajectory and institutional maturity, where our priority was to build a strong track record, a disciplined governance structure and actual growth, rather than rushing to raise capital. Admittedly, the decision to transition was not without concerns, foremost among them the issue of independent decision-making within the Company, a challenge that we faced with full awareness. We have succeeded in achieving a balanced governance model that preserves shareholders' rights while granting management the ability to make long-term strategic decisions, which we consider to be one AZM's core strengths.

Culture of Adaptability

Ever since its establishment the Company's in 2017, AZM has believed in its ability to adapt quickly, experiment with ideas, and validate business models early before investing in them broadly. These values have been with us since the first experience with the drone project, which taught us early on the importance of correcting course quickly. This adaptability continues to be at the core of our corporate culture.

National Contributions

AZM has had the honor of participating in a number of national projects related to the Saudi Vision 2030, such as the development of the Jood Housing,

Waqfi and Shifa platform, in addition to qualitative projects such as Nafith, Najiz, and judicial costs systems. These contributions have not only strengthened the Company's position as a technology enabler and business service provider, but have also contributed to the achievement of leading national goals in housing, health and justice services.

The strength of our Board of Directors

AZM's Board of Directors comprises distinguished leaders with diverse expertise across various fields, enriching governance and ensuring diversity of perspectives in decision-making. Each member brings a unique contribution that helps shape more comprehensive and sustainable resolutions, directly strengthening the Company's ability to confront challenges and seize opportunities with depth and agility.

Our Talent Acquisition

One of the most prominent challenges today is attracting scarce talent amid intensifying global competition for highly skilled professionals. We have addressed this challenge proactively by building internal capabilities through specialized training programs, establishing development centers abroad (specifically in Pakistan and Egypt), improving the work environment, and adopting incentive programs that include clear career paths, advanced development packages, stock ownership options, and linking individual performance to

corporate value. These solutions have enhanced employee commitment and loyalty, leading to sustainable job stability and higher satisfaction rates, with employee satisfaction reaching 98% and the employee satisfaction index scoring 36 points.

Future Strategy

We are also currently launching a comprehensive review process to build an updated strategy based on what has already been achieved, and reprioritize according to regulatory and market developments. The strategy focuses on deepening value in existing products, enhancing business line integration, investing in efficiencies, and opening up deliberate pathways to target expansion and capture the right opportunities.

Conclusion

I would like to extend my sincere thanks and appreciation to AZM's employees whose spirit and determination form the heart of this journey, and to our valued shareholders for their continued trust and support. What has been achieved is only the beginning of a larger phase of growth and expansion, and we look to the future with confidence and composure, knowing that the road will not be without challenges, but we have what it takes to face them, we have a clear vision, a qualified team, supportive shareholders, and a solid organizational culture.

With my highest regards and appreciation,

2.2 Board Member and CEO Statement

Ali AlBalla
Chief Executive Officer
Saudi AZM



Dear Shareholders,

It gives me great pride to address you at the close of a landmark year in AZM's journey. In many ways, 2024 marked a transition from building our foundations to stepping into a new phase of recognition, growth, and impact.

Transition to the Main Market (TASI) – A Turning Point

Our move to the main market (TASI) was not merely a technical milestone — it was a recognition of AZM's maturity, credibility, and readiness to compete at the highest level. Being part of TASI has elevated our visibility, enhanced our reputation, and reinforced the confidence of our clients and partners. Most importantly, it has positioned us to access larger opportunities, especially in public-private partnerships, where trust and recognition are vital.

Growth and Expanding our Clientele

Over the past year, AZM recorded a revenue growth of 16.3%, with operating profit reaching 32,282,909 ر.س. More importantly, we welcomed more than 28 new clients from major government and private sectors, reflecting the growing demand for AZM's solutions and our ability to expand. This growth strengthens our position as a trusted partner, and contributes to the diversification of our client base and expanding our footprint.

Strategic Wins – Building Blocks for the Future

This year, we entered into several flagship contracts that reflect the scale of AZM's ambitions and the national value we aim to deliver:

- Tarekat: A nationwide platform to transform inheritance settlement, ensuring efficiency, fairness, and accessibility.
- Infath: A pioneering, high-tech initiative redefining entrustment and liquidation, setting a new benchmark for transparency, efficiency, and impact.
- Wasel: A joint venture with the National Housing Company (NHC), combining AZM's technology with NHC's data to revolutionize the real estate debt landscape.
- Sekaya: A high-tech initiative to provide sustainable water access, embedding social impact and responsibility into AZM's growth story.

These wins represent far more than projects; they are stepping stones toward positioning AZM as a key PPP enabler and a catalyst for national transformation under Vision 2030.

Agility, Leadership, and Operating Model

One of AZM's defining strengths is agility — the ability to act quickly, seize opportunities, and adapt to change. Our Board of Directors has been a true enabler of swift decision-making, empowering the executive team with the authority to act decisively. With this power comes responsibility, and our leadership team works relentlessly to ensure that every decision is taken with effectiveness, efficiency, and accountability.

Just as importantly, agility is not confined to leadership. Across the organization, we foster a culture where individuals at all levels are empowered to make decisions, challenge ideas, and act quickly to capture opportunities. This distributed model of ownership allows AZM to remain fast, responsive, and aligned with our vision, even as we grow in scale and complexity.

Our People & Principles

AZM is growing rapidly, to guide this growth, we introduced core AZM principles — clear standards that emphasize accountability, discipline, respect, and openness. These principles serve as our compass, ensuring that our culture remains intact and strong as we expand.

And We are proud to diversify our cadres:

- 45% of our workforce are female, reflecting our commitment to inclusivity.
- The average age of employees is 28 years, bringing together youth and experience in a dynamic mix.
- Our people come from over 20 different universities and backgrounds, enriching AZM with diverse skills and perspectives.

This depth and versatility gives AZM the resilience and the solid foundation needed for the future.

Looking Ahead

As we enter 2025, we do so with clarity and ambition. This year will be dedicated to refreshing our strategy, scaling our operations, and ensuring that AZM becomes part of every home in the Kingdom. We remain committed to playing a central role as an enabler of Vision 2030, bringing technology, innovation, and partnership to the service of national priorities.

Our journey is still young, but our aspirations are boundless. With the trust of our shareholders, the commitment of our teams, and the confidence of our partners, AZM is well positioned to unlock new growth and deliver greater impact in the years ahead.

With sincere appreciation,

03

Operational review

- 3.1 Technical Development and Operation Services
- 3.2 Samples of AZM's Products
- 3.3 Institutional services and consulting
- 3.4 Highlights of Investments
- 3.5 Affiliates and Areas of Excellence



3.1 Technical Development and Operation Services:

The Company provides an integrated system of technical services that covers the lifecycle of digital solutions from analysis and design, through implementation and integration, to operation and ongoing technical support. It relies on accumulated experience, effective partnerships, and implementation methodologies based on international best practices.

Our business model is flexible and efficient, providing customized solutions that respond to the challenges of the government and private sectors, with a focus on operational sustainability and value creation for beneficiaries.

This model has contributed to building strategic partnerships with a number of national entities, reflecting our reliability in the market.

The most prominent projects implemented:

Financial Systems

Ministry of Justice:



Developing and operating advanced financial systems to manage enforcement portfolios and judicial costs, while providing integrated technical support that ensures continuity and efficiency of operation.

Development and Implementation of the Billing System

Ministry of Human Resources and Social Development:



Designing and implementing a comprehensive system for managing billing and technical services within a unified framework, which contributed to raising the quality of services and achieving the satisfaction of beneficiaries.



Waqfi Platform

General Authority of Awqaf:



Developing a crowdfunding platform for the benefit of the General Authority of Awqaf, to enable non-profit entities to communicate effectively with the public and support current and future endowment initiatives, in a way that contributes to enhancing the impact and sustainability of endowments.

Jood Housing Platform

Sokan Program:



Developing a charitable platform that aims to connect families in need of housing support with donors, while ensuring the reliability of donation channels through accurate verification and authentication processes.



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


إنفاذ
Infath





A paradigm shift in bidding management, through which an integrated financial system has been developed that replaces complex traditional processes with flexible and agile digital solutions, where the complex traditional operating model that


Impact and Results:

The project has achieved tangible operational and financial results:

- 

Direct Presence in Banks
- 

Issuing certified cheques
- 

Waiting 10 days for a new cheque to be issued after awarding
- 

Manually cancel the cheque if the bid was not awarded



To an advanced, more user-friendly operating model, all in support of digital transformation:

- Send a payment invoice via SMS to bidders wishing to participate
- Adopt SMS invoice to participate instead of a paper ticket.
- Payment is available through the SADAD system in case of award.

And receive refunds of participation fees within two working days, or transfer them to an internal e-wallet developed specifically for the center. And automating wire transfer matching, to speed up processes and reduce errors.

+5,600
Assets


+1,433
Auctions

+21,000,000,000
In Auction Sales

This project is a prominent example of the Company's ability to implement digital projects with a national impact, and confirms its readiness to provide technical solutions at a high level of efficiency and quality, which enhances expansion opportunities and attracts investors looking for sustainable growth and tangible impact in the digital sector.

3.2 Samples of AZM's Products:

UAPI Platform




An innovative solution of providing a one-stop shop for APIs from more than one provider and connectivity service provider (APIs) in one place, the platform is an intermediary that connects connectivity service providers (APIs) with beneficiaries from public and private sector entities to meet their needs and contributes to the coordination and organization of activities and events that require solidarity among the relevant stakeholders.

Advantages:

The platform serves as a hub for integration and innovation to meet, where adaptability is not only responsive, but also proactive.

Oqood




Which is a platform licensed by the Digital Government Authority, and is one of the digital products developed by AZM to provide integrated solutions for managing the life cycle of contracts electronically, from creation and review to digital signing and certification, which enhances the efficiency of operational processes and supports digital transformation. And work continues to develop and expand for the use of the platform within the Group and its subsidiaries, in order to enhance operational efficiency and keep pace with the best technical practices.

Oqood Features:

The paperless enterprise solution simplifies the enterprise and client journey by providing an integrated end-to-end digital process, including all internal and external approvals. It also integrates with government services, ensuring that relevant information is efficiently retrieved and integrated into the workflow seamlessly.



Abyan Platform



A platform concerned with automating and digitizing the qualification and identification processes for clients, starting from receiving applications and ending with approvals, through the application and use of artificial intelligence and machine learning to manage these processes to create, configure and manage KYC and KYB digital forms in order to verify legal, commercial, and personal identity data, as well as integration with government services to obtain and collect data electronically, to detect and prevent any suspicious activity.

Adeem Product



An integrated system designed to help organizations improve the workflow of corporate business in accordance with the granted permissions, enabling the elimination of paperwork and its transformation into a comprehensive digital system. The system provides advanced capabilities to create, manage, and sign documents digitally and electronically, making them easy to access and retrieve securely and efficiently, while ensuring full compliance with legal requirements.

Tarekat Platform:



As part of the digital transformation efforts, the Tarekat platform aims to facilitate and accelerate the processes related to the division of estates, while preserving the rights of heirs through an integrated and controlled electronic system that enhances transparency and accuracy, without the need to move between several parties, and collecting these solutions in one place generates a huge amount of data, as most of the assets that pass through this platform must be securely registered, processed, and preserved.

The platform provides a range of digital services that spare the beneficiary from traditional procedures, including:

Determination of heirs

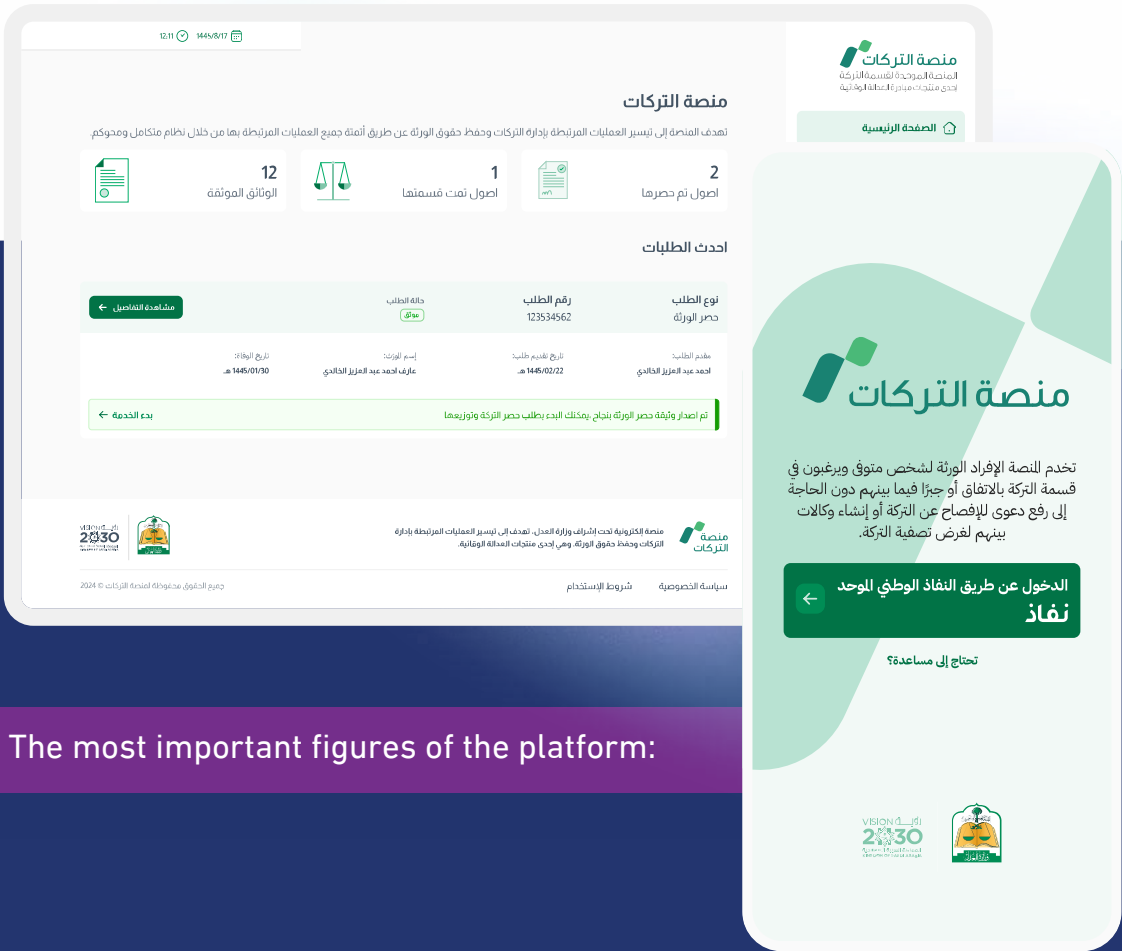
Issuing a document that includes the details of the heirs and their legal shares.

Devolution of the Estate

Issuance of an official document that includes the funds and assets of the heir, and the documented rights related to the estate, in integration with the relevant authorities.

Distribution of Estate

A service that allows the distribution of the assets of the inheritor among the heirs according to the Shari'a shares, and in line with the approved laws and regulations.



The most important figures of the platform:

+46,500

Electronic Determination of Heirs documents registered on the platform.

+30,000

The number of beneficiaries of the platform.

+3,000

Split requests.

+12,870

Estate Queries Executed on the Platform

3.3 Institutional services and consulting

AZM's business sector is fully independent. As mentioned earlier, it has divided the business into two sectors, namely the Corporate Services Sector, which has several branches, and the Consulting and business services Sector.

3.3.1 Institutional Services:

AZM's Institutional Services is characterized by serving a select group of prestigious clients in the public and private sectors in the Kingdom, including designing and building government platforms in accordance with best practices, software and platform development services for client, enabling support in linking with relevant government systems, most notably investing in the establishment and implementation and operation of private and public sector partnership (PPP) projects. The continuity of these prestigious entities' demand for our services reflects the great confidence we have in the market, and confirms our ability to meet their requirements with high efficiency and professionalism. Our diverse client base also reflects Saudi AZM's position in providing advanced and integrated solutions, proving our position as a trusted partner in the industry.

3.3.2 Consulting and business services:

Saudi AZM is unique in its specialized consultancy cadre that combines the local contextual needs, with global experience obtained from the most prominent consulting firms, and this is what distinguishes our outputs and impresses our clients. The consultancy department intends to adhere to the highest standards of efficiency and professionalism, and excels in developing strategies including vision, mission, strategic goals and objectives, implementation plans, as well as developing operational models such as framing governance and organizational structures, developing regulations and procedures, and conducting studies and research. This excellence has been manifested in the level of satisfaction we see with our clients, who have witnessed the quality of our services and the effectiveness of our outputs, which strengthens our position as a partner to achieve strategic goals.

The most prominent works carried out:

Developing a model for measuring financial efficiency related to digital transformation

Developing strategies and operational models for small and medium-sized enterprises

Designing and developing organizational structures for a number of governmental and private entities.

Improving the Investor Journey in the Kingdom in line with Business Facilitation Initiatives

Supporting entrepreneurs and the private sector by connecting them with experts in various fields.



3.4 Highlights of Investments

Investing in a sustainable future built on technology and promising opportunities:

At Saudi AZM, we continue our strategic approach to growing our business by directing our investments towards promising and influential sectors in the digital and technological economy, in line with our future vision for sustainable growth and enhancing shareholder value. We believe that diversifying our investment portfolio through technology and entrepreneurial companies contributes to building an integrated ecosystem that supports innovation and enhances our ability to cope with rapid market transformations.

3.4.1 Local Investments

We adopt a methodology that focuses on supporting the national economy by investing in promising local sectors, and therefore we frame our local partnerships under umbrellas that promote digital transformation and enable local businesses to grow and expand:

Strategic partnership with the National Real Estate Company (Aqarek):



We believe that diversifying our investment portfolio through technology and entrepreneurial companies contributes to building an integrated ecosystem that supports innovation and enhances our ability to keep pace with rapid market transformations.

Thus we invested in the National Real Estate Platform Company (Aqarek), a Saudi Company working in the fields of real estate technology (PropTech) and real estate marketing and sales services.

This partnership embodies our commitment to driving digital transformation in the real estate sector by integrating technology with smart real estate sales and marketing management solutions, enhancing the efficiency and transparency of the Saudi real estate market.

Integrated National PropTech Platform:

Aqarek provides its services through a national platform specialized in real estate technology (PropTech), which is concerned with providing integrated digital solutions for managing, marketing and selling real estate products through a seamless and interconnected digital journey. The platform provides a variety of real estate products that meet the needs of individuals and investors, most notably:

Ready for Occupancy Units

Projects Under Construction

Developed Lands

Rental Units

Exceptional financial and operational performance:

During the past period, Aqarek recorded a remarkable performance on the financial and operational levels, as the Company achieved the following results through its work:

52 Projects

For marketing and selling properties

+12,000

Real Estate Units Sold

+300,000

Registered user on the platform

~500,000,000 ₪

Estimated Company Value

+5,000,000,000 ₪

Value Real Estate Traded Through the Platform

Strong Partnership Network

Aqarek strengthens its position in the market through a strategic network of partnerships that include:

- +12 Direct relationships with real estate developers.
- integrated systems with more than 7 banks and financing entities
- Linking and integrating with the regulatory and legislative bodies, foremost of which is the General Authority for Real Estate.

Outlook

This rapid growth reflects the success of Aqarek in establishing itself as a leading national PropTech platform, providing smart digital solutions that contribute to the development of the real estate ecosystem in the Kingdom.

Through its results and partnerships, Aqarek confirms its pivotal role in supporting the digital transformation of the real estate sector, in line with the goals of the Saudi Vision 2030.



Enhancing technical proficiency with Machine Learning for Information Technology Company:

Our investment in Machine Learning Information Technology Company (Entropy) is part of our strategic track for accelerating digital transformation and enhancing operational efficiency within the Company. As Entropy provides advanced services in the fields of artificial intelligence, data engineering, data management, as well as technical infrastructure management, making it a key technology partner in supporting our digital goals, and a strategic partner for

the implementation of projects and assignments in the field of artificial intelligence and data as per the client's request. Today, Entropy is one of the market leaders among companies in the field of artificial intelligence and data, benefiting from a highly experienced team in developing integrated solutions based on artificial intelligence and data analytics. During the year, the Company launched several projects in the field of artificial intelligence and data services.

Entropy also has a list of distinguished products in the AI sector, including:

A platform for launching and managing generative AI agents

An advanced analytics platform to support decision-making and facilitate access to information.

A tool built on generative AI to automate transactions, correspondence, and procedures

Entropy is working to exploit the integration of artificial intelligence and business requirements to provide cutting-edge analytical solutions that are aligned with the latest global and local trends. This leadership role contributes to the Group's strategy for innovation and digital transformation, by providing tangible added value through early forecasting, deep analysis, and data-driven decision-making.



3.4.2 Global Investments

As an extension of our asset diversification strategy, we have invested in global companies including:

U.S. Global Technology Opportunity Holding Company, which manages high-growth technology investments in international markets, enhancing our chances of opening up to new markets and leveraging successful global business models

Scitech is a Company specialized in developing advanced technology solutions.

3.4.3 Growing returns through bonds and funds

We have also strengthened our financial portfolio by investing in listed and unlisted bonds, aiming to balance growth and financial stability, and provide sustainable sources of income with relatively low risk.

These investments reflect our balanced approach between ambition and growth on the one hand, and maintaining asset stability on the other. They represent strategic tools that support our vision of building a resilient digital future, serving local markets and opening up prospects for innovation in the region and the world.

3.5 Affiliates and Areas of Excellence

3.5.1 AZM Experience Company for Information Technology – AZM X



AZM Experience for Information Technology was established in 2021 in response to the growing market need for a design studio capable of providing innovative solutions led by highly experienced designers in this competitive market. Since its establishment, the Company has proven its worth by providing user interface design services and high-quality user experience solutions to clients inside and outside the Kingdom, making it known today as one of the most prominent design studios specialized in providing impactful and easy-to-use experiences. The Company has been able to expand its services to include:

- User Experience Research
- User Experience Audit
- Front-end development
- Manufacturing products, such as Anatomi, Clix, to address user experience gaps in the Saudi market

Achievements:

Implementing impactful projects, including:

- Development and Design of the National Design System (NDS) for the Digital Government Authority
- Developing and designing a platform for the Ministry of Energy
- Establishment of the User Experience Lab “Colab” to support innovation and gather insights to analyze user behavior
- Strategic partnerships with influential partners: Al Rajhi Group, Impact46, Tamkeen

Company Aspirations:

- Five major projects under implementation
- Harnessing AI technologies to enhance business value, keep pace with the future
- Expanding the client network and strengthening the Company’s financial sustainability
- Launch and Improve the Above Products

This enabled it to achieve revenues -before elimination- exceeding the

+30,000,000 ﷲ





3.5.2 AZM Software Development

AZM Software Development Company was established in 2023, with the aim of meeting the growing market needs for customized and high-quality technology solutions. The Company specializes in providing software development services, creating digital products, and designing scalable smart solutions, and the Company relies on a team of 105 dedicated and systematic employees to ensure the delivery of innovative solutions that support digital transformation and enhance the client experience.

Achievements:

- Stability and enhancement of the Shifa platform project with the continuation of maintenance work
- Rapid growth and maintaining high operational efficiency

Company Aspirations:

- Building a specialized staff in AI-based software development
- Providing innovative solutions powered by blockchain technologies
- Expanding the size of the team to exceed 250 to keep pace with supporting large and complex projects



3.5.3 WASL for Communications and information technology Platform Company

Wasl Platform for Communications and Information Technology was established in the Kingdom of Saudi Arabia as a wholly owned limited liability Company of Saudi AZM. The Company operates in the field of fintech, with a particular focus on developing digital brokerage services for the finance sector.

As part of a strategic partnership with the National Housing Company (NHC), an agreement was signed to convert the entity into a simplified joint stock Company, under which 50% ownership will be distributed to each party, and the necessary regulatory procedures are currently being completed.

The platform seeks to redefine the digital finance experience in the Kingdom of Saudi Arabia, and enable beneficiaries to access financing options without the need to visit banks or financing entities with unprecedented efficiency, competitiveness, and speed. The Company claims to provide an exceptional user experience in line with the best international and local standards in the FinTech sector, enhancing the efficiency of digital financial services in the Kingdom.

Company Aspirations:

To become one of the leading companies in digital brokerage and financial technology services supporting various key sectors in the Kingdom, by expanding the development of qualitative digital projects, and building strategic partnerships with government and private entities, in order to enhance its contribution to achieving the goals of national digital transformation. Wasl Digital Brokerage provides a complete solution that covers the entire financing journey, from application to financing, through:

- Technical integration with banks and financing entities.
- Automate processes and streamline user experience.
- Providing support services that automate the client journey.

04

Strategic Report

- 4.1 Strategy
- 4.2 Sustainability
- 4.3 Social Responsibility
- 4.4 Technology Sector
- 4.5 Achievements of the Year in the Technology Sector



4.1 Strategy

AZM continues its pioneering journey in providing technical solutions and consulting, relying on future visions based on digital transformation and institutional innovation, to be the best strategic partner for the government and private sectors in the Kingdom. In line with the objectives of the Saudi Vision 2030, the Company seeks to expand the scope of its services and enhance its competitiveness, by building a stimulating work environment that ensures attracting the best talent, and providing innovative solutions that meet the aspirations of its clients and keep pace with the rapid changes in the local and global market. Via the strategy, Saudi AZM is committed to playing a pivotal role in the Kingdom's economic and technological development, supporting the sustainable and diversified growth, and strengthening its position as a trusted and distinguished hub for business and technological services.

4.1.1 Overview of the current strategy

The current strategy was adopted in 2023 based on four key priorities, which included expanding services, focusing service on the client, achieving operational efficiency, and enhancing the work environment. This strategy contributed to building a strong operating base, which enabled the Company to achieve a number of achievements, most notably:

- Construction and acquisition of several technical development offices to raise the Company's technical capabilities
- Expanding research and development in partnership products with the public sector and winning several PPP projects
- Redesign of the Group's organizational structure to increase operational efficiency and increase focus on target segments
- Improving the work environment and raising employee satisfaction indicators, attracting and retaining them
- Increase and maintain client satisfaction rates

Despite these achievements, the rapid changes in the business environment and the emergence of new opportunities in the market, especially in the fields of technology, consulting, and digital business services, have revealed the need for an updated and more ambitious and comprehensive strategic direction.



4.1.2 Strategic Challenges

At the beginning of the new strategy, the Company faced a set of challenges that are different from the challenges it faced in the previous strategy, such as:

- The Company's accelerated expansion in the past three years and the need to modernize its operating model in line with the current business volume and expected future growth
- The increased competition for talents and the need to attract competencies from competitors and clients alike
- The level of demand growth from the public sector in the Kingdom and the push for regional and global expansion

As the Company's performance improved and its business expanded, AZM went beyond the frameworks and concepts under which it was founded. What was appropriate for the startup phase no longer reflects the Company's current reality, and today it is a large and fast-growing entity that faces challenges of a different kind. We no longer operate in a narrow or limited competitive environment, but our size, business model, and market influence requires a more sophisticated and comprehensive strategy, commensurate with the requirements of the next phase.

4.1.3 Shift Towards a New Strategy

The Company is currently developing a comprehensive strategy for the period 2026-2029, based on:

- Analyzing the operational, financial and strategic performance of the past years and study the best international practices in the targeted sectors
- Identifying opportunities for development and growth in the targeted sectors
- Developing the Company's and Group's strategy for the next three years and building its updated operating model
- Expanding the local market and targeting foreign markets (regional and global)

This new strategy aims to build a more dynamic business model that enables market expansion, diversification of revenue stream, and increased efficiency of capital use, resulting in better returns for shareholders in the short and long term.

4.1.4 Transition

In 2025, the Company will continue to implement effective initiatives within the current strategy, while reallocating resources to focus on the implementation preparations for the new strategy, ensuring a smooth and balanced transition that supports sustainable growth and development.

4.2 Sustainability

In Saudi AZM, we seek to focus our attention on promoting professional knowledge development through quality programs that benefit the Saudi youth, and we take the initiative to enter into strategic partnerships that complement the Company’s financial growth and maintain the principles of social responsibility.



4.2.1 Quality and Safety Management

Saudi AZM is committed to adopting the highest standards to maintain quality and accuracy in work and looks forward to continuously maintaining the highest levels of productivity and growth with the aim of excellence and competition, and it maintains the bonds of teamwork and the spirit of cooperation among its employees for the stability and permanence of work and reduces risks, and it is keen to apply the highest international quality and safety standards with high efficiency and effectiveness in all works and services provided to clients.

The Company has obtained several certificates confirming this, including:

 22301:2019 Business Continuity Management Date: 24/August/2021	 27001:2013 Information Technology, Security Technologies, Information Management Systems Date: 24/August/2021	 27018:2019 Code of practice for protection of personally identifiable information Date: 15/Jan/2024	 17020:2012 Conformity assesment Date: 15/Jan/2024
 9001:2015 (Quality Management System) Date: 24/August/2021	 45001:2018 Occupational Health and Safety Management System Date: 14/06/2024	 27017:2015 Code of practice for information security controls Date: 15/Jan/2024	 Capability Maturity Model Integration Level 5 Date: 07/Feb/2024

4.2.2 Business Continuity

In order to maintain the highest levels of work and resilience in the labor market, Saudi AZM seeks to remain fully prepared to maintain its business continuity by developing a comprehensive framework that builds and improves its organizational flexibility and enhances the response of its various departments to incidents or risks that would affect the conduct of its business, in order to ensure its ability to achieve its strategy and objectives. The Executive Management is keen to carry out periodic assessments followed by the processes of updating procedures and applying any necessary precautions taking into account the possibility of breakdowns, or other disruptions, and it also supports the members of the Board of Directors and examines the impact of potential risks on the business as part of its plan to build an integrated framework for its business continuity, and Saudi AZM intends to implement the Business Continuity / Disaster Recovery (DR) planning for its technical projects to ensure the availability of its services to its clients and that there is no interruption in services or loss of data.

4.2.3 Risk Management

The concept of risk management gives the possibility of identifying, assessing, minimizing and avoiding risks arising from work, reducing the likelihood of their occurrence, avoiding them, and developing a methodology to deal with them. Applying this concept, Saudi AZM is working to establish an approach to anticipating, avoiding and managing risks by clarifying the roles and responsibilities of the Board of Directors, its committees, executive management, and employees. Thus the Internal Audit Department evaluates the effectiveness of the Company’s internal control systems and reports to the Audit Committee, which in turn supervises the internal audit work and monitors the adequacy of the controls and its designs and implements, in order to reduce the likelihood and impact of risks and controls them, and submits annual reports to the Board of Directors and the General Assembly with the aim of avoiding current and future risks, and remedying their effects and results.

4.2.4 Risk Factors in the Company

Saudi AZM faces a number of different risks. The Internal Audit Department and the Audit Committee are responsible for identifying, assessing, and evaluating these risks, as well as implementing the necessary measures to mitigate, avoid, or contain them to the extent possible, while estimating their likelihood and potential impact. The Executive Management then takes the required actions to minimize the effects of such risks and to address any potential damages in the event they occur.

Below is a list of the risks that the Company may encounter in the course of its operations, along with the Company’s response to each risk:

Type of Risk	Details	How to respond
Strategic Risk: Rapid development of the sector	The CIT sector is characterized by rapid technological changes, including the rapid change and development of the introduction of new products and services to clients that can reduce the effectiveness of the product and reduce its lifespan.	Saudi AZM is keen to keep pace with the latest emerging technologies in various fields of information technology, and to establishing partnerships with the largest technical service providers to stay up to date with the sector's trends.
Strategic Risk: Not adapting to client requirements	The CIT sector is sensitive to changes in client desires and market trend. Any change in wishes and requirements of the client may affect the Company's products and services.	Saudi AZM is distinguished in project management, and this is evident in the fact that client satisfaction is one of AZM's most important values, and therefore flexible and streamlined methodologies are followed in the development of its projects, enabling us to adapt to client requirements, delivery and emergency changes.
Strategic Risk: Clients concentration	Saudi AZM has a number of large clients with whom the relationship is based on a contractual basis, so that the revenues generated from the Company's dealings with major clients constitutes the majority of its income.	Saudi AZM is significantly expanding with new clients, as evidenced by the number of new contracts that have been signed recently, and AZM looks forward to deepening the relationship with them and working on larger project opportunities.
Strategic Risk: Vendors concentration	Saudi AZM's operations depend on a group of vendors with whom the relationship is based on contractual bases, which are local or global vendors.	Saudi AZM has contracts with major global technology service providers, and is developing its technical capabilities by establishing software development offices inside and outside the Kingdom, and carrying out training processes for cadres and localizing the industry.
Operational Risk: Reliance on Information Technology	Saudi AZM business relies heavily on IT systems for it to be able to connect its business units through its software, and hardware. Any disruption of IT systems will have a negative impact.	Therefore, Saudi AZM deals with the best local hosting companies, global service providers, and applies business continuity practices, as Saudi AZM is ISO certified in Business Continuity.
Operational Risk: Relying on key employees	Saudi AZM depends on the capabilities and experience of its key employees, so the Company's success in achieving its goals depends on retaining its employees and attracting and employing competencies and qualified people to work for it	<p>Saudi AZM is launching continuous development and training programs, especially for second-tier leaders and new employees, to ensure that they have the necessary skills when applying for leadership positions.</p> <p>Saudi AZM has also issued succession policies that will ensure intensive training and preparing employees for leadership positions in the event of a vacancy.</p> <p>Saudi AZM also implements several employee retention programs and attracting talent from the market, such as the employee share program, and the employee benefits and services offered.</p> <p>It also seeks to govern the procedures of its departments to facilitate the transfer of knowledge to all levels of its management.</p>
Financial Risk: Competition among CIT Service Providers	Clients may demand lower prices for the services provided by Saudi AZM, and the entry of new companies into the CIT sector or the expansion, development or merger of existing competitors' businesses may increase the percentage and number of service providers and consequently lower prices of products and services provided by Saudi AZM to its clients. Reducing prices for one of the above reasons will result in a lower profit margin from its clients services.	Saudi AZM maintains a low cost level compared to other companies in the sector and uses a number of global methodologies to manage its projects in a way that achieves the highest cost efficiency, which reduces the possibility of this risk. The executive management sets a minimum profit margin for all its projects to maintain a stable financial position.
Financial Risk: Change in revenue ratio due to termination, postponement, or reduction of scope of work	The contracts and purchase orders concluded between Saudi AZM and its clients stipulate terms and conditions related to the termination, postponement or reduction of the scope of work of the project according to the desire of the clients, and if a client terminates, postpones or reduces the scope of work of the project, this will negatively affect the project's revenues and cash flow.	Saudi AZM actively conducts billing and collections, and its project management methodologies take into account the risk of postponing or reducing work, and hedges depending on the nature of the project.

Type of Risk	Details	How to respond
Financial Risk: Liquidity Risk	Liquidity risk is the risk of facing difficulties in raising liquidity to meet liabilities related to financial instruments. Liquidity risk may result in the inability to collect invoices on time and at fair value.	Liquidity risk is managed through regular monitoring to provide sufficient liquidity to meet any future liabilities, and the Board of Directors closely and continuously monitors liquidity risk by conducting a regular review of the availability of adequate liquidity, current and future liabilities, operating and capital expenditures. Financing agreements.
Risk of liability: Failure to comply with laws, legislation and regulations	Saudi AZM is subject to a number of laws and regulations, such as the Companies Law, the Capital Market Law, and the regulations and circulars issued by the Capital Market Authority, as well as the Wages Protection Law and Labor Regulations.	To ensure compliance with all regulations and legislations, Saudi AZM is determined to avoid various risks resulting from non-compliance with legislative and regulatory entities and to ensure that all regulations and legislations are complied with, the Company constantly updates internal procedures to avoid fines or penalties that affect its reputation and standing.
Technical Risks: Cyberattacks and data privacy	The increase of cyber attack threats can potentially lead to the leakage, unauthorized access, misuse of sensitive information, whether it is related to a client, an employee or partner data	AZM is committed to fully complying with the regulations of the National Cyber Security Authority and the regulations of the Saudi Data and Artificial Intelligence Authority in the Kingdom. We adopt the Cybersecurity Framework issued by the Authority and apply data protection controls according to the Personal Data Model, and implement advanced technical and administrative measures including encryption, access control, and periodic penetration tests, in addition to internal awareness programs and cybersecurity incident response plans to ensure that the data of clients, employees and partners are protected from any breach or misuse.
Operational Risks: Service interruption	Service interruptions due to infrastructure failures can lead to financial losses and a bad reputation for clients	AZM implements a Business Continuity/Disaster Recovery Plan in its technology projects to ensure that its services are available to its clients, and that there is no interruption in services or loss of data.
Strategic Risk: Risks related to licenses, certificates, permits and approvals	The risk of non-compliance with regulatory license, certification and permit requirements is classified as a strategic risk facing the Company. This is because these risks directly affect the Company's ability to achieve its operational, financial and strategic objectives, and represent a threat to the Company's business continuity and reputation in the Saudi market, especially with the Company's listing on Tadawul's main market (TASI). In addition, the ongoing changes in the regulatory environment require careful monitoring and strategic planning to ensure sustainable commitments and compliance with the applicable laws and regulations.	The Legal and Governance Department is committed to applying the highest standards of compliance, in its daily work, and is keen to study the regulatory requirements related to the issuance of licenses and permits, and to preserve and archive the requirements using methods appropriate to the nature of an entity such as Saudi AZM. This allows the Department to continuously review and follow up on the attachments of the concerned application. In the event of the issuance of the required regulatory document, the Department will include it with the attachments that are monitored periodically and automate the notifications in case the date is approaching a deadline so that the Department can plan the next action and avoid the risks of its termination at an inappropriate time for the day-to-day work of the Company's business.
Strategic Risk: The Dangers of Artificial Intelligence and the Pace of Technological Change	The CIT sector is undergoing an accelerated transformation resulting from successive developments in artificial intelligence, machine learning, and automation technologies. Keeping pace with these developments requires continuous investments in building technical capabilities, modernizing technical infrastructure, and raising the efficiency of human resources. The increasing reliance on AI technologies may also be accompanied by cyber-security risks, privacy disruptions, algorithmic bias, as well as ethical and regulatory	<p>In light of the rapid development in the fields of artificial intelligence, machine learning, and digital transformation, the Department has paid great attention to building an integrated response system to keep pace with these transformations through: Enhancing investments in training and qualifying human cadres to keep pace with the developments of artificial intelligence and modern technologies, with a focus on digital and analytical skills.</p> <p>Systems and networks are updated periodically to ensure their readiness to absorb new technologies, and to ensure that they are in line with the best practices and international standards.</p> <p>Conduct periodic assessments of the risks associated with AI technologies, while constantly updating cybersecurity and privacy policies. Develop clear policies for the use of AI that takes into account ethical aspects, reduce algorithmic bias, and ensure transparency and fairness. Adopting the latest cybersecurity solutions and technologies to counter the growing threats caused by relying on artificial intelligence, with periodic penetration tests. Follow up on updates in laws and regulations related to data, privacy, and the use of artificial intelligence, and ensure compliance with them.</p>

4.3 Social Responsibility:

Social responsibility at Saudi AZM is a key pillar of our strategy, as we work to achieve sustainable growth and enhancing our positive impact on society and the environment, as we consider many dimensions of our responsibility that includes ensuring the continuity and growth of the Company, supporting the community through numerous initiatives, and adhering to honest ethics.



4.3.1 Overview of Social Responsibility:

Saudi AZM seeks to achieve a tangible societal impact by employing its core activities to serve the community around it, by enhancing the quality of technology in the lives of individuals, and this is done through the adoption of innovative and diverse projects that contribute to improving the lifestyle and supports sustainable community development.

4.3.2 Saudi AZM's Pillars to Enabling Social Responsibility

Based on its eagerness to develop various segments of society, Saudi AZM has harnessed its efforts to build a cohesive and prosperous society, based on three main pillars:

1. Fostering Innovation

By adopting and supporting creative ideas, Saudi AZM participates in a number of hackathons with a pivotal role represented in transferring knowledge to participants, developing their ideas, and charting future paths that enhance their innovative capabilities and contribute to finding sustainable technical solutions.

2. Enabling opportunities

With the aim of preparing a professional national cadre, the Company has contributed to empowering young people to face early career challenges, through monitoring and mentoring programs provided by experienced professionals, which has helped in refining their skills and expanding the horizons of professional development.

This pillar is reflected in the AZEM program:

In March 2024, the Company launched the AZEM program as one of the strategic initiatives that embodies AZM’s vision of empowering young people and creating impact.

The program bears a name that is at the core of the Company’s philosophy and is not just a name, but an expression of our values of striving for excellence. Everyone who joins the program is determined to grow and develop, and we are determined to give them the supportive environment that allows them to realize their potential.



Why is Saudi AZM investing in the youth?

Because true empowerment starts from within, building young people who are able to think, and lead is a long-term investment that benefits the Company and the country.

Because we believe that knowledge and experience must be transferred, and that current leaders have a responsibility to build the leaders of the future.

Because the change we seek in people’s lives through technology starts with people who have the passion and the ability to make solutions.

Program Vision

To include an elite group of young people and university students, and provide them with opportunities for learning, experience, and mentoring, which makes them ready to make a real impact in the work environment.

What distinguishes the AZEM program:

- An integrated development journey that combines career guidance, practical training, and interactive workshops.
- One-on-one mentoring sessions with leaders and experts from AZM.
- A real experience within impactful projects that enable those who are determined to contribute directly to the results.
- Flexibility in development where pathways are designed based on the interests and career inclinations of the determinants.
- Filling the gaps facing experienced graduates by exposing them to our clients’ feedback.

Statistics of the third batch of the AZEM program

60

Candidates

+1600

Number of Applicants

9

Number of Accepted


+200

Number of Interviews

3. Technology Development

Saudi AZM is committed to developing digital platforms that serve a variety of individuals and sectors. Whether through technology solutions that accelerate the completion of the daily tasks of individuals, or through tools that contribute to raising the efficiency of business in various organizations, or through the adoption of projects with a tangible impact.

As part of our responsibility and social priority, AZM develops and operates:



Shifa Platform

Which is a platform that contributes to the treatment of patients in need, who do not have the capacity for treatment inside the Kingdom, by achieving social cohesion among community members, and facilitating the access of philanthropists to patients in need, reliably and smoothly.

+3,000,000

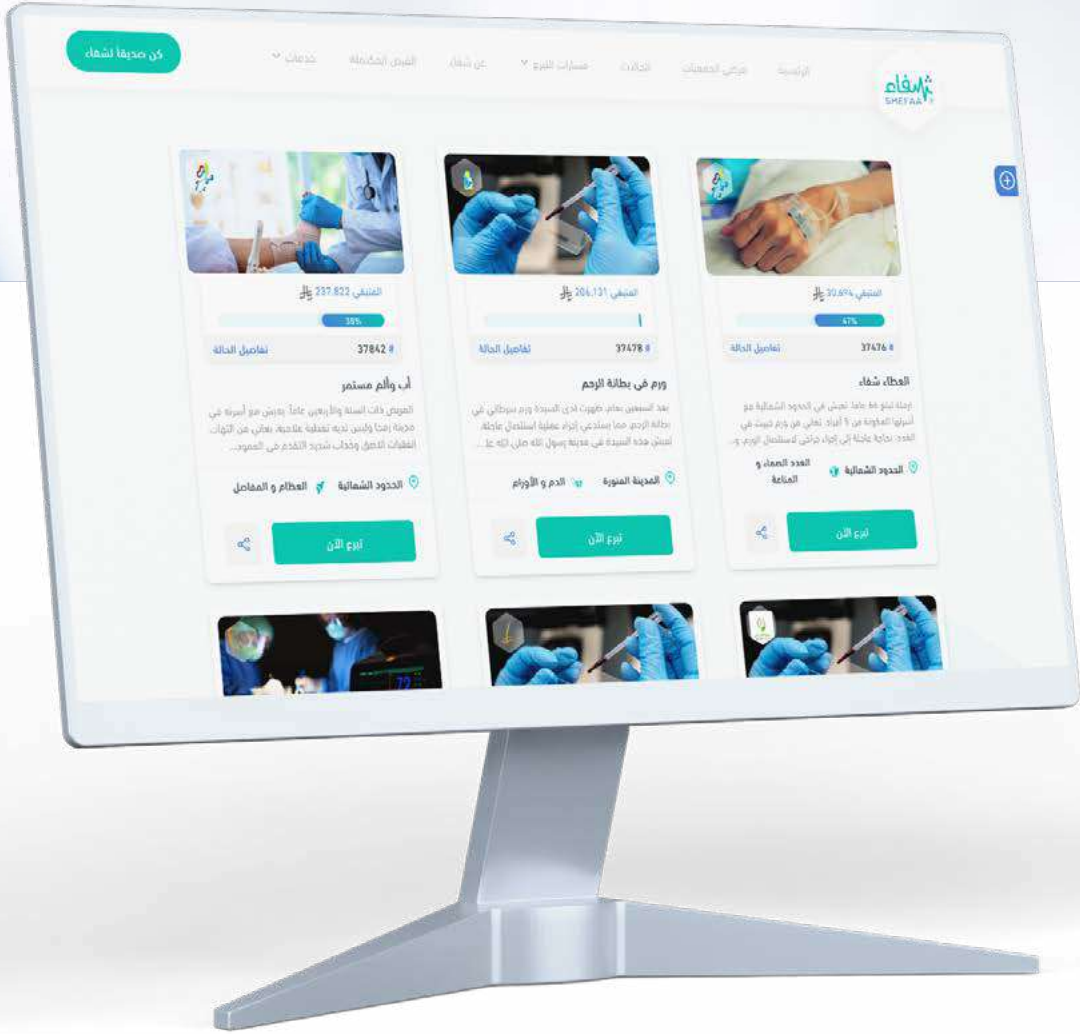
Donations

+10,000

Patients Treated Through the Platform

+300,000,000

Number of Donations



4.3.3 Core Principles of Social Responsibility:

AZM’s social responsibility is based on a set of principles that form the basis of its practices, the most prominent of which are:

Developing the entrepreneurial spirit and building an internally aware community:

The Company seeks to promote a culture of entrepreneurship among its employees, through a work environment that respects different values and customs and encourages the exchange of experiences, knowledge, and cultures.

Promoting a culture of donation and charitable work:

AZM exploits the capabilities and expertise of the staff to support charitable and influential works in the community, and the Company adopts a policy that supports social responsibility, as it contributes to multiplying the charitable impact by sponsoring 50% of the value of donations provided by its employees.

Empowering those entering the labor market:

The Company is committed to contributing to alleviating the fears of students and fresh graduates, by providing community communication channels that support guidance and mentoring to add economic and social gains.

Motivation for self-development:

AZM encourages its employees to develop their professional abilities in a clear methodology and by providing continuous development opportunities that enable them to represent the Company in the best way and prevent dependence on others.

Supporting Community Engagement:

The Company motivates its employees to attend the social events in which they participate, to commit to expanding their social network of relationships that aim to develop long-term and mutually beneficial partnerships with society and enhance our community presence.

Transparency and Disclosure:

AZM believes in the importance of transparency in its business, and is committed to disclosing its initiatives and community efforts to serve shareholders and investors alike.

Monitoring and Measurement:

Regular monitoring of the outcomes of social responsibility programs, and identifying areas requiring further development, in order to achieve continuous improvements.

Constant Care:

The responsibility of applying social responsibility principles lies within all employees of Saudi AZM and its subsidiaries in various regions, as well as vendors working in the Company’s various sectors, as it is incumbent upon Saudi AZM’s executives and managers to actively uphold and promote these principles and to encourage their application.



4.3.4 The most prominent social contributions of Saudi AZM:

Saudi AZM’s commitment to social responsibility is embodied through various contributions and qualitative initiatives at the local and international levels, most notably:

Organizing a Blood Donation Campaign

As part of the efforts of health and humanitarian responsibility towards the community.



Tawasulthon

Sponsoring a hackathon in partnership with the Barmajoon under the title of Tawasulthon, with the aim of developing innovative technology solutions that enhance community communication and improve operations management.



Hosting a Deputation from the Communications, Space and Technology Commission

To discuss ways of cooperation and review the most prominent technical projects.



Participation in the International Fintech

To highlight fintech developments and interact with industry leaders.



Tuwaiq’s Academy Alumni Interviews

AZM conducted more than 440 personal interviews with Tuwaiq’s Academy alumni, as part of the recruitment events held at The Garage, with the aim of exploring promising competencies and opening career horizons for graduates in technical fields.



Participation in LEAP 25

The largest international technology conference in terms of the number of attendees, with the active participation of the Company’s representatives.



Hosting Students from the Kingdom of the Netherlands

As part of its efforts to promote knowledge and cultural exchange, AZM hosted a group of Dutch students, where they were introduced to the Company’s vision and ambitious strategy to empower talent and drive sustainable growth.



Twaiq’s initiative for empowering leaders

Providing Guidance Sessions and Career Counseling for Students to answer their questions about professional and future challenges, and enhance their leadership and technical skills.



Intilqa Initiative

A pioneering professional initiative that embodies the link between law students, recent graduates, and leading legal and training bodies in the Kingdom.



Transformation Hackathon

AZM participated as a partner in the Transformation Hackathon at King Saud University, to support youth energies and stimulate innovative technological solutions in an inspiring competitive environment.



Workshop in Product Management in Cooperation with the Producteers Club

AZM implemented a specialized workshop in the field of product management, targeting the students of the Producteers Club, with the aim of enhancing their practical awareness of the basics of digital product development, and enabling them to learn about the best practices in this vital field.



Big N

AZM participated in the Big N initiative, which aims to develop students’ technical skills and expand their horizons by organizing training programs, technical forums, and software competitions, within the framework of creating a promising and innovative technical community.



4.4 Technology Sector

The technology sector is one of the key pillars in supporting the achievement of the Saudi Vision 2030, as digital transformation plays a pivotal element in reaching its goals. This transformation aims to transfer operations and activities from traditional methods to advanced digital models, ensuring efficiency and effectiveness in implementation. It also contributes to accelerating procedures and providing innovative solutions that enhance the achievement of the Kingdom's strategic goals.

4.4.1 Strategy of the Ministry of Communications and Information Technology:

The Ministry of Communications and Information Technology (MCIT) launched the CIT Sector Strategy, which aims to enhance the technical skills of national cadres, support the digital culture, and accelerate digital transformation in line with the goals of the Saudi Vision 2030. The strategy includes clear objectives such as achieving 50% growth in the IT sector and increasing the sector's contribution to GDP by 50%. In addition to raising the Saudization rates of the workforce in the sector, the MCIT has established a strategy aimed at improving the technical skills of the workforce and enhancing technical knowledge and awareness, and this strategy contributes to accelerating the digital transformation process and supports the directions of the Kingdom's vision, by focusing on developing technical skills and providing an environment conducive to innovation and growth.

The Saudi Authority for Data and Artificial Intelligence is also working to implement the National Strategy for Data and Artificial Intelligence, which aims to qualify the Kingdom to be among the top 15 countries in this field by 2030, and attract investments of more than 75 billion SAR , in addition to supporting the establishment of 300 startups in the artificial intelligence sector, which is in favor of our investments in Entropy.

4.4.2 Key Developments in the Technology Sector

The technology sector in the Kingdom of Saudi Arabia is witnessing rapid development in line with the Saudi Vision 2030, through several main axes:

4.4.2.1 Infrastructure Investment

In light of the rapid progress in digital transformation, the Kingdom has witnessed a remarkable development in technical infrastructure, particularly in the areas of regulatory technology and digital infrastructures supporting business services. These transformations have contributed to enhancing the level of integration between the public and private sectors, allowing businesses easier and more effective access to digital government services, including licenses, credit reports, and corporate data linkage, paving the way for AZM's business continuity and contributing to the expansion of its partnerships with the public sector.

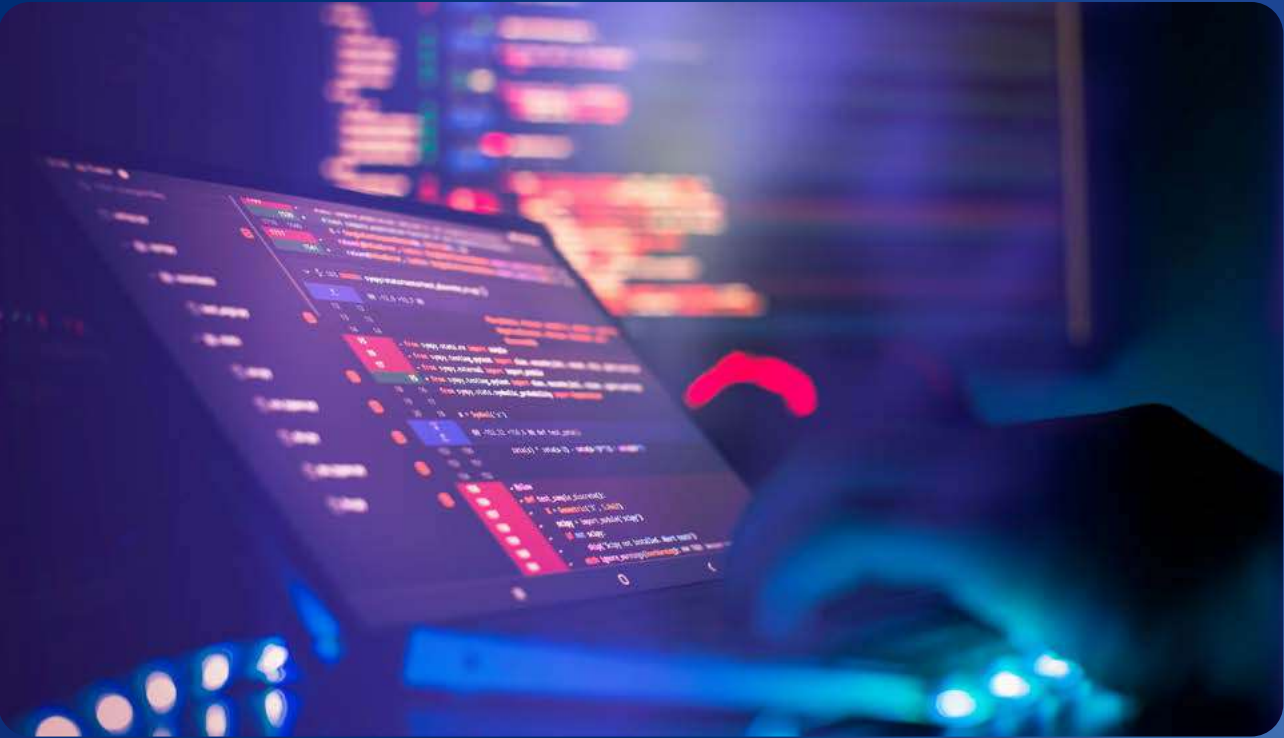
4.4.2.2 Digital Transformation

The Kingdom is experiencing an unprecedented digital transformation, with thousands of government services moving from the traditional method to integrated digital channels. This transition enables listed companies to complete their dealings with government entities quickly and efficiently through digital platforms such as National Access, Accreditation, and Authentication, without the need for in-person presence.

This expansion of regulatory infrastructure is considered to contribute to simplifying procedures, enhancing compliance, and reducing operational costs, which is in line with the goals of Saudi Vision 2030 in developing the digital economy. And AZM continues to support this trend by developing its digital systems, improving integration with regulators, and exploiting it in the right ways to enable it to develop its business.

4.4.3 Azm's vision for the technical sector:

At AZM, we believe that our technological journey is not just a series of projects, but an ongoing commitment towards making an impact, providing solutions that exceed expectations, and actively contributing to building a prosperous digital future for the Kingdom.



4.5 Achievements of the Year in the Technology Sector:

Over the past year, Saudi AZM has achieved a number of qualitative achievements, including:

The launch of several digital platforms in partnership with government and private entities embodies our commitment to providing technological solutions that keep pace with rapid transformations.

Achieving tangible operational and advisory results, confirming AZM's position as a trusted partner in providing technical solutions.

Flexibility and sustainability in orientation, by adopting advanced work methodologies in line with the objectives of the National Transformation Program within Vision 2030.

Employing modern technologies to provide added value in various areas of business and services.

These achievements would not have been achieved without the grace of God and the efforts of Saudi AZM employees, who have proven their ability to excel in an environment characterized by challenge and continuous development.

05

Governance

- 5.1 Board of Directors
- 5.2 Audit Committee
- 5.3 Nomination and Remuneration Committee
- 5.4 Executive Management
- 5.5 Remuneration Policy
- 5.6 Shareholders
- 5.7 Investments for the benefit of the Company's employees and treasury shares
- 5.8 Statement of Statutory Payments Recorded
- 5.9 Competing Business and Related Party Dealings
- 5.10 Internal audit
- 5.11 Compliance with the Corporate Governance Regulations



5.1 Board of Directors

The Company shall be managed by a Board of Directors consisting of five natural members elected by the Ordinary General Assembly of Shareholders for a period not exceeding three years, except for the founders that shall appoint the first Board of Directors for a period of five years starting from of 11/11/1442H corresponding to 21/06/2021G.

Board Composition

5.1.1 Curriculum Vitae of Board Members



Academic Qualifications:

- Bachelor of Information Systems, King Saud University, (2004).

Mr. Majid bin Saad bin Hamoud Al-Osaimi

Current Positions:

- General Manager of Wajd Investment Group Company, since 2024 to date.

Previous Jobs and Experience:

- CEO, Noura Union Investment Company, from 2018 until 2024.
- Advisor to the Minister and General Supervisor of the Social Development Sector, from 2015 to 2017.
- Senior Business Developer, Saudi Oil Company (Aramco) from 2004 to 2014.
- Additive Services Engineer, Advanced Electronics Company, 2004.

Membership Classification: Non-Executive Chairman of the

Appointment Date: 21/06/2021



Academic Qualifications:

- Master of Business Administration (MBA) from INSEAD College, 2009.
- Bachelor of Information Systems, King Saud University, (2000).

H.E. Ahmed Bin Abdulaziz Bin Mohammed Al-Hakbani

Current Positions:

- Chief Executive Officer of Simplified Financial Solutions Company, since 2021 to date.

Previous Jobs and Experience:

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

Membership Classification: Independent Vice Chairman of the Board of Directors.

Appointment Date: 21/06/2021



Academic Qualifications:

- Bachelor of Information Systems, King Saud University (2007).

Mr. Ali bin Mohammed bin Rashid Al-Ballaa

Current Positions:

- CEO, Saudi AZM for Communications and Information Technology Company, since 2017 to date.
- General Manager, Saudi AZM Holding Company, since 2017 to date.
- General Manager, National Real Estate Platform Company (Aqarek), since 2021 to date.
- General Manager, AZM Digital Company for Communications and Information Technology, since 2022 to date.
- General Manager, Olive Tree Real Estate Company, since 2023 to date.

Previous Jobs and Experience:

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

Membership Classification: Executive Board Member.

Appointment Date: 21/06/2021



Academic Qualifications:

- Bachelor of Business Administration at Prince Sultan University in 2012.

Mr. Omar bin Abdulrahman bin Ali Al-Jeraisy

Current Positions:

- Owner and General Manager, Ain Development Investment Company, since 2017 to date.

Previous Jobs and Experience:

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

Membership Classification: Independent.

Appointment Date: 21/06/2021



Academic Qualifications:

- Bachelor of Accounting, Imam Muhammad Ibn Saud Islamic University, 2005.
- Master of Finance, University of Wollongong, 2011.
- Bachelor of Law, Saudi Electronic University, 2022.

Mr. Omar bin Fahad Al-Sunaidi

Current Positions:

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

Previous Jobs and Experience:

- Manager of Governance, Board and Committees Affairs, Al Rajhi Bank, for 2023.
- Manager of the Corporate Governance Department, Capital Market Authority, from 2005 to 2023.
- Finance Department, Saudi Basid Industries Corporation (SABIC), for 2005.

Membership Classification: Independent.

Appointment Date: 06/07/2023

5.1.2 Names of companies where a director holds, or has held, a membership on the Board of Directors

Mr. Majed Bin Saad Bin Hamoud Al-Osaimi
Chairman

#	Company Name	Based		Legal Entity	Currently/ Previously
		Inside the Kingdom	Outside the Kingdom		
1	Wajd Investment Group Company	√	-	Limited Liability	currently
2	Financial Business Development Mine	√	-	Closed Joint Stock	currently
3	Al Etmam Investment Company	√	-	Public Joint Stock Company	currently
4	AZM FinTech Company	√	-	Closed Joint Stock	currently
5	Som Real Estate Platform Company	√	-	Simplified Joint Stock	currently
6	Muhlah Zamaniyah Fintech	√	-	Closed Joint Stock	currently
7	Telad Investment Company	√	-	Closed Joint Stock	currently
8	Growth Milestones Trading Company	√	-	Simplified Joint Stock	currently
9	Itqan Capital Company	√	-	Closed Joint Stock	currently
10	AlSulaiman Real Estate Company	√	-	Closed Joint Stock	currently
11	Aqmar Technology for Communications and Information Technology Co.	√	-	Closed Joint Stock	previously
12	Tharwat For Financial Securities	√	-	Closed Joint Stock	previously
13	Etihad Noura Investment Company	√	-	Limited Liability	previously
14	National Aquaculture Group	√	-	Closed Joint Stock	previously
15	Quara Finance Company	√	-	Closed Joint Stock	previously

H.E Ahmed Bin Abdulaziz Bin Mohammed Al-Hakbani
Vice Chairman

#	Company Name	Based		Legal Entity	Currently/ Previously
		Inside the Kingdom	Outside the Kingdom		
1	Financial Simplified Solutions Company	√	-	Closed Joint Stock Company	currently
2	Saudi Arabian Mining Company (Ma'aden)	√	-	Public Joint Stock	currently
3	Special Zone Integrated Logistics Company	√	-	One Person Company	currently
4	ACWA Power Company	√	-	Public Joint Stock	currently
5	Siwar Foods Company	√	-	Closed Joint Stock	currently
6	Alinma Bank	√	-	Public Joint Company	currently
7	Uptown Jeddah Company	√	-	Closed Joint Stock	previously
8	Flyadeal	√	-	Closed Joint Stock	previously
9	National Gas & Industrialization Company	√	-	Public Joint Stock	previously
10	Natural Gas Distribution Company (NGDC)	√	-	Public Joint Stock	previously
11	Local Content and Government Procurement Authority	√	-	Government Entity	previously
12	General Authority of Customs	√	-	Government Entity	previously
13	Saudi Ports Authority	√	-	Government Entity	previously
14	King Fahd Causeway Authority	√	-	Government Entity	previously
15	Saudi Company for Exchanging Digital Information (Tabadul)	√	-	Government Entity	previously
16	Saudi Food and Drug Authority	√	-	Government Entity	previously
17	Obeikan Glass Company	√	-	Public Joint Stock	previously

Mr. Ali Bin Mohammed Bin Rashid Al-Ballaa
CEO and Executive Member

#	Company Name	Based		Legal Entity	Currently/ Previously
		Inside the Kingdom	Outside the Kingdom		
1	Saudi AZM Holding Company	√	-	Limited Liability	currently
2	AZM FinTech Company	√	-	Closed Joint Stock	currently
3	National Real Estate Platform Company (Aqarek)	√	-	Limited Liability	currently
4	AZM Digital Company for Communications and Information Technology	√	-	Limited Liability	currently
5	Olive Tree Real Estate Company	√	-	Limited Liability	currently
6	AZM Software Development Company	-	√	Limited Liability	previously
7	Future of Communications Company for Communications and Information Technology	√	-	Limited Liability	previously
8	National Technology Group (NTG)	√	-	Limited Liability	previously
9	Microsoft Saudi Arabia	√	-	Limited Liability	previously
10	Aramis Company	√	-	Limited Liability	previously

Mr. Omar Bin Abdulrahman Bin Ali Al-Jeraisy
Board Member

#	Company Name	Based		Legal Entity	Currently/ Previously
		Inside the Kingdom	Outside the Kingdom		
1	Thmanyah Company	√	-	Limited Liability	currently
2	Ain Development Investment Company	√	-	Limited Liability	currently
3	Tam Development Company	√	-	Public Joint Stock	currently
4	Retal Urban Development Company	√	-	Public Joint Stock	currently
5	Juraisy Group	√	-	Closed Joint Stock	previously

Mr. Omar bin Fahad Al-Sunaidi
Board Member

#	Company Name	Based		Legal Entity	Currently/ Previously
		Inside the Kingdom	Outside the Kingdom		
1	Tanmeya Capital Company	√	-	Closed Joint Stock	currently
2	Itqan Capital Company	√	-	Closed Joint Stock	currently
3	Venture Builder Capital Company	√	-	Closed Joint Stock	currently

5.1.3 Board Meetings

The Board of Directors meets four times a year at the invitation of the Chairman of the Board of Directors or whenever necessary to follow up on the business and financial results and supervise the executive management, and the following is a statement of the Board of Directors meetings held during the fiscal year 2025 and the names of the Board of Directors present at these meetings:

M	Member Name	Position	1	2	3	4	Total
			29 August 2024	04 November 2024	30 January 2025	04 May 2025	
1	Mr. Majid bin Saad bin Hamou Al-Osaimi	Chairman of the Board of Directors Non-Executive	√	*	√	√	3
2	H.E Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	Vice Chairman independent	√	*	√	√	3
3	Mr. Ali bin Mohammed bin Rashid Al-Ballaa	Executive Board Member & Chief Executive Officer	√	√	√	√	4
4	Mr. Omar bin Abdulrahman bin Ali Al-Jeraisy	Board Member independent	√	√	*	√	3
5	Mr. Omar bin Fahd bin Abdulkareem Al-Sunaidi	Board Member independent	√	√	√	√	4

* Indicates that a member has been authorized to attend on behalf of the apologetic member.

5.1.4 Ownership of the Company’s Shares and Debt Instruments by the Directors and their Relatives

M	Name	Beginning of the fiscal year 2025			End of fiscal year 2025			Net Change	Percentage Change (%)
		Number of shares	Debt Tools	Property Type	Number of shares	Debt Tools	Property Type		
1	Mr. Majed bin Saad bin Hamoud Al-Osaimi	12,600,000	-	Direct	12,260,000	-	Direct	-340,000	%2.70-
2	H.E Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	20,966	-	Direct	26,248	-	Direct	5,282	%25.20
3	Mr. Ali bin Mohammed bin Rashid Al-Ballaa	12,584,860	-	Direct	12,244,860	-	Direct	-340,000	%2.70-
4	Mr. Omar bin Abdulrahman bin Ali Al-Jeraisy	82,540	-	Indirect	86,641	-	Indirect	4,101	%5.00
5	Mr. Omar bin Fahad Al-Sunaidi	26,967	-	Direct	26,967	-	Direct	-	%0

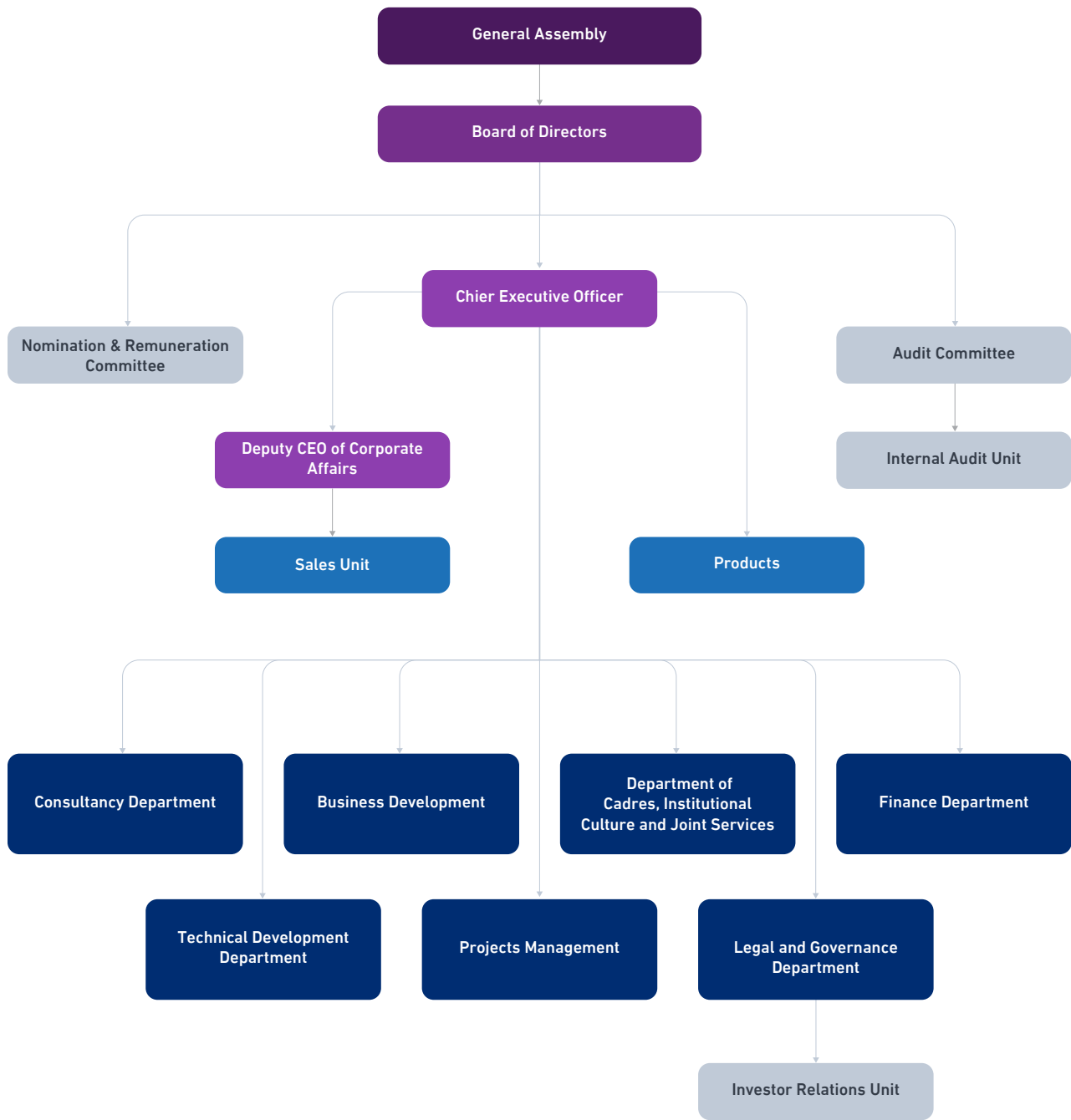
Ownership of the Company’s Shares and Debt Instruments by the Executive Management

M	Name	Beginning of the fiscal year 2025			End of fiscal year 2025			Net Change	Percentage Change (%)
		Number of shares	Debt Tools	Property Type	Number of shares	Debt Tools	Property Type		
6	Mr. Haitham bin Naeem Hannoun	1,107,736	-	Direct	928,733	-	Direct	179,003	%16.16-
7	Ms. Rawan bint Hisham Al-Sharhan	15,447	-	Direct	17,788	-	Direct	2,341	%15.16
8	Mr. Moath bin Abdulrahman Mansour	2,000	-	Direct	13,445	-	Direct	11,445	%572.25
9	Mr. Emad bin Abdulrahman Al-Hawail	16,651	-	Direct	53,010	-	Direct	36,359	%218.38
10	Ms. Sarah Bin Musa Alismaeel	21,780	-	Direct	603,206	-	Direct	20,817	%95.58
11	Mr. Ismeel bin Saeed Al-Qahtani	637,163	-	Direct	26,967	-	Direct	-33,957	%5.33-

5.1.5 Company Organizational Structure

The Board of Directors has an organizational structure headed by the Board of Directors and its subordinate committees and their cooperation with the executive management who are responsible for supervising the Company's day-to-day activities, and the Board is responsible for the overall direction, supervision and control of the Company, and the Board has delegated the responsibility for implementing strategic plans and managing the day-to-day business of the Company to the executive management.

The chart below shows the organizational structure of the Company:



5.2 Audit Committee

The Audi Committee consists of (three) non-executive members of the Board of Directors, whether Shareholders or others, who were appointed by virtue of the Ordinary General Assembly Resolution on 26/06/2021.

With the end of the Audit Committee's term, the Board of Directors decided on 09/10/1445H corresponding to 18/04/2024G to terminate the current term and restructure it to start from the date of the Board's decision until 06/01/1448H corresponding to 21/6/2026G, to coincide with the Board of Directors term.

5.2.1 Formation and Role of the Audit Committee

The Committee shall be formed by a resolution from the Board of Directors of the Company, whether shareholders or others, provided that it shall not include any of the executive members from the Board of Directors, and the number of its members shall not be less than three and not more than five, provided that there shall be at least one independent member among them, and the Chairman of the Board of Directors shall not be a member of the Committee, and any other person who has been working in the past two years as an executive or in the financial department of the Company, or for the Company's auditor, be a member In the Committee.

The members must include a specialized member in financial and accounting affairs, and the member of the committee must have the experience and qualifications appropriate to the work and tasks of the committee, and they must adhere to the principles of honesty, loyalty, care, and concern for the interests of the Company and shareholders and put them before their personal interests, as well as abiding to the regulatory requirements, policies and regulations of the Company regarding conflict of interest and disclosure.

The main role of the Audit Committee is to supervise the internal audit tasks, study its reports, and follow up on the application of corrective measures for the observations contained in the control and audit of the Company's business, and for this purpose, it has the right to review its records and documents and request any clarification or statement from the members of the Board of Directors or the Executive Management.



5.2.2 Responsibilities and Duties of the Audit Committee

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

First: Financial Reports:

1. Studying the Company's preliminary and annual financial statements before presenting them to the Board of Directors, and providing its opinion and recommendations thereon to ensure its integrity, fairness and transparency.
2. Providing a technical opinion -at the request of the Board of Directors- as to whether the reports of the Board of Directors and the Company's financial statements are fair, balanced, understandable and include information that allows shareholders and investors to assess the Company's financial position, performance, business model and strategy.
3. Examine any important or unusual matters included in the financial reports.
4. Thoroughly investigate any issues raised by the Company's Chief Financial Officer, Assignee, Compliance Officer, Internal Auditor, or Auditor.
5. Verify accounting estimates on material matters in financial reports.
6. Studying the Company's accounting policies and providing opinions and recommendations to the Board of Directors thereon.
- 7.

Second: Internal Audit:

1. Studying and reviewing the Company's internal and financial control regulations and risk management systems.
2. Studying internal audit reports and following up the implementation of corrective actions for the observations contained therein.
3. Monitor and supervise the performance and activities of the internal auditor and the Internal Audit Unit in the Company to verify the availability of the necessary resources and their effectiveness in the performance of the work and tasks entrusted thereto.
4. Recommend to the Board of Directors the appointment of an Internal Audit Unit/Department Manager, and proposing their remuneration.

Third: Auditor:

1. Recommend to the Board of Directors the nomination and dismissal of the auditors, determine their fees and evaluate their performance, after verifying their independence and reviewing the scope of their work and the terms of contracting with them.
2. Verify the independence, objectivity and fairness of the Auditor, and the effectiveness of the audit work, taking into account the relevant rules and standards.
3. Review the Company's Auditor's plan and work, verify that it has not submitted technical or administrative works that are outside the scope of the audit work, and provide its views thereon.
4. Answering the Company's auditor's inquiries.
5. Studying the auditor's report and observations on the financial statements, and expressing their views thereon, if any, and following up on the decisions taken thereon.

Fourth: Ensuring Compliance:

1. Review the findings of the reports of the regulatory authorities and verify that the Company has taken the necessary actions in this regard.
2. Verifying the Company's compliance with the laws, regulations, policies and instructions related to its scope of work.
3. Reviewing the contracts and transactions proposed by the Company with related parties, and recommending them to the Board of Directors.
4. Submit to the Board of Directors any matters it deems necessary for action, and make recommendations on actions to be taken.

5.2.3 Curriculum Vitaes of Audit Committee Members



Academic Qualifications:

- Bachelor of Accounting, (2011)
- Master of Business Administration (2015)

Mr. Abdulrahman bin Ibrahim Al-Hadlaq:

- Position:**
- Chairman of the Audit Committee - Non-Board - since 2024
- Classification:**
- Independent
- Current Positions:**
- CEO, Asas Makin Real Estate Development & Investment Company, 2022 to date
- Previous Jobs and Experience:**
- CEO, Sadr Logistics Company, 2020 - 2022
 - CEO, Abdulrahman Al-Shaalan Sons Company, from 2018 to 2020
 - Executive Vice President, Abdulrahman Al-Shaalan Sons Company, from 2017 to 2018
 - Internal Auditor, Education and Training Evaluation Commission, 2015 to 2017
 - Accountant, Education and Training Evaluation Commission, from 2012 to 2015



Academic Qualifications:

- Bachelor of Accounting, King Fahd University of Petroleum and Minerals (2011)

Mr. Mohammed Amin Merah

- Position:**
- Member of the Audit Committee from outside the Council since 2024
- Classification:**
- Independent
- Current Positions:**
- CEO, Saudi Venture Builder Company since 2018 to date.
 - Vice Chairman and Managing Director, Saudi Venture Builder Capital Company, since 2025 to date
- Previous Jobs and Experience:**
- anager of Administrative Consulting, Aramis Consulting, from 2016 to 2018
 - Senior Auditor, PricewaterhouseCoopers (PwC), 2013 to 2016
 - Senior Auditor, Deloitte, 2011 to 2013.



Mr. Omar bin Fahad Al-Sunaidi

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5.2.4 Audit Committee Meetings

The Audit Committee shall hold its meetings periodically or when necessary to follow up on its work, exercise its responsibilities, review the financial statements and other related topics.

M	Member Name	Position	1	2	3	4	Total
			29 August 2024	31 October 2024	27 January 2025	28 April 2025	
1	Abdulrahman bin Ibrahim Al-Hadlaq	Chairman of the Committee From outside the Board	√	√	√	√	4
2	Omar bin Fahd Al-Sunaidi	Committee Member From within the Board	√	√	√	√	4
3	Mohamed Amin Merah	Committee Member From within the Board	√	√	√	√	4

5.2.5 Recommendations of the Audit Committee:

The Audit Committee recommended the appointment of an auditor to examine, review and audit the interim and annual financial statements for the fiscal year ended June 30, 2025 and the first quarter of the fiscal year 2026, and Ibrahim Ahmed Al-Bassam & Partners Certified Public Accountants (PKF) was appointed as the Company’s auditor from among the candidates to examine, review and audit the financial statemnts for the first quarter (first,second, third) for the fiscal year 2025 and (first quarter) for the fiscal year 2026.

During the financial year, there were no recommendations issued by the Audit Committee that contradicted the decisions of the Board of Directors, or the rejection by the Board members regarding their adoption.

5.3 Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists of (three) non-executive members of Board of Directors, whether shareholders or others, who are appointed pursuant to a resolution from the Board of Directors of Saudi AZM on 08/10/1443H corresponding to 09/05/2022G.

5.3.1 Formation and Role of the Nominations and Remuneration Committee

The Nomination and Remuneration Committee shall be formed by a resolution of the Board of Directors of the Company consisting of at least three members and not more than five non-executive members of the Board of Directors, provided that at least one of them shall be an independent member, and the Board of Directors shall appoint one of its members as the Chairman of the Committee, provided that they are one of the independent members.

The Nomination and Remuneration Committee aims to assist the Board of Directors by supervising the remuneration plan and following up on its implementation, and the nomination process for the membership of the Board, committees and executive management of the Company and ensuring that it is linked to performance, in accordance with the applicable regulatory controls and procedures.

5.3.2 Responsibilities and Duties of the Nominations and Remuneration Committee

The Committee is entrusted with tasks and responsibilities related to two key matters: Remunerations and nominations. In addition, it is responsible for submitting periodic reports on its activities to the Board. The following outlines the duties and responsibilities of the Committee:

First: With regard to Remunerations:

1. Prepare a policy for the Remuneration of the members of the Board of Directors, the committees emanating from the Board and Executive Management, and submit it to the Board of Directors for consideration in preparation for its approval by the General Assembly, provided that this policy takes into account the standards relating to performance, disclosure, and ensuring its implementation.
2. Clarify the relationship between the granted remunerations and the applicable remuneration policy, and indicate any material deviation from this policy.
3. Periodically review the remuneration policy and evaluate its effectiveness in achieving the objectives envisaged by it.
4. Recommending to the Board of Directors the remuneration of the members of the Board of Directors, and its Committees, and Executive Management of the Company in accordance with the approved policy.

Second: With regard to nominations:

1. Propose clear policies and criteria for membership in the Board of Directors and Executive Management.
2. Recommend to the Board of Directors the nomination of members and re-nominate them in accordance with the approved policies and criteria, taking into account that no person who has been previously convicted of a crime that breaches trust shall be nominated.
3. Prepare a description of the abilities and qualifications required for board membership and executive management positions.
4. Determine the work time that has to be allotted by a member of the Board of Directors.
5. Conduct an annual review of the necessary skills or experience required to appropriately fill a Board membership or an Executive Management position.
6. Review the structure of the Board of Directors and Executive Management and make recommendations on possible changes.
7. Verify the independence of independent members on an annual basis, and ensure the absence of any conflict of interest, if the member is also a member in the board of directors of another Company.
8. Develop job descriptions for executives, non-executive members, independent members, and senior executives.
9. Establish special procedures in the event of a vacancy in the position of a member of the Board of Directors or senior executives.
10. Identify the weaknesses and strengths of the Board of Directors and propose solutions to address them in accordance with the Company's interest.

5.3.3 Curriculum Vitaes of The Nomination and Remuneration Committee Members



Mr. Omar bin Abdulrahman Al-Jeraisy

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Mr. Majdi bin Saleh Qari

Position:

- Member of the Nomination and Remuneration Committee

Classification:

- Independent.

Current Positions:

- Human Resources Manager, Intelmatix since 2025.
- Consultant, Kamen Company, since 2017 to date.

Previous Jobs and Experience:

- Human Resources Manager, Capi Technologies, 2022
- Human Resources Manager, Nakhla Human Resources Company, 2022
- Human Resources Manager, Hala, 2019 - 2021
- Employment Consultant, Ernst & Young, 2015 - 2019
- Recruitment Specialist at Saudi Airlines, from 2012 to 2015



Ms. Lulwah bint Nasser Al-Otaibi

Position:

- Member of the Nomination and Remuneration Committee

Classification:

- Independent.

Current Positions:

- Manager of the Cadres and Culture Department, Al-Etmam Consulting Company, since 2021 to date.

Previous Jobs and Experience:

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

5.3.4 Nomination and Remuneration Committee Meetings

M	Member Name	Position	1	2	Total
			25/05/2025	29/06/2025	
1	Omar bin Ali Al , Jeraisy	Chairman of the Committee From outside the Board	√	√	2
2	Magdi Ben Saleh Qari	Committee Member From within the Board	√	√	2
3	Lulwa bint Nasser Al-Otaibi	Committee Member From within the Board	√	√	2

5.4 Executive Management:



Academic Qualifications:

- Master of Computer and Information Science – University of Missouri, 2017
- Bachelor of Information Systems, King Saud University, 2012

Mr. Ismail bin Saeed Al-Qahtani

- Position:**
- Executive Vice President of Corporate Affairs.
- Join Date:**
- 31/07/2021.
- Current Positions:**
- Deputy Chairman of the Board of Directors, Future Vision for Health Training Company, since 2024 to date.
 - Consultant, BIM Ventures, since 2022 to date.
 - Consultant, AZM Experience for Information Technology Company, since 2022 to date.
 - Consultant, AZM FinTech Company, since 2022 to date.
 - Consultant, AZM Digital Company for Communications and Information Technology, since 2022 to date.
- Previous Jobs and Experience:**
- Project Management office Manager, Saudi AZM Communications and Information Technology Company, from 2018 to 2022.
 - Area Manager, Huawei Technologies Limited, 2013 to 2015.
 - Senior Project Manager, Saudi Standards, Metrology and Quality Organization (SASO), from 2012 to 2013.
 - Team Leader of Etihad Telecommunications Company (Mobily) from 2009 to 2012.



Academic Qualifications:

- Certified Public Accountant – The American Institute of Certified Public Accountants (AICPA) in 2019
- Diploma in International Financial Reporting, The Association of Chartered Certified Accountants, 2019
- Bachelor of Accounting, University of Jordan, 2017

Mr. Moath bin Abdulrahman Mansour

- Position:**
- Head of Financial Department.
- Join Date:**
- 14/01/2024
- Previous Jobs and Experience:**
- Audit Manager, PricewaterhouseCoopers (PwC), 2019 – 2023
 - Senior Auditor, Deloitte & Touche, 2017 to 2019



Academic Qualifications:

- Master of Engineering Management, King Fahd University of Petroleum and Minerals, 2016.
- Bachelor of Computer Engineering, King Fahd University of Petroleum and Minerals, 2013.

Mr. Haitham bin Naeem Hannoun

- Position:**
- Head of Business Development Department.
- Join Date:**
- 08/08/2018
- Previous Jobs and Experience:**
- Secretary of the Audit Committee, Saudi AZM for Communications and Information Technology Company, from 2021 to 2024.
 - Secretary of the Board of Directors, Saudi AZM for Communications and Information Technology Company, from 2021 to 2024.
 - IoT Engineer, Hadeer Machinery Company, from 2015 to 2018.
 - Sales Engineer, El Ajou Company, from 2015 to 2016.
 - Design Specialist for Ilia Information Technology Company, from 2014 to 2015.



Academic Qualifications:

- Master of Arts and Science/ Liberal Studies, Harvard University, 2024-present
- Chartered Institute of Personnel and Development Qualifications, 2021
- Bachelor of Human Resources Management, King Saud University, 2018

Ms. Rawan bint Hisham Al Sharhan

- Position:**
- Head of Cadres, Corporate Culture and Joint Services.
- Join Date:**
- 20/02/2019.
- Current Positions:**
- Human Resources Manager, AZM FinTech Company, 2021 to date.
- Previous Jobs and Experience:**
- Performance Management, National Center for Privatization and Public-Private Partnership, 2018 to 2019.



Academic Qualifications:

- Bachelor of Industrial and Systems Engineering, King Fahd University of Petroleum and Minerals, 2018.

Mr. Emad bin Abdulrahman Al-Huwail

Position:

- Head of Consultancy Department.

Join Date:

- 26/03/2024

Previous Jobs and Experience:

- Senior Consultant, Saudi AZM for Communications and Information Technology Company, from 2021 to 2024.
- Associate Consultant, Boston Consulting Group (BCG), 2019 – 2021.
- Business Analyst, Boston Consulting Group (BCG), 2018 – 2019.
- Trainee Consultant, PricewaterhouseCoopers (PwC), 2017 – 2018.



Academic Qualifications:

- Certified Internal Control Specialist – The Institute of Internal Control (ICI) – USA, 2024
- Certified Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Specialist – The Association of Certified Anti-Money Laundering Specialists (ACAMS) – USA, 2022
- Bachelor of Finance and Banking – Hashemite University, 2013

Mr. Qusai Raafat AlAmareen

Position:

- Internal Audit Officer.

Join Date:

- 17/04/2024.

Previous Jobs and Experience:

- Senior Internal Auditor, Ahli Microfinance Company, from 2023 to 2024
- Internal Auditor, Ahli Microfinance Company, from 2020 to 2023
- Account Manager of SMEs, Orange Telecommunications Company, from 2019 to 2020.
- Customer Service, Roya TV, 2017 - 2019
- Treasury Officer, Bank Audi's Operations Department, from 2014 to 2017



Academic Qualifications:

- Master of Business Administration, INSEEC University, 2020
- Master of Executive Management, Al Yamamah University, 2020
- Higher Diploma in Leadership and Management, University of Washington, 2020
- The Leadership Technology Program – Massachusetts Institute of Technology (MIT), 2020
- Project Management Professional Certificate (PMP) – Project Management Institute, 2020
- Bachelor of French Language – Princess Nourah bint Abdulrahman University, 2017

Ms. Sarah bint Musa Al Ismail

Position:

- Head of Projects Management Department.

Join Date:

- 01/10/2022.

Current Positions:

- Consultant, Innovation Ornaments Company, since 2023 to date.
- Consultant, White Track Company, since 2023 to date.
- Consultant, Three Lines, 2020 to date.

Previous Jobs and Experience:

- Senior Project Manager, Saudi AZM Communications and Information Technology Company, from 2020 to 2022.
- Project Manager, The Big Store for Information Technology Enterprise, 2018 to 2020

5.4.1 Number of Applications of the Company for the Register of Shareholders:

Saudi AZM has requested the shareholders’ register from the Securities Depository Center Company “Edaa” (21) times during the fiscal year 2025 for the following purposes:

#	Date of Request for Shareholder Register	Justification for the request
1	01/08/2024	Corporate Procedures
2	08/09/2024	Corporate Procedures
3	16/09/2024	Corporate Procedures
4	03/10/2024	General Assembly
5	31/10/2024	Corporate Procedures
6	26/11/2024	Corporate Procedures
7	03/12/2024	Corporate Procedures
8	08/12/2024	Corporate Procedures
9	09/12/2024	Corporate Procedures
10	02/01/2025	Corporate Procedures
11	06/02/2025	Corporate Procedures
12	24/03/2025	Corporate Procedures
13	05/05/2025	Corporate Procedures
14	06/05/2025	Corporate Procedures
15	07/05/2025	Corporate Procedures
16	07/05/2025	Corporate Procedures
17	08/05/2025	General Assembly
18	13/05/2025	Corporate Procedures
19	13/05/2025	Corporate Procedures
20	18/05/2025	Corporate Procedures
21	04/06/2025	Corporate Procedures

5.4.2 Dividend Distribution

The Board of Directors of Saudi AZM has developed a clear policy related to dividends in a manner that achieves the interests of shareholders and the Company, in line with the Company’s Articles of Association and in compliance with paragraph (b) of Article IX of the Corporate Governance Regulations issued by the Board of the Capital Market Authority pursuant to Resolution No. (8-16-2017) dated 16/5/1438H corresponding to 13/02/2017G, and based on the Companies Law issued by Royal Decree No. (M/3) dated 28/01/1437H as amended by the Capital Market Authority Board Resolution No. (8-5-2024) Dated 25/60/1444 H corresponding to 18/01/2024G, based on the Companies Law issued by Royal Decree No. (M/132) dated 01/12/1443 H, as follows:

Responsibility of determining dividends

The Board of Directors shall submit its proposals regarding the distribution of dividends to the Ordinary General Assembly, and the decision on such proposals shall be within the competence of the Assembly, and the Assembly shall determine the percentage to be distributed to the shareholders of the net profits after deducting the reserves, if any.

Reporting & Disclosure

- 1.At the end of each fiscal year, the Board of Directors shall prepare the Company’s financial statements and a report on its activity and financial position for the preceding financial year, and this report shall include the proposed method of distributing profits, and the Board shall place these documents at the disposal of the External Auditor, at least forty-five days before the date fixed for the Annual Ordinary General Meeting.
- 2.The Chairman of the Board of Directors of the Company, and the Chief Executive Officer and the Chief Financial Officer shall sign the documents referred to in paragraph (1) of this Article, and copies thereof shall be deposited at the Company’s head office at the disposal of the shareholders.

Entitlement of dividends

The shareholder shall be entitled to their share of the profits in accordance with the resolution of the General Assembly issued in this regard, and the resolution shall indicate the maturity date and the date of distribution, and the entitlement to the dividends shall be for the owners of the shares whose names are registered in the shareholders’ register maintained at Edaa Center at the end of the day specified for maturity.

Timing of Dividend Payment

The Board of Directors shall implement the resolution of the General Assembly regarding the distribution of dividends to the registered shareholders within (15) working days from the date of maturity of such dividends specified in the resolution of the General Assembly, or in the resolution of the Board of Directors to distribute interim dividends.

Reserve Formation

- 1.The Ordinary General Assembly may, upon the proposal of the Board of Directors, set aside (10%) of the net profits

to form an agreed reserve allocated for a specific purpose or purposes.

- 2.The Ordinary General Assembly may, when determining the cut of shares in the net profits, decide to form other reserves, to the extent that it achieves the interest of the Company or ensures the distribution of fixed dividends, as far as possible, to the shareholders. The General Assembly may also deduct sums from the net profits for the establishment of social institutions for the employees of the Company or for the assistance of existing such institutions.

Dividend balance

The Company may not purchase its shares for an amount that exceeds the balance of distributable dividends, whether the purchase is made using its cash balances or through external sources of funding.

Dividends and Nominal Value Difference

- A.Distributable profits consist of the net income of the financial year minus all amounts that are set aside to the reserve allocated for the purposes specified in the Company’s Articles of Association – if any – or that must be set aside to the reserves formed by the General Assembly plus the retained profits and the distributable reserves consisting of profits.
- B.The nominal value difference clause may not be used within the shareholders’ rights to distribute cash dividends to shareholders.

Interim Dividend Distribution Requirements

- The Company may distribute interim dividends to its shareholders on a semi-annual or quarterly basis, (if the Articles of Association provide for it) after meeting the following requirements:
- 1.The Ordinary General Assembly authorization to the Board of Directors to distribute interim dividends by virtue of a resolution renewed annually.
- 2.The Company must be profitable and regular.
- 3.It has reasonable liquidity and can reasonably anticipate the level of its profits.
- 4.The Company shall have distributable profits according to the most recent audited financial statements, sufficient to cover the profits proposed to be distributed, after deducting what was distributed and capitalized from those profits after the date of these financial statements.

Interim Dividend Distribution Controls

- A.The distribution of dividends shall be credited to the account of the remaining profits accumulated from previous years or the distributable reserves consisting of dividends or both, and the Company shall take into account the sequence and regularity in the manner and proportions of dividends distribution according to the capabilities and liquidity available to the Company, and the Board of Directors shall disclose and announce the regular periodic dividend percentages that are to be distributed to the shareholders on time.
- B.The Company shall disclose to the Authority and the public immediately and without delay when deciding to distribute interim dividends.

5.5 Remuneration Policy

The remuneration policy has been prepared for the Board of Directors, its Committees and the Executive Management, which aims to define clear criteria for the remuneration of the members of the Board of Directors of Saudi AZM, as well as the members of the committees emanating from the Board of Directors and Executive management in light of the requirements of the Companies Law and the regulations of the Capital Market Authority, in accordance with the following:

5.5.1 General Criteria for Remuneration:

The Nomination and Remuneration Committee shall be responsible for recommending to the Board, the remuneration of the members of the Board of Directors, its emanating Committees and Executive Management in the Company in accordance with the following criteria:

1. The remuneration must be commensurate with the Company's activity and the skills necessary to manage it and achieve its objectives.
2. Consider linking the variable portion of the remuneration with the long-term performance.
3. Remuneration is determined based on the level of the job, tasks and responsibilities of the incumbent, educational qualifications, work experience, skills, and level of performance.
4. The Company considers the consistency of the remuneration with the Company's strategy and objectives and with the size, nature and degree of risk it has.
5. The Company takes into account the practices of other companies and what is prevalent in the labor market in terms of remunerations, in order to avoid the unjustifiable increase in remunerations and compensation.
6. The remuneration shall be reasonably sufficient to attract, retain and motivate professional competencies, while not overstating.
7. The payment of the Remuneration shall be suspended or recovered if it is found that it was decided on the basis of inaccurate information provided by a member of the Board of Directors or the Executive Management, in order to prevent the exploitation of the employment status to obtain undeserved remunerations.
8. Remuneration may be of varying amounts to reflect the extent of the results of the member's work, their competencies, the tasks assigned to them, their independence, the number of meetings they attend, and other considerations.
9. The granting of shares in the Company to the members of the Board of Directors and the Executive Management, whether it is a new issue or shares purchased by the Company, is regulated under the supervision of the Nomination and Remuneration Committee.
10. The remuneration of the members of the Board, its Committees and Executive Management may be reduced by a decision from the Board of Directors in the event of the Company's under-performance.

5.5.1.1 Remuneration of the Board Members and the Committees emanating from it:

1. The remuneration of Saudi AZM's Board of Directors members consists of a fixed amount, attendance allowance for sessions, in-kind benefits, or a certain percentage of net profits, and two or more of these benefits may be combined.
2. The remuneration of the members of the committees emanating from the Board of Directors of Saudi AZM consists of a fixed amount, attendance allowance for sessions, or in-kind benefits, and two or more of these benefits may be combined.
3. The Board of Directors shall propose remuneration for the members of the Board of Directors and its Committees emanating from it, upon the recommendation of the Nomination and Remuneration Committee and in accordance with the relevant laws, regulations and instructions and with any conditions approved by the General Assembly, and none of the remunerations and compensations proposed for the Chairman and members of the Board shall be approved until approved by the General Assembly.
4. When forming the membership of the committees emanating from the Board of Directors, the number of committees that a member of the Board of Directors can occupy shall be taken into account, so that the total remuneration received by the member for their membership in the Board and committees shall not exceed the maximum limit stipulated in the Companies Law.

5.5.1.2 Executive Management Remuneration:

1. The annual remuneration of the CEO of AZM is determined based on the achievement of the annual and strategic objectives.
2. The annual remuneration of the Executive Management of the Company is calculated according to their achievement of the annual and strategic objectives.
3. The salaries and benefits allocated to the Executive Management are determined based on the Company's policy to include:
 - A. Basic salary.
 - B. Allowances.
 - C. Benefits.
 - D. What is approved by the Company's Board of Directors.

5.5.2 Board Remuneration

Independent members	Fixed bonuses						Total
	Fixed Remuneration	Attendance Allowance for the Board Meetings	Total Attendance Allowance	In-kind benefits	Reward for technical, administrative and consulting works	Remuneration of the Chairman of the Board, Managing Director or Secretary if he is a member	
H.E Ahmed bin Abdulaziz bin Mohammed Al-Hakbani	100,000	3,000	9,000				
Mr. Omar bin Abdulrahman bin Ali Al-Jeraisy	100,000	3,000	9,000				
Mr. Omar bin Fahad Al-Sunaidi	100,000	3,000	12,000				

Independent members	Variable Rewards						Total	Expenses Compensation
	Percentage of profits	Periodic bonuses	Short-term incentive plans	Long-term incentive plans	Shares Awarded	End of Service Rewards		
Mr. Ahmed bin Abdulaziz bin Mohammed Al-Hakbani							112,000	
Mr. Omar bin Abdulrahman bin Ali Al-Jeraisy							109,000	
Mr. Omar bin Fahad Al-Sunaidi							112,000	

It should be noted that the Chairman of the Board, Mr. Majed bin Saad bin Hamoud Al-Osaimi, and Board Member, Mr. Ali bin Mohammed bin Rashid Al-Balla, have waived all remunerations in support of the Company.

5.5.3 Remuneration of Committee Members

Name	Fixed bonuses	Attendance allowance	Total
Audit Committee Members			
Mr. Abdulrahman bin Ibrahim Al-Hadlaq	50,000	8,000	58,000
Mr. Omar bin Fahad Al-Sunaidi	40,000	8,000	48,000
Mr. Mohammed Amin Merah	40,000	8,000	48,000

Members of the Nomination and Remuneration Committee			
Mr. Omar bin Abdulrahman Al-Jeraisy	50,000	4,000	54,000
Mr. Majdi bin Saleh Qari	20,000	4,000	24,000
Ms. Lulwah Al-Otaibi	20,000	4,000	24,000

5.5.4 Remuneration of Five Senior Executives

Consistent Rewards				Variable Rewards						End of Service Reward	Total Executive Remunerations -if any-	Total
Salaries	Allowances	Benefits	Total	Periodic Remunerations	Profits	Short Term Incentive Plans	Long Term Incentive Plans	Granted Shares	Total			
2,589,188.32	0.00	0.00	2,589,188.32	2,046,597.00	0.00	0.00	373,328.50	0.00	2,419,925.50	199,182.78	0.00	5,208,296.60

The Board of Directors remuneration, as well as the Audit Committee, and the Nominations and Remunerations Committee, and Executive Management, will be disbursed in accordance with the Remuneration Policy for the Board, its Committees, and Executive Management, following the approval of the General Assembly.

5.6 Shareholders

General Assemblies of Shareholders:

The General Assembly of Shareholders is the highest authority in the Company, which represents all shareholders, and the General Assembly enables them to exercise all their rights and competencies granted to them in accordance with the Companies Law, the Capital Market Authority Law and their Executive Regulations, and the Company's Articles of Association. Saudi AZM confirms the promotions of effective participation between shareholders, and the Board of Directors, and its committees and the executive management, is always keen to choose a place and time that allows full participation of shareholders to discuss the topics included in the agenda of the Assembly and open the way for questions and proposals to be presented. Thus one meeting was held during the fiscal year 2025, and the following is a statement of the date of that meeting and the Board of Directors members who attended:

General Assembly Meeting 2024/10/03			
#	Member Name	Position	Attendance
01	Majid bin Saad bin Hamoud Al-Osaimi	Chairman of the Board of Directors	√
02	Ahmed Bin Abdulaziz Bin Muhammad Al-Hakbani	Vice Chairman	√
03	Ali Bin Muhammad Bin Rashid Al-Ballaa	Member & Chief Executive Officer	√
04	Omar bin Abdulrahman bin Ali Al-Jeraisy	Board Member and Chairman of the Nomination and Remuneration Committee	√
05	Omar bin Fahd bin Abdul Karim Al-Sunaidi	Board Member and Audit Committee Member	√

5.6.1 Tadawul's announcements in 2025:

Date	Announcement
2024/07/17	Saudi AZM for Communication and Information Technology Co. Announces Contract Sign Off with National Center for Government Resources Systems
2024/07/31	Saudi Azm for Communication and Information Technology Co. Announces Contract Sign Off with The Small and Medium Enterprises General Authority
2024/08/05	Saudi AZM for Communication and Information Technology Co. Announces Contract Sign Off with Saudi Post SPL
2024/08/13	Saudi AZM for Communication and Information Technology Co. Announces Project Award with The Small and Medium Enterprises General Authority
2024/08/29	Saudi AZM for Communication and Information Technology Co. announces its Annual Financial results for the period ending on 30-06-2024 AD
2024/09/12	Saudi AZM for Communication and Information Technology Co. Board invites its shareholders to attend the Ordinary General Assembly Meeting the (First Meeting) by means of modern technology
2024/09/25	Saudi AZM for Communication and Information Technology Co. Announces Project Award with The General Entertainment Authority
2024/10/06	Saudi Azm for Communication and Information Technology Co. Announces the Results of the (Ordinary General Assembly Meeting, (First Meeting
2024/10/21	Saudi AZM for Communication and Information Technology Co. Announces Project Award with Premium Residency Center
2024/11/05	Saudi AZM for Communication and Information Technology Co. announces its Interim Financial (results for the Period Ending on 30-09-2024 (Three Months
2024/11/17	Saudi Azm for Communication and Information Technology Co. Announces Project Award with Imam Abdulrahman Bin Faisal University
2024/11/17	Saudi AZM for Communications and Information Technology Co. announces Receipt of a Purchase Order from the Ministry of Investment to provide development and training advisory services
2024/11/20	Saudi AZM for Communications and Information Technology Co. Announcement Regarding the Disclosure of the Board of Directors' Report for 2024 AD
2025/02/02	Saudi AZM for Communication and Information Technology Co. announces its Interim Financial (results for the Period Ending on 2024-12-31 (Six Months
2025/04/13	Saudi AZM for Communication and Information Technology Co. Announces Project Award with Royal Commission for Riyadh City
2025/04/14	Saudi Azm for Communication and Information Technology Co. Announces Project Award with Ministry of Tourism
2025/05/05	Saudi AZM for Communication and Information Technology Co. announces its Interim Financial (results for the Period Ending on 2025-03-31 (Nine Months
2025/05/06	Saudi AZM for Communications and Information Technology Co. Announces an Update on the MOU Signed with The National Housing Company
2025/05/20	Saudi AZM for Communication and Information Technology Co. Announces Project Award with Ministry of Commerce
2025/05/28	Saudi AZM for Communication and Information Technology Co. announces its submission for a transfer request to the Main Market
2025/06/26	Saudi AZM for Communication and Information Technology Co. Announces Project Award with Development Authorities Support Center

5.7 Investments for the benefit of the Company’s employees and treasury shares

Saudi AZM is keen to promote an attractive work environment that contributes to attracting and retaining talent, by developing strategic incentive programs that are in line with growth and expansion goals. In this context, the Company has developed a program to enable employees to contribute to the success of the Company by co-owning its ownership.

The long-term employee stock program is one of the Company’s key initiatives, targeting a broad cross-section of talent within the organization, including high-performing executives and non-executives. The program aims to:

- Establish the principle of partnership between the employee and the Company.
- Strengthening loyalty and institutional affiliation.
- Aligning the interests of employees with the objectives of shareholders.

The program relies on the allocation of conditional shares to employees, which are granted to them upon meeting certain conditions and instructions, reflecting the Company’s sustainable performance in the long term.

57.1 Statement of reserves for the benefit of employees

The balance of the recorded reserve in favor of end-of-service benefits for employees amounted to 6,451,830 ﷻ as of the reporting date, and this reserve is managed in accordance with internal policies to ensure compliance with employees’ rights and to enhance their job stability.

5.7.2 Treasury Shares Held by the Company:

Number of Treasury Shares	Value (ﷻ)	Retention History	Purpose of Holding Shares as Treasury Shares
1,101,408	14,551,617	2025	Employee Shares Program

5.8 Statement of Statutory Payments Recorded

Saudi AZM is committed to paying the statutory fees to government entities in accordance with the regulations and regulations in force in the Kingdom of Saudi Arabia according to the table below:

Regulatory Authority	description	ﷻ	Brief description
General Organization for Social Insurance	General Organization for Social Insurance Fees	6,842,862	It represents what has been paid for government fees.
Governmental Entities Fees	Fees for Various Governmental Entities	3,394,502	All fees paid by the Company for governmental services
	Value Added Tax (VAT)	38,377,375	What is paid or incurred during the period in accordance with the provisions and rules of the Zakat obligation and the tax system. Deduction and VAT.
	Withholding Tax	1,464,395	
	Zakat	1,850,214	
Total		51,929,348	

5.9 Competing Business and Related Party Dealings

5.9.1 Company Competition:

Member	Entity	Based		Competition License Status
		Inside the Kingdom	Outside the Kingdom	
Omar bin Abdulrahman Al-Jeraisy	Chairman of the Board of Directors of Tam Development Company	√	-	Approved by Tam Development Company’s General Assembly and will be proposed to AZM’s General Assembly

5.9.2 Statement of Related Party Transactions

Saudi AZM takes due care to ensure that its contracts and transactions with related parties are established on a competitive commercial basis, thereby safeguarding the rights of shareholders, and the table below sets forth the principal provisions encompassed within the Company’s contracts entered with related parties during the fiscal year 2025:

#	Related Party	The nature of the relationship	Terms of Dealing	Transaction balance value During the year (ﷻ)	Transaction Period (Annual)	Name of the member/ senior executives/or any person related to them	Status
1	Saudi AZM Holding Company	Framework Agreement to provide Consulting Services	There are no preferential terms	311,871	Five Years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly
2	AZM FinTech Company	Framework Agreement To provide Consulting services and its) (appendices	There are no preferential terms	71,393,774	Five years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly
3	AZM Digital Company for Communications and Information Technology	Framework Agreement to provide Consulting Services	There are no preferential terms	57,642,593	Five years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly
4	Future Communication Company for Communications and Information Technology	Framework Agreement to provide Consulting Services	There are no preferential terms	174,707	Five years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly
5	Machine Learning Company for Information Technology	Framework Agreement to provide Consulting Services	There are no preferential terms	627,274	Five years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly
6	National Real Estate Platform Company ((Aqarek	Framework Agreement to provide Consulting Services	There are no preferential terms	2,257,186	Five years	• Ali bin Mohammed bin Rashid Al-Ballaa • Majid bin Saad bin Hamoud Al-Osaimi	Approved by the General Assembly

5.9.3 Statement of Transactions between the Company and a Related Party

No transaction was made between the Company and a related party

5.10 Internal audit

The Internal Audit Department at Saudi AZM plays a pivotal role in supporting the internal control system and enhancing institutional commitment by performing its audit and advisory functions efficiently and independently, and the Department is an independent entity directly linked to the Audit Committee, which ensures the neutrality and credibility of its reports in assessing the extent of compliance of the Company's various departments with the approved policies and procedures, as well as the laws and regulations issued by the regulatory authorities, especially the Capital Market Authority.

The internal audit over the past year has shown significant effectiveness in covering priority activities through the implementation of a comprehensive audit plan based on risk assessment.

The coverage included detailed reviews of operational processes, governance procedures, IT regulations, and financial controls, and the Unit also provided a set of recommendations, a large number of which were implemented in coordination with the concerned departments, reflecting the effectiveness of the department's control impact within the Company.

The Unit continues to enhance its effectiveness by

developing the capabilities of its staff and adopting advanced digital tools in the execution of audit tasks, in line with the best professional practices issued by the International Institute of Internal Auditors (IIA), and reflects the Company's commitment to applying the highest standards of governance and transparency.

It is worth mentioning that the Internal Audit Unit includes cadres who are internationally accredited with professional certificates, most notably the Certified Internal Auditor (CIA) Certificate, which enhances the quality and efficiency of the implementation of audit tasks, and consolidates confidence in the results of the Unit's work and its professional independence.

As such, the Internal Audit Unit at Saudi AZM continues to play its vital role as a strategic partner in enhancing governance and raising the efficiency of institutional performance, which contributes to supporting the achievement of the Company's goals and future aspirations in accordance with the highest professional and regulatory standards.

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

The Audit Committee is committed to establishing an appropriate and effective internal control system, which encompasses policies and procedures prepared under the supervision of the Board of Directors to achieve the Company's strategic objectives. Accordingly, an integrated internal control framework is implemented, reviewed, and evaluated annually by the Audit Committee to ensure adequate oversight across the Company. The Company also exerts continuous efforts to strengthen the control environment through the ongoing development and review of policies and procedures to minimize irregularities and to prevent and remedy any deficiencies within the internal control system.

The Audit Committee has placed particular emphasis on high-risk areas by adopting a risk-based audit plan, monitoring the adequacy and effectiveness of control procedures alongside other relevant matters, and supervising the internal and external audit activities conducted during the fiscal year 2024–2025. These efforts are intended to provide reasonable assurance regarding the effectiveness of internal controls and procedures.

Based on the results of evaluating the effectiveness of internal control procedures, together with the continuous assessment of control measures applied by the Company, the Committee is of the view that the Internal controls with the financial control and the Risk Management's environments and framework that are currently in place operate adequately and effectively, and are subject to regular monitoring to ensure necessary improvements are implemented on an ongoing basis. The Company continues its sustained efforts to further enhance and develop its internal control system. It should be noted, however, that no internal control system, regardless of the soundness of its design or the effectiveness of its implementation, can provide absolute assurance of the ability to eliminate all potential risks or threats.

In conclusion, the Audit Committee reaffirms its commitment to supporting the Board of Directors in achieving the primary objectives of the internal control system and underscores the importance of sustaining ongoing efforts to ensure the system's effectiveness in serving the best interests of the Company and its shareholders.

5.11 Compliance with the Corporate Governance Regulations

Saudi AZM ensures its application of the highest standards of corporate governance by setting rules and foundations and adopting policies and controls that contribute to achieving its objectives effectively and efficiently. This comes within a professional framework that ensures continuous oversight, regulates the relationship between stakeholders, and enhances shareholder confidence.

The Company is committed to fully complying with the laws, regulations and decisions issued by the Authorities in the Kingdom of Saudi Arabia, and adopts the basic principles of corporate governance, such as fairness, transparency, and equality. These principles contribute to reducing improper practices, protecting shareholder rights, and ensuring the sustainability and growth of the business.

Applicable and nonapplicable provisions of the Corporate Governance Regulation

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

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

5.11.1 Penalties and Fines:

Measures taken to address and avoid measures imposed on the Company	Signatory of the violation	Reasons for the violation	Penalty/Penalty/Precautionary Measure/Preventive Measure
Conduct monthly matching between the lists of actual employees and the social insurance records to ensure that they are free of any inactive names, and train the human resources team on the statutory procedures related to termination of service and the employer's obligations towards the General Organization for Social Insurance., and an immediate update of the data of employees in the social insurance system upon the termination of the contractual relationship or the employee's departure.	General Organization for Social Insurance	Registration of an employee without a real employment relationship for the whole or part of the period	Fine 32,376.12 ﷲ
Building a monthly follow-up system by adopting a follow-up panel in the systems used daily for the concerned department, and activating notifications and alerts when the date is close to reach the concerned employees.	General Organization for Social Insurance	Violations of Delay in Paying Bills of the General Organization for Social Insurance	Fine 1,510.94 ﷲ

5.11.2 Board Declarations:

The Board of Directors of Saudi AZM acknowledges the following:

- The account records have been prepared correctly.
- The internal control system has been properly established and effectively implemented.
- There is no significant doubt about the Company's ability to continue its activity.
- All information published by the Company, whether directly or indirectly, is accurate and correct statements about material facts or statements of opinion, and are not intended to influence the share price.
- There were no significant events affecting the integrity of the Company's financial position that required disclosure, other than available and public information.
- The consolidated statements of the Company for the fiscal year ending on 30-06-2025 have been prepared in accordance with the standards approved by the Saudi Organization for Certified Public Accountants.
- There is no difference from the accounting standards approved and applied in the Kingdom of Saudi Arabia, during the fiscal year ending on 30/06/2025.
- There are no reservations in the Auditor's report on the annual financial statements during the financial year ended 30/06/2025.
- There is no recommendation from the Board of Directors to change the auditor before the end of the period for which it is appointed during the financial year ended 30-06-2025.
- The Company has not received a request from the Auditor to convene the General Assembly during the year ended 30-06-2025.
- The Company has not received a request from shareholders who own 5% or more of the Company's capital to convene the General Assembly during the year ended 30-06-2025.
- There are no actions that may impede shareholders' voting rights.
- There is no material conflict of interest during the year ended 30/06/2025, other than what has been disclosed.
- There are no transactions other than those mentioned in the body of this report to which the Company is a party and to which there is or has been a direct or indirect material interest of a member of the Board of Directors, members of the Executive Management or any person related to any of them.
- There is no arrangement or agreement whereby a shareholder, board member, member of the executive management or employees of the Company waives their right to profits.
- No convertible debt instruments and any contractual securities, rights memos or rights have been issued or granted by the Company during the financial year ended 30-06-2025.
- No transfer or subscription rights under convertible debt instruments, cash securities, rights memoranda or similar rights have been issued or granted by the Company during the financial year ended 30-06-2025.
- No refunds, purchases or cancellations were made by the Company for any redeemable debt instruments during the financial year ended 30-06-2025.
- The Company has not received any notification of voting rights of the Class of Shares belonging to persons (other than members of the Board of Directors of the Company, senior executives and their relatives) under Article Eighty-Five of the Rules of the Offering of Securities and Continuing Obligations, and any change in those rights during the financial year 2025.
- There is no penalty, penalty or reserve restriction imposed on the Company by the Capital Market Authority or any supervisory, regulatory, or judicial body other than what is stated in this report.
- There were no recommendations from the Audit Committee that contradicted the Board's decisions, or any recommendations that the Board refused to adopt.
- The Company has not provided loans or credit facilities to any of the Board of Directors and members of the Executive Management
- The Company did not receive any feedback from shareholders during the financial year ended 30-06-2025.

06

Financial report

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We continue to move forward with confidence, to create a sustainable impact... With unrelenting determination, we are shaping the future.

6.1 CFO's Message



Muath Abdulrahman Mansour
CFO

Dear Esteemed
Shareholders,

From Nomu to TASI: A
Transition Reflecting
Maturity and Readiness

AZM's transition from the Parallel Market (Nomu) to the Main Market (TASI) in 2025 represents a qualitative step that reflects the Company's maturity and readiness to meet the highest standards of governance, transparency, and disclosure. At the same time, it demonstrates the strength of its financial position and the resilience of its business model. This transformation was a strategic milestone that confirms the solid foundation from which the Company emerged and underscores shareholders' confidence in its ability to sustain growth.

Financial Performance
Reinforcing Confidence

This year, AZM delivered robust financial performance: revenues grew by 16.3%, and net profits increased by 30% compared to the previous year. Profit margins also improved significantly, with gross profit margin rising from 26.6% to 29% and net profit margin from 13.9% to 15.5%. These results reflect the efficiency of financial management and the quality of strategic planning and execution.

Net profit attributable to the Company's shareholders

increased from 27.9 million ﷲ to 37.4 million ﷲ, driving basic earnings per share up by 36.2% from 0.47 ﷲ to 0.64 ﷲ. Which reinforces shareholders' confidence in the strength of financial performance and the sustainability of future growth.

Solid Financial Position and
Flexible Capital Structure

AZM's financial position has strengthened compared to the previous year, driven by increased investments and improved collection rates. Total assets reached 345.3 million ﷲ. Cash and cash equivalents rose to 18.6 million ﷲ, with approximately 77 million ﷲ of surplus liquidity allocated to investments in mutual funds and sukuk to enhance returns and diversify investments. With revenue growth, trade receivables rose to 20.3 million ﷲ, while contract assets declined, reflecting improved invoicing and collections.

On the liabilities side, total liabilities increased by 52.5 million ﷲ, mainly due to higher contract liabilities linked to advance payments for future services. Loans, however, fell to less than half after repayment of a significant portion of existing facilities, reducing leverage (debt ratio) from 20.3% to 6%. This highlights the Company's financial strength and reduced reliance on external financing. Shareholders' equity rose to 142.6 million ﷲ (a 55.8% increase), driven by retained earnings and share-

based payment reserves.

Efficiency in Cash Flows and
Working Capital

Operating cash flow rose sharply to 108.9 million ﷲ compared to 1.6 million ﷲ in the previous year, supported by improved collections and disciplined working capital management. This allowed the Company to strengthen cash reserves, reduce debt, and allocate part of the liquidity toward investments. Nearly 77 million ﷲ was invested in mutual funds and sukuk. AZM views every riyal as a resource to be wisely invested—either to reinforce the Company's financial position or to redirect into high-return growth opportunities.

Investment in Talent and
Strategic Expansion

Believing that human capital is the cornerstone of sustainable growth, AZM gave strong focus to developing employee skills, attracting new talent, and investing in training, development, and capacity-building programs. The Company also continued to pursue strategic initiatives to enhance the performance of subsidiaries and affiliates, while expanding into innovative fields such as advanced technologies and artificial intelligence—diversifying income sources and creating continuous value for shareholders.

A Promising Start Towards
a Sustainable Future

AZM steps into the next stage with confidence, supported by financial strength, liquidity, and low debt levels, enabling it to meet challenges and capture opportunities. The coming phase is expected to be full of innovation and expansion opportunities aligned with Saudi Vision 2030, reinforcing AZM's role as an active partner in shaping the future of the digital economy.

In conclusion, I extend my heartfelt thanks to our esteemed shareholders for their continued trust, and to our valued clients for their partnership, and to all Company teams for their dedication and efforts, which remains to be the cornerstone of our success. With God's will, we will continue advancing toward greater achievements and broader aspirations.

With sincere regards,
Chief Financial Officer

6.2FinancialPerformanceOverviewFinancialPerformance
for 2025

Revenues

2025 | **253,158,857 ٬**
2024 | 217,638,378 ٬

^ 16.32%

Total Profit

2025 | **73,407,818 ٬**
2024 | 57,822,217 ٬

^ 26.95%

Profit before depreciation, amortization, interest, zakat and taxes

2025 | **47,985,002 ٬**
2024 | 37,340,203 ٬

^ 28.51%

Operating profit

2025 | **32,282,909 ٬**
2024 | 27,677,021 ٬

^ 16.64%

Net Profit

2025 | **39,219,427 ٬**
2024 | 30,162,503 ٬

^ 30.03%

Total Comprehensive income

2025 | **40,089,155 ٬**
2024 | 30,736,789 ٬

^ 30.43%

Total Assets

2025 | **345,258,835 ٬**
2024 | 241,667,888 ٬

^ 42.87%

Total Liabilities

2025 | **202,610,521 ٬**
2024 | 150,120,858 ٬

^ 26.95%

Earnings per share

2025 | **0.64 ٬**
2024 | 0.47 ٬

^ 36.17%

Leverage Ratio

2025 | **%5.98**
2024 | %20.30

^ 70.54%

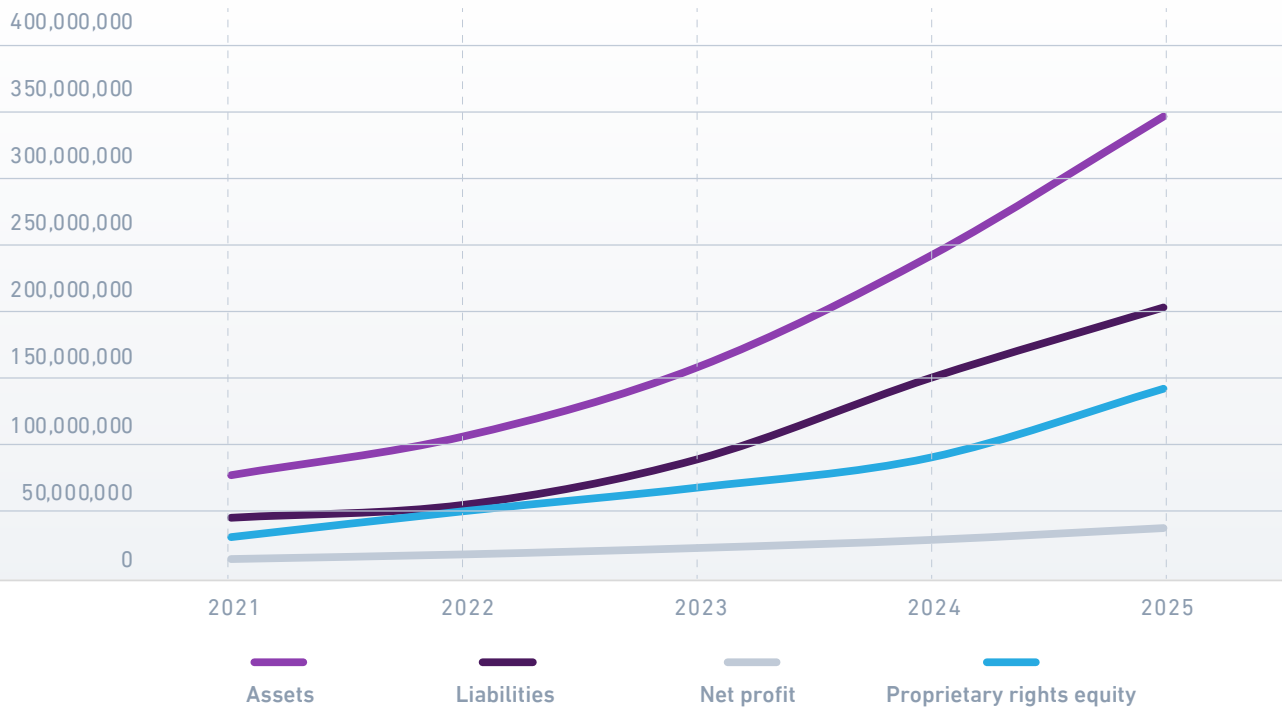
Equity attributable to equity holders of the Company

2025 | **140,820,032 ٬**
2024 | 88,444,398 ٬

^ 30.03%

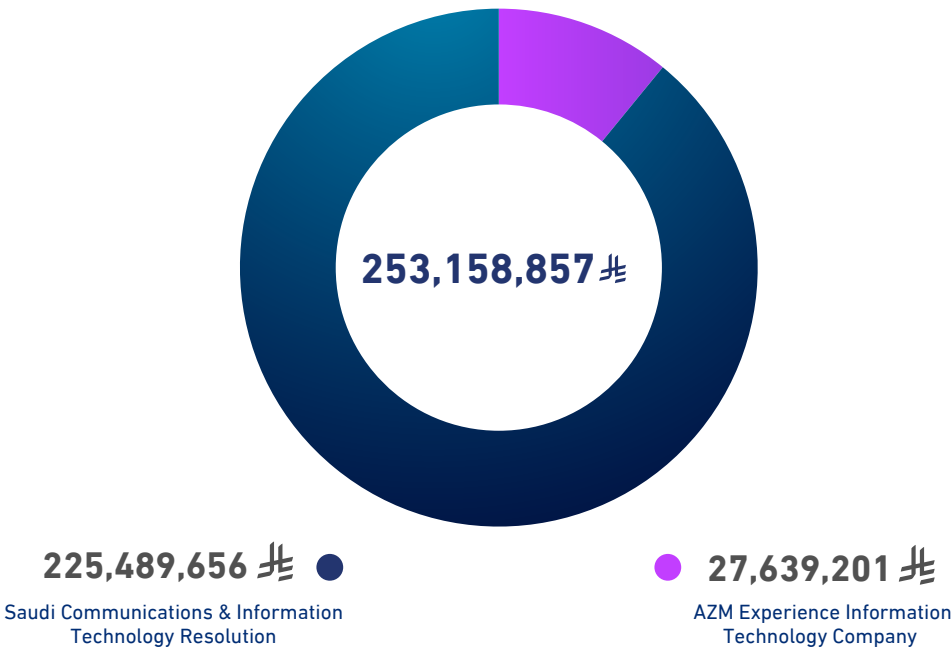
6.3 A Glimpse of the Company’s Assets, Liabilities and Business Results in the Last Five Years

	2021	2022	2023	2024	2025
Assets	78,656,942	107,596,469	158,859,284	241,667,888	345,258,835
Liabilities	46,102,624	55,776,030	89,577,962	150,120,858	202,610,521
Net Profit	15,536,093	19,094,545	23,967,369	30,162,543	39,233,856
Proprietary rights equity	32,554,318	51,820,439	69,281,322	91,547,030	142,648,314



6.4 Geographical analysis of the total revenues of the Company and its subsidiaries

After eliminating intercompany transactions



6.5 Loans of the Company and its Subsidiaries

The following table shows all the Company-based loans:

Beneficiary	Donor	Loan Type	Loan Amount	Loan Date	Due date	Payment	Balance
Saudi AZM Company for Communications and Information Technology	Social Development Bank	financing	8,500,000	2023/05/30	28/02/2025	8,500,000	-
Saudi AZM Company for Communications and Information Technology	Banque Saudi Fransi	financing	5,203,373	2024/10/17	28/02/2025	5,203,373	-
Saudi AZM Company for Communications and Information Technology	Banque Saudi Fransi	financing	5,189,868	2025/06/01	2025/12/01	-	5,189,868

6.6 Accounting Standards

There was no discrepancy from the accounting standards approved by the Saudi Organization for Auditors and Accountants for the annual financial statements for the fiscal year ended June 30, 2025..

6.7 Report of the Auditor on the Annual Financial Statements:

The auditor’s report on the annual financial statements for the financial year ended 30 June 2025 did not include any reservations to the financial statements.

6.8 Conclusion

At the conclusion of this report, Saudi AZM's Board of Directors affirms that our commitment is not limited to achieving short-term goals, but extends towards building a sustainable national digital ecosystem that contributes to shaping a more efficient and innovative future.

The past year has been a milestone in our journey, as we have witnessed balanced growth driven by effective partnerships, the expansion of digital solutions, and the investment of qualified national talent. We believe that the challenges facing the markets today open real prospects for redefining value, shaping a digital future that meets the aspirations of the nation, and consolidates Saudi AZM as an empowering partner in the process of economic transformation.

The Board would like to thank all of our partners in success: Clients, Shareholders, Government and private entities, and especially to the teams at AZM who are behind each achievement and form the backbone of our journey.

We continue to move forward with confidence, to create a sustainable impact... With unrelenting determination, we are shaping the future.





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