



NATIONAL MEDICAL CARE CO.

Annual Report 2022

More Care .. More Human





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



His Royal Highness Prince
Mohammad bin Salman Al Saud
Crown Prince and Prime Minister and the Minister of Defense
May God protect him





The Board of Directors of the National Medical Care Company (CARE) is pleased to present to you the annual report of the Board of Directors for the fiscal year ending on 31 December 2022G.

This report sheds light on the company's performance during the past fiscal year, as well as the financial statements and their accompanying notes and the auditor's report for the fiscal year ending on 31/12/2022G. Furthermore, the report highlights the mechanisms of company's governance and disclosures related to the board of directors, its committees, senior executives, contracts and transactions with related parties.

Based on the Board of Directors keenness to present the information on a transparent way in accordance with the regulations issued by the competent authorities, this report comes in line with the disclosure requirements stipulated in the Companies Law, as well as the regulatory controls and procedures issued in implementation of the Companies Law for listed joint-stock companies. The report also complies with the requirements of articles ninety and ninety-three of the Corporate Governance Regulations issued by the board of the Capital Market Authority pursuant to Decision No. 8-16-2017 based on the Companies Law issued by Royal Decree No. M/3, dated 28/01/1437H, and amended by the board of the Capital Market Authority decision No. 3-57-2019, dated 15/09/1440H (corresponding to 20/05/2019G), and article 65 of the Rules on the Offer of Securities and Continuing Obligations issued by the board of the Capital Market Authority pursuant to decision No. 3-123-2017, dated 09/04/1439H (corresponding to 27/12/2017G), and amended by the board of the Capital Market Authority decision No. 1-104-2019 on 01/02/1441H (corresponding to 30/09/2019G).

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Overview of the Financial Performanc

Financial Performance ...

01 Increase in surgeries by 26%

Increase in patients to Outpatient clinics and emergency by 20%.

03 Increase in in-patients by 14%

Dividends were distributed for the year 2022G on 17/5/2022G, where the profit distributed per share was (SAR 1).

05 Increase in revenues 8.6%

Increase in total assets 9.8%

07 The increase in property rights 12.4%

The increase in profits before deducting interest, taxes and consumption by 13.8%

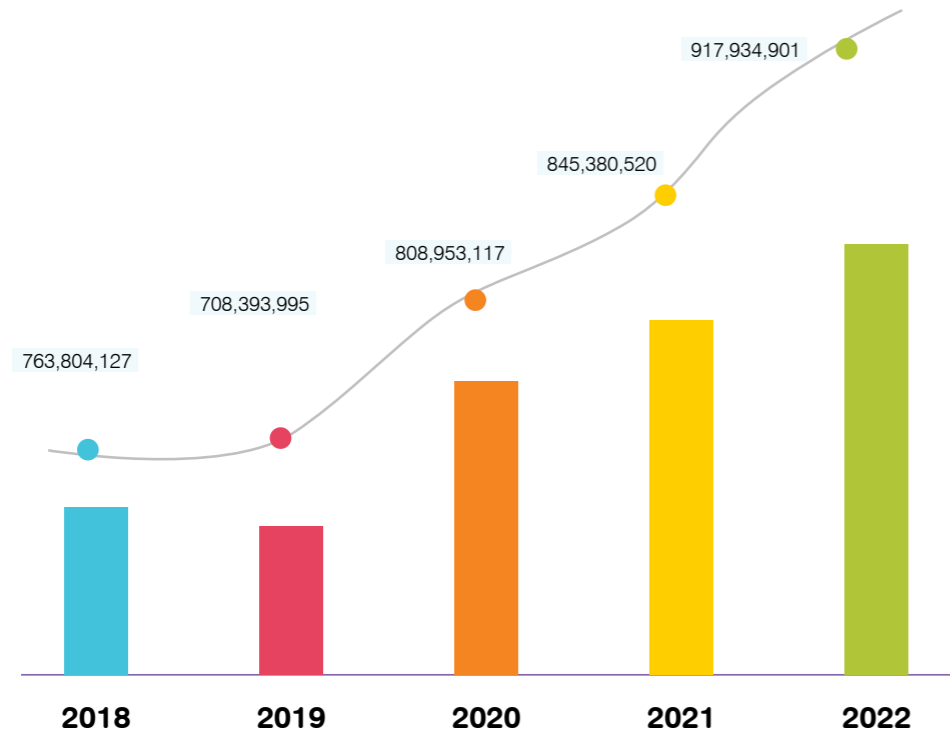
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04

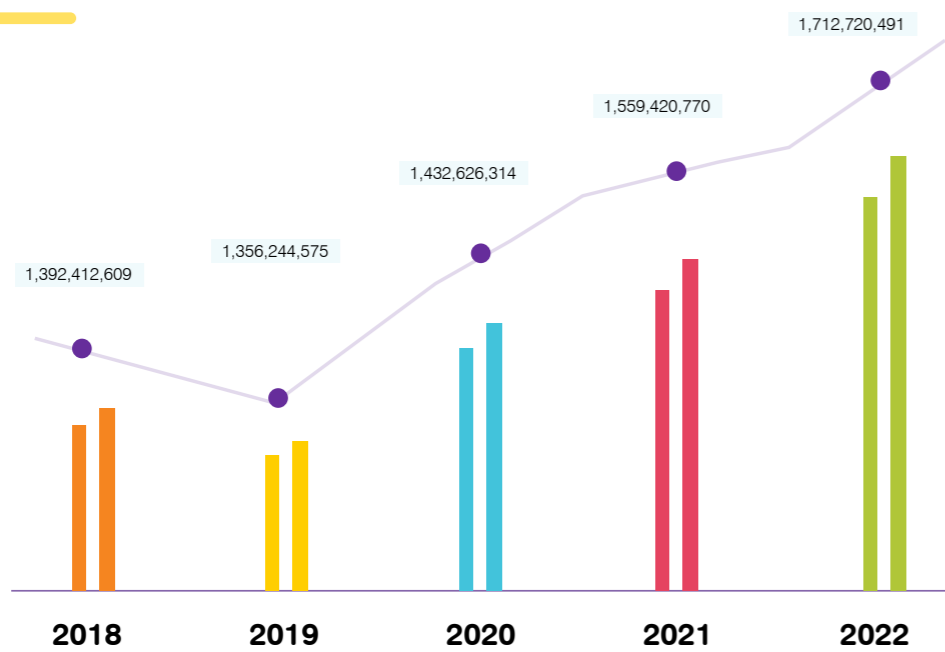
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08

Revenues ...

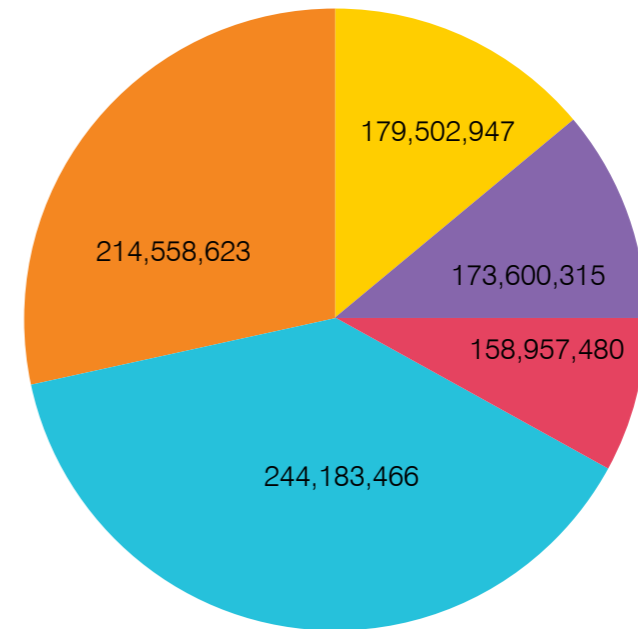


Total Assets ...



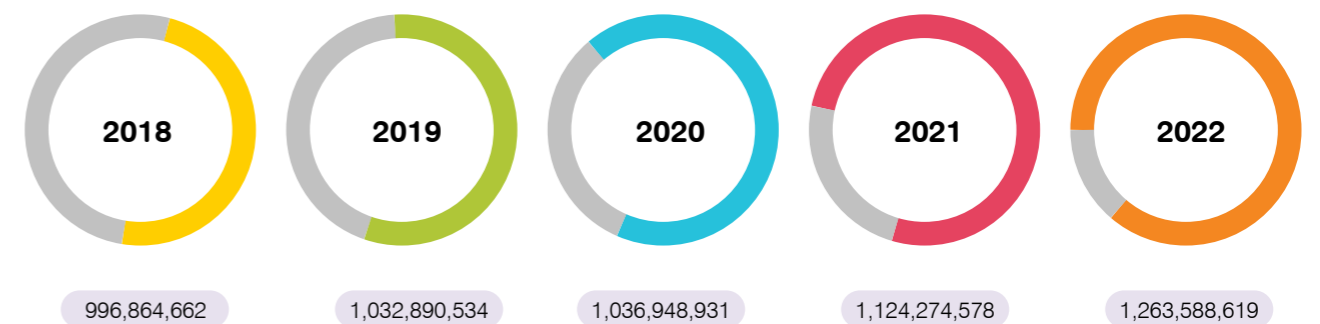
Earnings Before Interest, Taxes and Depreciation ...

Annual Report For National Care Company 2022



2018 2019 2020 2021 2022

Equity ...



Overview

01





Introduction

• Annual Report For National Care Company 2022

The year 2022G has come to an end, and the National Health Care Company (CARE) has realized many achievements, challenges and opportunities, concluding the year with a clear positive path that leads it towards continuing more successes in the future, Allah willing. The year witnessed many achievements and developments in various business segments, including the launch of the Company's future five-year strategy to pave the way for this success and raise growth rates. The company strives to expand in other regions of the Kingdom of Saudi Arabia and provide the best health care services to citizens and residents.

Initiatives:

60+

events, exhibitions, awareness campaigns and health activities.

2

Partnerships

Signing 2 partnerships with AlMaarefa University and Al-Nassr FC, a Saudi club as a medical partner.

100+

Direct interviews with the investment community.

4

telephone meetings with the investment community.

Visit

Delegations from the investment community visited the company's headquarters and hospitals.

Agreement

Signing an agreement with AlMaarefah University.



Achievements of the National Health Care Company ...

2022

Notable Achievements

The year 2022 witnessed many important events and decisions for the company, which would like to inform its shareholders about, and make them available to everyone at one time and without discrimination, by announcing them on the official website of the Saudi Stock Exchange (Tadawul), the most prominent of which were the following:

- 1/3/2022G**

The National Medical Care Company announces the annual financial results ending on 31-12-2021G.
- 17/4/2022G**

The National Medical Care Company announces the signing of a contract with Al-Wafa'eya Contracting Company.
- 16/5/2022G**

The National Medical Care Company announces the interim financial results for the period ending 31/3/2022G (three months).
- 30/6/2022G**

The National Medical Care Company announces the purchase of land in the city of Riyadh.
- 11/8/2022G**

The National Medical Care Company announces the interim financial results for the period ending on 30-6-2022G (six months).
- 1/11/2022G**

The National Medical Care Company announces the interim financial results for the period ending on 30-9-2022G (nine months).
- 29/3/2022G**

The National Medical Care Company announces its new five-year strategy to raise growth rates.
- 19/4/2022G**

The National Medical Care Company announces the distribution of cash dividends to shareholders for the year 2021G.
- 24/5/2022G**

The National Medical Care Company announces the opening of candidacy for membership of the Board of Directors.
- 31/7/2022G**

The National Medical Care Company announces that it has signed a non-binding memorandum of understanding with Smart Med Investment Company to buy and sell shares in Jawar Medical Services Company.
- 15/9/2022G**

The National Medical Care Company announces the appointment of the Chairman of the Board of Directors, his Deputy, the Managing Director, the Secretary and the Company representatives to the Capital Market Authority, and the formation of board committees.

Strategy

02





Vision ...

At the forefront of healthcare.

More Care ... More Human



Mission ...

Providing distinctive care to improve the wellbeing of
our community through pursuit of excellence



Values ...

Care

Excellence

Integrity

Teamwork

Respect

Safety

Innovation

Responsibility

Transparency

Mission of the Department ..

More Care .. More Human



Strategy Department

To provide the organization full support to achieve its goals through strategic planning, development & implementation followed by continuous evaluation based on studies, market research and performance measurement.



Quality Department

Leadership and excellence in the application of the quality system and keenness to advance the systems and reach the highest quality standards through teamwork and transparency.



Safety and Security Department

Continuous care and ensuring the safety and security of patients to be the safest hospital care in the Kingdom of Saudi Arabia, by providing highly trained safety staff.



Patient Experience Dep

Work to inspire for creating exceptional experience for clients by initiating projects that contribute for better patients experience.



HR Department

Ensuring the provision of an appropriate and comfortable work environment for all employees, and ensuring their rights in fairness and honesty, so that care hospitals are the target of all those wishing to work.



Medical Director Dep

Bringing healthcare with international standards, Developing hospitals and making them leaders in the Kingdom of Saudi Arabia and providing care to our patients through excellence in healthcare services, quality and commitment.

Care Strategy



The strategy is centered around

4
Strategic Objectives

18
Initiatives

CARE's Strategic Objectives

Realize potential of value networks across business units

Deliver exceptional value to patients and partners

Serve new population segments and geographies

Extend health service offering in Riyadh

CARE's Initiative

01

Reconfiguring Service lines.

02

Developing differentiated marketing and branding.

03

Developing Centers of Excellence

04

Introducing value-based contracting

05

Expansion into new verticals such as LTC and Home Care

06

Expansion through new business outside Riyadh

07

Expansion through new business units in Riyadh

08

Expansion through offering new services in existing units



Impact of Strategy on CARE

01 People And Organization

Employee satisfaction

Differentiated and clear market positioning and brands

02 Patients And Partners

Improved health care outcomes

Highly satisfied and diverse patient segments served

More Care .. More Human

03 Performance

Growth that out performs the market

Improved margins

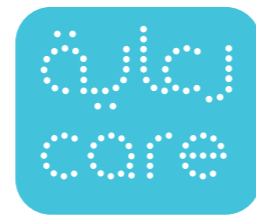
Diversified sources of revenues



Accreditations ...



مستشفى رعاية الرياض
Riyadh Care Hospital



مستشفى رعاية الوطني
Care National Hospital



4th Accreditation



1st Accreditation



CBAHI - ESR



2nd Accreditation



1st Accreditation

- 1. Re-accreditation of CARE Academy for -4years as Training Center
- 2. Residency Program accreditations (3) in CARE Hospitals
Obstetrics & Gynecology , Pharmacy and surgery





Chairman's Statement

Saad Abdulmohsen Alfadly

We launched a new strategic plan through to leverage the strategic and economic growth in the healthcare sector.

The valued shareholders of the National Medical Care Company,,,

The National Medical Care Company continued its growth across all operational levels despite facing many challenges. This growth is clearly reflected in the company financial performance, as well as the improvement in the quality of health services provided to our customers.

Alignment with Vision 2030:

During 2022, we witnessed remarkable economic development, after gradually emerging from the impact of the Corona pandemic.

Taking account of these new circumstances and in line the objectives of Saudi Vision 2030, we launched our new strategic plan, which centres around four strategic objectives and 18 initiatives. This will unlock the value of linking the company business units, provide exceptional services to patients and partners, serving specific population segments and new geographical areas, and expand health services within the city of Riyadh. These goals represent a clear road map for diversifying and expanding our business, God willing, which will contribute to achieving the aspirations of our shareholders in realizing higher profitability and broader growth.

We aim to keep pace with the strategic development and economic growth in the health care sector, improve the provision of high-quality services, and seize the available opportunities to enhance these services, in line with Vision 2030 objectives.

Prosperous Economy:

“Care” is aware of the size of its responsibility in upgrading the services provided, to improving the health of society. Hence, we are focusing on laying strong foundations to ensure the sustainability of the company’s business and the national economy at large. During the past year we concentrated on adopting best practices in sustainability, economic, governance, environment and social dimensions.

This reflects the Company’s keenness to pursue a sustainable approach that impacts on every aspect of our business, enhances our competitive advantage, improves our reputation and increases the loyalty of employees and customers.

Strong Financial Position:

2022 witnessed remarkable progress in terms of the company financial position. We managed, praise be to Allah, to achieve historical levels of revenues, as a result of exceptional operational work, reflecting the company’s ability to maintain a strong financial position, high-quality assets and an ability to achieve sustainable growth.

This year we also saw an increase in the level of health services provided to our clients, as well as an increase in patient satisfaction levels.

Thanks and Appreciation:

On my and on behalf of my board of directors, we extend our thanks and appreciation to our shareholders for their continued confidence in the company. I also thank previous members of the board for their efforts wish continued success to the current directors.

I also extend my thanks and appreciation to all members of the administrative and medical staff for their efforts during the past year, in addition to everyone who contributed to achieving the company’s objectives and goals. We look forward to having a prosperous 2023 full of achievements and successes.

Saad Abdulmohsen Alfadly
Chairman of Board of Directors

The company continues to improve its financial position and achieve sustainable growth.



Statement of the Managing Director and Chief Executive Officer

Dr. Abdulaziz Saleh AlObaid

“About upgrading the services and increasing patients’ satisfaction, which led to achieving great financial performance.”

Ladies and gentlemen, shareholders of the National Medical Care Company,,,

The National Medical Care Company, praise be to the Almighty, continued its journey of growth and prosperity during the year 2022G, which is crystalized in the company’s operational performance indicators, wonderful financial performance, and the satisfaction of our valued customers.

Commitment to Quality of Care

Despite all challenges that the health care sector witnessed in 2022G, “Care” continued to improve its health services to patients and expanded its customer base.

In terms of development, we focused on the use of modern medical technology to manage and operate the hospitals, which resulted in ease and comfort for our customers. We demonstrated our position as a preferred destination of health care for them. In addition, we succeeded, praise be to Allah, in preparing the complete infrastructure for the implementation of “Care” advanced health system, which resulted in obtaining a large number of local and international accreditations.

Sustainable Growth

The improvement in the quality of services was reflected in the financial performance of the company. We achieved historical revenues, which signifies that we are on the right path towards growth in revenues, which rose by (8.5%), In conjunction with this performance, we launched the company new strategy, and we have already begun to work on achieving it as reflected in a number of indicators, initiatives and tasks that are devoted to this strategy.

Our vision in “Care” for the health care sector in the Kingdom is based on the fact that it still contains promising prospects and potential opportunities that are considered attractive and growth factors for the coming years, supported by one of the most important goals of the Kingdom’s Vision 2030, which is the development of promising local companies into leading companies regionally and globally.

Therefore, we have an expansion plan for building new hospitals and acquiring existing ones seeking geographical diversity at the level of the Kingdom. In tandem with this rapid development, however, we in “Care” focus on underscoring the basic values in business sustainability and measuring the economic dimension, governance, in addition to the social and environmental dimension, as we are a pillar of sustainability in the national economy.

Human Capital and Attractive Environment

“Care” seeks to create an attractive work environment for doctors and specialists with high qualifications and subspecialties, as well as other health and administrative cadres specialized in operating hospitals and elevating the quality of health services.

“Care” considers that investment in human capital, through training and development, is the most important supporter to sustain business growth. We always measure our employee satisfaction and the indicators, praise be to Allah, are escalating, and this will help us achieve our most important future goals.

Prospects

We seek to place “Care” at the forefront of healthcare service providers in the Kingdom, and God willing, the year 2023G will be a year full of achievements and successes.

Dr. Abdulaziz Saleh AlObaid

Chief Executive Officer

“Creating an attractive work environment for doctors and specialists with high qualifications and subspecialties, along with other health and administrative cadres specialized in operating hospitals and improving the quality of health services.”

Company's Profile

03





Established

- 2003 ● The National Medical Care Company was established in 2003G as a closed joint stock company owned by the General Organization for Social Insurance and a group of shareholders.
- 2013 ● In 2013, it was converted into a public joint stock company registered in the Saudi Stock Exchange (Tadawul).
- The Company currently owns Riyadh Care Hospital, which was previously known as (Social Insurance Hospital), which was established in 1990G.
- and the National Care Hospital, which was established in 1966G.

Activity of the Company

The current main activity of the Company is:

To establish, own and equip hospitals, health centers and units, manage maintain and operate them.

01

02

Provide health services in all fields, services and works that may help it achieve its objectives or complementary to its activity.

Own land and properties for the benefit of the Company.

03

Company's Profile ...

Overview of the market and the health sector:

The health care sector in the Kingdom of Saudi Arabia is witnessing rapid changes and developments. The demand for health care services is therefore increasing as a result of the population high life expectancy rates. The National Medical Care Company has high and distinguished capabilities that enable it to benefit from the opportunities available in the market, enhance its presence and footprint, and support the Kingdom's efforts to cover the needs of the sector, represented by the opportunities for increasing demand for integrated health care services and advanced care. "CARE" boast being one of the top 10 health companies in terms of market value in the Middle East and Africa, with 60% of the health companies in the Kingdom of Saudi Arabia.

The most important facts about healthcare market in the Kingdom:

36.2 million

The population of the Kingdom by 2023G.

1.6% to 2.5%

The population growth rate is estimated at 1.6% to 2.5%

39.7 million

It is expected that the population will reach 39.7 million by the year 2030G.

2060G

Population growth is expected to continue until 2060G

12.5 million

The population over 50 years of age in 2030 is expected to reach 12.5 million.

76.4 to 81.8

Increase in life expectancy in 2023 from 76.4 to 81.8 in 2050G.

7.8%

The healthcare market value in 2020 was about 51.2\$ billion, and it is expected to increase to 75.8\$ billion in 2025, with an estimated growth rate of 7.8%.

8 million

It is expected that the number of patients with chronic diseases will reach 8 million in 2030G.

11 million

The number of insured patients in the private health sector is currently estimated at 11 million.

5.2%

The health insurance market was estimated at about 5.81\$ billion in 2020, and it is expected to increase to 7.6\$ billion by 2026, with a growth rate of about 5.2%

66 Billion

An additional 66\$ billion will be invested by 2030 in healthcare infrastructure.

189 Billion

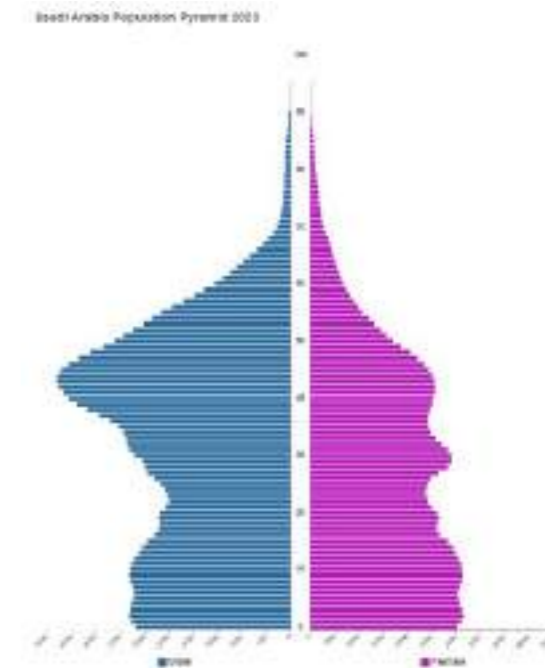
The appropriation for health sector in 2023 is estimated at 189 billion riyals.



No. of Beds in Saudi Arabia ...

No. of beds	2021	%
Government Sector	59,335	76,83%
Private Sector	17,899	23,17%
Total	77,224	

- It is estimated that there will be a need for 20 thousand new beds in the Kingdom of Saudi Arabia by 2035G



Population by age group	
Female	27.9
males	33
Total	30.8

Health care sector is also considered one of the main areas of interest within the Kingdom's Vision 2030.



For the National Care Hospital and the Riyadh Care Hospital:

Most notable achievements for this year of the Information Technology Department:

The National Medical Care Company is interested in providing the best health care services to beneficiaries thanks to efficiency by using innovations and modern medical technologies to improve patients' experience and health services provided to them. The IT department is a key part of Care's five-year strategy started in 2021 through the following initiatives:

- Creating the company digital patient platform,
- introducing the CARE clinical conversation system
- increasing governance to bridge the gap between IT offerings and end-user knowledge

Care sponsors **two data centers** to extend the high availability of the HIS system with two redundant links between the two data centers. The company's HIS system works with the disaster recovery site in the data center.

Care has obtained **HIMSS Phase 6** accreditation, in cooperation with senior management in the company and support from all business units, which increases our goals related to patient safety, and raises the revenues from the Ministry of Health by %20. The company's IT division was also recognized by **Wolters Kluwer's** World's Best Healthcare Service Award for being the world's first strongest integration of HIS and UpToDate into CDS and clinical intelligence through:

Clinical Pathways

Patient Education

Drug Interactio








We have also kept pace with the development in the field of information technology in our hospitals in order to improve the medical services provided by investing in digitization and technology systems in a number of medical services, including:

- Clinical intelligence through laptop carts
- The digital patient platform through mobile vital signs
- The patient experience through archiving Docuware

These improvements come in line with the company future strategy, which aims to provide exceptional services to patients and partners, increase patient satisfaction and improve patient experience.

Our Technical Services

				
Patient	Doctors	Nursing	Pharmacy	Laboratory
<ul style="list-style-type: none"> * Patient mobile application (enables the patient to telemedicine, easy communication with the hospital at all times and access to medical advice) * Smart Patient Scan (through which the patient can be identified without the need to enter personal information and self-registration with payment) 	<ul style="list-style-type: none"> * The doctor's mobile application (facilitating the doctor to obtain medical records and reports, clinic appointments, previous visits, and other information related to the patient) * Doctor's Portal (enables doctors to access medical records from anywhere via the company website) 	<ul style="list-style-type: none"> * Evolution of the bedside PDA (blood collection and transfusion management, vital signs integration) 	<ul style="list-style-type: none"> * Medi-Span integration, which is a modern technology that has been invested in to develop the services provided and help in the interaction between medications and the patient's sensitivity, duplicate request alert, and cumulative dose alert. * Patient trip to manage outpatient medication dispensing 	<ul style="list-style-type: none"> * Developing the Blood Bank and Blood Transfusion Department units

A number of internal services have also been developed for all departments of the company, which contributed to the transfer of electronic transactions to an advanced stage at the level of the company and its hospitals. Information exchange services have also been upgraded and integration has been achieved with more than one party to improve the quality of the medical service provided and improve the patient's experience, such as:

- Nafis program in integration with the Ministry of Health
- Health, automatic sick leave synchronization by integration with the Ministry of Health
- The ability to give the patient another choice from healthcare providers

Social Responsibility of CARE



The Company seeks to contribute to community service and assistance in the process of social development, preserving the environment, charitable work, and improving communication with stakeholders in the Company. The Company realizes the importance of protecting all its human, financial, physical, informational, social and environmental assets.

The developmental work has not stopped in all areas of the Company, which is represented in the provision of technology that serves the Company workers in CARE hospitals, which has contributed greatly to providing advanced services, increase the diversity of service, optimize the satisfaction of the patients, and activate work in social responsibility services. **The Board of Directors sets the programs and determines the necessary means to launch the Company initiatives in the field of social work, which are:**

CARE'S Initiatives and Events

Blood donation initiative in cooperation with the General Organization for Social Insurance for the Organization's employees.

Participation and support of Zain blood donation initiative at Zain headquarters.

World Diabetes Day - in partnership with the partner, Al-Nassr Sports Club, at Youwalk Mall.

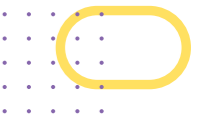
International Day of Persons with Disabilities - introducing special prices for medical rehabilitation services.

World Diabetes Day - an event to educate the community about diabetes in cooperation with Al-Nassr Saudi Club.

Fathers Day event - providing special prices for medical services for those over 46 years of age.

International Mother's Day - Activating the International Mother's Day Event.

International Day of Surgery - Activating the effectiveness of the International Day of Surgery.





The event of greeting patients on Eid

The event of aesthetic medicine

World Alzheimer Day event

The World Pharmacy Day event

The event of the World Mental Health Day

The event of the International Children Day

International Day for Premature Babies

The event of the World Antibiotic Week

Hospitals also witnessed many medical and social events

World Nutrition Day event

The event of You are Wonderful to patients

The World Day for Kidney Patients

The event of diabetes and the month of Ramadan





Campaigns to raise awareness of breast cancer on the International Breast Cancer Day were carried out for a number of entities

The awareness and medical committees in the company also participated in a number of events and campaigns

A training course was held for the age groups and employees of the medical partner, Al-Nassr Saudi Club, to raise awareness of critical cases and ways to deal with them.

An awareness lecture was held by the head of the Department of Obstetrics and Gynecology on breastfeeding.

The event of the International Oral and Dental Health Week - an initiative to raise awareness of oral and dental health has been activated.

The company witnessed the signing of many agreements and partnerships during the year 2022G

Signing a partnership with Al-Maarefah University.

Signing an agreement with the Saudi Arabian Athletics Federation .

Signing an agreement with the Saudi Al-Nasr club as a medical partner, while continuing the contract with the Saudi Al-Fayhaa club.

Providing seasonal vaccinations in agreement with a number of agencies

General Organization for Social Insurance

Hasanah Investment Company

Public Investment Fund

Financial Performance

04





Financial Performance

04

Historical growth of the most important financial indicators in five years

Company's Activity

The table below shows the impact of each activity on the Company turnover and its contribution to the results:

Activity	Activity Revenue	Percentage
Establishing, owning and equipping hospitals	917,934,901	100%
Distribution of Medication	0	0%
Maintenance and operation	0	0%
Total	917,934,901	100%

The tables below show a summary of the Company assets, liabilities and business results in the last five financial years:

Comparison of Business Results

Details	2022	2021	2020	2019	2018
Revenues	917,934,901	845,380,520	808,953,117	708,393,995	736,804,127
Cost of Revenue	628,254,384	598,911,021	585,072,241	542,738,334	597,294,006
Gross Profit	289,680,517	246,469,499	223,880,876	165,655,651	166,510,121
Net Profit	170,074,845	136,356,673	97,269,000	80,089,715	62,182,388

Comparison of Assets and Liabilities

Details	2022	2021	2020	2019	2018
Current assets	1,055,937,509	1,068,776,584	932,697,916	818,110,787	795,778,510
Non-current assets	656,782,982	490,644,186	499,928,398	538,133,788	596,634,099
Total assets	1,712,720,491	1,559,420,770	1,432,626,314	1,356,244,575	1,392,412,609
Current Liabilities	285,888,394	254,427,309	213,876,985	143,130,583	167,543,642
Non-current liability	163,243,478	180,718,883	181,800,398	180,223,458	228,004,305
Total liabilities	449,131,872	435,146,192	395,677,383	323,354,041	395,547,947

For more information about the financial results, please refer to the approved financial statements published on the Company page on the (Tadawul) website.

Significant differences in the operating results compared to the results of the previous year or any expectations announced by the Company

Details	2022	2021	Changes (+) or (-)	Percentage of change
Revenues	917,934,901	845,380,520	72,554,381	9%
Revenues cost	628,254,38	598,911,021	29,343,363	5%
Selling and marketing expenses	4,465,243	2,052,755	2,412,488	118%
General and administrative expenses	91,345,494	79,201,012	12,144,482	15%
Operating profit (loss)	4,952,204	8,999,611	(4,047,407)	-45%
Other income (expenses)	9,584,237	8,185,550	1,398,687	17%
Net profit (loss) for the year before zakat	198,501,813	164,401,671	34,100,142	21%
Zakat expenses	28,426,968	28,044,998	381,970	1%
Net profit (loss) for the year	170,074,845	136,356,673	33,718,172	25%

Net profit for the current year amounted to SAR 170.1 million, compared to SAR 136.4 million for the previous year, an increase of 24.7%, due to the following reasons:

- Net revenue increased by 8.6% during 2022G compared to the previous year due to an increase in business volume and an increase in the number of patient visits, including inpatients and surgeries.
- A decrease in the cost of selling expenses relative to revenues due to controlling costs, which led to an increase in gross profit and margin.
- An increase in the gross profit margin from 29.2% in the previous year to 31.6% in the current year.
- Low selling and marketing expenses in the current year due to lower provisions against expected credit losses.
- A decrease in Zakat expenses due to the decrease in the Zakat base for the year.

The above gains were partially offset by:

- Increased general and administrative expenses.
- A decrease in other income.

EBITDA for this year amounted to SAR 244.2 million, compared to SAR 214.6 million in 2021G, with a margin improvement by 26.6%, an improvement of 1.2 points compared to the previous year.

The net profit margin for the year increased from 16.1% in the previous year to 18.5% in 2022G.

Geographical analysis of the total revenues of the Company and its Subsidiaries

The company's revenues are limited to the geographical scope in the city of Riyadh.

Loan grant to company and total Debit

The following table shows details of all outstanding loans

No	Name of the agency granting the loan	Amount of the principal of the loan	loan Duration	Amounts paid in repayment of the loan during the year	The remaining amount of the loan
1	Ministry of Finance - the current portion of the long-term loan	118,843,835	25 years	5,942,174	5,942,174
2	Ministry of Finance - long-term loan			-	77,248,265
	Total Loan	118,843,835	Total Remaining Loan		83,190,439

The Company has no loans other than what is shown in the above table. The Company obtained these loans to support the construction and equipment of the additional building for the National Care Hospital, in addition to the renovation of the old National Care Hospital.



Made and statutory payments

The following are the statutory payments made during the fiscal year ending on 31/12/2022G:

Details	2022		Brief description	Reasons
	Paid	Due until the end of the annual financial period and not paid		
Zakat	11,335,484	28,426,968	Zakat Provision for the year 2022G	It is paid after filing the Zakat declaration
Tax	102,127,762	10,347,193	Value added tax	December dues are paid in January of the following year
The General Organization for Social Insurance	19,651,186	1,709,338	Payment of the General Organization for Social Insurance	December dues are paid in January of the following year
Visa and passport costs	1,294,797	0	Cost of employees' visas and passports	Requirements and procedures applied according to the regulations of the Kingdom of Saudi Arabia
Labor office fees	13,234,146	0	Other government agency payments - Labor Office	Fees are payable according to the Labor Law

Risk Management

05



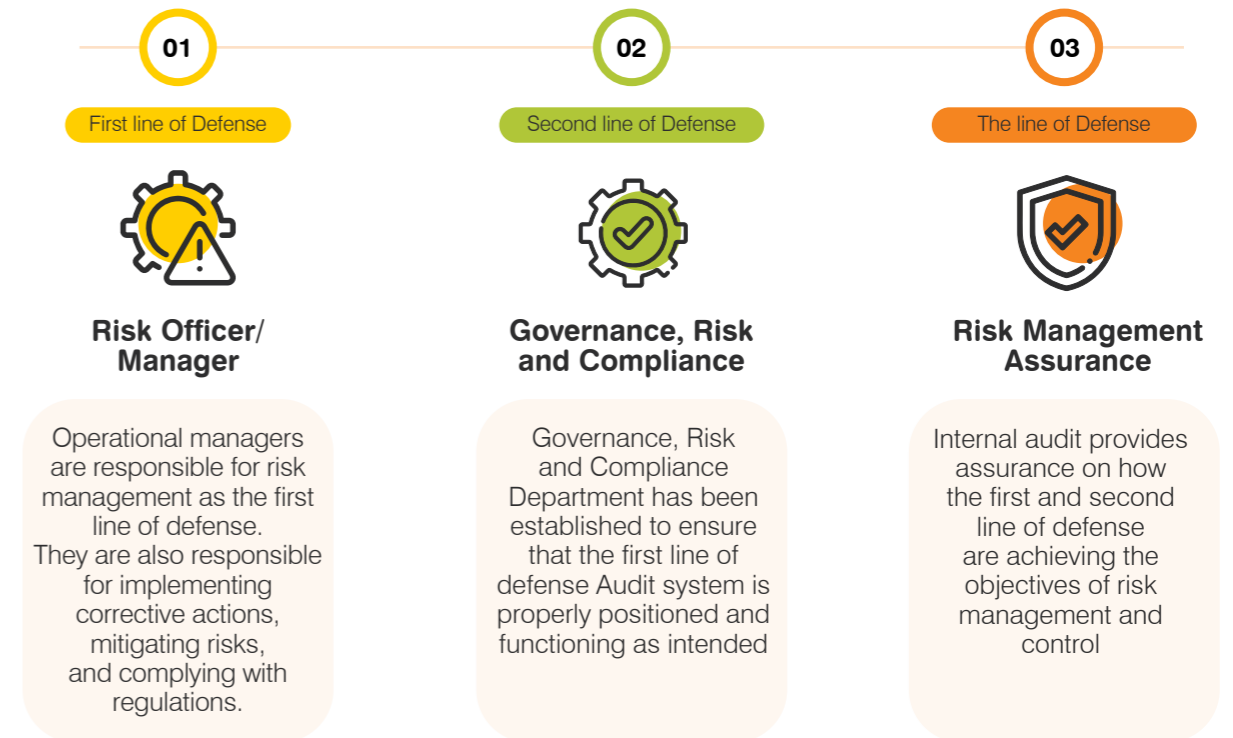


Risk Management

05

The Risk management is a department affiliated to the Governance, Risk and Compliance Division, which Under the audit committee. It monitors operational risks, strategic risks, financial risks and all risks the company faced. Risk management in at “Care” company has been accredited by ISO.31000 standard. This accreditation gives us a high level of risk management, ensuring our compliance with international standards The risk management department also develops and activates policies and procedures, measures and evaluates the company`s risk appetite. The tasks of risk management department include developing and activating procedures related to operational risks and preparing a plan for its implementation of risk assessment processes. Risk management involves managing the risks and opportunities that affect the organizational strategies used to achieve the company's objectives. Risk management is also responsible for providing risk reports periodically (annually) to members of the Audit Committee and members of the board of directors, which It includes an analysis of the risks facing the company in order to mitigate future risks. During the exercise of its activities, “Care” may face the possibility of any uncertain event that jeopardizes its ability to achieve objectives.

The Three Lines of Defense in Care



* This standard recommends that a company shall develop, implement and improve an integrated framework for integrating the risk management process in line with overall management, strategy, planning, management, reporting processes, policies, values and culture.



Types of risks that the Company may face

There are many risks facing the Company that may affect its workflow, and examples of these risks are:

- **Health Care Risks**
- **Business Risks**

Health Care Risks



Risks of medical errors

Medical errors may occur as a result of the complex nature of the case or treatment. In accordance with Article (41) of the Law of Practicing Healthcare Professions, all physicians and dentists working in CARE hospitals are obliged to be covered by cooperative insurance against medical professional errors.



Attracting medical cadres

The inability to employ highly skilled health practitioners is one type of risks that hospitals may face. Therefore, Care is keen to attract qualified medical staff who are able to provide distinguished care to patients, motivate them, and retain them.



Advances in medical technologies and devices

Failure to use modern technology to improve the medical services provided may negatively affect prevention, diagnosis and treatment. Therefore, Care is keen to provide the latest medical devices, to keep pace with the continuous development of technology.

More Care .. More Human

Business Risks



Operational risks

Risks arising from inadequate or failed internal procedures, human resources, systems and external events that may affect the Company operations. Operational risks are managed through internal business procedures and follow-up mechanisms.



Reporting risks

Risks arising from a breach of the credibility, integrity and accuracy of financial and non-financial reports, which would negatively affect the credibility and transparency of the requirements of the regulatory authorities, in which the Company is keen to follow best practices in relation to them. For example, the Company board of directors adopted a disclosure policy aimed at organizing a mechanism for disclosure of information (financial and non-financial), which is a basic right for investors.



Compliance risks

Risks arising from the violation of the laws, regulations, and practices, as well as the applicable internal policies and procedures, or the inability to comply with them. The Company, through the Compliance Department, verifies that the regulations and instructions related to the Company activity are not violated.



Credit risk

Risks arising from the inability of one of the parties to fulfill its obligations, which may lead to the Company incurring financial losses. Credit risks are not considered risks that have material effects on the Company, as the Company main clients are local entities that are contracted with after carrying out all studies that guarantee the financial and non-financial rights of the parties.



Liquidity risk

Risks arising when the Company encounters difficulties in obtaining the necessary funds to meet the obligations associated with the financial instruments. These risks are managed through the Company planning its cash needs and monitoring the liquidity situation on a regular basis.



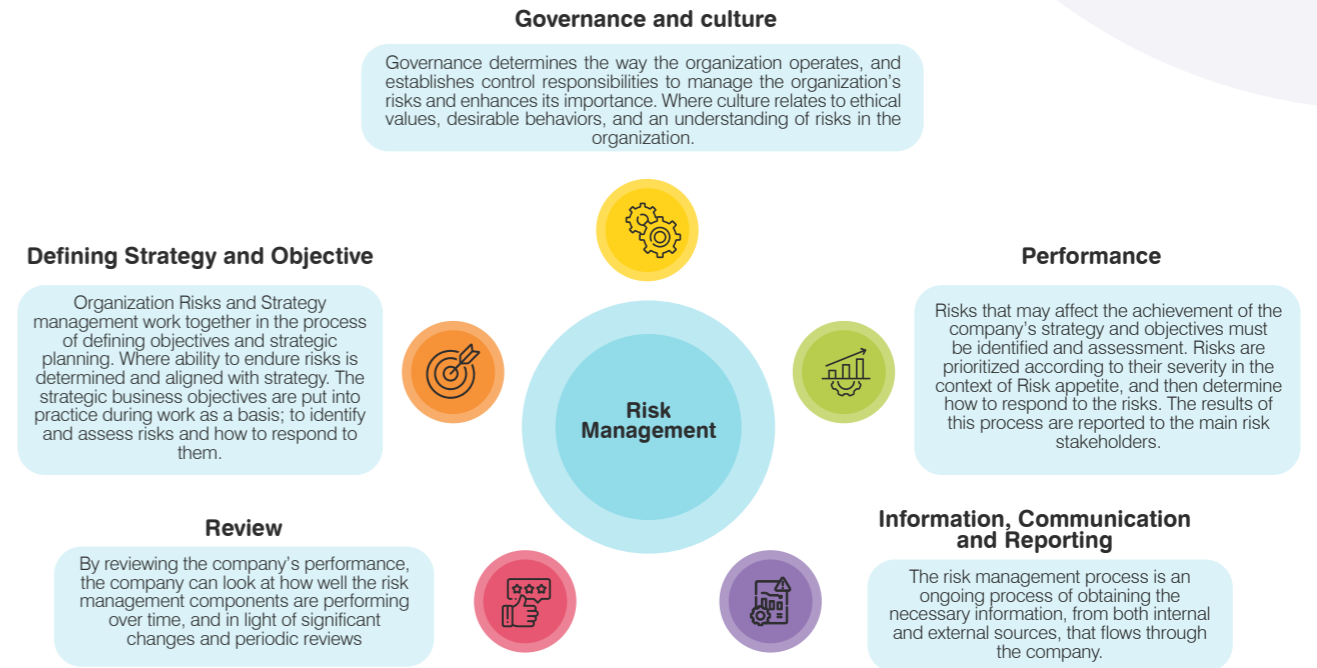
Risk Management

“Risk management” is the culture, capabilities and practices, integrated with strategy and execution, that organizations rely on to manage risks.



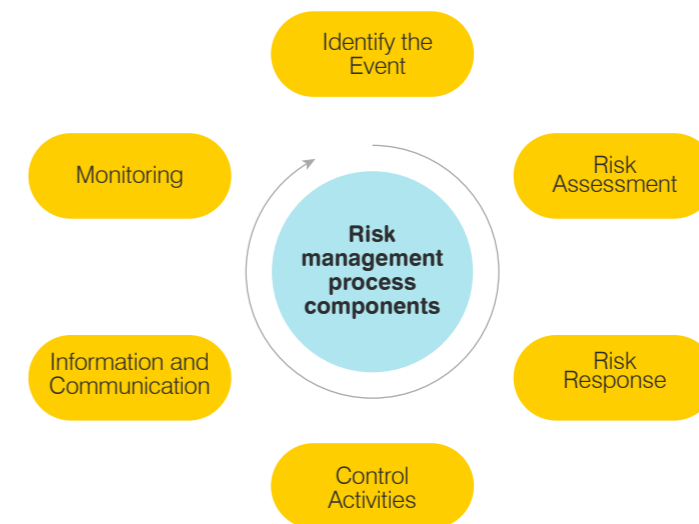
Risk Management framework focuses on the need to manage risks in strategic planning and to integrate them throughout the organization, because risks affect strategy and performance, and to align them across all departments and functions.

Risk Management framework consists of five interrelated and essential components to ensure improved performance



Risk Management Process

Care has developed a risk management process to identify, manage and control its risks. The process consists of six interrelated components, namely:



Board of Directors

06





Board of Directors

Board of Directors, its Committees and the Executive Management

The Board of Directors of the National Medical Care Company is the supreme administrative body responsible before the General Assembly of Shareholders for managing the Company according to the Company's articles of association and related laws and regulations.

Main tasks functions of the Board

- Drawing up and approving the strategic directions and main objectives of the Company.
- Setting internal control and risk management procedures.
- Managing risks and Ensuring their efficiency and effectiveness.
- Adopting major budgets and financial policies, following up and monitoring the Company's performance and the work of its executive management.
- Developing policies that regulate the relationship with stakeholders and protect their rights, including setting and adopting policies that confirm and ensure the application and implementation of official laws and regulations.
- Obligation to disclose material information related to the Company and its performance, which would help the Company's shareholders and investors in evaluating the Company's assets and liabilities.
- In addition to the tasks detailed in the Company's articles of association.

According to what is stipulated in Article No. 18 of the Articles of Association of the National Medical Care Company, the number of members of the Board is nine members. The Board of Directors of the Company consists of nine members whose term began on 15/09/2019G, and ended on 14/09/2022G. A new Board of Directors was chosen for the new session where a new membership consists of nine members whose membership began on 15/9/2022G and for a period of three Gregorian years by the Ordinary General Assembly and ends on 14/9/2025G.

Board of Directors

Board of Directors, its Committees and the Executive Management



Saad bin Abdulmohsen Alfadly
Chairman of Board of Directors



Michael Davis



Faraj bin Saad Al-Gabani



Bader bin Fahad AlAthel



Mai bint Mohammed Al Hoshan



Sami bin Suliman Alkhashan



Bashar bin Abdulaziz AbalKhail



Abdulaziz bin Saleh AlObaid



Ahmed bin Wazaa Alqahtani



Mr. Jahanzeb Ahmed Khan



Engineer / Ibrahim Abdullah Al-Ammar



Mr. Sharaf Al-Din Mudawi



Dr. Badr bin Saqr Al-Otaibi



Mr. Sayyed Mohammed Naseer Ali



Mr. Mohamed Abdulrahman Al-Qaseer

Disclosure of the members of the Board of Directors



Saad bin Abdulmohsen Alfadly

Membership Type

Non-executive

Date of joining the Board of Directors

15/9/2022G

Current job

CEO of Hassana Investment Company.

Previous experiences

- Chief of Staff and Senior Manager for the Central and Eastern Region at NCB Capital.
- Vice President at Morgan Stanley.
- Investment management at the Saudi Arabian Monetary Agency.

Academic qualifications

- MA in Financial Economics from Boston University.
- Bachelors degree in Accounting from King Saud University.

Membership of the Boards of Directors of other companies

- Member of the Board of Directors of the Saudi British Bank.
- Member of the Board of Directors of GEMS Education KSA.



Michael Davis

Membership Type

Non-executive

Date of joining the Board of Directors

15/9/2022G

Current job

Founder of partner and CEO of Davis Health Company.

Previous experiences

- CEO of Provita International Medical Center.
- Chief Market Officer, at Kindred Healthcare company.
- Chief Executive Officer and Chief Operating Officer of NMC Healthcare.

Academic qualifications

- Master of Health Care Administration TWU for Health Sciences from Boston.
- Bachelor of Science in Nursing from McNeese State University.

Membership of the Boards of Directors of other companies

-



Faraj bin Saad Al-Gabani

Membership Type

Non-executive

Date of joining the Board of Directors

15/9/2022G

Current job

Acting CEO of Saudi Medical Care Group.

Previous experiences

- Chief Strategy Officer at the Saudi Medical Care Group.
- Acting Chief Operations Officer of the Saudi Medical Care Group.
- Head of the Executive Office at the Ministry of Human Resources and Social Development.
- Chief Operations Officer at Riyadh Capital.
- Director of Financial and Administrative Affairs at Riyadh Holding.
- Director of Financial and Administrative Affairs at Harf Information Technology Company.
- Accounting lecturer at the Technical College in Riyadh.

Academic qualifications

- Chairman of the Board of Directors for all subsidiaries of the Saudi Health Care Group.
- Member of the Audit Committee of Watheer Real Estate Company
- Audit committee member of the National Medical Care Company.

Membership of the Boards of Directors of other companies

- Master of Accounting with a micro specialization in Management Information Systems from the University of Denver, Colorado.
- Bachelor of Science in Accounting from King Saud University.



Bader bin Fahad AlAthel

Membership Type

Non-executive

Date of joining the Board of Directors

15/9/2022G

Current job

Vice Chairman

Previous experiences

- Senior Vice Chairman and Deputy Executive Director of Fal Arabia Holding Company Limited.
- Executive Director of the Arab Company for Medical Supplies and Hospital Supplies Ltd.
- Investment banking services at Falcom Financial Services.

Academic qualifications

- Bachelor's degree in Business Administration from the University of Portland.

Membership of the Boards of Directors of other companies

- Senior Vice Chairman of the Board of Directors and Deputy Executive
- Director of Fal Arabia Holding Company Limited.
- Executive Director of the Arab Company for Medical Supplies and Hospital Supplies Ltd.
- Investment banking services at Falcom Financial Services.



Mai bint Mohammed Al Hoshan

Membership Type

Independent

Date of joining the Board of Directors

15/9/2022G

Current job

Human Resources Manager at Banque Saudi Fransi

Previous experiences

- Human Resources Manager at Alawwal Bank.
- Human Resources manager at SNB Capital.

Academic qualifications

- Associate Director of Leadership and Development at the National Commercial Bank.
- Master of Engineering Management from George Washington University.
- Bachelor of Business Administration from Boston University.

Membership of the Boards of Directors of other companies

- Member of the Board of Directors of Al-Amar Food Company.



Sami bin Suliman Alkhashan

Membership Type

Independent

Date of joining the Board of Directors

15/9/2022G

Current job

- Executive Director at prime Risk Insurance Brokerage (Prime)
- Chairman of the Audit Committee of the National Medical Care Company

Previous experiences

- Regional Director for the Eastern Region in the Saudi Arabian Cooperative Insurance Company.
- Auditor/Senior Consultant at Price Waterhouse company.
- Manager in the Compliance Department at Samba Financial Group.

- Director of Risk and Compliance Department at Malath Cooperative Insurance Company.
- Head of Internal Audit at Amana Cooperative Insurance Company.

- Head of internal audit at the Saudi Cooperative Insurance Company.

Academic qualifications

- Bachelor of Accounting from King Fahad University of Petroleum and Minerals.

Membership of the Boards of Directors of other companies

-

Disclosure of the members of the Board of Directors



Bashar bin Abdulaziz AbalKhalil

Membership Type

Independent

Date of joining the Board of Directors

15/9/2022G

Current job

Founder of Yasmina Technology.

Previous experiences

- Banking supervisor in the Banking Inspection Department at the Saudi Arabian Monetary Agency.
- Insurance Supervisor and Director of Inspection of the Insurance Sector at the Saudi Arabian Monetary Agency.
- Head of Strategy & Business Development & Acting CEO at Al Sagr Insurance Company.

Academic qualifications

- Bachelor's degree in Financial Management from King Saud University.
- MBA from Cass Business School.

Membership of the Boards of Directors of other companies

- Chairman of the Board of Yasmina Information Technology Company.
- Chairman of the Nominations Committee at the National Medical Care Company.
- Member of the Board of Directors of the Saudi Paper Industry Group and Chairman of the Audit Committee.
- Member of the Board of Directors of the Food Development Company.
- Member of the Board of Directors and Chairman of the Audit Committee of Najm Insurance Services Company.



Ahmed bin Wazaa Alqahtani

Membership Type

Non-executive

Date of joining the Board of Directors

15/9/2022G

Current job

Head of regional investments in Hassana Investment Company.

Previous experiences

- Senior Portfolio Manager at HSBC Saudi Arabia.
- Investment analyst at Al Ahli Capital.
- Member of the Board of Directors of Jabal Omar Development Company.
- Member of the Board of Directors of the Arab National Bank.

Academic qualifications

- Bachelor of Finance from King Fahd University of Petroleum and Minerals.

Membership of the Boards of Directors of other companies

- Member of the Board of Directors of James Education KSI Holding Company.
- Member of the Board of Directors of Maarif Education Company.
- Chairman of the Board of Directors of the Saudi Medical Care Group.
- Member of the Board of Directors of Osoul Integrated Real Estate Company.
- Member of the Board of Directors of the Quality Integrated Real Estate Company.
- Member of the Board of Directors of Raza Company.
- Member of the Board of Directors and member of the Nominations and Remuneration Committee of Savola Company.
- Member of the Board of Directors and Chairman of the Investment Committee of Panda Retail Company.
- Director of the Insurance Company for Investment Projects Ltd.
- Manager in the first successful investment company.
- Manager in the second successful investment company.
- Manager in the third successful investment company.



Abdulaziz bin Saleh AlObaid *

Membership Type

Executive

Date of joining the Board of Directors

15/9/2022G

Current job

CEO of National Medical Care.

Previous experiences

- Chief Medical Officer at the National Medical Care Company.
- Consultant gynecological oncologist at King Khalid University Hospital.
- Assistant Doctor and member of several committees in the King Saud University.
- Medical director at the Women's Specialist Hospital in King Fahad Medical City.
- Executive Director of Medical Affairs at King Fahad Medical City.

Academic qualifications

- Bachelor of Medicine and Surgery from King Saud University.
- Master of Medical Care Management.
- Specialist in gynecologic oncology.
- Fellowship from the Royal College of Surgeons of Canada.
- Medical fellowship from the American Board of Obstetricians and Gynecologists.

Membership of the Boards of Directors of other companies

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* His membership started on December 15, 2022G

Board of Directors

Board of Directors, its Committees and the Executive Management

Executive Management:

The executive management team implement the strategies and plans approved by the Board of Directors, at the level of the Board of Directors. It also follows up the business and achieves performance indicators in accordance with the decisions of the Board of Directors.



Dr. Abdul Aziz bin Saleh AlObaid

Qualifications

- Bachelor of Medicine and Surgery from King Saud University.
- Master of Medical Care Management. Specialist in gynecologic oncology.
- Fellowship from the Royal College of Surgeons of Canada.
- Medical fellowship from the American Board of Obstetricians and Gynecologists

Current job and memberships

- Chief Executive Officer of the National Medical Care Company

Previous job and memberships

- Chief Medical Officer of the National Medical Care Company.
- Consultant gynecological oncologist at King Khalid University Hospital.
- Assistant Doctor and member of several committees in the King Saud University.
- Medical director at the Women's Specialist Hospital in King Fahad Medical City.
- Executive Director of Medical Affairs at King Fahad Medical City.

Experience

- Practical experience for more than 23 years in the medical and administrative field.



Mr. Jahanzeb Ahmed Khan

Qualifications

- Certified Public Accountant from the Institute of Accountants in Pakistan.

Current job and memberships

- Chief Financial Officer of the National Medical Care Company.

Previous job and memberships

- Regional financial controller at the Middle East Company (Pladis Global).
- Financial Controller at the National Company for the Biscuits and Sweets Industry.
- Senior Audit Manager at KPMG.
- Senior Director of Planning and Budgeting at the Central Creativity Company (Pakistan).
- Deputy Director of Audit at KPMG (Pakistan).

Experience

- Multiple experiences in auditing and financial review.



Engineer / Ibrahim Abdullah Al-Ammar

Qualifications

- Bachelor's degree in Computer Science from King Saud University.

Current job and memberships

- Chief Information Technology Officer of the National Medical Care Company.

Previous job and memberships

- He held several positions and set up projects with the Saudi Telecom Company - Bahrain.

Experience

- 22 years of experience in various fields of information technology.



Mr. Sharaf Al-Din Mudawi

Qualifications

- Certified Management Accountant (CMA).
- Certified Internal Auditor (CIA).
- Bachelor's degree in Accounting and Financial Management from the University of Khartoum.

Current job and memberships

- Executive Director of Internal Audit at the National Medical Care Company.

Previous job and memberships

- Executive Director of Internal Audit at Raysut Cement Company in the Sultanate of Oman.
- Director of Internal Audit at Al Rajhi Bank.
- Head of Internal Audit at Qatar Chemical Fertilizer Company.
- Internal Audit Supervisor at Al-Faisaliah Group.

Experience

- More than 27 years of extensive experience in the field of internal auditing.



Dr. Badr bin Saqr Al-Otaibi

Qualifications

- Executive Master of Health Administration from the University of Minnesota, USA.
- Medical Simulation Fellowship from Harvard, Boston, USA.
- Disaster Medicine Fellowship from Harvard, Boston, USA.
- Saudi Board of Emergency Medicine from King Abdulaziz Medical City, Riyadh, Kingdom of Saudi Arabia.
- Bachelor of Medicine and Surgery from King Saud University, Riyadh, Kingdom of Saudi Arabia.
- Finance for Executives from INSEAD University.

Current job and memberships

- Chief Medical Officer, National Medicare Corporation.
- General Manager of Riyadh Care Hospital.
- Member of the Board of Directors of the Saudi Red Crescent Authority.

Previous job and memberships

- Medical and Administrative Director of Riyadh Care Hospital
- Department at the Royal Commission Hospital.
- Director of the National Program for Adult Emergencies at the Saudi Ministry of Health.

Experience

- Extended experience in medical management and leadership.
- Many scientific courses in leadership and management, including:
 - Finance for non-financial managers from Prince Mohammed bin Salman College for Executive Education.
 - Leadership Strategies for Developing Healthcare Executives from the Harvard School of Public Health.

Annual Report For National Care Company 2022



Mr. Sayyed Mohammed Naseer Ali

Qualifications

- * Bachelor's degree in Physics and Mathematics from the University of Pakistan

Current job and memberships

- * CSO .

Previous job and memberships

- * CFO of the Saudi Medical Care Group.
- * CFO of the National Agricultural Development Company.
- * CFO of GCC - Olayan Kimberly-Clark.

Experience

- * More than 20 years of experience.



Mr. Mohamed Abdulrahman Al-Qaseer

Qualifications

- * Master of Human Resources Management from Queensland University of Technology in Australia.
- * Management consultant accredited by the Ministry of Commerce.

- * Certified Expert in Key Performance Indicators from The KPIs Institute.

- * Holds many professional certificates in management and strategic leadership.

Current job and memberships

- * Chief Human Resources Officer at the National Medical Care Company.

Previous job and memberships

- * Chief Human Resources Officer at HRL.
- * General Manager of Human Resources Department for a Public Investment Fund company.
- * General Manager of Human Resources Department at Al Yusr Finance Company.
- * Director of Human Resources Department at Al-Fahhad Holding Company.
- * Member of the judging committee of the Leaders Program projects in the Human Resources Development Fund (Hadaif).
- * Member of the Executive Committee of the Applied College at Shaqra University.
- * Member of the Advisory Offices Committee at the Riyadh Chamber.
- * Deputy Chairman of the Board of Directors of the Consulting Companies Association.

Experience

- * More than 17 years of work experience in the private and semi-governmental sectors in the field of human capital management.

Executive Management:

The executive management team implement the strategies and plans approved by the Board of Directors, at the level of the Board of Directors. It also follows up the business and achieves performance indicators in accordance with the decisions of the Board of Directors.

Attendance record of members of the Board meetings

During the year 2022G, the Board of Directors of the Company held four meetings. The table below shows the dates of those meetings and the attendance record of the members of the Board of Directors:

Name	7/3/2022G	24/5/2022G	15/9/2022G	2/1/2023G
Saad Abdulmohsen Alfadly	✓	✓	✓	✓
Michael Davis	-	-	✓	✓
Faraj Saad Al-Gabani	✓	✓	✓	✓
Bader Fahad Al-Athel	-	✓	✓	✓
Mai Mohammed Al-Hoshan	✓	✓	✓	✓
Sami Suliman Alkhashan	✓	✓	✓	✓
Bashar Abdulaziz Abalkhail	✓	✓	✓	✓
Ahmed Waze' Alqahtani	✓	✓	✓	✓
Mashhour Mohammed Obeikan*	✓	✓	-	-
Abdulaziz Saleh AIObaid**	-	-	✓	✓

* His membership ended on September 14, 2022G
 ** His membership began on September 15, 2022G

A statement of the dates of the General Assemblies of shareholders and the names of the attending members of the Board of Director

The General Assembly of the Company held two meetings during the year 2022G, attended by the members of the Board of Directors as shown in the following schedule:

Name	Extraordinary General Assembly Meeting 17/5/2022G	Ordinary General Assembly meeting 6/9/2022G
Saad Abdulmohsen Alfadly	✓	✓
Michael Davis	✓	✓
Faraj Saad Al-Gabani	✓	✓
Bader Fahad Al-Athel	✓	✓
Mai Mohammed Al-Hoshan	✓	✓
Sami Suliman Alkhashan	✓	✓
Bashar Abdulaziz Abalkhail	✓	✓
Ahmed Waze' Alqahtani	✓	✓
Mashhour Mohammed Obeikan*	-	✓
Abdulaziz Saleh AIObaid**	✓	✓

* His membership ended on September 14, 2022G.
 ** His membership began on September 15, 2022G, where he attended the meetings of the General Assembly for being the CEO of the National Medical Care Company



Board of Directors Committees

The Board of Directors is responsible for managing the affairs of the Company. However, for more efficiency and based on the Company circumstances, the Board establishes committees with formally delegated objectives, powers and responsibilities.

The Company has established the following committees, which are appointed by the Board:

Nominations and Remunerations Committee.

Executive Committee.

In addition, the Company established the Audit Committee, which was appointed by the Ordinary General Assembly in accordance with the relevant rules and regulations issued by the Capital Market Authority and the Ministry of Commerce.

Audit Committee

Audit Committee

The Audit Committee consists of three members, most of whom are in financial and accounting affairs, audit work and risk management. During the year 2022G, the Committee held six meetings to enhance its role and the role of the Board of Directors in following up on external audits, oversight, internal auditing, risk management and effectiveness, and to ensure the integrity of the financial reports and optimal management of risks and other tasks that are assigned to the committee in accordance with its work charter.

The new audit committee was also formed starting from 15/09/2022G for a period of three Gregorian years, and the membership of the previous committee ended on 14/09/2022G.

Name	Nature of Membership	Number of Meetings					
		28/2/2022G	13/4/2022G	15/5/2022G	11/8/2022G	15/9/2022G	31/10/2022G
		1	2	3	4	5	6
Sami Suliman Alkhashan	Chairman	✓	✓	✓	✓	✓	✓
Bashar Abdulaziz Abalkhail	Member	✓	✓	✓	✓	✓	✓
Faraj Saad Al-Gabani*	Member	-	-	-	-	✓	✓
Mashhour Mohammed Obeikan**	Member	✓	✓	✓	✓	-	-

* His membership started on September 15, 2022G.

** His membership ended on September 14, 2022G, as he was the Chairman of the Audit Committee.



Executive Committee

The Executive Committee consists of four members who have experience in the field of the Committee's work, as the Committee held eleven meetings during the year 2022G, and a new Executive Committee was formed starting from 15/9/2022G for a period of three Gregorian years, and the membership of the previous committee ended on 14/9/2022G.

Name	Nature of Membership	Number of Meetings										
		16/2/2022G	17/3/2022G	14/4/2022G	23/5/2022G	20/6/2022G	30/6/2022G	20/7/2022G	22/8/2022G	17/10/2022G	21/11/2022G	18/12/2022G
		1	2	3	4	5	6	7	8	9	10	11
Michael Davis	Chairman	✓	✓	✓	✓	✓	✓	✓	-	-	✓	✓
Ahmed Waze' Alqahtani	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sami Suliman Alkhashan	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Abdulaziz Saleh AlObaid *	Member	-	-	-	-	-	-	-	-	✓	✓	✓
Faraj Saad Al-Gabani**	Member	✓	✓	✓	✓	✓	✓	✓	✓	-	-	-

* His membership began on September 15, 2022G
 ** His membership ended on September 14, 2022G

Nominations and Remunerations Committee

The Nominations and Remunerations Committee consists of four members who have experience in the field of the committee's work. The committee held three meetings during the year 2022G, and the new Nominations and Remunerations Committee was formed starting from 15/9/2022G for a period of three Gregorian years, also, the membership of the previous committee ended on 14/9/2022G.

Name	Nature of Membership	Number of Meetings		
		1-3-2022G	19-7-2022G	12-12-2022G
		1	2	3
Bashar Abdulaziz Abalkhail	Chairman	✓	✓	✓
Saad Abdul-Mohsen Alfady	Member	✓	-	✓
Mai Mohammed Al Hoshan	Member	✓	✓	✓
Bader Fahad Al-Athel	Member	✓	-	-

Remunerations & compensations

07

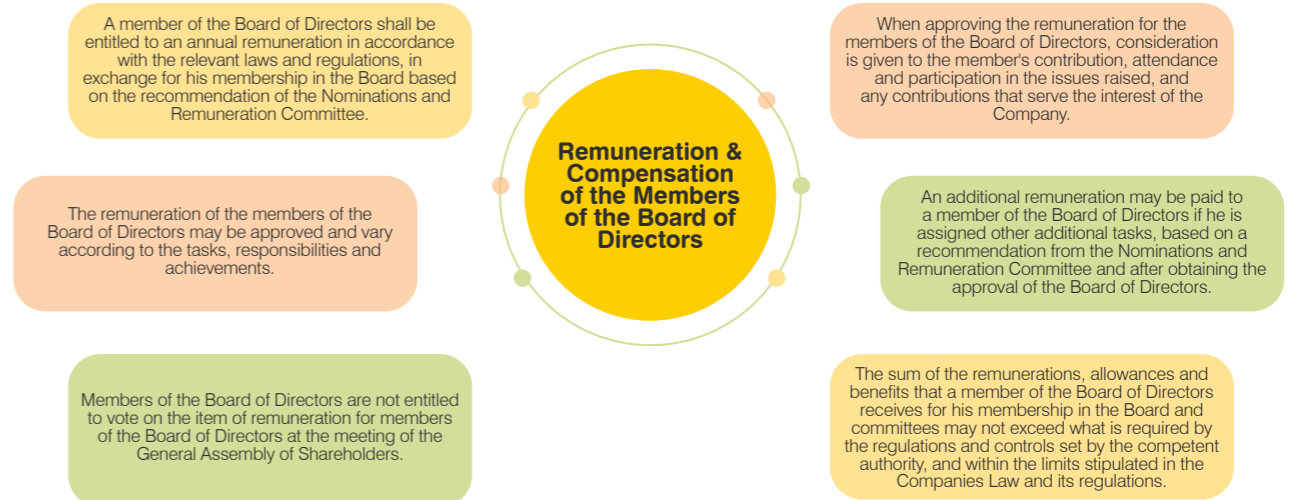




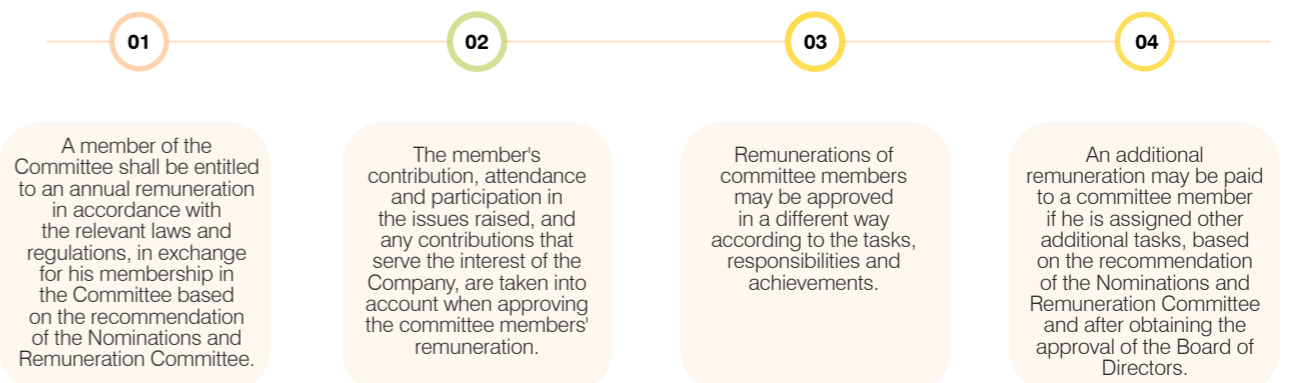
Remunerations and compensations paid to members of the Board of Directors and Executive Management and their policy

The General Assembly of the Company, which was held on May 27, 2021G, approved the policy of remuneration for members of the Board of Directors, members of its committees, and the executive management. This policy aims to organize remunerations to attract members of board or committees with scientific, technical and administrative competence and commensurate experience, enabling them to perform their tasks and duties with professionalism and high efficiency, taking into account the sector in which the Company operates and the skills necessary to manage the Company. According to the approved policy, the remuneration of the members of the Board of Directors, its committees and the executive management shall be in accordance with the following principles and rules:

Remuneration and Compensation of the Members of the Board of Directors



Remunerations and compensations for members of Board committees





Remuneration of Senior Executives

The Board of Directors determines the remunerations of senior executives, based on the recommendation of the Nominations and Remunerations Committee, provided that the remunerations and allowances are in accordance with the following principles:

Consistent with the Company strategic goals, and a factor to motivate senior executives to achieve those goals, and to enhance the Company ability to develop and sustain its business.

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

Enable the Company to attract senior executives with capabilities, skills and qualifications necessary to enable the Company to achieve its objectives.

Not to cause any conflict of interests that would negatively affect the interest of the Company and its ability to achieve its objectives.

The Company is keen to implement the policy of remuneration for members of the Board of Directors, members of its committees and the executive management. Therefore, there would be no material deviation in the remunerations granted to the members of the Board of Directors and the executive management of the Company from the approved policy. The tables below show the remunerations of the members of the Board of Directors and the executive management:

Fixed Remunerations							
Name	Specific amount	Allowance for attending the council sessions	Total remuneration for attending committee	In-kind benefits	A statement of what the board members have received in their capacity as workers or administrators, or what they have received in return for technical or administrative work or consultations	Reward for the board chairman, managing director, or secretary if he is a member	Grand Total
First: The independent members							
Ms. Mai bint Mohammed Al Hoshan	200,000	12,000	9,000		None		221,000
Mr. Sami bin Suliman Alkhashan	200,000	12,000	48,000		None		260,000
Mr. Bashar bin Abdulaziz Abalkhail	200,000	12,000	24,000		None		236,000
Mr. Mashhour bin Mohammed Obeikan*	141,111	6,000	12,000		None		159,111
Second: Non-executive members							
Mr. Saad bin Abdulmohsen Alfady	200,000	12,000	6,000		None	100,000	318,000
Mr. Michael Davis	200,000	6,000	27,000		None		233,000
Mr. Ahmed bin Waze' Alqahtani	200,000	12,000	33,000		None		245,000
Mr. Faraj bin Saad Al-Gabani	200,000	12,000	27,000		None		239,000
Mr. Bader Fahad Al-Agel	200,000	9,000	3,000		None		212,000
Third: Executive Members							
Dr. Abdulaziz bin Saleh AlObaid**	58,888	6,000	9,000		None		73,888

* (His membership ended on September 14, 2022G)

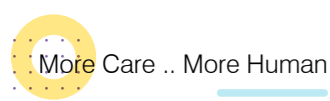
** (His membership began on September 15, 2022G)

Remunerations for Board Members



The aforementioned amounts (remunerations in particular) represent what will be granted to the members of the Board of Directors during the year 2023G for the fiscal year ending on 31/12/2022G, and the disbursement of which will be approved through the General Assembly that is expected to be held in 2023G, noting that the Board of Directors has recommended the General Assembly to approve the remuneration of the members of the Board of Directors for the year 2022G, with a total amount of (One million nine hundred thousand Saudi riyals).

Please note that the fields related to variable remuneration, end-of-service remuneration and expense allowance have been removed from the above table, as stipulated in the remuneration table approved in the Corporate Governance Regulations issued by the Capital Market Authority. These fields do not apply:



Remuneration for Committee Members

Name	Fixed remuneration (except for session attendance allowance)	Allowance for attending sessions	Total
First: Members of the Audit Committee:			
Mr. Sami Suliman Alkhashan	120,000	15,000	135,000
Mr. Bashar Abdulaziz Abalkhail	120,000	15,000	135,000
Mr. Faraj bin Saad Al-Gabani*	35,507	3000	38,507
Mr. Mashhour Mohammed Obeikan**	84,493	12,000	96,493
Second: Members of the Nominations and Remuneration Committee:			
Mr. Saad bin Abdulmohsen Alfady	50,000	6000	56,000
Mr. Bashar Abdulaziz Abalkhail	50,000	9000	59,000
Ms. Mai Mohammed Al Hoshan	50,000	9000	59,000
Mr. Bader Fahad Al-Athel	50,000	3000	53,000
Third: Executive Committee members:			
Mr. Ahmed Waze' Alqahtani	50,000	33,000	83,000
Mr. Michael Davis	50,000	27,000	77,000
Mr. Sami Suliman Alkhashan	50,000	33,000	83,000
Mr. Abdulaziz Saleh AlObaid*	14,134	9000	23,134
Mr. Faraj Saad Al-Gabani**	35,866	24,000	59,866

* (His membership began on September 15, 2022G)
 ** (His membership ended on September 14, 2022G)

Remunerations of senior executives (including the CEO and CFO)

Senior executives	Fixed Remuneration						Variable Remuneration				End of service allowance	Total remuneration of executives on behalf of the Board, if any	Grand Total
	Salary	Allowances	Benefits in kind	Total	Periodic bonuses	Profits	Short-term incentive plans	Long-term incentive plans	Granted shares	Total			
	7,759,883	0	0	7,759,883	4,838,070	0	0	0	0	4,838,070	345,294	0	12,943,247

Ownership of members of the Board of Directors

08





Ownership of Members of the Board of Directors

Ownership of members of the Board of Directors, executive management, their spouses and minor children

The following tables describe the interest of the members of the Board of Directors and senior executives in the shares and debt instruments of the Company, in addition to any change in that interest or those rights during the current year. Note that there are no interests or rights for their spouses and minor children in the Company shares.

Ownership of the members of the Board of Directors

Name	Beginning of the year		End of the year		Net change	Change percentage
	Number of shares	Debt instruments	Number of shares	Debt instruments		
Mr. Bashar bin Abdulaziz Abalkhail	5000	-	5000	-	None	-
Mr. Saad bin Abdulmohsen Alfadly*	22,066,901	-	22,066,901	-	None	-
Mr. Michael Davis */***	22,066,901	-	-	-	None	100%
Mr. Badr bin Fahad Al-Athel**	2000	-	2000	-	None	-
Mr. Faraj bin Saad Al-Gabani*	-	-	22,066,901	-	None	-
Mrs. Mai Bint Mohammed Al Hoshan	-	-	-	-	None	-
Engineer Mashhour bin Mohammed Al-Obaikan****	1000	-	1000	-	None	-
Mr. Sami bin Suliman Alkhashan	-	-	-	-	None	-
Mr. Ahmed Waze' Alqahtani*	22,066,901	-	22,066,901	-	None	-
Dr. Abdulaziz bin Saleh AlObaid	-	-	-	-	None	-

*He has no direct or indirect interest in the shares and debt instruments of the Company, but rather represents the Saudi Medical Care Group, which owns 49.2%.
 ** He has no direct or indirect interest in the shares and debt instruments of the Company, but rather represents Fal Arabia Holding Company Limited.
 *** On 31/12/2022G, he did not become a representative of the Saudi Medical Care Group.
 **** His membership expired on 14/09/2022G

Ownership of Senior Executives

The name of the person to whom the interest or contractual papers belong	Beginning of the year		End of the year		Net change	Change percentage
	Number of shares	Debt instruments	Number of shares	Debt instruments		
Dr. Abdulaziz bin Saleh AlObaid	-	-	-	-	-	-
Mr. Jahanzeb Mohammed Khan	-	-	-	-	-	-
Dr. Badr bin Saqr Al-Otaibi	-	-	-	-	-	-
Eng. Ibrahim Abdullah Al-Ammar	-	-	-	-	-	-
Mr. Sayyed Mohammed Ali Nusair	-	-	-	-	-	-
Mr. Sharafuddin Mudawi	-	-	-	-	-	-



CARE'S Governance

Applied and not applied Articles of the Corporate Governance Regulations

The Company believes that sound governance is one of the basic tools for growing shareholders' wealth in the long run, and the Company desire to adhere to the best practices of governance and disclosure; The Company has established a special department for governance, risk and compliance, which handles all tasks related to the governance of the Company and its board of directors, and the management of shareholders affairs and their questions and observations. The Company also has governance regulations and policies for the Company and its subsidiaries, which aim to set rules and regulating standards to ensure the protection of the rights of shareholders and stakeholders, and adherence to best governance practices. These regulations and policies are binding on members of the Board of Directors, executive management and employees of the Company. The Company applies all provisions of the Corporate Governance Regulations issued by the Capital Market Authority, with the exception of the following:

Article number	Article text	Reasons for non-application
70	A committee named (Risk Management Committee) shall be formed by a decision of the Company's board of directors (according to the text of the Article).	The Audit Committee is mandated to oversee the scope of work of the Risk Management Committee.
71	The Risk Management Committee is responsible for the following: (according to the text contained in the article).	The Audit Committee is mandated to oversee the scope of work of the Risk Management Committee. Note that the Company has a special department for governance and compliance.
72	The Risk Management Committee meets regularly every (six months), at least, and whenever the need arises.	The Audit Committee is mandated to oversee the scope of work of the Risk Management Committee.
85	The Company shall develop programs to develop and motivate the participation and performance of the employees of the Company, provided that they include in particular the following: (according to the text contained in the article).	Indicative Article; The need to apply this Article will be studied.
87	The Ordinary General Assembly shall establish - based on a proposal from the Board of Directors - a policy that ensures the establishment of a balance between its objectives and the objectives that the community aspires to achieve in order to develop the social and economic conditions of the community.	Indicative Article; The need to apply this article will be studied.
88	The Board of Directors sets the programs and determines the means necessary to present the Company initiatives in the field of social work... (according to the text contained in the Article).	Indicative Article; The need to apply this Article will be studied.
95	In the event that the Board of Directors forms a committee specialized in corporate governance, it shall delegate to it ... (according to the text contained in the Article).	Indicative Article; The Board of Directors does not see the need to form a corporate governance committee, bearing in mind that the Company has a special department for governance and compliance.



Transactions with Related Parties

The Company is keen to avoid any conflict of interests of any kind that may affect the management of the Company's business or its decision-making. The Company is also keen to protect the rights of shareholders and stakeholders, in a manner that does not conflict with the Company's Articles of Association and related regulations. Note that cases of conflict of interest and transactions or dealings with related parties in the Company are dealt with in accordance with the provisions of conflict of interest policy and the organization of the relationship with stakeholders approved by the Board of Directors of the Company, in a manner that does not conflict with the Company's Articles of Association, the provisions of the Companies' Law, the Financial Market system and their implementing regulations. During the year 2022G, and within the framework of the Company's normal activity, and with a prior authorization from the General Assembly, related parties were dealt with, as shown in the following table:

No	Name of the related party	Nature of work or contract	Amount of work or contract	Duration of work or contract	Terms of work or contract	Name of the member/senior executives or a person related to any of them	Notes
1	General Organization for Social Insurance (which owns directly in the Saudi Medical Care Group, which in turn owns 49.2% of the (Care) Company.	Providing medical services to treat work injuries	342,081,352	3 Years	Ordinary business without any preferential conditions or benefits	Saad Al-Fadhli Ahmed Al-Qahtani Faraj Al-Qabbani	

Board Declarations

09



Board Declarations

More Care .. More Human

The Board of Directors declares That:

- The account records have been properly prepared.
- The internal control system has been prepared on sound basis and implemented effectively.
- There is no significant doubt about the Company's ability to continue its activities.
- The Board of Directors is working on establishing a mechanism to evaluate its performance and the performance of its committees and members.
- The Company did not receive from the auditor a request to convene the General Assembly during the ending fiscal year, and it was not convened.
- The Company has an Internal Audit department.
- There are no recommendations of the Audit Committee that are in conflict with the decisions of the Board of Directors, or recommendations that the Board refused to take into account regarding the appointment of the Company auditor, his dismissal, determining his fees, evaluating his performance, or appointing the internal auditor.
- The auditor's report does not contain reservations about the financial statements.
- The International Financial Reporting Standards (IFRS) have been applied according to the directives of the Saudi Organization for Certified Public Accountants, and there is no difference from the standards approved by the Organization.
- The Company has not been notified of any interest in the category of voting shares belonging to persons (other than members of the Board of Directors, senior executives and their relatives) according to Article 45 of the registration and listing rules.
- There are no subsidiaries of the Company.
- There are no transferable debt instruments, any contractual securities, subscription right notes or similar rights issued or granted by the Company during the fiscal year, nor any compensation obtained by the Company for that.
- There are no transfer or subscription rights under transferable debt instruments, contractual securities, subscription right notes, or similar rights issued or granted by the Company.
- There is no transaction between the Company and a related party, whether members of the Board of Directors or senior executives, other than what is detailed on page (105) of this report.
- There are no arrangements or agreements under which one of the Company shareholders waived any rights to profits.
- There is no recovery, purchase or cancellation by the Company of any recoverable debt instruments, and the value of the remaining securities, with a distinction between the listed securities purchased by the Company and those purchased by its subsidiaries.
- There are no arrangements or agreements under which one of the Company shareholders waived any rights to profits.
- There are no investments or reserves established for the benefit of the Company employees.
- The Board of Directors did not recommend changing the auditor before the end of the period for which he was appointed.
- The Company has no treasury shares held.

Shareholders Rights and the General Assembly



The Company's Articles of Association and the regulations and policies of the Company's governance guarantee all rights related to the Company's shares, including the rights to distribute profits, attend shareholders' assemblies, participate in its deliberations and vote on its decisions, the right to monitor the decisions of the Board of Directors, file a liability suit, and the right to inquire and request information in a way that does not harm the interests of the Company. The Company is also keen to have the majority of its shareholders attend the Company general assemblies by choosing the appropriate time, in addition to the possibility of remote voting to facilitate the task of voting for the Company shareholders. The Board of Directors has taken the necessary measures to inform its members- especially non-executives- of the shareholders' suggestions and observations regarding the Company and its performance. The Company board of directors has adopted conflict of interest policy and the organization of its cases, which included regulating the relationship with stakeholders, specifically shareholders, according to the following:

Communication method for receiving complaints, notes and suggestions



Telephone according to the extension shown on the Company page on the Tadawul website.



Electronic messages via the e-mail shown on the Company page on the Tadawul website.



Letters via mail or fax.



Complaints and suggestions box in the Company and its subsidiary units.



Questionnaires provided by the Company.

Settlement and handling of complaints, observations and suggestion

The concerned department or employee receives the complaint.

The complaint shall be submitted to the director of the competent department according to the type of complaint.

It is possible to seek the help of parties such as the Director of the Legal Department or the Director of the Internal Audit Department.

The Company issues circulars and decisions to avoid repeating the complaint or observation.



Mechanism of communication with shareholders

Based on the Company keenness and interest in the rights of its shareholders, the Company has recently established a department for managing shareholders affairs, which communicates with the Company shareholders and follows up on any potential problems that may face the shareholders.

The Company also posted on the Tadawul website the e-mail and contact numbers for the Shareholders Affairs Department as follows:



00966114936277



00966114931881



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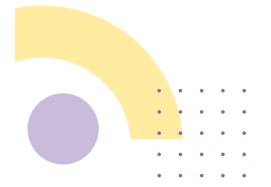


care.ir@care.med.sa

The Substantial shareholders...

Name	Ownership percentage in the last trading day (%)	Change
Saudi Medical Care Group *	49.2%	%

* Please refer to page (101) for the details of the property



National Medical Care Company has a special department for investor relations. The company seeks to develop its relations with the investment community such as:



financial companies



individual investors



international investors



investors from financial institutions



buying and selling analysts from the capital market

by increasing transparency through providing information and data that investors need to build good and solid relationships with them. The Investor Relations Department is the link between the National Medical Care Company and the investment community.

During the year 2022G, investors were contacted through

4

4 telephone meetings that were held on a quarterly basis with the investment community

100+

+100 direct meetings were also held with in the investment community

3

3 visits were made to the hospitals of the National Medical Care Company as well as the headquarters of Bank of America, to review the operational activities and practices that were implemented.

Investor Relations Department



Therefore, "Care" is keen to adopt and implement best practices in the field of investor relations, to become one of its priorities.



A Description of the Company's dividend policy

The Company distributes annual profits according to the achieved net profits, cash flows, and future projections for investments, after deducting general expenses and other costs and building the necessary reserves to meet doubtful debts, investment losses and contingent liabilities that the Board of Directors deems necessary, and in accordance with Article (46) of the Articles of Association. For the Company, and in accordance with the approved dividend policy for the Company,:

The distribution of profits shall be according to the following:

- 01** Set aside 10% of the net profits to form the Company statutory reserve.
- 02** The Ordinary General Assembly may decide the following:

Stopping the set aside mentioned in item (First) of this policy when the aforementioned reserve reached 30% of the paid-up capital (the General Assembly agreed to stop this set aside on 23/04/2019G).

Set aside 10% of the net profits to form an agreement reserve allocated for a specific purpose or purposes, based on a proposal from the Board of Directors.

To decide to form other reserves, to the extent that achieves the interest of the Company or guarantees the distribution of fixed profits as much as possible to the shareholders. It may also deduct from the net profits amounts to establish social institutions for the Company employees or to assist such institutions that are existing, or to use them to give the Company employees shares in the Company as a reward for them.

To decide, based on the proposal of the Board of Directors, to distribute the remainder of the above (if any) as a first payment to the shareholders equivalent to 5% of the paid-up capital.

To decide, based on the proposal of the Board of Directors, to distribute what is left after that among the shareholders as an additional share in the profits in the ratio proposed by the Board of Directors and approved by the General Assembly.

- 03** The Company may distribute interim profits to its shareholders on a semi-annual or quarterly basis in accordance with the regulations issued by the Capital Market Authority, based on an authorization issued by the Ordinary General Assembly of the Board of Directors in this regard.
- 04** The dividend distribution policy may be changed from time to time according to the Company financial performance and the vision of the Board of Directors. In any case, profits are not distributed except by a decision issued by the General Assembly after the recommendation of the Board of Directors, and in accordance with the regulatory controls and procedures issued in implementation of the Companies Law and the regulations and instructions issued by the Capital Market Authority in this regard.



A Description of the Company's dividend policy

The recommendation of the Board of Directors was also approved to distribute cash dividends in the amount of (44,850,00) riyals to shareholders for the financial period 31-12-2021G (1 Riyal per share and 10% of the capital). The eligibility was for shareholders who own shares at the end of the trading on the day of the General Assembly meeting on 17-5-2022G, and those registered in the Company's shareholder register with the Securities Depository Center Company (Edaa Center) at the end of the second trading day following the due date, noting that the profits was disbursed on 31-5-2022G.



Number of the Company requests for the register of shareholders, their dates and reasons

The Company requested the register of shareholders six times during the year 2022G. The following table shows the Company's requests for the register of shareholders and their reasons:

Date of the request	Reason of the request
09-03-2022 G	Corporate procedures
19-04-2022 G	Corporate procedures
16-05-2022 G	General Assembly
30-08-2022 G	Corporate procedures
05-09-2022 G	General Assembly
27-12-2022 G	Corporate procedures

Sanctions, Penalties, and precautionary measures imposed on the Company

Fine /Penalty Precautionary measure / Precautionary entry	Reasons for the violation	Agency imposed the violation	Ways to treat its recurrence in future
40,000	Violations of the Labor Law	Ministry of Human Resources and Social Development	The payment was made, with the necessary corrective measures taken at the time, and the commitment of the concerned department with the regulations was confirmed
70,227	Violations of registration in the system	General Organization for Social Insurancet	The payment was made, with the necessary corrective measures taken at the time, and the commitment of the concerned department with the regulations was confirmed
40,000	Violations of the law of private health institutions	General Directorate for Health Affairs	The payment was made, with the necessary corrective measures taken at the time, and the commitment of the concerned department with the regulations was confirmed

The annual report of the work of the audit committee

This report deals with the activities performed by the Audit Committee during the year 2022G, according to the tasks and responsibilities mentioned in the charter of the Audit Committee of the National Medical Care Company, which were prepared in accordance with the requirements of the Companies Law issued by the Ministry of Commerce and the Corporate Governance Regulations issued by the Capital Market Authority.

The Committee assists the board of directors in performing its responsibilities entrusted to it in general, and in particular to ensure the effectiveness and adequacy of the company internal control system, and its implementation efficiently and effectively; presents any recommendations to the board of directors that would activate and develop the system in a way that achieves the company objectives, and protects the interests of shareholders and investors with high efficiency and reasonable cost; support the independence and follow-up of the work of the Internal Audit Department and the independence of the external auditor; and reviewing and controlling the quality of financial reports. Following is a summary of the most important points covered in the report:

First: Formation of the Committee:

The members of the committee were nominated in conjunction with the election of the company's board of directors, in its term that began on 01/01/2018G. It is composed of four members. Its term was terminated early on 15/09/2019G by the General Assembly in its meeting held on 15/09/2019G, which approved the formation of the previous audit committee for a period of three years, whose term ended on September 14, 2022G.

In its meeting on September 6, 2022G, the General Assembly approved the current committee for a period of three years starting from September 15, 2022G and ending on September 14, 2025G.

The current Audit Committee consists of three members, including two independent members and one non-executive member of the board of directors. All members are specialized in financial affairs, accounting, auditing and compliance.

Second: Committee meetings:

During the year 2022G, the Audit Committee of the National Medical Care Company held (6) meetings in order to ensure the implementation of the tasks entrusted to it according to the best international practices in this field and in accordance with the responsibilities and tasks mentioned in the company's corporate governance regulations, which were prepared based on the Companies' Law issued by the Ministry of Commerce as well as Corporate Governance Regulations issued by the Capital Market Authority. The following is a summary of the most prominent work carried out by the committee during the year:

- Reviewing offers submitted by audit offices to audit the company interim quarterly and annual accounts for the year 2022G and evaluating them technically and commercially. The office of Dr. Al-Omari and Company, (PwC), (BDO), and (Crowe) was nominated to the general assembly, where the PwC office was chosen after verifying its independence and reviewing the scope of its work and the terms of contracting with it.
- Studying the audited annual financial statements for the year 2021, as well as the interim financial statements for the year 2022G, and related announcements, to verify their fairness, transparency, and conformity with the generally accepted accounting principles in the Kingdom, before publishing them on the company's website with "Tadawul" on the date specified by the Capital Market Authority, in addition to submitting a recommendation to the board of directors to approve the audited financial statements in preparation for presenting them to the general assembly for approval. Examining the reports submitted by the external auditor and meeting with him to review the financial statements before approving them in order to verify his independence and objectivity and the extent of the effectiveness of the audit work, as well as answering his inquiries and ensuring that there are no obstacles that may affect the progress of his work.
- Following up on the implementation of the internal audit plan for the year 2022G, discussing the periodic reports submitted by the Internal Audit Department on the results of its work, and following up on the implementation of corrective measures by the various departments of the company that are audited.
- Since the information systems audit requires special expertise, the committee reviewed the information systems audit report on the effectiveness of control systems issued by the RSM office, which was contracted by the end of the year 2021.
- Discussing the general internal audit strategy and the internal audit plan for the year 2022, which was prepared based on an assessment of the risks that the National Medical Care Company may be exposed to.

Third: The committee's opinion on the adequacy of the company's internal control system:

Based on the above mentioned information and the work that was carried out by the internal and external audits during the year 2022, the Audit Committee has not found any fundamental weakness in the internal control systems and procedures that might affect the company's ability to continue conducting its basic business, and the accounting and control system is appropriate to the size and activities of the company. The committee also reports that it has not received any comments or notes from the company employees regarding any abuse in the financial or other reports. The committee recommends to the board of directors the necessity of continuous follow-up with the executive management to improve the efficiency and effectiveness of internal controls, implement corrective measures received from the internal and external auditors, and continuously update the company policies. and procedures.

May Allah Grant Success to All



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