



دلة الصحة
Dallah Health

2023

Annual Report

1444 | 1445

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud



His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz Al Saud
Crown Prince and Prime Minister



Speech of the Chairman of the Board of Directors



Eng. Tariq bin Othman Al-Qasabi
Chairman of Board of Directors



We will continue to develop and innovate the services provided in our hospitals with medical quality and high safety for our patients



Dear Shareholders and Partners

Dallah Healthcare has continued to implement its strategy to enhance operational capabilities through acquisitions and diversify its medical services at a steady pace, aiming to bolster growth and solidify its position in the Saudi health services market. This has been achieved through the operational excellence of its hospitals, effective financial management, and innovation in services provided, guided by the best practices of professional transparency in governance. In addition to our commitment to improving the high quality and safety of health services, which has earned the trust of patients, the past year has been filled with successes and achievements across various fronts.

Implementing an Effective Acquisition and Expansion Strategy:

Aligned with our strategic plan to expand healthcare services provision and cater to diverse segments of society, the company has undertaken expansions at its current hospitals. This includes the enlargement of Dallah Al Nakheel Hospital and Dallah Clinics in the Al Arid neighborhood, alongside increasing the operational capacity of Dallah Hospital by approximately 100 beds, adding an outpatient clinic building, and establishing a rehabilitation center. Additionally, the first phase of expanding and enhancing the Makkah Medical Center Hospital has been completed, increasing the clinical capacity of the Kingdom Hospital, and

augmenting the number of clinics. Furthermore, home care services have been extended to Dallah Healthcare Company clients in Riyadh, contributing to a significant increase in patient numbers, surpassing two and a half million visitors.

Success in Implementing the Company's Strategy:

In response to the growing demand for health services and in alignment with our 2021 strategy, the company has made significant progress in enhancing the patient experience. This includes digitizing patient records, improving data accessibility, and enhancing clinical decision-making processes. Notably, 12 medical centers at Dallah Al Nakheel Hospital have been recognized with the Certificate of Excellence by SRC. Moreover, the emergency department received the award for the best innovative emergency department in 2023, and our CEO was honored as the best CEO in the health services sector in the Kingdom of Saudi Arabia.

Continued Development and Innovation:

We remain dedicated to providing comprehensive and safe healthcare services in our hospitals, while continuously innovating new services based on innovation and medical efficiency. Concurrently, we are committed to developing our human capital through specialized training programs. To date, we have successfully trained more than 35 of the company's leadership cadres, obtaining various certificates from the European Institute of Business Administration, and have implemented over 79 training programs benefiting more than 1,600 male and female employees, equipping them with the latest methods of health services management.

Acknowledgment:

We express our gratitude to Almighty God for the apparent and hidden blessings bestowed upon us, and extend our highest thanks and appreciation to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, may God protect him, and his trustworthy Crown Prince, His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Prime Minister. We also extend our gratitude to our visionary government for their continuous support to the health sector and their commitment to providing the best health services to the population of the Kingdom of Saudi Arabia, citizens, and residents.

In addition, we extend our thanks and appreciation to our fellow members of the Board of Directors, and all members of the Dallah Health family for their continuous efforts to provide the best health services, which constitute a major success story. Their dedication to upholding the best quality and safety standards for patients, and their commitment to excellence, has been paramount. Finally, we extend our gratitude to the visitors of our hospitals and their families, who have entrusted us to provide reliable health services according to international quality standards.



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Executive Summary

01

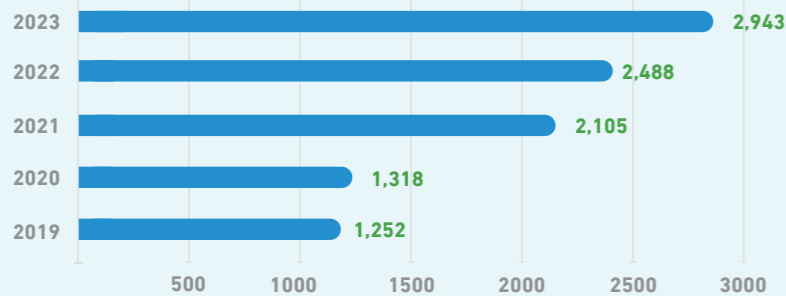
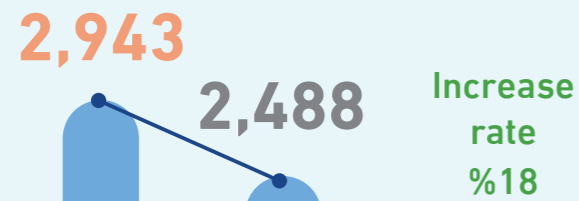




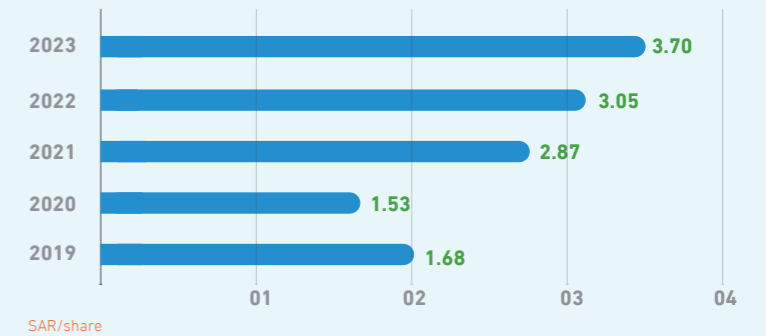
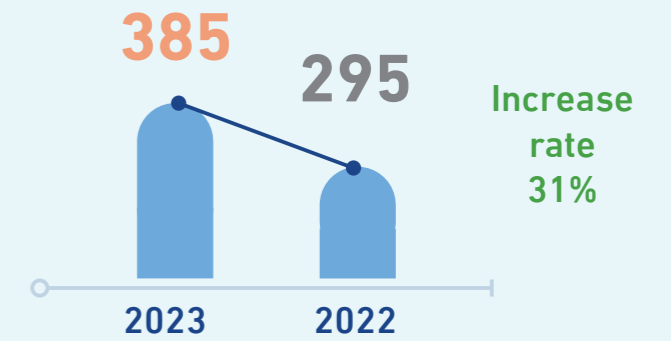
Stock Performance index of Dallah Healthcare



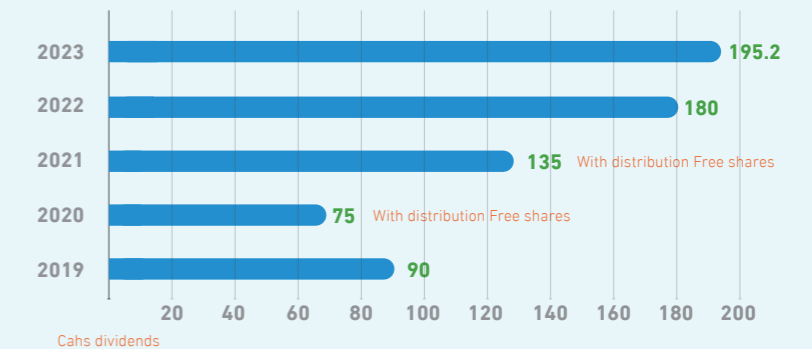
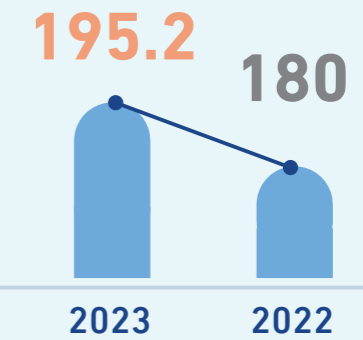
Revenues (million riyals)



Profits (million riyals)



Dividends (million riyals)



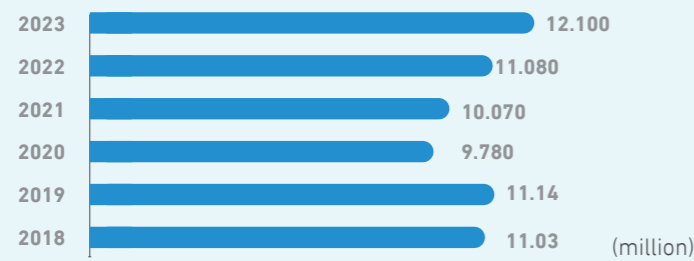
Drivers of Demand for Health Care Services



(4-1) General Indicators of The Health Sector in The Kingdom:

The number of people covered by the cooperative health insurance system increased from 11.03 million insured persons in 2018 to approximately 12.1 million insured persons in 2023, with a compound annual growth rate of approximately 1.9%. Thus, 32.5% of the Kingdom's total population of 32.18 million people have been included under the umbrella of cooperative health insurance.

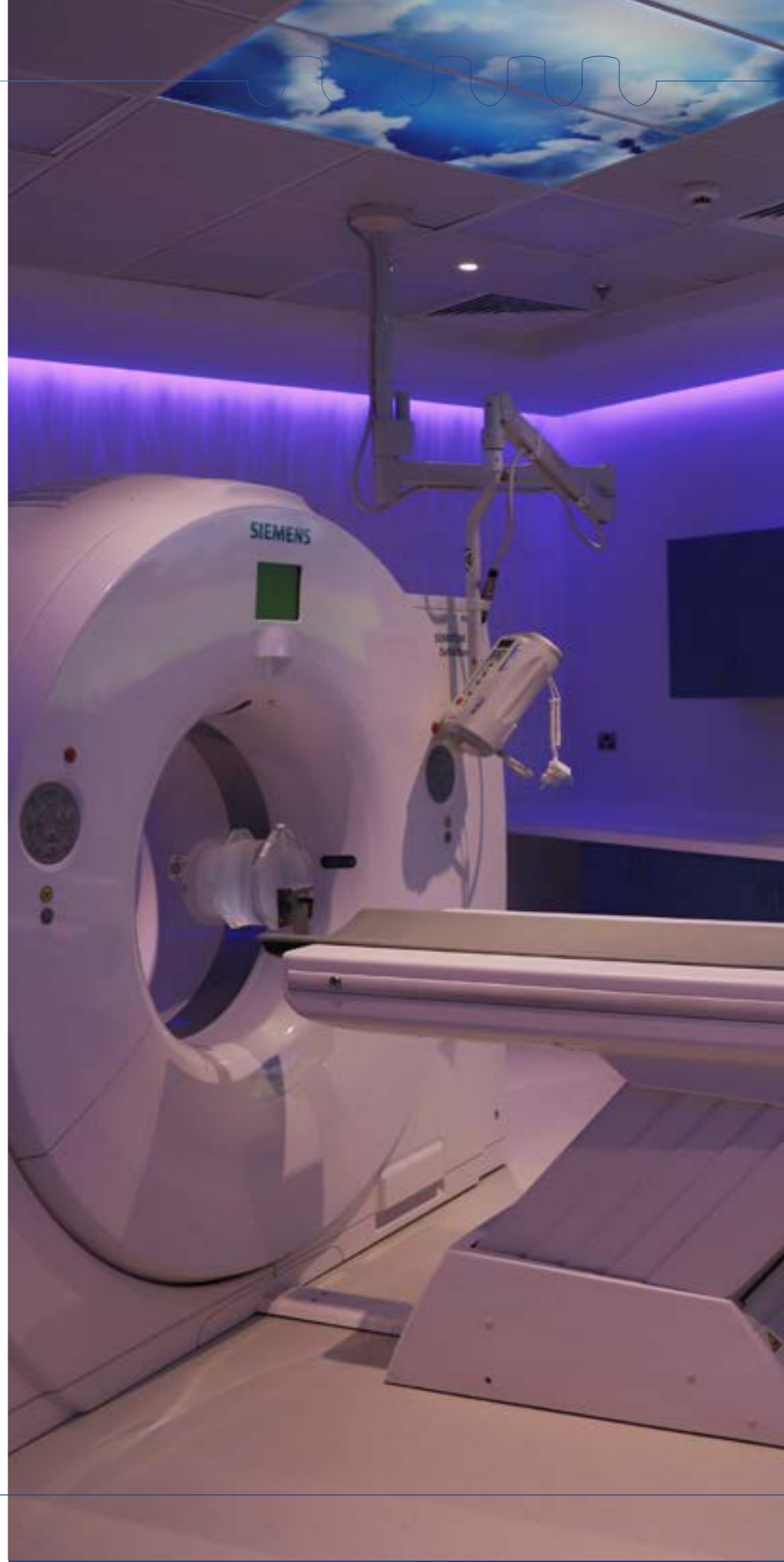
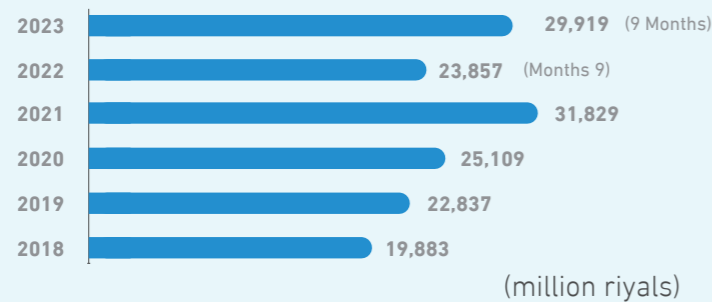
Number of the insured During the period (2018-2023)



The number of Saudis (employees and dependents) covered by the cooperative health insurance system during 2023 was about 4.2 million insured persons, equivalent to 34.7% of the total number of those covered by the system (Saudis and non-Saudis).

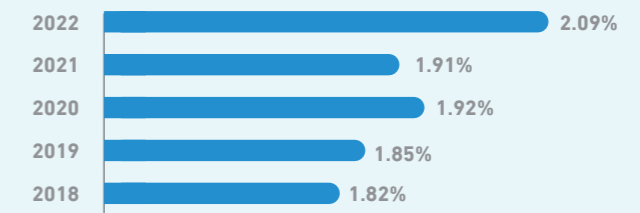
Total subscribed health insurance premiums increased from 19.88 billion Riyals during 2018, to about 31.83 billion Riyals during 2022, with an annual growth rate of about 12.5%. It should be noted that health insurance premiums subscribed during three quarters of 2023 compared to the same period in 2022 have increased significantly by 25%. Approximately, it amounted to 29,919 million Riyals, compared to 23,857 million Riyals.

Development in the health insurance market size During the period (2018-2023)



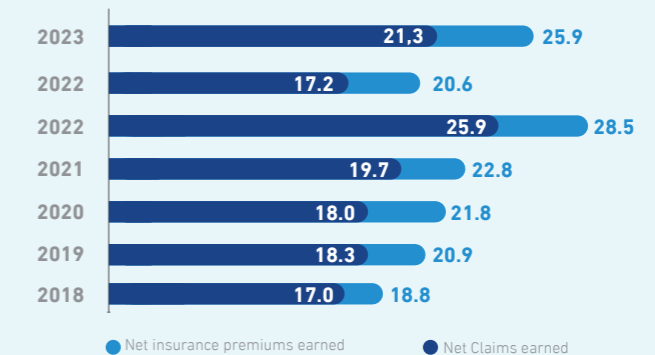
The ratio of total subscribed health insurance premiums to non-oil GDP, which is known as the depth of insurance, increased from 1.82% in 2018 to about 2.09% in 2023, at an annual growth rate of 3.5%.

The contribution of health insurance sector to the non-oil GDP during the period (2018-2022)



The net claims paid by health insurance companies increased from 17 billion Riyals in 2018 to about 24.2 billion Riyals during 2022, at an annual growth rate of approximately 9%, and the net claims incurred during three quarters of the year 2023 amounted to about 21.3 billion Riyals, compared to 17.2 billion Riyals during the same period in 2022, with a growth rate of 23.8%.

Insurance premiums earned and claims incurred during the period (2016 - 2023) (billion riyals)



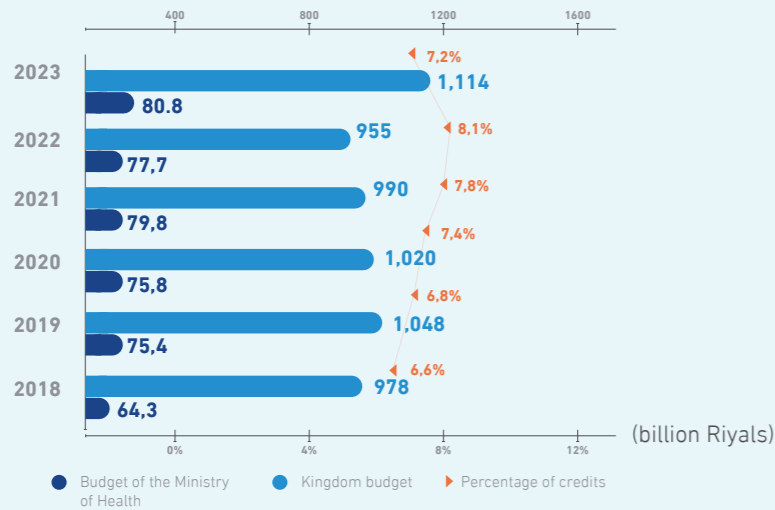
The Reality of The Health Sector in The Kingdom



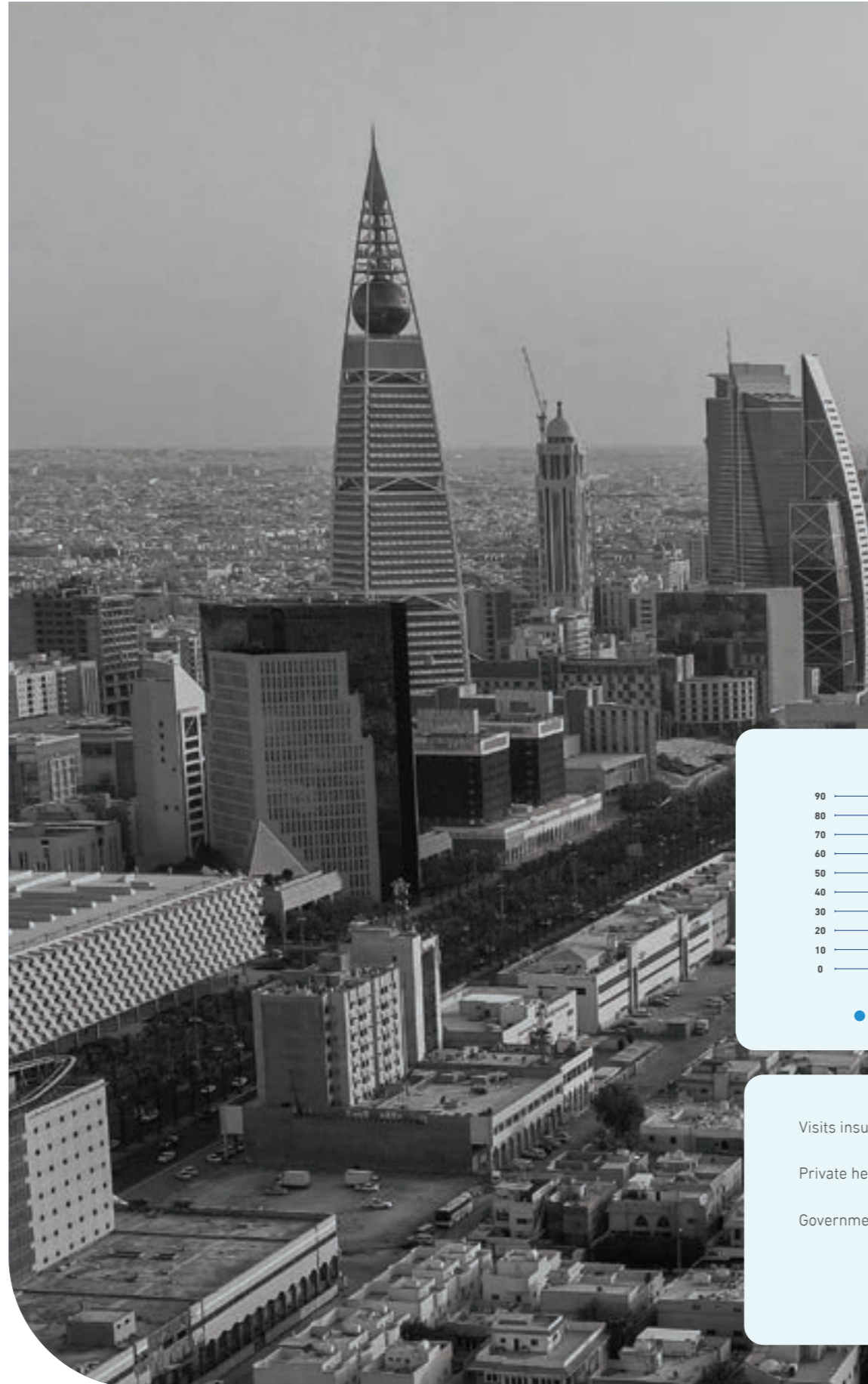
(4-2) Spending on The Health Sector:

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

Development in the ratio of financial appropriations to the Ministry of Health in relation to the total state budget (2018-2023)



Source: Ministry of Health - MOH budget



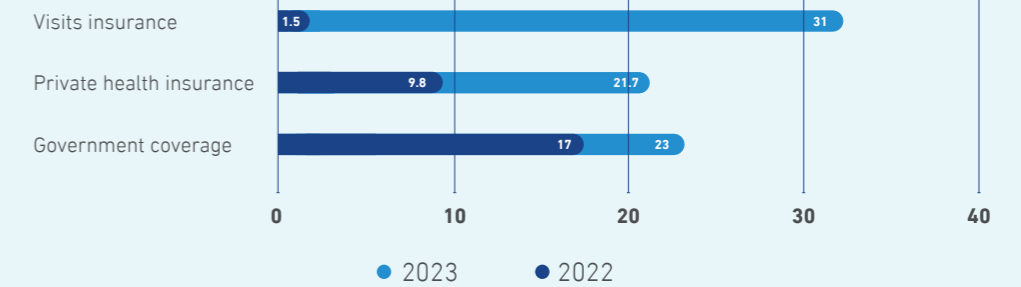
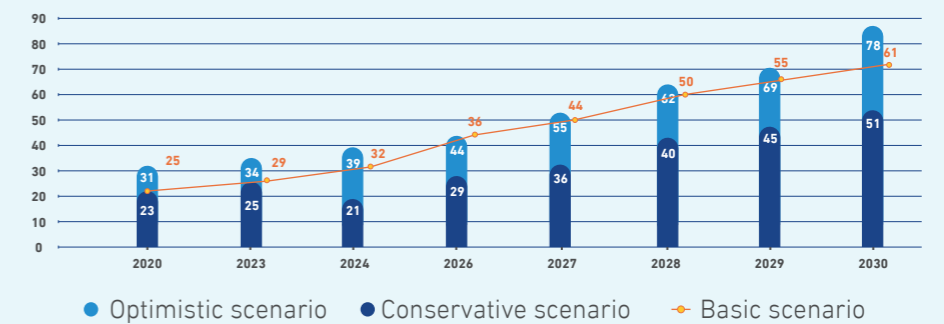
(4-3) Expectations and goals of the insurance market :

It is expected that written premiums for health insurance will rise from 22 billion Riyals during 2021 to about 61 billion Riyals by the end of 2030, at an annual growth rate of 14%.

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

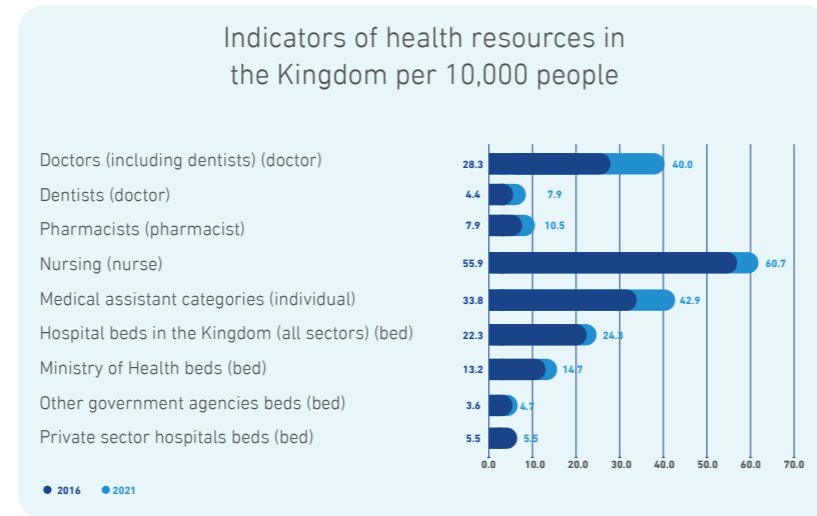
- » Increasing the number of beneficiaries of the cooperative health insurance system from 9.8 million people to 21.7 million people, at an annual growth rate of 8%.
- » Reducing the number of beneficiaries of government coverage from 23 million people to 17 million people.
- » Increasing the number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

Health insurance market growth expectations (2022: 2030)



(4-4) Indicators of Health Resources in The Kingdom in all Sectors:

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

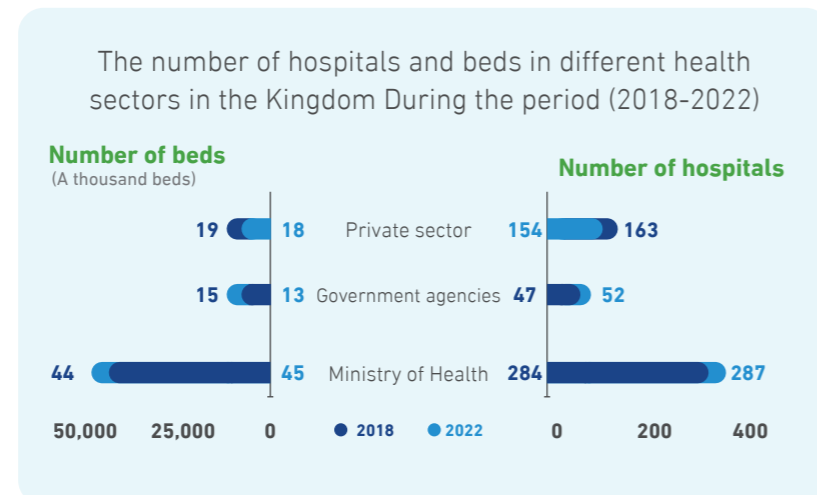


Source: Ministry of Health - Statistics book

(4-5) Development In The Number Of Hospitals and Beds in Various Health Sectors:

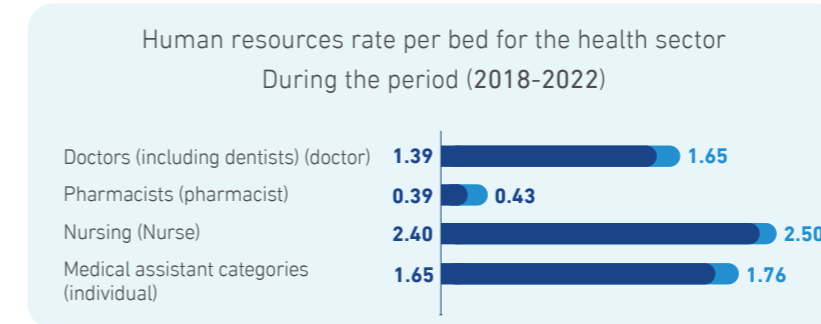
The health care system in the Kingdom depends primarily on the health care services provided by the Ministry of Health, as the ratio of the number of beds in the Ministry of Health hospitals to the total number of beds in all sectors reached approximately 58% during 2022

The percentage of beds in hospitals affiliated with the private sector (relative to the total beds in all sectors) was about 22.7% during 2022, with a slight decrease of 2.4% compared to 2018.



(4-6) Development of Human Resources in all Health Sectors:

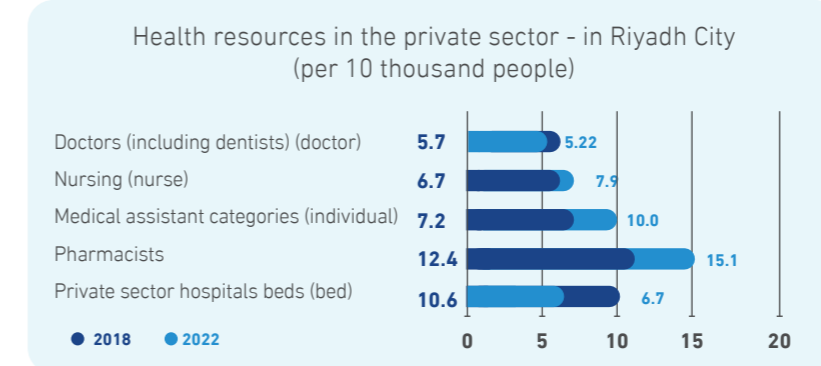
The increase in the number of beds in the Kingdom in all its sectors has been accompanied by an increase in the number of workers on these beds over the past years. This reflects the general trend towards improving the service provided to patients, and the following figure shows the development in the rate of human resources per bed in all health sectors in the Kingdom during the period from 2018-2022.



(6-7) Health Resources in The Private Sector:

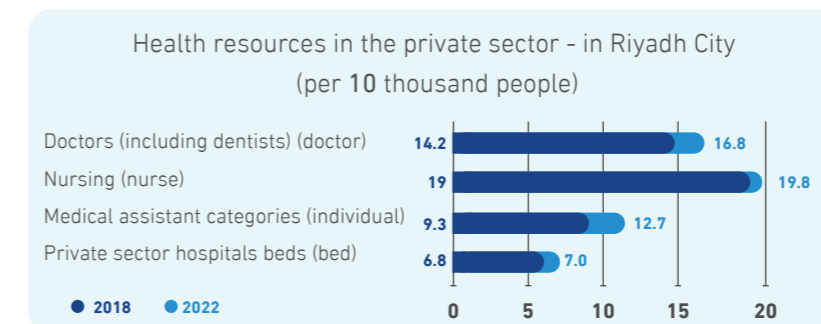
(4-8-1) Kingdom-wide:

The number of beds per ten thousand people decreased from 5.7 beds in 2018 to 5.2 beds in 2022.



(2-8-4) At The Riyadh Region Level:

The health resources of the private sector in the Riyadh region increased significantly from 2018 until 2022, in terms of the number of beds, doctors, medical assistants, and nurses, as a result of increased interest in the health sector and increased demand.



Source: Ministry of Health - Statistics book



Detailed Report

02





Sustainable Growth

In 1995, Dallah Healthcare was established as a company specializing in providing and operating healthcare programs. Its work in this field includes the sectors of hospitals, pharmacy, management and operation, and the provision of world-class medical services, in addition to medical research and investment in the medical care industry, to support a healthy lifestyle.

The company's distinguished journey of success culminated in its listing as a Public Joint Stock Company on the Saudi Exchange in December 2012.

The company's objectives are to operate, manage, and maintain health facilities and centers, wholesale and retail trade in medicines, machines, medical and surgical devices, prosthetics, devices for the disabled, and hospital devices, and manufacture medicines, pharmaceutical, herbal and health preparations, cosmetics, detergents, disinfectants and packaging in the Kingdom of Saudi Arabia.

Today, Dallah Healthcare includes six eminent health care facilities, serving more than 2.5 million visitors annually across the Kingdom, through 1300 beds, 500 outpatient clinics, and more than 5000 employees, including about a thousand expert doctors, in an effort to provide the highest standards of health care in the Kingdom.





Stations in the Journey of Dallah Healthcare

1987

Work has begun in Dallah Al Nakheel Hospital in Riyadh, with a capacity of 273 beds.

1995

Opening of Dallah Health Company.

2002

Opening of Dallah Pharma factory.

2007

Opening of the Obstetrics and Gynecology Hospital with a capacity of 78 beds.

2009

Dallah Children's Hospital opens with a capacity of 85 beds.

2012

Listing Dallah Healthcare Company as a public joint stock company.

2014

- Opening of Afyaa Al Nakheel Company.
- Dallah Health buys 0.4% of the Jordanian Pharmaceutical Company.
- Dallah Healthcare buys a 31.2% stake in the capital of Dr. Mohammed Rashid Al Faqih Company.

2015

Opening of northern clinics.

2018

Opening of Dallah Namar Hospital.

2019

Purchasing shares in Meras Medical Holding Company and strengthening the partnership through the MEFIC Fund with a total ownership percentage of 35.3%.

2020

- Expanding Dallah Health's ownership of Makkah Medical Center to 90.9%.
- Dallah Health owns 58.6% of Care Shield Holding Company (the parent company of Kingdom Hospital).
- Opening of the western expansion building in Dallah Al Nakheel.

2022

Dallah Healthcare opens Dallah clinics and launches work on Dallah Home Care.

2023

- Dallah Healthcare buys 27.2% of the shares of the International Medical Center Company in Jeddah.
- Opening of Riaya Dallah (pharmacy activities).

The Company's Business Sectors



مستشفيات دلة
Dallah Hospitals

Hospitals

1987 formed the first nucleus of the company's business chain, when Dallah Al Nakheel Hospital was established in Riyadh City, making it one of the largest hospitals in the Kingdom at that time with a capacity of 273 beds.

In 2007, Dallah Hospital - Maternity was opened, with a capacity of 78 beds. Six years later, in 2013, Dallah Hospital for children was opened with a capacity of 85 beds. The Northern Clinics building was opened in 2015.

In 2018, the company sensed a growing community need for elite health care, so it established Dallah Namar Hospital, southwest of Riyadh, on an area of 119,000 square meters, which includes an inpatient building with a capacity of 300 beds, and a special building for outpatient clinics.

In 2020, the western expansion building of the Dallah Al Nakheel was opened with a capacity of 150 beds, making Dallah Al Nakheel Hospital an integrated medical city with a capacity of 736 beds.

The company was keen to attract the most professional medical and specialized personnel, to maintain its leadership in the field of health care in the Kingdom, and to achieve the best possible clinical results.



36

years of leadership
and integration



مستشفيات دلة
Dallah Hospitals

Hospital Services:

Dallah Hospitals are committed, according to their mission, to providing medical services efficiently and professionally to meet the expectations and needs of patients, the community, and partners. Their extensive experience spanning over three decades has enabled them to provide care to hundreds of thousands of patients, adhering to the highest healthcare standards. This includes the efficiency of both administrative and medical operations, exemplified by the staff's interaction with patients and their families, and their dedication to performing their duties with integrity and proficiency. This commitment is further supported by the use of data analysis to achieve the best results in providing safe and reliable services, and by the implementation of the latest digital technologies to deliver high-quality medical care. Dallah Hospitals strive to remain the preferred destination for healthcare, ensuring patient satisfaction and achieving optimal clinical outcomes by relying on top specialist physicians and highly skilled staff.



Dallah Al Nakheel Service:

- Dermatology and Cosmetic Center
- Ear, Nose and Throat Center
- Internal Diseases Center
- Obstetrics and Gynecology Hospital
- Assisted Reproduction Center
- Children's Hospital
- Eye Diseases and Surgery Center
- Plastic Surgery Center
- Open specialized clinics
- Emergency Center - Psychiatric Center
- Thoracic Diseases and Surgery Center
- Tiba Neurosurgery Center
- Urology Center - General Surgery Center
- Kidney Diseases Center
- Physiotherapy Center
- Digestive Diseases and Endoscopy Center
- Obesity Surgery Center
- Vascular Surgery Center
- Breast Diseases and Surgery Center
- Day Operations Center
- Oncology Treatment Center
- Non-surgical Joint Pain Treatment Center.

Dallah Namar Services:

- Department of Dentistry
- Department of Obstetrics and Gynecology
- Department of Pediatrics
- Department of Dermatology and Cosmetics
- Department of Diabetes and Endocrinology
- Department of Nephrology and Dialysis
- Department of Cardiology and Cardiac Catheterization
- Orthopedics department
- Ophthalmology department
- Urology department
- Ear, Nose and Throat department
- General Surgery department
- Physical Therapy department
- Emergency Department
- Internal Medicine department
- Neurology department
- Respiratory Diseases department
- Nutrition department
- Psychiatry department
- Joint Diseases and Rheumatology department
- Neurosurgery department
- Digestive System and Endoscopy department.



دلتة للرعاية المنزلية
Dallah Home Care

Home Care:

At Dallah Hospitals, we realize that family atmospheres contribute greatly to recovery from many diseases, just as they also contribute to accelerating recovery after surgeries, injuries, or others.

Hence, Dallah Hospitals provide home care services to meet the patient's needs and expectations of integrated health care. Home care services include:

• Doctor Visit:

Dallah provides a team of professional doctors who provide home care, which includes home examination, providing health advice and guidance, as well as preparing an integrated treatment plan, including monitoring the patient's condition.

• Nursing:

Dallah's nursing team includes highly qualified nurses who can provide a variety of nursing procedures, 24/7. Home nursing services include:
Follow-up of chronic diseases - post-operative care
- care of wounds, clinical ulcers and diabetic foot
- urinary catheters, their installation, replacement and removal - endotracheal breathing tube care - oxygen care - enteral feeding tube care, installation, replacement and removal - palliative care - health follow-up for the elderly - Home ECG.

• Laboratory Services:

It includes collecting samples for all types of analyses, and displaying the results via Dallah application.

• Vaccines

Providing vaccine and immunization services for various age groups, with the aim of strengthening their immunity.



• Physical Therapy:

Providing a physical therapist to examine and diagnose the condition, and then develop a comprehensive health rehabilitation plan, including modern devices and techniques, to help the patient regain his balance and health and live his life normally.

• Dialysis:

Dallah provides home dialysis service, with the aim of providing privacy and comfort to the patient, and to continue his treatment outside the center, under the supervision of specialized medical staff, and using high-quality equipment.

• X-rays:

Dallah provides at-home diagnostic radiology services, which include: X-rays - ultrasound rays.

• Mother and Child Care:

It is an integrated care plan, which includes:
Visiting a specialist doctor to monitor the pregnancy - laboratory tests - ultrasound scans
- nursing services - providing health advice and awareness - fetal growth measurements - physical therapy sessions.

• Health Attendant:

It includes providing a qualified resident nurse with high experience and competence, to provide the necessary health care services as needed, under the supervision of Dallah's medical team.



Enaya Dallah (clinics): عيادات دلة Dallah Clinics

Dallah is keen to continue providing comprehensive and safe health care services, through its network of specialized clinics spread across various regions of the Kingdom, and through its qualified medical staff, to achieve its vision of being a leader in the field of primary health care in the private sector in the Kingdom of Saudi Arabia.

Dallah clinics include a range of specialties, including:

Pediatric Clinics:

It specializes in pediatrics and neonatology, to diagnose and treat all diseases that children and newborns may be exposed to.

Obstetrics and Gynecology Clinics:

They provides various health and therapeutic services that women need, starting with menstrual disorders, through to genital and uterine infections, and diagnosing and treating cases of infertility and delayed pregnancy, all the way to pregnancy follow-up and health awareness during pregnancy.

Internal Medicine Clinics:

It includes a specialized team to provide diagnosis and treatment for various internal diseases, such as digestive system diseases, endocrine diseases, diabetes, cardiovascular diseases, blood pressure, as well as liver and chest diseases.

Orthopedic Clinics:

It includes an elite group of specialists and consultants to treat all bone diseases, such as fractures, deformities, spinal pain and herniated disc, as well as bacterial and immunological joint infections, and joint osteoarthritis. In addition to treating tendons, muscles, sports injuries, and treating children's bone diseases.

Dental Clinics:

They deal with dental and gum diseases for all ages and various conditions, such as extractions, root canal treatment, therapeutic and cosmetic fillings, as well as cleaning and prosthetics.

Eye Clinics:

The clinics provide a specialized medical team, in addition to the best approved and reliable techniques in treating eye and eyelid diseases. The clinics treat cases of inflammation, infection, allergies, cataracts, retinal and optic nerve diseases, corneal diseases, and examination of strabismus, glaucoma, and color blindness, in addition to optometry and contact lenses.

X-rays:

The team of doctors and technicians in the Radiology Department provides X-ray services, non-dye CT scans, ultrasounds, and Doppler scans of the veins and arteries, in addition to ultrasound scans to monitor pregnancy.

Laboratory:

The laboratory is equipped with cutting-edge technologies, as well as specialized doctors and technicians to provide a wide range of tests, which include various types of blood tests, urine and stool tests, all vitamin tests, complete fat tests, as well as cumulative diabetes, kidney and liver functions, thyroid functions, and also stomach and respiratory bacteria, semen and testosterone analyses, and pregnancy analysis.

Emergency:

The Emergency department operates 24/7, and provides emergency services for adults and children, in addition to receiving emergency cases in various specialties.

عيادات دلة
Dallah Clinics

Dallah Pharma:

Dallah Pharma Company and Factory were established in 2002 with the aim of distributing pharmaceutical, herbal and cosmetic preparations to pharmacies, hospitals, government agencies and centers concerned with health and beauty. It is a wholly owned subsidiary of Dallah Healthcare Company directly. Dallah Pharma has exclusive distribution rights in the Kingdom of Saudi Arabia for 40 pharmaceutical products, 15 nutritional products from several international companies, and 70 medical devices and supplies.

The company was able to build a reliable brand in the fields of pharmaceutical manufacturing, medical devices and nutritional supplements. Dallah Pharma works on manufacturing medicines and herbal and pharmaceutical preparations in the Dallah Pharma factory in the Western Region, which obtained the license to produce about 40 pharmaceutical, health and cosmetic products and sterilizers, to be marketed throughout the Kingdom, with the possibility of opening other international markets.

**Afyaa Al Nakheel:**

Dallah Healthcare, through Afyaa Al Nakheel Company, which was established in 2014, began providing operation and maintenance services for health-care facilities, with the aim of helping health service providers comply with standards and legislative requirements, and developing the culture

and systems of occupational health and safety, in addition to helping to identify and evaluate risks. This sector currently provides its services mainly to Dallah Hospitals Group.

**Investments:**

Dallah Healthcare Company's investments have diversified in more than one field, and perhaps the most important of them is its investments in the field of health and care, where it was keen to expand its network to cover Riyadh City, Makkah region, and at the regional level as well. Its investments included:

International Medical Center:

The International Medical Center Company (closed joint stock) was established in the Kingdom of Saudi Arabia under Commercial Registration No. 4030143596 issued on Rabi' Thani 29, 1424 AH, corresponding to June 30, 2003. The company's main activity is the medical operation of hospitals, and Dallah Company invests 28.17% of this company's capital.

**Meras Medical Holding Company:**

Meras Medical Holding Company (closed joint stock) was established in the Kingdom of Saudi Arabia under Commercial Registration No. 1010573050 issued on Shaaban 8, 1440 AH, corresponding to April 13, 2019. The company's main activity is managing its subsidiaries or participating in the management of other companies in which it invests and provides the necessary support to them. Dallah Healthcare invests 17% of this company's capital.

**Dr. Mohammad Alfagih Hospital:**

Dr. Mohammad Rashid Al Fagih and Partners Company (closed joint stock company) was established in the Kingdom of Saudi Arabia under Commercial Registration No. 1010396225 issued on 25 Muharram 1435 AH. Its main activity is managing its affiliated hospitals. Dallah Healthcare invests 31.21% of this company's capital.

**Jordanian Pharmaceutical Manufacturing Company:**

A Jordanian public joint stock company registered with Commercial Registry No. 141237404, dated 01/27/2004, headquartered in Amman, Jordan. Its total capital is (20) million Jordanian dinars, divided into (20) million shares with a nominal value of (1) Jordanian dinar for each share. Dallah Healthcare owns 0.4% of the capital. The company manufactures pharmaceutical products, cosmetics and medical supplies. Its products are also sold by Dallah Pharma.





MEFIC Private Equity Opportunities Fund (Fund 3):

A private equity fund, a private placement fund (closed-end) established and managed by an agreement between the Middle East Financial Investment Company - MEFIC Capital (the fund manager) and the investors in the fund (unit holders).

The fund's investment objective is to achieve a high return on capital in the long term, in medical centers and other companies that invest in the medical sector, mainly in the Kingdom of Saudi Arabia and the Gulf countries. This is through the acquisition of a maximum of 44.43% stake in (Meras Medical Holding Company). The Fund began its operations on July 11, 2019, from the subscription closing date, which corresponds to the start date of operations.

The number of fund units offered reached 56,164 units, and Dallah Healthcare Company owns 23,337 units, representing 41.55% of the fund's capital.



Riaya Dallah (Pharmacies Activities)

As an extension of documenting Dallah Healthcare Company's vision to become the premier destination in healthcare provision, Riaya Dallah was established. Its mission is to offer comprehensive pharmaceutical services, ensuring the delivery of pharmaceutical care to patients and visitors of Dallah hospitals and clinics. These services are accessible through digital remote shopping services and the "Ask a Pharmacist" service. Additionally, Riaya Dallah provides medication refill services and other related services.



Subsidiary Companies

Dallah Healthcare Company includes a group of companies operating in areas complementary to the company's main activity. The following is a detailed statement of these companies:

Dallah Pharma:



Dallah Pharma Company (a limited liability company) was established on Jumada al-Akhir 13, 1435 AH, corresponding to April 13, 2014, with a capital of 4 million Saudi Riyals. Its activities include wholesale and retail trade of herbal and cosmetic preparations, food, milk, baby supplies, detergents, devices, medical and surgical supplies, their spare parts and maintenance, and chemicals, import and export, marketing to third parties, and management of factories and warehouses.

Dallah Namar Hospital



Dallah Namar Hospital (a limited liability company) was established on Rabi' al-Akhir 10, 1438 AH, corresponding to January 8, 2017, with a capital of 5 million Saudi Riyals. Its activity consists of operating, managing, equipping and developing hospitals, health care facilities, medical centers, complexes and clinics, in addition to owning lands.

Care Shield Holding Company

Care Shield Holding Company (a closed joint stock company) was established on Shaaban 6, 1434 AH, corresponding to June 10, 2013, with a capital of 125 million Saudi Riyals. Its activity is in the field of investing in companies, managing private hospitals, medical and diagnostic centers and analytical laboratories, and purchasing land to invest in building it for the purpose of renting or selling.

Makkah Medical Center



Makkah Medical Center (a closed joint stock company) was established on Shaaban 18, 1410 AH, corresponding to June 10, 2013, with a capital of 152 million Saudi Riyals. Its activity is to engage in public hospitals activity.

Afyaa Al Nakheel Support Services Company Ltd:



Afyaa Al Nakheel Company (a limited liability company) was established on Rabi' al-Thani 13, 1435 AH, corresponding to January 14, 2014, with a capital of 50,000 Saudi Riyals. Its activity consists of establishing and maintaining hospitals, medical centers and other support services. Afyaa Al Nakheel Company mainly provides its services to the group.

Enaya Dallah



Enaya Dallah Company (a limited liability company) was established on Jumada al-Akhir 01, 1435 AH, corresponding to December 14, 2014, with a capital of 50,000 million Saudi Riyals. Its activity is to engage in general medical complexes activities.

Riaya Dallah

Riaya Dallah Company (a limited liability company) was established on Jumada al-Akhir 26, 1424 AH, corresponding to August 25, 2014, with a capital of 100,000 million Saudi Riyals. Its activity is to engage in pharmacies activities and wholesaling of pharmaceutical products.

The following is a statement of Dallah Healthcare Company's shares in subsidiaries



Subsidiary company	Commercial Registration No	Country of incorporation and principal country of operations	Ownership percentage As of December, 31	
			2022	2023
Dallah Pharma	1010410613	Saudi Arabia	% 100	% 100
Afyaa Al Nakheel Support Services Company Ltd	1010404576	Saudi Arabia	% 100	% 100
Dallah Namar Hospital	1010495218	Saudi Arabia	% 100	% 100
	1010189420	Saudi Arabia	% 100	% 100
Riaya Dallah	1010962080	Saudi Arabia	-	% 99
Care Shield Holding Company	1010379441	Saudi Arabia	% 58.64	% 58.64
Makkah Medical Center	4031021286	Saudi Arabia	% 90.83	% 91.14

Company Branches



A statement of the branches of Dallah Healthcare Company or its subsidiary companies' branches that operate under separate commercial registrations:

اسم الفرع	السجل التجاري	المدينة
Dallah Al Nakheel Hospital	1010132622	Riyadh
Dallah Pharma factory (Dallah Pharma Company branch)	4030278471	Jeddah
Pharmaceutical store (Dallah Pharma Branch)	2050071905	Dammam
Pharmaceutical store (Dallah Pharma Branch)	1010128997	Riyadh
Pharmaceutical store (Dallah Pharma Branch)	4030140769	Jeddah
Pharmaceutical store (Dallah Pharma Branch)	4030265250	Jeddah
Afyaa Al Nakheel Support Services	1010833962	Riyadh



Strategic Direction



Dallah Healthcare Company is working to implement its five-year strategy 2022-2026, through a set of initiatives aimed at raising performance efficiency and maximizing achievement, in line with its growing presence as one of the most prominent providers of comprehensive health care services in the sector.

In an effort to achieve the digital transformation strategy, as one of the pillars of the ambitious strategy, the company has implemented a number of projects related to creating an integrated digital environment, such as developing infrastructure, developing information technology systems, as well as digitizing operations, in addition to achieving a set of goals related to improving the patient experience, by providing an

exceptional journey within all Dallah health facilities.

As part of the growth, expansion and sustainability of the healthcare business provided, the company launched home care and telehealth services, with its commitment to ensuring the sustainability of Dallah Health through the establishment of clinics and hospitals.

The strategy has contributed to the company's advancement as a prominent force in shaping the future of comprehensive health care, driven by its ultimate goal, which is to provide safe and superior medical care, and keep pace with the rapid changes in the sector, to meet health care requirements.

Strategic pillars



The best in patient experience



Efficiency in operation and cost control



Digital transformation



Sustaining growth and investment in the health sector

Vision



Achieving leadership in private health care in our region.

Mission



Excellence in providing health services in a professional and effective manner, consistent with the company's values and the aspirations of patients, society and companies.

Values



Care

Care for and respect patients and meet their needs.

Commitment

A strong commitment to excellence in the provision of healthcare services.

Appreciate

Appreciate our employees.

Commitment

Consistent commitment to professional ethics.

Serve

Serve and respect our community.



Prominent Achievements and Partnerships

Success and Uniqueness are the Compass of Our Work

Dallah Healthcare Company continued to strengthen its leadership in the health care sector in the Kingdom, based on the set of standards and constants that it has been keen on during its long journey, which is to encourage innovation, harness the latest medical technologies to serve patients, and provide qualitative levels of treatment, in addition to its constant endeavor to attract highly competent and qualified medical, nursing and technical personnel.

2023 witnessed many achievements and developments in various business sectors, supported by its ambitious strategy and mission aimed at excellence in providing health services in a professional and effective manner, consistent with the company's values and the aspirations of patients, society and companies.



Among the most notable achievements by the company during the past year are :

Dallah Hospital
North Clinics



مستشفى دلة
العيادات الشمالية

Expansion of Comprehensive Health Care

Dallah Healthcare Company is moving within an ambitious strategy and a clear vision for expansion and spread in various cities of the Kingdom, to be the best provider of health care services, in

order to achieve the aspirations of investors and contribute to achieving the goals of the Kingdom's Vision 2030 for the renaissance of the health care sector.

Establishment of a Hospital North of Riyadh

The company began a project to establish a new hospital in the Al Arid neighborhood in Riyadh, on land it owns, amounting to an area of 45,000

square meters, with a capacity of 250 beds, with the possibility of expansion in the future.

Acquisition of Shares in the International Medical Center

The entire shares of "Kun Investment Holding" Company in the capital of the "International Medical Center" Company, amounting to 14.23 million ordinary shares, representing 18.98%, were acquired in exchange for issuing new shares in Dallah to the selling shareholder of the International

Medical Center Company. Dallah Company's ownership percentage in the International Medical Center Company's capital became 27.18%.



Qualitative Surgical Interventions

The company has achieved a number of qualitative successes in the field of delicate surgical operations, as well as in the field of home care thanks to the specialized and qualified medical staff in Dallah hospitals and clinics.

Treating a Patient with The rare Guillain-Barre Syndrome

A medical team from Dallah Home Care successfully treated a 35-year-old patient who suffers from the rare Guillain-Barre Syndrome (GBS), a disorder that attacks the nerves and immune system of the body, causing the patient to lose the ability to stand on his own. After the Dallah Home Care team developed an urgent treatment plan and an intensive rehabilitation program for the patient, the patient was able, after two months, to regain muscle density and motor functions. He was also able to move on his own without pain or muscle tension, so he could then lead his normal life and take care of his family.



Successful Medical Intervention for a Seventy-year-old Patient with Osteoporosis of The Spine

A medical team at Dallah Al Nakheel Hospital succeeded in performing an operation on a seventy-year-old patient suffering from osteoporosis in the spine. It was discovered, after conducting the necessary diagnosis and examinations, that the patient had a fracture in the fifth vertebra. Immediately, the medical team performed the Vertebroplasty procedure for the patient, with-

out surgical intervention. The team made a simple incision at the site of the fracture in the fifth vertebra in the spine, to insert a needle, which is a probe, to reach the heart of the shattered bone, and then an injection of medical cement was made inside the bone. This procedure usually leads to healing of the shattered bone in a very short time.

Dallah Namar replaces the Total knee joint of a 50-year-Old man using Pre-osteoarthritis joint simulation method

Dallah Namar Hospital achieved an important qualitative event in the field of knee joint replacement operations and artificial joints, which was represented by performing a total knee joint replacement operation on

a 57-year-old patient, using the technique of simulating the knee joint before osteoarthritis, and the patient was discharged on the same day of the operation. This operation has become a one-day surgery.

Dallah Al Nakheel performs a cardiac catheterization procedure on a fifty-year-old man suffering from an arteriovenous malformation of the spinal cord

Dallah Al Nakheel Hospital in Riyadh succeeded in performing a cardiac catheterization procedure to close an arteriovenous malformation in the spinal cord of a man in his fifties, who was suffering from extreme difficulty with balance while walking, in addition to

weakness and pain in the lower extremities. After the operation was performed, which was a complete success, he was able to move and walk without the need for any assistance.

Dallah Al Nakheel performs a laparoscopic ureteral transplant on a six-year-old child

Dallah Al Nakheel Hospital in Riyadh succeeded in performing a delicate laparoscopic surgery, related to separating the ureter from the bladder, removing its stricture, performing plastic surgery on it, and then re-implanting it in the bladder, for a six-year-old child. He was suffering from severe

urinary infections and a high temperature, due to severe narrowing down the left ureter, which affected a severe dilatation of the renal pelvis and ureter, which in turn affected the function of the kidney and led to a loss of its function by 20%.

Dallah Namar Makes a Couple Have a baby after a delay in pregnancy for 13 years

A medical team in the Department of Urology and Reproductive Diseases at Dallah Namar Hospital in Riyadh succeeded in performing a delicate operation, which consisted of hormonal fertilization (hormonal

treatment), for a couple who had stopped having children for 13 years, and after the operation they were blessed with a new baby, thanks to the competence of the medical team that performed the operation.

Dallah Namar removes the gallbladder of a patient who is more than 111 years old

The medical staff at Dallah Namar Hospital in Riyadh succeeded in performing a laparoscopic cholecystectomy on an elderly patient, more than 111 years old. She was suffering from severe pain for 3 months that left her bedridden, as a result

of complications from gallstones, which caused obstruction of the bile ducts and inflammation of the pancreas.



Utilizing Modern Technologies for Better Care

The company is keen to provide and apply the best health care methodologies, using modern and advanced technologies in the field of diagnosis and rehabilitation treatment, in accordance with international quality standards, and under the supervision of experienced consultants and technicians specialized in these technologies.



Modern techniques for physical therapy and rehabilitation at Dallah Namar Hospital

Dallah Namar Hospital has succeeded in employing the latest medical equipment to provide physical therapy and rehabilitation services for patients suffering from musculoskeletal disorders and others suffering from bone and joint pain, in addition to rehabilitating accident injuries and rehabilitating patients before and after surgical operations. The services included the use of various types of electrotherapy, hydrotherapy using hot and cold compresses, manual therapy, and therapeutic exercises, in addition to a special section concerned with treating children's conditions of all types.



Dallah Al Nakheel provides injections for treating diabetes and weight loss in a safe and stable method

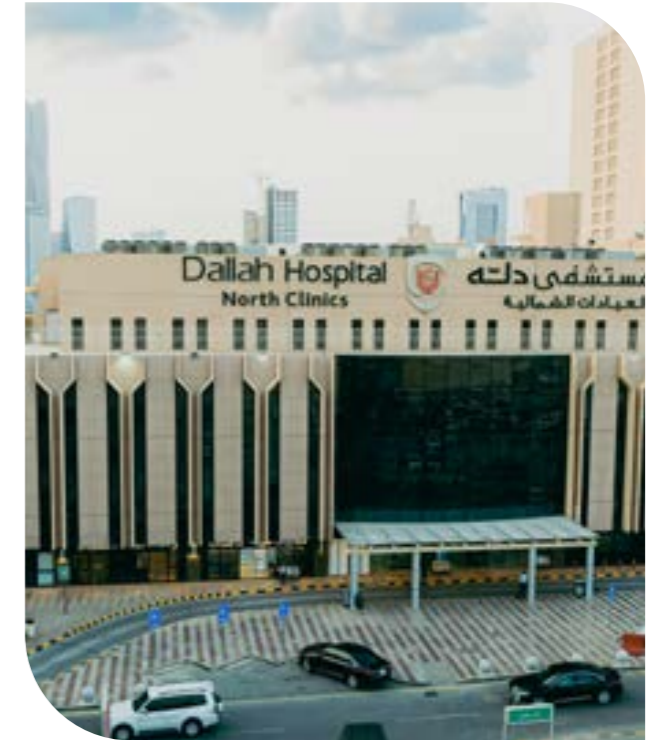
Dallah Al Nakheel Hospital provided injections to treat type 2 diabetes, and assistance to lose weight in a safe and stable method, under the supervision of consultant doctors and a highly qualified nursing staff, to ensure the provision of necessary treatments.

The spread of the use of injection doses for the treatment of type 2 diabetes and the treatment of morbid obesity, which some call "weight loss injections," comes after it was approved by the relevant official authorities in Britain and the USA, as an effective treatment, as experiments have proven its success to a large extent.



Dallah Al Nakheel provides modern medical equipment and devices for diagnosis and rehabilitation treatment

Dallah Al Nakheel Hospital has succeeded in providing the latest medical devices and equipment with high and advanced technologies, which are used in diagnosis and rehabilitation treatment, in accordance with high quality standards, and under the supervision of consultant doctors and technicians who specialize in dealing professionally with these devices, which enhance the safe and comfortable environment for patients, and also contribute to Applying the highest standards of care. Among the most prominent medical devices provided by Dallah Al Nakheel are: Rehabilitation chair for patients with motion vertigo (TRV chair), which is often used for the elderly, except for heart patients, as the device combines diagnosis and rehabilitation treatment for cases of motion vertigo



Dallah Namar offers laser techniques as an alternative to surgery to treat hemorrhoids and fistulas

Dallah Namar Hospital has begun using minimally invasive laser therapy technology to treat pilonidal fistula, hemorrhoids and anal fistula. This represents a major advance in medical procedures for these cases. Advanced laser technology is considered the largest in this field, because it gives patients an easy and fast treatment option, gives highly effective results, and also allows patients to resume their daily activities more quickly.



Enhancing Strategic Partnerships



A community partnership agreement between Dallah Hospitals and the Health Endowment Fund



As part of the activities of the World Health Forum, Dallah Hospitals signed a community partnership agreement with the Health Endowment Fund, to conduct 700 dialysis sessions for patients in great-

est need. The agreement aimed to provide health care and alleviate the suffering of kidney failure patients who are not eligible for treatment.

A community partnership agreement between Dallah Hospitals and Children with Disability Association



Dallah Healthcare Company signed a memorandum of cooperation with the Children with Disability Association in Riyadh, under which the company provided appreciable financial support to the association, in order to help it implement its work and programs that include treatment, education, rehabilitation, social, psychological, and recreational fields. The signing of this memorandum comes within the efforts and initiatives related to social

responsibility undertaken by Dallah Healthcare Company towards the community. It also represents part of the support that the company provides to assist charitable associations and bodies, to support them in enhancing their humanitarian role and enabling them to implement their programs and initiatives in the areas of non-profit charitable work.

A community partnership agreement between Dallah Hospitals and the Heart Patients Care Association "Qalbi"



Dallah Hospitals signed a cooperation agreement with the Cardiac Patient Care Association "Qalbi". The agreement aimed to provide distinguished services from Dallah Healthcare Company to the association, within the framework of social responsibility, and Dallah's keenness to embody its role in helping patients serve the community. Note that Qalbi Association provides awareness, preven-

tive, and curative services, and provides voluntary, non-profit health services to those in need, including heart patients, and spreads health awareness in the field of heart disease, in cooperation with a number of government and private hospitals, in addition to supporting research and studies in the field of heart disease.

Cooperation agreement with Sukkary



Dallah Healthcare signed a cooperation agreement with Sukkary, the representative of the British company My Way Diabetes in the Kingdom, in order to provide the best health means for treating diabetes patients, in accordance with the objectives of the Kingdom's Vision 2030, within the framework of Dallah Health's strategy for digital transformation. The agreement aims to achieve several goals, the most prominent of which is providing integrated health care for diabetics in Saudi Arabia, by following up the condition of each individual patient in an effective manner, based on the latest medical guidelines, and preventing diabetes complications,

in addition to health education and increasing the level of awareness for diabetes center visitors. As well as the use of artificial intelligence to choose the best modern methods of treatment, and the patient's access to easy-to-use applications that accurately explain his health condition, with future reading of the development of the health condition, and the use of digital applications as a means of linking and communicating between the health condition supervisor and the patient, in order to provide the best means of following up on the health conditions of diabetics in the Kingdom.

Awards and certificates confirming the excellence of Dallah Health

Dallah Healthcare Company has won several local and international awards and certificates, in recognition of its hard work and its continuous endeavor to achieve its mission of providing health services in a professionally and effectively, consistent with the company's values and the aspirations of patients, society and companies.



Dallah Health's CEO wins CEO of the Year award

Dr. Ahmed Babaeer, CEO of Dallah Health Company, won the CEO of the Year award at the individual level, in the track of health care service providers (Excellence Award), which was launched by the Health Insurance Council for the year 2023. Babaeer received the award from the Minister of Health during the honoring ceremony held on this occasion at Hilton Riyadh Hotel.

The Health Insurance Council presents this award to health entities and individuals, to encourage the spirit of excellence and innovation in the health care sector and private health insurance, with the aim of expanding the circle of creativity and innovation. The award consists of three main paths for both institutions and individuals: The health insurance companies path, the health care service providers path, and the sector partners path. The winners are selected according to specific criteria and clear procedures that are subject to evaluation by a committee of judges and experts.



Dallah Al Nakheel the most innovative hospital for ER 2023

Dallah Al Nakheel Hospital won the Most Innovative Hospital for ER (Accident and Emergency) Award in Saudi Arabia 2023, in recognition of the hospital's emergency department's distinction in providing health care services for emergency cases in innovative, fast, and distinguished ways, under the supervision of specialized doctors, and using the latest equipment, in accordance with international standards. The ER department at Dallah Al Nakheel Hospital is considered one of the largest emergency departments, and includes adult emergency (men and women), pediatric emergency, women's emergency, and maternity. The Emergency Department also supports the laboratory and radiology departments, cardiac catheterization, and the rest of the hospital's departments and specialized centers 24 hours a day.



Dallah Al Nakheel Wins 11 International Certificates as The First hospital in The Middle East

Dallah Al Nakheel Hospital achieved a distinguished and qualitative achievement, for the first time in the Middle East and the region, by obtaining accreditation

certificates from the American Foundation for Accreditation of Surgical Excellence Centers (SRC), for ten of the hospital's surgical centers of excellence, which are:

01

Center of Excellence Certificate in Orthopedic Surgery.

02

Center of Excellence Certificate in Obesity Surgery.

03

Center of Excellence Certificate in Joint Replacement Surgery.

04

Certificate of Excellence in Treating Kidney Stones.

05

Certificate of Center of Excellence in Specialized Anesthesia.

06

Certificate of Excellence in Interventional Surgery, an alternative to traditional surgical procedures.

07

Center of Excellence Certificate in Ear, Nose and Throat Surgery.

08

Center of Excellence Certificate in Laparoscopic Surgery.

09

Center of Excellence Certificate in Hernia Surgery.

10

Certificate of Excellence in Colon and Rectal Surgery.

11

Certificate of Excellence in Breast Medicine and Surgery.



Dallah Al Nakheel Hospital the best infection control department

The Ministry of Health crowned Dallah Al Nakheel Hospital in Riyadh with its selection of the best infection control department in a hospital in the private sector for 2023, during the annual ceremony of the General Directorate for Infection Prevention and Control within the activities of the 4th Wazen Program Forum, which was held under the patronage of His Excellency the Minister of Health, during which health directorates and hospitals outstanding in 2023 were honored.

In general, the Wazen Program Forum aims to raise the efficiency of performance and improve it in the health care sector in the Kingdom at both the public and private levels, and to develop the level of health services provided to beneficiaries in all regions of the Kingdom, to build a healthy and vibrant society, in order to achieve the goals of Vision 2030 in the health sector.



دلته الصحية Dallah Health



دلته فارما
Dallah Pharma



أفياء النخيل
Afyaa Al Nakheel



دلته الرعاية المنزلية
Dallah Home Care



عيادات دلته
Dallah Clinics



مستشفيات دلته
Dallah Hospitals

Digital transformation and Information Technology



Towards a more transparent digital future

As part of its keenness to keep pace with the rapid developments in the health sector, Dallah Healthcare Company has worked to accelerate the pace of transformation to a sustainable digital environment, employ modern technologies to improve the health care system, and achieve health sustainability based on serving and caring for patients according to the highest levels of quality. During 2023, the company achieved important achievements in its digital transformation journey, which was reflected positively on its overall work in various sectors. Among the most prominent projects that the company has achieved in this field are:

Developing a Digital Transformation Strategy

The company worked on developing a comprehensive strategy for digital transformation, and defined its mission from this strategy as “accelerating the transformation of Dallah Health to become the digital hospital of the future, by relying on emerging technologies, integrated systems, automated processes, and secure infrastructure.” It also identified a set of ambitious strategic objectives to enhance operational efficiency and enable innovation.

Patient Journey Planning

The company conducted a detailed analysis of a patient’s journey within the hospital system, mapping every step and touchpoint from registration to discharge. This planning helped identify weaknesses and gaps in service delivery, as well as opportunities for improvement. It also enabled management to improve procedures, enhance the patient experience, and ensure smooth transitions in care.

Integrating Tadawul information with Dallah’s website

The company succeeded in integrating Tadawul information related to Saudi Exchange data with the Dallah website. This integration allows stakeholders, such as investors and financial analysts, to access real-time market data, news and analysis directly from the website. This integration also enhances the functionality of the website and provides valuable financial information to users.



Business Efficiency Data Initiatives

The company launched data-driven initiatives to improve business efficiency within the hospital. By analyzing data from various departments and operations, management worked to identify areas for improvement, allocate resources, and save costs. These initiatives have resulted in simplifying procedures, increasing spending efficiency, and improving financial performance.

EMR Adoption:

The company has prioritized increasing the adoption of Electronic Medical Records (EMR) in outpatient and emergency departments, at both Nakheel Hospital and Namar Hospital. This initiative aims to digitize patient records, improve access to data, and enhance clinical decision-making. EMRs provide access to comprehensive information about patients and improve the level of care for them.

Patient Protection system

A system has been implemented to protect infants in the hospital, with the aim of enhancing their safety and using an advanced protection system, to prevent unauthorized persons from accessing specific areas, ensuring their safety and security, and reducing the risks of kidnapping or accidental switching.

Launching Majles Tech platform

The company launched a Board of Directors platform which will make a qualitative transformation in Dallah Health's governance processes, by automating and simplifying all Board of Directors activities.



Referral Lab Platform

The platform works to improve the processing of laboratory tests, and the delivery of results between Dallah Clinical Laboratory and its partners. This initiative aims to significantly reduce wait times, improve accuracy and clinical outcomes, and increase revenue growth through an expanded referral network.

E- Commerce Pharmacy

With the aim of enhancing the patient experience and adopting technology and innovation to provide distinguished health care services, an e-pharmacy was established in cooperation with one of the companies specialized in this field. This initiative represented an important step towards commercial growth and operational excellence. The company seeks to take advantage of the digital platform to enhance access to patients, improve healthcare, and increase revenue growth through online sales.

Emergency Room Process Optimization

The ER Triage Dashboard is a crucial step in ER process optimization. This tool aids in an efficient triaging process for our valued patients, facilitating improved resource allocation and aiming to decrease wait times.

Telemedicine

Dallah Hospitals obtained a Telemedicine License to launch Teleconsultation services as the first milestone in Telemedicine and Virtual Care. This pivotal move will improve access to Dallah Healthcare services and expand our services to patients at their convenience, especially for Patients far from Dallah Hospital Premises.

Outpatient Pharmacy Workflow

Improvements: The outpatient pharmacy workflow has been refined to expedite and enhance the prescription filling process, resulting in reduced wait times and improved patient services through integrating the HIS with the Queuing System, which enhances the In-Advance Medications Preparation and Approval Cycle.

Nursing Education Excellence

By incorporating Lippincott's nursing education and assessment tools, we've reinforced our commitment to our nursing staff's continuous education and clinical proficiency.



MYWAY Digital Health Agreement

Dallah has concluded an agreement to provide the My Way program for diabetics, which is concerned with providing integrated health care to each patient separately, using digital tools, artificial intelligence, and the Internet of Things, with the aim of choosing the best modern methods of treatment, and for the patients to obtain easy-to-use applications that accurately explain their health condition, with future reading of the development of the health condition, and linking and communicating it to the doctor following the case and the patient.

LEXICOMP DRUG INFORMATION

INTEGRATION: We are proud to announce the integration of the Lexicomp Drug Information Database with our Electronic Medical Records (EMR) system. This milestone elevates Dallah Health commitment to clinical excellence, ensuring that our healthcare professionals have instant access to the most current and comprehensive drug information.

UpToDate Integration

We successfully completed the integration of UpToDate with our EMR system, enhancing clinical decision-making and patient care.



Developing Human Capabilities

Our employees are our success partners

Dallah Healthcare Company is keen to create an ideal work environment for employees, by developing its human capital, developing its capabilities and empowering it at all levels, and emphasizing the values of alignment between institutional and functional goals on one hand and personal ambitions on the other hand.

As part of its strategy to manage its human capital, the company works - permanently - to support continuous learning and development for all its employees, with the aim of creating a distinctive and stimulating work environment for creativity and innovation, consistent with the company's leadership in the healthcare sector in the Kingdom. Many specialized training programs have been allocated to manage learning and enhance the educational experience of each employee, allowing them to continue development throughout their career.

During 2023, the company implemented more than 79 training programs, benefiting more than 1600 male and female employees.

The training programs covered topics such as

- » Productivity management.
- » Legal aspects of human resources.
- » Problem solving and decision making.
- » Selling skills.
- » telesales – for call center employees.
- » Team building.
- » English language.
- » Developing middle management leadership.
- » Project management.
- » Communication skills.
- » Financing for non-financing.
- » Strategic planning.
- » Management of change.
- » Data gathering and analysis.
- » Delegation skills.
- » KPIs.
- » Emotional intelligence.
- » Introduction to health information management.
- » Commercial writing skills.
- » Coaching development.
- » Training courses for non-Arabic speakers.



Social Responsibility



Committed to our responsibilities towards our society

Dallah Healthcare Company realizes that its commitment to its responsibilities towards society is the core value of its growing business, because enhancing social responsibility creates a sustainable impact for the development of society, the economy and the environment, enhances the environment of innovation and creativity in society, contributes to adopting inspiring ideas, and creating role models.

This is why the community initiatives and events launched by the company during 2023 represent an integral part of its approach over more than a quarter of a century, and the essence of its commitment to its ethical responsibilities to spread awareness and culture among members of society, to increase health awareness and implant the correct concepts that help improve individuals' lives and correct concepts and healthy behaviors.



Dallah Al Nakheel Hospital

Internal Events

Organizing Celebrations of National Days



(Foundation Day, Flag Day, National Day), where the hospital is decorated with green flags and banners, and gifts and souvenirs are distributed on these precious national occasions.



Celebrating Diabetes Awareness Day



To raise awareness about the impact of diabetes on society and encourage early diagnosis.



Organizing an Awareness Exhibition about Breast Cancer, Ways to Prevent it, and its Causes



Organizing an Awareness Exhibition on Early Newborn Screening



With the aim of raising awareness and education among reviewers and visitors about the importance of early newborn screening and reducing cases of disability.



Organizing a Celebration of International Nurses Day



Under the title "Nurses together, a force for global health," to emphasize the importance of the role of nursing in providing health care services.



Organizing an Awareness Exhibition on Cardiovascular Diseases



With the aim of raising awareness of cardiovascular diseases and how to prevent them.



Organizing an Awareness Exhibition on Obesity Diseases



With the aim of enhancing the culture of visitors and reviewers about the dangers of obesity and how to prevent it, and the importance of adopting healthy lifestyles.



An Awareness Campaign on The Importance of Psychological Safety



On the occasion of World Mental Health Day.



Organizing a Celebration for Inpatients



On the occasion of Eid al Fitr and Eid al Adha, and Eid gifts were distributed to them and psychological support was provided to them.

External Events

Participating Actively in World Mental Health Day



Which was held in Olaya Towers, as part of Dallah Health's contribution to its societal responsibility, through awareness and education of the importance of psychological peace.

Organizing a workshop for Qiddiya employees on Diabetes and Ways to Prevent it



With the participation of the Diabetes and Endocrine Center Department, with the aim of health education and awareness of the dangers of this disease.

Supporting 65 Insolvent Cases



In charitable organizations, by offering them a 25% discount on their medical costs

Organizing a Visit to Dar Al Olfa Day Care Center



In order to activate the "mouth and Dental Health" program, to raise awareness of oral and dental diseases and ways to prevent them.



Follow Up on The Cases of Beneficiaries of Dialysis Centers



Who number 500 beneficiaries from Kellana Association, including 387 beneficiaries inside the city of Riyadh, and 133 beneficiaries outside Riyadh.

Participation in The Breast Cancer Awareness Exhibition



Where the participating team provided medical consultations to visitors and advice on the importance of early screening for breast cancer, and the importance of breastfeeding for mothers in reducing the risk of contracting this disease.

Dallah Namar Hospital

Internal Events

Celebrating National Days



Through the participation of inpatients and clinic visitors, celebrations of Founding Day, Saudi Flag Day, and National Day, and distributing special souvenirs for each of these days.



Organizing an Awareness Campaign on the Occasion of World Diabetes Day



With the participation of the departments of the Diabetes and Endocrinology Center, to raise awareness of the disease and ways to prevent it, or delay its onset, and the importance of following a healthy diet and practicing physical activity.

External Events

Organizing Blood Donation Campaigns



Under the supervision of the Laboratory Department, for employees of a number of official authorities in Riyadh. The donation campaigns included employees of the Ministry of Sport, the Saudi Ports Authority, the King Salman Reserve, and the Insan Association.



Dallah Al-Arid clinics

Internal Events

Celebrating International Children's Day



By providing various and distinctive medical and awareness services for children, which included detection, diagnosis, and examination of childhood diseases of various types, as a contribution to participating in improving children's health and achieving their well-being.



Organizing Celebrations for Founding Day, Flag Day, and National Day



The medical and nursing team at the clinics distributed souvenirs and flowers to the patients, sharing their joy in these important national occasions.

Celebrating World Diabetes Day



By providing distinctive and multiple medical and awareness services to diabetics, including detection, diagnosis, and diabetes screening, in order to encourage early screening for the disease and prevent its negative effects and complications.

External Events

Participation in the Aesthetic Medicine Forum



Through a special pavilion, which included a number of cosmetic doctors and nutrition specialists, to answer visitors' questions and inquiries about plastic surgery, cosmetic medications, diets, and others.

Participating an Awareness Radio Program Entitled "Medical Hour with Dallah"



In which doctors from Dallah Al-Arid Clinics participated, to talk about childhood diseases on the occasion of World Children's Day, and diabetes on the occasion of World Diabetes Day.

Organizing a Blood Pressure and Blood Sugar Measurement Event at Granada Mall in Riyadh



During this event, blood pressure tests and sugar levels were conducted for some mall patrons, and a series of awareness leaflets and advice were provided.



Home care

Internal Events

Celebrating World Diabetes Day



By visiting Dallah Home Care patients with diabetes, to check on their health condition, provide advice and guidance, and provide expressive gifts.

Celebrating World Breast Cancer Day,



Where the home care team provided special awareness gifts to female employees, with the aim of enhancing awareness and encouraging interest in and maintaining their health.

Celebrating World Home Care Day



By having the medical team visit Dallah Home Care patients and giving them gifts, as a sign of appreciation for their cooperation and trust in home care services.

Celebrating Saudi National Day



Through an initiative of special discounts on the most requested treatment packages for doctor visits and physical therapy sessions, to celebrate this precious occasion.

External Events

Participating in The Medical Care of The World Health Forum



By providing first aid services, operating a medical clinic, and providing equipped ambulances, to provide the necessary care and specialized medical consultations for participants and visitors.

Providing Medical Care for The Saudi Open Golf Tournament



Through educating participants and visitors about the importance of physical therapy in rehabilitating injuries that may occur while playing golf, providing first aid services, and equipped ambulances to provide the necessary care to participants and visitors.

Participating in a Radio Program on The Occasion of World Home Care Day



Talking about the role of home care in improving the condition of patients, and how to provide comprehensive care, which includes the necessary medical care and psychological and social support for patients in their homes.



Discounts Initiative

In view of Dallah Healthcare Company's keenness to provide medical care initiatives to employees of various government, private and third sector agencies, as well as universities, it has worked to grant discounts of 30% to employees of more than 38 of these entities, in all Dallah Al Nakheel and Dallah Namar hospitals, Dallah Al Arid clinics, and Dallah home care.

This step comes within the framework of the social responsibility initiatives implemented by Dallah Health, as a commitment to its active participation towards society, which is among its priorities.

منح خصومات بنسبة
30%

Future Aspirations

Towards a Healthy World

Dallah Healthcare works according to a clear methodology, the foundations of which have laid down an ambitious strategy, to achieve leadership in private health care in the region, and to be the best provider of health care services to all citizens and residents of the Kingdom, and to enhance the Kingdom's position as a global medical tourism destination, driven by its interest, passion, and maintaining the highest quality standards in providing services and patient safety.

Based on the strategic pillar of "sustaining growth and investment in the health sector", the company always seeks to develop its products and services, to keep up with the sector's rapid developments, and to meet the increasing demand for healthcare products, and the distribution and production of medicines. In addition to its endeavor to conclude more strategic partnerships, aiming to en-

hance the geographical reach of its services, through the company's presence in various cities of the Kingdom of Saudi Arabia.

The company is looking forward to further expansion in its various fields of work, based on studying the market and available opportunities, and benefiting from them, whether in establishing hospitals, as the company began establishing a new hospital north of Riyadh, or in acquiring existing facilities. In addition to its efforts to raise the efficiency of operations and operational energy, increase its market share, and contain expenses, in order to achieve the best returns for shareholders, in line with its mission to maintain its excellence in providing health services in a professional and effective manner, and consistent with the company's values and the aspirations of patients, society, and companies.



Potential Risks Facing the Company

The company may encounter several risks, including, but not limited to, the following

1-Competitive Environment and Healthcare Sector Mergers:

Operating within a market filled with numerous healthcare service providers from both the public and private sectors, the company faces the possibility of competitors seeking to augment their market share through alliances via mergers or acquisitions. This could potentially impact the company's operations negatively. To mitigate this, the company is actively supporting its competitive advantage, employing various marketing strategies, and ensuring a robust presence in the market.

2-Government Rules and Regulations:

Subject to various regulatory systems, the company may be required to obtain licenses, with the possibility of stricter regulations being imposed by relevant government agencies. This could lead to increased operating costs or capital expenses and potentially reduce future revenue expectations. The company is committed to compliance with all regulatory requirements and seeks to obtain all necessary licenses for its operations.

3-Advancements in Medical and Administrative Technology:

Given the continuous evolution of medical and administrative technologies, coupled with their high costs, the company faces the risk of rapid obsolescence of adopted technologies, which could adversely affect its business. Despite increasing costs, the company maintains a policy of ongoing modernization of its technical devices to ensure the delivery of superior healthcare services.

4-Cyberattacks:

With increasing reliance on electronic systems for patient care and operational efficiency, the company faces escalating risks associated with cyberattacks. Acknowledging these risks, the company is actively investing in state-of-the-art technologies to safeguard its information and systems, ensuring business continuity.

5-Localization of Jobs:

Compliance with the Saudization program mandates a minimum percentage of Saudi employees among the company's workforce. Failure to adhere to Saudization policies could impact the company's operations, loan requests, financial performance, and recruitment efforts. Despite challenges, the company is committed to maintaining the prescribed Saudization rate.

6-Dependence on Professional Personnel:

Despite the scarcity of medical and pharmaceutical professionals, the company endeavors to attract top talent while facing upward wage trends.

7-Contractual Relationship Challenges

Price competition may negatively impact the company's contractual relationships with major customers. To mitigate this, the company is dedicated to providing exceptional services to its customers.

8-Profit Margin Erosion

Human resource costs significantly impact the company's profitability. Increasing costs amidst relatively stable contractual prices could potentially erode profitability. To address this, the company devises pricing strategies and fosters understanding with customers to maintain profit margins.

9-Profit Distribution

Future profit distribution hinges on various factors, including profitability, financial position, legal requirements, economic conditions, and board discretion. These factors may not always align to facilitate profit distribution.

10-Pharmaceutical Product Obsolescence

The company's inventory and production lines face the risk of obsolescence due to technological advancements, market changes, and high production costs. Efforts to modernize production lines are underway to adapt to market dynamics.

11-Limited Growth Potential

Although the company has expanded into the locations surrounding Dallah Al Nakheel Hospital (Dallah Hospital Complex - Al Nakheel), there are limits to the possibility of expansion in the current location of this complex..



Governance

03



طوارئ الأطفال
PEP
EMERGENCY

مستشفى دلّة للأطفال
Dallah Hospital for Children



Commitment and Compliance:

Dallah Healthcare Company is committed to applying the highest standards and best professional practices in governance, ensuring that the concepts of disclosure and transparency are integrated into all of the company's events and activities, and sustainably spreading a culture of commitment to the highest levels of integrity and honesty in all of its professional practices, in its various main work environments, and among its subsidiaries.

The company affirms its constant keenness to adhere to all rules, regulations, and instructions issued by the official authorities related to the work and activity of the company, which preserves its reputation and credibility, and enhances the confidence of shareholders and partners in its successful approach, in accordance with standards of efficiency, quality and mastery. A report was prepared for the government in accordance with the companies' law, as well as the Corporate Governance Regulations, issued by the Capital Markets Authority, in its amended version on January 18, 2023.





Governance Practices Framework:

Dallah Healthcare Company is committed to applying governance according to an integrated professional framework. The General Assembly of the company's shareholders approved the company's governance regulations and prepared them in accordance with the corporate governance regulations issued by the Capital Markets Authority, taking into account the best practices followed by companies listed on the market.



The general governance framework at Dallah is based on the following:



01

Protecting the rights of the company's shareholders in a way that ensures the best interests of them and the company.



02

Protecting the rights of all stakeholders, and providing stability and functional sustainability, through the company's good financial performance.



03

Providing accurate and comprehensive disclosure within the specified time frame, to the company's shareholders, related parties, and relevant regulatory authorities.



04

Identifying, reporting, disclosing, and dealing with conflicts of interest that may arise between the company and its stakeholders, which may negatively affect the interests of the company and its shareholders.



05

Enabling employees to report any concerns or incorrect behavior observed within the company. This is done by providing an objective, confidential, and independent reporting and investigation mechanism so that appropriate corrective action is taken.



06

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



07

Aligning the company's values and strategy with social and economic needs, by ensuring that responsible and ethical practices are applied in all company activities while continuing to provide the necessary support to the society.



08

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



Pillars of Governance Implementation:

Transparency

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

Responsibility

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

Accountability

Board members must be accountable to shareholders for mistakes committed (if any).

Equality

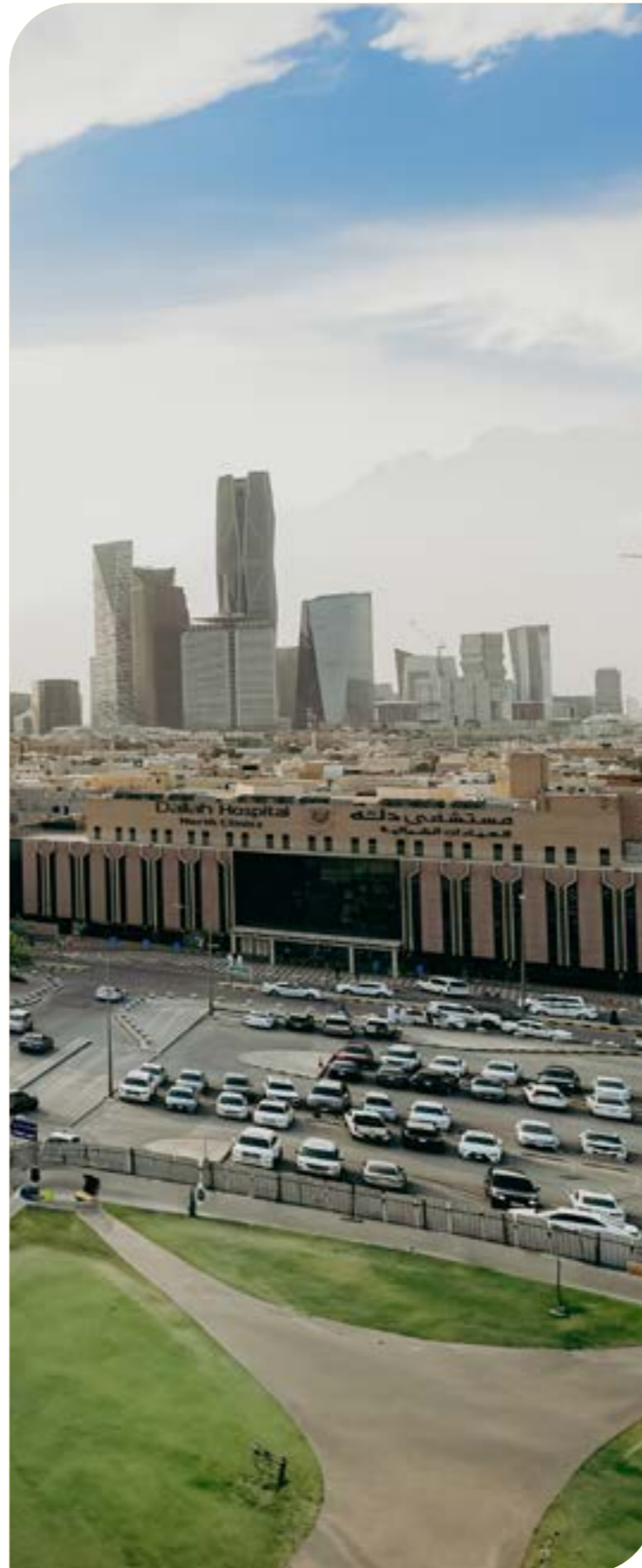
All shareholders are equal before members of the Board of Directors and senior management.



A statement of the provisions of the Corporate Governance Regulations that have been applied and those that have not been applied, and the reasons for that:

In implementation of what is stated in the Corporate Governance Regulations issued by the Capital Markets Authority, which requires the company to disclose what provisions of this regulation have been applied and what have not been applied, along with a statement of the reasons for non-application, in the report of its Board of Directors. It should be noted here that Dallah Healthcare Company has prepared its governance regulations in accordance with the requirements contained in the Corporate Governance Regulations issued by the Capital Markets Authority, which were approved by the company's Board of Directors on (01/12/1444 AH corresponding to 06/19/2023). The company worked to comply with and implement all the provisions contained in these regulations, with the exception of the following articles:

Article/ Clause Text	Reasons for Non-application	Article/ Clause Number
The Chairman of the Audit Committee must be an independent member	The Board of Directors believes that the presence of one independent member and one member from outside the Board is sufficient to achieve independence, which enhances the adequacy of the committee's work.	51 Notes Guiding Article
Formation of a risk management committee	The Board of Directors believes that there is no need for an independent risk management committee, and a specialized person was appointed to manage risks in 2019.	67 Notes Guiding Article
Terms of reference of the Risk Management Committee	Not applicable because the committee was not formed	68 Notes Guiding Article
Meetings of the risk management committee: The Risk Management Committee meets periodically, at least every (six months), and whenever necessary.	Not applicable because the committee was not formed	69 Notes Guiding Article



Article/ Clause Text	Reasons for Non-application	Article/ Clause Number
Motivating employees: The company establishes programs to develop and motivate the engagement and performance of the company's employees, which should include - in particular - the following:	The company has incentive programs mentioned in the Board of Directors' report	82 Notes Guiding Article
Social work initiatives: The Board of Directors sets programs and determines the necessary means to launch the company's initiatives in the field of social work, including the following:	The company carries out many initiatives and programs in the field of social work. It also discloses these programs and initiatives in the relevant reports. However, the company did not establish measurement indicators linking the company's performance to the initiatives it provides in social work, and comparing that to other companies with similar activity.	85 Notes Guiding Article
Formation of the Corporate Governance Committee:	The Board of Directors believes that there is no need for an independent committee, as its work is entrusted to other committees and departments.	92 Notes Guiding article

Firstly: Members of BoD:



Board of Directors Formation

The company's Board of Directors consists of nine members in accordance with the company's bylaws, and the Ordinary General Assembly, which was held on 10/19/2022, appointed members of the Board of Directors for a period of three calendar years, for the session that began on 10/21/2022.

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

Names of members of the Board of Directors, committee members, and executive management, their current and previous jobs, qualifications, and experience.



Eng. Tarek Othman Alkasabi



Current Jobs

xxxx

Previous jobs

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

Qualifications

Bachelor of Civil Engineering - King Saud University

Experience

More than 41 years of experience in several sectors, including the health sector.



Mr. Mohiuddin Saleh Kamel



Current Jobs

Vice Chairman of the Board of Directors of Dallah Albaraka Group.

Previous jobs

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

Qualifications

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

Experience

More than 20 years of experience in the media sector.



D. Mohammed Rashid Al-Faqih



Current Jobs

General Medical Supervisor - Dallah Healthcare.

Previous jobs

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

Qualifications

- Bachelor of Medicine (University of Baghdad) 1971.
- Associate degrees from the Royal College of Surgeons of London (Edinburgh) - (Classic) 1977.

Experience

More than 45 years of experience in the medical field.



Mr. Amr Bin Mohammed Kamel

**Current Jobs**

Deputy CEO - Dallah Al-Baraka.

Previous jobs

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

Qualifications

Bachelor of Business Administration (King Saud University)

Experience

More than 22 years of experience in the field of management.



Mr. Fahad Abdullah Al-Qassim

**Current Jobs**

Partner - Al Qassim Accounting & Consulting Office

Previous jobs

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

Qualifications

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

Experience

More than 30 years of experience in the field of executive management and financial consulting.



Mr. Abdullah Bin Turki Al-Sudairy

**Current Jobs**

Managing Director of Amlak International for Real Estate Finance.

Previous jobs

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

Qualifications

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

Experience

Nearly 25 years of experience in finance and strategic development.



Eng. Talal Bin Ibrahim Bin Ali AlMaiman

**Current Jobs**

CEO, Kingdom Holding Company (KHC).

Previous jobs

- 1996-2016: CEO, Kingdom Holding Company (KHC).
- 2002-2017: CEO & chairman, kingdom real estate development.
- 1986-1996: Director of computer department, SAMA.
- 1979-1986: Director of operations & maintenance, Ministry of interior.

Qualifications

- Masters - Business Administration (University of Liverpool, UK)
- Bachelor - Sciences in electrical engineering (University of Evansville Indiana, USA)
- Diploma - Computer science (Computer Science Center Corporation, Herndon-Virginia, USA)

Experience

More than 30 years of experience in executive management.



Eng. Mohammed Nabil Hefni



Current Jobs

CEO in KUN Investment Holding Co. LLC

Previous jobs

- 2008-2013: Senior Relationship Manager - Team Leader in Samba Financial Group, Private Banking.
- 2006-2008: Banking Relations Manager - Al Bilad Bank (Investments and Private Banking Department).

Qualifications

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

Experience

More than 18 years of experience in the banking field.



Mr. Khaled Mohammed Al Solai*



Current Jobs

xxxx

Previous jobs

- 2017-2023 CMA Commissioner.
- 2016-2017 Managing the quality Assurance Program - Saudi Organization of Certified Public Accountants (SOCPA).
- 2006-2015 Group Chief Audit Executive - Saudi Telecom Company (STC).
- 1986-1988 seconded to (EY) international accounting and auditing.
- 1983-2005 Audit and Financial Analysis Division Manager - Saudi Industrial Development Fund (SIDF).

Qualifications

- Bachelor of Accounting 1983 King Saud University.
- Diploma in Economics and Management 1985, Economic Institute, United States of America.
- Fellowship of Certified Public Accountants (CPA).
- Accounting 1990 from the American Institute of Certified Public Accountants (AICPA).
- Accounting Fraud and Embezzlement Fellowship (ACFE) 2008 from the Association of Certified Fraud Examiners (ACFE).
- Certification in Risk Management Assurance (CRMA) 2012 from The Institute of Internal Auditors.

Experience

Nearly 40 years of experience in accounting and legal consulting.

* BoD Member since 06/03/2023.



Secondly: Members of Committees Emanating From The Board of Directors

1- Audit Committee:



Mr. Abdulrahman Saleh Al khulaifi



Current Jobs

xxxxx

Previous jobs

- STC (General Manager of Financial Audit and Business Units in the group's Internal Audit Sector), from 11/2006 until 5/2016.
- Saudi Medical Care Company (Group Financial Controller), from 3/2004 to 8/2006.
- Director of Financial and Administrative Affairs at ORACLE SYSTEMS LIMITED from 5/1998 to 2/2004.
- General Manager of Dalmaazah Food Industries Company, from 7/1996 to 4/1998.
- Financial Director of the Saudi Bakeries Company, from 8/1993 to 12/1995.
- Auditor at the Saudi Industrial Development Fund, from 4/1985 to 8/1993.

Qualifications

- Bachelor of Accounting - King Saud University.
- Courses in economics and accounting from the ECONOMICS INSTITUTE.
- In Boulder, Colorado, USA.
- He holds a CPA certificate from (COLORADO STATE BOARD OF ACCOUNTANCY) In Denver (Colorado), USA.
- Member of the American Institute of Certified Public Accountants since 7/1990.
- Member of the Institute of Internal Auditing since 12/2006.

Experience

Diverse experience spanning more than 30 years in executive management, management work, financial control, and internal audit, in addition to membership in audit committees in joint-stock companies.



Mr. Khaled Mohammed Al Solai*



Mr. Abdullah Bin Turki Al-Sudairy



MR. Fahad Abdullah Al-Qassim



Identified in the list of the Board of Directors members

* BoD Member since 06/03/2023.

2- Nominations and Rewards Committee:



Mr. Amr Bin Mohammed Kamel



Identified in the list of the Board of Directors members



Eng. Tarek Othman Alkasabi



Identified in the list of the Board of Directors members



Eng. Talal Bin Ibrahim Bin Ali AlMaiman



Identified in the list of the Board of Directors members

3- Investment and Financing Committee:



Eng. Tarek Othman Alkasabi



Identified in the list of the Board of Directors members



Mr. Mohiuddin Saleh Kamel



Identified in the list of the Board of Directors members



D. Mohammed Rashid Al-Faqih



Identified in the list of the Board of Directors members



Eng. Mohammed Nabil Hefni



Identified in the list of the Board of Directors members

Thirdly: Executive Management



Dr. Ahmed Saleh Babaeer



Current Jobs
CEO

Previous jobs

- (1987-1991) Vice Dean for the College of Agriculture at King Saud University.
- (1993-1994) Head of Agricultural Engineering Department, Faculty of Agriculture, King Saud University.
- (1994-1999) General Manager of Jazan Agricultural Development Company (Jazadco).
- (2000-2005) General Manager of Al Jouf Agricultural Development Company (JADCO).
- (2005-2008) Business Development Consultant at Amjad Holding Company in Riyadh.
- (2006-2008) Chief Executive Officer of Al Madina Real Estate Company; a subsidiary of Amjad Holding Company in Riyadh.

Qualifications

- Bachelor of Agricultural Sciences from King Saud University in 1977.
- Master of Agricultural Machinery Engineering and Agricultural Power from the University of Iowa, USA (1982).
- PhD in Agricultural Machinery Engineering and Agricultural Power from the University of Iowa, USA (1984).

Experience

More than 35 years of experience in management.



D. Mohammed Rashid Al-Faqih



Identified in the list of the Board of Directors members

Thirdly: Executive Management



Dr. Salah Rashid Al-Faqih



Current Jobs

Chief Medical Officer

Previous jobs

- Riyadh Central Hospital for Accidents and Emergencies in Riyadh from 1974 to 1978.
- During this period, he worked as a chief physician at the Department of Surgery from 1974 to 1976.
- Dr. Al-Faqih has worked at several hospitals in the UK from 1978 to 1981.
- He served at the Department of Urology at Stokemandeville Hospital, Aylesbury, from 1978 to 1980, and at the Department of Urology at the Royal Liverpool Hospital, Liverpool, in 1980.
- He also served at the Department of Urology, London-based Royal Marsden Hospital, from 1980 to 1981.
- (1981-1983) he worked as a Urologist at Riyadh Central Hospital before being appointed as Assistant Professor and Urologist at King Khalid University Hospital (1983 to present).

Qualifications

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

Experience

Nearly 50 years of experience in the medical field.



Eng. Abdulaziz Saleh AlWahaibi



Current Jobs

Chief Operating Officer

Previous jobs

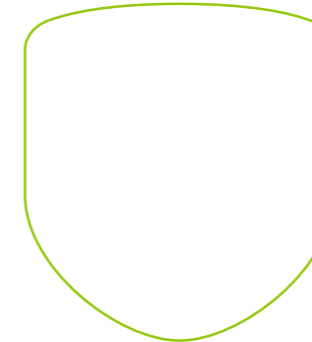
- Director of Administration and Operation at Dallah Healthcare Company.
- CEO of the Saudi Company for the Saudi Grandparent Poultry
- Director of Support Services - Dallah Hospital
- GASCO Strategy Team Manager
- Director of the Riyadh branch, GASCO

Qualifications

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

Experience

Long experience in the field of management and operation in different and diverse fields.



Mr. Ali Saeed Jabra Al Qahtani*



Current Jobs

Chief Financial Officer

Previous jobs

- Executive Assistant General Manager for Finance and Services at the Saudi Arabian Airlines Corporation.
- Assistant Financial Officer at Ma'aden
- Assistant Financial Officer at Ta'awuniya Insurance Company.
- Assistant General Manager for Business Development and Finance at Qassim Cement Company.
- Account Manager at Al Rajhi Bank.
- Senior Auditing Analyst at the Saudi Industrial Development Fund.

Qualifications

- Bachelor of Accounting - King Saud University 1993.
- Fellowship certificate from SOCPA 1999.
- Completed several training courses in Corporate Finance and Leadership.

Experience

Over 29 years of experience in the field of accounting, auditing, finance, and treasury management.



Mr. Othman Khalil Othman**



Current Jobs

Acting CFO

Previous jobs

Financial officer

Qualifications

Fellowship of Certified Public Accountants ((CPA)).

Experience

30 years of experience in management and financial affairs.

* His work at the company ended with his resignation on 11/09/2023.

** He was assigned the duties of CFO on 11/11/2023.



Eng. Muteab Abdullah AlTukeas



Current Jobs

Chief Strategy Officer – Dallah Health

Previous jobs

- General project manager, Dallah Health.
- Asset services manager, National Water Company
- Project manager, National Water Company
- Civil Engineer, DynCorp International

Qualifications

- Master of Science in Project Management, Heriot-Watt University – Edinburgh – UK
- Bachelor of Science in Civil Engineering King Saud University – Riyadh – KSA
- Leadership for executives' program – London Business School – UK
- Project finance and allocation program – London Business School – UK.

Experience

15 years of experience in project management, and extended experience in strategy and achieving system goals.



Eng. Ismail Abdullah



Current Jobs

Chief Digitization Officer - Dallah Health

Previous jobs

- Digitization Director.
- IT Systems and Databases Manager
- IT analyst.
- Senior programmer.
- Programmer and developer.

Qualifications

- Bachelor's degree in Computer Science, Applied Science University, Amman, Jordan.
- INSEAD Executive Development Program.
- Oracle Certified Professional, databases development and programming.

Experience

15 years of experience in various technical fields of programming, development, IT, and Database management, and extended experience in change management and transformative technical project management.



Mr. Omar Mohammed AlJabari



Current Jobs

Chief Commercial Officer- Dallah Health

Previous jobs

- Senior Manager - Corporate Sales – Bupa Arabia, from 2007 to 2014.
- Head - National Brokers Relationship (Central Region)– Bupa Arabia, from 2014 to 2015.
- Head - National Brokers Relationship (Kingdom) – Bupa Arabia, from 2015 to 2018.
- Chief Commercial Officer - StarCare Insurance Brokers, from 2018 to 2021.
- Revenue Cycle Director – Dallah Health, from 2021 to 2022.

Qualifications

- Bachelor of English language and Literature, Philadelphia University.
- Master of Business Administration - Hult International Business School, 2020.
- Executive Development Program – INSEAD, 2023.

Experience

- Revenue Cycle Director – Dallah Health.
- Chief Commercial Officer - StarCare Insurance Brokers.
- Sr. Manager - Corporate Sales – Bupa Arabia.
- Head - National Brokers Relationship – Bupa Arabia.

Names of companies inside and outside the Kingdom, in which a member of the company's board of directors is a member of its current and previous boards of directors or one of its directors:

Member name	Names of companies in which a member of the company's board of directors is a member of its current board of directors or one of its directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)	Names of companies in which a member of the company's board of directors is a member of its previous boards of directors or one of their directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)
Eng. Tarek Othman Alkasabi	Bank Aljazeera		Listed Joint Stock	Vice Chairman of the Board of Directors at Sinad Holding Company (formerly Aseer for Trading, Tourism and Industry), from 12/15/2007 to 10/26/2019.		Listed Joint Stock
	Ataa Educational Company		Listed Joint Stock	Chairman of the Board of Directors of Cerb Real Estate, from 26/09/2012 to 02/05/2019.		Unlisted Joint Stock
	Care Shield Holding Company	Kingdom of Saudi Arabia	Unlisted Joint Stock	Member of the Board of Directors at AlBalad AlAmeen for Development and Urban Regeneration, from 07/23/2018 - 02/21/2021.	Kingdom of Saudi Arabia	Unlisted Joint Stock
	RZM Investment		Unlisted Joint Stock	Member of the Board of Directors at Dhahiat Sumou, from 06/12/2018- 21/02/2021.		Limited liability
	Dallah Pharma		Limited liability	General Organization for Social Insurance (Government agency), from 02/07/2019-01/08/2021.		Government agency
	Al Jazira Capital		Unlisted Joint Stock	-	-	-
	NEBA	Turkey	Unlisted Joint Stock	-	-	-
	Kingdom University	Bahrain	Unlisted Joint Stock	-	-	-
	Dr. Mohammed Rashid Al-Faqih and Partners	Kingdom of Saudi Arabia	Unlisted Joint Stock	-	-	-
	Kingdom University	Bahrain	Unlisted Joint Stock	-	-	-
Mr. Mohiuddin Saleh Kamel	Saudi Research and Marketing Group		Listed Joint Stock	-	-	-
	Dallah AlBaraka Holding		Unlisted Joint Stock	-	-	-
	Dallah AlBaraka Investment		Unlisted Joint Stock	-	-	-
	Dallah Real Estate Investment	Kingdom of Saudi Arabia	Unlisted Joint Stock	-	-	-
	Dallah Driving School		Unlisted Joint Stock	-	-	-
	Dallah Haj Transport Company		Limited liability	-	-	-
	Dallah East Bridge Capital		Limited liability	-	-	-
	Food Services Group		Limited liability	-	-	-

Member name	Names of companies in which a member of the company's board of directors is a member of its current board of directors or one of its directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)	Names of companies in which a member of the company's board of directors is a member of its previous boards of directors or one of their directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)
Mr. Mohiuddin Saleh Kamel	Arab Company for Advertising and General Services		Limited liability	-	-	-
	Regional Indicators Company		Limited liability	-	-	-
	Al Dalael Al Khaleejia real estate investment		Limited liability	-	-	-
	Mawaqit Al Arabiya real estate services		Limited liability	-	-	-
	Al Bawader Al Motama-yeza Holding		Limited liability	-	-	-
	International ports real estate development		Limited liability	-	-	-
	Fast Contracts for Contracting Company		Limited liability	-	-	-
	Iqraa International for Investment		Limited liability	-	-	-
	Saudi Company for Touristic Cities		Limited liability	-	-	-
	Generous Sweets Trading Company	Kingdom of Saudi Arabia	Limited liability	-	-	-
	Dallah Waste Management Company		Limited liability	-	-	-
	Fawaasil		Limited liability	-	-	-
	Al Saady Trading and Soil Stabilization Company		Limited liability	-	-	-
	Cyan Entertainment Company		Limited liability	-	-	-
	Dar Saleh		Limited liability	-	-	-
	IVSixty Company		Limited liability	-	-	-
	Dallah Telecom		Limited liability	-	-	-
	Dallah Contracting and Maintenance Company		Limited liability	-	-	-
	Durrat Arriyadh Development Co		Limited liability	-	-	-
Saden Holding		Limited liability	-	-	-	

Names of companies inside and outside the Kingdom, in which a member of the company's board of directors is a member of its current and previous boards of directors or one of its directors:

Member name	Names of companies in which a member of the company's board of directors is a member of its current board of directors or one of its directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)	Names of companies in which a member of the company's board of directors is a member of its previous boards of directors or one of their directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)
MR. Fahad Abdullah Al-Qassim	Taiba Investment		Listed Joint Stock	-	-	-
	Jarir Marketing		Listed Joint Stock	-	-	-
	Arriyadh Development Company		Listed Joint Stock	-	-	-
	Dr. Mohammed Rashid Al-Faqih and Partners		Unlisted Joint Stock	-	-	-
	Abdullah Ibrahim Mohammed ALSubeaei (AIMS)		Unlisted Joint Stock	-	-	-
	AlArgan Projects		Unlisted Joint Stock	-	-	-
	Mohammad Al Habib Holding	Kingdom of Saudi Arabia	Unlisted Joint Stock	-	-	-
	Jarir Investment Company		Unlisted Joint Stock	-	-	-
	Masarat Al Tanmiah investment company		Unlisted Joint Stock	-	-	-
	Artal Capital		Unlisted Joint Stock	-	-	-
	Panda Retail Company		Unlisted Joint Stock	-	-	-
	Areer International Company for Development and Commercial Investment		Limited liability	-	-	-
	Baseqat Alkhalij		Limited liability	-	-	-
Tanal Real Estate Development Company	Limited liability	-	-	-		
A. Abdullah Bin Turki Al-Sudairy	Amlak International For Real Estate Development & Finance Co.	Kingdom of Saudi Arabia	Listed Joint Stock	-	-	-
A. Amr Bin Mohammed Kamel	Senad		Listed Joint Stock	-	-	-
	Amlak International For Real Estate Development & Finance Co.		Listed Joint Stock	-	-	-
	MAAD Constructions Company	Kingdom of Saudi Arabia	Limited liability	-	-	-
	Etihad Shams		Limited liability	-	-	-
	Manakha (Manakha Urban Project Development)		Unlisted Joint Stock	-	-	-

Member name	Names of companies in which a member of the company's board of directors is a member of its current board of directors or one of its directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)	Names of companies in which a member of the company's board of directors is a member of its previous boards of directors or one of their directors	Inside the Kingdom/ Outside the Kingdom	Legal entity (listed joint stock / unlisted joint stock / limited liability)
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	Kingdom Holding Co		Listed Joint Stock	-	-	-
	Banque Saudi Fransi	Kingdom of Saudi Arabia	Listed Joint Stock	-	-	-
	El Mamlaka For Real Estate Investment		Unlisted Joint Stock	-	-	-
Eng. Mohammed Nabil Hefni	Emaar The Economic City		Listed Joint Stock	-	-	-
	Defaf United for Logistics Company	Kingdom of Saudi Arabia	Unlisted Joint Stock	-	-	-
	Samir Abbas Hospital		Unlisted Joint Stock	-	-	-
Mr. Khaled Mohammed Al Solai*	AlRajhi United Real Estate	Kingdom of Saudi Arabia	Unlisted Joint Stock	-	-	-
	Sulaiman Al Rajhi Holding company		Limited liability	-	-	-

* BoD Member since 06/03/2023.

Composition of the Board of Directors and classification of its members (Executive Board Member - Non-Executive Board Member - Independent Board Member)

Member name	Membership classification (Executive/ non-executive/ independent)
Eng. Tarek Othman Alkasabi	Non-executive
D. Mohammed Rashid Al-Faqih	Executive
Mr. Mohiuddin Saleh Kamel	Non-executive
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	Independent
MR. Fahad Abdullah Al-Qassim	Non-executive
Mr. Abdullah Bin Turki Al-Sudairy	Independent
A. Amr Bin Mohammed Kamel	Non-executive
Eng. Mohammed Nabil Hefni	Non-executive
Khaled Mohammed Al Solai*	Independent

* BoD Member since 06/03/2023.

Meetings of BoD:

Communication between board members is not limited to board meetings only, but rather communication takes place between them, between the dates of board meetings, with the aim of discussing company affairs, following up on developments, and preparing agendas for board meetings.

The Board of Directors held (5) meetings for the fiscal year 2023, and the record of members' attendance at Board meetings was as follows:

Member name	Meeting attendance record 2023					Number of attendees at meetings
	First 2023/01/03	Second 2023/03/19	Third 2023/06/19	Fourth 2023/10/02	Fifth 2023/12/25	
Eng. Tarek Othman Alkasabi	✓	✗	✓	✓	✓	4/5
Mr. Mohiuddin Saleh Kamel	✓	✓	✓	✓	✓	5/5
Eng. Salah Rashid Al-Faqih	✓	✓	✓	✓	✓	5/5
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	✓	✓	✓	✓	✓	5/5
MR. Fahad Abdullah Al-Qassim	✓	✓	✓	✓	✓	5/5
Mr. Amr Bin Mohammed Kamel	✓	✓	✓	✓	✓	5/5
Mr. Abdullah Bin Turki Al-Sudairy	✓	✓	✓	✓	✓	5/5
Eng. Mohammed Nabil Hefni	✓	✓	✓	✓	✓	5/5
Khaled Mohammed Al Solai*		✓	✓	✓	✓	4/5

* BoD Member since 06/03/2023.

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

The Board approved the disclosure policy and procedures, which guarantee the rights of shareholders to inquire, request information, and answer their inquiries, in a way that does not harm the company's interests. The Board also confirms that it did not receive any proposals or comments regarding the company and its performance from shareholders during 2023.

A brief description of the committees' powers and tasks:

1- Audit Committee:

The Audit Committee was formed to enhance the role of the Board of Directors in reviewing the accounting policies followed in the company, supervising the internal control systems and procedures, following up on the work of certified chartered accountants, studying the preliminary and annual financial statements before presenting them to the Board of Directors, and any other tasks assigned to it by the Board of Directors. (4) committee meetings were held during the fiscal year 2023. The company took into account the instructions of the Governance Regulations regarding the formation of the committee from members other than the executive members of the Board of Directors.

Names of committee members and records of its meetings

Attendance record for Audit Committee meetings 2023						
S.n.	Name	Type of Membership	Meetings held during 2023			
			12/03/2023	21/05/2023	07/08/2023	05/11/2023
1	MR. Fahad Abdullah Al-Qassim	Committee chairman	✓	✓	✓	✓
2	A. Abdullah Bin Turki Al-Sudairy	Member	✓	✓	✓	✓
3	Mr. Abdulrahman Saleh Al khulaifi	Member	✓	✓	✓	✓
4	Mr. Khaled Mohammed Al Solai*	Member		✓	✓	✓

* BoD Member since 07/05/2023



2- Nominations and Rewards Committee:

The Nominations and Rewards Committee was formed to enhance the role of the Board of Directors in making recommendations regarding setting policies for rewards and incentives for members of the Board of Directors and senior executives of the company, ensuring - on an annual basis - the independence of independent members, annually reviewing the required skill needs for Board membership, and identifying areas of weakness and strength in the Board. Reviewing the Council's structure and making recommendations regarding changes that can be made, in addition to recommending nominations for Council membership.



(4) committee meetings were held during the fiscal year 2023.

Names of Committee Members and Records of Its Meetings

The attendance record for Nominations and Rewards Committee meetings 2023						
S.n.	Name	Type of Membership	Meetings held during 2023			
			06/03/2023	06/06/2023	14/09/2023	19/12/2023
1	Eng. Talal Bin Ibrahim Bin Ali AlMaiman	Committee chairman	✓	✓	✓	✓
2	Eng. Tarek Othman Alkasabi	Member	✓	✓	✓	✓
3	A. Amr Bin Mohammed Kamel	Member	✓	✓	✓	✓

Investment and Financing Committee:

The Investment and Financing Committee was formed by a decision of the Board of Directors and was entrusted with some Board of Directors tasks, including Studying investment opportunities and their compatibility with the company's strategies, approving the company's investment decisions, and approving bank facilities. In addition to any other tasks assigned to it by the Board of Directors. (4) committee meetings were held during the fiscal year 2023.

Names of Committee Members and Records of Its Meetings

The Attendance Record for Investment and Financing Committee Meetings 2023						
S.n.	Name	Type of Membership	Meetings held during 2023			
			14/03/2023	13/06/2023	18/09/2023	11/12/2023
1	Eng. Tarek Othman Alkasabi	Committee chairman	✓	✓	✓	✓
2	D. Mohammed Rashid Al-Faqih	Member	✓	✗	✓	✓
3	Mr. Mohiuddin Saleh Kamel	Member	✓	✓	✓	✓
4	Eng. Mohammed Nabil Hefni	Member	✓	✓	✓	✓

Rewards For Members of The Board of Directors and Executive Management

The "Reward Policy for Members of the Board of Directors, Sub-Committees, and Senior Executives" at Dallah Healthcare Company aims to attract members of the Board of Directors, committees, and senior executives, with high scientific, practical, technical, and administrative competencies, and expertise that is commensurate with the nature, activity, and size of the company's business, which enables them to perform their duties at Completely and with high professionalism. The company also aims to create a successful and attractive work environment to achieve its goals.



Principles and Rules Governing Rewards:

First: Members of the Board of Directors and committees

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

01

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

02

The reward should be an attractive factor for members of the Board of Directors with the high experience and qualifications required to push the company to achieve its goals.

03

The rewards of members of the Board of Directors may be of varying amounts, reflecting the extent of the member's experience, specialization, tasks assigned to him, and independence.

04

A member of the Board of Directors is entitled to an annual reward not exceeding (200,000) Saudi Riyals, in exchange for the work, specialization, and tasks assigned to him, in his capacity as a member of the Board of Directors of the company. The Board of Directors may determine otherwise based on the recommendation of the Rewards and Nominations Committee.

05

The member of the Board of Directors who participates in the committees emanating from the Board of Directors and the committees emanating from the General Assembly is entitled to an annual reward whose total does not exceed (500,000) Saudi Riyals, whether he is a member of one committee or several committees. The Board of Directors may determine otherwise, based on the recommendation of the Remuneration and Nominations Committee, provided that it complies with the Companies Law, its executive regulations, controls, procedures, and regulatory controls issued in the implementation of the Companies Law.

06

The company has the right to demand compensation for damage to its reputation, and to recover the bonuses, compensation, and any other costs incurred by the company when:

- Membership is terminated by decision of the General Assembly, when a member is absent from three consecutive sessions within one year, without a legitimate excuse, the Board of Directors shall be dismissed.
- When a member fails to fulfill his responsibilities, tasks, and duties, which results in harm to the company's interest.
- When the member commits an act prejudicial to honor or trust or fraud.

Secondly- Senior executives

The Board of Directors determines the rewards of senior executives based on the recommendation of the Company's Rewards and Nominations Committee, provided that they are in accordance with the following principles:

01

Rewards and compensations must be consistent with the company's strategic goals, and a factor to motivate senior executives to achieve those goals and enhance the company's ability to grow, develop, and sustain its business.

03

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

General Provisions:

01

This policy is approved by the company's general assembly and becomes effective from the date of its approval by the assembly. The Board of Directors has the right to make any amendment to this policy from time to time, as required by the interest of the company, according to its circumstances and conditions.

02

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

02

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



Rewards of BoD Members:**

Name	Fixed rewards							Variable rewards						Indemnity		
	Certain amount	Allowance for attending board meetings	Total allowance for attending committee sessions	In-kind advantages	A statement of what board members received as workers or administrators or what they paid for technical or administrative work or consultations	Remuneration of the Chairman, Managing Director, or Secretary, if he is a member.	Total	Percentage of profits	Periodic bonuses	Short-term incentive plans	Long-term incentive plans	Granted shares (value is entered)	Total	Indemnity	Total	Expense allowance
Firstly: Independent members:																
A. Abdullah Bin Turki Al-Sudairy	350,000	3,000	3,000	--	--	--	356,000	--	--	--	--	--	--	--	356,000	--
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	64,452	3,000	6,000	--	--	--	73,452	--	--	--	--	--	--	--	73,452	--
Mr. Khaled Mohammed Al Solai*	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Total	414,452	6,000	9,000	--	--	--	429,452	--	--	--	--	--	--	429,452	--	--
Secondly: Non-executive members:																
Eng. Tarek Othman Alkasabi	400,000	3,000	9,000	--	1,147,596	200,000	1,759,596	--	--	--	--	--	--	--	1,759,596	--
Mr. Mohiuddin Saleh Kamel	300,000	3,000	3,000	--	--	--	306,000	--	--	--	--	--	--	--	306,000	2,800
MR. Fahad Abdullah Al-Qassim	350,000	3,000	3,000	--	--	--	356,000	--	--	--	--	--	--	--	356,000	--
A. Amr Bin Mohammed Kamel	300,000	3,000	6,000	--	--	--	309,000	--	--	--	--	--	--	--	309,000	--
Eng. Mohammed Nabil Hefni	79,452	3,000	3,000	--	--	--	85,452	--	--	--	--	--	--	--	85,452	--
Total	1,429,452	15,000	24,000	--	1,147,596	200,000	2,816,048	--	--	--	--	--	--	2,816,048	2,800	--
Thirdly: Executive members:																
D. Mohammed Rashid Al-Faqih	300,000	3,000	3,000	--	1,200,000	--	1,506,000	--	--	--	--	--	--	1,558,067	3,064,067	--
Total	300,000	3,000	3,000	--	1,200,000	--	1,506,000	--	--	--	--	--	--	1,558,067	3,064,067	--

* BoD Member since 06/03/2023.

** ** Bonuses paid during the year 2023

Senior Executives Rewards

Five of Senior Executives Including CEO and CFO	Description (Thousand Riyals)
Salaries and Compensations	6,755,936
Allowances	1,342,294
Annual Periodical Rewards	3,884,450
End of Service Reward	6,736,046
Executives Rewards for Their BoD Membership	212,000



Committee Members Rewards**

Audit Committee Members	Fixed Rewards (Except for Allowance of Attending Sessions)	Allowance of Attending Sessions	Total
Audit Committee Members			
MR. Fahad Abdullah Al-Qassim	150,000	3,000	153,000
A. Abdullah Bin Turki Al-Sudairy	150,000	3,000	153,000
Mr. Abdulrahman Saleh Al khulaifi	150,000	3,000	153,000
A. Khaled Mohammed Al Solai*	-	-	-
Total	450,000	9,000	459,000
Nominations and Rewards Committee Members			
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	25,000	6,000	31,000
Eng. Tarek Othman Alkasabi	100,000	6,000	106,000
A. Amr Bin Mohammed Kamel	100,000	6,000	106,000
Total	225,000	18,000	243,000
Investment and Financing Committee Members			
Eng. Tarek Othman Alkasabi	100,000	3,000	103,000
D. Mohammed Rashid Al-Faqih	100,000	3,000	103,000
Mr. Mohiuddin Saleh Kamel	100,000	3,000	103,000
Eng. Mohammed Nabil Hefni	40,000	3,000	43,000
Total	340,000	12,000	352,000

* BoD Member since 06/03/2023.

** Bonuses paid during the year 2023

Acknowledgments of BoD:









The Board of Directors acknowledges that:

- 01  The account records are prepared correctly.
- 02  The internal control system was prepared on sound foundations and was implemented effectively.
- 03  There is no doubt about the company's ability to continue its activity.
- 04  There are no substantive penalties or precautionary restrictions imposed on Dallah Healthcare Company during 2023.
- 05  There were no recommendations of the Audit Committee that conflicted with the decisions of the Board of Directors, or any recommendations that the Board refused to take into account, regarding the appointment of the company's auditor, his dismissal, determining his fees, evaluating his performance, or appointing the internal auditor.
- 06  There is no information about arrangements or agreements under which any member of the Board of Directors, a senior executive, or any of the company's shareholders waived his interests or rights to receive profits or bonuses.
- 07  The company confirms that there is no cash loan of any kind to any member of the company's board of directors by the end of 2023.



The results of the annual review of the effectiveness of the company's internal control procedures, in addition to the audit committee's opinion on the adequacy of the company's internal control system.

The Audit Committee was formed in accordance with Article (54) of the Corporate Governance Regulations issued by the Capital Market Authority, and its tasks and responsibilities are summarized as follows:

- 01  Supervising the Internal Audit Department, to verify its effectiveness in carrying out the work and tasks assigned to it.
- 02  Study the internal control system and prepare a written report on its opinion and recommendations regarding it.
- 03  Study internal audit reports and follow up on the implementation of corrective actions based on the observations contained therein.
- 04  Recommending to the Board of Directors to appoint certified chartered accountants, after ensuring their independence, dismissal, and determining their fees.
- 05  Study the audit plan with the chartered accountant, and provide the committee's comments on it.
- 06  Study the observations of certified chartered accountants on the financial statements, and follow up on what was done regarding them.
- 07  Study the initial and annual financial statements before presenting them to the Board of Directors, and express an opinion and recommendation regarding them.
- 08  Study the accounting policies used, and express an opinion and recommendation regarding them.

(4) committee meetings were held during 2023. The following is a statement of the committee membership and attendance record during the year:

S.n.	Name	Type of Membership	Number of meetings (4)			
			12/03	21/05	07/08	05/11
1	Mr. Fahad Abdullah Al-Qassim	Committee chairman	✓	✓	✓	✓
2	A. Abdullah Bin Turki Al-Sudairy	Member	✓	✓	✓	✓
3	Mr. Abdulrahman Saleh Al khulaifi	Member	✓	✓	✓	✓
4	Mr. Khaled Mohammed Al Solai*	Member		✓	✓	✓

* Mr. Khaled Mohammed Al Solai has become a member of the Audit Committee since 07/05/2023.

The Audit Committee supervises the company's internal audit department, to implement the committee-approved annual audit plan based on risk assessment, and evaluates the efficiency of the internal control system, by taking samples of the activities planned to be reviewed in order to examine them, to ensure the effectiveness and adequacy of the designed and applied internal control systems.

The committee also discusses with the external auditor the planning and implementation of the annual examination and review work, based on the auditing standards recognized in the Kingdom of Saudi Arabia, to obtain a reasonable degree of ensuring that the financial statements are free of material errors. Based on the results of the examination carried out during the year by the External Auditor and the Internal Audit Department, the results of this examination did not indicate any significant deficiency or fundamental change in the internal control systems, with a number of observations provided to the committee by the executive management. The necessary corrective actions were agreed upon, specifying the time period for correction and submitting periodic reports thereon to the Audit Committee.

We also note that it is not possible to emphasize the absolute comprehensiveness of the examination and evaluation processes carried out for internal control procedures because the audit process in its essence is based on sampling activities. The Internal Audit Department works closely with the company's executive management to maintain an acceptable and effective level of efficiency of the company's internal control system and procedures.

A statement of the dates of the general shareholders' assemblies held during the last fiscal year, and the names of the Board of Directors members attending these assemblies



S.n.	Name	Attendance record	
		Ordinary general assembly 31/05/2023	Extraordinary general assembly 28/12/2023
1	Eng. Tarek Othman Alkasabi	✓	✓
2	Mr. Mohiuddin Saleh Kamel	✓	✓
3	D. Mohammed Rashid Al-Faqih	✓	✗
4	Eng. Talal Bin Ibrahim Bin Ali AlMaiman	✓	✗
5	MR. Fahad Abdullah Al-Qassim	✓	✓
6	A. Amr Bin Mohammed Kamel	✓	✓
7	A. Abdullah Bin Turki Al-Sudairy	✓	✗
8	Eng. Mohammed Nabil Hefni	✗	✓
9	A. Khaled Mohammed Al Solai*	✓	✓

* BoD Member since 06/03/2023.

The interest of board members and senior executives in the shares of the company and its subsidiaries:



The table shows the interest of the members of the Board of Directors in the company's shares during the fiscal year 2023, and there is no ownership or interest for their spouses or minor children in the company's shares or its subsidiaries. There is also no interest or ownership for senior executives, their spouses, or their minor children in the shares of the company or its subsidiaries.

The Name of The Person In Whom The Interest Is Vested	Beginning of The Year	End of year	Net Change During The Year	Change Rate
Members of BoD				
Eng. Tarek Othman Alkasabi	4,410,484	4,410,484	-	-
Mr. Mohiuddin Saleh Kamel	1,525	1,525	-	-
Dr. Mohammed Rashid Al-Faqih	186,721.4	186,721.4	-	-
Eng. Talal Bin Ibrahim Bin Ali AlMaiman	0	0	-	-
MR. Fahad Abdullah Al-Qassim	1,905	1,905	-	-
Mr. Amr Bin Mohammed Kamel	0	0	-	-
Mr. Abdullah Bin Turki Al-Sudairy	0	0	-	-
Eng. Mohammed Nabil Hefni	0	0	-	-
A. Khaled Mohammed Al Solai*	0	0	-	-
Senior executives				
Dr. Ahmed Saleh Babaer (CEO)	1,905	1,905	-	-
Dr. Mohammed Rashid Al-Faqih (General Medical Supervisor)	186,721.4	186,721.4	-	-
Ali Saeed Jubran Al Qahtani (CFO)**	0	0	-	-
Dr. Salah Rashid Al-Faqih (Chief Medical Officer)	0	0	-	-
Eng. Abdulaziz Saleh AlWahaibi (Chief Operating Officer)	0	0	-	-
Othman Khalil Othman (Acting CFO)***	0	0	-	-

* BoD Member since 06/03/2023.

** His work at the company ended with his resignation on 11/09/2023.

*** He was assigned the duties of CFO on 11/11/2023.

Transactions with relevant parties



The company's transactions included contracts with several parties related to one of the company's major shareholders, or members of the board of directors. Based on the principle of disclosure and transparency, all of these transactions have been reported in this report.

S.n.	Related Party	Second Party	Position	Relationship with the related party	Engagement Type	Amount of Engagement	Period of Engagement	Terms & Conditions
1	KUN Investment Holding Co. LLC	1- Mohiuddin Saleh Kamel 2- Mohammed Nabil Hefni	Vice Chairman of the Board of Directors 2- Board member	1. A. Mohiuddin Saleh Kamel is Abdullah bin Saleh Kamel's brother (owner of KUN Investment Holding) 2- CEO of KUN Investment Holding	Acquisition of KUN's shares in the International Medical Center Company, amounting to 18.98% of the capital of the International Medical Center Company.	1,043,102,343 Riyals	The acquisition procedures were completed on 06/23/1444 AH, corresponding to 01/16/2023.	No preferential terms
2	Adaptive TechSoft Company	Tarek Othman Alkasabi	Chairman of the Board of Directors	Being a partner in the Adaptive TechSoft Company, in addition to his son, Mr. Abdullah bin Tarek Alkasabi, assuming the position of Chairman of the Board of Directors at the Adaptive TechSoft Company.	Technical Support	7,441,322 Riyals	01/01/2023 31/12/2023	No preferential terms
3	Tarek Othman Alkasabi	-	Chairman of the Board of Directors	-	Providing management consultations for the company	1,319,736 Riyals	01/01/2023 31/12/2023	No preferential terms
4	AlJazira Capital	Tarek Othman Alkasabi	Chairman of the Board of Directors	Vice Chairman of the Board of Directors	Providing financial consultations	11,683,720 Riyals	01/01/2023 31/12/2023	No preferential terms
5	Generous Sweets Trading Company	Mr. Mohiuddin Saleh Kamel	Vice Chairman of the Board of Directors	Board member and partner	tenant	440,680 Riyals	01/01/2023 31/12/2023	No preferential terms
6	Iqraa Media Company	Mr. Mohiuddin Saleh Kamel	Vice Chairman of the Board of Directors	Board member	Providing advertising services	652,266 Riyals	01/01/2023 31/12/2023	No preferential terms
7	Dareen Travel	1. Mr. Mohiuddin Saleh Kamel 2- Mr. Amr Bin Mohammed Kamel	1- Vice Chairman of the Board of Directors 2- Board member	Senior executives at Dallah Al Baraka Holding Company (one of the major shareholders in Dallah Healthcare Company), which owns Dareen Travel.	Providing travel tickets to employees	7,268,995 Riyals	01/01/2023 31/12/2023	No preferential terms
8	Dr. Mohammed Rashid Al-Faqih and Partners	1- Dr. Mohammed Rashid Al-Faqih 2- Mr. Fahad Abdullah Al-Qassim	Members of BoD	Members of BoD	Technical Support and pharmaceutical sales	3,873,301 Riyals	01/01/2023 31/12/2023	No preferential terms



.S.n	Related Party	Second Party	Position	Relationship with the related party	Engagement Type	Amount of Engagement	Period of Engagement	Terms & Conditions
9	Khalid Al Fagih Engineering Consultancy	Dr. Mohammed Rashid Al-Faqih	Board member	Dr. Mohammed Rashid Al-Faqih, brother of Eng. Mohammed Rashid Al-Faqih	Providing engineering consultations	2,681,781 Riyals	01/01/2023 31/12/2023	No preferential terms
10	Jarir Marketing	Mr. Fahad Abdullah Al-Qassim	Members of BoD	Members of BoD	Office supplies and stationery	636,324 Riyals	01/01/2023 31/12/2023	No preferential terms
11	Dallah AlBaraka	1- Mr. Mohiuddin Saleh Kamel 2- Mr. Amr Bin Mohammed Kamel	Members of BoD	Senior executives at Dallah AlBaraka Holding	Medical services	12,145 Riyals	01/01/2023 31/12/2023	No preferential terms
12	International Medical Center	Mr. Mohiuddin Saleh Kamel	Vice Chairman of the Board of Directors	Board member	Technical Support and pharmaceutical sales	3,185,272 Riyals	01/01/2023 31/12/2023	No preferential terms
13	Meras Medical Holding Company	Associate Company	-	-	Medical services	2,322,646 Riyals	01/01/2023 31/12/2023	No preferential terms

Company Requests For Shareholder Register 2023

Request date	Reason for Request
26/01/2023	Company procedures
30/03/2023	Company procedures
31/05/2023	General assembly
10/07/2023	Profits profile
30/06/2023	Company procedures
28/08/2023	Profits profile
28/09/2023	Company procedures
14/11/2023	Profits profile
28/12/2023	General assembly

Board Member Participation In Competitive Activities:

- The company explains that Mohiuddin Saleh Kamel, Vice Chairman of the Board of Directors of Dallah Healthcare Company, serves as a member of the Board of Directors of the International Medical Center Company. It is a closed joint stock company that provides medical care and treatment through a public hospital in the south of Jeddah. Dallah Healthcare Company also invests 27.18% in the capital of the International Medical Center Company.
- The company explains that Mohammed bin Rashid Al-Faqih is a member of the Board of Directors of Dallah Healthcare Company, a partner in Dr. Mohammed Rashid Al-Faqih and Partners Company, owning 18.20%, and Chairman of its Board of Directors. It is a closed joint stock company that provides medical care and treatment through a general hospital east of Riyadh. Dallah Healthcare Company also invests 31.21% of the capital of Dr. Mohammed Rashid Al Faqih and Partners Company.
- The company explains that Fahad bin Abdullah Al-Qassim is a member of the Board of Directors of Dallah Healthcare Company. He serves as a member of the Board of Directors of Dr. Mohammed Rashid Al-Faqih and Partners Company. It is a closed joint stock company that provides medical care and treatment through a general hospital east of Riyadh. Dallah Healthcare Company also invests 31.21% of the capital of Dr. Mohammed Rashid Al Faqih and Partners Company.

Regular Payments Due:

Description	Due at the end of 2023	Notes
Zakat, Tax, and Customs Authority	48,840,583	According to the consolidated financial statement for the end of the year in December 31, 2023
General Organization for Social Insurance	(3,117,259)	According to the consolidated financial statement for the end of the year in December 31, 2023
Total		



Detailed Financial Report

04



Financial Statements

Comparison of Business Results For The Last Five Years

Million Riyals	2023	2022	2021	2020	2019
Total revenues	2943	2488	2105	1318	1252
Gross profit	1079	895	760	450	448
Operating profit	506	422	365	195	154
Income before zakat	400	329	292	148	152
Net income	385	295	275	135	147

The company's revenues have increased at a growth rate of 18% % for the year 2023, where it reached 2,943 million Riyals, compared to 2,488 million Riyals during the previous year. The compound annual growth rate during the past five years amounted to about 24% as revenues increased from 1,252 billion Saudi Riyals in 2019 to 2,943 million Riyals in 2023. While net profit increased by 30% for the year 2023, where it reached 385 Million Riyals, compared to 295 million Riyals for the year 2022. The compound annual growth rate during the past five years amounted to about 27%, as net profits increased from 147 million Saudi Riyals in 2019 to 385 Million Saudi Riyals in 2023. The reason for the increase in profits is due to the increase in the number of visitors (visits and hospitalizations) to the company's hospitals, in addition to the decrease in the company's losses in the companies in which it invests.

The company seeks to continue to raise the efficiency of operations and operational energy and to develop its business, with the aim of achieving the best return for shareholders in the long term.

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

Million Riyals	2023	2022	2021	2020	2019
Total assets	6,243	4,920	4,645	4,130	2,916
Total liabilities	2,770	2,688	2,549	2,122	1,394
Total shareholders' equity	3,473	2,232	2,096	2,008	1,522

Shareholders' equity grew from 1,255 million Riyals in 2019 to 3,473 million Riyals by the end of 2023, at a compound annual rate of 23%. While liabilities increased from 1,394 million Riyals in 2019 to 2,770 million Riyals in 2022, at a compound annual rate of 15%. While the company's assets grew from 2,916 million Riyals in 2019 to 6,243 million Riyals in 2023, at a compound annual rate of 15%.

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

Summary of Income Statement Items

Million Riyals	2023	2022	التغيير	%
Revenues	2,943	2,488	455	% 18
Revenues cost	1,864	1,593	271	% 17
Gross profit	1,079	895	184	% 21
Operational expenses	573	532	100	% 21
Operating profit	506	422	84	% 20
Income before zakat	400	329	71	% 22
Net income	385	295	90	% 30

Net profits for 2023 increased by 30% compared to the previous year, as revenues jumped by 18.3% to reach 2,943 million Saudi Riyals, compared to 2,488 million Saudi Riyals in 2022. This is due to the increase in the number of visitors to the group's hospitals, and the increase in occupancy rates in both the inpatient departments and outpatient clinics, as a result of the increased operational and capacity capacities of the group's hospitals. This led to an improvement in the total profit for the year 2023, reaching 1,079 million Saudi Riyals compared to 895 million Saudi Riyals in 2022, an increase of 21%, as a result of revenue growth. The improvement in the performance of associate companies led to a decrease in the company's share of losses. These companies are worth 21 million Saudi riyals in 2023, as losses decreased from 23 million Saudi Riyals in 2022 to reach 2 million Saudi Riyals during 2023, in addition to the company's acquisition of an additional stake in an associate company in 2023. In addition, in 2022, a special allocation for Zakat was recorded in the amount of 18.5 million Saudi Riyals, as a result of the group receiving initial Zakat assessments, while in 2023, Zakat assessments prepared for the benefit of the company were received.

Geographical distribution of the company's and its subsidiaries revenues

Revenues (Million Riyals)	2023	2022
Central Region	2,730	2,342
West Region	197	130
East Region	16	16

Most of the company's revenues, at present, are concentrated in Riyadh. These are represented in the revenues of Dallah Al Nakheel Hospital, Dallah Namar Hospital, Kingdom Hospital, and consulting clinics.

Cash from Operating Activities

Million Riyals	2023	2022	2021	2020	2019
Cash from operational activities	625	442	362	183	307

Cash from operating activities increased from 442 million Riyals during 2022, to 625 million Riyals during the year 2023, with a growth rate of 41% Approximately as a result of the increase in net profits before Zakat, which increased from 329 million to 400 million Riyals, due to the increase in revenues as previously mentioned. In addition to the increase in the cost of non-cash items, which was represented by provisions for advance payments.

EPS

Below are basic and diluted Earnings Per Share, calculated on a weighted average share basis:

Basic and diluted Earnings Per Share	As 31 of December 2023	As 31 of December 2022
Net profit	360,112,537	274,463,823
Weighted average number of outstanding shares	97,344,457	90,000,000
Basic and diluted Earnings Per Share	3.70	3.05

Shares, Debt Instruments, and Option Rights Activities

Shares Activities

The number of shares issued to the company and fully listed on the stock market reached 97.7 million shares as of the end of 2023, with a nominal value of 10 Riyals, thus the company's capital is 976.8 million Riyals.

Treasury Shares

The Company does not have any treasury shares as of December 31, 2023.



Loans

- As of 12/31/2023, the company has short-term Murabaha financing amounting to approximately 354 million Riyals, in addition to the current portion of a long-term loan amounting to 253 million Riyals, as well as long-term financing amounting to 1,288 million Riyals.
- As of 12/31/2023, Dallah Healthcare and its 100% owned subsidiaries have bank Murabaha facility agreements totaling 2,665 million Saudi Riyals (12/31/2022: 2,795 million Saudi Riyals), of which 1,545 million Saudi Riyals have been reached. Used as of 12/31/2023 (12/31/2022: 1,612 million Saudi Riyals).
- On Muharram 25, 1443 AH (corresponding to September 2, 2021), the company signed an agreement with the Ministry of Finance to obtain long-term financing in the amount of 357 million Saudi Riyals for a period of 10 years (16 semi-annual installments), to support the group's strategy in completing the construction of a hospital. Dallah Namar: An amount of 223 million Saudi Riyals was received until 12/31/2023. (12/31/2022: 223 million Saudi Riyals).
- As of 12/31/2023, the balance of Murabaha financing includes financing related to Care Shield Holding Company "a subsidiary", with a value of 127 million Saudi Riyals (12/31/2022: 98 million Saudi Riyals).
- These financings were obtained by guaranteeing promissory notes and mortgages of property and equipment.
- All of the company's loans are made in accordance with the provisions of Islamic Sharia

All numbers in the table below are in millions of riyals

Bank	Financing type	Loan principal (beginning balance)	Financing period		Additions through 2023	Payment within 2023	Balance on December 31, 2022
			From	To			
Saudi National Bank	Short term	27	2023	2024	44	28	43
	Long-term	16	2021	2025	--	10	5
	Long-term	331	2021	2030	--	41	289
SAB	Long-term	124	2021	2030	--	16	109
	Long-term	137	2020	2024	--	69	69
Al-Rajhi	Long-term	255	2022	2030	--	32	223
	Short term	131	2023	2024	72	25	178
	Long-term	300	2022	2032	--	--	300
Ministry of Finance	Long-term	292	2021	2031	--	32	260
	Long-term	--	2023	2024	69	--	69
Aljazira Bank	Long-term	223	2022	2031	--	--	223
	Long-term	2	2023	2024	--	2	--
Aljazira Bank	Long-term	76	2021	2028	--	13	63
	Short term	21	2023	2024	55	12	64
Total		1935			240	280	1895

Dividend Distribution Policy

The company intends to continue distributing dividends to its shareholders, with the aim of enhancing the value of their investments in a way that is consistent with achieving the company's objectives and capital and investment requirements, based on the profits achieved by the company and its financial condition, the market condition, the general economic climate, and other factors, including: The company's emergency need to reinvest those profits, its capital requirements, its future prospects, its economic activity, and other legal and regulatory considerations. Profits are distributed in Saudi Riyals.

According to the company's articles of association, any decision by shareholders to distribute cash dividends must be issued by the ordinary general assembly, based on the recommendations of the Board of Directors after taking into account the various factors mentioned above.

- The Ordinary General Assembly may decide to form other reserves, to the extent that serves the interest of the company, or ensures the distribution of fixed profits - as much as possible - to shareholders. The association may deduct a certain percentage of the net profits to achieve social purposes for the company's employees.
- The General Assembly determines the percentage that must be distributed to shareholders from the net profits after deducting reserves, if any.
- The shareholder is entitled to his share of profits in accordance with the General Assembly's decision issued in this regard. The decision shall indicate the due date and distribution date. Eligibility for dividends is for stockholders registered with the Securities Depository Center Company (Depository Center), at the end of the second trading day following the entitlement date.
- The Assembly may decide to distribute profits on an annual, semi-annual, or quarterly basis, and the Assembly may authorize the Board of Directors to do so.



Recommending Dividend Distribution (Cash - Non-cash)

Dallah Healthcare's cash distributions to its shareholders reflect the company's interest in involving its valued shareholders in the company's success, by achieving growing profits despite the expansion phase that the company is going through, which requires investing a lot of cash towards maximizing the company's growth.

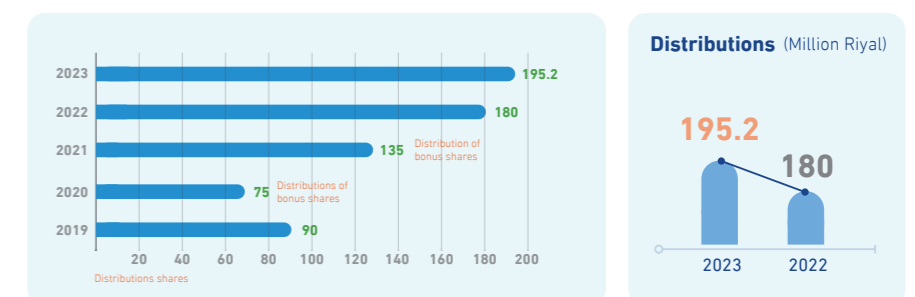
- In June 2023, the company decided to distribute interim dividends to shareholders in the amount of 48.8 million Saudi Riyals, and the distribution was made during the year 2023.
- In August 2023, the company decided to distribute interim dividends to shareholders in the amount of 48.8 million Saudi Riyals, and the distribution was made during the year 2023.
- In November 2023, the company decided to distribute interim dividends to shareholders in the amount of 48.8 million Saudi Riyals, and the distribution was made during the year 2023.
- In December 2023, the company decided to distribute interim dividends to shareholders in the amount of 48.8 million Saudi Riyals, and the distribution was made during the year 2024.
- The total dividends for the year 2023 will reach about 195.2 million Riyals, at 2 Riyals per share.

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

Million Riyals (For the fiscal year)	2023	2022	2021	2020	2019
Paid Cash dividends	195.2	180	135	67.5	90*

*Distribution of bonus shares with cash dividends.

Announced Distributions during the year





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