



RELIABLY SATISFYING

ANNUAL REPORT
2021





Custodian of the Two Holy Mosques

King Salman Bin Abdulaziz Al Saud

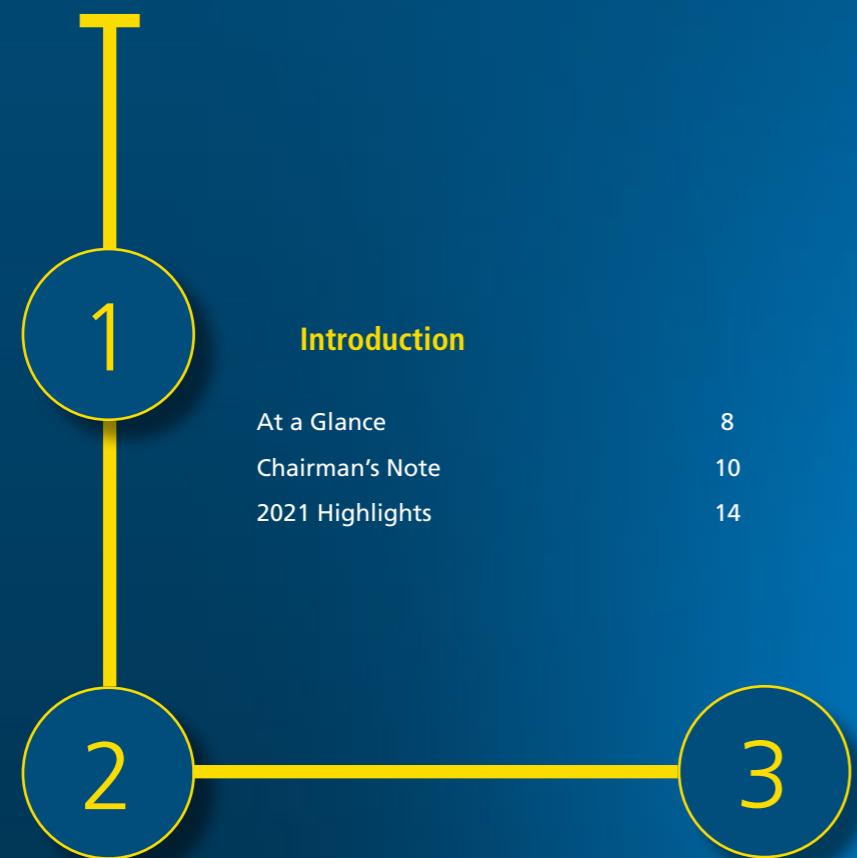


Crown Prince, Deputy Prime Minister,
and Minister of Defence

Prince Muhammad Bin Salman Bin Abdulaziz Al Saud

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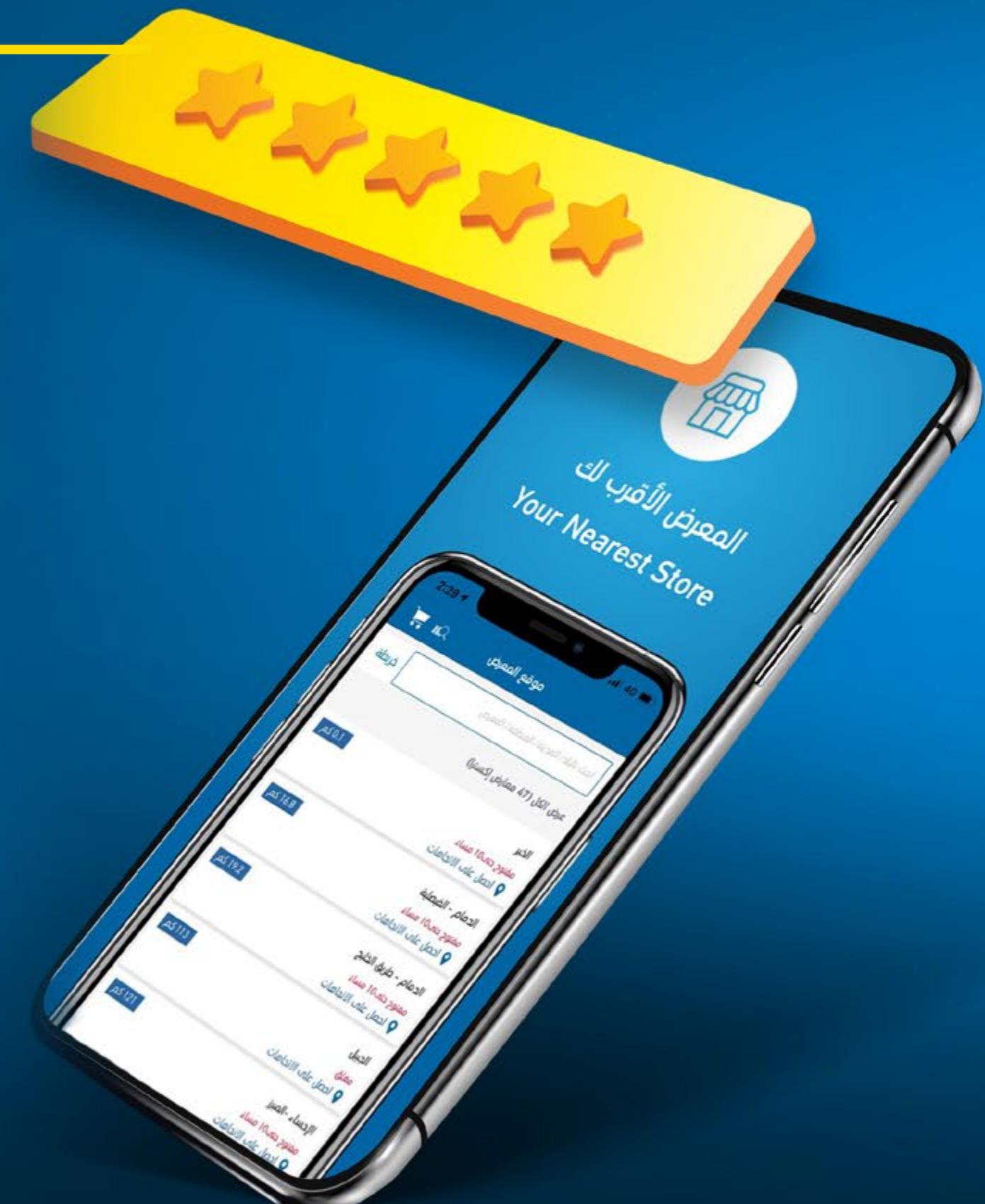


INTRODUCTION

52

Branches in 29
Cities

In 2021, eXtra began seizing the opportunities offered up by the post-COVID landscape. The Company doubled down on its commitment to an unmatched consumer experience and drove rapid growth at its consumer finance subsidiary, Tas'heel.



At a Glance

Product Categories



White Goods



Computing



Electronics



Audio-Visual



Mobiles



Small Appliances



Gaming

The United Electronics Company ("eXtra") launched its first store in Riyadh in 2003, growing into the Gulf region's premier big box electronics retailer. eXtra now operates over 140 thousand square meters of retail space across key geographies in Saudi Arabia, Bahrain, and Oman, making it the region's largest integrated retailer in the consumer electronics segment. Strengthened by its leading e-commerce platform, "extra.com", eXtra has been able to extend its reach beyond its 52 operational stores. Leveraging a strong and growing online presence, eXtra was able to serve upwards of 13.9 million customers in 2021, providing an unmatched value offering across a wide range of product segments, including smartphones, white goods, audio-visual devices, small appliances, computers, gaming consoles and a wide variety of consumer electronics.

eXtra provides its customers with unrivaled maintenance and aftersales services through its consolidated after-sales platform, Extra Service. Supported by the Company's 5 technical centers, 13 workshops and over 300 highly skilled professionals, Extra Service offers unrivaled maintenance services, technical support, and extended warranty programs. eXtra's ability to offer integrated service packages tailored to customer needs is a unique offering which strengthens the Company's regional reach and solidifies the company's position as Saudi Arabia's leading hub for aftersales services in the consumer electronics space.

At year-end 2021, eXtra held a market share of 19.1% in consumer electronics, a testament to the Company's success in its mission to enhance customers' quality of life through a focus on choice and quality. eXtra booked a top line of SAR 5.8 billion in 2021. Since 2003, eXtra has registered a revenue CAGR of 62%.



خدمات اكسترا | Extra Service

الشركة المتحدة للخدمات المالية | تاسheel
United Company for financial services



Our Vision

To be the region's leading retailer of consumer electronics and appliances by proving superior services and creating value for all customers.



Our Mission

eXtra enhances customers' quality of life by providing innovative, high-quality products, services and solutions that meet or exceed their expectations. We seek mutual reward through collaborative relationships and operational excellence.

Key Facts

19

Years of operation

52

Stores in 29 Cities

+ 6500

Stock keeping units (SKUs)

3

Countries including KSA, Bahrain and Oman

13.9 MN

Shoppers in 2021

+ 3000

Highly trained and dedicated employees

858 MN SAR

Outstanding personal loan portfolio

414 MN SAR

Outstanding product loan portfolio

396.8 MN SAR

In net profit for 2021, up 41.6% y-o-y



Chairman's Note



Dear Shareholders,

I am greatly pleased with eXtra's performance in 2021. Having displayed exemplary resilience in the face of exceptional circumstances in 2020, in 2021 eXtra truly kicked on and leveraged the changes to our market and operational environment, overcoming the disruptions of the COVID-19 pandemic to delight customers across the region and repay our stakeholders' faith in the Company's unique value proposition. Having risen to the occasion of the pandemic, eXtra is now showing that it is fully prepared to seize all the opportunities the post-COVID landscape has to offer, as indicated by the Company's impressive financial and operational performance for the year.

In 2021, Saudi Arabia began to see a gradual normalization of commercial and social activity towards pre-pandemic levels, helping the Kingdom achieve a

rapid economic recovery and exceptional GDP growth for the year. These conditions, which have redounded to the benefit of businesses across Saudi Arabia, could not have been achieved without the balanced and farsighted policies introduced by the government of the Custodian of the Two Holy Mosques, with its unshaking support for the Kingdom's national health infrastructure and the assistance it has extended to affected enterprises.

Leveraging the improvement in our broader market, in 2021 eXtra strove to ensure that its customers continued to enjoy an unrivalled experience across all channels – physical and digital – and drove strong performance across the Company's lines of business. We continued to make impressive progress in achieving our strategic objectives, and held a market share of 19.1% in the Kingdom of Saudi Arabia as at year-end 2021,

maintaining our dominance despite the disruptions faced by the global consumer electronics market as supply chain bottlenecks and the semiconductor shortage impacted availability for a number of products.

Despite such disruptions, and despite some customers having brought forward big-ticket purchases during the previous year, eXtra's top-line for 2021 remained essentially stable from last year's figure, declining only by a slight 2.1% year-on-year. Meanwhile, our net income of SR 396.8 million for 2021 has met our objective of doubling the bottom line reported in 2018, testifying both to our rapid operational expansion in recent years and to our ability to keep this expansion as efficient as possible. As conditions continue to normalize and supply and demand come into better alignment moving forward, we expect further enhancements to our financial performance. We further expect this normalization to lead to improved performance in the broader consumer electronics market, reflecting the encouraging fundamentals of the Saudi Arabian economy.

To achieve the goal of a modern, competitive, knowledge-based economy, Vision 2030 has prioritized the development of Saudi Arabia's digital capabilities. In turn, eXtra has been at the forefront of the digital transformation in Saudi retail. As the pandemic has accelerated the conversion to e-commerce, our digital platform 'extra.com' now consistently generates around a quarter of the Company's consolidated sales. We are proud to observe that the Company is now reaping the fruits of an investment which began when we launched extra.com more than a decade ago. Meanwhile, we have deepened our investment in

Leveraging the improvement in our broader market, in 2021 eXtra strove to ensure that its customers continued to enjoy an unrivalled experience across all channels – physical and digital – and drove strong performance across the Company's lines of business.

e-commerce by developing a best-in-class last-mile delivery capability and pursuing all kinds of avenues for enhancing customers' experience on our digital platform. As our digital market continues to mature, eXtra will devote additional resources to the development and fine-tuning of our last-mile capability. It goes without saying that we have been similarly focused on ensuring that visitors to our showrooms continue to enjoy the market's finest brick-and-mortar experience. Our locations welcomed nearly 14 million shoppers throughout 2021.

On the consumer finance front, our fintech subsidiary Tas'heel truly came into its own in 2021, its second full year of operation. With Tas'heel maturing and establishing a solid footprint in its growing market, the subsidiary contributed approximately one-third of eXtra's net income during 2021. This impressive performance reflects Tas'heel's twin status as the Kingdom's fastest-growing consumer finance company and its first fintech company to turn a profit. Tas'heel held a portfolio of approximately SR 1.2 billion as of 31 December 2021, with an active customer base of nearly 100 thousand.

It is worth noting that Tas'heel's successes are not a product simply of favorable circumstances, but of a strategic vision that eXtra has adopted since 2015 to pursue excellence in the area of consumer finance. Since inception, Tas'heel has registered 1.2 million individual customers, indicating the breadth and attractiveness of the subsidiary's range of tailor-made financial products, as well as its pioneering integration of conventional financial services with an end-to-end digital platform that makes for a uniquely easy

From physical retail and e-commerce to aftersales services and consumer finance, eXtra's priority is to engender operational excellence and to keep our customers delighted.

experience: about 70% of financing requests are submitted wholly digitally, while 82% of requests are processed within a time of 20 minutes. As Tas'heel continues to develop its technology and the Kingdom's non-bank financial services space continues to expand, we expect the subsidiary to further grow and diversify the portfolio of products it offers its clients, embodying eXtra's commitment to an unrivalled customer experience and generating further growth.

From physical retail and e-commerce to aftersales services and consumer finance, eXtra's priority is to engender operational excellence and to keep our customers delighted. We are very excited to be taking our integrated offering to new shores in the months ahead, as we work to establish our business in the Arab Republic of Egypt. With our entry into the Egyptian market, we will have taken a major step on the road to consolidating an unmatched regional presence in the consumer electronics space, adding yet another source of sustainable, long-term growth, and further differentiating the Company's value proposition in the eyes of shareholders.

Egypt boasts the MENA region's largest population, one of its fastest-growing economies, and its second-largest consumer electronics market, valued at EGP 100 billion (SR 24 billion). Nearly 60% of the Egyptian population is under 30 years of age, providing a highly lucrative opportunity for organized specialty retailers with eXtra's comprehensive and integrated product and service offering. Egypt's increasingly connected market also marks a promising new frontier for the expansion of our developed digital offering, while its large unbanked population provides a ready market for consumer finance services. In the months ahead, we will seek to build a solid bridgehead to this promising market with an initial investment of EGP 1 billion (SR 239 million).

As we work to write the next chapters of eXtra's growth story, eXtra has done its best to play a positive social role in the communities where we do business. Ensuring that we remain a model corporate actor is a priority of the Board of Directors. In-house, we have invested heavily in providing Saudi youth with fulfilling opportunities for employment and have worked to impart valuable skills to recruits across all functions of the Company, developing their human

capital through more than 30 thousand hours of training. Further afield, we continue to do our part in addressing the impacts of the pandemic on our communities. Such efforts are exemplified by our partnership with ERTIQA, through which we have provided underprivileged schoolchildren with the personal computers and other resources they need to be full participants in the digital and physical classroom.

In closing, the Board of Directors once again expresses its sincere thanks to eXtra's valued shareholders, to the Company's farsighted management, and to each and every eXtra employee in Saudi Arabia and across the region. We are fully confident in the eXtra family's commitment to excellence, and believe that our team has what it takes to shoulder the responsibility of transforming the region's retail map for the better, materially enhancing our customers' quality of life by providing the best products and services, and to successfully ensure that eXtra is a force to be reckoned with in the region's consumer electronics and consumer finance sectors.

Abduljabbar Mohamed Abduljabbar

Chairman of the Board



2021 Highlights

In 2021, eXtra began seizing the opportunities offered up by the post-COVID landscape. The Company doubled down on its commitment to an unmatched consumer experience and drove rapid growth at its consumer finance subsidiary, Tas'heel.

Rapid and Consistent Growth in Profitability			Strong and Liquid Balance Sheet		
Revenues	SR 5.83 billion,	▼ 2.2% y-o-y	Total Assets	SR 3.65 billion	▲ 24.5% y-o-y
Gross Profit	SR 1.18 billion	▲ 13.8% y-o-y	Cash & Cash Equivalents	SR 173.0 million	▼ 6.0% y-o-y
Net Profit	SR 396.8 million	▲ 41.7% y-o-y	Equity	SR 993.0 million	▲ 20.2% y-o-y
A Pioneering Digital Retailer			Saudi Arabia's Fastest-Growing Consumer Finance Company		
Digital Revenue Contribution	23%		Tas'heel Loan Portfolio	SR 1.20 billion (2020: SR 851.0 million)	
			Tas'heel Net Profit	SR 128.7 million (2020: SR 21.3 million)	
			Tas'heel Active Customer Base	100K	



BUSINESS OVERVIEW

- Our Markets
 - Our Network
 - Our Lines of Business
 - Our Strategy
 - 2021 Financial and Operational Performance
 - Risks and Mitigates
 - Our People
 - Corporate Social Responsibility



Our Markets

Saudi Arabia

The economy of Saudi Arabia is one of the top twenty economies in the world and the largest economy in the Gulf Cooperation Council (GCC) and the Middle East and North Africa (MENA) region. Saudi Arabia is a member of the G20 group of countries. According to estimates from the World Bank, Saudi Arabia's gross domestic product (GDP) amounted to USD 790 billion in 2021. With a GDP per capita of exceeding USD 20 thousand, the Kingdom is classified as a high-income country and enjoys a highly developed consumer market. The Kingdom's population continues to grow rapidly, helped by favorable demographic factors, with a large student- and working-age cohort. As of 2021, the population of Kingdom of Saudi Arabia stood at 35.3 million, up by 1.5% from 32.8 million in 2020.

In 2016, the government of Saudi Arabia launched its landmark Saudi Vision 2030 Program, with an eye to diversifying the economy away from oil production, boosting the non-oil revenues, and developing high-value sectors such as health, education, infrastructure, recreation and tourism. Key goals include encouraging domestic and foreign investment, growing non-oil exports, and promoting a vibrant cultural and entertainment sector. Such initiatives have helped develop alternative sources of government revenue, including taxes, fees and income from the Public Investment Fund, the world's largest sovereign wealth fund. Economic reforms have also reduced dependency on the public sector for employment and significantly increased female labor participation, while increasing the portion of the economy accounted for by the private sector, providing greater opportunities for employment. According to the government's General Authority for Statistics, unemployment of Saudi citizens decreased to 11.3% as of September 2021, the lowest level since 2010.

After being hit by the negative impacts of the COVID-19 pandemic and low oil prices in 2020, Saudi Arabia's economy has recovered strongly in 2021, and is forecast to extend this recovery into 2022. GDP growth reached 5.7% in the third quarter of 2021, taking the Saudi economy above its pre-pandemic size. Growth will be driven by the recovery in oil prices, which reached their highest level since 2014 in October 2021, and the uptick in the non-oil economy, which is estimated to have expanded by 4.7-5.0% during 2021, helping drive overall economic growth. The loosening of the OPEC output cuts has helped the Kingdom's oil production volume to grow by around 2-3% in 2021 after falling to 8.8 million barrels per day (bpd) in the third quarter of 2020,

from nearly 10 million bpd in 2019. An improving economic outlook in 2021 drove FDI inflows into the Kingdom to their highest level since 2016.

On the COVID-19 front, Saudi Arabia announced in November 2021 that it had fully vaccinated 23 million persons across the Kingdom, with approximately 45 million doses administered. More than 60 percent of Saudi Arabia's population had received a full course of COVID-19 vaccines by November, helped by the introduction of a stringent vaccine mandate during 2021 and the launch of vaccine passports through the Tawakkalna mobile application. With the progressive increase in immunity through vaccinations, authorities in the Kingdom began to loosen the precautions and mobility restrictions in place during 2020.

Fully vaccinated students above the age of 12 were permitted to return to in-person teaching during the year, while capacity restrictions at public places have been loosened or removed for those who can prove their vaccination status. Meanwhile, five months of major entertainment events were launched in October 2021 under the Riyadh Season umbrella, driving commercial activity and traffic in major urban areas, while visa applications were opened with an eye to driving higher in-bound tourism and meeting the Vision 2030 objective of developing the Kingdom's capacities in leisure and entertainment.

Consumer Electronics in Saudi Arabia

In 2021, the prospects of consumer electronics in Saudi Arabia improved as COVID-19 restrictions were eased and commercial conditions were largely normalized. Retailers have been allowed to operate without any restrictions since authorities lifted all regulations on 20 June 2020. The loosening of mobility restrictions and the ongoing recovery of Saudi Arabia's economy have boosted consumer's purchasing power and bolstered confidence, with positive effects for the consumer electronics market. The Saudi Arabian consumer electronics market had total revenues of SR 25.3 billion in 2021, up by 6.3% from the sales recorded one year previously.

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Oman

Oman's economy is set to recover in 2021 from the dual impact of the COVID-19 pandemic and the collapse in oil prices in 2020, with a GDP growth forecast to reach 1.5% for the year. According to the IMF, oil production is projected to increase after the current OPEC agreement expires in April 2022. The Sultanate has adopted various fiscal measures over the past year to support the economy during the pandemic, including interest-free emergency loans, tax and fee reductions and waivers, the flexibility to pay taxes in instalments and a Job Security Fund to support citizens who have lost their jobs. The strong rollout of vaccinations, higher oil prices and continued implementation of structural reforms are expected to considerably improve Oman's economic outlook.

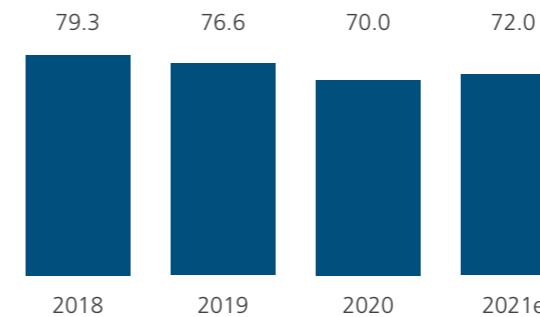
Since commencing its Omani operations in 2013, eXtra has launched 3 stores in the Sultanate, with a combined retail space of 8.3 thousand sqm.

Bahrain

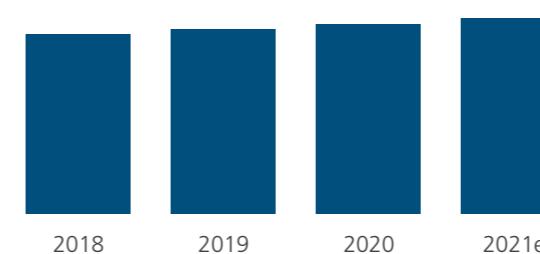
GDP growth in Bahrain recorded 1.1% for 2021, reversing the 0.7% contraction seen in 2020 as a result of the COVID-19 pandemic and its effects. Bahrain's annual real GDP growth reached 5.7 percent in the second quarter of 2021, pushed by growth in the non-oil sector as the recovery intensifies at the industries most affected by the coronavirus pandemic, including transportation and tourism. In 2021, the Kingdom of Bahrain became the first country in the world to allow COVID-19 vaccine appointments via a mobile app, launched at the beginning of the pandemic as the country's COVID-19 contact tracing offering.

eXtra established its Bahraini business in 2013, the Company's first venture outside its Saudi home market. The Company maintains 2 stores in Manama with a total space exceeding 4.5 sqm.

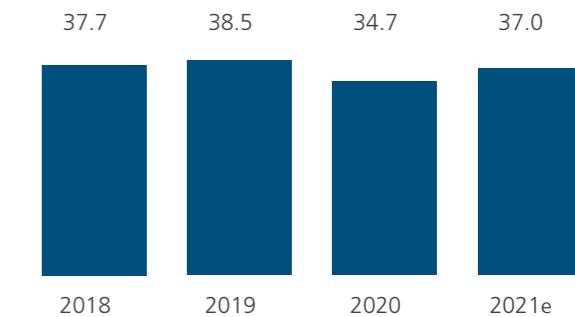
Oman, Nominal GDP
(USD bn)



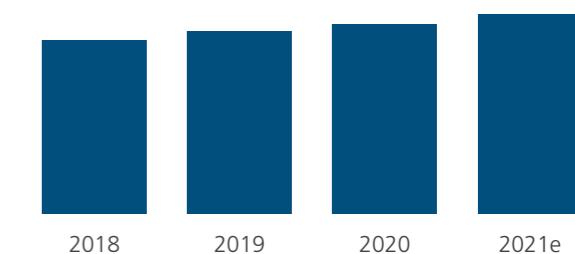
Oman, Population
(mn)



Bahrain, Nominal GDP
(USD bn)



Bahrain, Population
(mn)

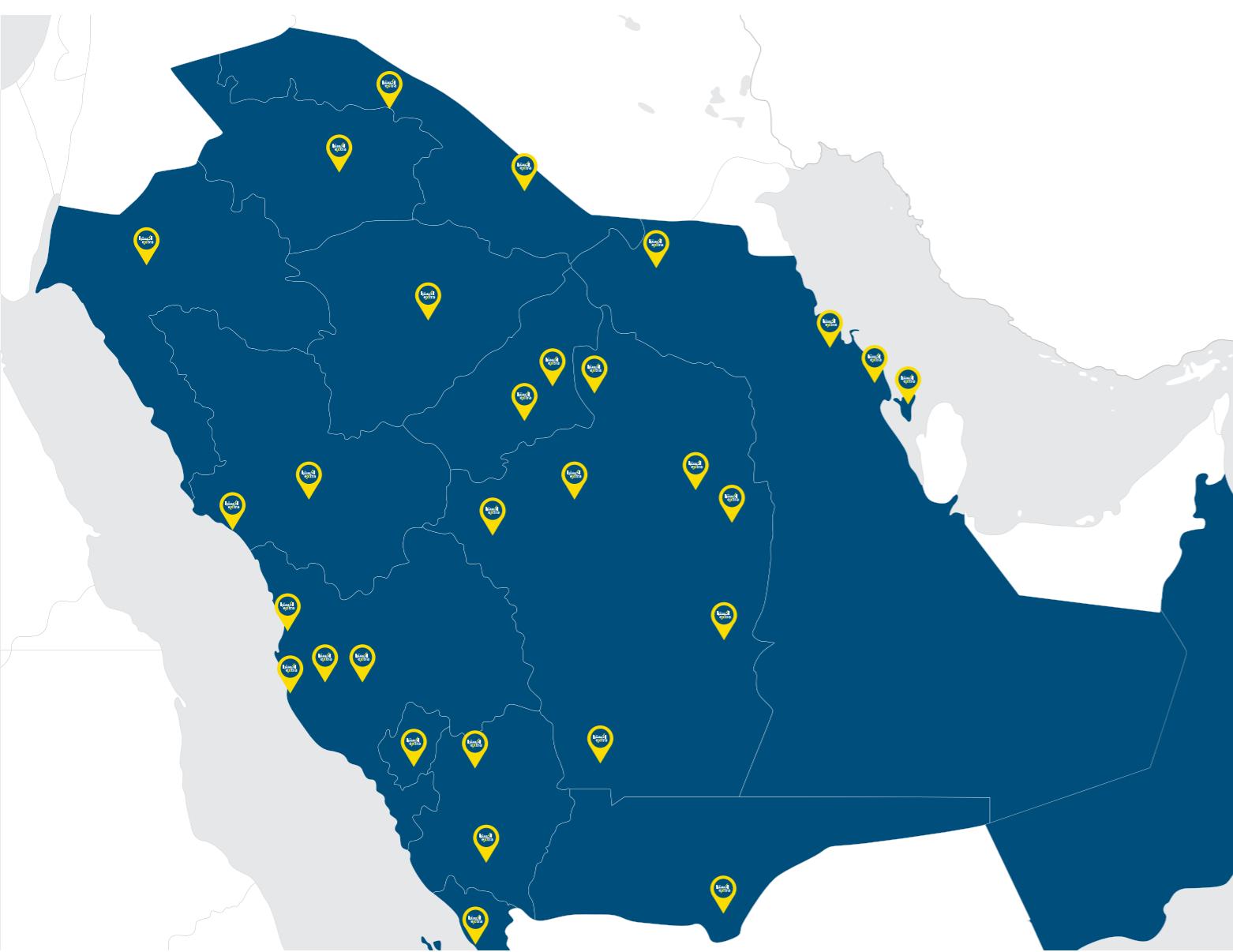


Our Network

City	No. of Branches
Riyadh	9
Jeddah	8
Mecca	3
Madinah	2
Dammam	2
Al Ahsa	2
Al Khobar	2

City	No. of Branches
Abha	1
Khamis Mushait	1
Khraj	1
Qanfaza	1
Al Bahah	1
Bisha	1
Al Qassim	1

City	No. of Branches
Hafar Al Batin	1
Hail	1
Jubail	1
Jazan	1
Najran	1
Sakaka	1
Tabuk	1
Taif	2
Unaizah	1
Yanbu	1
Al Majma'ah	1
Dawadmi	1
Muscat - Oman	2
Sohar - Oman	1
Manama - Bahrain	2



47
Branches in 26
Saudi cities

3
Branches in the
Sultanate of Oman

2
Branches in
Bahrain



Our Lines of Business

eXtra continues to strengthen its integrated model across diverse lines of business through a customer-centric value-added approach, guaranteeing a world-class shopping experience for its customers.

Retail

eXtra's retail segment encompasses its physical stores, e-commerce portal, and in-house aftersales services. Throughout its years of operation, eXtra has successfully developed the largest multichannel retail platform for consumer electronics in the region, continuously expanding its operational footprint and customer base. At present, eXtra is the Kingdom of Saudi Arabia's flagship consumer electronics retailer, offering customers an expansive range of prominent international brands. Conventionally, eXtra has established a solid on-the-ground presence through its extensive network of easily accessible megastores spread out across the region, serving over 13.8 million customers in 2021.

More recently, eXtra has fully extended its customer-centric value proposition to the digital world, with an eye to becoming an all-round, one-stop shop for consumer electronics. eXtra's online platform has quickly grown to become a key pillar in the Company's overall success, generating nearly a quarter of eXtra's consolidated sales in 2021.

Additionally, the Company provides a broad range of aftersales services, varying from product delivery and maintenance to installations and technical support, providing customers with value-added benefits that extend significantly beyond the point of purchase. eXtra places strong value on the long-term relationships it builds and retains with customers. eXtra's current aftersales services include eXtra set-up, eXtra repair, eXtra safeguard, and eXtra care, and are available to customers at eXtra's store branches, as well as to patrons of e-commerce website "extra.com" and eXtra's mobile application.

In 2021, eXtra's rapidly growing e-commerce platform contributed 22.6% to the Company's aggregate revenues, displaying the Company's strengthening online footprint. The scale of eXtra's engagement with online customers aligns

In 2021, eXtra's rapidly growing e-commerce platform contributed 22.6% to the Company's aggregate revenues, displaying the Company's strengthening online footprint.

with the Company's objective of becoming Saudi Arabia's leading omnichannel consumer electronics retailer.

Simultaneously, eXtra continues to benefit from profitable partnerships with other leading online marketplace platform (noon.com), bolstering the Company's position as a key player in the ever-growing e-commerce market in the GCC region. eXtra's strategic partnership with e-commerce platform "noon.com" has enabled the Company to form a platform for the region's largest retailers to come together on a digital marketplace, providing customers with flexible purchasing options and an unmatched range of consumer electronics and home appliance brands including Samsung, LG, Sony, Braun, Kenwood, Moulinex, and more.

The Region's Largest Big Box Retailer

Since 2003, eXtra has successfully grown its network of physical locations to house 52 stores across 29 cities in Saudi Arabia, Bahrain, and Oman. The Company's physical outlets served a total of 13.8 million customers in 2021, eXtra's current product offerings are categorized into six main product segments, including white goods, audio-video systems, computers, mobile phones and IT communications, electronics, and gaming accessories. eXtra continues to work towards enhancing its retail operations, driving higher growth and efficiency across all business verticals.

In recent years, eXtra has enhanced its category management processes, ensuring the best pricing and



promotion tactics for its products and streamlining supply chains for each of its categories with an eye to meeting consumer demand in the best possible manner. Accordingly, the Company sustains the leading market share across its category products. Notwithstanding broader macro environments, eXtra's enhancement of its processes has allowed the Company to grow its sales at a healthy pace, further consolidating its leading market position in the consumer electronics space.

eXtra currently offers a differentiated retail portfolio of over 6,500 SKUs, encompassing a selection of products aimed at continuously serving customers and their diverse requirements. eXtra has formed strategic partnerships with

leading global electronics brands such as Apple, Samsung, LG, Hewlett-Packard, Philips, and more, guaranteeing shoppers an uninterrupted supply of leading-edge technological solutions. Strong direct relationships with the Company's suppliers enabled eXtra to weather the global supply chain disruptions experienced across a range of markets during 2021, providing eXtra with the flexibility to plan operations and inventory processes in a manner that pre-empts bottlenecks and other disruptions.

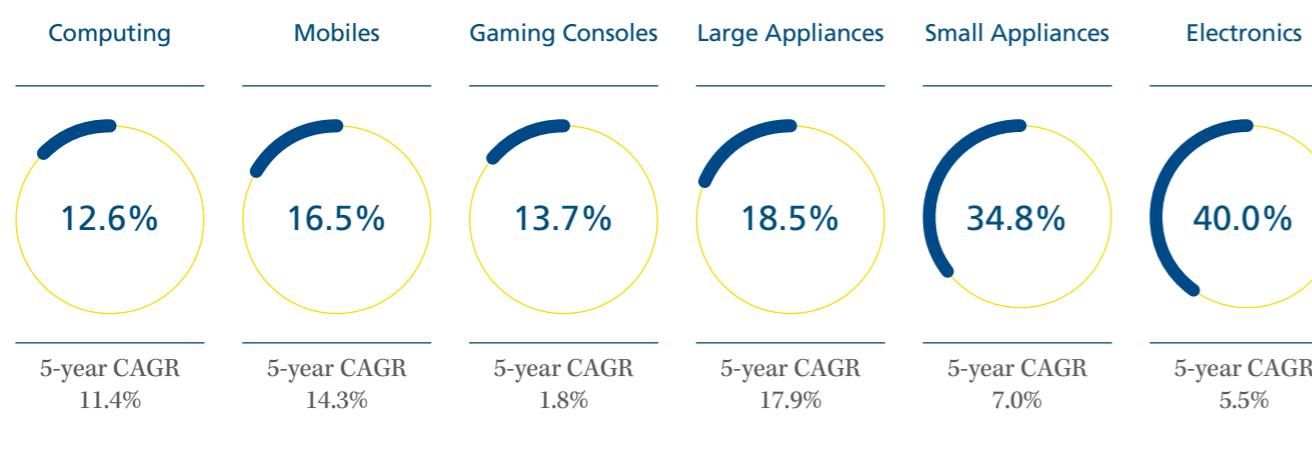


An Optimized Portfolio

eXtra implements a holistic approach to pursue the optimization of its product portfolio, exploring lucrative market prospects, enhancing its existing product ranges, strengthening supply-chains to ensure product availability, and effectively managing consumer product demand. The

Company continuously works towards differentiating its value propositions and improving customers' shopping experiences, with an eye to growing and retaining a loyal and engaged customer base.

eXtra Segment-Specific Market Share



Digital Investments Yield Strong Returns

The expansion of eXtra's retail operations to the digital sphere has revolutionized the Company's selling principles. eXtra's business playground has expanded significantly beyond its physical retail stores, as the Company continuously invests in providing customers with digital purchasing solutions that are seamless, quick, and flexible, all through the Company's easy to use e-commerce website "extra.com" and mobile application.

With the COVID-19 pandemic accelerating the online conversion of retail sales and customers prioritizing convenience, online sales contributed 22.6% of eXtra's consolidated top-line for the year 2021, up from the contribution of 22.5% recorded one year previously despite a slight decrease in absolute online sales. eXtra's digital marketplace provides its shoppers with the swiftest "click and collect" options in the market. At the end of 2021, click-and-collect orders contributed approximately 25% of eXtra's total online sales during 2020.

Alongside the vast range of product offerings, eXtra's online platform offers its clientele convenient payment and delivery options. In major cities, eXtra offers its customers same-day delivery services for small appliances, in addition to delivery and installation services for large appliances. eXtra's "click and

collect" service is the fastest in Saudi Arabia, with purchases ready for pickup at the customer's nearest eXtra branch within two hours. Additionally, eXtra also offers its customers an online shopping guide that aims to help determine exactly what customers need before deciding to make purchases. Above and beyond, eXtra offers its digital customers holistic image and video comparisons of available products, while the Company's YouTube channel is continuously updated with a feed of educative content designed to help customers make the most informed purchase decisions.

In order to elevate its last-mile logistical capacities, eXtra's management team constantly reshapes its supply chain and technological processes to better adapt to customer expectations and demands. As dependence on online shopping continues to grow over the long run, eXtra is deploying a hybrid model for the optimal management of last-mile delivery functions, engendering efficiencies that ensure maximum convenience and a best-in-class customer experience.

To ensure that online sales continue to expand sustainably over the long term, eXtra continuously explores options for broadening and deepening its online presence.



eXtra leverages a variety of innovative partnership and competitive advantages to continuously expand market share in the rapidly growing online space and to realize intersecting strategic objectives. To this end, eXtra has partnered up with e-commerce platform "noon.com," one of the Middle East's leading online shopping portals. Since 2018, eXtra has been noon's exclusive supplier of consumer electronics and home appliances.

22.6%
Online Sales Contribution to Consolidated Revenues, 2021



CLASS PRO

Leveraging its market leadership and its reputation for quality in the electronics market, in 2006 eXtra successfully launched its own private electronics label, Class Pro, which offers a wide range of products including air conditioners, LED TVs, freezers and refrigerators, small appliances, water dispensers and ovens and microwaves.



eXtra is the exclusive dealer for a number of brands, including Prime, Princess and La Germania, which offer products across several categories, including small and big appliances. The Company also maintains partnerships with globally recognized electronics brands such as HP, Dell, LG, Apple, Samsung, and Philips.

eXtra Service

Since 2005, eXtra has provided customers with a comprehensive and integrated range of value-added services. The Company's activities in this space are consolidated under the Extra Service label. Extra Service provides four categories of aftersales services, ranging from installation and warranties to repairs and technical support. Extra Service leverages the Company's unmatched infrastructure, including five technical centers, 13 workshops and over 300 highly skilled professionals to provide customers with a seamless and unforgettable shopping experience, a major differentiator of the Company's business model and a major source of profitable growth adjacent to the core retail operation.

Due to the fragmented nature of Saudi Arabia's consumer electronics service market, aftersales services have not

generally received the resources and investment required to establish a services ecosystem consonant with the market's broader purchasing power. Recognizing this, eXtra is working to revolutionize service provision in the consumer electronics space. eXtra's management views the aftersales segment as a means of enhancing recurring business and cementing its place as Saudi Arabia's hub for aftersales service in consumer electronics while broadening the Company's exposure to further links in the consumer electronics value chain. Extra Service enjoys a secure, long-term base from which to expand its offering, remaining the authorized service provider for all computer manufacturers marketing their products in the Kingdom, in addition to Apple- and Samsung-branded products.



Consumer Finance



In 2015, eXtra began diversifying its operations and creating more value for its growing customer base, by introducing its very own in-house consumer finance arm. In order to further diversify its revenue streams, eXtra launched its consumer finance subsidiary Tas'heel Finance (United Company for Financial Services) in 2019. One of the Kingdom's most innovative FinTech platforms, Tas'heel offers customers exceptional and convenient installment programs tailored specifically to their requirements, providing eXtra with a dynamic new source of growth and recurring income that neutralizes the effects of cyclical in the legacy consumer electronics market while bolstering the overall bottom line.

Since its inauguration in 2019, Tas'heel has successfully served over 100 thousand customers across Saudi Arabia, enabling families and individuals to break down large purchases into more affordable payments through a wide range of financial products and services. Leveraging an innovative FinTech platform, Tas'heel offers customers a highly differentiated consumer finance offering and is the only NBFI in the Saudi market with an end-to-end digital process for booking and disbursing consumer loans. Risk management policies are strictly adhered to, and Tas'heel constantly works to assess the quality of the finance arm's portfolio and to foresee future risks. Tas'heel specializes in Shariah-compliant consumer finance

solutions, providing cash loans to a wide range of customer segments and offering distinctive product loans underpinned by durable partnerships with retailers operating across a range of market sectors.

Tas'heel's financial solutions are distinguished by minimal requirements and instant approvals, made possible by efficient digital processes. The subsidiary works to make

consumer finance simple and accessible, offering its services both to Saudi nationals and to resident expatriates. Distinguishing itself from its competition, Tas'heel utilizes a highly sophisticated risk management infrastructure to provide noncollateralized credit programs while managing delinquencies and nonperforming assets in a highly efficient and competitive manner. As of 2021, the subsidiary's operations covered every region of the Kingdom.



Vision

Enable our clients to enrich their lives and achieve their ambitions by providing effortless financial services through innovative digital solutions.



Mission

To be a dynamic organization that provides a unique digital experience to enable our clients to meet their financial needs by integrating quality of service, investment in digital transformation, and a focus on consumer needs and goals in a rapid and efficient manner.

Personal Finance

Tas'heel Finance offers customers its Shariah-compliant personal finance solutions (Tawarruq) with a host of repayment options and loan tenors tailor-made for customers' specific financial requirements and preferences. Personal finance loans are provided starting from SAR

15,000 and up to SAR 250,000, with tenor options including 36, 48 or 60 months. Tas'heel Finance requires no guarantor or salary transfer to disburse personal loans, granting instant approval for immediate financing and charging a fixed profit margin in lieu of interest rates in conformance with Shariah statutes. As of year-end 2021, Tas'heel held an outstanding personal loan portfolio of SAR 858 million.

Installment Programs

Tas'heel Finance offers an unmatched range of installment programs, providing easily accessible Shariah-compliant installment finance (Murabaha), with eXtra sales providing the main pillar of Tas'heel's product loan offering. Tas'heel also offers a range of installment services in cooperation with a strong and expanding base of retail partners.

Installment programs are provided for product purchases starting from SAR 4,000 and up to SAR 60,000. Customers

can choose from a range of tenors, ranging from 12, 18, 24, 30, to 36 months. Tas'heel Finance requires no guarantor or salary transfer to disburse product loans, granting instant approval for immediate financing to eligible customers purchasing goods and services from one of Tas'heel's many retail partners. As of year-end 2021, Tas'heel maintained partnerships with Multiple retailers across different sectors and held an outstanding product loan portfolio of SAR 414 million.

Our Strategy

eXtra's strategy focuses on continuously elevating the customer experience through a variety of avenues that leverage the Company's competitive advantages and Tas'heel end-to-end digital processes.

Retail

eXtra's main strategic objective on the retail front is to generate continuous gains in market share. The Company targets a medium-term market share of 25% across analog and digital channels. To achieve this objective, eXtra works to drive sustainable revenue growth through targeted physical expansions, enhanced like-for-like performance, deepened penetration of the digital sphere, and the continuous development of value-added service offerings.

Driving Growth

Physical Expansion

eXtra's showrooms remain the primary interface through which the Company serves its customers, and physical retail remains an important channel for attracting new

customers and building consumer loyalty. eXtra regularly studies potential opportunities for increasing the company's showroom coverage beyond its 52 existing stores in Saudi Arabia, Bahrain, and Oman. Stores are introduced in new locales with the intent of surrounding city extensions or with penetrating new geographic areas to maximize eXtra's market share and maintain the Company's leading position. The Company seeks high returns on investment from each new physical location, and eXtra primarily expands into areas in which it does not enjoy a physical presence at the time of investment. In 2023, eXtra intends to establish a physical presence in Egypt, home to the MENA region's largest population and one of its most rapidly growing economies. The planned expansion into Egypt will take the total number of countries covered by eXtra's offering to four, promising to drive significant further growth.



29
Cities Served
Saudi Arabia,
Bahrain and Oman



eXtra.com

The COVID-19 pandemic has forever changed online shopping behaviors. In 2021, over 2 billion people worldwide bought goods or services online, and worldwide retail e-commerce sales were estimated to reach \$ 4.9 trillion. Recognizing the importance of a strong and comprehensive online presence, eXtra strives to be Saudi Arabia's premier omnichannel retailer, integrating its physical network with a strong digital presence. In 2011, eXtra became the first Saudi Arabian retailer to introduce a dedicated e-commerce platform, "extra.com", while linking the Company's physical and digital interfaces through continuously developed logistical capabilities.



enhance the customer's digital experience. Competitive pricing, ultimate convenience, and fast delivery are the primary tools of eXtra's digital strategy. The Company's long-term focus on providing the finest digital customer journey has helped drive rapid top-line growth for the year and allowed the Company to cope efficiently with massively increased online demand.

Strategic Partnerships

eXtra has constructed a mutually beneficial online partnership with e-commerce platform "noon.com," one of the Middle East's most successful online marketplaces. The Company has been noon's exclusive supplier of consumer electronics and home appliances since 2018, in what has proven a highly profitable relationship. Moving forward, eXtra will leverage strategic partnerships such as that with noon to strengthen the Company's own foothold in the growing

extra.com provides a wide-ranging offering to Saudi consumers. Same-day delivery options and Saudi Arabia's fastest click-and-collect service, with purchases available for pickup within two hours, are available for a broad range of products, and goods are ready for retrieval at the customer's nearest eXtra store. The Company's sophisticated online presence extends to implanting location extensions and a click-to-call feature in search ads. The website offers the Company's complete product range and provides convenient payment and delivery options.

e-commerce space, while working to gain exposure to as wide a range of digital customer segments as possible

Enhancing Profitability

eXtra Services

eXtra strives to enhance bottom-line profitability by differentiating its offering portfolio. To this end, the Company has leveraged more than a decade of experience in service provision to revolutionize the aftersales component of the consumer electronics space. Due to the fragmented nature of the Service market in Saudi Arabia, aftersales services have not generally received the resources and investment required to establish a services ecosystem consonant with the market's broader purchasing power. Extra Service, the Company's service arm, provides a degree of flexibility unmatched in the market, driving incremental increases in profitability. Supported by +300-FTE-increase in dedicated headcount and intensively utilizing the

Company's five technical centers and 13 workshops, Extra Service is well-equipped to accommodate the introduction of new service areas, and represents a core component of eXtra's efforts to protect and augment the Company's margins while remaining the Saudi consumer's preferred provider of aftersales services

Direct Supply

eXtra maintains direct partnerships with globally recognized brands including Apple, Samsung and Huawei in the smartphone category, HP, Dell, Acer and Lenovo in the personal computer category, and LG and Phillips in the appliances category. Besides its partnerships with globally recognized brands, eXtra is the exclusive dealer for several brands offering products across several categories, including small and big appliances. eXtra has also launched its own private electronics label, Class Pro, which offers a wide range of products including air conditioners, LED TVs, freezers and refrigerators, small appliances, water dispensers and ovens and microwaves. ClassPro enables eXtra to leverage its margins by attracting entry-level consumers, typically new households, by providing high quality products at competitive price points.

Direct supply agreements distinguish eXtra from competitors in the Kingdom's wider consumer electronics market, allowing the Company to quickly bring products to its customers, respond to product performance and customer feedback, and collect valuable data on demand patterns. Such agreements also support the Company's margins through the elimination intermediaries, the ability to rapidly bring consumer electronics to final buyers, and the consequent strengthening of brand loyalty among eXtra's customer base. Direct supply agreements also enable the Company to focus on profitably streamlining operations by limiting the number of suppliers.

Consumer Finance

الشركة المتحدة للخدمات المالية | تاسheel
United Company for financial services

The consumer finance market across Saudi Arabia is anticipated to grow to USD 344 billion by 2022. Unsecured consumer finance held a majority share in the country's consumer finance market, and it is anticipated that unsecured consumer finance products such as personal

loans and credit cards will continue to be the highest demand generators among all segments of consumer finance over the coming years. extending eXtra focuses on the customer experience, the Company launched its consumer finance subsidiary Tas'heel in 2019. Tas'heel offers Sharia-compliant personal finance and product loans to consumers at a wide range of tenors and repayment structures, while providing external retailers and businesses with a suite of product loan solutions.

Tas'heel integrates quality of service, investment in digital transformation, and a focus on consumer needs, utilizing innovative FinTech tools to automate the assessment of credit scores and maintain best-in-class approval times. By providing a best-in-class customer journey, Tas'heel provides eXtra with a source of recurring income capable of balancing cyclical effects in the Company's core consumer electronics market, contributing significantly to growth in the Company's consolidated bottom-line and bolstering the sustainability of eXtra's business model.

Data-Driven Growth

Tas'heel is the first NBFI in the Saudi market to introduce an end-to-end digital process for booking and disbursing consumer loans in 2020. Tas'heel offers a valuable data stream that sustains eXtra's analytics capabilities through its advanced technology which will be used to inform decision-making at both the operational and strategic levels, allowing the Company to further differentiate its offerings and services. In consideration of the foregoing, eXtra will continue dominating its position in the consumer finance back-to-back with eXtra's leading position in the consumer electronics market.

Accessibility

Improving the accessibility of financial solutions across time and space is Tas'heel's main objective. The subsidiary utilizes innovative FinTech tools to minimize the use of guarantors, automate the assessment of credit scores and maintain best-in-class approval times. Building a loyal customer base capable of driving recurring business, developing methods for shortening approval times and providing undisturbed customer journey are what Tas'heel's expectations. Meanwhile, Tas'heel is committed to achieving comprehensive geographic coverage across the Kingdom of Saudi

eXtra's works to drive sustainable revenue growth through targeted physical expansions, enhanced like-for-like performance, deepened penetration of the digital sphere, and the continuous development of value-added service offerings.

Arabia. The subsidiary is aiming to expand its presence in metropolitan areas with promising demographic and demand profiles while covering the wide coverage offered by eXtra's existing store network.

Frictionless Finance

Tas'heel offers its customers one of the market's most frictionless personal finance journeys. The subsidiary requires no guarantors to disburse personal loans and provides its full suite of personal finance services to both nationals and residents. Combined with a unique digital experience, this light touch further differentiates Tas'heel from competition in Saudi Arabia's NBFI space. Combined with instant approval for immediate financing, Tas'heel's fees and charges are among the market's most competitive, and its cash loan products are flexibly designed to appeal to a wide range of consumer segments: loans are provided starting from SAR 15,000 and up to SAR 250,000 with tenor options including 36, 48 or 60 months. Tas'heel additionally provides Shariah-compliant installment finance solutions for product purchases starting from SAR 4,000 and up to SAR 60,000, with instant approval and no guarantors or salary transfers required.

Strategic Partnerships

Tas'heel's differentiated offering is underpinned by durable partnerships with retailers and other firms operating across a wide range of market sectors. Tas'heel's strategic partners include large global brands such as Virgin Megastores in the area of entertainment, IKEA in home furnishings, and Gold's Gym in fitness as well as local healthcare brands including Saudi German Hospitals, and Saudi Swiss Consultant Center.

Meanwhile, diversified strategic partnerships provide Tas'heel with a wide range of target demographics, ranging from newly formed households seeking to purchase home furnishings to older consumers with typically higher levels of expenditure on medical care. Moving forward, Tas'heel will strive to establish an even greater number of strategic partners, gaining access to new, promising areas of economic activity, and will work to further deepen its relationships with existing partners.



2021 Financial and Operational Performance

Financial Review

eXtra generated total revenues of SAR 5.83 billion during 2021, down by a slight 2.2% year-on-year (y-o-y). The Company's consolidated top line was largely stable for the period despite base effects and despite supply chain disruptions and the semiconductor shortage affecting the availability of certain products. Like-for-like (LFL) performance at the Company's store network was stable during the year, as was the share of revenues contributed by eXtra's e-commerce platform, 'extra.com'. The Company booked a gross profit of SR 1.18 billion for 2021, up by 13.8% y-o-y and driven by Extra Service and the Company's eXtra's consumer finance subsidiary, the United Company for Financial Services (Tas'heel Finance), which profitably completed its second full year of operations in 2021. eXtra

recorded a gross profit margin of 20.28% for 2021 against 17.43% one year previously.

Despite the slight decline in revenues for the year, eXtra reported a record-breaking bottom line for the third year running in 2021, booking a net profit of SR 396.8 million for the year, up by 41.7% y-o-y from the SR 280.1 million reported for 2020. It is worth noting that Tas'heel Finance saw its bottom-line climb by 500.3% y-o-y in 2021, booking SR 128.7 million against SR 21.3 million one year previously, contributing approximately one-third of eXtra's consolidated net profit for the year. eXtra recorded a net profit margin of 6.80% for 2021, up from 4.7% in 2020 despite an increase in sales, general and administrative (SG&A) expenses during the year.

Summary Income Statement

	FY 2021		FY 2020		Growth (%)
	SR (000)	% of Sales	SR (000)	% of Sales	
Sales	5,833,628	-	5,962,315	-	-2.2%
Gross Profit	1,183,038	20.28%	1,039,299	17.43%	13.8%
Operating Profit	452,826	7.75%	349,135	5.86%	29.7%
Net Profit Before Zakat	427,359	7.33%	297,818	5.00%	43.5%
Net Profit	396,834	6.8%	280,143	4.70%	41.7%

Geographic Breakdown of Sales

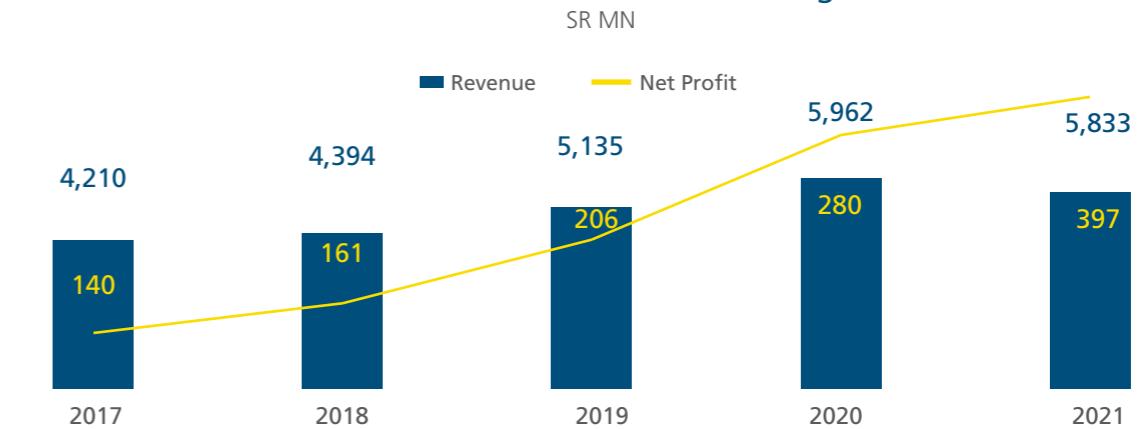
	FY 2021	FY 2020	Growth (%)
SR (000)			
Kingdom of Saudi Arabia	5,403,715	5,522,628	-2.2%
GCC States	448,922	454,153	-1.2%
Adjustments Due to Consolidation	(19,009)	(14,466)	31.4%
Total	5,833,628	5,962,315	-2.2%

Income Statement Analysis

Between FY2017 and FY2021, eXtra achieved a revenue growth CAGR of 6.74%, demonstrating the ability of the company's business model to generate sustained and consistent top-line growth. eXtra's revenues rose from SR 4.21 billion in FY2017 to SR 5.83 billion in FY2021, with the

Company marking several years of record-breaking sales figures and double-digit top-line growth during this five-year period. eXtra registered a net profit of SR 396.8 million for 2021, a record figure marking an increase of 41.7% from the SR 280.1 million booked at the close of 2020.

Five-Year Revenue and Net Profit Progression

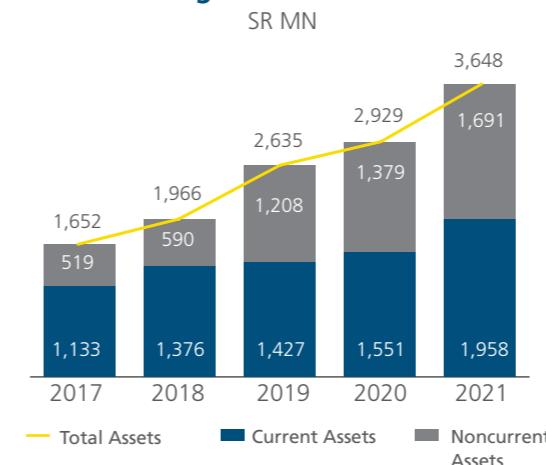


Balance Sheet Highlights

Asset Progression

In keeping with its five-year trend, eXtra's asset base continued to expand during FY2021. As at December 31, 2021 the total value of assets booked on eXtra's balance sheet stood at SR 3.65 billion versus the SR 1.13 bn booked in FY2017, representing a five-year CAGR of 17.17%.

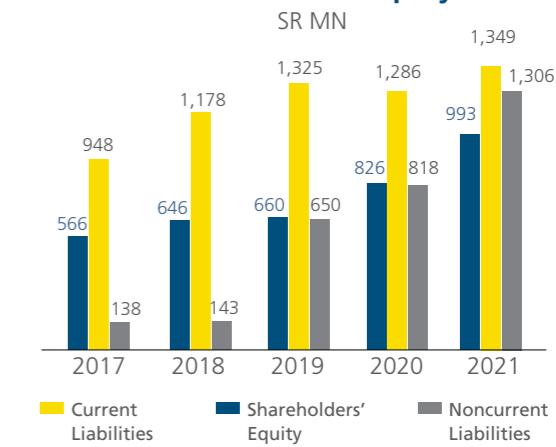
Five-Year Progression of Asset Position



Liabilities and Shareholders' Equity Progression

eXtra's shareholders' equity has risen at a five-year CAGR of 11.9% to register SR 993 million as at December 31, 2021, up from SR 826 million as at December 31, 2020. The Company's current liabilities booked SR 1.35 billion for FY2021, up from SR 1.29 billion one year previously.

Five-Year Progression of Liabilities and Shareholders' Equity



Cash Flow from Operating Activities

eXtra recorded a net cash outflow from operations of SR 17 million for FY2021 against a net inflow of SR 345 million recorded one year previously. This progression reflects eXtra's efforts to meet its strategic objectives, its investments in the Company's consumer finance business, and establishing new sources of recurring income across its lines of business.

Loans and Borrowings

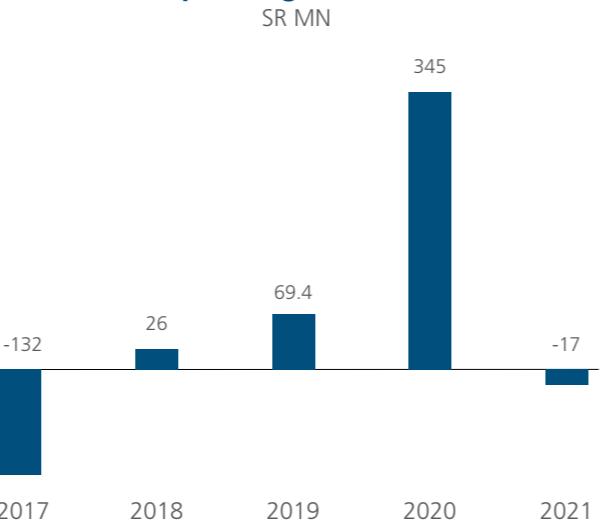
eXtra began FY2021 with an outstanding debt balance of SR 340 million. The Company repaid the due amount in full during the year. In FY2021 eXtra enjoyed access to a total of 73 Murabaha facilities extended by its financial partners, including Riyad Bank, SABB Bank, Banque Saudi Fransi, Bank AlBilad, Alinma Bank, Emirates NBD, and Al Rajhi Bank. The total value of the Murabaha facilities available to eXtra during the period came in at SR 2.0 billion, extended to support the company's working capital requirements. Of this amount, SR 1.6 billion was repaid by eXtra during FY2021, with the remaining SR 685 million yet to come due during the year. As at December 2021, cash and cash equivalents held on eXtra's balance sheet booked SR 173.1 million.

Bank Facilities

Opening Balance as at 1/1/2021

Bank Name	Loan Amount (000s)	Loan Period	Amount Paid (000s)	Remaining Amount (000s)
Riyad Bank	35,000	30 Days	35,000	-
	35,000	30 Days	35,000	-
	50,000	48 Months	6,666	43,333
	50,000	48 Months	5,000	45,000
SABB Bank	25,000	31 Days	25,000	-
	25,000	31 Days	25,000	-
Al Bilad Bank	50,000	60 Months	10,000	40,000
	50,000	60 Months	10,000	40,000
	20,000	60 Months	2,000	18,000
Total	340,000		153,666	186,334

Five-Year Progression of Cash Flow from Operating Activities



Closing Balance as at 31/12/2021

Bank Name	Loan Amount (000s)	Loan Period	Amount Paid (000s)	Loan Ending Balance (000s)
Riyad Bank	50,000	48 Months	6,666	43,333
	50,000	48 Months	5,000	45,000
	50,000	48 Months	5,208	44,791
	50,000	48 Months	4,166	45,833
	50,000	48 Months	4,166	45,833
	25,000	48 Months	1,562	23,437
	50,000	48 Months	3,125	46,875
	50,000	48 Months	3,125	46,875
	50,000	48 Months	-	50,000
	10,000	30 Days	-	10,000
SABB Bank	50,000	48 Months	-	50,000
	50,000	48 Months	10,000	40,000
	50,000	48 Months	10,000	40,000
	20,000	48 Months	2,000	18,000
	25,000	48 Months	-	25,000
	20,000	48 Months	-	20,000
	10,000	48 Months	-	10,000
	30,000	48 Months	-	30,000
	50,000	48 Months	-	50,000
	Total		740,000	55,020

Zakat and Governmental Payments

Statutory payments due from the Company for the year 2021 consist mostly of zakat and tax obligations and amounts due to the General Organization for Social Insurance (GOSI) in return for employee contributions:

SR (000)	Paid in FY2021	Ending Balance as at 31 December 2021	Description	Reasoning
Zakat	9,357	13,895	Zakat on Income	Annual Zakat Declaration
GOSI	18,660	1,795	Social Insurance	Social insurance payments due on Saudi and expatriate employees
Tax Authority	3,702	185	Withholding Tax	For dividends distributed to non-resident shareholders and for foreign/non-resident service providers
VAT	210,739	41,431	Value-Added Tax	Total VAT payable

Risks and Mitigates

eXtra faces the same risks that all firms operating in the Saudi consumer electronics industry must face. These risks may be divided into two main categories: operational risks and market risks.

Operational Risks

Laws and Regulations:

eXtra's operations are fully compliant with the laws and regulations of the Kingdom of Saudi Arabia. However, the regulatory environment in which eXtra operates is liable to change. Regulatory changes arising from political, economic, technical and other factors may produce a material impact on the Company's business. To the company's knowledge, there exist no indications that the regulatory environment will change in a manner that materially affects the Company's business and the expectations of Management moving forward.

Reliance on Key Suppliers:

In the event that its suppliers are unable to provide requested orders, eXtra's operations and financial performance may be affected materially. In light of this, eXtra maintains strong relationships with a large number of diverse suppliers, while upholding close working relationships with key suppliers. In this manner, Management is kept well-informed and effectively plans its sourcing of products and services.

The Growth Strategy and its Execution:

Incomplete implementation of eXtra's strategy for expansion or the postponement of new retail unit launches may impact upon the Company's performance. eXtra thus works to fully

implement all aspects of its business plan and growth strategy, which includes the introduction of new showrooms and innovative sales channels. The Company carries out intensive feasibility studies and selects the sites for its prospective showrooms preemptively.

Saudization Requirements:

In accordance with regulatory changes recently promulgated by the Saudi Ministry of Labor and Social Development, eXtra has been classified as a large employer in the wholesale and retail sector. Companies receiving this classification from the Ministry receive a low Saudization score if 31% or less of employees are non-Saudi, a high score if 42% of employees or more are Saudi nationals, and a Silver certification if 51% of employees or more are Saudi nationals. eXtra is committed to meeting the national objective of Saudization. As of December 2021, 55.2% of the Company's employees were Saudi nationals. eXtra recorded a Saudization rate of 72% at its showrooms during 2021, while 77% of Tas'heel's employees were Saudi nationals at year-end 2021.

Market Risks

Competitive Landscape:

Despite eXtra's dominant position in Saudi Arabia's electronics retail market, the Company does face competition from several companies across each of its product categories. eXtra constantly works to meet and exceed the expectations of its customers with quality products and services. To maintain its strong relationship with its customers and retain their business, the Company keeps tightly abreast of changing demand conditions in the market and rigorously analyze changing preferences and requirements.

Price Competition:

The Company's profit levels may be negatively affected in the event of a price war involving it and its competitors. This risk applies to both products and services. Given the Company's significant bargaining power with its suppliers, eXtra enjoys a significant buffer against the effects of a price war on its profit margin. eXtra is further protected by the diversity of the sources and drivers of the Company's profitability.



Market Credibility:

Given the continuous and rapid growth of eXtra's customer base, in the case that eXtra is unable to fully serve each customer with the same degree of care and dedication the Company's credibility may be affected in a negative manner. Some customers may choose to submit formal complaints to the Ministry of Commerce and Investment. Accordingly, eXtra has set up two systems for ensuring that customer requirements are fulfilled comprehensively and satisfactorily. The Guest program and the Customer First Program train and qualify employees to serve customers with the highest professional standards. eXtra also makes use of a special contact center for responding to the inquiries and complaints of customers, whether lodged directly or through the Ministry of Commerce's online tool for lodging and monitoring complaints.

Our People

eXtra continuously refines its human resources policy and invests in its employees' human capital while going above and beyond standard requirements to safeguard their health and wellbeing.

eXtra's employees form the backbone of its business. The Company relies on the talents and conscientiousness of its professionals to provide eXtra's customers with an unmatched quality of service, the safest and most convenient shopping experience.

Reflecting the Company's strong operational growth during the year, eXtra's total headcount rose nearly to 3,200 employees at year-end 2021 from c.3,000 one year previously, reflecting robust operational growth during the year. eXtra has continued to augment its human resources throughout

the COVID-19 pandemic, investing in talent to further the development of the Company's customer-centric culture. The Company enjoys a highly diverse workforce, with more than 26 different nationalities represented in the Company's headcount, further engendering the Company's core values of customer focus, innovation, collaboration, and accountability. Tas'heel, the Company's consumer finance subsidiary, recorded a headcount of 350 employees in 2021, up from 300 in 2020 and reflecting the subsidiary's rapid operational expansion during the year.



In keeping with its strategic emphasis on talent and human capital, eXtra successfully added 800 new employees across a variety of positions during 2021, facilitating the optimal fulfillment of business requirements and expansion plans. Meanwhile, the Company hired an additional 700 Saudi Arabian nationals for the year's Mega Sale event, ensuring a number of on-floor staff adequate to implementing all precautionary and social distancing practices while maintaining the Mega Sale's track record as the most exciting and customer-friendly electronics retail event in the market.

Precautionary health and safety measures were and continue to be fully implemented at all eXtra premises during 2021, including at showrooms, headquarters, regional offices, service centers, and logistical facilities. Such measures included the free provision of face masks and the installation of sanitizer stations at short spatial intervals, and the establishment of a regular schedule

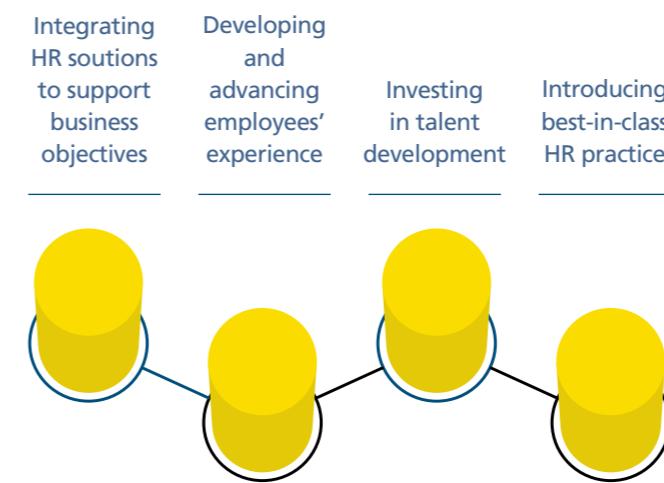
for disinfection and deep cleaning. By year-end 2021, the Company had recorded a minimal number of COVID-19 infections among staff, no critical cases of COVID-19, and no deaths from the virus.

eXtra focuses on creating employment opportunities for Saudi youth. The Company maintained its Platinum score on the government's "Nitaqat" Saudization program in 2021, recording a Saudization rate of 72% across all eXtra stores. On a company-wide basis, the Saudization rate booked 55.2% in 2021 versus 52.0% one year previously. Tas'heel's Saudization rate booked 77% in 2021 against 78% in 2020, maintaining its Mid-Green classification under the "Nitaqat" program. Meanwhile, in 2021 eXtra continued to make progress in establishing a diverse and inclusive working environment, with females representing 23% of eXtra's total workforce in 2021, up from the rate of 13% recorded one year previously.

eXtra recognizes that its employees are the primary representatives of the Company's culture to customers and to other stakeholders in the communities where eXtra does business.

eXtra's Human Resources Strategy

eXtra develops its human capital by implementing a four-pillar HR strategy



eXtra bases its human resources strategy on four pillars. Firstly, the Company works to fully align its HR practices with its long-term business objectives, pursuing the integration of strategic decision-making with efforts to secure human capital. Secondly, eXtra develops and advances the employee experience through a variety of physical and digital channels. Thirdly, the Company seeks to make the most effective investments in developing its employees' talents and in transmitting new capabilities and competencies. Finally, eXtra continuously introduces best-in-class HR practices to maintain the Company's competitive market edge and its position as an employer of choice.

eXtra's innovative Career Portal continued to help the Company attract the best available talent, while facilitating the continuous enhancement of the eXtra

experience for new employees, from the moment a job is requisitioned to the moment a recruit starts their journey with the Company. The Career Portal aided eXtra's effective management of human resources during a year of change and disruption, accelerating the acquisition of new talent in time for major increases in online and offline business volumes at different points of the year. Meanwhile, eXtra continued to refine the databases and analytic capabilities which power the platform.

The Company works to continuously develop and maintain a customer-centric culture. This is achieved through meaningful investment in the Company's human resources, in recognition of the fact that the Company's employees are the primary representatives of eXtra's culture to customers and to other stakeholders in the communities where eXtra does business. In keeping with this strategic emphasis, in 2021 the Company implemented 30.5 thousand hours of training across all Company functions, encompassing 7,160 total attendees and 130 separate topics. eXtra efficiently leverages digital tools for developing human capital, and is committed to providing employees with fulfilling and long-term careers. Online training programs were conducted through the eXtra Academy digital platform and continue to focus on developing a customer-centric culture among employees.

eXtra maintains an incentive program for employees, disbursing monthly and yearly bonuses based on key performance indicators. The Company has established a system that integrates business objectives with division-specific KPIs and accordingly rewards divisional employees in a fair and encouraging manner. The outstanding balance for the Staff Incentive Regulatory Program stood at SAR 4.5 million as of December 31, 2021. Six million in company shares are reserved for eXtra's employee stock compensation program, with an eye to aligning the interests of eXtra's employees with those of its shareholders.

Corporate Social Responsibility



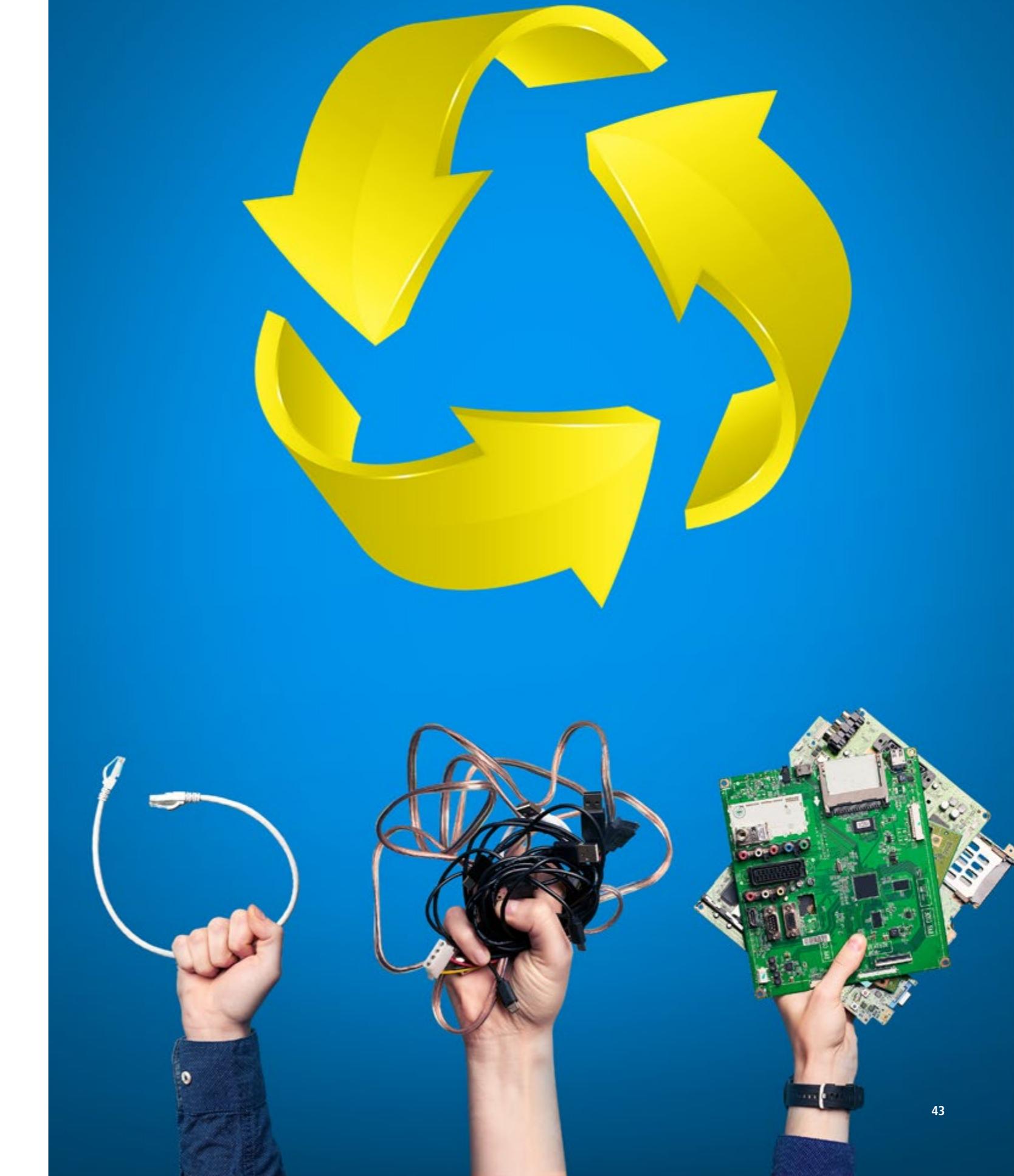
eXtra is fully committed to the requirements of corporate social responsibility. The company believes in giving back to the many communities where it does business in the Kingdom of Saudi Arabia and pursues several avenues for meeting this obligation. eXtra's primary activities in the area of corporate social responsibility involve its participation in the "ERTIQA" program, which recycles computers with the aim of rehabilitating them for delivery to secondhand beneficiaries.

The company strives to instill a culture of conservation and seeks to contribute to the protection of the environment through its recycling activities. It recognizes that if used electronics are not disposed of safely or recycled, the environment is polluted for many years to come.

ERTIQA's mission has assumed added importance since the onset of the COVID-19 pandemic, with the periodic suspension of in-class education for pupils across Saudi Arabia as part of efforts to stop the spread of the virus

which causes COVID-19 and to safeguard the health and wellbeing of citizens and residents. Responding to this impact of the pandemic, eXtra teamed up with ERTIQA to provide underprivileged schoolchildren with over 3,000 laptop computers during the year, guaranteeing their ability to participate in remote education on an equal footing and minimizing the disruption to their development.

Meanwhile, eXtra has striven to support the authorities and the Ministry of Health in confronting the spread of the COVID-19 pandemic. Its efforts in this respect included the donation of a fully equipped and functional mobile field hospital. With such interventions, eXtra works to lead by example and make good on its commitment to the wellbeing of all the company's stakeholders. Efforts during the pandemic further included work to lift the general morale of citizens and foster a spirit of giving and togetherness, most notably the donation of an artistic mural of the Kingdom's founder located at the Bairaqr roundabout in Al Khobar.



CORPORATE GOVERNANCE



Board of Directors



Abduljabbar AbdulRahman Mohamed AlAbduljabbar

Chairman - Independent

Current position: CEO of Naseej for Information Technology and Communications

Previous positions: CEO of International Systems Engineering

Qualifications and experience: Bachelor of Information Systems from King Fahd University of Petroleum & Minerals, 1986 .More than 30 years of Information Technology experience and developing innovative technology solutions. Founder and CEO of Naseej for Information Technology and Communications.

Companies where the BOD member is currently on the board

Naseej for Information Technology and Communications

Arabian Advanced Systems-Egypt
Arabian Advanced Systems-Lebanon

Arabian Advanced Systems-Morocco
Arabian Advanced Systems-Syria
Baianat Digital IT
Software Rapid Intervention Company
Infosystec IT



Mansour AbdulAziz Rashid AlBosaily

Independent member

Current position: Chairman of HSBC Saudi Arabia Limited

Previous positions: Global Compliance Officer at Saudi British Bank (SABB)

Qualifications and experience: Bachelor of Legal Systems from King Saud University, 1984.

1985-1990: Served as Branch Manager at the United Saudi Bank and then promoted in 1989 to Corporate Credit Team Leader.

1990-2014: Appointed as Credit Communications Officer at SABB then served as Director General of Legal Affairs and in 1994 as Secretary General of the Bank where he oversaw the establishment of SABB's compliance structure. In 2010, he was appointed as Global Compliance Officer where he built the corporate governance framework of the bank and oversaw its implementation. In addition, he was in charge of communication between SABB and regulatory entities, such as the Saudi Arabian Monetary Authority and the Capital Markets Authority.

2015: Appointed as Chairman of the Board of HSBC Saudi Arabia.

Companies where the BOD member is currently on the board

HSBC Saudi Arabia

Amlak International – Listed Company

Saudi Arabian Ground Services – Listed Company

Aseer Trading, Tourism and Manufacturing Co. – Listed Company

Gas Arabian Services

Companies where the BOD member was on the board

Jabal Omar for Development Company – Listed Company
Saudi Re for Cooperative Reinsurance – Listed Company

Committee membership

Chairman of the Audit Committee
Member of the Nominations and Remuneration Committee



Abdullah Ali Ibrahim Al-Majdouie

Vice Chairman - Independent

Current position: Vice Chairman of the Board of Directors at Al Majdouie Holding

Previous positions: General Manager

Qualifications and experience: Bachelor of Industrial Management, 1986, and an MBA from King Fahd University of Petroleum and Minerals (KFUPM), 1991.

35 years of experience in economics and management.

Companies where the BOD member is currently on the board

Almajdouie Holding Co.
Almajdouie Logistics Co.
Almajdouie Investments Co.
Almajdouie De Rijke
Dana Gas Sharjah – Listed Company
Prince Mohammed bin Fahd International University
Dhahran International Expos

Raya Financing
Star Marine Services – Outside KSA

Companies where the BOD member was on the board

Al Ahsa Development
Tourism Development Council
Arab Union for Land Transport – Outside KSA
Arab Paper Manufacturing
Petrology – Outside KSA

Committee membership
Chairman of the Nominations and Remuneration Committee



Ahmed Yousef Ahmed AlSager

Non-executive member

Current position: Managing Director of Al Yasra Foods
Previous positions: General Manager of Al Yasra Foods

Qualifications and experience: BA in Economics from Claremont University, 1983.
30 years of experience in economics and management.

Companies where the BOD member is currently on the board

Al Yasrah International Food Group – Outside KSA
Göknur Turkey – Outside KSA
General Investment Authority – Outside KSA
Kuwait Central Bank – Outside KSA

Companies where the BOD member was on the board

Boubyan Bank – Outside KSA
AlShall Investments – Outside KSA
Bisco Misr Egypt – Outside KSA

Committee membership

Nominations and Remuneration Committee Member

**Mohamed Galal Ali Fahmy**

Executive member

Current position: MD & CEO of the United Electronics Company (EXTRA)

Previous positions: General Manager of Nawah Holding

Qualifications and experience: Bachelor of Accounting from Ain Shams University, 1985

30 years of experience in sales, marketing, strategic planning and banking

Companies where the BOD member is currently on the board

United Company for Financial Services

Procco Financial Services – Outside KSA

Companies where the BOD member was on the board

United Homeware Company (NICE)

AMS Baeshen & Co.

**Ali Mohamed Ali Faramawy**

Independent Member

Current position: Corporate Vice President - Microsoft Corporation Strategic Advisor

Previous positions: Corporate Vice President Microsoft Corporation

Digital Transformation Partnerships

Qualifications and experience: Bachelor of Engineering (Compute Science & Automatic Control) from Alexandria University, Egypt 1986. MBA (Strategic Marketing (from University of Hull – England, 1995. More than 30 years of experience in ESales, Marketing & Operations**Companies where the BOD member is currently on the board**

Central Bank of Egypt – Outside KSA

American University in Cairo – Outside KSA

MasrDotBokra Foundation – Outside KSA

Companies where the BOD member was on the board

National Bank of Egypt – Outside KSA

**Khalid Malik AlGhalib AlSharif**

Independent Member

Current position: Retired

Previous positions: Senior Executive Vice President at the Saudi National Bank

Qualifications and experience: Received his bachelor's and master's degrees in business administration and MBA from College of Notre Dame, USA .He has also held many leadership positions in the banking sector for more than 34 years, the last of which was the position of Senior Executive Vice President, Head of Corporate / Retail Banking Group and Senior Credit Officer (SCO) Level 1 at The National Commercial Bank.**Companies where the BOD member is currently on the board**

Rua Al Madinah Holding Co.

Arabian Petroleum Supply Company (APSCO)

King Abdulaziz Endowment for AlAin AlAzizia

Companies where the BOD member was on the board

Al Ahly Takaful

Turkey Finance Bank – Outside KSA

Committee membership

Nominations and Remuneration

Committee Member

**Fozan Mohammed Ahmed Al Fozan**

Non-executive member

Current position: Managing Director of Bawan Co.

Previous positions: General Manager of AlFozan for building material

Qualifications and experience:Bachelor of Accounting from the Faculty of Administrative Sciences at King Saud University, 1993 More than 25 years of experience in economics and management**Companies where the BOD member is currently on the board**

Abdul Latif & Mohamed Al Fozan Co.

Al Fozan Holding Group

Madar Building Materials

Bawan

Nawah Holding

Amjal Property Development

Ajwad Holding

Maaly Al Khaleej Trading

Enjaz Projects Ltd.

Al Yamamah Steel

Al Mada Holding

Kayan International

United Steel Industries

United Glass Industries

United Co. for Financial Services

Rawabi AlRiyadh Co.

BLOMINVEST

Companies where the BOD member was on the board

Madar Hardware

Madar Electrical Materials

Al Oula for Real Estate Development

United Homeware Co. (NICE)

Non-BoD Committee members



Adel Omar Al Farouq Merheb

Non-executive member

Current position: Chief Investment Officer at Al Fozan Holding Group
Previous positions: Director - Portfolio Advisory Services - Shuaa Capital

Qualifications and experience: Bachelor of Financial Accounting from the Faculty of Business Administration at The American University in Beirut, 2003.
 More than 15 years of experience in investment, consultancy and finance

Companies where the BOD member is currently on the board

Saudi Bloom Investment Company
 Al Badia Cement – Outside KSA
 United Cables – Outside KSA
 United Homeware Co. (NICE)

Companies where the BOD member was on the board

United Homeware Co. (NICE)



Abdul Moaty Wasfy Abdul Kareem Abdul Hady*

Member of the Audit Committee

Current position: Senior Director at Baker Tilly
Previous positions: Internal Audit Advisor at Al Fozan Holding

Qualifications and experience: Bachelor of Economics and Business Administration from Al Yarmouk University, 1984. More than 30 years of auditing and accounting experience.

Committee membership

Member of the Audit Committee



Jasem Mohammed Shaheen Hamad Majed Al Romeihy

Member of the Audit Committee

Current position: Financial and Management Advisor
Previous positions: CEO of Razan Knowledge Holding

Qualifications and experience: Bachelor of Accounting from King Saud University, 1984.
 Masters of Accounting from the University of Missouri-Kansas City, USA, 1989.

PhD in Accounting from Dundee University, Great Britain, 1997.
 More than 30 years of academic, scientific, and practical experience in accountancy, leadership, corporate governance, organization building and business excellence.

Committee membership

Member of the Audit Committee

*The Board of Directors decided to accept the resignation of Mr. Abdul Moaty Wasfy Abdul Kareem Abdul Hady from his membership in the Audit Committee as of 7 March 2022. The Board of Directors accepted the appointment of Mr. Mohammed Ibrahim Abdulaziz Al Obaid as a member of the Audit Committee as of 7 March 2022 and up to the end of the current Board session on 12 May 2024. It is worth noting that Board approval is not final and that the appointment must be presented at the first meeting of the General Assembly for approval.



Mohammed Farhan Mohammed ben Nader

Member of the Audit Committee

Current position: Executive Partner at the United Accountants Company

Previous positions: CFO of Sulaiman Al Rajhi's Endowment Holding Company

Qualifications and experience: Bachelor of Accounting, King Saud University.

MBA in Finance from Heriot-Watt University. More than 15 years of experience in accountancy, auditing and advisory.

Committee membership

Member of the Audit Committee

Executive Management



Wael Mohammed Mohammed Khalil

Current position: CFO of The United Company for Electronics (EXTRA)

Previous positions: CFO of The Saudi Ready-mix Concrete Company

Qualifications and experience: Bachelor of Accounting. 22 years of experience in accountancy, auditing and advisory.

Board of Directors' Meetings in 2021

The Extraordinary General Meeting was held on April 29, 2021, where the assembly of shareholders elected the members of the Board of Directors for the incoming three-year period which begins on May 13, 2021 and ends on May 12, 2024.

The Board of Directors elected by the General Assembly took the following decisions on Thursday, Shawwal 1, 1442 A.H., which corresponds to May 13, 2021:

First: Appointing Mr. AbdulJabbar AbdulRahman Mohammed AlabdulJabbar (Independent Member) as Chairman of the Board of Directors

Second: Appointing Mr. Abdullah Ali Ibrahim Al Majdouie (Independent Member) as Vice Chairman of the Board of Directors

Third: Appointing Mr. Mohamed Galal Ali Fahmy (Executive Member) as the Company's Managing Director

Fourth: Assembling a Nominations and Remuneration Committee, as follows:

1. Abdullah Ali Ibrahim Al Majdouie (Independent Member) – Chairman
2. Mansour AbdulAziz Rashid AlBosaily (Independent Member) – Member
3. Ahmed Yousef Ahmed Al Saqr (Non-executive Member) – Member
4. Khaled Ibn Malek Al-Galeb Alsherif (Independent Member) – Member

Fifth: Appointing Company representatives for all functions related to the application of laws and regulations at The Capital Market Authority (CMA) and The Saudi Stock Exchange (Tadawul) in addition to appointing a Board Secretary.

On April 29, 2021, the General Assembly approved the formation of an Audit Committee and defined its tasks, controls and remuneration for its members. The current Audit Committee's start date is May 13, 2021 and will last for a period of three years ending on May 12, 2024.

There were seven Board of Directors meetings held during 2021 with members' attendance as shown below

Board of Directors Meetings Held On

Name	24 Jan	17 Mar	20 Apr	27 May	11 Jul	26 Sep	16 Dec
1 Abduljabbar AbdulRahman Mohammed AlabdulJabbar	✓	✓	✓	✓	✓	✓	✓
2 Abdullah Ali Ibrahim Al-Majdouie	✓	✓	✓	✓	✓	✓	✓
3 Mansour AbdulAziz Rashid AlBosaily	✓	✓	✓	✓	✓	✓	✓
4 Ahmed Yousef Ahmed AlSager	✓	✓	✓	✓	✓	✓	✓
5 Mohammed Galal Ali Fahmy	✓	✓	✓	✓	✓	✓	✓
6 Fozan Mohammed Ahmed AlFozan	✓	✓	✓	✓	✓	✓	✓
7 Khalid Malik AlGhalib AlSharif*					✓	✓	✓
8 Ali Mohamed Ali Faramawy*				Not a board member at this time	✓	✓	✓
9 Adel Omar Al Farouq Merheb*					✓	✓	✓
10 Abdullah Abdul Latif Ahmed Al Fozan**	✓	✓	✓				
11 Abdel Hamid Abdel Aziz Mohammed Al Ouhalei**	✓	✓	✓				Not a board member at this time
12 Mohammed Ahmed Yousef Abdel Malek**	✓	✓	✓				

✓ Present in person ✗ Absent

The last meeting for General Assembly meeting was on 29 April 2021

*Membership began on 13 May 2021

**Membership ended on 12 May 2021

*The Board of Directors decided to accept the resignation of Mr. Abdul Moaty Wasfy Abdul Kareem Abdul Hady from his membership in the Audit Committee as of 7 March 2022. The Board of Directors accepted the appointment of Mr. Mohammed Ibrahim Abdulaziz Al Obaid as a member of the Audit Committee as of 7 March 2022 and up to the end of the current Board session on 12 May 2024. It is worth noting that Board approval is not final and that the appointment must be presented at the first meeting of the General Assembly for approval.

Board Members' Attendance of General Assembly Meetings held during 2021

Attendance List		First General Assembly 29 April 2021
BOD Member's Name		
Abdullah Abdul Latif Ahmed Al Fozan		✓
Abdullah Ali Ibrahim Al-Majdouie		✗
Mansour Abdul Aziz Rashed Al Bosaily		✓
Ahmed Yousef Ahmed AlSager		✗
Abdel Hamid Abdel Aziz Mohammed Al Ouhali		✗
Mohammed Galal Ali Fahmy		✓
Fozan Mohammed Ahmed Al Fozan		✓
Abduljabbar AbdulRahman Mohamed AlAbduljabbar		✓
Mohammed Ahmed Yousef Abdel Malek		✓
Khalid Malik AlGhalib AlSharif*		
Ali Mohamed Ali Faramawy*		
Adel Omar Al Farouq Merheb*		
		Not a board member at this time
✓ Present in person ✗ Absent		

* Membership began on 13 May 2021.

Board of Directors' Performance and Evaluation

eXtra's Nomination and Remuneration Committee identifies the strengths and weaknesses of the Board of Directors and makes annual recommendations in line with the company's interests. Additionally, the Nomination and Remuneration Committee evaluates the performance of the Board's various committees in accordance with the tasks assigned to them by the Board.

The Nomination and Remuneration Committee implemented a new electronic mechanism to evaluate the performance of members of the Board of Directors during the Board's periodic meetings. The results are reviewed at the end of the year by the Nominations and Remuneration Committee, which recommends the required improvements, if any.

The Audit Committee

eXtra's Audit Committee was formed and its charter approved by a General Assembly decision issued during its 29 April 2021 meeting, for three years from 13 May 2021 to 12 May 2024.

and their effectiveness in performing the assigned activities and duties. The committee shall provide a recommendation to the Board on appointing the manager of the internal audit unit or department, or the internal auditor, and suggest his/her remuneration.

External Auditor :

The committee recommends the nominations and dismissal of external auditors to the Board, determines their remunerations, and assesses their performance after verifying their independence and reviewing the scope of their work and the terms of their contracts. It is tasked with verifying the independence of the external auditor, its objectivity, fairness, and effectiveness, taking into account the relevant rules and standards. The Audit Committee also reviews the external auditor's plans and activities, ensuring the external auditor does not provide any technical or administrative works that are beyond the scope of work. It provides its opinion on the external auditor's findings and responds to any queries that may arise, in addition to reviewing the external auditor's reports and its comments on the financial statements, and following up on the procedures taken accordingly.

Compliance :

The Audit Committee is tasked with reviewing the findings of the reports of supervisory authorities and ensuring that the Company has taken the necessary actions. It ensures the Company's compliance with the relevant laws, regulations, policies, and instructions, reviews the contracts and proposed related party transactions, and issues recommendations to the Board in connection therewith. The committee reports any issues in connection with what it deems actionable to the Board, and provides recommendations as to the steps that should be taken.

Internal audit:

The Audit Committee examines and reviews the Company's internal and financial control and risk management systems, analyzing the internal audit reports and following up on the implementation of the corrective measures outlined in the reports. It oversees the performance and activities of the Company's internal auditor and internal audit department, if any, to ensure the availability of the necessary resources,

In accordance with governance guidelines approved during the General Assembly of eXtra's shareholders, the Audit Committee convenes at the request of its chairman. During 2021, the committee convened four times as follows:

Audit Committee Meetings in FY2021						
	Name	21 Feb	2 May	3 Aug	26 Oct	Position
1	Mansour AbdulAziz Rashid AlBosaily	✓	X	✓	✓	Chairman
2	Abdul Moaty Wasfy Abdul Hady	✓	✓	✓	✓	Member
3	Jasem Shaheen Al Romeihy	✓	✓	✓	✓	Member
4	Mohammed Farhan ben Nader	✓	✓	✓	✓	Member

✓ Present in person ✗ Absent

*The Board of Directors decided to accept the resignation of Mr. Abdul Moaty Wasfy Abdul Kareem Abdul Hady from his membership in the Audit Committee as of 7 March 2022. The Board of Directors accepted the appointment of Mr. Mohammed Ibrahim Abdulaziz Al Obaid as a member of the Audit Committee as of 7 March 2022 and up to the end of the current Board session on 12 May 2024. It is worth noting that Board approval is not final and that the appointment must be presented at the first meeting of the General Assembly for approval.

The Nomination and Remuneration Committee

Internal Audit Department

The Internal Audit (IA) Department functionally reports to the Audit Committee. The Department complies with the professional standards and frameworks of the Institute of Internal Auditors (IIA) and adopts best-in-class internal audit practices, following a risk-based approach that focuses on high-risk activities that may adversely affect the Company's strategic objectives. The IA Department has implemented the following activities to improve eXtra's internal control environment:

- Implementing the Internal Audit's annual plan for 2021 based on identified risks.
- Submitting a periodic report to the Audit Committee on key internal audit activities, and a periodic follow-up report on the progress of the implementation of the IA recommendations that have been agreed upon by the Audit department heads to enhance internal controls, and the proposed corrective actions to be in the line with the Company's strategic objectives.
- Renewing and ratifying the internal audit charter by the Audit Committee and Executive Management to strengthen the Internal Audit's independence and its ability to perform its duties objectively.
- Focusing on improvement of the department's human resources through the development of its personnel and recruitment of experienced and qualified internal auditors to execute internal audit functions with proficiency and due professional care.

Results of the annual review on the effectiveness of the company's Internal Control systems

The Audit Committee's 2021 review found no shortcomings or significant deficiencies in Extra's internal control systems. It is noteworthy that the Audit Committee prepared a report regarding its observations of the efficiency of the company's internal control systems and of all other activates falling under the committee's purview. This report will be presented during the General Assembly of shareholders

within the first half of 2022. Its findings were as follows:

- No inherent deficiencies worthy of disclosure were detected with regard to the safety of the financial and accounting systems and all the information relevant to the preparation of financial reports.
- The control systems are efficient and allow for the identification of any risks the company may face, with no significant system breaches during 2021.
- Measures were ratified accordingly towards all the observations and recommendations submitted by the Internal Audit Department to the Audit Committee.

External Auditor

Audit Proposals were solicited from well-established auditing firms to review the company's accounts. The Proposals were presented to the Audit committee and upon further review the committee will present the nominated candidates before the General Assembly of shareholders to pick the company's auditor for 2022.

eXtra's Nomination and Remuneration Committee was formed by the Board of Directors on 13 May, 2021, for a period of three calendar years. The committee's charter was approved by the General Assembly with the following composition:

1. Mr. Abdullah Ali Ibrahim Al-Majdouie (Independent Member) – Chairman
2. Mr. Mansour AbdulAziz Rashid AlBosaily (Independent Member) – Member
3. Mr. Ahmed Yousef Ahmed AlSager (Non-executive Member) – Member
4. Mr. Khalid Malik AlGhalib AlSharif (Independent Member) – Member

Summary of the committee's responsibilities:

Nominations:

The committee is required to suggest clear policies and standards for membership of the Board and the Executive Management. The committee must provide recommendations to the Board for the nomination or renomination of its members in accordance with approved policies and standards, preparing a description of the capabilities and qualifications required for membership of Board and Executive Management positions.

The committee is also tasked with annually reviewing the skills and expertise required of Board members and

In accordance with the governance guidelines approved during the General Assembly, the Nomination and Remuneration Committee convenes at the request of its chairman. During 2021, the committee convened three meetings as follows:

Nomination and Remuneration Committee Meetings in FY2021					
	Name	26 Feb	3 Mar	16 Dec	Position
1	Abdullah Ali Ibrahim Al-Majdouie*	NA	NA	✓	Chairman
2	Mansour AbdulAziz Rashid AlBosaily	✓	✓	✓	Member
3	Ahmed Yousef Ahmed AlSager	✓	✓	✓	Member
4	Khalid Malik AlGhalib AlSharif*	NA	NA	✓	Member
5	Abdullah Abdul Latif Ahmed Al Fozan**	✓	✓	NA	Member

✓ Present in person ✗ Absent

NA Not a member at this time

*Membership began on 13 May 2021. Mr. Abdullah Ali Ibrahim Al Majdouie was appointed Committee Chairman on 13 May 2021

**Membership ended on 12 May 2021

Executive Management, reviewing the structure of the Board and the Executive Management, and providing recommendations regarding changes that may be made to the structure. This is in addition to ensuring the independence of Independent Directors, determining the strengths and weaknesses of the Board, and recommending remedies that serve the Company's interests.

Remuneration:

The committee must prepare a clear policy for the remuneration of the Board's members and committees and the Executive Management, and present this policy to the Board in preparation for approval by the General Assembly. It is tasked with periodically reviewing the remuneration policy and assessing its effectiveness in achieving its objectives, providing recommendations to the Board with respect to the remuneration of its members, committee members, and Senior Executives, in accordance with the approved policy.

Governance:

The committee is tasked with the general supervision of the company's corporate governance system, monitoring its effectiveness and making necessary modifications when the need arises. The committee must verify the company's compliance with corporate governance regulations, review and update them when needed, in accordance with statutory requirements and best practices. It reviews and develops professional conduct guidelines that represent the company's values, and other internal policies and procedures.

Board of Directors and related committee's remuneration

eXtra's remuneration policy was formulated in accordance with Companies Law provisions and the regulations of the Capital Market Authority. The policy rewards Board and committee members and the Executive Management team in a fair and equitable manner that aligns the aspirations of eXtra's officers with the company's objectives.

The Nomination and Remuneration Committee is responsible for preparing a clear policy for the remuneration of Board and committee members and the Executive Management, taking into account the following standards related to performance, disclosure and verification of their implementation, as well as clarifying the relationship between the rewards granted and the remuneration policy in force, and indicating any deviation. This is in addition to the periodic review of the remuneration policy to assess its effectiveness in achieving the objectives envisaged thereof, as well as to recommend to the Board the remuneration of Board and committee members and senior executives in accordance with the approved policy.

eXtra's Extraordinary General Assembly ratified the policy on 29 November, 2017, and has ratified all subsequent amendments.

The remuneration policy shall:

- Be consistent with the Company's strategy and objectives.
- Provide remunerations with the aim of encouraging Board members and Executive Management to ensure the Company's success and long-term development, linking the variable part of the remuneration linked to long-term performance, and determining remuneration based on the position, duties and responsibilities, educational qualifications, practical experience, skills and level of performance.
- Be consistent with the size, nature, and degree of the company's risks.
- Take into consideration the practices of other companies in determining remuneration, and avoid the disadvantages of such comparisons in leading to unjustifiable increases in remunerations and compensations.

- Attract talented professionals and retain and motivate them without exaggeration.
- Be prepared in coordination with the Nomination Committee with regard to new appointments.
- Take into consideration situations where remuneration should be suspended or reclaimed if it is determined that such remuneration was set based on inaccurate information provided by a member of the Board or the Executive Management, in order to prevent abuse of power to obtain unmerited remuneration.
- Regulate the allocation of Company's shares to the Board members and the Executive Management, whether newly issued or purchased by the Company.

The remuneration of Board and committee members includes the following:

- An annual performance-based bonus in accordance with the remuneration policy.
- Allowance for attendance in Board or committee meetings for each meeting, in addition to the disbursement of a transportation allowance and overnight allowance if the member's permanent residence is outside the city in which Board meetings are held.

With regards to Executive Management, eXtra's remuneration policy stipulates an annual performance-based bonus related to business and employee performance. The policy is designed to attract and retain the best talent and to motivate and raise the performance levels of eXtra's employees, allowing the company to achieve its annual objectives. eXtra's remuneration policy aligns the company with the best market practices and leaves it with a diversified compensation structure.

There are no material discrepancies between the stipulated compensations and the company's remuneration policy.

Board of Directors Remuneration (SAR)

Name	Fixed Remuneration	Variable Remuneration	Board of Directors Remuneration (SAR)														
			Specific Amount	BOD Attendance Allowance	Committee Allowance	In-kind benefits	Remunerations for technical, administrative and consulting works	Remunerations for the Chairman, MD or Secretary if they are a member	Total	Percentage of the profits	Periodic bonuses	Short-term incentive plans	Long-term incentive plans	Shares granted	Total	End of Service Award	Grand Total
Independent Members																	
Abduljabbar Abdul Rahman	200,000	12,000	--	--	--	--	212,000	--	--	--	--	0	--	212,000	--		
Mohamed Al Abduljabbar	200,000	12,000	3,000	--	--	--	215,000	--	--	--	--	0	--	215,000	--		
Majdone																	
Mansour Abdul Aziz Rasheed Al	200,000	12,000	18,000	--	--	--	230,000	--	--	--	--	0	--	230,000	--		
Bosaly																	
Abdel Hamid Abdel Aziz	200,000	3,000	--	--	--	--	203,000	--	--	--	--	0	--	203,000	--		
Mohammed Al Ouhale*																	
Khalid Malik AlGhalib	0	9,000	3,000	--	--	--	12,000	--	--	--	--	0	--	12,000	8,323		
AlSharif**																	
Ali Mohamed Ali Faramawy**	0	9,000	--	--	--	--	9,000	--	--	--	--	0	--	9,000	--		
Total	800,000	57,000	24,000	0	0	0	881,000	0	0	0	0	0	0	881,000	8,323		
Non-Executive Members																	
Abdullah Abdul Latif Ahmed	200,000	3,000	6,000	--	--	--	209,000	--	--	--	--	0	--	209,000	--		
AlFozan																	
Ahmed Yousef Ahmed Al Saqr	200,000	12,000	9,000	--	--	--	221,000	--	--	--	--	0	--	221,000	3,912		
Fozan Mohammed Ahmed Al	200,000	12,000	--	--	--	--	212,000	--	--	--	--	0	--	212,000	--		
Fozan																	
Mohammed Ahmed Yousef	200,000	3,000	--	--	--	--	203,000	--	--	--	--	0	--	203,000	--		
Abdel Malek																	
Adel Omar Al Farouq Merheb	0	9,000	--	--	--	--	9,000	--	--	--	--	0	--	9,000	--		
Total	800,000	39,000	15,000	0	0	0	854,000	0	0	0	0	0	0	854,000	3,912		
Mohammed Galal Ali Fahmy	200,000	12,000	--	0	--	--	212,000	--	--	--	--	0	--	212,000	--		
Executive Members																	
*Membership ended on 12 May 2021																	
**Membership began on 13 May 2021																	

Committee Members Remuneration (SAR)

Name	Remuneration	Attendance Allowance	Total
Members of the Audit Committee			
Mansour Abdul Aziz Rashed Al Busaily	60,000	9,000	69,000
Abdul Moaty Wasfy Abdul Kareem Abdul Hady	80,000	12,000	92,000
Jasem Mohammed Shaheen Hamad Majed Al Romeihy	80,000	12,000	92,000
Mohammed Farhan Mohammed ben Nader	80,000	12,000	92,000
Total	300,000	45,000	345,000
Members of the Nomination and Remuneration Committee			
Ahmed Yousef Ahmed Al Saqr	60,000	9,000	69,000
Abdullah Abdul Latif Ahmed Al Fozan*	60,000	6,000	66,000
Mansour AbdulAziz Rashid AlBosaily	60,000	9,000	69,000
Abdullah Ali Ibrahim Al Majdouie**	--	3,000	3,000
Khalid Malik AlGhalib AlSharif**	--	3,000	3,000
Total	180,000	30,000	210,000

*Membership ended on 12 May 2021

**Membership began on 13 May 2021

Executive Management Remuneration

Details of the remuneration paid to the top five executives including the Executive Board member and the CFO during 2021:

	SAR Job Title	Fixed Remuneration				Variable Remuneration					Total	End of Service Bonus	Total Exec Remuneration of board member	Grand Total
		Salary	Allowances	In-kind benefits	Total	Periodic Bonuses	Earnings	Long Term Incentive Plans	Short Term Incentive Plans	Shares Granted (In Value)				
1	Top 5 Executives (Incl. Executive Board Member and CFO)	6,216,000	4,570,699	--	10,786,699	10,392,000	--	197,916	--	--	10,589,916	--	212,000	21,588,615
	Total	6,216,000	4,570,699	--	10,786,699	10,392,000	--	197,916	--	--	10,589,916	--	212,000	21,588,615

Note: No further allowances, in-kind compensation, or financial benefits beyond the amounts stated above were disbursed to the Board Members in exchange for any executive, technical, or advisory roles.

Note: The Company has committed to disclose the components of the senior executives' remuneration in total, in accordance with the statutory requirements outlined in sub-paragraph B of the fourth paragraph of Article 93 of the Corporate Governance Regulations. However, to protect the interests of the Company, its shareholders, and employees, and to avoid any damage that may arise from the disclosure in detail, it has not been disclosed in detail. Details are as provided in Annex 1 of the Senior Executives of the Corporate Governance Regulations.

Corporate Governance Statement

An efficient corporate governance framework is one that promotes effective decision making and monitoring of a company's operations to safeguard shareholders' interests and create long-term sustainable value. The framework defines the duties and responsibilities of the various stakeholders, including the Board of Directors and its committees, management, shareholders, and other related parties. Decision-making procedures and regulations are also specified by the corporate governance framework.

eXtra has adopted a corporate governance framework which aims to apply best-in-class governance practices and safeguard stakeholders' interests, in accordance with the Capital Market Authority's Corporate Governance Regulations. The Company continuously updates the governance framework based on any amendments to the laws or regulations. This commitment stems from its belief that an efficient governance framework is the cornerstone for the creation of long-term sustainable value. The rules, policies, and procedures stipulated by the company's governance framework are binding on all the company's Board and committee members, as well as the executive management and related parties.

Among the most prominent shareholders' rights within the company's corporate governance framework, eXtra's shareholders have the right to appoint the company's Board of Directors and set their remuneration and nomination guidelines. Shareholders also have the right to form

the Audit Committee and set its policies, regulations, procedures, and responsibilities, in addition to establishing guidelines for its members' nomination, terms of service, and remuneration. eXtra's shareholders exercise their right to appoint an independent auditor and ratify the Nomination and Remuneration Committee's policies, regulations, procedures, and responsibilities. Guidelines for the Nomination and Remuneration Committee members, their terms of service and remuneration are similarly determined by eXtra's shareholders. Among the key responsibilities of the Board of Directors is setting the company's strategic goals and providing effective leadership that ensures delivery on these strategies. The Board monitors the company's management and submits periodic reviews to the shareholders.

eXtra's bylaws and governance frameworks provide for the fair treatment of all shareholders and respect all the rights associated with their holdings. Meanwhile, the Board of Directors guarantees that the relationship between the company and its shareholders is built on a mutual understanding of the company's goals and strategic objectives and is maintained without jeopardizing the company's interests or violating the executive regulations issued by the Capital Market Authority.

In order to better assist shareholders in the exercise of their voting rights, the company adopts a remote electronic voting system for the purposes of its General Assembly.

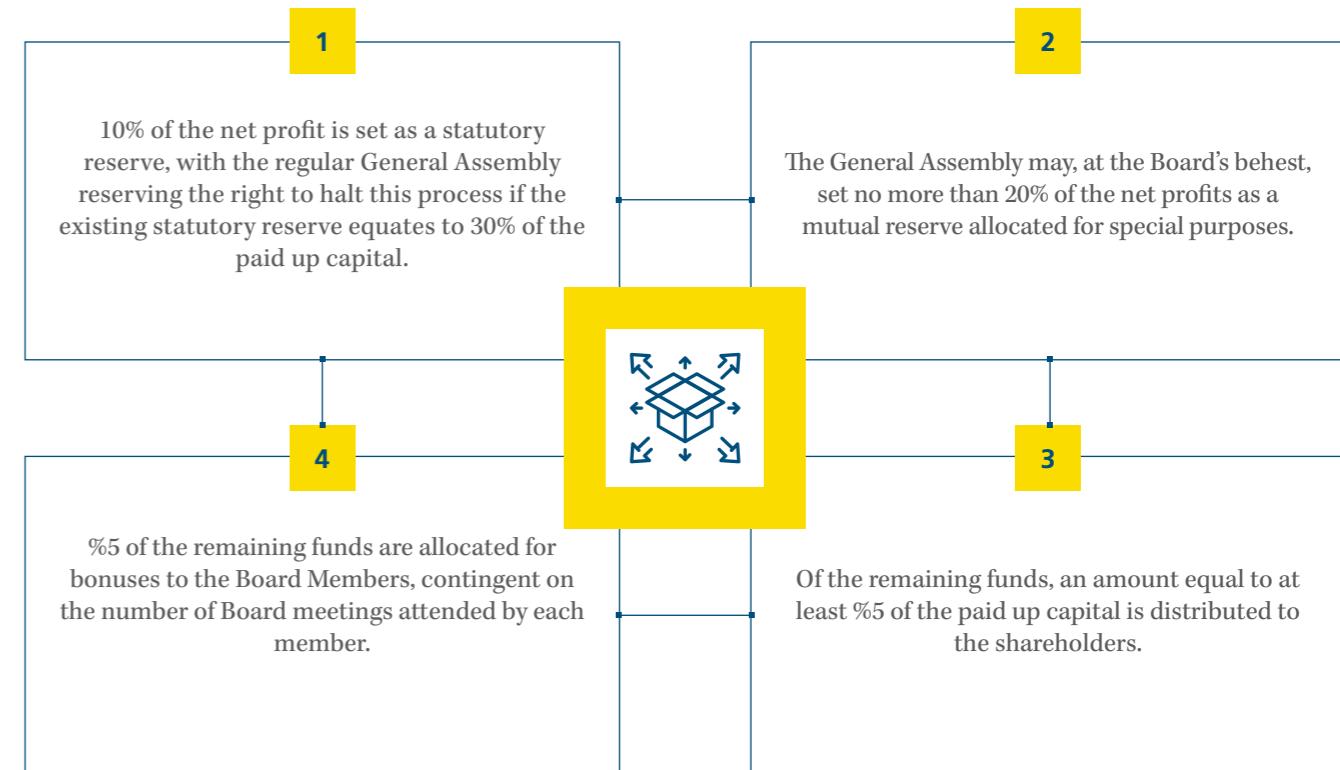
Compliance

eXtra applies all provisions stipulated in the Capital Market Authority's Corporate Governance Regulations, except for those listed below:

Article Number	Article Text	Reasons for Not Applying
Article 70	Formation of a risk management committee	Guiding Article
Article 71	Responsibilities of the risk management committee	The Board of Directors will form a risk management committee whenever it deems it necessary
Article 72	Meetings of the risk management committee	
Article 85/ Paragraph 3	The establishment of social institutions for the company's employees	Guiding Article
Article 87	Social Responsibility	Guiding Article eXtra's commitment to social responsibility is reflected in its participation in a number of social initiatives, the most prominent of which is the computer recycling project "Irtiqa", through which the company aims to promote a culture of environmental preservation
Article 88	Social Work Initiatives	Guiding Article A separate governance committee has not been formed, however, to ensure oversight on the implementation of the governance mechanisms and rules, the responsibility for monitoring the implementation of the governance rules, verifying their effectiveness, and amending them when required has been added the scope of Nomination and Remuneration Committee. This is in addition to following up on the governance requirements by the Board of Directors and Executive Management. The Board To form the committee whenever deemed necessary.
Article 95	Formation of the Corporate Governance Committee	

Dividend Policy

In accordance with Article 40 of the company bylaws, the company's annual net profits are distributed after deducting all general expenses and other costs, as follows::



eXtra's General Assembly may authorize the Board to distribute dividends on an annual, semi-annual, or quarterly basis.

eXtra achieved a payment rate of 59% of total net income for a period of 10 years from 2011 to 2021. Although the company expects to distribute semi-annual cash dividends in accordance with current distribution practices, there are no guarantees that the profits will be distributed continuously. There are no guarantees of the value and percentage of profits for each year.

On 29 April 2021, the General Assembly voted to authorize the Board of Directors to distribute interim dividends on a semi-annual or quarterly basis for the fiscal year 2021, and to determine the date of maturity and disbursement in accordance with the relevant regulatory controls and procedures, in line with the company's financial standing, cash flows, and expansionary and investment plans. eXtra has distributed cash dividends of around SAR 1,073.5 million since its listing on Tadawul in 2011.

Accordingly, on 18 March 2021, the Board of Directors opted to distribute SAR 120,000,000 or SAR 2 per share as a cash dividend for the second half of 2020, representing 20% of the company's share capital.

Further, on 12 July 2021 the Board decided to distribute SAR 120,000,000 or SAR 2 per share as a cash dividend for the first half of 2021, representing 20% of the company's share capital.

On 7 March 2022, the Board decided to distribute SAR 150,000,000 or SAR 2.5 per share as a cash dividend for the second half of 2021, representing 25% of the company's share capital.

Related Party Transactions

Earnings Paid vs. Net Income				
Year	Net Income SAR	Dividends SAR	Payout Ratio	Dividend per Share SAR
2011	132	60	45%	2.5
2012	158.6	60	38%	2.5
2013	167.3	90	54%	3
2014	121	90	74%	3
2015	49.18	33	67%	1
2017	140.1	84	60%	2
2018	161.2	94	58%	2
2019	205.61	112.5	55%	2.25
2020	280.14	180	64%	3
2021	396.83	270	68%	4.5

Bonus Shares (SAR mn)				
Year	Capital before increase	Capital after increase	Ratio	Comments
2013	240	300	25%	One share for every four outstanding shares
2015	300	360	20%	One share for every five outstanding shares
2017	360	420	16.66%	One share for every six outstanding shares
2018	420	500	19.05%	One share for every seven outstanding shares*
2020	500	600	20%	One share for every five outstanding shares

*In 2018, 2 million shares were allocated to establish the company's employee stock program (long-term incentive plan), representing 4.76% of the company's capital, and 6 million shares were distributed as bonus shares to shareholders, one share for every seven outstanding shares, representing an increase of 14.29% of the company's capital.

Leases from Related Parties						
Lessor	Description	Value SR / Year	Start Date	Duration	Repayment	
Abdul Latif & Mohamed Al Fozan Co.	Warehouse Lease Contract - Dammam	480,000	1/1/2019	One year-renewed automatically	Yearly	
	Land Lease Contract - Al Khobar	991,000	30/6/2003	25 Years	Two Payments	
Madar Building Materials Co.*	Warehouse Lease Contract - Jeddah	550,000	1/1/2011	One year-renewed automatically	Two Payments	

*Expense related to a lease contract worth SAR 567,757 paid to Madar Building Materials Company during 2021, Discounts were also obtained in relation to the above lease contracts due to the circumstances of the Corona pandemic and its effects on the market amounted to SAR 245,166

Leases to Related Parties						
Lessor	Description	Value SAR	Start Date Year	Duration	Repayment	
United Homeware Co. (NICE)*	Renting a sale space at the eXtra Sweidy showroom in Riyadh	1,566,080	15/3/2016	10 Years	Semi-Annual	

*Expense related to a lease worth SAR 484,656 collected from United Homeware Company during 2021, Discounts have been granted in relation to the above leases due to the circumstances of the Coronavirus pandemic and its impacts on the market amounted to SAR 54,337.

Subsidiaries

Other Transactions

1. On 1 April 2018, eXtra signed a service supply agreement with United Homeware, wherein eXtra provides support services to the company for a amount of SAR 1,043,457 during 2021.

2. eXtra has entered into a service provision agreement with Al Fozan Holding Company, wherein Al Fozan Holding Company will provide support services to eXtra beginning March 2013 for a monthly cost of SAR 1.

Commercial Transactions

Commercial transactions are comprised of commercial-based dealings

- Purchases from United Homeware Company worth SAR 3,999,881 .
- Sales to Al Fozan Holding Group worth SAR 223,987.
- Sales to Retal Real Estate Development worth SAR 243,228 .

The following schedule includes the Board members with interests in the above-mentioned contracts and transactions:

Company name	Board member
Abdul Latif & Mohamed Al Fozan Co	
Madar Building Materials Co.	
United Homeware Company	Fozan Mohammed Al Fozan
Retal Real Estate Development	
Madar Hardware Company	
Madar Electric Company	
Al Fozan Holding Group	Fozan Mohammed Al Fozan Adel Omar Al Farouq Merheb

Company Name	Equity Capital	Equity Share	Main Activity	Country of Operation	Country of Origin
United Company for Maintenance of Computers and Electronics	SAR 300,000 divided into 3,000 shares at par value SAR 100 each	99% eXtra - KSA 1% eXtra - Bahrain	Maintenance of electronics, household appliances, and computing devices. Electronics, digital and computing retail, in addition to Food and beverage and home improvement products.	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
United Company for Electronics (eXtra) - Bahrain	BHD 500,000 divided into 5,000 shares at par value BHD 100 each	100% eXtra - KSA	Import and export of electronics and spare parts in addition to gaming and software. Managing and developing assets for overseas expansion.	Bahrain	Bahrain
United Company for Electronics (eXtra) - Oman	OMR 250,000 divided into 250,000 shares at par value OMR 1 each	99% eXtra - KSA 1% eXtra - Bahrain	Wholesale and retail trade of electronics, gaming, computing, and spare parts, as well as educational media.	Oman	Oman
United International Holding Company	SAR 250,000,000 divided into 25,000,000 shares at par value SAR 10 each	100% eXtra - KSA	Managing sister companies and implementing investment partnerships in real estate and other securities	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
United Company for Financial Services	SAR 350,000,000 divided into 35,000,000 shares at par value SAR 10 each	100% United International Holding Company	Sharia-compliant consumer financing	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
Procoo for financial services	BHD 700,000 divided into 7,000 shares at par value BHD 100 each	100% United International Holding Company	Other activities auxiliary to financial services activities - companies (Institutions) supporting the financial sector - issuance and processing of cards	Bahrain	Bahrain

On December 16, 2021, the Company's Board of Directors decided to establish a subsidiary in Egypt that is wholly owned by United Company for Electronics (eXtra) marking the Company's first expansion outside the Gulf region. The subsidiary is supported by the Company's 18 years of experience in the electronics and home

appliances sector and an initial direct investment of EGP 1 billion. The strategic move will enhance the Company's position in the regional market and align with its policy to diversify its sources of income and maximize profits by providing the best service to its customers whilst adding value to its shareholders.

Shareholder & Investor Information

Paid-In Capital and Share Information

The total amount of equity capital invested in the company is SAR 600 million, with a total of 60 million shares at a par value of SAR 10 per share.

Treasury shares maintained by the company and their utilization

Treasury shares maintained by the company as at 31 December 2021	Value	Date of maintenance	Utilization
2,481,784	SAR 31,999,966	18 September 2018*	Treasury and Employee Stock Option Plan (ESOP)

*Nominal value of shares

*The company's capital was increased according to the decision of the EGM on May 5, 2020, from 500 million shares to 600 million shares.

*A number of 81,784 shares of the company's shares was purchased at a value of SAR 7,999,966.12 in order to keep them as treasury shares and add them to the current program shares of the company's employees (Long Term Incentive Plan).

Changes in Equity shareholding during Fiscal Year 2021

Changes in Equity shareholding of Board Members and their Spouses and Minor Children:

#	Name	Nationality	# of Shares Beginning 2021	# of Shares End of 2021	% Change	1st Degree Relatives Ownership # of Shares Beginning 2021	# of Shares End 2021	Debt Instruments
1	Abdul Jabar Abdul Rahman Mohammed al Abdul Jabar	Saudi	-	-	-	-	-	-
2	Abdullah Ali Ibrahim Al Majdouie	Saudi	1,680	1000	(40.5%)	-	-	-
3	Mansour AbdulAziz Rashid AlBosaily	Saudi	1,598	1,598	-	-	-	-
4	Ahmed Yousef Ahmed AlSager	Kuwaiti	2,400	2,400	-	-	-	-
5	Ali Mohamed Ali Faramawy**	Canadian	NA	-	-	NA	-	-
6	Khalid Malik AlGhalib AlShariif**	Saudi	-	-	-	-	-	-
7	Mohammed Galal Ali Fahmy	Egyptian	741,618	751,618	1.35%	-	-	-
8	Fozan Mohammed Ahmed Al Fozan	Saudi	1,920	1,920	-	-	-	-
9	Adel Omar Al Farouq Merheb**	Lebanese	NA	-	-	NA	-	-
10	Abdullah Abdul Latif Ahmed Al Fozan*	Saudi	546.500	NA	-	-	NA	-
11	Abdel Hamid Abdel Aziz Mohammed Al Ouhale*	Saudi	-	NA	-	-	NA	-
12	Mohammed Ahmed Yousef Abdel Malek*	Bahraini	-	NA	-	-	NA	-

NA Not a member at this time

*Membership ended on 12 May 2021

**Membership began on 13 May 2021

Changes in Equity shareholding of Executive Management and their Spouses and Minor Children

Name	Position	# of Shares Beginning 2021	# of Shares End of 2021	% Change	1st Degree Relatives Ownership	Debt Instruments
1 Mohammed Galal Ali Fahmy	Managing Director & CEO	741,618	751,618	1.35%	-	-
2 Wael Mohammed Mohammed Khalil	CFO	2,500	14,191	477%	-	-

Changes in Major Equity Shareholders

The following table shows the change in ownership of major shareholders holding equity stakes in excess of 5% of the company's paid-in capital

Shareholder	01/01/2021		31/12/2021	
	Shares	Percentage	Shares	Percentage
Al Fozan Holding Group	17,791,430	29.65%	17,791,430	29.65%

Shareholder Engagement and Rights

Actions Taken by the Board to Inform its Members about Shareholders' Proposals and their Observations Regarding the Company and its Performance

If the Board of Directors receives any proposals from the shareholders or comments about the company and its performance, they are discussed during the first subsequent Board meeting, where these observations are taken into consideration. The Board did not receive any suggestions or observations from the shareholders regarding the company and its performance during the year ended 31 December 2020. It is noteworthy that the Investor Relations Department convenes with the shareholders and investors according to a set schedule throughout the year to review the company's operational developments. During periodic Board

meetings, the Chairman and the CEO inform the members of the Board on the recommendations and remarks made by the shareholders and investors. Article 33 of the Company Charter outlines the procedures that ensure the right of each shareholder to enquire with Board Members and the corporate auditor regarding issues outlined in the General Assembly's agenda. The Board and the corporate auditor may respond to any given shareholder in a manner that does not compromise the company. Should any shareholder determine that their concerns have not been sufficiently addressed, the General Assembly will issue the final ruling on the matter of concern.

Company's applications for the register of shareholders

In 2021, the company completed 14 requests for a shareholders' registry through the TADAWULATY Service, as follows:

Date of request	Reason for request
29/03/2021 . 26/07/2021	Dividends File
29/04/2021	General Assembly
04/01/2021 , 02/02/2021 , 02/03/2021 , 02/06/2021 , 14/06/2021 , 04/07/2021 02/09/2021 , 04/10/2021 , 02/11/2021 , 02/12/2021 , 03/01/2022	For purposes of the Investor Relations Department

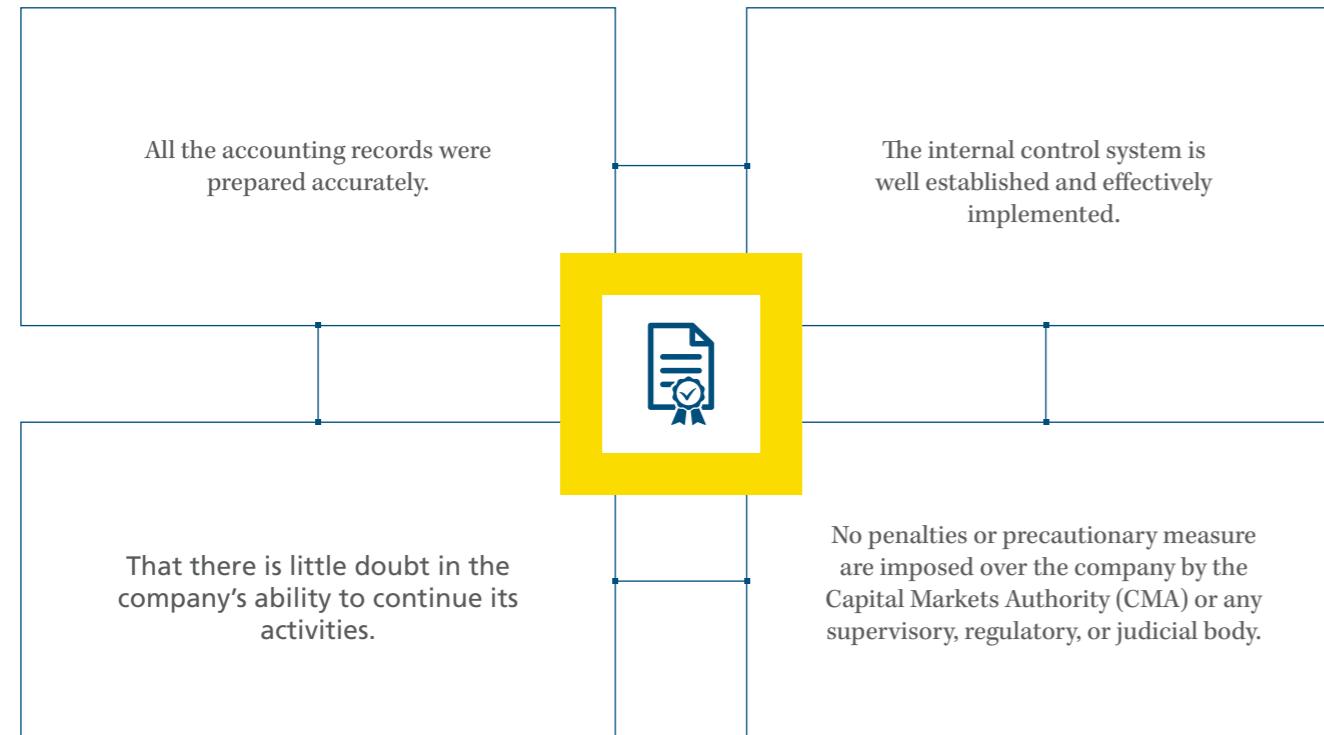
Company disclosures on Tadawul

Disclosure no.	Disclosure date	Headline
1	10/1/2021	United Electronics Company (Extra) announces the Estimated financial results for the period ending 31-12-2020 (Twelve Months)
2	14/1/2021	United Electronics Company (Extra) announces the opening of nomination period of the Board of Directors membership for the next term
3	17/1/2021	Correction announcement from United Electronics Company (Extra) in regard to its announcement of the opening of nomination period of the Board of Directors membership for the next term
4	22/02/2021	United Electronics Company (Extra) announces its annual financial results ended on 31 December 2020
5	16/03/2021	United Electronics Company (Extra) announces the results of the buyback of its shares (First Phase)
6	18/03/2021	United Electronics Company (eXtra) announces its Board of Directors decision to distribute cash dividends to the shareholders for the second half of 2020
7	7/4/2021	United Electronics Company (eXtra) Invites Its Shareholders to attend The Extraordinary General Assembly Meeting (First Meeting) by Means of Modern Technology
8	12/4/2021	United Electronics Company (Extra) announces the Estimated financial results for the period ending 31-03-2021 (Three Months)
9	2/5/2021	United Electronics Company (eXtra) Announces the Results of the Extraordinary General Assembly Meeting (First Meeting)
10	3/5/2021	United Electronics Company (Extra) announces the Interim financial results for the period ending 31-03-2021 (Three Months)
11	17/5/2021	United Electronics Company (eXtra) announces the appointment of the Chairman, Vice Chairman, Managing Director and Secretary of the Board of Directors, the appointment of the Company's representatives to the Capital Market Authority and Saudi Stock Exchange (Tadawul) and the formation of the Board Committees
12	26/5/2021	Addendum announcement from United Electronics Company - eXtra that United Company for Financial Services – Tasheel (a fully owned subsidiary) has obtained a license from the Saudi Central Bank to commence Credit Cards Finance Activity regulated under the Finance Companies Control Law and its Implementing Regulations
13	4/7/2021	United Electronics Company (eXtra) announces the opening of its new Branch in Ad Dawadmi city
14	12/7/2021	United Electronics Company (eXtra) announces the Estimated financial results for the period ending on 30-6-2021 (Six Months)
15	12/7/2021	United Electronics Company (eXtra) announces its Board of Directors decision to distribute cash dividends to the shareholders for the First half of 2021
16	4/8/2021	United Electronics Company (eXtra) announces the interim financial results for the period ending on 30-6-2021 (Six Months)
17	31/8/2021	United Electronics Company (eXtra) announces the opening of its new Branch in Al Majmaah city
18	11/10/2021	United Electronics Company (Extra) announces the Estimated financial results for the period ending on 30-9-2021 (Nine Months)
19	27/10/2021	United Electronics Company (Extra) announces the Interim financial results for the period ending on 30-9-2021 (Nine Months)
20	19/12/2021	United Electronics Company (eXtra) Announces Approval of The Board of Directors to Establish Subsidiary in Arab Republic of Egypt



Directors' Responsibility

The Board of Directors asserts the following:



Closing Statement

Once again, we are concluding another exceptional year. Thanks to the efforts of our dedicated team and to the knowledge of our experts, eXtra consistently finds itself amongst the ranks of the region's finest retail companies. We are better equipped than ever to maintain our customers' loyalty and to continue going from strength to strength on the operational and financial fronts. Since establishment, we have always sought to take a proactive approach and avoid being led by external difficulties, calibrating our strategies in a way that allows us to overcome unforeseen challenges and crises and facilitates our continuous development of the Company's business model.

This track record gives us confidence in our ability to shoulder the responsibility of meeting our customers' aspirations and to fulfill our vision for the future. With the global political situation bringing up uncertainties that could cast a shadow on global economic performance, it may be difficult to gain clear visibility on the repercussions for our markets. However, with the talent and experience that we have on board, we are fully confident in the eXtra team's ability to deal professionally and efficiently with any challengers that may arise in the future, to transform crisis into opportunity, and to maintain our retail dominance for the long term.

Abduljabbar AbdulRahman AlAbdulJabbar
Chairman of the Board

Mohamed Galal Ali Fahmy
Managing Director and CEO

Annual Report
2021

