Redefining Excellence
With Empathy at Our Core

2024 ANNUAL REPORT

فقيه.

مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

CARE & BEYOND

Redefining Excellence
With Empathy at Our Core

2024
ANNUAL REPORT

King Salman
Bin Abdulaziz Al Saud

The Custodian of the Two Holy Mosques

Prince Mohammed
Bin Salman Bin Abdulaziz Al Saud

His Royal Highness, Crown Prince
and Prime Minister

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SECTION 1.

OVERVIEW

COMPASSION
LEADING WITH HEART, CARING WITH PURPOSE

It's simple—our care goes beyond just treating patients. We're here to listen, support, and bring warmth to every interaction.

INTRODUCTION TO FAKEEH CARE

In 1978, during a time of significant national growth, Fakeeh Care Group began its journey to provide comprehensive healthcare services to an underserved population. From these modest beginnings 47 years ago, we have evolved into a premier multi-specialty healthcare network and a pioneer in medical practice. Our flagship facility in Jeddah has been recognized as the top private hospital in Saudi Arabia for the third consecutive year—and second overall among all hospitals nationwide—by Newsweek's 2025 "World's Best Hospitals" ranking covering 2024.

Over the past 47 years, we have distinguished ourselves through clinical excellence and patient-centric care, supported by a uniquely academic healthcare delivery ecosystem. At the heart of our expansion lies the "Fakeeh DNA" rooted in compassion and excellence, guiding the Group as it strategically extends its footprint across the Kingdom.

Standing by our promise

With nearly five decades of excellence, Fakeeh Care Group continues to deliver high-quality, value-driven healthcare services. Our patient-first approach, founded on clinical excellence and innovation, ensures accessible, compassionate care for all.

Anchored by state-of-the-art infrastructure, cutting-edge technology, and a highly skilled medical team, we have solidified our reputation as a trusted leader across the Kingdom. Our integrated healthcare model seamlessly unites advanced medical technologies with a continuum of care, ensuring coordinated, efficient, and personalized treatment.

Innovation remains at the core of our journey. By fostering a connected wellness ecosystem, we continually raise healthcare standards and enhance patient experiences. Our sustained growth attests to the trust our patients place in us, and to the meaningful impact we have on their lives. Throughout every challenge, we have shown resilience and unwavering dedication to progress.

Beyond exceptional patient care, Fakeeh Care Group shapes the future of healthcare. Through Fakeeh College for Medical Sciences, we equip the next generation of professionals with the knowledge and expertise to drive healthcare excellence. In parallel, our continuous investment in research and innovation keeps us at the forefront of medical advancements, improving patient outcomes and setting new benchmarks as we lead by example.

By integrating cutting-edge technology, advancing medical education, and conducting leading research, we shape the future of healthcare while delivering lasting value to our patients and communities. Our commitment to innovation is further illustrated by the establishment of the Institute of Robotic Surgery at our Jeddah facility. There, the da Vinci Xi robot has been employed in various surgeries—including cardiac, urological, and gynaecological procedures—pushing the boundaries of modern medical care.

Our Value System

Vision

To be the reference where compassion meets excellence to empower healthier communities.

Mission

High-quality academic integrated health systems enabled by cutting-edge technology and research

THE YEAR IN NUMBERS

⃁ 2.8 BN
Net Revenue (FY 2024)

⃁ 522 MN
EBITDA (FY 2024)

1.7MN
patients served in FY 2024

4
Hospitals (including Madinah) and **5** Ambulatory Care Centres

+1,600
Doctors

835
Beds (including Madinah)

374
Outpatient Clinics

83
Ambulance Fleet

40
Operating Theatres

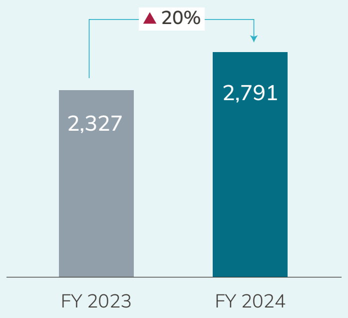
21
SCFHS accredited residency training programs

16
Academic programs (undergraduate and post graduate)

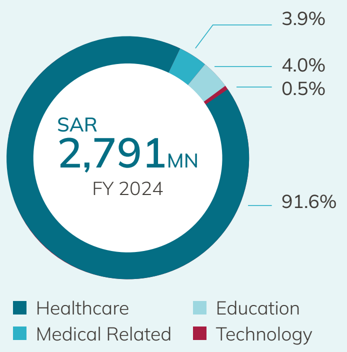
1,679
Students (Average FY 2024)

Financial Performance
A Snapshot

Group Revenue
(⃁ mn)



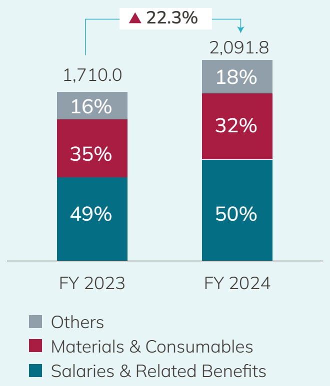
Revenue Breakdown



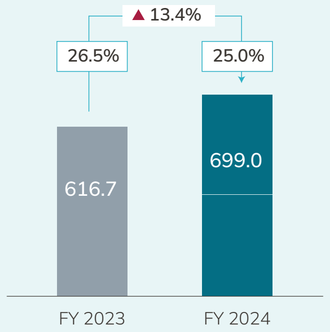
Net Revenue (SARm)

Fakeeh Care Group's revenue for FY-2024 reached SAR 2.8 billion, marking a robust 20% year-on-year increase. Growth was driven by a higher number of patients served reflecting growth in Jeddah as well as the ramp-up at Riyadh Hospital, an improved business mix that enhanced average revenue per patient across the Group, in addition to an increasing contribution from the Group's Operate and Manage (O&M) contracts.

COS Breakdown
(⃁ mn / %)

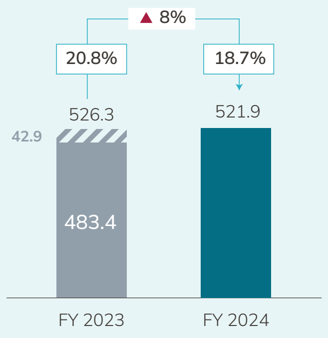


Gross Profit
(⃁ mn / Margin %)

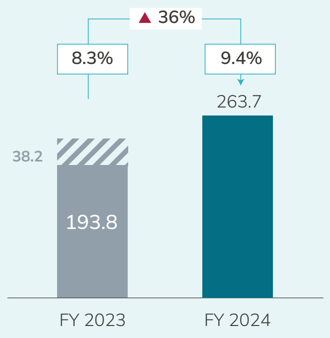


The Group's Gross Profit for FY-2024 stood at SAR 699 million, increasing 13.4% year-on-year, with a largely stable gross margin of 25% compared to 26.5% in FY-2023. This was achieved despite ramp-up costs associated with new facilities—particularly as relates to Salaries and Benefits—in addition to increased accommodation costs in relation to NEOM's O&M contract. This was partly offset by the Group's focus on complex care and high-value medical services coupled with operational optimization initiatives across the Group.

EBITDA*
(⃁ mn / Margin %)



Net Profit*
(⃁ mn / Margin %)



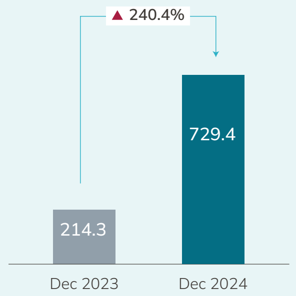
One-off Finance Income

The Group's EBITDA recorded SAR 521.9 million in FY 2024, up by 8% y-o-y compared to the adjusted FY-2023 figure of SAR 483.4 million. The Group's EBITDA margin stood at 18.7% in FY-2024 compared to an adjusted 20.8% in FY-2023 on account of the Group's expansionary initiatives and associated costs – including staff retention initiatives that Increased Salary costs, increased marketing spend to strengthen the Group's position as well as the inauguration of Madinah Hospital. Nevertheless, the Group's well-integrated infrastructure enables it to partially absorb margin pressures.

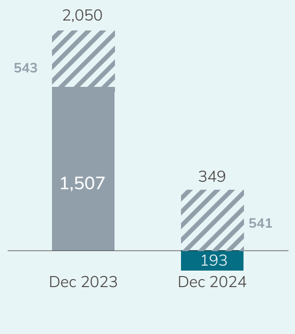
(*) Comparable Net Profit figure for FY-2023 is adjusted to exclude non-recurring finance income amounting to SAR 38.2 million. This amount was related to a long-term receivable from FCG's UAE related party, which was settled as of September 2023. Additionally, EBITDA figures for FY-2023 are adjusted to exclude recurring and non-recurring finance income of SAR 4.7 million and SAR 38.2 million, respectively, which were previously stated as other income.

Net Profit for FY-2024 increased to SAR 263.7 million, up by 13.6% y-o-y, and a strong 36% y-o-y compared to the adjusted figure of SAR 193.8 million in FY-2023, with net profit margin expanding c.110 bps to 9.4% versus an adjusted 8.3%. FCG generated SAR 287.6 million in attributable net profits, up 19.1% versus the FY-2023 adjusted figure of SAR 241.4 million.

Cash Balances*
(⃁ mn)



Net Debt (Cash)*
(⃁ mn)

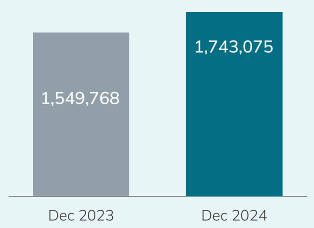


(*) Based on total cash balances of SAR 729.4 million as of 31 December 2024, which include Cash and Cash Equivalents of SAR 533.8 million as well as Fakeeh's investment in government Sukuk amounting to SAR 195.6 million.

Return Ratios (%)		
	2023	2024
Assets SAR'M	4,232	5,322
Equity SAR'M	1,255	3,319
ROA	4.99	5.52
ROE	13.60	11.53
ROCE	11.90	8.73

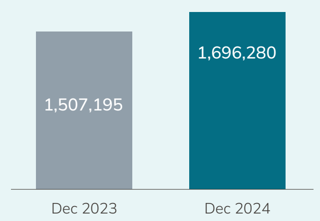
Key Operational Highlights 2024

Total Number of Billable Patients



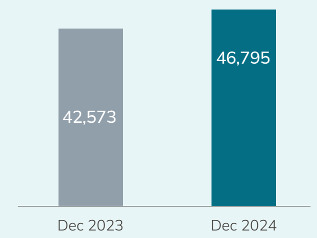
The total number of cases served (including inpatient admissions and outpatient visits) reached approximately 1.74 million by year-end 2024 (excluding free follow-up visits), reflecting a solid 12.5% year-on-year increase. The Group's outpatients, inpatients, surgical procedures, and deliveries conducted all reported double-digit year-on-year growth in FY-2024.

Outpatient Visits



FCG continued to leverage its well-integrated operational structure and referral network to capture more stages of its patients' treatment journeys. As such, total outpatient visits grew by over 12.6% in FY-2024 to c.1.7 million, with FCG's medical and ambulatory centers accounting for 44% of total paid outpatient visits – demonstrating the strength of the Group's hub-and-spoke model as it fuels FCG's referral network across its facilities.

Inpatient Admissions



Inpatient admissions increased 10% y-o-y to 46,795 cases in 2024, driven primarily by Riyadh Hospital's ramp up progress which served c.6,500 cases during the period. The average length of stay (ALOS) was approximately four days per patient throughout 2024. Inpatient admission includes regular admissions and day cases.

Experienced members of the board...


Ammar Fakeeh
Chairman


Dr. Manal Fakeeh
Vice Chairman


Dr. Mazen Fakeeh
President


Prof. Ayman Abdo
Board Member


Noor Abid
Board Member


Prof. Deborah Gill
Independent Member


Eng. Anees Moumina
Independent Member


Torben Hilbertz
Independent Member

Supported by a strong management team...


Prof. Ayman Abdo
SVP, DSFH Riyadh


Panagiotis Chatziantoniou
Group CFO


Dr. Sohail Bajammal
CEO, DSFH Jeddah


Dr. Nezar Khalifah
CEO, DSFH Madinah


Dr. Mohammed Qutub
CEO, Medical Fakeeh


Mai Fakeeh
CEO, FCHCO

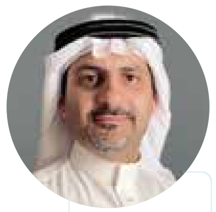

Dr. Samar Badreddine
Group Compliance Quality


Prof. Mohammed Ardawi
Dean, FCMS


Tamer Abdelgawad
VP, Group Operations


Dr. Thamer Nouh
CEO, DSFH Riyadh


Abdullah Almaddah
CEO, DSFM Centers


Prof. Mazen Hassanain
VP, Research and Innovation

OUR INTEGRATED ECOSYSTEM

A Sustainable, Agile and Future-Ready Organization

Leading the industry with our seamlessly integrated ecosystem

Based in Saudi Arabia, Fakeeh Care Group provides fully integrated, patient-centered healthcare solutions. As one of the Kingdom's largest private hospital networks, and with a flagship presence in Jeddah that has extended into Riyadh, we continue to redefine healthcare by deploying a tech-driven, academically backed, and seamlessly coordinated care model. Our successful hub-and-spoke approach—pioneering in the Kingdom—serves as the foundation for expansion into underserved regions across Saudi Arabia.

At Fakeeh Care, we are more than a healthcare provider—we are an institution of progress, where nurtured expertise meets boundless innovation to set unparalleled standards of healthcare.

At Fakeeh Care, we go beyond traditional healthcare delivery. We are an institution of progress, where expertise and innovation converge to set new standards of patient care. Established in 1978 by the late Dr. Soliman Fakeeh, the Group's legacy of excellence, innovation, and patient-centric practice underscores every aspect of our operations. Grounded in top-tier medical expertise, academic leadership, and advanced technology, we have continually raised the bar for integrated healthcare in the region.

Today, we operate four hospitals—in Jeddah, Riyadh, NEOM, and Madinah—as well as five medical centers, offering world-class healthcare solutions to Saudi Arabia's rapidly transforming market. Our unwavering dedication to clinical quality, operational efficiency, and digital transformation uniquely positions us to support Saudi Arabia's Vision 2030—our strategic DNA aligning perfectly with the Vision's ambitions.

As the Kingdom's healthcare sector readies for expansion and significant privatization under Vision 2030, Fakeeh Care Group stands at the forefront of this transformation, backed by proven experience and a strong record of results. Our capacity to seamlessly integrate and optimize healthcare assets—together with in-house academic and technological capabilities—provides a distinct platform for sustainable growth and long-term value creation.

Integrated Healthcare Service

Our fully integrated model ensures seamless, patient-centric care across our entire network. Beyond hospital services, we connect primary care, specialized treatment, telemedicine, home healthcare, and digital innovations so that every patient receives efficient, accessible, and coordinated care. Our goal is to support patients throughout their entire healthcare journey—from preventive medicine and early symptom management to rehabilitation and ongoing well-being—supported by a comprehensive, 360-degree approach.

Initial booking → Primary / Ambulatory → Secondary → Tertiary → Aftercare

By combining research, education, and technology, we ensure the unparalleled standards of care, grounded in the latest medical advancements and best practices.

We are proud to have achieved several significant "Firsts". Our milestones and major historical achievements underscore our commitment to excellence.

1st

- 1st 1st private hospital **to offer IVF services** in the Kingdom, as early as 1984
- 1st first private hospital in the Western Region of Saudi Arabia **to perform a heart transplant** as early as 1990
- 1st private hospital **to offer Pet-CT and Spect-CT services** in the Western Region of KSA
- 1st private hospital **to perform renal transplant** in the Kingdom, early in 1985
- 1st private hospital **accredited by JCI** in the Kingdom
- 1st **discovery of MERS** viral infection in the world
- 1st private hospital **to offer residency programs** in the Kingdom
- 1st private hospital **to offer Davinci Robotic surgery** in the Kingdom

Value Proposition: Pooling our strengths to forge ahead

A brand built over decades of consistent high-quality care

Fakeeh Care Group demonstrates an unwavering commitment to an academic care delivery model, leveraging cutting-edge technology, integrated healthcare services, and specialized tertiary care. Through a patient-centric focus, a highly skilled and diverse team, stringent quality and safety standards, active community engagement, and personalized services, we continually raise the bar for healthcare excellence consistently and sustainability. Our ability to anticipate and adapt to an ever-evolving healthcare landscape positions us among the Kingdom's most distinguished and technologically advanced providers.

Driving Value-Based Healthcare and Government Partnerships

Well before the Kingdom's nationwide push for value-based healthcare (VBHC), Fakeeh Care Group was already embedding these principles into its operations—ensuring positive patient outcomes, cost-effectiveness, and continuous improvement remain top priorities. This alignment with national reforms and privatization initiatives distinguishes us in the eyes of government stakeholders, affirming our strength in operating and managing healthcare facilities. By emphasizing Value Based Healthcare in our day-to-day practice, we reduce unnecessary hospital admissions, enhance patient satisfaction, and position ourselves as a trusted partner to help shape the future of Saudi healthcare.

Academic Leadership and Innovation

Our dedication to academic leadership is fundamental to our success, fueling the development of top-tier medical professionals and accelerating innovation in care delivery. This commitment is evident in our market-leading complexity index for advanced medical cases and our precision-focused diagnostic services. Meanwhile, our pioneering home care model delivers high-quality treatment directly to patients' doorsteps—improving convenience and availing capacities. By championing holistic, value-based care, we ensure preferred patient outcomes while reducing the overall burden on tertiary facilities.

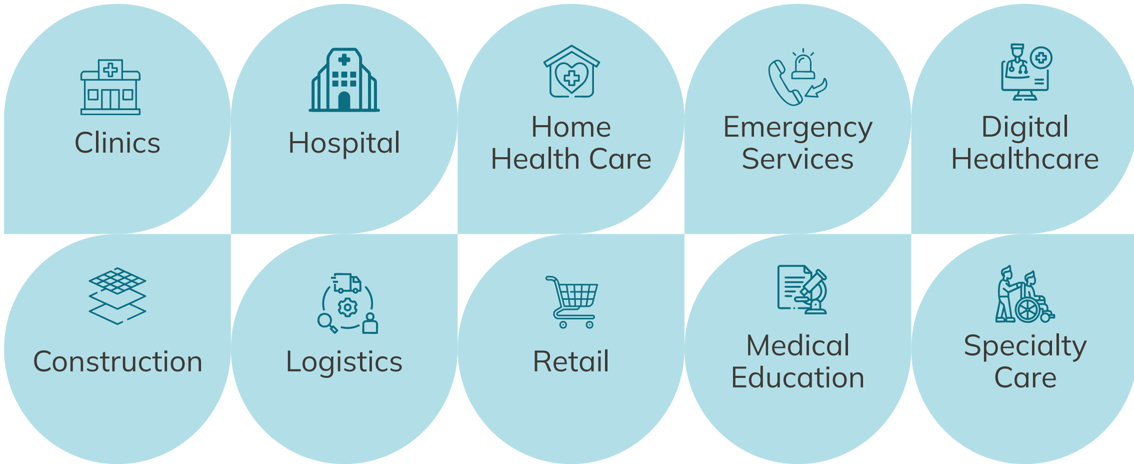
Sustainable Value Creation for All Stakeholders

At Fakeeh Care Group, we remain focused on delivering lasting value to patients, healthcare professionals, and communities alike. By combining academic rigor, operational efficiency, and ongoing investment in digital transformation, we continuously optimize cost, quality, and the overall care experience. Our integrated approach enables us to meet and exceed emerging patient needs, maintain robust partnerships with public entities, and uphold our standing as a leading force in Saudi Arabia's healthcare transformation. This steadfast commitment to value-based healthcare underpins every aspect of our growth and distinguishes Fakeeh Care Group as a premier choice for sustainable, high-impact care delivery.

Creating a Healthier Ecosystem with unique Competencies

We cultivate a comprehensive healthcare ecosystem that merges clinical excellence, medical education, emergency response, and home healthcare—ensuring seamless, high-quality services across our entire network. Backed by a network of hospitals, medical centers, home healthcare offerings, and emergency medical services (EMS)—all supported by our in-house health technology arm, Fakeeh Tech—we deliver a 360-degree continuum of care that optimizes accessibility, efficiency, and patient outcomes. Our commitment to academic leadership further strengthens our ability to develop top-tier medical professionals, as evidenced by our market-leading complexity index in advanced medical cases. By prioritizing preventative health, continuity of care, and every aspect in between, we are not merely treating illnesses; we are holistically shaping healthier communities.

Our Integrated Platform



BEING THE **NO. 1** PRIVATE SECTOR HOSPITAL (JEDDAH)

مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

We educate

كلية فقيه للعلوم الطبية
Fakeeh College for Medical Sciences

اكاديمية فقيه الطبية
Fakeeh Care Academy

We care

AMBULANCE SERVICES

MedEx طارئة
EMERGENCY MEDICAL SERVICES
خدمات الطوارئ الطبية

PRIMARY & SECONDARY CARE

مركز د.سليمان فقيه الطبي
Dr. Soliman Fakeeh Medical Center
Basateen البساتين

مركز د.سليمان فقيه الطبي
Dr. Soliman Fakeeh Medical Center
Executive التنفيذية

مركز د.سليمان فقيه الطبي
Dr. Soliman Fakeeh Medical Center
Nuzha النزهة

NEOM ADVANCED HEALTH CENTER

مديكال فقيه
Medical

TERTIARY CARE

مستشفى د.سليمان فقيه
Dr. Soliman Fakeeh Hospital
Jeddah جدة

مستشفى د.سليمان فقيه
Dr. Soliman Fakeeh Hospital
Riyadh الرياض

مستشفى د.سليمان فقيه
Dr. Soliman Fakeeh Hospital
Madinah المدينة

NEOM HOSPITAL

HOME HEALTH

فقيه للرعاية الصحية المنزلية
Fakeeh Home Healthcare
Jeddah جدة

فقيه للرعاية الصحية المنزلية
Fakeeh Home Healthcare
Riyadh الرياض

فقيه للرعاية الصحية المنزلية
Fakeeh Home Healthcare
Madinah المدينة

Our retail & Supply

فقيه الطبية التكاملية
Fakeeh Complementary

بصريات فقيه
Fakeeh Vision

صيدلية فقيه
Fakeeh Pharmacy

We provide Health tech

تقنيات فقيه
Fakeeh Tech

Our support Services

مركز خديجة عطار
Khadija Attar Center

AHC
شركة إنشاءات الآفاق المتقدمة للمقاولات
Advanced Horizons Contracting Company

Alfarabi Logistics

CHAIRMAN'S STATEMENT

"Pioneering Excellence, Delivering Impact"

Dear Shareholders,

It is my privilege to present to you Fakeeh Care Group's first Annual Report post publicly listing for the year 2024, which marked a year of transformation and growth. At the core of Fakeeh Care Group's success is the steadfast support of our employees, partners, investors, and government stakeholders. Their dedication and trust have been instrumental in driving our mission forward and enabling us to deliver exceptional healthcare services across the Kingdom of Saudi Arabia. On behalf of our leadership team, I extend my deepest appreciation to each of you for your invaluable contributions.

Progress Post-IPO

We successfully completed our Initial Public Offering (IPO) on the Tadawul Exchange in June 2024, demonstrating exceptional subscription coverage, a testament to our business fundamentals, strategic vision, and the market's confidence in our future. The strategic milestone of becoming a publicly listed company underscores the strength of our business model, clearly defined growth strategies, and our commitment to elevating healthcare practice across the Kingdom of Saudi Arabia in line with its 2030 Vision. As we embark on this new chapter, we remain firmly committed to financial and strategic transparency supported by robust corporate governance, in line with global best practices.

Post-IPO, we optimized our capital structure by settling nearly one billion riyals in debt obligations and significantly increasing our cash position to SAR 789 million. These actions have bolstered our capital structure, giving us the flexibility and capital required to execute our medium-term growth strategy, including the goal to double our operational capacity by FY2028.

Year in Review

As we reflect on a year of outstanding progress, I am proud to report that Fakeeh Care Group achieved its strategic and financial targets for 2024, reaching SAR 2.8 billion in revenue—representing a remarkable 20% increase over the previous year. This accomplishment reflects the effectiveness of our integrated healthcare model, the commitment of our dedicated teams, and the trust placed in us by patients and partners throughout the Kingdom of Saudi Arabia.

Our success is built on clinical excellence, innovation, and accessibility, underpinned by our unique healthcare ecosystem comprising Healthcare Services, Medical Education, and Technology. By enabling physicians to integrate clinical practice with academic research and development, we foster a culture of continuous improvement that attracts top talent and consistently elevates innovation and the quality of care. The re-accreditations and endorsements that we continue to receive from esteemed regional and global bodies further validate our commitment to excellence.

Following our post-IPO strategic roadmap, we continue to expand our footprint by availing access to world-class healthcare across the Kingdom. Our Riyadh Hospital is rapidly progressing toward full operational capacity, while DSFH Madinah is on track for its scheduled opening in March 2025, marking another significant milestone in consolidating our leadership position in Saudi healthcare. With targeted land acquisitions and strategic partnerships in Riyadh, Madinah, and Makkah, we are scaling our capacity and implementing our successful hub-and-spoke model to ensure comprehensive, patient-centric care wherever it is needed.

Additionally, our Operate and Manage (O&M) business continues to thrive, with our strategic expertise in higher-value, complex care services fueling growth while preserving the highest standards synonymous with the Fakeeh brand.

Our dedication to clinical excellence and patient care has earned us appreciated recognition, most notably Fakeeh Jeddah Hospital's ranking among "Saudi Arabia's top hospitals in 2024" by Newsweek for the third consecutive year. This prestigious accolade is a testament to the exceptional efforts of our teams and their unwavering commitment to healthcare excellence.

Prudent financial management continues to underpin this momentum. With our strengthened balance sheet, coupled with our team's multi-disciplined expertise, we are well-equipped to materialize on both organic growth and strategic initiatives. As our new facilities become operationally ramped up and efficiencies further improve, we anticipate sustainably expanding our margins, supported by Saudi Arabia's positive macroeconomic environment. This approach reinforces our commitment to advancing healthcare across all communities, aligning closely with Saudi Vision 2030.

Strengthening our Digital Capabilities

In today's rapidly evolving healthcare landscape, integrating technology is crucial to delivering efficient, patient-centered care. Throughout 2024, the Group advanced its digital transformation strategy aimed at enhancing patient experiences, optimizing operations, and improving clinical outcomes. We made commendable progress, laying a strong foundation to realize our digital vision through continued investments in cutting-edge technology solutions. Leveraging data-driven insights for informed decision-making positions the Group at the forefront of the healthcare industry's digital evolution.

Future Outlook

We maintain an optimistic outlook for our medium and long-term growth prospects, bolstered by favorable macroeconomic trends and market dynamics. The Group continues to focus on strategic initiatives to expand high-growth assets, secure new O&M contracts, and broaden our geographic footprint into underserved regions. Our strategic expertise in delivering highly specialized complex care that is integrated with a complete ecosystem continues to drive patient yields, sustain our growth, and allow for an unparalleled market differentiator. Our positive outlook is further supported by favorable market conditions in Saudi Arabia, including rapid population growth, rising demand for advanced healthcare services, and progressive sector reforms aligned with Saudi Vision 2030. We are committed to playing a key role in shaping the future of healthcare in the Kingdom by ensuring improved accessibility, efficiency, and excellence in patient care.

That said, at Fakeeh Care Group, environmental, social, and governance (ESG) principles are fundamental to our strategic operations. We are deeply committed to sustainability, ethical governance, and community empowerment. Through initiatives focused on energy efficiency, responsible resource management, employee development, and community support, we actively contribute to a sustainable and resilient healthcare ecosystem.

In Closing

Looking forward, we remain dedicated to redefining healthcare delivery by integrating clinical excellence, innovation, and patient-centricity. We thank our valued employees, healthcare partners, investors, and government stakeholders for their support and trust. Together, we will continue to advance healthcare, transform lives, and build a brighter, healthier future for Saudi Arabia.

With sincere gratitude,
Ammar Soliman Fakeeh
Chairman, Fakeeh Care Group
Thank You.

PRESIDENT'S MESSAGE

"Disrupting Healthcare Delivery with Innovation"

Dear Colleagues, and Partners,

It gives me great pride to share with you the achievements and advancements of Fakeeh Care Group in 2024, a year marked by substantial growth, resilience, and transformative progress. Our unwavering commitment to excellence, innovation, and patient-centric care continues to shape our success and drive us towards new horizons.

Strategic and Financial Highlights

In 2024, Fakeeh Care Group delivered a strong financial performance, achieving SAR 2.8 billion in revenue, marking a 20% increase from the previous year. This strong performance was driven by strategic expansions, robust growth in patient volumes, and a focus towards high-value complex medical services complemented by market leading patient outcomes. Our disciplined approach has translated this revenue growth into a significant increase in attributable net profits, which reached SAR 288 million—an impressive 19% year-on-year growth when excluding non-recurring income from the previous year.

Operational Achievements and Expansion

Operationally, 2024 was a milestone year whereby our Riyadh Hospital is successfully ramping up towards optimum operational capacity, tripling its patient visits to approximately 173,000 during the year. Concurrently, we made substantial progress on DSFH Madinah, which remains on track for opening in March 2025, further solidifying our leadership position in Saudi healthcare. Our proven hub-and-spoke healthcare delivery model is effectively being replicated as we expand to allow for access to world-class medical care, supported by strategic land acquisitions and key partnerships in major cities like Riyadh, Madinah, and Makkah. As a Group, we remain as very attractive partners with regards to the Kingdom of Saudi Arabia's privatization goals on the back of our prior Operate and Manage (O&M) experience and ability to seamlessly integrate assets. By maintaining exceptional standards synonymous with the Fakeeh brand, we are successfully attracting more patients, delivering increasingly specialized medical capabilities, and growing access to world-class healthcare services.

Enhancing Patient Care and Investment in Medical Education and Innovation

The cornerstone of our success is the exceptional care provided to our patients. In 2024, our network served over 1.74 million patients, an impressive 12.5% increase from the previous year. In tandem to that, we notably expanded our Home Healthcare services, doubling patient visits to 106,200 and broadening our geographical reach to six cities across Saudi Arabia. These achievements reflect our continuous dedication to enhancing patient access, quality of care, and healthcare outcomes.

Fakeeh College continued to thrive, enrolling 1,679 students on average and breaking ground on a state-of-the-art Simulation and Clinical Skills Center. This facility will significantly enhance our ability to train healthcare professionals, supporting our long-term vision to develop local talent and sustain clinical excellence. Our investments in Technology and Innovation continue to drive our transformation initiatives. The Group continues to employ advanced digital solutions, including artificial intelligence (AI)-enabled diagnostics, robotic pharmacies, and IoT-driven care management systems. These innovations continue to drive improved clinical outcomes, reduce operational errors, and elevate the overall patient experience across our facilities, solidifying our reputation as the leading academic and technologically driven healthcare ecosystem across the Kingdom of Saudia Arabia.

Future Vision and Commitment

Looking ahead, our ambitions remain robust and strategically aligned with Saudi Vision 2030. We plan to further expand specialized complex care offerings, accelerate our technological advancements, and increase operational efficiencies. The forthcoming launch of DSFH Madinah in March 2025 symbolizes our ongoing commitment to delivering comprehensive, accessible healthcare and supporting national healthcare transformation efforts. Our environmental, social, and governance (ESG) commitments remain integral to our long-term strategy. Throughout the year, we advanced sustainability initiatives, including energy-efficient operations, water conservation measures, and responsible waste management practices. We remain committed to empowering our workforce and supporting community-driven health initiatives, reinforcing our role as a socially responsible healthcare provider dedicated to a sustainable future.

As we move forward, our vision remains clear and compelling—to continuously redefine healthcare through innovation, clinical excellence, and a steadfast commitment to patient care. Our dedicated workforce, valued healthcare partners, committed investors, and supportive government stakeholders are the pillars of our success. Together, we will continue advancing healthcare, improving lives, and making meaningful contributions toward a healthier and resilient Saudi Arabia.

Thank you for your continued trust and support in this extraordinary journey.

With warm regards,
Dr. Mazen Soliman Fakeeh
President, Fakeeh Care Group

SECTION 2.

OUR HISTORY

EXCELLENCE

SETTING THE STANDARD, EXCEEDING EXPECTATIONS

We don't just aim to be good—we aim to be the best, constantly raising the bar for healthcare in everything we do.

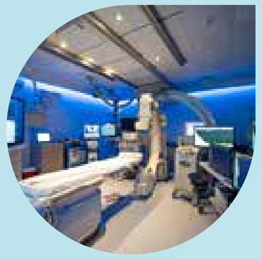
OUR HISTORY

47 Years of our Insightful Journey

Throughout our 47-year journey, we relentlessly pursued clinical excellence and patient satisfaction, and delivered superior, value-driven patient care, well aligned with global standards.

1978

DSFH Jeddah was founded by Dr. Soliman Fakeeh



1984-1994

Performed first IVF, renal transplant, and heart transplant

First reported DHF1 virus in KSA

First hospital expansion in 1986

2003

Established Fakeeh College for Medical Sciences (FCMS)

2012

Discovery of novel virus MERS2

2013

Commenced Fakeeh Home Health Care and Fakeeh Tech

2017

Introduced undergraduate degree in Bachelor of Medicine and Surgery at Fakeeh College of Medicinal Sciences

Launched Dr. Soliman Fakeeh Medical Center Executive Clinic

2018

Opened AlBasateen branch in Al Basateen

Acquired Saudia Medical Services (SMS), later rebranded to Medical Fakeeh Launched a branch in Al Nuzha

2022

Acquired DSFH Riyadh
DSFH Jeddah ranked by Newsweek as #1 KSA private hospital in 2022

2023

Commenced operations in NEOM hospital and clinic

DSFH Jeddah ranked by Newsweek as #1 KSA private hospital in 2023
First private hospital in the Kingdom equipped with Da Vinci robot

2024

IPO on Tadawul
DSFH Jeddah ranked by Newsweek as #1 KSA private hospital in 2024

GEOGRAPHIC FOOTPRINT

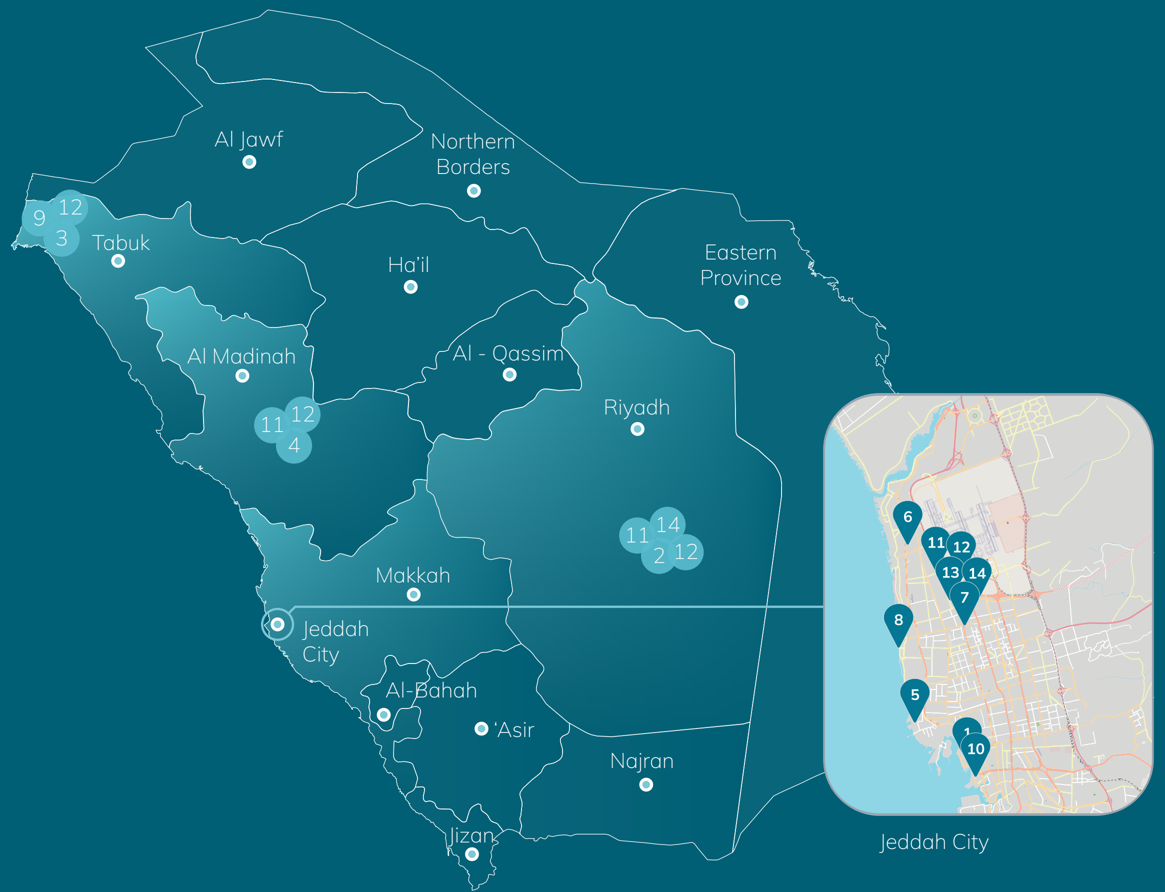
During the year, we broadened our footprint in line with our mission to expand our geographic presence strategically, placing greater emphasis on offering multi-specialty care to underserved geographies.

Expanding Our Reach Across Saudi Arabia

Over the past few years, we have evolved from a single hospital into one of Saudi Arabia's largest private healthcare networks. By leveraging our expertise and commitment to innovation, we continue to expand our multi-specialty services across regions, ensuring high-quality, accessible, and patient-focused care for a broader community.

An Expanding Footprint

Our highly efficient and scalable "Hub-And-Spoke" business model enables us to expand our footprint across the Kingdom of Saudi Arabia.



4	835	5	374
Hospitals[1]	Beds[1]	Ambulatory care centers	Outpatient Clinics

Existing assets

Hospitals

1. DSFH Jeddah
2. DSFH Riyadh
3. NEOM Hospital[2]
4. DSFH Madinah

Ambulatory care centers

5. Medical Fakeeh
6. DSFMC Basateen
7. DSFMC Nuzha
8. DSFMC Executive Clinic
9. NEOM Advanced Medical Center

Education & other healthcare support services

10. FCMS
11. Fakeeh Home Healthcare
12. Emergency Medical Services
13. Fakeeh Tech
14. Fakeeh Vision and other services

Future presence through expansion

Demand for healthcare in Saudi Arabia currently exceeds supply. At Fakeeh, we are confident we can meet this growing need through our compassionate, patient-centric model. Our approach ensures every patient receives personalized attention, emphasizing empathy, understanding, and high-quality care.

As part of our expansion strategy, we are doubling our bed capacity and broadening our presence across the Kingdom to meet the demand for advanced, integrated healthcare. With Saudi Arabia's growing population and evolving healthcare requirements, we are strengthening our network to enhance access, optimize patient flow, and improve clinical efficiency all with an aim for consistent market leading patient outcomes.

This strategic growth targets higher-quality outcomes, long-term sustainability, and alignment with national healthcare priorities. By addressing both patient volume and individual needs, we aim to foster a healthcare system that is efficient, accessible, and deeply compassionate.

1 Hospital and bed count includes: DSFH Jeddah (400 beds), DSFH Riyadh (185 beds), Neom (50 beds) and DSFH Madinah (200 beds, expected to commission in March 2025.

2 NEOM Hospital is an Operate & Manage (O&M) contract.

Upcoming Projects

Hospitals	Ambulatory Care Centers	Education
1 DSFH Jeddah Surgery Tower Extension	5 DSFMC, Alawali, Makkah	9 FCMS expansion (incl. BTI[1])
2 DFSH Masar, Makkah	6 DSFMC North Obhur, Jeddah	
3 DSFH South Obhur, Jeddah	7 DSFMC Al Hamra, Riyadh	
4 Fakeeh Heal Center Al Zahra, Jeddah[2]	8 DSFMC Al Zahra, Jeddah	

1 Business, Technology and Innovation
2 HEAL Neuroscience, Rehabilitation and Post Acute Care Hospital (HEAL) is a state-of-the-art, 200-bed facility in Jeddah, replacing the previously planned Al Hamra Post Acute Care Hospital ("Al Hamra PAC").

The Group's expansion strategy will see it double its bed capacity and further expand its geographic footprint across the Kingdom

3,000 Increase in Student Intake Capacity

+300 New Outpatient Clinics

840 Additional Hospital Beds

4 Pipelined Hospitals

4 Pipelined Ambulatory Care Centers

Overview Of Existing Assets In Healthcare Services

Healthcare Excellence under a Single Roof

AN INTEGRATED HEALTHCARE PLATFORM

Established in 1978

A HUB-AND-SPOKE MEDICAL NETWORK

Highly efficient delivery of specialised care with a scalable network design

SYNERGETIC MEDICAL EDUCATION

Supporting healthcare excellence through talent development

OUR PEOPLE

Committed to Workforce Development in Line with Vision 2030

FINANCIAL PERFORMANCE

Sustained Growth Driven by Strategic Investments

Total Facilities	
4 Hospitals* 5 Ambulatory Care Centers 1 Medical College 1 Medical College	
Geographic Coverage	
Kingdom of Saudi Arabia *(*) including Neom as O&M contract*	
Bed capacity	**835***
Average Utilization Rate in 2024	**82%**
Inpatient admissions	**46,795**
Paid Outpatient Visits	**1,696,280**
Year-on-Year Growth* in Cases Served *(*) cases served includes inpatient admissions and paid outpatient visits.*	**12.5%**
Surgical Procedures	**24,107**
Deliveries *(*) including Madina*	**5,653**
Residents and Fellows Across 21 Programs	**150**
Average Students Enrolled	**1,679**
Graduates to Date	**1500+**
Student-to-Faculty Ratio	**7.0**
Total Workforce	**6,818**
Healthcare Professionals	**4,448**
Saudi Nationals	**1,911 (35%)**
Training Programs Conducted	**100+**
Annual Revenue	**SAR 2,791 million (+20%)**
EBITDA	**SAR 522 million (+8%)**
CAPEX Investments in FY2024 *(including intangible assets)*	**SAR 566 million**

We have achieved exponentiation historical growth in revenues and net income through organic expansion and strategic acquisitions. Our robust revenue growth for the year was predominantly driven by the Healthcare Segment, bolstered by our Education and Technology Verticals.

Robust profitability on account of favorable business mix and optimized cost structure

Strong balance sheet with a net cash position

Strong returns in line with revenue growth and operating profitability

Higher patient footfalls and occupancy rates in the Healthcare Segment

Strong revenue growth driven by a unique value proposition and optimized by Education and Technology offerings

RECOGNITIONS & ACCREDITATIONS

Celebrating Fakeeh Care Group's remarkable achievements

Fakeeh Care Group is recognized as a leading and integrated healthcare provider for our commitment to innovative, quality, and value-adding healthcare solutions. We have received numerous awards and accreditations throughout the year, most notably:

DSFH Jeddah

DSFH Jeddah has been recognized by Newsweek as the leading private hospital in Saudi Arabia in 2024 reaffirming its position as a leading healthcare provider in Saudi Arabia

DSFH Jeddah is proudly a Magnet Recognized Hospital **January 2024**

DSFH Jeddah Nursing Achieves Prestigious PTAP Accreditation **January 2024**

Fakeeh Care Group received multiple honours in early 2024 during The Council of Health Insurance Annual Ceremony, reaffirming its leadership in healthcare innovation and patient experience. These Awards are as mentioned below:

- Medical Provider of the Year for Large Hospitals (DSFH Jeddah)
- Digital Excellence Award
- Best Customer Experience Award
- Medical Provider of the Year for Mid/Small Providers (Saudi Airlines Medical Services Co.)

DSFH Jeddah has achieved the accreditation certificate as being the "Baby Friendly Hospital" for implementing all the standards outlined by the World Health Organization (WHO) and UNICEF. The proud achievement underscores the Hospital's commitment towards providing top-tier maternal and infant care.

Dr. Soliman Fakeeh Hospital, Jeddah, received two awards at the Patient Experience Conference: "Excellence in Practical Empathy" for its commitment towards "Compassionate care and excellence for Best Patient Survey Technology" to enhance patient satisfaction.

DSFH Riyadh

- DFSH Riyadh was accredited for the Nursing Continuing Professional Development.
- Dr. Soliman Fakeeh Hospital - Riyadh received the ISO 22000:2018 certification for Food Safety Management.
- DSFH-Riyadh achieved JCI Accreditation award in 2024, marking a significant win for the hospital.
- DSFH Riyadh achieved institutional accreditation from the Saudi Commission for Health Specialties, along with the Saudi Board accreditation in Obstetrics and Gynaecology.
- DSFH Riyadh's Accreditation with Distinction for Nursing Excellence from the American Nurses Credentialing Centre.
- HIMSS EMRAM Stage 6.
- DSFH Riyadh achieves CBAHI accreditation.

Other entities

- Fakeeh College of Medical Sciences recognized by the Prestigious General Medical Council (UK).
- Dr. Soliman Fakeeh Medical Center's (DSFMC) executive leadership team remarkably achieved the outstanding Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI) accreditation, with an impressive score of 98.59%.
- Medical Fakeeh achieved the prestigious Joint Commission International (JCI) accreditation, which is a distinction to healthcare facilities that meet globally recognized standards of quality and safety.
- Medical Fakeeh achieved Med E JCI accreditation.

OUR BUSINESS MODEL

Integrating Patient Care, Technology and Education

For a Sustainable Tomorrow

Established over 47 years ago, Fakeeh Care Group has become one of Saudi Arabia's most prominent private healthcare providers. By offering holistic healthcare solutions under one roof in a one-stop-shop operating model, for our patients to take lead on their wellbeing journeys.

Our distinct strengths allow us to create value for all stakeholders. Our business model demonstrates how we operate, the value we deliver, and the key outcomes that position us to meet future challenges. By adopting an integrated healthcare model, we ensure a seamless patient experience, connecting individuals with the right care at the right time.

Delivering End-to-End and Best-in-Class Service across Patients' Treatment Journeys.

An Integrated Healthcare Model and Platform

⃁2,791 BN Revenues	⃁522 MN EBITDA	⃁264 MN Net Profit

1,800 Enrolled Students	835 Beds	374 Examination Rooms	4 Hospitals

Integrated Healthcare Model
with a Hub-and-Spoke Medical Network

A comprehensive healthcare ecosystem covering all of the patient's needs across a nationwide catchment area.

KEY AREAS

- Hospitals
- Ambulatory Care
- Community & Preventive Health
- Home Healthcare

Technology-Enabled Care

Leveraging proprietary technology to ensure seamless delivery of care throughout the patient journey.

KEY AREAS

- Proprietary Electronic Medical Records
- App-based, Digitized Patient Pathway
- Pharmacy Robot
- Robotic Surgery

Academic Care with Synergistic Medical Education Offering

Focused on cultivating highly skilled Saudi health professionals, while creating workforce synergies across the Group.

KEY AREAS

- Fakeeh College for Medical Sciences
- Fakeeh Care Academy
- Clinical Trials & Research
- Multidisciplinary Care

Key Market Drivers

KSA MARKET

- Strong population growth of 1.3% CAGR (2023-30)
- SAR 4.2 trillion GDP in 2022, 4-5% CAGR (2023-30)
- Vision 2030 investment in Mega Infrastructure Projects
- Rising insurance penetration driving healthcare growth
- Private healthcare expenditure to significantly outpace public expenditure

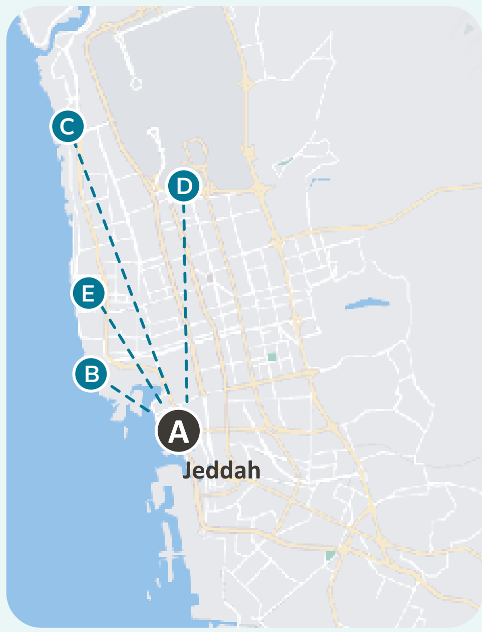
EDUCATION

- Significant growth in medical nursing and pharmacy enrolments by 2030
- Shortage of specialist physicians compared to developed countries
- Expansion plans for independent colleges in key medical fields
- Expansion plans for independent colleges in key medical fields

A Highly-Efficient Hub-and-Spoke Model

The Hub-and-Spoke model is a patient-centric healthcare approach that places a flagship, tertiary-level hospital at the center ("Hub"), supported by large-scale outpatient clinics ("Spokes") located in densely populated areas. These Spokes provide a broad range of medical services, including 24/7 urgent care, advanced radiology, internal medicine, family medicine, pediatrics, and women's health.

Our business model allows us to manage medical centers near residential and work areas, effectively dispersing patient traffic, fuelling our referral network, and availing capacity at our tertiary hospitals.




A **DSFH Jeddah**
Al Hamra District


B **Medical Fakeeh**
Al Khalidiah District


C **DSFMC Basateen**
Al Basateen District


D **DSFMC Nuzha**
Al Nuzha District


E **DSFMC Executive Clinic**
Corniche Road

Key Advantages of our Business Model

~2X capacity increase
for outpatient visits

1:1 clinics
equally distributed between **Hospitals (134) and Medical Centers (136)**

Accelerated EBITDA break-even point of **12-18 Months** for centers vs **24-48 Months** for hospitals

+c.5%
Sector-Leading Blended IP/OP Conversion Rate of Hospitals

Well-supported by Highly Synergistic and Expanding Medical Education Vertical

Fakeeh College of Medical Sciences

3,000
Programs and Courses

11
MSc Programs
in nursing specialties and medical education

4
Undergraduate Programs
MBBS | PharmD | BSc (Nursing)
BSc Medical laboratory Sciences

1
PhD Program

7.0x
Pupil-Teacher Ratio

>1,500
Total Graduates

1,679
Average Students

150
Residents and Fellows across 21 programs

246
Graduates hired by Fakeeh Care

Fakeeh Partnerships of Fakeeh College

Our Focused Growth Oriented Strategy

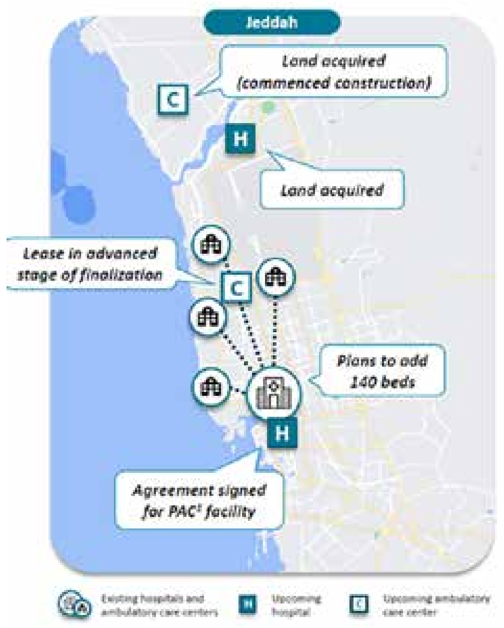
Our key strategies align with our overarching purpose and values, ensuring we meet customers' evolving needs and maintain sustainable, high-impact growth. By integrating expansion, innovation, and operational excellence, we strengthen our leadership in Saudi Arabia's healthcare sector.

Leveraging scalable healthcare models, digital transformation, and strategic investments, we enhance access, improve patient outcomes, and create enduring value. A central component of our growth plan involves doubling our bed capacity and expanding our presence across the Kingdom to meet rising demand for high-quality, integrated healthcare.

In parallel, we are accelerating growth in our Operate & Manage vertical by demonstrating our ability to drive value and efficiency across all Public-Private Partnership (PPP) Projects. This approach further underscores our commitment to serve evolving healthcare needs and reinforces our role as a key operator in Saudi Arabia, in line with the Kingdom's leadership's 2030 vision.

OUR KEY BUSINESS STRATEGIES

1 Retain Market Leadership in Jeddah



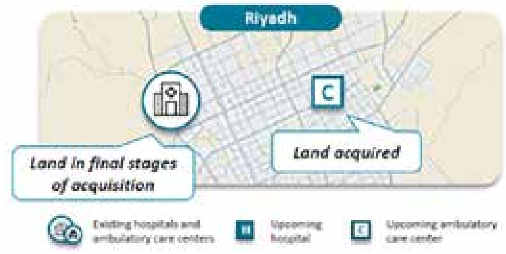
We aim to solidify our position as a leading healthcare provider in Jeddah by expanding our market share and broadening our range of healthcare services. Bolstered by the adoption of advanced technologies across multiple specialties, we will:

- **Expand bed capacity** at the Jeddah Hospital Complex by constructing an extension to the main hospital, adding 140 beds.
- **Add a 300-bed extension** through a new flagship hospital in South Obhur and develop new medical centers further strengthening our **Hub-and-Spoke** model in Jeddah.

2 Expand into Riyadh

We plan to scale our operations in Riyadh—either organically, through mergers, or by acquiring existing healthcare facilities. Specifically, we seek to:

- **Build momentum** at Riyadh Hospital, turning it into the Hub for two strategically located medical centers, including one in the Al-Hamra district.
- Acquired land for two **upcoming ambulatory care centers** in Al Hamra area, and in **Al Narjis Area**.



3 Expand into Makkah and Madinah

To meet rising healthcare needs in these cities—we will:

- **Open a 200-bed hospital in Makkah** as part of the Masar Makkah development project, supported by a modern medical center in Al-Awali District.
- **Address the growing demand** for secondary and tertiary care services in Makkah, which is projected to increase due to pilgrim influx.
- **Operate a 200-bed hospital in Madinah**, maintaining our Hub-and-Spoke approach in the region.

4 Maintain and Enhance Brand Recognition

Fakeeh Care Group is widely recognized for excellence, innovation, and patient-centered care. As we scale our services, we remain committed to:

- **Delivering top-tier healthcare** to our patients.
- **Establishing modern, eco-friendly facilities** equipped with state-of-the-art medical technologies.
- **Providing AI-powered diagnostic services** that elevate the patient experience as well as gear our patients for preventative care.

We will also improve patients' satisfaction by integrating online platforms and a smart application, enabling remote completion of administrative processes and reducing wait times.

5 Leverage Successful Public-Sector Partnerships

Building on past collaborations, we aim to secure new public-private partnerships (PPPs) and tap into upcoming privatization opportunities. Key initiatives include:

- **Managing and operating** publicly operating tertiary care facilities.
- **Operating NEOM Hospital** and the Advanced Medical Center in NEOM.
- Continuing successful ventures such as **Medical Fakeeh** (in partnership with Saudi Arabian Airlines) and the previously managed KAUST Medical Center.

6 Attract, Train, and Retain Qualified Staff

Our success and unique value proposition hinge on assembling a highly qualified workforce. We will continue to offer in-house academic training, cutting-edge research facilities, and career development opportunities, Additionally:

- **Expansion of Fakeeh College of Medical Sciences**, establishing specialized colleges in Medicine, Nursing, Pharmacy, and Business Technology & Innovation.
- **Transformation from college to university**, bringing multiple colleges under a unified umbrella.
- An **increase in student enrollment**, as well as expanded internship, residency, and employment opportunities for standout graduates—ensuring a steady pipeline of competent, loyal healthcare professionals.

7 Improve Operational Performance and Continue to Offer Value-Based Healthcare

We strive for operational excellence by centralizing and streamlining operations, investing in digital infrastructure, and incorporating automation and robotics to optimize human resources. Through these measures, we will:

- **Improve the overall patient experience** and reduce waiting times.
- Enable patients to **complete administrative processes digitally**, enhancing convenience and efficiency.
- **Maintain our commitment** to medical and academic excellence, retain existing accreditations, and pursue new ones.
- Continuously **advance the quality** of healthcare services.

By focusing on these priorities, we aim to elevate patient care outcomes, reinforce our leadership in the healthcare sector, secure favourable contracts with suppliers and insurance providers, and achieve unparalleled sustainable growth.

Largest Healthcare IPO on the Saudi Exchange

We extend our sincere gratitude to all shareholders of Fakeeh Care Group for participating in our Initial Public Offering (IPO). We remain fully committed to strong corporate governance and delivering value creation.

Through our IPO, investors gain a compelling, long-term growth opportunity to join Saudi Arabia's economic progress alongside one of its leading and rapidly expanding healthcare brands.

Demonstrating growing investor confidence in the Kingdom's privatization initiatives and healthcare reforms

Setting a new benchmark in the Kingdom, reflecting alignment of growth in the private sector with national aspirations

Inclusion of cornerstone investors, underscoring the transaction's landmark nature

Showcasing the Group's key strategic positioning in the growing Healthcare sector

Testament to the Group's upwards growth trajectory and a commitment to expansion

Unlocking Our True Potential. Unleashing New Possibilities.

Aligned with Saudi Arabia's Vision 2030 and the expanding private healthcare market, we are aiming to bring our expertise to a broader patient base across the Kingdom. Guided by a clear strategy, we will reinforce our market-leading position in Jeddah and further expand our DNA across the Kingdom.

Existing Assets	Expansion +Advanced Stage	Pipeline Projects
Hospitals (DSFH Jeddah, Riyadh, Madinah)	DSH Jeddah Surgery Tower Expansion	DSFH Makkah
Medical centers	BTI college	DSFH South Obhur
O&M contract (Hospital + Medical center)	DSFMC Alawali	HEAL center Az Zahra Jeddah
Fakeeh Home Healthcare and MedE (emergency medical services)	DSFMC Al Zahra	DSFMC Al Hamra Riyadh
Education incl. expansion of existing courses		
Other support services		

Integrating Patient Care, Technology and Education for a Healthier Tomorrow

The successful IPO of Fakeeh Care Group established a new benchmark for future offerings in the Kingdom's healthcare sector and beyond. It reinforced our market leadership while underscoring the maturity of Saudi Arabia's capital markets. Above all, the IPO met its key objectives by raising growth capital, strengthening governance, and diversifying our investor base—creating substantial value for all stakeholders.

Designed to balance multiple goals, the IPO provides the necessary capital to support our ambitious expansion strategy, aligns with Saudi Arabia's Vision 2030 to reinforce private-sector healthcare, and offers enhanced liquidity to existing shareholders. This achievement positions Fakeeh Care Group for continued leadership in integrating patient care, technology, and medical education across the Kingdom.

AN INVESTMENT CASE

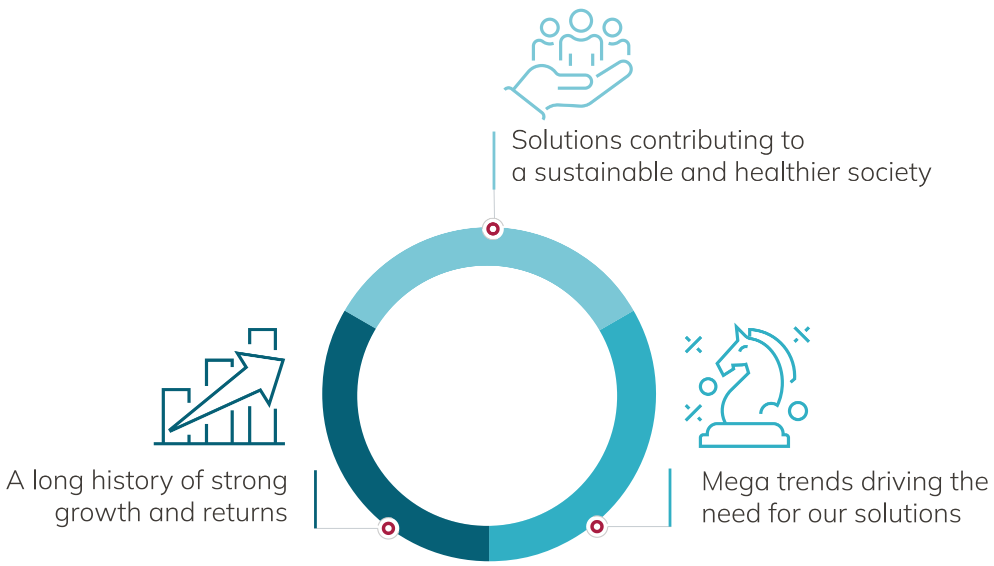
Fakeeh Care Group is a leading healthcare ecosystem, powered by a scalable hub-and-spoke model, strategic expansion, and a strong management team. As one of Saudi Arabia's largest private healthcare providers, we continue to broaden our network to meet rising healthcare needs, increase patient access, and enhance efficiency.

Guided by our long-term growth strategy, we integrate advanced technology, digital transformation, academic development, and operational excellence to solidify our leadership in the Kingdom's healthcare sector.

In addition to delivering high-quality care, we are committed to building a sustainable, future-ready healthcare ecosystem. By aligning responsible business practices with financial stability and social impact initiatives, we work to create a lasting value for our patients, partners, and stakeholders alike.

By emphasizing innovation, operational efficiency, and responsible expansion, we ensure strategic, scalable, and impactful growth—positioning Fakeeh Care Group as a leading force in shaping the future of healthcare in Saudi Arabia.

Delivering Long-Term Value for All Our Stakeholders



Key Growth Catalysts

Favourable Market Trends

A rising demand for healthcare services, driven by population growth, aging demographics, and regulatory support, is fueling expansion and reshaping the industry.	1.97 million students were enrolled in private higher education in 2022, strengthening the talent pipeline for healthcare through medical and specialized academic programs.	Saudi Vision 2030 reforms are accelerating healthcare privatization, boosting investment in medical infrastructure, and public-private partnerships.

A Household Brand

With 4+ decades of leadership in integrated healthcare and medical education, Fakeeh Care Group drives sustained growth, innovation, advanced patient care and clinical excellence.	With global accreditations and a track record of excellence, the Group continues to drive innovation, advance medical care, and provide a patient-first approach in Saudi Arabia's evolving healthcare landscape.	Through advancing care models, fostering medical research, and by promoting continuous learning, the Group is creating a lasting impact across the Kingdom.

Integrated Healthcare with a Focus on Complex Cases

Key strategic pillars • Integrated healthcare • Academic care • Technology-enabled care	Achieving Market-Leading Conversion Rates and Double-Digit Growth in Surgeries	Holistic approach backed by medical education offering to >1,600 students on average

A Clear Growth Trajectory

Geographic Expansion Firm plans to roll out beds and clinics by year end 2028: • 840 new beds • 326 clinics	Opening new facilities to enhance our "Hub-and-Spoke" capabilities	Additional growth through strategic expansion initiatives, including NEOM Hospital (under O&M contract)

Experienced Management and Strong Talent

An experienced leadership team with a proven track record in healthcare operations, strategic expansion and value creation.	Success in driving both organic and strategic expansion and ensuring long-term resilience and market leadership	Strong expertise in navigating industry dynamics, regulatory landscape, and evolving market trends.

World-Class Governance and a Strong Commitment to ESG practices

A highly-experienced Board of Directors with diverse expertise across medical and healthcare, overall business, and strategic sectors, thus ensuring strong leadership and oversight.	Fully implemented governance standards driving transparency, accountability and long-term value creation.	Focus on Environmental, Social and Governance (ESG) Principles with comprehensive sustainability reporting and a strong emphasis on responsible business practices.

SECTION 3.

OPERATING REVIEW

COMPREHENSIVE ECOSYSTEM
SEAMLESS CARE, BOUNDLESS POSSIBILITIES

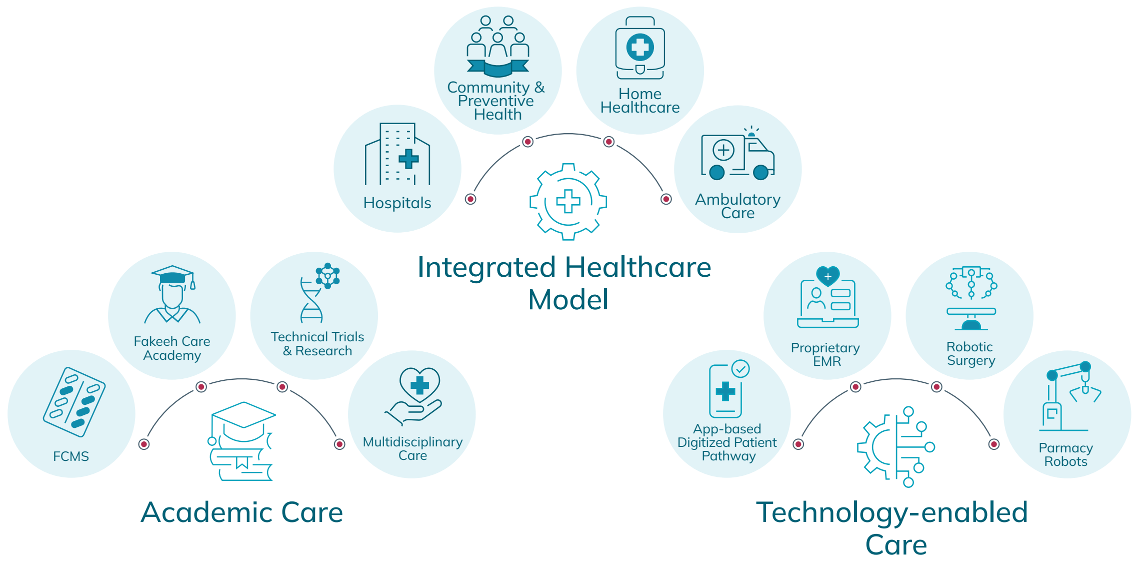
Whether it's a routine checkup or advanced treatment, we've built a system where everything works together, making healthcare easier and better for everyone.

THE FAKEEH CARE ECOSYSTEM

Healthcare Excellence Under a Single Roof

We maintain our leadership in the healthcare sector by expanding across diverse specialties and evolving into a multi-specialty hospital chain. Under one roof, we offer comprehensive healthcare services that address a wide range of patient needs.

At Fakeeh Care Group (FCG), we are committed to advancing healthcare in Saudi Arabia through innovative, patient-centered care and an expanding network of advanced medical facilities. Our Jeddah Hospital Complex and Riyadh Hospital serve as key pillars of comprehensive, multi-specialty services, meeting a wide range of patient needs. We also operate Neom Hospital, further strengthening our ability to deliver premium healthcare solutions in emerging regions. By combining cutting-edge technology, clinical expertise, and a culture of excellence, we continually enhance patient outcomes and contribute to the growth of healthcare across the Kingdom.



Operating Healthcare Facilities

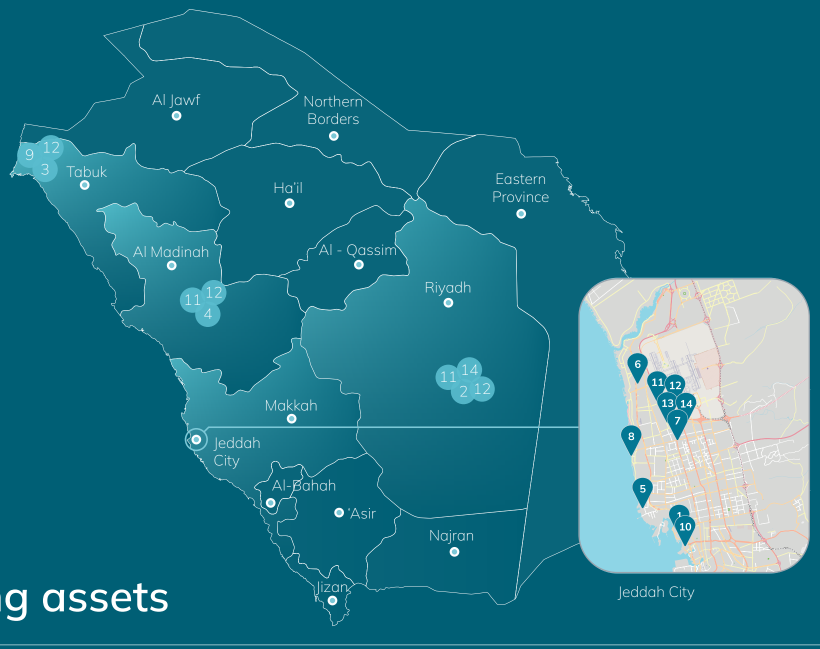
In addition to operating our flagship healthcare facilities, the Group applies its expertise to managing and operating third-party hospitals and medical centers. Our commitment to operational excellence and superior healthcare services ensures that high standards are consistently maintained across all contract-based engagements.

As part of our strategic growth, we expanded into Neom—one of Saudi Arabia's most ambitious Vision 2030 projects. Neom Hospital, initially offering 50 beds (expandable to 200), is designed to provide state-of-the-art healthcare using cutting-edge medical technologies, setting a new benchmark for advanced medical care. This move reinforces our dedication to supporting national development initiatives and delivering innovative, high-quality services.

Moreover, the Group manages the Advanced Medical Center in Neom, the region's largest facility. It specializes in telemedicine, emergency care, reference laboratory services, and radiology, playing a vital role in ensuring comprehensive care for the Neom community.

EXISTING HEALTHCARE ASSETS

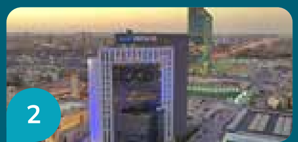
Facility	Location	Capacity		Staff		Ownership
HOSPITALS						
DSFH Jeddah	Jeddah	Beds Clinics Operating Theatres	400 134 15	Doctors	500	100%
DSFH Riyadh	Riyadh	Beds Clinics Operating Theatres	185 55 10	Doctors	200	68.3%
DSFH Madinah	Madinah	Beds Clinics Operating Theatres	200 49 7	Doctors	~6 Phase 1	51%
NEOM Hospital (O&M)	Tabuk	Beds Clinics Operating Theatres	50 25 5	Contracted Staff	430	O&M Model
MEDICAL CENTERS						
Medical Fakeeh	Jeddah	Specialities Clinics	+30 69	Doctors Nurses	119 114	75%
DSFMC Basateen	Jeddah	Specialities Clinics	+40 27	Doctors Nurses	60 84	100%
DSFMC Nuzha	Jeddah	Specialities Clinics	+30 16	Doctors Nurses	16 32	100%
DSFMC Executive Clinic	Jeddah	Specialities Clinics	+20 12	Doctors Nurses	10 19	100%
NEOM Advanced Medical Center	Tabuk	Specialities Clinics	+15 12	Contracted Staff	100	O&M Model



Existing assets

Hospitals

DFSH Jeddah

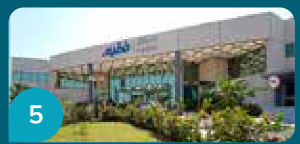


DFSH Riyadh

DFSH Madinah

NEOM Hospital

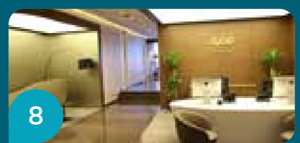
Ambulatory Care Centers



Medical Fakeeh

DSFMC Basateen

DSFMC Nuzha



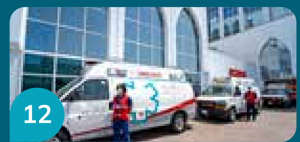
DSFMC Executive Clinic

NEOM Advanced Medical Center

Education & Healthcare Support Services

FCMS

Fakeeh Home Healthcare



Emergency Medical Services

Fakeeh Tech

Fakeeh Vision and other services

1

DSFH Jeddah

A pioneering facility ranked as KSA's #1 private hospital for three years in a row

Location	Beds	Operating Theaters	Clinics
Jeddah	400	15	134

- Established in 1978 as a pioneer hospital in Jeddah, KSA.
- Ranked as KSA's #1 private hospital for three consecutive years and is the first private hospital in the Kingdom to be JCI-accredited.
- Plans to increase capacity by 140 beds within current facilities.
- Received multiple awards and recognitions from the CHI.
- The Kingdom's largest Neonatal Unit.

2

DSFH Riyadh

A full-fledged, smart hospital acquired in October 2022 and relaunched in March 2023

Location	Beds	Operating Theaters	Clinics
Riyadh	185	10	55

- Smart hospital equipped with state-of-the-art technology.
- Currently undergoing ramp up post-relaunch in March 2023.
- Represented the first expansion into Riyadh to target a highly underserved segment with an attractive catchment area.
- Provides services in nuclear medicine and medicinal oncology.

FAKEEH CARE GROUP HOSPITALS

3

DSFH Madinah

State-of-the-art hospital expected to commence operations during H1 2025

Location	200	7	49
Madinah	Beds	Operating Theaters	Clinics

- 1st tertiary level private hospital in Madinah with a focus on oncology and cardiac care.
- Construction began in 2020 and is expected to become operational in March 2025.
- Expected to house high complexity focused centers of excellence that will capture patients' entire treatment journeys.
- Potential plans to open ambulatory care center in South of Madinah.
- Smart, energy-efficient equipment and sustainable building materials.

4

NEOM Hospital (O&M Contract)

One of the most prominent projects of the Kingdom under Vision 2030

Location	50	5	430
Tabuk	Beds	Operating Theaters	Contracted Staff

- Five-year contract.
- Extendable to 200-bed capacity.
- Cutting-edge facilities catering to Neom residents with largest emergency care unit in the northwest of the Kingdom.
- Specialized in managing complex trauma cases.
- Smart, energy-efficient equipment and sustainable building materials.

FAKEEH CARE GROUP MEDICAL CENTERS

5

Medical Fakeeh

Providing outpatient services to c. 80,000 Saudia staff and offering specialized aviation medicine

Location	+30	69	233
Jeddah	Specialties	Examination Rooms	Medical Staff

- First PPP collaboration under the Saudi Vision 2030 initiatives in healthcare.
- Operates in aviation medicine, catering to the demands of Saudia, Royal Flight, Flynas and Flyadeal.
- As well as acts as a major urgent care center the provides much needed multispecialty care in a Medical Center set up.

6

DSFMC Basateen

A large-scale ambulatory care center, offering day case surgeries and a renal dialysis unit

Location	+40	27	144
Jeddah	Specialties	Examination Rooms	Medical Staff

- One of our outpatient centers in Jeddah which feeds the main hospital.
- Operates the largest renal dialysis unit setup in an outpatient clinic.
- Offers day case surgeries and a full-fledged radiology center with MRI, CT, Fluoroscopy, X-Ray and USG.
- Large physiotherapy center with complemented with cutting-edge equipment.

FAKEEH CARE GROUP MEDICAL CENTERS

7

DSFMC Nuzha

Specializing in family medicine and providingeducational awareness activities

Location Jeddah	+30 Specialties	16 Examination Rooms	48 Medical Staff

- Focused on family medicine and multi-specialty services.
- Operates an urgent care center with large laboratories and other ancillary service offerings.
- Operates a 24/7 pharmacy, coupled with consistent community based educational and health awareness that help maintain a uniquely diversified patient base.

8

DSFMC Executive Clinic

A 7-star luxurious healthcare & concierge services

Location Jeddah	+20 Specialties	12 Examination Rooms	29 Medical Staff

- Established in 2017, placed in a highly prestigious location
- Equipped to provide luxury and exclusive healthcare services
- Key services include wellness programs, laboratories, radiology, cosmetic care, patient education, and executive check-ups

FAKEEH CARE GROUP MEDICAL CENTERS

9

NEOM Advanced Medical Center

Successfully awarded O&M contract for the largest medical center in NEOM City

Location Tabuk	+15 Specialties	12 Examination Rooms	42 Medical Staff

- Integrated with NEOM Hospital, it is the largest center in NEOM City specialized in providing healthcare services
- Offers primary and secondary service offerings to Neom residents and Houses a state of the art diagnostics center of excellence
- Renewable Five year contract

EXPANDING FAKEEH CARE GROUP'S EXPERTISE TO NEW REGIONS

UPCOMING HEALTHCARE ASSETS: A SUMMARY

At Fakeeh Care Group, we remain focused on our expansion strategy, which includes ramping up Riyadh Hospital and advancing multiple upcoming projects. A key goal is to double our bed capacity by 2028 and expand our geographic footprint to key underserved regions across Saudi Arabia.

We are on track to expand our network to seven hospitals by 2028, with 1,675 beds and 9 medical centers.

Building on the Group's growth story in Jeddah, we have expanded our proven Hub-and-Spoke model and medical support services to other major cities. We currently operate four hospitals and five medical centers and are on track to reach seven hospitals and nine medical centers. We are bullish on the future of Saudi Arabia's healthcare sector, that is driven by key population growth, favourable demographics, and a rising demand for additional healthcare capacity – especially within specialized complex and critical care.

Expansion Projects on the Anvil

4	4	840	300+	3,000
Pipelined Hospitals	Pipelined Ambulatory Care Centers	Additional Hospital Beds	New Outpatient Clinics	Increase in Student Intake Capacity

FAKEEH CARE GROUP UPCOMING ASSETS

1

DSFH Jeddah Surgery Tower Extension

140-bed extension to existing land of DSFH Jeddah

Location	BUA	Beds	Operating Theaters
Jeddah, Al Hamra	42.4K	140	13

2

DSFH South Obhur

300-bed premium hospital with complex offering

Location	BUA	Beds	Operating Theaters
Jeddah, South Obhur	120K	300	11

3

DSFMC North Obhur

Ambulatory care center to act as a spoke to South Obhur

Location	BUA	Day Surgery Units	Clinics
Jeddah, North Obhur	8.6K	2	22

4

Heal Neuroscience and Rehabilitation Center

A world-class neuroscience and rehabilitation hospital

فقيه.
مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

Location	BUA	Beds	Clinics
Jeddah	24K	200	15

5

DSFMC Al Zahra

Large medical center to be situated in Al Zahra district

Location	BUA	Clinics
Jeddah, Az Zahra District	18.6K	60

6

DSFMC Al Hamra

Ambulatory care center to act as a spoke to DSFH Riyadh

Location	BUA	Day Surgery Units	Clinics
Riyadh, Al Hamra	11K	2	22

7

DSFH Makkah

200-bed hospital with 70 clinics and seven operating theaters

Location Makkah, Masar	130K BUA	200 Beds	7 Operating Theaters

8

DSFMC Alawali

Ambulatory care center to include 20 clinics and a renal dialysis center

Location Makkah, Alawali	14.4K BUA	2 Day Surgery Units	20 Clinics

Upcoming Healthcare Assets: A Summary

Facility	Location	Capacity		Staff	Ownership
DSFH Jeddah Surgery Tower Extension	Jeddah, Al Hamra	Beds Clinics Operating Theatres	140 IVF 13	Last stage of permits with construction to start in 2H-2024	2H-2027
DSFH Makkah	Makkah, Masar	Beds Clinics Operating Theatres	200 80 7	Land leased for 40 years, designer appointed, and schematic submitted for approval; construction will start in 2H-2024	2H-2027
DSFH South Obhur	Jeddah, South Obhur	Beds Clinics Operating Theatres	300 100 11	Land acquired and worldclass designer HKS appointed	1H-2028
HEAL Neuroscience, Rehabilitation & Long-term Care Hospital	Jeddah, Al Zahra	Beds Clinics	200 20	A comprehensive medical facility fully owned by the Group which will replace Project Al Hamra	2H-2027
DSFMC North Obhur	Jeddah, North Obhur	Clinics Day Surgery Units	22 2	Land acquired and construction started	1H-2025
DSFMC Al Zahra	Jeddah, Al Zahra	ER Beds Clinics Day Surgery Recovery Rooms	20 60 4 6	Building lease to be signed in August, designer for the fit out nominated, construction & fit out will start in 2H-2024	2H-2025
DSFMC Al Hamra	Riyadh, Al Hamra	Clinics Day Surgery Units	22 2	Land acquired and design of 1st phase is completed; construction to start in 4Q-2024	2H-2026
DSFMC Alawali	Makkah, Alawali	Clinics Day Surgery Units	22 2	Awarded the remaining construction to 100% subsidiary Advance Horizon Company (AHC)	2H-2025
FCMS expansion (incl. BTI)	Jeddah, Al Andalous	Students	3000	Municipality approvals on concept	2H-2027

HOME HEALTHCARE

Fakeeh Home Healthcare

Home Health Care delivers medical services in patients' homes through a patient centered approach skilled nursing, physical therapy, and personalized care to support recovery, manage chronic conditions, and enhance well-being.

Nationwide Presence

Started from Jeddah and expanded to a nationwide service offering in Riyadh, Makkah, Medinah, as well as recently in Dammam and Abha

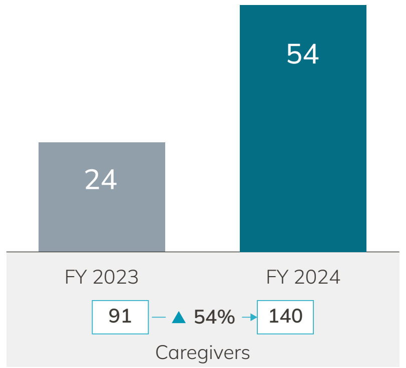
Core Benefits

- Comfort & Familiarity: Reducing stress through care in a secure, private home environment.
- Personalized Care: Tailored treatment plans with one-on-one attention.
- Cost-Efficiency: Affordable alternative to hospitals, reducing financial strain and insurance costs via fewer readmissions.
- Improved Recovery: Faster healing in a relaxed setting with family involvement.
- Independence: Maintaining dignity and control over daily life.

Our Services

1. Nursing Care: Wound management, IV administration, and emotional support from skilled nurses.
2. Physiotherapy: Customized plans for injury recovery, chronic pain, and mobility (e.g., vestibular/pelvic floor therapy).
3. Laboratory Testing: At-home blood, urine, stool, and genetic testing.
4. Geriatric Care: Health assessments, dementia support, and palliative care for seniors.
5. Home Dialysis: 3,000+ successful sessions in 2024.
6. Mobile Radiology: X-rays, ultrasounds, and DEXA scans at home.
7. Dental Services: Cleanings, fillings, and extractions via mobile units.
8. Teleconsultation: Remote access to sub-specialists for faster diagnosis and post-hospital care.
9. Telemedicine | Vaccinations | Respiratory Therapy
10. Home Doctor Visits | Medication Delivery | Mental Health Support

Home Healthcare Revenue
(⃁ mn)



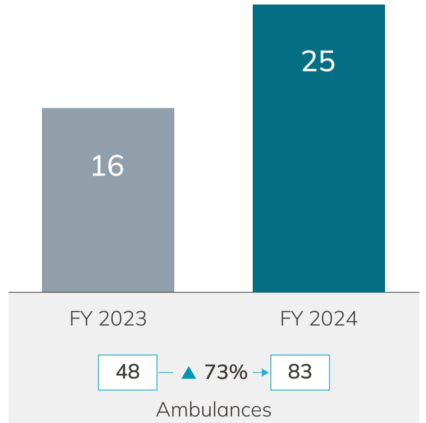
Other Care Services

Med E

To ensure comprehensive patient coverage under the Fakeeh Group, we established MED-E—a robust emergency transfer service integrated with our hospital network to elevate care continuity. Our fleet of 83 ambulances is equipped with cutting-edge technology and advanced medical equipment, designed to deliver rapid, high-quality pre-hospital care across Saudi Arabia.

MED-E's mission is to provide exceptional emergency medical services through collaboration with our corporate brand, Fakeeh Care, combining compassion, reliability, and operational excellence. We prioritize dignity and the sanctity of life, offering tailored solutions such as emergency/non-emergency transport, dialysis transfers, medical evacuations, and specialized support for events or patients with unique needs. Our ambulances are categorized into Advanced Cardiac Life Support (ACLS) units, Basic Life Support units, and GPS-enabled vehicles to ensure faster response times.

EMS Services Revenue
(⃁ mn)



MedE continues to expand its reach across Saudi Arabia, providing critical support to hospitals, clinics, schools, factories, and major events as the operator of the Kingdom's largest privately owned ambulance fleet. With the addition of its 83rd ambulance, approximately 80% of its fleet is now fully operational, driving a 1.5x increase in revenue in 2024.

FAKEEH TECH
Health Tech

As the technology powerhouse of Fakeeh Care Group, Fakeeh Technologies stands at the forefront of healthcare's digital revolution. Since 2013, we have redefined care delivery through cutting-edge innovation, transforming fragmented systems into interconnected, patient-centric ecosystems. Headquartered in Jeddah, with strategic hubs in Dubai and India, Fakeeh Tech bridges global expertise with regional needs, empowering providers, patients, and partners to thrive in an era of intelligent healthcare.

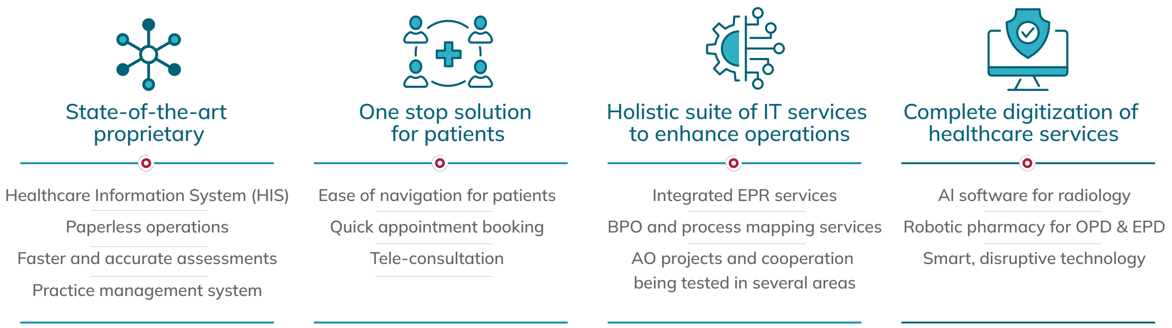
Our flagship solution is a state-of-the-art Hospital Information System (HIS) that integrates 30+ mission-critical modules—from AI-driven Clinical Decision Support to Revenue Cycle Management—into a single, seamless platform. By unifying E-Prescribing, Smart Pharmacy Robotics, and IoT-enabled Operation Theater Management, the system eliminates silos, reduces clinical errors by 40%, and streamlines workflows across 8+ client networks. Complementing this is the Fakeeh Care App, a patient "digital front door" enabling teleconsultations, instant lab result access, and AI-powered health reminders, all while ensuring compliance with top local, regional, and global standards.

Fakeeh Tech accelerated GCC expansion, deploying tailored solutions for UAE hospital networks and corporate health programs. Our AI investments bore fruit: predictive analytics slashed patient wait times by 30%, while radiology AI tools enhanced diagnostic accuracy.

Pioneering Digital Health Ecosystems for Smarter Care

With 3 million+ claims processed annually and robotic pharmacies serving 500+ daily OPD patients, our cloud-native architecture ensures scalability without compromising security—a critical differentiator in an era of escalating cyber threats.

Looking ahead, we are doubling down on AI-driven remote monitoring and automated diagnostics to empower home healthcare providers. Strategic IoT partnerships will expand smart hospital capabilities, from indoor navigation to real-time infection control analytics. Internationally, we aim to forge alliances across MENA and Asia, scaling our interoperable HIS and telehealth platforms to democratize access to quality care. Fakeeh Tech is not just a technology provider—we are architects of a smarter healthcare future. By merging precision, empathy, and innovation, we remain committed to our vision: a world where seamless digital ecosystems make exceptional care accessible to all.



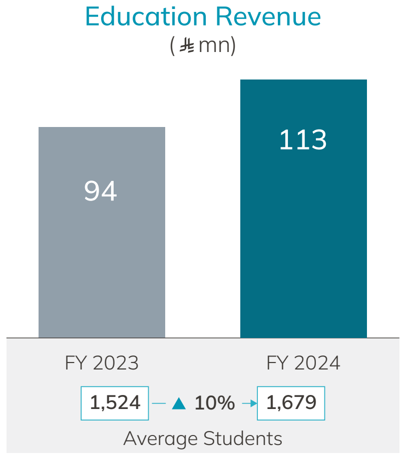
EDUCATION
Fakeeh College for Medical Sciences

The Fakeeh Group reinforces its healthcare ecosystem through world-class medical education, delivered via its subsidiary, Dr. Soliman Abdel Kader Fakeeh Medical Education Company Limited. Established in 2003, the Fakeeh College of Medical Sciences (FCMS) offers specialized undergraduate and postgraduate programs designed to cultivate certified, skilled healthcare professionals. Its curriculum spans four undergraduate tracks—MBBS, PharmD, Nursing, and Medical Laboratory Sciences—alongside nine MSc programs and a PhD in medical education, nursing sciences, and basic medical sciences, developed in collaboration with international universities. FCMS also provides executive professional courses and operates advanced simulation centers equipped with cutting-edge training technology.

To date, FCMS has graduated over 1,000 nurses, 360 medical lab scientists, 62 physicians, 10 pharmacists, and 180 MSc holders, many of whom benefit from the Group's sponsorship programs and priority employment opportunities. Strategic academic partnerships with institutions like the University of Dundee (UK) and the Royal College of Surgeons in Ireland (RCSI) have further elevated FCMS's offerings since 2017 and 2019. These collaborations focus on program development, joint research, technology transfer, and workforce training, aligning with Saudi Arabia's healthcare vision.

Inspiring and Enabling Excellence through Education

FCMS's role extends beyond academia: it supports the Group's clinical excellence through its Academic & Training Affairs Department. Current initiatives include expanding accredited residency and fellowship programs for physicians and nurses, with over 20 programs accredited in collaboration with the Saudi Commission for Health Specialties.



Allied health programs accredited by the Saudi Health Academy are already active at Jeddah Hospital Complex. Future goals include scaling accredited continuous medical education (CME), life support training, community health awareness campaigns, and innovation-driven research.

In the 2024/25 academic year, Fakeeh College welcomed 352 new students, increasing its active student count by over 10%. To further enhance its academic offering, the College is developing a 6,500-square-meter Simulation and Clinical Skills Centre, set for first intake starting September 2025. Furthermore, The Fakeeh Care Academy, accredited by Saudi health authorities and the National E-Learning Centre, delivers premier medical education. It offers over 30 accredited programs, including Saudi Board residencies and fellowships, leading private-sector graduate output. The academy provides Vision 2030-aligned scholarships, oversees internships, and promotes continuous learning via its accredited e-learning platform. It engages in community health initiatives, human capital development, and hosts a Saudi Heart Association-certified Life Support Training Centre. Annually, it awards 1 million SAR through the Dr. Soliman Fakeeh Awards for Medical Research and Innovation, in collaboration with the Research Development and Innovation Authority, during its Fakeeh Care Annual Congress.

Expand education offering

- Expand capacity across existing offerings
- Introduction of new, adjacent programs
- Potentially open medical colleges in other cities *(not part of the current medium-term plans)*

Long-term strategic objectives

Expansion of existing course offering by opening new buildings

FCMS expansion
Al Hamra, Jeddah

Overview and status
- Expansion of existing course offering
- Construction expected be completed in 2025 and 2027 across 2 buildings
- Projected CapEx - c. 40% of total education capex of SAR 500m

Introducing non-medical programs to increase student intake

BTI[1]- college
9 Al Khalidiyah, Jeddah

Overview and status
- Upcoming expansion of 12 additional courses
- Construction expected be completed in 2027
- Projected CapEx - c. 60% of total education capex of SAR 500m

Targeted student capacity of 6,000

(1) Business, Technology and Innovation

FAKEEH CARE ACADEMY

The academy is a renowned provider of exceptional Medical Education through Dr. Soliman Fakeeh Hospital and Medical Centres which are accredited by the Saudi Commission for Health Specialties.

Therefore, the academy is committed to standardize high level of Accredited Training Programs, Namely, the Saudi Board Residency programs and Fellowship Studies within Fakeeh Care Entities which have reached to more than 30 Accredited Programs on Group Level t train more than 180 Residents and Fellows each year with an expected increase of this number to 200 Residents and Fellows by the beginning of the academic year 2025/20206. Furthermore, the group graduates annually highly qualified and certified health professionals under the Saudi Board training programs as by far the leading graduating body among the private sector in the kingdom. In addition to that, the Academy invests in Allied Health Education and Training Programs through 7 accredited programs in Nursing Sector and Clinical Domain including Dental Medicine and Clinical Pharmacy at Dr. Soliman Fakeeh Hospitals and our affiliated medical centres as well as Home Healthcare and emergency Medical Services.

The academy is also committed to provide sponsored scholarship programs for high level subspeciality fellowships either in Saudi Arabia or abroad in alignment with Saudi Vision 2030. In his regards, Fakeeh Care Group sponsors fellows to go abroad and currently the academy oversight the sponsorship for multiple fellows in North America and other countries.

The academy also supervises the training programs for interns and ungraduated students in our clinical departments. Importantly, and in addition to the unique structure of Graduate and Postgraduate Medical Education, it also invests in Continues Medical Education and Continues Professional Development through its renewed Academic Calendar and Fakeeh Care Academy E-Learning Platform as one of the trusted platforms in the region, which is also, accredited by the Saudi National E-Learning Centre.

We are indeed proud to serve up to 124,800 Users in our E-Learning Platform with more than 600 Registered Courses and Program until now. Furthermore, the academy regulates and governs activities of patient education and community awareness Programs in collaboration to other stakeholders in different facilities to ensure that the patients and communities are on the top of our care. On the other hand, development of human capital has been implemented so that the academy adapts several national and international programs and initiatives to update the knowledge of the healthcare providers which enhance their competency and skills in alignment with the Fakeeh Care Vision in terms of High-Quality Service and Patient Safety.

As an example, the Life Support Training Centre is high equipped to meet the demand for Basic and Advanced Courses accredited by the Saudi Heart Association. Finaly, the academy is also proud to govern the Dr. Soliman Fakeeh Awards in Medical Research, Innovation and Medical Education Awards in collaboration with Research Development and Innovation Authority with an annual amount of 1 million Saudi Riyals granted for the Winners during the opening ceremony of the Fakeeh Care Annual Congress: an event which is also organized by the Fakeeh Care Academy and Fakeeh Care Group Entities with other different authorities in Saudi Arabia.

MEDICAL RETAIL

Fakeeh Complementary & Fakeeh Vision

Complementing Health Services with Connected Products

Fakeeh Complementary Healthcare (FCHC), a pillar of the Fakeeh Care Group, sustains robust growth through its diversified portfolio. In FY 2024, its optical arm, Fakeeh Vision, expanded to 17 locations—adding eight new stores, including four in Riyadh—driving a 34% revenue surge and 26% boost in customer's engagement. Plans for 2025 include eight additional stores, deepening its Riyadh footprint while entering Dammam and Alkhobar. Concurrently, FCHC's medical division grew by 41%, fuelled by strategic alliances with global leaders in dental and biopsy solutions.

Established in 2006, FCHC began as an internal supplier for Fakeeh Care before broadening its reach in 2008 to serve Saudi Arabia's broader market. Headquartered in Jeddah with a Riyadh branch, it distributes premium international medical equipment, pharmaceuticals, cosmeceuticals, and eyewear. As the exclusive agent for prestigious global brands, FCHC ensures patients and consumers access the same quality and care synonymous with Fakeeh's medical facilities. Its retail portfolio includes Fakeeh Vision, Body Central, and Fakeeh Pharmacy - Mother & Child, blending health services with lifestyle products.

Fakeeh Vision stands out as a leader in optical care, offering family-focused solutions with cutting-edge optometry technology, stylish frames, contact lenses, and accessories. Over decades, it has prioritized exceptional after-sales service and innovation, managed by skilled specialists. This commitment to quality and trendsetting design cements its reputation as a trusted name in eye care, aligning with FCHC's mission to integrate health and wellness seamlessly into daily life.

Fakeeh Vision

Founded in 1999, offers the latest optical technologies and high-quality services to its customers through qualified eye specialists and doctors

Key Offering

Contact Lenses	Optical Glasses	Kids Eyewear	Sunglasses	Accessories

2017	Today
	
1 Store in Jeddah	**17** Stores in Riyadh, Jeddah and other western regions

SECTION 4.

STAKEHOLDER ENGAGEMENT

ACADEMIC ASSETS
EDUCATING TODAY, EMPOWERING TOMORROW

We're not just about today's care—we're investing in the future by growing and mentoring the next generation of healthcare heroes.

STAKEHOLDER ENGAGEMENT

At Fakeeh Care Group, we prioritize open, respectful, responsive, and effective communications with our stakeholders, recognizing them as partners in our journey of value creation. We are committed to securing the future of all our stakeholders and driving holistic value creation through our strong network.

We value the collective wisdom of our stakeholders. It is their expectations and insights that help us shape our approach, driving us forward and guiding our actions. By communicating our key strategic decisions to our stakeholders, we earn their trust.

Our Key Stakeholders

Patients	Partners & Health Insurance Providers	Government & Regulators	Investors & Shareholders
Suppliers	Employees & Consultants	Accreditation Bodies	Local Communities

Engaging with stakeholders is central to our commitment to transparency and impact. Through regular surveys, dialogues, and consultations, we gather valuable insights that shape our initiatives and materiality assessments. These assessments allow us to identify priority areas where Fakeeh Care Group can drive meaningful change by ensuring strategic resource allocation and addressing stakeholders' expectations effectively.

How We Engage with Our Stakeholders:

Patients
We listen to our patients' needs and concerns by providing clear communication, education, and opportunities to participate in their care (e.g., surveys). Our goal is to prioritize patient experience and continuously improve healthcare quality.

Partners
We collaborate with our partners by involving them in decision-making, sharing regular updates, seeking feedback, and addressing concerns. This active engagement fosters strong and mutually beneficial relationships aimed at achieving shared goals.

Investors
We keep shareholders/investors updated on our financial performance, strategic initiatives, and key developments through investor calls, presentations, annual reports, a dedicated website, and direct meetings—building trust and transparency.

Government
We engage with the Saudi Arabian government through official channels, public hearings, and consultation programs. By proactively addressing regulatory concerns, we establish and maintain positive and constructive relationships.

Employees
We encourage employee engagement through open communication, surveys, recognition programs, involvement in decision-making, and professional development opportunities. This collaborative culture ensures employees feel valued and empowered to advance company goals.

Communities
We build community support through workshops and focus groups, sharing our vision, listening to concerns, gathering feedback, and fostering collaborative relationships to maximize the impact of key projects.

Suppliers
We partner with trusted vendors and suppliers across Saudi Arabia to ensure exceptional healthcare, meeting rigorous internal and regulatory standards. By prioritizing transparent procurement, sustainability, and reputable partners, we enhance efficiency, cost-effectiveness, and long-term collaborations that boost patient care.

Accreditation Bodies
We closely engage with accreditation bodies to certify new facilities and renew existing ones. Through regular assessments and mock surveys, we identify improvement opportunities, meet required standards, and uphold best practices. This approach elevates care quality, strengthens patient safety, and positions us as a leading healthcare provider in Saudi Arabia.

APPROACH TO SUSTAINABILITY

At Fakeeh Care Group, we integrate Environmental, Social, and Governance (ESG) Principles into our corporate strategy to ensure sustainability at all levels. Our Board of Directors oversees all ESG initiatives, with the ESG committee facilitating action planning and execution. We prioritize ESG initiatives by aligning them with business impact and stakeholder expectations.

Holistic ESG Integration at Fakeeh Care

Environmental

At Fakeeh Care, our ongoing commitment is to optimize resource consumption, enhance waste management practices, and reduce carbon emissions. We actively identify inefficiencies and pursue opportunities to implement environmentally responsible initiatives that minimize our ecological footprint. Through targeted sustainability efforts, we aim to promote sustainable operations across all entities, ensuring long-term environmental stewardship and adherence to global best practices.

Social

Our employees remain the core of our organization, and we continue to prioritize initiatives that enhance their professional growth, well-being, and overall engagement. Our Human Capital Strategy focuses on robust recognition programs and continuous education, fostering a highly motivated and high-performing workforce.

Our commitment to patient-centered care remains firm. We continuously enhance safety protocols, service accessibility, and digital health innovations to improve healthcare outcomes. These initiatives reinforce our dedication to quality improvement and patient satisfaction, ensuring that Fakeeh Care Group positions itself as a leader in healthcare excellence.

Governance

At Fakeeh Care Group, we are committed to fostering a governance framework that prioritizes transparency, accountability, and ethical decision-making to uphold the highest standards of integrity and risk management. We maintain transparency by ensuring open and clear communication with stakeholders, making policies, performance metrics, and strategic decisions easily accessible and well-documented to enhance trust and credibility. Our culture of accountability is reinforced through clear roles and expectations for leadership and employees, with regular audits, performance evaluations, and compliance checks to uphold ethical business practices. We adhere to a strong code of ethics, integrating risk assessment and mitigation strategies that proactively address potential challenges before they escalate.

At Fakeeh Care, we believe that caring for our patients means caring for our community and our planet. That is why we are committed to reducing our environmental impact, investing in sustainable practices, and supporting initiatives that promote social justice and equity. By addressing these interconnected dimensions, Fakeeh Care Group cultivates a culture of sustainability while simultaneously improving health outcomes and societal well-being. Ultimately, embedding sustainability into core practices allows the Group to drive a positive change, promote health equity, and contribute to the long-term well-being of both individuals and the planet.

FCG'S SUSTAINABILITY STRATEGY

In an ever-evolving world, it is essential for the Group to adapt and prioritize the well-being of individuals, protecting the environment and the integrity of Group's operations. Our sustainability strategy outlines the key goals and plans for fostering a person-centred approach, enhancing safety, improving experiences, ensuring accessibility, and establishing robust governance frameworks. By adhering to these principles, we build a resilient organization that thrives on transparency, ethical conduct, and proactive risk management, ultimately contributing to a safer and more inclusive community.

Environmental Goals	Social Goals	
Fostering a healthy ecosystem	Prioritizing person-centred care	Building a resilient organization

Fostering a Healthy Ecosystem

- **Reducing Carbon Emissions**: Implementing measures to lower the company's carbon footprint through energy-efficient technologies, renewable energy sources, and carbon offset programs.
- **Ensuring Efficient Resource Consumption**: Optimizing the use of natural resources by incorporating recycling initiatives, reducing waste, and promoting water conservation practices.
- **Engaging with the Community**: Collaborating with the local communities and stakeholders to support environmental education, conservation projects, and sustainable development efforts.

Prioritizing Person-Centred Care

- **Enhancing People's Safety** through the implementation of technology-driven clinical decision support practices to improve patient care outcomes, develop a personalized care approach based on individual unique needs, strengthen safety protocols and advance our training programs to ensure increased access to high-quality programs to enhance patient care.
- **Expanding Access** to our products and services in underserved communities, enhancing local well-being through improved accessibility, affordability, and tailored support initiatives.
- **Improving People's Experience:** Fostering a positive and inclusive environment that prioritizes customers' satisfaction and employees' engagement, and professional growth through continuous learning, feedback and improvement initiatives.

Governance Goals

Building a Resilient Organization

- **Strengthening Board Oversight** by establishing a robust governance framework that upholds transparency, accountability and ethical decision-making at every level of the group to ensure alignment with the national and international best practices.

- **Upholding the Highest Standards** of integrity, ethical conduct and compliance to foster trust among employees, patients, and external stakeholders while reinforcing a value-driven corporate culture.

- **Implementing Advanced Risk Management Framework** that proactively identify, assess, and mitigate internal and external risks to safeguard operational continuity, financial stability and regulatory compliance.

- **Fostering a Proactive and Safety-Driven Culture** by leveraging real-time monitoring systems, ongoing training initiatives, and comprehensive policies and protocols to ensure the highest standards of safety for our employees, patients, and the environment.

Materiality Assessment

A materiality assessment in the context of ESG (Environmental, Social, and Governance Principles) is a process used to identify and prioritize the ESG issues that are most relevant and significant to a company and its stakeholders. It helps organizations understand which ESG factors have the biggest potential impact on their business, both positively and negatively, and guides their ESG strategy, reporting, and decision-making.

At FCG, we performed materialy assessment in early 2024. We applied the following steps.

Identifying ESG Issues:

The first step involved compiling a comprehensive list of potential ESG issues that could be relevant to the Group. This included environmental factors (e.g., climate change, resource depletion, pollution), social factors (e.g., labor practices, human rights, community relations), and governance factors (e.g., ethical conduct, board diversity, transparency).

We also referred to frameworks and standards like the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) to ensure that a wide range of relevant topics are considered.

Engaging Stakeholders:

Stakeholders' engagement is crucial to understand their perspectives on the importance of different ESG issues. Stakeholders can include employees, customers, suppliers, investors, local communities, nongovernmental organizations (NGOs), and government agencies.

We used various methods to engage stakeholders, such as surveys, interviews, focus groups, and workshops. The goal was to gather diverse viewpoints and identify the issues that matter most to different stakeholders.

Assessing Impact:

Once the key ESG issues were identified, the next step was to assess their potential impact on the Group and its stakeholders. This involved evaluating the likelihood and magnitude of both positive and negative impacts. We also conducted risk assessments to understand the potential consequences of different ESG issues.

Prioritizing Issues:

Based on the stakeholders' input and impact assessment, we prioritized the ESG issues, focusing on those that are most material. Material issues are those that have the potential to significantly affect the company's business, reputation, or stakeholders. To do that, we used Materiality Matrix to visualize the prioritization, with issues plotted based on their importance to stakeholders and their potential impact on the company.

The identified material issues are as follows:

Caring for Staff	Waste Management & Circularity
Quality & Patient Safety	Affordable & Clean Energy
Community Investment	Stakeholder Engagement
Data Privacy and Security	Sustainable Procurement
Access & Affordability	Business Management and Board Structure

ALIGNMENT OF OUR SUSTAINABILITY INITIATIVES WITH NATIONAL & GLOBAL GOALS

Introduction

Our sustainability strategy is deeply aligned with Saudi Vision 2030 and Saudi Green Initiative, ensuring that our social, governance, and environmental initiatives contribute to the Kingdom's ambitious transformation goals. As a leading healthcare provider, we are committed to fostering a resilient, inclusive, and sustainable healthcare system that reflects the national vision's three primary pillars:

A Vibrant Society: Enhancing Quality of Life

Fakeeh Care Group is a key enabler of the Vision 2030's goals to enhance quality of life for citizens and residents. The strategic expansion of our healthcare facilities across the Kingdom and our focus on value-based health systems are a testament to our unwavering commitment to enhancing quality of life.

Our initiatives also contribute to expanding telemedicine and digital health to bridge gaps in access to care, while our health awareness campaigns, and preventative services encourage a proactive healthcare approach.

A Thriving Economy: Advancing Healthcare as an Economic Pillar

As a leading healthcare provider, we support the Kingdom's vision of making the healthcare industry a cornerstone of economic diversification. Our efforts focus on improving care delivery, localizing healthcare services by enhancing quality and personalized care, and advancing the field of medicine within the Kingdom, thereby reducing the need for outbound medical tourism. Additionally, we develop and provide medical training programs to nurture the next generation of Saudi health professionals, supporting local employment and the value chain. These initiatives strengthen our local economy and ensure our operations are sustained through reliable resources.

An Ambitious Nation: Leading in Governance and Sustainability

Fakeeh Care Group aims to maintain high standards of governance, ethics, and compliance in alignment with Saudi Vision 2030. The Group's governance framework is based on integrity, transparency, and accountability, ensuring that all operations comply with regulatory and ethical standards. With strong compliance systems, risk management, real-time auditing, and a zero-tolerance policy towards corruption, trust is maintained with patients, stakeholders, and regulators. As part of its sustainability efforts, the group is working towards carbon neutrality by 2050 through renewable energy use, resource-efficient hospital operations, and carbon offset initiatives. Additionally, it continues to invest in digital transformation, integrating remote patient care and data-driven decision-making to improve efficiency, quality, and accessibility in healthcare.

Alignment with the United Nations Sustainable Development Goals (UNSDGs)

Caring for Staff

Caring for staff aligns closely with Goal 8: Decent Work and Economic Growth. By promoting fair wages, safe working conditions, and opportunities for professional development, we contribute to sustained and inclusive economic growth and ensure productive employment and decent work for all.

Quality & Patient Safety

Quality and patient safety are fundamental to Goal 3: Good Health and Well-being. Ensuring effective healthcare services and safety protocols helps improve health outcomes and promotes the well-being for all at all ages.

Community Investment

Investing in community development aligns with several goals, including Goal 1: No Poverty, Goal 4: Quality Education, and Goal 11: Sustainable Cities and Communities. By supporting local initiatives, education programs, and infrastructure projects, we help create resilient and sustainable communities.

Data Privacy and Security

Data privacy and security are critical to Goal 16: Peace, Justice, and Strong Institutions. Protecting personal and sensitive information helps build trust and ensures access to justice and effective and accountable institutions.

Access & Affordability

Ensuring access and affordability of products and services aligns with Goal 10: Reduced Inequality and Goal 3: Good Health and Well-being. By making essential services affordable and accessible, we reduce inequalities and improve health outcomes for all.

Waste Management & Circularity

Effective waste management and embracing circular economy principles directly support Goal 12: Responsible Consumption and Production. By minimizing waste and promoting recycling and reusability, we ensure sustainable consumption and production patterns.

Affordable & Clean Energy

Providing affordable and clean energy aligns with Goal 7: Affordable and Clean Energy. By investing in renewable energy sources and improving energy efficiency, we ensure access to affordable, reliable, sustainable, and modern energy for all.

Stakeholder Engagement

Engaging with stakeholders supports Goal 17: Partnerships for the Goals. By fostering collaborative partnerships, we strengthen the means of implementation and revitalize the global partnership for sustainable development.

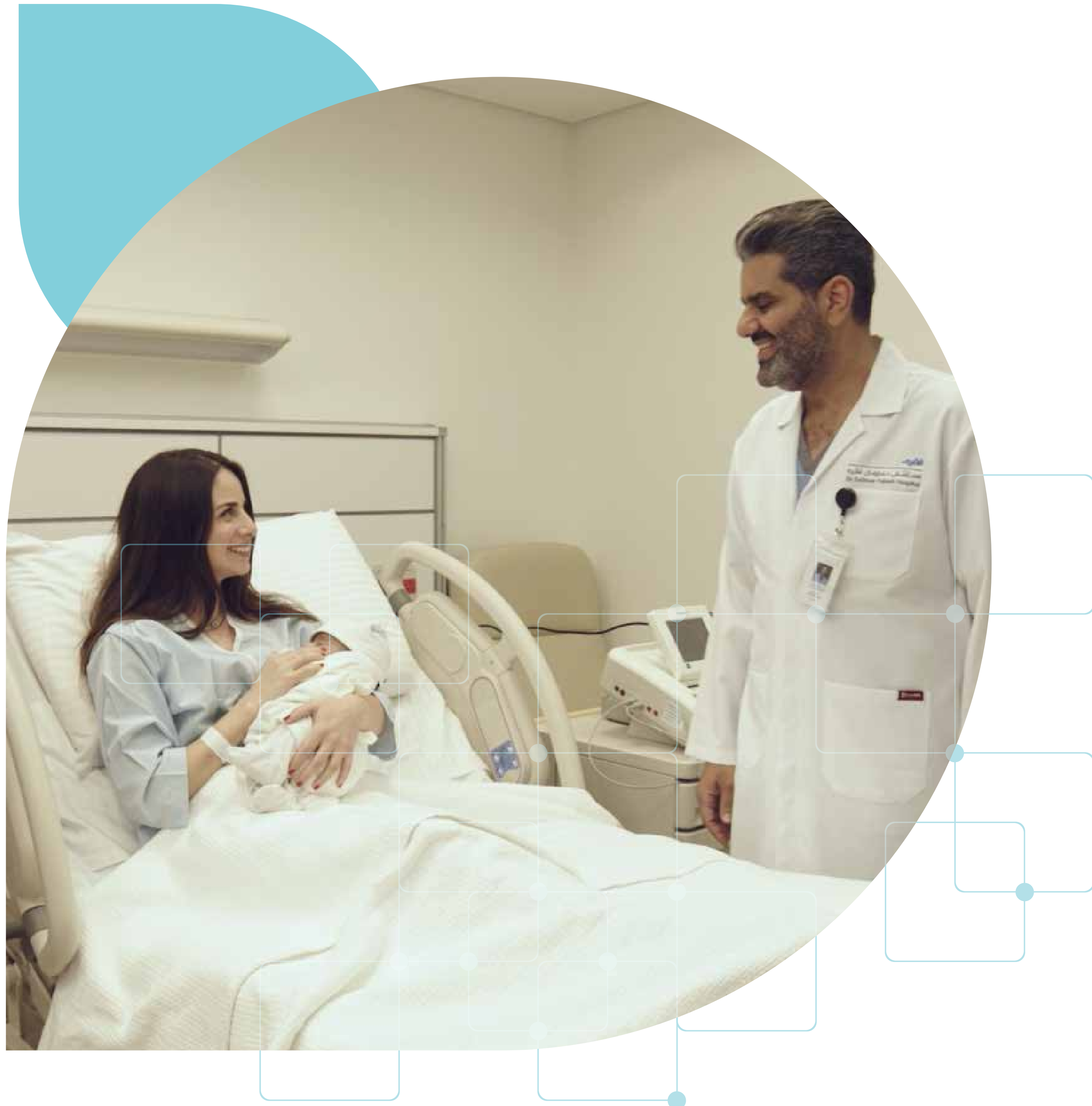
Sustainable Procurement

Sustainable procurement practices align with Goal 12: Responsible Consumption and Production and Goal 8: Decent Work and Economic Growth. By sourcing materials responsibly and ensuring fair labor practices, we promote sustainability and economic growth.

Business Management and Board Structure

Effective business management and inclusive board structures support Goal 16: Peace, Justice, and Strong Institutions. By ensuring accountability, transparency, and inclusive decision-making, we build effective institutions that contribute to sustainable development.

In conclusion, our initiatives across various domains are intrinsically linked to the United Nations Sustainable Development Goals, reflecting our commitment to fostering a sustainable and inclusive future.



SUSTAINABILITY – LIVE AT FAKEEH CARE GROUP

Initiative	
Investment in Research (Dr. Soliman Fakeeh Award for Medical Excellence & Innovation)	SAR 1M
Education Support to Student – given by FCMS via the DAAM Program	SAR 21.8M
Scholarships to Students	SAR 1.9Mn
Education Support to Employees	SAR 3.2Mn
Care Provision to Underprivileged Communities (Discount / FOC Treatments)	SAR 2M
Protecting the Environment - Renewable Power Sources	1,015,150 kwh
Efficient Use of Water	5% reduction in YoY Water Usage
Clinical Indicators Measured	150+
Saudization Rate	35%
Number of Postgraduate Programs	7
Voluntary Turnover Rate	11%
Female Representation in Our Workforce	57%
DSFH Jeddah #1 Best Emergency Department Experience	Press Ganey Regional Rankings
DSFH Jeddah #2 Best Outpatient Experience	Press Ganey Regional Rankings
DSFH Jeddah #3 Best Inpatient Experience	Press Ganey Regional Rankings
DSFH Riyadh #1 Best Outpatient Experience	Press Ganey Regional Rankings
DSFH Riyadh #2 Best Inpatient Experience	Press Ganey Regional Rankings
DSFH Riyadh #3 Best Emergency Department Experience	Press Ganey Regional Rankings
Information and Cybersecurity and Data Privacy Employee Awareness Campaign	12 campaigns in Y2024

SECTION 5.

CORPORATE GOVERNANCE OVERVIEW

IT FOUNDATION
INNOVATING HEALTHCARE, POWERING PROGRESS

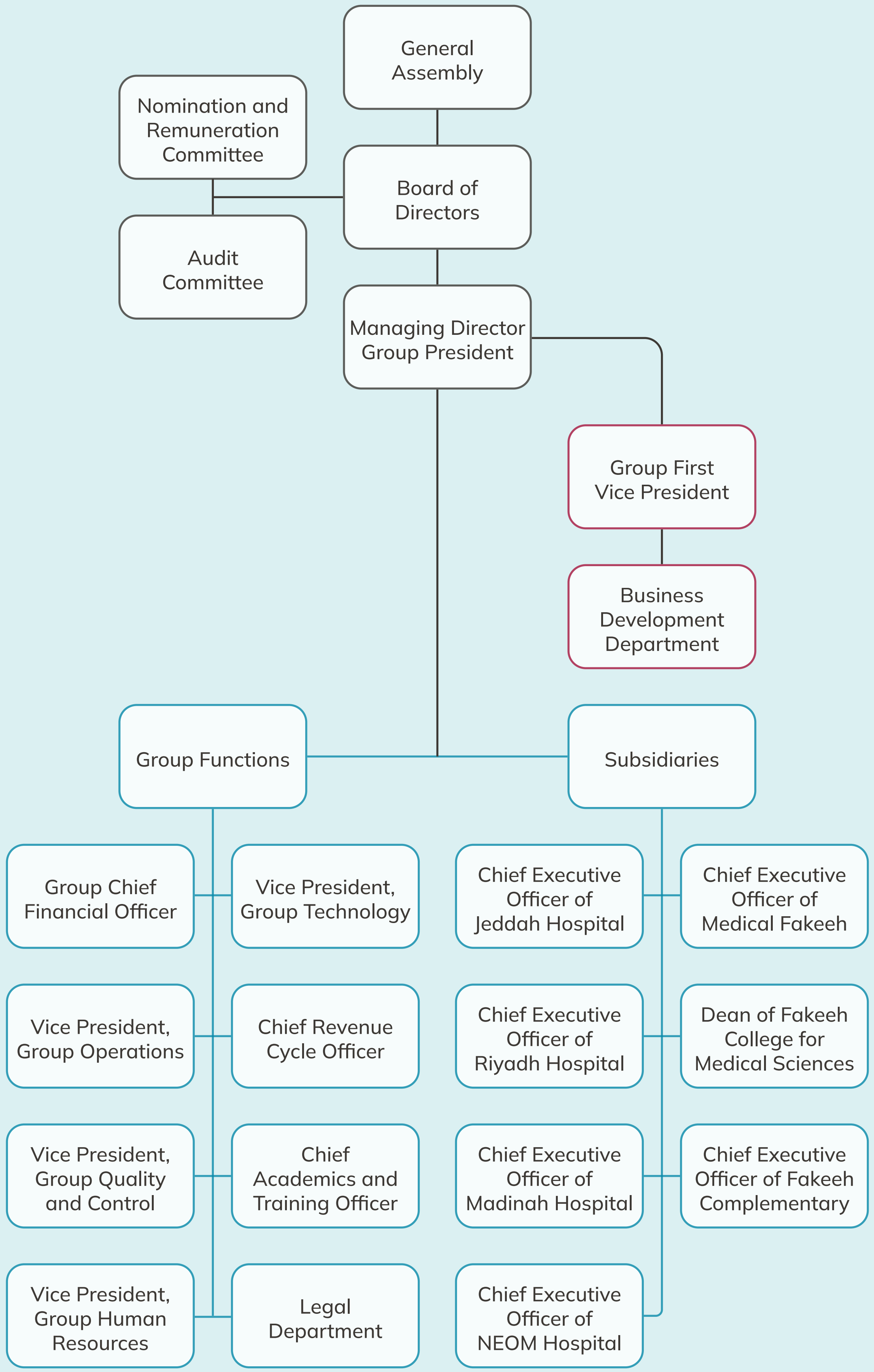
With top-notch tech driving what we do, we're always looking for smarter, faster ways to improve healthcare for the well-being of our community.

INTRODUCTION & ORGANIZATIONAL STRUCTURE

Fakeeh Care Group (the "Company") is committed to adhering to the highest standards of corporate governance, guided by best global practices and regulatory requirements as set forth by the Saudi Capital Market Authority (CMA). Effective governance serves as the cornerstone of our operational integrity, financial sustainability, and strategic growth, fostering trust among our shareholders, stakeholders, and the broader community.

The Company's governance framework emphasizes transparency, accountability, and ethical conduct, ensuring clear delineation between management and oversight functions. Our governance structure is designed to support strategic decision-making and effective risk management, aligning closely with our long-term vision and mission of delivering exceptional healthcare services.

This governance report outlines the key aspects of our corporate governance practices. The report demonstrates our continuous efforts to enhance governance practices, highlighting our responsiveness to regulatory developments, market expectations, and stakeholder feedback, thereby maintaining our position as a trusted healthcare provider and corporate citizen in the Kingdom and the region.



BOARD OF DIRECTORS & COMMITTEES

The Board of Directors of Fakeeh Care Group is structured to ensure an appropriate balance of executive, non-executive, and independent members, facilitating effective oversight, strategic guidance, and decision-making. The composition adheres to regulatory guidelines, promoting diversity in skills, expertise, and perspectives essential for comprehensive governance.

The Board of Directors is the highest governing body responsible to the General Assembly of Shareholders for managing the Company in accordance with its Articles of Association, laws, and relevant regulations. Among the key tasks and functions of the Board are setting and approving strategic orientations and major objectives of the Company, establishing and monitoring internal control procedures and risk management, ensuring their efficiency and effectiveness, approving major budgets and financial policies, and monitoring and overseeing the performance of the company and its executive management. Additionally, the Board sets policies that govern the relationship with stakeholders, protecting their rights, including the establishment and approval of policies that confirm and ensure the application and implementation of official regulations and disclosure of essential information related to the Company and its performance that would help the shareholders and investors assess the Company's assets and liabilities as well as the tasks detailed in the Company's Articles of Associations and bylaws.

Composition and classification of Board members (Executive, Non-Executive, Independent)

Based on the Bylaws of the Company, the Board of Directors is comprised of eight (8) Directors appointed by the Shareholders Ordinary General Assembly by cumulative voting. The Companies Law, Corporate Governance Regulations, Bylaws and Company's Corporate Governance Manual determine the duties and responsibilities of the Board of Directors. The term of the appointed Board of Directors, including the Chairman, is for a maximum period of four (4) Gregorian years. The following table sets out the names of the Directors as of December 31st 2024:

1

Ammar Soliman Abdel Kader Fakeeh
Saudi Arabia
Chairman
Non-executive

2

Manal Soliman Abdel Kader Fakeeh
Saudi Arabia
Vice Chairman
Non-executive

3

Mazen Soliman Abdel Kader Fakeeh
Saudi Arabia
Group President
Executive

4

Ayman Asaad Soliman Abdo
Saudi Arabia
Board Member
Executive

5

Noor AlRehman Abbas Ali Abid
Bahrain
Board Member
Non-executive

6

Debora Gill
United Kingdom
Board Member
Independent Member

7

Anees Ahmed Mohamed Moumina
Saudi Arabia
Board Member
Independent Member

8

Torben Hilbertz
Germany
Board Member
Independent Member

Main Functions of the Board of Directors

Subject to the powers conferred on the General Assembly under the Companies Law, its implementing regulations, and the Bylaws, the Board of Directors shall be vested with the broadest powers to manage the Company and in order to achieve its objectives. The Board of Directors has the following responsibilities and powers:

Developing the Company's main plans, policies, strategies, and objectives, supervising their implementation and reviewing them periodically, and ensuring that the human and financial resources required to fulfill them are available, including:

- Develop, review, and guide the Company's comprehensive strategy, key business plans, and policies and mechanisms of the risk management;
- Determine the Company's optimal capital structure, strategies, and financial objectives, and approve all types of estimated budgets;
- Oversee the Company's main capital expenditures and the acquisition or disposal of assets;
- Set, monitor, and implement the Company's performance indicators and overall performance;
- Periodically review and approve the organizational and human resources structures of the Company; and
- Ensure that the financial and human resources required for achieving the Company's objectives and main plans are available.

Establish and oversee rules and procedures for internal control, including:

- Develop a written policy to remedy actual and potential conflicts of interest scenarios for each of the Board members, the Executive Management, and the shareholders. This includes misuse of the Company's assets and facilities and the misconduct resulting from dealings with Related Parties;
- Ensure the integrity of the financial and accounting rules, including rules relating to financial reporting;
- Ensure the implementation of appropriate control procedures for risk assessment and management by generally forecasting the risks that the Company may encounter and creating an environment which is aware of the culture of risk management at the Company level and disclosing such risks transparently to the Company's stakeholders and Related Parties; and

Annual review the effectiveness of the Company's internal control procedures. Develop specific and explicit policies, standards and procedures for membership in the Board, and implement the same following approval by the General Assembly;

Develop a written policy that regulates the relationship with stakeholders;

Develop policies and procedures to ensure the Company's compliance with the laws and regulations and the Company's obligation to disclose material information to Shareholders and stakeholders, and ensure the compliance of the Senior Management with such policies and procedures;

Supervise the management of the Company's finances, its cash flows as well as its financial and credit relationships with third parties;

Propose recommendations to the Extraordinary General Assembly as to what it deems appropriate regarding the following:

- Increasing or decreasing the share capital of the Company; and
- Dissolving the Company before the end of its term as specified in the Bylaws or determining its continuation.

Propose recommendation to the Ordinary General Assembly as to what it deems appropriate regarding:

- The use of the Company's contractual reserve, if formed by the Extraordinary General Assembly and is not allocated for a specific purpose;
- The formation of additional financial allocations or reserves for the Company; and
- The method of distributing the net profits of the Company.

Prepare the Company's interim and annual financial statements and approve them prior to publication thereof;

Prepare the Board report and approve it before the publication thereof;

Ensure the accuracy and integrity of the data and information which must be disclosed pursuant to the applicable policies and laws;

Develop effective communication channels allowing Shareholders to continuously and periodically review the various aspects of the Company's businesses as well as any material developments;

Form specialized committees of the Board pursuant to resolutions that shall specify the term, powers and responsibilities of such committees as well as the manner used by the Board to monitor such committees. Such resolutions shall also specify the names of the members and their duties, rights and obligations and shall evaluate the performance and activities of these committees and their members;

Determine the types of remunerations granted to the Company's employees, such as fixed remunerations, performance-related bonuses, and remunerations in the form of shares, without prejudice to the Implementing Regulation of the Companies Law for Listed Joint-stock Companies;

Notify the Ordinary General Assembly when convened of the businesses and contracts in which any Board member has a direct or indirect interest; the notification shall include the information provided by the member of the Board as per Article 28 (14) of the Corporate Governance Regulations, and shall be accompanied by a special report of the Company's external auditor; and

Set the values and standards that govern the work at the Company.

Overview of the resumes of Board members

Ammar Fakeeh

Nationality: Saudi

Current Position: Chairman of the Board

Academic Qualifications:
- Master's degree in world history studies from the University of Cambridge, UK, 2020G.
- Master's degree in health policy from Columbia University, NY, USA, 2000G
- Bachelor's degree in economics from Brown University, Rhode Island, USA, 1997G.

Key Experience:
- Board Member, Dr. Soliman Abdel Kader Fakeeh Home Healthcare Company, a limited liability company engaging in the field of healthcare, from 2022G to date.
- Board Member, Advanced Horizons Contracting Company, a limited liability company engaging in the field of contracting, from 2021G to date.
- Board Member, Golden Union Medical Company, a limited liability company engaging in the field of healthcare, from 2021G to date.
- Board Member, Dr. Soliman Abdel Kader Fakeeh Family Medicine Centers, a limited liability company engaging in the field of healthcare, from 2015G to date.
- Board Member, Dr. Soliman Abdel Kader Fakeeh Information Technology Company, a limited liability company engaging in the field of information technology, from 2013G to date.
- Board Member, Al-Farabi Special Health Care Company Limited, a limited liability company engaging in the field of healthcare, from 2010G to date.
- Board Member, Soliman Abdel Kader Fakeeh Real Estate Limited Company, a limited liability company engaging in the field of real estate development, from 2009G to date.
- Board Member, Dr. Mazen Fakeeh Complementary Healthcare Limited Company, a limited liability company engaging in the field of healthcare, from 2007G to date.
- Board Member, Dr. Soliman Abdel Kader Fakeeh Medical Education Limited Company, from 2003G to date.

Previous Executive Positions:
- Deputy CEO of the Company from 2012G until 2017G.
- Deputy General Manager and Executive Director for Administrative Affairs in the Company from 2008G until 2012G.
- Executive Department Chairman in the Company from 2002G until 2008G.
- Performance Improvement Coordinator / Risk Manager in the Company from 2000G until 2002G.
- Assistant Professor, Brown University, a university engaging in the field of education and research, from 1995G until 1997G.
- Board Member, Al Reem Integrated Healthcare Center, an Emirati limited liability company engaging in the field of healthcare, from 2017G until 2022G.

Manal Fakeeh

Nationality: Saudi

Current Position: Vice Chairman of the Board

Academic Qualifications:
- DBA in Business Administration from the University of Glasgow, UK, 2010G.
- Diploma in Interior Design from the Inchbald School of Design, London, UK, 1996G.
- Bachelor's degree in Sociology from King Abdulaziz University in Jeddah, KSA, 1987G.
- Diploma degree with Honors, from Dar Al-Hanan Schools in Jeddah, KSA, 1984G.

Key Experience:
- Honorary Board of Advisory Committee of Dr. Soliman Abdel Kader Fakeeh Medical Education , a limited liability company engaging in the field of healthcare, from 2023G to date.
- Honorary Member, of the Board of Trustees at Effat University, a non-profit university engaging in the field of education, from 2012G to date.
- Board of Trustees Member, Mrs. Khadija Bint Khuwailid Center, a business center engaging in the field of entrepreneurship, management, personal skills, and technical skills, from 2010G to date.

Previous Executive Positions:
- Chairman of the Board of Directors and CEO, Maabar Social Consultancy Center, a non-profit center engaging in the field of consulting, counseling and guidance services, training and rehabilitation services, from 2011G until 2020G.
- Vice Chairman, of Human Resources at the Company from 1999G until 2006G.

Mazen Fakeeh

Nationality: Saudi

Current Position: Managing Director – FCG President

Academic Qualifications:

- Fellowship, American College of Physicians, USA, 2010G
- Fellowship, Royal College of Physicians, UK, 2001G
- Member, Royal College of Physicians, 1991G
- M.B. & CH.B (MD), Faculty of Medicine & Allied Sciences from King Abdulaziz University in Jeddah, KSA, 1986G

Key Experience:

- Board Member, Dr. Soliman Abdel Kader Fakeeh Home Healthcare Company, a limited liability company engaging in the field of healthcare, from 2022G to date.
- Board Member, Advanced Horizons Contracting Company, a limited liability company engaging in the field of contracting, from 2021G to date
- Board Member, White Lines Medical Company, a limited liability company engaging in the field of healthcare, from 2021G to date.
- Board Member, Golden Union Medical Company, a limited liability company engaging in the field of healthcare, from 2021G to date.
- Chairman, Al-Tor Medical Services Company, a limited liability company engaging in the field of healthcare, from 2019G to date.
- Chairman, Saudi Airlines Medical Services Company, a limited liability company engaging in the field of healthcare, from 2019G to date.
- Board Member, Al Faraj Pharmaceutical Medical Company, a limited liability company working in the field of healthcare, from 2018G to date.
- Board Member, Cold Sky Energy Company, a limited liability company engaging in the field of contracting, from 2017G to date.
- Board Member, Fakeeh Vision Limited Company, a limited liability company engaging in the field of healthcare, from 2017G to date.
- Board Member, Haala Energy Company, a limited liability company engaging in the field of contracting from 2016G to date.
- Board Member, Dr. Soliman Abdel Kader Fakeeh Family Medicine Centers, a limited liability company engaging in the field of healthcare, from 2015G to date.
- Board Member, Al-Sulaymaniyah Al-Muttahida Company, a limited liability company engaging in the field of real estate development, from 2014G to date.
- Board Member, Al-Farabi Special Health Care Company Limited, a limited liability company engaging in the field of healthcare, from 2010G to date.
- Board Member, Soliman Abdel Kader Fakeeh Real Estate Limited Company, a limited liability company engaging in the field of real estate development, from 2009G to date.
- Board Member, Dr. Mazen Fakeeh Complementary Healthcare Limited Company, a limited liability company engaging in the field of healthcare, from 2007G to date.
- Board Member, Dr. Soliman Abdel Kader Fakeeh Medical Education Limited Company, a limited liability company engaging in the field of higher medical education, from 2003G to date.
- Chairman of the Board of Trustees, Fakeeh College of Medical Sciences, from 2007G to date.

Previous Executive Positions:

- CEO of the Company from 2012G until 2017G.
- General Manager and Chairman of the Executive Committee of the Company from 2007G until 2012G.
- Chairman of the Company's Board of Directors from 2012G until 2017G.

Professor Ayman Abdo

Nationality: Saudi

Current Position: Executive Board Member

Academic Qualifications:

- 2010: Fellow of the American College of Physicians
- 2003: University of Calgary Fellowship in Hepatology and Liver Transplantation.
- 2002: Royal College of Physicians and surgeons of Canada in Gastroenterology.
- 2001: Royal College of Physicians and surgeons of Canada in Internal medicine.
- 2000: American Board of Internal Medicine.
- 1995: MBBS King Saud University

Key Experience:

- 2022 – Present: Senior Vice President of Fakeeh Care Group and member of the board of directors
- 2016 – 2022: Secretary General, Saudi Commission for Health Specialties
- 2013 – 2016: Executive Director of Academic Affairs, King Saud University Medical City
- 2013 – 2016: Vice Dean for Postgraduate Studies and Research, College of Medicine, King Saud University
- 2008 - 2012: Vice Dean for Quality and Development, College of Medicine, King Saud University.
- 2011 - 2016: Editor-In-Chief, Saudi Journal of Gastroenterology
- 2008 - 2011: Editorial Board Member, Liver International
- 2007 - 2008: Vice President, Medical Education Center, College of Medicine, King Saud University
- 2006 – 2009: Head of Local Training Board in Saudi Board of Gastroenterology
- 2006 – 2009: Member of the Saudi Board of Gastroenterology Scientific Committee at the Saudi Commission for Health Specialties.
- 2006 – 2008: Member of Medical Education Center Board, College of Medicine, King Saud University
- 2004 - 2011: Associate Editor of the Saudi Journal of Gastroenterology.
- 2004 - 2007: Head of Intern Affairs Committee, College of Medicine, King Saud University
- 2004 - 2005: Vice Program Director, Internal Medicine Training Program, College of Medicine, King Saud University.
- 2004 - 2005: Supervisor of Academic Activities at the Department of Medicine, College of Medicine, King Saud University.

Previous Executive Positions:

- 2020 – 2023: Board member in the National "Education and Training Evaluation Commission"
- 2019 – 2021: Board Member of the Saudi Patient Safety Center
- 2018 – 2022: Board of Director's Member of the National Center for Disease Control
- 2017 – 2022: Board Member of the National IT Company
- 2016 – 2022: Board Member in the Saudi Medical Council
- 2013 – 2016: Councilor and Board of Directors Member, International Association for the Study of the Liver (IASL)
- 2011 – 2014: Member of the Board of Directors of the Central Board of Accreditation of Healthcare Institutions (CBAHI) in Saudi Arabia.
- 2008 - 2016: Editorial Board member, Liver International
- 2008 – 2012: Member of the Board of Directors, Saudi Association for the Study of the Liver and Transplantation.
- 2007- 2009: Member of the National Committee for the Prevention of Viral Hepatitis, Ministry of Health, Saudi Arabia.
- 2007- 2009: Treasurer and Board of Director's Member of the Saudi Association of Gastroenterology.
- 2006 - 2009: Founding Member of the Pan Arab Liver Transplantation Society.

Noor Abid

Nationality: Bahraini

Current Position: Non-Executive Board Member

Academic Qualifications:

- Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) since 1976

Key Experience:

- Chairman of the Audit Committee of the Company from 2014G to November 2024G.
- Chairman of the Audit and Compliance Committee, Kuwait Finance House, a closed Bahraini joint-stock company engaging in the field of finance, from 2014G to date.
- Chairman of the Nomination and Remuneration Committee, Kuwait Finance House, a Bahraini closed joint-stock company engaging in the field of finance, from 2014G to date.
- Board Member and Chairman of the Audit Committee of the Board of Directors, Arcapita Bahrain, a limited liability company engaging in the field of management of investments in private equity and real estate, from 2014G to date.
- Board Member of the Company from 2014G to date.
- Independent Director and Chairman of the Nomination and Remuneration Committee at Liva Insurance Company in the Kingdom of Saudi Arabia from 2024G to date.
- Board Member, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), an international non-profit organization engaging in the field of supporting Islamic financial institutions, from 2000G to date.
- Member of the Audit committee and Human Resources Committee, Meezan Bank, a listed Pakistani joint-stock company engaging in the field of finance, from 2014G to date.

Previous Executive Positions:

- Managing Partner, Audit Department of Ernst & Young for the Middle East and North Africa, a professional limited liability company engaging in the field of financial auditing, tax consulting, business transactions and consulting services, from 1999G until 2012G.
- Honored with the World Islamic Banking Conference Industry Leadership Award for his significant contributions to the Islamic banking industry 2012G.

Deborah Gill

Nationality: British

Current Position: Independent Board Member

Academic Qualifications:

- PhD in Education, from the University College London, London, UK, 2013G.
- Masters, in Medical Education, from the University of Dundee, Scotland, UK, 2000G.
- Bachelor's degree in Medicine and Surgery from the University of London, London, UK, 1990G.

Key Experience:

- Board member of FCG Board of Directors and Chairman of the Nomination and Remuneration Committee from 2019G to date.
- Head of the Department of Medical Education, University College London, a British university engaging in the field of research and teaching sector, from 2015G until 2022G.
- Deputy Vice Rector, for Education and Student Affairs, University College London, from 2019G until 2022G.
- Deputy Director, College of Medicine, University College London, from 2010G until 2019G.
- Interim Director, College of Medicine, University College London, from 2014G until 2015G.
- Deputy Director, College of Medicine, University College London, from 2010G until 2015G.
- Professor Lecturer, Medical Education, Academic Center for Medical Education, a non-profit organization engaging in the field of providing training courses, guidance instructions, seminars and conferences, from 2002G until 2010G.
- Lecturer, Department of Primary Care and Population Sciences, Royal Free Medical School, a medical school run by University College London engaging in the field of medical education, from 1996G until 2002G.

Previous Executive Positions:

- Winner of the Women in the City Future Leaders Award in 2014G.

Engineer Anees Moumina

Nationality: Saudi

Current Position: Independent Board Member

Academic Qualifications:

- Masters, in Science in Engineering Management, George Washington University, Washington, USA, 1985G.
- Bachelor's degree in Science in Civil Engineering, George Washington University, Washington, USA, 1984G.

Key Experience:

- Board Member, Halwani Brothers Company, a listed joint-stock company engaging in the field of food, from 2023G to date.
- Board member, Jeddah Transport Co., a closed joint company in the field of Jeddah Transportation, from 2023G to date.
- Board member, Alinma Bank, a listed joint stock company in the field of Banking, from 2022G to date.
- Chairman, Alinma Capital, a closed joint-stock company engaging in the field of financial investment, from 2022G to date.
- Board Member and a member of the Audit Committee, Dr. Soliman Abdel Kader Fakeeh Hospital Company, from 2021G to date.
- Board Member, Jeddah Development & Urban Regeneration Company, a closed joint-stock company engaging in the field of real estate development, from 2021G to date.
- Board Member, Dar Al Tamleek Company, a closed joint-stock company engaging in the field of real estate development, from 2021G to date.
- Board Member, Abdul Latif Jameel Enterprises Company, a limited liability company engaging in the field of investments, from 2022G to date.
- Executive Member, Advisory Board at Effat University, engaging in the field of education, from 2012G to date.
- Board Member, Fakieh Poultry Farms Co., a Closed joint-stock company engaging in the field of Poultry, from 2024G to date.
- Board Member, Fakieh Tourism and Leisure Group, a Closed joint-stock company engaging in the field of tourism and entertainment, from 2024G to date.
- Board member, Tazaj Company Closed joint stock company engaging in Restaurants, from 2024G to date.

Previous Executive Positions:

- Group CEO, Savola Group, a listed joint-stock company engaging in the field of food and retail, from 2018G until 2020G.
- Group CEO, SEDCO Holding Group, a closed joint-stock company engaging in the field of healthcare, education, asset management, hospitality and real estate, from 2013G until 2018G.
- General Manager and Senior Credit Officer, Samba Financial Group, a previously listed joint stock company that was engaged in the field of finance, from 1991G-2013G.
- Deputy Trademark Manager, Procter & Gamble Saudi Arabia, a limited liability company engaging in the field of consumables, 1989G until 1990G.

Torben Hilbertz

Nationality: German

Current Position: Independent Board Member

Academic Qualifications:

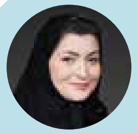
- Certified Fraud Examiner (CFE), Association of Certified Fraud Examiners, 2019G.
- Certified Internal Auditor (CIA), Institute of Internal Auditors, 2002G.
- Diplom-Kaufmann (t.o.) (equivalent to Master's degree in Business Administration and Technology), University of Stuttgart, Germany, 1997G.

Key Experience:

- Group Chief Audit Executive (part time contract), Finerton DMCC, Dubai – A private equity-owned company with operations across multiple sectors, 2024G to present.
- Board Audit Committee Member, flyadeal, Saudi Arabia's low-cost airline, 2018G to present.
- Associate Partner and Interim Manager, Torben Hilbertz – Self-employed, 2022G to present.
- Active Member, Institute of Internal Auditors (IIA); Certified Internal Auditor since 2002G.

Previous Executive Positions:

- Group Internal Audit Director (Head of Internal Audit), Abu Dhabi Health Services Company (SEHA), a UAE government-owned healthcare group overseeing 13 hospitals and multiple clinics, 2019G–2022G.
- Senior Vice President, Internal Audit (Head of Internal Audit), Abu Dhabi Airports Company – Government-owned airport group overseeing five international airports, 2014G–2019G.
- Senior Director, Internal Audit (Head of Internal Audit), Swiss International Air Lines Ltd. – A publicly listed aviation company with global operations, 2008G–2014G.
- Deputy Head of Internal Audit, OC Oerlikon Group – Swiss publicly listed industrial conglomerate, 2006G–2008G.
- Head of Audit, IVG Immobilien AG – German listed real estate investment company, 2005G–2006G
- Managing Consultant, Horváth & Partners – German consulting firm specializing in controlling and strategy, 2005G.
- Business Process Finance Expert, Alcatel Group (now Nokia) – French-listed telecommunications company, 2003G–2005G.
- Senior Internal Auditor, Alcatel Group (now Nokia) – French-listed telecommunications company, 2001G–2003G.
- Business Unit Industrial Controller, Elster Group – German industrial manufacturer (gas metering & controls), 2000G.
- Senior, Arthur Andersen – Former global statutory audit and consulting firm, 1997G–2000G.



Ban Yasin

Nationality: Jordanian

Current Position: Board Secretary

Academic Qualifications:
- Bachelor's degree in Banking and Finance, Dar Al-Hekma Private University, 2010G.
- Diploma in Accounting of Government Units and Non-profit Organizations, Dar Al-Hekma Private University, 2020G.
- Diploma in Audit and Assurance, Dar Al-Hekma Private University, 2021G.
- Diploma in Zakat and Tax Accounting, Dar Al-Hekma Private University, 2022G.

Key Experience:
- Director, Corporate Document Control Unit in Fakeeh Care Group 2015G to date.
- An Officer in the Family Affairs and Financial Affairs Office at Fakeeh Care Group, from 2010G until 2013G and 2015G to date.

Previous Executive Positions:
- Accountant, Dr Soliman Fakeeh Hospiatl Company, a closed joint-stock company engaging in the field of healthcare, from 2011G until 2014G.

Executive Management Overview

Abdullah Almaddah

Nationality: Saudi

Current Position: CEO, DSFM Centers

Academic Qualifications:
- Executive Master's in Healthcare Management, King Abdulaziz University, Jeddah (2009)
- Bachelor's Degree in Biomedical Engineering, King Abdulaziz University, Jeddah (1999)
- Certified Consultant Engineer, Saudi Council of Engineers (SCE)
- Certified CBAHI Senior Surveyor (Since 2003)
- Certified Assessor with the Australian Council on Healthcare Standards (ACHS)
- Senior Quality Ambassador, Saudi Standards, Metrology and Quality Organization (SASO)

Key Experience:
- CEO, Ambulatory Care Centers, Fakeeh Care Group (2022 – Present)
- CEO & COO, Jeddah Park Hospital (2021 – 2022)
- COO Elaj Medical Group (2020-2021)
- Deputy CEO/COO, International Extended Care Center (2014 – 2020)

Previous Executive Positions:
- Director of healthcare facilities, CBAHI (2012-2014)
- Supervisor – Clinical Engineering, King Abdulaziz Medical City (2008 – 2012)
- Clinical Engineer, King Faisal Specialist Hospital & Research Center (2003 – 2008)
- Senior Service Engineer, GE healthcare- Drager (2000 – 2003)

Key Contributions:
- Participated in developing MRQP and CBAHI Accreditation Standards
- Participated in developing the Ambulatory care standards of CBAHI
- Extensive experience in operations management, facility management, clinical engineering, safety, finance, and project management with large state-of-the-art JCI and CBAHI accredited healthcare facilities.
- Proven track record of CXO level management assignments, delivering business goals and objectives through visionary leadership, collaboration, strategizing, planning, resourcing and execution.
- Professional background of contributing to building of facility management and safety standards across healthcare facilities in KSA with CBAHI and providing consultancy to hospitals on areas related to facility design and management, safety, clinical engineering, and operations.
- Proactive achievement driven professional with strong work ethic, integrity, and excellent leadership, communicating, influencing, problem solving, decision making, planning, and executing skills.
- Ensured compliance with international and Saudi national regulatory standards, including CBAHI and JCI.
- Played a key role in facility management and safety standards development across KSA healthcare facilities.
- Pioneered operational and financial improvements, achieving significant cost optimization in various leadership roles.
- Received numerous recognitions for contributions to clinical engineering, facility management and healthcare administration.
- Awarded multiple national and international awards in Quality and as a recognized business leader
- Received numerous recognitions for contributions to clinical engineering and healthcare management.
- Awarded multiple national and international awards in HR and as a recognized business leader.

Professor Ayman Abdo

Nationality: Saudi

Current Position: Senior Vice President, Fakeeh Care Group

Academic Qualifications:

- 2010: Fellow of the American College of Physicians
- 2003: University of Calgary Fellowship in Hepatology and Liver Transplantation.
- 2002: Royal College of Physicians and surgeons of Canada in Gastroenterology.
- 2001: Royal College of Physicians and surgeons of Canada in Internal medicine.
- 2000: American Board of Internal Medicine.
- 1995: MBBS King Saud University

Key Experience:

- 2022 – Present: Senior Vice President of Fakeeh Care Group and member of the board of directors
- 2016 – 2022: Secretary General, Saudi Commission for Health Specialties
- 2013 – 2016: Executive Director of Academic Affairs, King Saud University Medical City
- 2013 – 2016: Vice Dean for Postgraduate Studies and Research, College of Medicine, King Saud University
- 2008 - 2012: Vice Dean for Quality and Development, College of Medicine, King Saud University.
- 2011 - 2016: Editor-In-Chief, Saudi Journal of Gastroenterology
- 2008 - 2011: Editorial Board Member, Liver International
- 2007 - 2008: Vice President, Medical Education Center, College of Medicine, King Saud University
- 2006 – 2009: Head of Local Training Board in Saudi Board of Gastroenterology
- 2006 – 2009: Member of the Saudi Board of Gastroenterology Scientific Committee at the Saudi Commission for Health Specialties.
- 2006 – 2008: Member of Medical Education Center Board, College of Medicine, King Saud University
- 2004 - 2011: Associate Editor of the Saudi Journal of Gastroenterology.
- 2004 - 2007: Head of Intern Affairs Committee, College of Medicine, King Saud University
- 2004 - 2005: Vice Program Director, Internal Medicine Training Program, College of Medicine, King Saud University.
- 2004 - 2005: Supervisor of Academic Activities at the Department of Medicine, College of Medicine, King Saud University.

Previous Executive Positions:

- 2020 – 2023: Board member in the National "Education and Training Evaluation Commission"
- 2019 – 2021: Board Member of the Saudi Patient Safety Center
- 2018 – 2022: Board of Director's Member of the National Center for Disease Control
- 2017 – 2022: Board Member of the National IT Company
- 2016 – 2022: Board Member in the Saudi Medical Council
- 2013 – 2016: Councilor and Board of Directors Member, International Association for the Study of the Liver (IASL)
- 2011 – 2014: Member of the Board of Directors of the Central Board of Accreditation of Healthcare Institutions (CBAHI) in Saudi Arabia.
- 2008 - 2016: Editorial Board member, Liver International
- 2008 – 2012: Member of the Board of Directors, Saudi Association for the Study of the Liver and Transplantation.
- 2007- 2009: Member of the National Committee for the Prevention of Viral Hepatitis, Ministry of Health, Saudi Arabia.
- 2007- 2009: Treasurer and Board of Director's Member of the Saudi Association of Gastroenterology.
- 2006 - 2009: Founding Member of the Pan Arab Liver Transplantation Society.

Caroline Hudson

Nationality: Australian

Current Position: VP, Organizational Development and Culture, Fakeeh Care

Academic Qualifications:

- Bachelor of Business (HR & IR), Edith Cowan University, Western Australia
- Graduate Diploma of Leadership & Management, University of Western Australia
- Chartered Member – Australian Human Resources Institute
- Australian Company Directors Qualification

Key Experience:

- Senior Client Partner, Korn Ferry 2022 – 2024
- Group Chief Workforce and Organization Development Officer, SEHA Healthcare 2019 – 2022
- Executive Director People and Learning & Group CHRO, Mater Health Services Group 2005 – 2018

Previous Executive Positions:

- National General Manager HR Wesfarmers Joint Venture (ARG) 2001 – 2005 Western Australia
- Director Strategic Planning & Transformation, DOLA,1995 – 2001 Western Australia
- Senior Consultant Premier and Cabinet, 1992 - 1995 Western Australia

Key Contributions:

- Achieved AED 347M in cost savings through restructuring and efficiency improvements at SEHA.
- Developed globally recognized software platforms for both workforce planning and attraction.
- Awarded multiple national and international awards in HR and as a recognized business leader.

Dr. Mohammed Ahmed Qutub

Nationality: Saudi

Current Position: CEO, Medical Fakeeh

Academic Qualifications:
- Fellowship of the Royal College of Physicians & Surgeons of Canada (FRCPC), Cardiology (2013)
- American Board of Internal Medicine (ABIM), Cardiovascular Diseases (2013)
- Interventional Cardiology Fellowship, University of Ottawa Heart Institute, Canada (2013–2015)
- MBChB (Honors), King Abdulaziz University, Saudi Arabia (1999–2005)

Key Experience:
- Associate professor of Medicine and Cardiology, King Abdulaziz University
- CEO, Saudi Airlines Medical Services Co., Medical Fakeeh (2023 – Present)
- Deputy CEO, Saudi Airlines Medical Services Co., Medical Fakeeh (2022)
- Chief Medical Officer Saudi Airlines Medical Services Co., Medical Fakeeh (2021–2022)

Previous Executive Positions:
- Chairman, Department of Medicine, King Abdulaziz University (2019–2022)
- Chairman, Cardiology and Cardiac Surgery Unit, King Abdulaziz University Hospital (2018–2022)
- Director, Coronary Care Unit (CCU), King Abdulaziz University Hospital (2016–2017)

Key Contributions:
- Successfully established the Trans-catheter Aortic Valve Replacement (TAVR) program at King Abdulaziz University Hospital, completing over 170 TAVR procedures.
- Performed over 7,000 angiograms and 4,000 angioplasties independently, with expertise in complex interventions.
- Recognized for numerous academic and clinical achievements, including the Evan's Patrick Award for Best Resident (2013).
- Published extensively in peer-reviewed journals on interventional cardiology and cardiac outcomes.

Professor Mohammed Ardawi

Nationality: Saudi

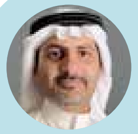
Current Position: Dean, Fakeeh College Medical Science

Academic Qualifications:
- PhD in Clinical Biochemistry/Immunology – University of Oxford, UK
- Fellowship – Royal College of Pathologists, London, UK (Since 1996)
- MBA – London University, UK
- MSc in Medical Education – London University, UK

Key Experience:
- Professor of Clinical Pathology (Biochemistry/Immunology)
- Consultant in Laboratory Medicine
- Vice Dean for Academic Affairs, King Abdulaziz University (KAU) – 7 years

Previous Executive Positions:
- Dean, KAU College of Medicine (Interim)
- Chief Operating Officer, Dr. Soliman Fakeeh Hospital – 4 years

Key Contributions:
- Transformed KAU's MBBS Program into a student-centered integrated curriculum in 1998
- Established Saudi Arabia's first Medical Scientific Chair for Osteoporosis Research (2002)
- Founding Executive Director, Center of Excellence for Osteoporosis Research (2008-2016)
- Supervised over 50 MSc and 10 PhD students
- Published 200+ scientific papers and authored 11 books
- Holds 4 U.S. registered patents in nanotechnology and bone health



Professor Mazen Hassanain

Nationality:
Saudi

Current Position:
VP, Research and Innovation, Fakeeh Care

Academic Qualifications:
- MBBS, King Saud University, Saudi Arabia
- Residency in General Surgery, McGill University, Canada
- Fellowship in Hepatobiliary and Organ Transplant, McGill University, Canada
- Ph.D. in Experimental Surgery, McGill University, Canada
- Fellow of the Royal College of Physicians and Surgeons of Canada (FRCS(C))
- Fellow of the American College of Surgeons (FACS)

Key Experience:
- Founder and Managing Director, SaudiVax Inc. 2019 – Present
- Board Member, United Youth Company 2020 – Present
- Adjunct Professor of Pediatrics, Baylor College of Medicine, Houston, TX

Previous Executive Positions:
- Adjunct Professor of Oncology, McGill University, Canada
- Professor of Surgery, King Saud University, Saudi Arabia
- Consultant Surgeon, King Saud University Medical City, Saudi Arabia

Key Contributions:
- Pioneered initiatives in vaccine biomanufacturing and biotechnology under Saudi Vision 2030
- Established the KSU Vaccine and Biologics Development Program
- Led key national projects, including the National Biobank and Harmonization of IRBs across MOH
- Conducted significant research in organ transplantation, cancer genetics, and biopharmaceutical R&D
- Presented 60 oral presentations/posters at national and international meetings, resulting in 120 peer-reviewed publications, and holds patents in insulin-based therapies

Dr. Nezar Khalifah

Nationality:
Saudi

Current Position:
CEO, DSFH Madinah

Academic Qualifications:
- MBBS Degree, King Faisal University; Saudi Arabia
- 2003 Saudi Board in Anesthesia
- 2004 Fellowship in Neuro-Anesthesia; University of Western Ontario, London, Canada
- 2005 Fellowship in Anesthesia Informatics; University of Western Ontario, London, Canada
- 2012 Master of Business Administration in International Hospital and Healthcare Management; Frankfurt School of Finance and Management, Germany
- 2014 Executive Leadership Development Program; HEC, Paris

Key Experience:
- General Manager, King Faisal Specialist Hospital and Research Centre – Mar 2020 - Apr 2024 Madinah Saudi Arabia
- Chief Operating Officer, King Faisal Specialist Hospital and Research Centre 2018 - 2020 · Madinah Saudi Arabia
- Executive Director of Supply Chain Management (Corporate), King Faisal Specialist Hospital and Research Centre

Previous Executive Positions:
- Director Perioperative Services Department King Faisal Specialist Hospital and Research Centre 2010 - 2018 ·Riyadh
- Adjunct Assistant Professor, College of Medicine, Alfaisal University (since 2017)
- Clinical Assistant Professor, College of Medicine, King Saud University (2010–2017)

Key Contributions:
- Led initiatives to optimize complex workflows and enhance operational excellence
- Contributed to advancements in anesthesiology and surgical care through research
- Played a pivotal role in elevating patient-centered care standards

Panagiotis Chatziantoniou

Nationality: Greek

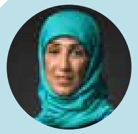
Current Position: Group CFO, Fakeeh Care

Academic Qualifications:
- Harvard Business School Executive Leadership Course
- Association of Chartered Certified Accountants (ACCA)
- Chartered Certified Accountant (FCCA)
- MSc International Securities, Investment and Banking, ICMA course University of Reading
- BA (hons), Accounting & Finance London South Bank University

Key Experience:
- Head of EMEA FP&A and Levant CFO MetLife Jul 2017 - Jun 2020 ·
- Regional CFO MetLife 2013 to Jun 2020
- Deputy Group CFO National Bank of Greece Athens, Greece 2012 - 2013

Previous Executive Positions:
- Group Finance Director National Bank of Greece Feb 2003 - Jun 2012
- Group Financial Controller Piraeus Bank 2000 - 2003 · Athens, Greece

Key Contributions:
- Implemented robust IFRS and US GAAP financial reporting processes compliant with SOX requirements
- Managed Regulatory Capital Team and executed M&A and debt-raising transactions
- Led EMEA Planning & Analysis unit at MetLife



Dr. Samar Badreddine

Nationality: Lebanese

Current Position: VP, Group Quality, Standards, and Compliance, Fakeeh Care

Academic Qualifications:
- Doctor of Medicine, American University of Beirut, Lebanon (1989)
- American Board Certified in Internal Medicine, Wayne State University, Michigan, USA (1994)
- American Board Certified in Infectious Diseases, Wayne State University, Michigan, USA (1996)

Key Experience:
- Consultant in Internal Medicine & Infectious Diseases in Lebanon
- Medical Director, Nabatieh Hospital, USA
- Team Leader, Makkah Region Quality Program

Previous Executive Positions:
- Director of Infectious Diseases, King Faisal Specialist Hospital and Research Centre (KFSHRC)
- Head of Infectious Diseases and Consultant Chief Medical & Clinical Officer, KFSHRC

Key Contributions:
- Recipient of the Arab Health Award for Infection Control (2009)
- Team Leader, Infection Control Chapter, Makkah Region Quality Program (2002-2006)
- Member, American Board of Internal Medicine (1994)
- Member, American Board of Infectious Diseases (1996)

Dr. Sohail Bajammal

Nationality: Saudi

Current Position: CEO, DSFH Jeddah

Academic Qualifications:
- Medical Degree, King Abdulaziz University
- MBA, University of Massachusetts Amherst
- Master's-level Diploma in Company Direction, Institute of Directors UK
- Master's of Health Research Methodology, McMaster University
- Canadian Board-Certified Orthopedic Surgeon with Spine Surgery and Trauma Fellowships, University of Calgary
- Inaugural Member, Saudi Leadership Society

Key Experience:
- Assistant Professor of Orthopedics, Umm Al-Qura University
- Board Member, Medical Cities & Specialized Hospitals Council, Education and Training Evaluation Commission, National eLearning Center in Saudi Arabia
- Inaugural Vice President, Saudi Spine Society
- Vice President, Arab Network for Quality Assurance in Higher Education
- Chair, AOTrauma Middle East Research Commission

Previous Executive Positions:
- CEO National Center for Academic Accreditation and evaluation (NCAAA) · 2019 - 2021 Riyadh Governorate, Saudi Arabia
- CEO, King Abduallah Medical City Dec 2014 - Nov 2015 Makkah
- Vice Dean, Postgraduate Studies & Scientific Research Umm Al-Qura University, Faculty of Dentistry 2013 - 2014

Key Contributions:
- Instrumental in commissioning and leading the research center at King Abdullah Medical City
- Contributed to elevating healthcare standards and ensuring sector-wide compliance as a CBAHI surveyor.

Tamer Abdelgawad

Nationality: Egyptian

Current Position: VP, Operations, Fakeeh Care

Academic Qualifications:
- Bachelor of Commerce, Accounting - English Section, Helwan University
- IIA CCSA (Certified Control Self-Assessment) The Institute of Internal Auditors Inc.
- CIA (Certified Internal Auditor) The Institute of Internal Auditors Inc.

Key Experience:
- Chief Internal Auditor, Healthcare, Packaging, Education, and Telecommunications sectors
- Group Chief Audit Executive 2018 - 2021 Jeddah Governorate, Saudi Arabia
- Deputy Chief Internal Auditor, Obeikan Investment Group (201 - 2018)

Previous Executive Positions:
- Internal Audit Manager2007 to Feb 2012 Telecom Egypt
- Internal Audit Supervisor, Telecom Egypt (2005 - 2007)

Key Contributions:
- Led internal audit functions to enhance operational efficiency and risk management
- Implemented process controls to improve compliance and operational effectiveness

VP, Education and Training
at Fakeeh Care Group

Dr. Thamer Nouh

Nationality: Saudi

Current Position: CEO, DSFH Riyadh

Academic Qualifications:

- 2030 Leaders Program, Misk – Mohammed Bin Salman Foundation
- MBA in International Healthcare Management, Frankfurt School of Finance & Management, Germany
- Trauma Fellowship, McGill University, Canada
- Critical Care Fellowship, McGill University, Canada
- Residency in General Surgery, McGill University, Canada
- Bachelor of Medicine and Bachelor of Surgery (MBBS), King Saud University, Saudi Arabia

Key Experience:

- Director, Cluster Development, Health Holding Company (2020 – 2024)
- Deputy Medical Director for Acute and Support Services, King Khalid University Hospital (2015 – 2020)
- Chair, Trauma Clinical Advisory Group, Vision Realization Office, Ministry of Health (2018 – 2019)

Previous Executive Positions:

- Consultant General & Trauma Surgeon, King Saud University Medical City (2011 – Present)
- Board Member, Saudi Medical Appointments and Referrals Center, Ministry of Health (2023)
- Senior Responsible Officer, Trauma Care Pathway, Vision Realization Office, Ministry of Health (2017 – 2019)
- Program Director, General Surgery Training Program, King Saud University (2012 – 2019)

Key Contributions:

- Led strategic planning and operational initiatives in cluster development within Health Holding Company.
- Played a leading role in advancing trauma care pathways as part of Vision 2030 initiatives.
- Established and directed the Trauma & Acute Care Surgery Fellowship Program at King Saud University.
- Recognized with multiple teaching and service awards, including Best Teacher Awards in General Surgery Training.
- Published extensively in peer-reviewed journals on trauma, critical care, and surgical outcomes.

Dr. Ziyad Al Harbi

Nationality: Saudi

Current Position: VP, Education and Training at Fakeeh Care Group

Academic Qualifications:

- German and European Board of Plastic, Reconstructive & Aesthetic Surgery
- German Fellowship in Hand and Reconstructive Microsurgery
- German Doctorate in Research on Tissue Regeneration
- Executive Master's Degree in Healthcare and Hospital Management
- Master's Degree in Medical Education
- FAIMER Institute Accreditation Certification in USA

Key Experience:

- VP, Education and Training at Fakeeh Care Group
- Chief, Fakeeh Care Academy at Fakeeh Care Group
- Vice Dean for Clinical Affairs, Fakeeh College for Medical Sciences
- Consultant in Plastic, Reconstructive & Aesthetic Surgery at Dr. Soliman Fakeeh Hospital
- Associate Professor, Fakeeh College of Medical Sciences
- Saudi National Delegate at the International Society of Plastic Regenerative Surgeons
- General Supervisor of the Annual Fakeeh Care Congress

Previous Executive Positions:

- Head of the Burn Unit and Leading Consultant at the Department of Plastic and Reconstructive
- Surgery, Aachen University Hospital, Germany
- Deputy Director at the Department of Plastic, Reconstructive and Hand Surgery, Aachen University Hospital, Germany

Key Contributions:

- Establishes national and international collaborations, creating high-value initiatives at the group and corporate levels to enhance Medical Provision and Clinical Services through Education & Training
- Serves on various national and international boards, councils, and committees, including the Saudi
- Commission for Health Specialties and other bodies.
- Secretary General for the Dr. Soliman Fakeeh Awards in Medical Research, Innovation & Medical Education
- Leading the Saudi Board Residency Programs and Fellowship Studies at Fakeeh Care Group Level
- Chairman of Corporate Grant and Budget Office at Fakeeh Care Group
- Academic Healthcare Delivery Model Integration at Corporate Level with Fakeeh Care Group
- Guest Editor, Peer Reviewer and Writer in multiple International High Ranked Journals

Share Direct Ownership of Board Members, Senior Executives, their Wives and Minor Children

	Name of person to whom the interest, contractual securities or rights issue belongs	Board Member / Senior Executive	Number of shares at the beginning of the year 2024	Number of shares at the end of the year 2024	Net change	Percentage change
1	Dr. Mazen Soliman Abdel Kader Fakeeh	Board Member	79,984,000	71,649,000	8,335,000	10.4%
2	Mr. Ammar Soliman Abdel Kader Fakeeh	Board Member	79,984,000	71,649,000	8,335,000	10.4%
3	Dr. Manal Soliman Abdel Kader Fakeeh	Board Member	39,992,000	35,824,000	4,708,000	10.4%
4	Fakeeh Real Estate Company Limited (A Saudi Limited Liability Company)	Affiliated	20,000	20,000	-	-
5	Al Solimania United Company Limited (A Saudi Limited Liability Company)	Affiliated	20,000	20,000	-	-
	Total		**200,000,000**	**179,162,000**	**20,838,000**	**10.4%**

In June 2024, the Company increased its Share Capital from 200 million shares to 232 million shares through (a) issuance of 30 million New Shares offered in Initial Public Offering at the subscription price of SR 57.5 and (b) issuance of 2 million New Shares for Employee Share Ownership Plan funded through the capitalization of SR 2 million from the retained earnings. The legal formalities for such increase were completed and the shares of the Parent Company were listed on 28 Duhl Qadah 1445H (corresponding to 5 June 2024) in the Tadawul Primary Market.

The IPO represented the offering of forty-nine million eight hundred thousand (49,800,000) Ordinary Shares as follows:

(i) the issuance of thirty million (30,000,000) new Ordinary Shares ("New Shares"), and

(ii) the sale of nineteen million eight hundred thousand (19,800,000) current Ordinary Shares (the "Sale Shares", which, together with the New Shares, are referred to as the "Offer Shares" and each as an "Offer Share") by the Company's Current Shareholders, on a pro-rata basis in accordance with their ownership percentages in the Company. Concurrently with the Offering, the Employee Investment Fund purchased one million thirty-eight thousand (1,038,000) Ordinary Shares from the Selling Shareholders by participating in the book building process through the Participating Parties.

Board of Directors' Meetings

The following table shows the attendance of the members of the Board of Directors for the Board meetings during the financial year ending on 31 December 2024:

	Member Name	Meeting 1: 21/03/24	Meeting 2: 08/05/24	Meeting 3: 07/08/24	Meeting 4: 06/11/24	Total Meetings Attended
1	Ammar Soliman Abdel Kader Fakeeh	✓	✓	✓	✓	4
2	Manal Soliman Abdel Kader Fakeeh	✓	✓	✓	✗	3
3	Mazen Soliman Abdel Kader Fakeeh	✓	✓	✓	✓	4
4	Ayman Asaad Soliman Abdo	✓	✗	✓	✓	3
5	Noor AlRehman Abbas Ali Abid	✓	✓	✓	✓	4
6	Deborah Gill	✗	✓	✓	✓	3
7	Anees Ahmed Mohamed Moumina	✓	✓	✓	✓	4
8	Torben Hilbertz	✓	✓	✓	✓	4

General Assembly Meetings

The Company's Annual General Assembly held one meeting during the year 2024 on May 29th 2024, and as per the following table:

	Member Name	Reason
1	Ammar Soliman Abdel Kader Fakeeh	Majority Shareholder
2	Manal Soliman Abdel Kader Fakeeh	Majority Shareholder
3	Mazen Soliman Abdel Kader Fakeeh	Majority Shareholder
4	Juman Abdulaziz	Votes Collector
5	Ban Yasin	Assembly Secretary

Procedure for informing Board members of shareholders' suggestions and feedback

The Board of Directors represents all Shareholders and shall exercise duty of care and loyalty in managing the Company and doing everything that may safeguard the Company's interests and develop and maximize its value. The Board of Directors is responsible for the Company's business, even if it delegates committees, parties, or individuals to exercise some of its powers. In all cases, the Board of Directors may not issue a general or indefinite-term authorization within the scope of its powers.

The Board is responsible to ensure communication between the Company and the shareholders and deliver on the strategic objectives and interests of the Company. The Chairman of the Board and the group's President shall inform the remaining Board members especially the independent members of the opinions of the shareholders and discuss these opinions with them, align suggestions with the strategy and performance of the group.

Board Committees

The Board of Directors has formed committees in order to boost the effectiveness and efficiency of the Company's management. Each Committee has its own charters which determine the Committee's roles, responsibilities, and powers. The Committees periodically hold meetings for the purpose of carrying out the tasks entrusted to them and minutes are prepared for each committee meeting (the Board of Directors review and approve such minutes):

Nomination and Remuneration Committee:

The main function of the Nomination and Remuneration Committee is to identify qualified individuals and candidates to be Directors, as well as to assist the Board in establishing a sound governance framework and developing the necessary policies and procedures. The Committee's scope of work includes all duties designed to enable it to fulfil its functions, including:

1. Prepare a clear policy for the remunerations of the Board members, its committees, and the Senior Management, present such policy to the Board in preparation for approval by the General Assembly, provided that such policy follows standards based on performance, disclose and ensure the implementation of such policy, and review the remunerations and make recommendations to the Board on an annual basis or at the request of the Board;
2. Clarify the relation between the paid remunerations and the adopted remuneration policy, and highlight any material deviation from that policy;
3. Determine the various bonus pools based on the performance of the Company and of each unit and department, and recommend such pool to the Board for review and approval;
4. Follow up on the disclosure of remuneration included in the annual report that is issued by the Board of Directors;
5. Periodically review the remuneration policy and assess its effectiveness in achieving its objectives;
6. Propose recommendations to the Board in respect of the remunerations of its members, committee members and Senior Executives, in accordance with the approved policy.
7. Prepare recommendations to the Board for determining the qualifications required in whoever fills the position of chief executive officer, recommend contract terms, prepare job descriptions, and nominate to the Board the candidates for the position of chief executive officer, chief financial officer and senior executives;
8. Propose clear policies and standards for membership of the Board and the Executive Management;
9. Propose recommendations to the Board for the nomination or re-nomination of its members in accordance with approved policies and standards, taking into account that nomination shall not include any person convicted of a crime involving moral turpitude or dishonesty;
10. Prepare a description of the capabilities and qualifications required for membership of the Board and Senior Management positions;
11. Determine the amount of time that the member shall allocate to the activities of the Board;
12. Annually review the skills and expertise required of the Board members and the Senior Management;
13. Review the structure of the Board and the Senior Management and provide recommendations regarding changes that may be made to such structure;
14. Annually ensure the independence of Independent Directors and the absence of any conflicts of interest if a Board member also acts as a member of the Board of directors of another company;
15. Provide job descriptions for the Executive, Non-Executive and Independent Directors and the Senior Executive Management;
16. Set procedures to be followed if the position of a member of the Board or a Senior Executive becomes vacant; and
17. Determine the strengths and weaknesses of the Board and recommend solutions that serve the Company's interests.

The Nomination and Remuneration Committee is composed of three (3) members that are appointed by the Company's Board of Directors for a period of four (4) years. The Board of Directors take the necessary measures to enable the Committee to carry out the tasks entrusted thereto, including informing the Committee, without any restrictions, of all data, information, reports, records, correspondence or other matters that the Committee deems important to have access to. The following members were appointed to the Nomination and Remuneration Committee by the Board of Directors as well as attended their meetings as per the following tables:

	Member Name	Meeting 1: 03/03/24	Meeting 2: 08/05/24	Meeting 3: 06/08/24	Meeting 4: 01/11/24	Total Meetings Attended
1	Deborah Gill	✓	✓	✓	✓	4
2	Ammar Soliman Abdel Kader Fakeeh	✓	✓	✓	✓	4
3	Manal Soliman Abdel Kader Fakeeh	✓	✓	✓	✓	4
4	Noor AlRehman Abbas Ali Abid	✓	✓	✓	✓	4

Audit Committee

The main task of the Audit Committee is to verify the adequacy and effective implementation of the internal control system and to make any recommendations to the Board of Directors that would actuate, develop the system to achieve the Company's objectives, and protect the interests of Shareholders and investors with high efficiency and at reasonable cost. The Committee is also responsible for reviewing risk management policies, annual risk reports, and risk-mitigation plans before presenting the same to the Board of Directors. The Committee is responsible for ensuring compliance with the Company's Corporate Governance Regulations and Practices issued by Capital Market Authority (CMA) and the Company's Corporate Governance Manual and Policy.

The Audit Committee is responsible for monitoring the Company's activities, ensuring the integrity and effectiveness of its reports, financial statements and internal control systems. The duties of the Audit Committee particularly include the following:

1. Monitor and oversee the performance and activities of the internal auditor and internal audit department of the Company to ensure their effectiveness in performing the assigned activities and duties specified by the Board of Directors;
2. Review the system of internal and financial control as well as risk management, and prepare a written report thereon, including its recommendations and opinion on the adequacy of such system and the work it has performed that fall under its purview, to be submitted to the General Assembly, if required by law;
3. Analyze the internal audit reports and follow up the implementation of the corrective measures in respect of the remarks made in such reports;
4. Review reports of regulatory authorities and verify that the Company has taken the necessary measures in that regard;
5. Verify the Company's compliance with the relevant laws, regulations, policies, and instructions, and review the effectiveness of the systems adopted in the Company in relation to ethical conduct;
6. Review proposed contracts and transactions between the Company and Related Parties, and submit its recommendations in that regard to the Board of Directors;

7. Submit to the Board of Directors the issues it may deem necessary to be addressed, and recommend the steps to be taken;
8. Monitor processes relating to management risks;
9. Assess the adequacy of the Company's internal control system, including the control devices of computer information and security system;
10. Make recommendations to the Board of Directors regarding the auditor's appointment, dismissal, and fees, and ensure the independence of the auditor before making any such recommendation, taking into account the relevant rules and standards;
11. Oversee the activities of the auditor and approve any activity that may fall beyond the scope of work assigned thereto during the implementation of the duties thereof;
12. Review the audit plan with the auditor, verify that the editor does not submit any technical or administrative work that may fall beyond the scope of work assigned thereto, and submit comments thereon;
13. Assess the auditor's reports, provide comments on the financial statements, and follow up on actions to be taken in that regard;
14. Answer the auditor's inquiries;
15. Analyze the Company's interim and annual financial statements before presenting them to the Board and providing its opinion and recommendations thereon to ensure their integrity, fairness and transparency;
16. Review the applicable accounting policies and make recommendations to the Board of Directors related thereto;
17. Provide its technical opinion, at the request of the Board, regarding whether the Board's report and the Company's financial statements are fair, balanced, understandable, and contain information that allows Shareholders and investors to assess the Company's financial position and performance;
18. Analyze any important or non-familiar issues contained in the financial reports and accounts, and carefully research any issues raised by the Company's CFO, compliance officer, or auditor; and
19. Examine accounting estimates in respect of material matters contained in the financial reports.

The Audit Committee consists of three (3) non-executive Board members appointed by the Board of Directors for a period of four (4) years, provided that the Committee includes at least one (1) independent member, the Chairman of the Committee is an independent member, and competent with financial and accounting affairs.

The Board of Directors take the necessary measures to enable the Committee to carry out its functions, including informing the Committee, without any restrictions, of all data, information, reports, records, correspondence, or other matters which the Committee may deem necessary to have access to. The following members are appointed to the Audit Committee by the Board of Directors as well as attended their meetings as per the following tables:

	Member Name	Reason
1	Torben Hilbertz	Chairman of the Committee
2	Noor AlRehman Abbas Ali Abid	Member
3	Aness Ahmed Mohamed Moumina	Member

	Member Name	Meeting 1: 20/03/24	Meeting 2: 08/05/24	Meeting 3: 06/08/24	Meeting 4: 06/11/24	Total Meetings Attended
1	Torben Hilbertz	✓	✓	✓	✓	4
2	Noor AlRehman Abbas Ali Abid	✓	✓	✓	✓	4
3	Aness Ahmed Mohamed Moumina	✓	✓	✓	✓	4

Board performance evaluation methods

The Board of Directors of Fakeeh Care completed a self-evaluation for both the Board as a whole and peers' evaluation. The exercise included completing a survey via a secure digital platform by Nasdaq. Nadaq also provide the Boardvantage platform used for exchanging reading materials with the Board members. All responses and comments are anonymized and randomized to promote candid feedback and adhere to best practices in corporate governance. The result of the evaluation includes comparative data from the prior evaluation; the year of the evaluation is indicated above each graphic or report section. The goal of evaluation is to provide the Board with an understanding of how Board members view the Board's effectiveness, promote positive board dynamics, each Board member's performance and contributions and highlight areas of strength and areas for improvement.

Results of the Annual Review of the Effectiveness of the Internal Control Procedures of the Company

The Company's Management remains responsible for maintaining a robust and effective internal control system—encompassing policies, procedures, operational protocols, and information systems—duly approved by the Board of Directors. This system underpins both the efficiency and effectiveness of operations, ensuring the reliability of external and internal reporting, proper recordkeeping, and adherence to the Company's internal rules and regulations. During 2024, the Internal Audit Department performed an independent, objective assessment of the internal control framework. Guided by a risk-based audit methodology, the department focused on key risks that could affect the Company's business processes, conducting periodic audits and follow-ups in line with the internal audit plan approved by the Audit Committee. The majority of recommended improvements were subsequently implemented by Executive Management according to the approved schedule.

The Audit Committee reviews and discusses quarterly reports prepared by the Internal Audit Department and evaluates observations by the external auditors concerning the design and implementation of control procedures. Based on these audit reports and the Committee's overall assessment—supported by the results of the annual audit of control effectiveness—no significant deficiencies or fundamental changes were identified in the Company's internal controls during 2024. The evaluation confirmed that the system is largely effective in preventing and detecting material errors, with no material breaches or violations of internal controls recorded. As the Company moves forward into 2025, the internal control environment is well-positioned to continue supporting operational excellence.

Implementation of Provisions of Corporate Governance Regulations

The Company implemented all provisions of the Corporate Governance Regulations issued by the Capital Market Authority, except the provisions listed below:

Article/paragraph number	Article/paragraph stipulates the following	Reason for not being implemented
Article 67: Composition of the Risk Management Committee	The Company's Board shall, by resolution therefrom, form a committee to be named the Risk Management Committee. The Chairman and the majority of its members shall be Non-Executive Directors. The members of that Committee shall possess an adequate level of knowledge in risk management and finance.	The Board considers that there is no need for a Risk Management Committee, as its scope is covered by other committees such as the Audit Committee and the Patient Safety and Quality of Care Committee.
Article 68: Competencies of the Risk Management Committee	Competencies of the Risk Management Committee.	Not applicable as the Company has not established a Risk Management Committee.
Article 69: Meetings of the Risk Management Committee	The Risk Management Committee shall convene periodically at least once every six (6) months, and as may be necessary.	Not applicable as the Company has not established a Risk Management Committee.
Article 84: Social Responsibility	The Ordinary General Assembly, based on the Board recommendations, shall establish a policy that guarantees a balance between its objectives and those of the community for the purposes of developing the social and economic conditions of the community.	The Company has established the Environmental, Social, and Governance (ESG) Committee. The committee is charged with tasks to guarantee a balance between its strategy and being an active contributor to the welfare of the whole community. The Board approves the Company's ESG Strategy and reviews its KPIs periodically to ensure the commitment thereof.
Article 92: Formation of a Corporate Governance Committee	If the Board forms a Corporate Governance Committee, it shall assign to it the competences competencies stipulated in Article (91) of these regulations. Such a committee shall oversee any matters relating to the implementation of governance, and shall provide the Board with its reports and recommendations at least annually.	The board believes there is no need for an independent committee for corporate governance, as its scope is covered by other committees and departments.
Article 90: Disclosure of Remunerations: Paragraph no. 4 (b)	A description of the necessary details with respect to the remunerations and compensations granted to each of the following, separately: (b) Five Senior Executives who have received the highest remuneration from the Company, provided that the Chief Executive Officer and chief financial officer are among them.	The Company is committed to disclosing the total remuneration awarded to Senior Executives, in accordance with the regulatory requirements outlined in subparagraph (4/b) of paragraph (A) of article (90) of the Corporate Governance Regulations. However, the Company safeguards its interest and those of employees and shareholders from detailed compensation disclosure which may create competitive pressures and lead to job instability, that might negatively affect the Company's performance and, consequently, the shareholders.

*Remuneration disclosure for Board members and executive management

Fakeeh Care Group's Remuneration Policy for the Board of Directors, Committees, and Executive Management outlines a structured and transparent framework to ensure fair compensation aligned with governance best practices. Approved and periodically updated by the General Assembly, the policy emphasizes proportionality to members' responsibilities, expertise, and meeting attendance, while ensuring independence by prohibiting profit-linked rewards for non-executive directors. Executive remuneration is performance-driven, tied to predefined annual objectives, individual and departmental contributions, and the company's net profitability. A dedicated Remuneration and Nominations Committee oversees recommendations, subject to Board and shareholder approval, with stringent clawback provisions for payments based on inaccurate data. The policy prioritizes attracting and retaining qualified talent, aligning incentives with long-term corporate goals, and maintaining accountability through detailed annual reporting to shareholders.

Board Remuneration	Fixeed Remuneration										
	Specific amount	Allowance for attending Board meetings	Total Allowance for attending committee meetings committee	In-kind be nefits	Remunerations for technical, managerial and consultative work	Remunerations of the chairman, Managing Director or Secretary, if a member	Total Fixed remuneraton	Total Variable remuneration	End-of-service award	Aggregate Amount	Expenses All owance
First: Independent Directors											
1. Prof. Deborah Gill	150,000	6,000	12,000	-	-	-	168,000	-	-	**168,000**	25,049
2. Mr. Anees Ahmed Mohamed Moumina	150,000	8,000	8,000	-	-	-	166,000	-	-	**166,000**	-
3. Mr. Torben Hilbertz	187,500	8,000	12,000	-	-	-	207,500	-	-	**207,500**	25,577
Total	**487,500**	**22,000**	**32,000**				**541,500**	**-**	**-**	**541,500**	**50,626**
Second: Non-Executive Directors											
1. Mr. Ammar Solman Abdel Kader Fakeeh	200,000	12,000	8,000	-	-	-	220,000	-	-	**220,000**	-
2. Dr. Manal Soliman Abdel Kader	150,000	6,000	8,000	-	-	-	164,000	-	-	**164,000**	-
3. Mr. Noor AlRehman Abbas Ali Abid	150,000	8,000	16,000	-	-	-	174,000	-	-	**174,000**	6,291
Total	500,000	26,000	32,000				558,000	-	-	**558,000**	6,291
Third: Executive Directors											
1. Dr. Mazen Soliman Abdel Kader Fakeeh	150,000	8,000	-	-	-	-	158,000	-	-	**158,000**	-
2. Prof. Ayman Asaad Soliman Abdo	150,000	6,000	-	-	-	-	158,000	-	-	**156,000**	-
Total	**300,000**	**14,000**	**-**	**-**	**-**	**-**	**314,000**	**-**	**-**	**314,000**	**-**
Board Secretary	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**-**	**30,000**	**-**
Total Board Fees 2024*							**1,443,500**			**1,443,500**	**56,917**

(*)Payment of 2024 Board Remuneration in the amount of SAR 1,443,500 is pending the approval of the General Assembly meeting.

Senior Executives Remuneration

	Salaries	Allowances	In-kind benefits	Total Fixed remuneration	Periodic remunerations	Profits	Short-term incentive plans	Long-term incentive plans	Granted shares (insert the value)	Total variable remuneration	End-of-service award	Total remunerations for Board executive, if any	Aggregate amount
Top 5 Employee Salaries Total	**10,240,500**	**85,129**	**0**	**10,325,629**	**0**	**0**	**3,180,000**	**0**	**0**	**3,180,000**	**314,000**	**-**	**17,337,307**

In June 2024, the Company completed it's Initial Public Offering (IPO) with unprecedented success and the shares of the Company were listed on 28 Duhl Qadah 1445H (corresponding to 5 June 2024) in the Tadawul Primary Market. As it is customary, the Company awarded the contribution of the key executives on this transaction with a one off bonus of SAR 8.5 million, which was funded from the net proceeds proportionately by the Company and the Selling Shareholders based on the total shares offered on the IPO.

Major Shareholders' Information

Ownership of major shareholders who own 5% or more of the total issued shares as of 31 December 2024:

	Major Shareholder 2024	Percentage of ownership	Number of shares
1	Dr. Mazen Soliman Abdel Kader Fakeeh	30.88%	71,649,000
2	Mr. Ammar Soliman Abdel Kader Fakeeh	30.88%	71,649,000
3	Dr. Manal Soliman Abdel Kader Fakeeh	15.44%	35,824,000

Number of Requests for the Shareholders' Register

Serial	Request Date	Request Reason
1	24/06/2024	For Company Procedures
2	17/07/2024	For Company Procedures
3	22/07/2024	For Company Procedures
4	1/8/2024	For Company Procedures
5	5/9/2024	For Company Procedures
6	15/10/2024	For Company Procedures
7	8/12/2024	The Company Procedure

AFFILIATES AND RELATED PARTIES

List and details of affiliate companies

The following reflects a description of the main scope of business of the Company and its affiliates. If there are two or more, a statement showing each activity and how it affects the Company businesses and results shall be attached:

Legal Name	Description of company's main activities:
Dr. Soliman Abdel Kader Fakeeh Hospital Company	The principal activity of the Company is managing, establishing and operating hospitals, clinics and medical centers. In addition, the Company is also managing and operating medical services, analysis and radiology laboratory and managing and establishing pharmacies.
Dr. Soliman Fakeeh Hospital Medical Company	The principal activity of the Company is acquisition, management, operation, and maintenance of hospital.
Saudi Airlines Company for Medical Services	The activities of the Company include management, operation and establishment of hospitals and medical facilities, providing comprehensive and specialized medical services.
Dr. Soliman Abdel Kader Fakeeh Medical Education Company Limited	The principal activity of the Company is managing the operations of College for Nursing and Medical Science under the approval of the Ministry of Education number 36/1/35 dated 19 Jumada Al Thani 1424H (corresponding to 18 August 2003).
Al-Farabi Special Health Care Company Limited	The principal activity of the Company is managing, operating medical and healthcare services, healthcare centers, educational and training centers, wholesale and retail in medical equipment and tools.
Dr. Mazen Fakeeh Complementary Health Care Company Limited	The Company is engaged in the wholesale and retail trade in cosmetics and adornments, instruments for radiology and laboratory and glassware for laboratories, medical and surgical instruments and materials and supplies for Hospitals as per the license form the Ministry of Health No. 026-101-31-67 dated 29 Muharram 1430H, and in wholesale and retail trade of optical instruments and audio devices.
Advanced Horizon Contracting Company	The principal activities of the Company are general construction of residential and non-residential buildings, including (schools, hospitals, hotels, etc.), restoration of residential and non-residential buildings, electrical wiring, network extensions, installation and maintenance of fire alarm devices and equipment, installation, maintenance and repair of sanitary ware, installation, maintenance and repair of cooling and air conditioning systems.

Legal Name	Description of company's main activities:
Dr. Soliman Abdel Kader Fakeeh Information Technology Company	The Company's principal activity is services and maintenance of computers, software and applications.
Al Toor Medical Services Company	The Company's principal activity is managing, operating medical and healthcare services, and construction of commercial buildings, including schools, hospitals, hotels, and others.
Dr. Soliman Abdel Kader Fakeeh Home Health Care Company	The principal activities of the Company are Home medical services centers.
Dr. Soliman Abdel Kader Fakeeh Family Medicine Center	The principal activities of the Company are managing, establishing and operating hospitals, clinics, medical, educational and training centers. In addition to the above, the Company is also managing and operating medical services, analysis and radiology laboratory and managing and establishing pharmacies.
Al-Faraj Pharmaceutical Medical Company	The principal activities of the Company include wholesale of pharmaceutical goods, wholesale of cosmetics and soaps wholesale of cosmetics, wholesale of perfumes, wholesale of special and health food trade, retail of audio and audio equipment, pharmacy activities, drug warehouse activities, retail of medical laboratory and diagnostic devices, retail of cosmetics and ornamental soaps, retail of natural medicinal herbs, retail of perfumes and retail sale of baby care supplies and tools. As of the reporting date, the Company has not commenced its operations.
Golden Union Medical Company	The principal activities of the Company are the management and operation of ambulance transport services.
White Lines Medical Company	Retail sale of pharmaceutical and medical products, cosmetics and toiletries in specialized stores.
Fakeeh Vision Company Limited	Other retail sales of new goods in specialized stores.
Masar Dr Soliman Fakeeh Hospital company	The activities of the Company include management, operation and establishment of hospitals and medical facilities, providing comprehensive and specialized medical services.

Affiliate companies' ownership structures

Name	# of shares	Price / share	Capital - SAR	Ownership Percentage	Country of operation & Incorporation
Dr. Soliman Abdel Kader Fakeeh Hospital Company	232,000,000	1	232,000,000	PARENT company	Saudi Arabia
Dr. Soliman Fakeeh Hospital Medical Company	50,570,152	10	505,701,520	68.36%	Saudi Arabia
Saudi Airlines Company for Medical Services	5,000	100	500,000	75.00%	Saudi Arabia
Dr. Soliman Abdel Kader Fakeeh Medical Education Company Limited	1,000	1,000	1,000,000	80.00%	Saudi Arabia
Al-Farabi Special Health Care Company Limited	500	1,000	500,000	70.00%	Saudi Arabia
Dr. Mazen Fakeeh Complementary Health Care Company Limited	500	1,000	500,000	100.00%	Saudi Arabia
Advanced Horizon Contracting Company	100	1,000	100,000	100.00%	Saudi Arabia
Dr. Soliman Abdel Kader Fakeeh Information Technology Company	1,000	1,000	1,000,000	70.00%	Saudi Arabia
Al Toor Medical Services Company	100	10,000	1,000,000	51.00%	Saudi Arabia
Dr. Soliman Abdel Kader Fakeeh Home Health Care Company	100	1,000	100,000	100.00%	Saudi Arabia
Dr. Soliman Abdel Kader Fakeeh Family Medicine Centers	1,000	1,000	1,000,000	90.00%	Saudi Arabia
Al-Faraj Pharmaceutical Medical Company	100	1,000	100,000	89.82%	Saudi Arabia
Golden Union Medical Company	1,100	1,000	1,100,000	100.00%	Saudi Arabia
White Lines Medical Company	100	1,000	100,000	74.25%	Saudi Arabia
Fakeeh Vision Company Limited	100	1,000	100,000	100.00%	Saudi Arabia
Masar Dr Soliman Fakeeh Hospital company	100,000	10	1,000,000	100.00%	Saudi Arabia

Details of shares and debt instruments issued for each affiliate company

Dr. Soliman Abdel Kader Fakeeh Hospital Company

Jun-24	
Number of shares	**30,000,000**
Share details	**Cash**
Number of shares	**2,000,000**
Share details	**Retained Earnings**
Debt instruments	**None**

In June 2024, the Parent Company increased its Share Capital from 200 million shares to 232 million shares through (a) issuance of 30 million New Shares offered in Initial Public Offering at the subscription price of SR 57.5 and (b) issuance of 2 million New Shares for Employee Share Ownership Plan funded through the capitalization of SR 2 million from the retained earnings. The legal formalities for such increase were completed and the shares of the Parent Company were listed on 28 Duhl Qadah 1445H (corresponding to 5 June 2024) in the Tadawul Primary Market (note 1).

The issuance of 30 million New Shares has resulted in an amount of SR 1,653.4 million of share premium after the deduction of SR 41.5 million of offering expenses. As at 31 December 2024, the share capital of the Parent Company comprised of 232 million shares at a nominal value of SR 1 per share (31 December 2023: 200 million shares).

Dr. Soliman Fakeeh Hospital Medical Company

Apr-24	
Number of shares	**10,000,000**
Share details	**Cash**
Debt instruments	**None**

Sep-24	
Number of shares	**25,000,000**
Share details	**Cash**
Debt instruments	**None**

In April 2024, the Parent Company completed the subscription of 10 million additional shares, par value of SR 10 each, of DSFH Riyadh totaling SR 100 million. Consequently, the Parent Company's shareholding percentage increased from 60.56% to 68.36% and the non-controlling interest increased by SR 28 million, due to the related net asset value being lower than the par value.

On 16 September 2024, DSFH Riyadh increased its share capital by SR 250 million, through the issuance of 25 million new shares with nominal value SR 10 per share. All existing shareholders participated on a pro-rata basis in the SR 250 million share capital increase. As a result, the Parent Company's ownership of 68.36% of the share capital of DSFH Riyadh remained unchanged.

Related Parties Transactions

During its normal business cycle, the Company deals with related parties. These transactions are done under the same terms applied to the transactions being done with other parties, and the following is the information relating to any business or contract to which the Company is a party and in which a Director of the Company, a Senior Executive or any person related to any of them have interest in, or any transaction between the Company and any related party. During the fiscal year 2024, some contracts continued, to which the Company/its affiliates was a party; some of these contracts were agreed upon in previous years and were actually started before the fiscal year 2024:

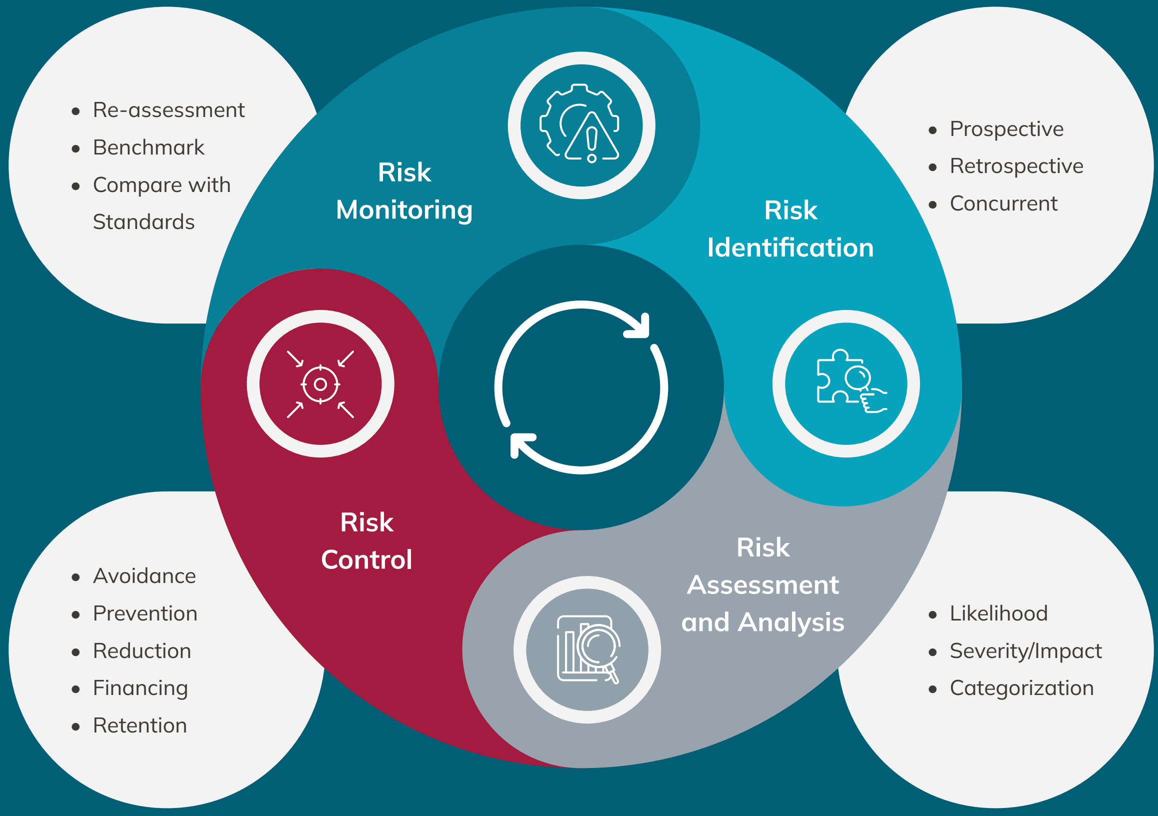
Related Party	Type of relationship with company	Transaction type	Transaction term	Transaction value (SAR 000*) 2024
Fakeeh Academic Medical Centre-Dubai	Under common ownership of the Group's shareholder	SLA charges Royalty charges Revenue	Annual Annual Annual	1,200 3,000 1,438
Saudi Arabian Airlines Corporation Group	Non - controlling Shareholder and its subsidiaries	Revenue Lease rental payments	Annual 25 years	46,713 28,945
Dr. Mazen Soliman Abdel Kader Fakeeh	Shareholder and President	Scientific chair grant Sales Lease rentals	5 years AD HOC 5 years	1,000 332 10,832
Mr. Ammar Soliman Abdel Kader Fakeeh	shareholder	Lease rentals	5 years	10,832
Diagnostic Elite Company Limited	Under common ownership of the Group's shareholder	Purchases	Annual	2,892
Cold Sky Energy Haala Energy	Under common ownership of the Group's shareholder	Purchases	AD HOC	729
Dr. Manal Soliman Abdel Kader Fakeeh	Shareholder	Sales Scientific chair grant Lease rentals	AD HOC 5 years 5 years	82 1,000 7,455
Soliman Mazen Soliman Fakeeh Restaurant Company	Under common ownership of the Group's shareholder		3 years	549

RISK MANAGEMENT FRAMEWORK

Fakeeh Care Group (FCG) adheres to global best practices by employing a comprehensive risk management framework that encompasses operational, financial, technological, strategic, and other risk domains. Governance oversight is provided by the Board of Directors and specialized committees such as the Audit & Risk Committee and the Performance Improvement and Compliance Council.

During its normal business cycle, the Company deals with related parties. These transactions are done under the same terms applied to the transactions being done with other parties, and the following is the information relating to any business or contract to which the Company is a party and in which a Director of the Company, a Senior Executive or any person related to any of them have interest in, or any transaction between the Company and any related party. During the fiscal year 2024, some contracts continued, to which the Company/its affiliates was a party; some of these contracts were agreed upon in previous years and were actually started before the fiscal year 2024:

Existing assets



Risk Identification: Risk identification involves systematically recognizing potential threats and vulnerabilities across both clinical and non-clinical domains within Fakeeh Care Group. This process ensures that risks that could impact strategic objectives and operational success are promptly identified, categorized, and evaluated.

Risk assessment & analysis: Once risks are identified, they undergo a thorough assessment to determine their potential impact and likelihood of occurrence. This analysis combines quantitative and qualitative methods to prioritize risks based on severity and probability. Establishing the seriousness of each risk allows for informed decision-making regarding risk mitigation priorities.

Risk control or treatment Risk treatment involves developing and implementing appropriate mitigation strategies based on the nature of each risk. These strategies may include:

- **Risk Avoidance** – Eliminating exposure to risk entirely.
- **Risk Prevention** – Implementing proactive controls to reduce the likelihood of occurrence.
- **Risk Reduction** – Minimizing the impact of an identified risk.
- **Risk Financing** – Allocating resources to mitigate financial consequences.

Risk monitoring Risk monitoring is a continuous process that ensures the ongoing effectiveness of mitigation strategies. Regular reassessments and updates are conducted to adapt to evolving circumstances, ensuring that risk management measures remain relevant and effective. This iterative process ultimately helps in reducing risk exposure and improving organizational resilience over time.

RISK MANAGEMENT REPORTING AND MONITORING

Effective decision-making and a risk-aware culture at FCG rely on transparent, structured, and proactive risk reporting mechanisms. By ensuring that risk insights are clearly communicated to the Board of Directors and leadership, FCG fosters a corporate culture that values risk mitigation and informed decision-making. Regular reporting allows leadership to stay ahead of emerging risks, make data-driven strategic decisions, and integrate risk management into organizational planning and operational efficiency.

01 Technological and Cybersecurity Risks

KEY CONSIDERATIONS

As digital healthcare solutions become increasingly integral to patient management and hospital operations, cybersecurity threats pose significant risks. Healthcare providers are prime targets for cyberattacks due to the sensitive nature of patient data. Additionally, infrastructure vulnerabilities—such as outdated systems or inadequate disaster recovery measures—can disrupt critical healthcare services.

IMPLICATIONS

- Potential cyberattacks could lead to unauthorized access to patient data, resulting in breaches of confidentiality and regulatory penalties.
- System failures or prolonged downtime in the Health Information System (HIS) could disrupt patient care, affecting appointment scheduling, medical record retrieval, and billing processes.
- Insufficient disaster recovery planning could lead to prolonged service interruptions, financial losses, and reputational damage.
- Slow connectivity and IT infrastructure issues could reduce staff efficiency, increasing patient wait times and reducing overall service quality.

OUR APPROACH

To mitigate these risks, FCG has adopted a multi-layered cybersecurity strategy, including:

- Strengthening network security through advanced encryption protocols, multifactor authentication (MFA), and enhanced access controls.
- Conducting regular security audits and penetration testing to proactively identify vulnerabilities.
- Establishing a robust disaster recovery framework, ensuring minimal downtime during cyber incidents.
- Investing in secure infrastructure, including relocating critical server rooms to more resilient locations.
- Providing ongoing cybersecurity training and phishing simulations to reduce human errors.

02 Financial and Liquidity Risks

KEY CONSIDERATIONS

Financial sustainability is essential for ensuring continued investment in patient care, innovation, and expansion. However, healthcare organizations face multiple financial risks, including cash flow constraints, fluctuations in insurance reimbursement policies, and the financial demands of large-scale infrastructure projects.

Factors such as prolonged billing cycles, increasing claim denials from insurance providers, and evolving regulatory requirements can impact revenue recognition and liquidity management. Without proper financial controls, these risks could affect our ability to execute growth initiatives effectively.

IMPLICATIONS

- Delays in insurance reimbursements and prolonged billing cycles could strain cash flow, limiting FCG's ability to reinvest in growth initiatives or meet operational expenses.
- An increase in claim denials by insurers could lead to revenue shortfalls, requiring additional resources to resolve disputes and improve claim coding accuracy.
- High capital expenditures on expansion projects without adequate financial buffers could lead to liquidity challenges, increasing reliance on external financing at potentially higher costs.
- Inability to secure favorable financial terms with creditors could increase debt servicing costs and reduce financial flexibility.

OUR APPROACH

To safeguard financial stability, FCG has implemented a comprehensive financial risk management strategy that includes:

- Consistent optimization of revenue cycle management, reducing claim rejections and improving billing efficiency.
- Strong partnerships with insurers, aligning reimbursement structures with industry best practices.
- A disciplined approach to capital allocation, ensuring financial viability of expansion projects.
- Liquidity support mechanisms, including secured financial facilities.
- Continuous monitoring of financial performance, using key metrics such as revenue growth, debt ratios, and cash flow projections.

03 Operational and Project Management Risks

KEY CONSIDERATIONS

Effective project management is essential for maintaining high service standards and meeting growing healthcare demands. Delays in construction, infrastructure development, or resource allocation can disrupt hospital operations. Key risks in this area include construction and renovation project delays, unforeseen cost overruns, and supply chain disruptions that could hinder the timely availability of medical equipment and infrastructure upgrades.

IMPLICATIONS

- Delays in healthcare infrastructure projects could result in cost overruns and deferred revenue generation from new facilities.
- Inefficient project management could lead to misallocation of resources, increasing expenses without corresponding improvements in patient care.
- Unforeseen supplier disruptions or contractor delays could extend project timelines, affecting service expansion plans and potentially leading to contractual disputes.
- Failure to execute critical facility upgrades or renovations on time could impact patient experience, regulatory compliance, and hospital accreditation.

OUR APPROACH

FCG has developed a structured project management framework that includes:

- Assigning dedicated project managers to oversee initiatives and ensure alignment with strategic objectives.
- Implementing real-time performance tracking dashboards to monitor progress and identify potential bottlenecks proactively.
- Conducting thorough due diligence on suppliers and contractors to mitigate risks associated with vendor performance, in addition to maintaining lists of back up suppliers and contractors.
- Built-in contingency planning, addressing unforeseen disruptions proactively.

04 Human Capital and Talent Management Risks

KEY CONSIDERATIONS

A highly skilled and engaged workforce is fundamental to healthcare excellence. However, workforce shortages, high turnover rates, and succession planning gaps pose risks to long-term operational stability. Retaining top talent, ensuring effective leadership succession, and providing continuous professional development opportunities are essential for sustaining excellence in patient care.

IMPLICATIONS

- A shortage of skilled medical professionals and leadership pipeline gaps could result in operational disruptions and reduced quality of patient care.
- High employee turnover, particularly among specialized staff, could increase recruitment and training costs while lowering institutional knowledge retention.
- Unrealistic performance evaluations and lack of career development opportunities could lead to employee dissatisfaction, affecting workplace morale and productivity.
- Lack of succession planning could create leadership vacuums in critical roles, increasing the risk of instability in key departments.

OUR APPROACH

FCG has prioritized human capital development through:

- Competitive salary benchmarking and employee benefits to attract and retain talent.
- Leadership development programs, ensuring continuity in key roles.
- Enhanced recruitment and onboarding, improving retention rates.
- AI-driven performance evaluation tools, fostering merit-based career progression.

05 Strategic and Market Risks

KEY CONSIDERATIONS

The healthcare industry is evolving rapidly, influenced by regulatory changes, increasing competition, and shifting patient expectations. To maintain a competitive edge, FCG must anticipate market trends and industry shifts. Market risks include the entry of new competitors, evolving government policies, and the adoption of value-based care models that may impact traditional revenue streams.

IMPLICATIONS

Increased competition in the healthcare sector could erode market share, leading to lower patient volumes and revenue compression.

- Regulatory shifts, such as changes in insurance policies or pricing controls, could impact profitability and require adjustments to business models, such as the implementation of DRG (Diagnosis Related Groups).
- Slow adoption of value-based care models could limit FCG's ability to capitalize on evolving healthcare trends, reducing competitiveness.
- Failure to anticipate and respond to market trends could result in missed opportunities for service differentiation and expansion.

OUR APPROACH

FCG continuously evaluates market trends and strategic opportunities by:

- Expanding specialized medical services, such as advanced surgeries and digital health solutions.
- Strengthening collaborations with healthcare clusters and industry partners to enhance service offerings.
- Monitoring patient demand patterns and healthcare policy developments to anticipate and adapt to industry changes.
- Implementation of shadow billing and training of coders in anticipation of DRG implementation.

06 Clinical and Compliance Risks

KEY CONSIDERATIONS

Regulatory compliance and clinical excellence are at the core of FCG's patient care philosophy. Non-compliance with healthcare standards, inaccuracies in clinical documentation, and gaps in electronic medical records (EMRs) can pose significant risks to patient safety and institutional credibility.

IMPLICATIONS

- Inaccurate clinical documentation or coding errors in Electronic Medical Records (EMRs) could lead to claim rejections, revenue loss, and increased scrutiny from regulatory bodies.
- Non-compliance with evolving healthcare regulations could result in legal liabilities, financial penalties, and reputational harm.
- Poor documentation practices could negatively impact patient safety, increasing the risk of medical errors and potential malpractice claims.
- Gaps in compliance oversight could lead to audit failures, affecting accreditation and regulatory approvals.

OUR APPROACH

To uphold clinical and regulatory integrity, FCG has implemented:

- AI-powered auditing tools, enhancing documentation accuracy.
- Regular compliance training programs, ensuring adherence to best practices.
- Cross-functional collaboration, improving workflow efficiency between clinical and compliance teams

07 Legal and Investor Relations Risks

KEY CONSIDERATIONS

Transparency and regulatory compliance in investor relations and public communications are essential for stakeholder trust and corporate governance. Any misrepresentation can result in legal action, reputational damage, and financial penalties.

IMPLICATIONS

- Unauthorized disclosures of financial data, leading to regulatory sanctions.
- Misleading corporate communications, exposing FCG to legal risks.
- Non-compliance with disclosure requirements, affecting market confidence.
- Poor investor relations, limiting access to capital markets.

OUR APPROACH

FCG has established:

- A Communication Committee, overseeing all public disclosures.
- An Investor Relations Office, ensuring transparent engagement with stakeholders.
- Rigorous validation processes, ensuring compliance in marketing and corporate messaging.
- Regular executive management presence at investor conferences and earnings calls, committing to a transparent relationship with capital market investors, regulators, and research houses.

Robust Governance and Risk Oversight

Fakeeh Care Group (FCG) has established a comprehensive risk governance structure that ensures accountability at every level of the organization. The Board of Directors receives quarterly risk updates, including heat maps that classify 18 principal risks based on their severity and likelihood.

High-priority risks, such as cybersecurity threats and revenue cycle management (RCM) inefficiencies, are promptly escalated to executive committees, where they undergo rigorous evaluation and action planning. Progress against mitigation plans is closely monitored through audited KPIs, and any deviations from risk control targets trigger corrective measures, including:

- Reallocation of resources to high-risk areas.
- Strategic renegotiations of contracts to mitigate financial and operational vulnerabilities.
- Policy enhancements to strengthen risk prevention frameworks.

Transparency and Operational Resilience

FCG's commitment to transparency is reflected in its integrated reporting practices, which align financial and non-financial performance metrics with global sustainability standards. These practices ensure stakeholders have a clear, data-driven view of the organization's risk management efforts. To reinforce operational resilience, FCG conducts:

- Regular disaster recovery drills to prepare for cyber incidents, system failures, and emergency scenarios.
- Independent compliance audits by third-party regulators to validate adherence to industry best practices and regulatory requirements.

Embedding Risk Awareness into Corporate Culture

Risk management is not just a function at FCG—it is an embedded mindset across the organization. The Group's risk framework fosters strategic agility, enabling it to navigate complex challenges while seizing growth opportunities. By leveraging data-driven insights, FCG ensures proactive decision-making that enhances both patient care and financial stability. Key cultural initiatives include:

- Continuous risk awareness training for employees across all levels.
- Integration of risk insights into strategic planning and decision-making processes.
- Regular leadership engagement, reinforcing a risk-conscious corporate ethos

Commitment to Continuous Improvement

At Fakeeh Care Group, we recognize that risk management is an evolving process that demands adaptability, foresight, and continuous refinement. That Group is committed to uphold its reputation as a leading healthcare provider, dedicated to excellence, innovation, and sustainable growth across the Kingdom and beyond. By proactively addressing emerging challenges and leveraging strategic opportunities, we remain committed to:

- Delivering exceptional healthcare services while maintaining financial and operational resilience.
- Strengthening our risk management capabilities, ensuring alignment with global best practices.
- Safeguarding our patients, employees, and stakeholders, building a secure, stable, and future-ready healthcare system.

Sanctions, Penalties, and Precautionary Measures Imposed

Except as provided below, there is no material punishment, penalty, precautionary procedure or preventive measure imposed on the Company by the Capital Market Authority or any other supervisory, regulatory or judiciary authority. The following table shows a summary of the violations that were imposed on the Company in 2024 and the corrective measures taken by the Company in relation to these violations and the steps taken to avoid their recurrence:

Punishment, penalty, precautionary procedure, or preventive measure	Reasons for noncompliance	The imposing authority	Methods of Remedying and Preventing Future Occurrences
SAR 135,000	Violations of the Law of Private Health Institutions	General Directorate of Health Affairs	The payment has been made, with the necessary corrective measures taken by the Company in a timely manner, and the commitment of the competent department to the regulatory requirements has been confirmed.
SAR 175,067	Violations of Labor Law	Ministry of Labor and Social Development Law	The payment has been made, with the necessary corrective measures taken by the Company in a timely manner, and the commitment of the competent department to the regulatory requirements has been confirmed.
SAR 499,859	Case settlement	Ministry of Commerce	The payment has been made, with the necessary corrective measures taken by the Company in a timely manner, and the commitment of the competent department to the regulatory requirements has been confirmed.
SAR 38,000	Violations in relation to transportation	Transport General Authority	The payment has been made, with the necessary corrective measures taken by the Company in a timely manner, and the commitment of the competent department to the regulatory requirements has been confirmed.
SAR 150,000	Violations of Ministry of Municipal and Rural Affairs and Housing Law	Ministry of Municipal and Rural Affairs and Housing Law	The payment has been made, with the necessary corrective measures taken by the Company in a timely manner, and the commitment of the competent department to the regulatory requirements has been confirmed.

COMPANY'S STRATEGIC PLANS, DECISIONS, AND EXPECTATIONS

As part of its general strategy, the Group has expanded through the acquisition of shares in Riyadh Hospital Company in 2022G. The Group has also begun establishing and developing hospitals and medical centers, which prior to the Initial Public Offering (IPO) have been mainly financed through loans. Following the successful capital raising of SAR 1.7 billion through the IPO in June 2024, the Group will continue implementing its strategic growth plans through the establishment and development of new hospitals and medical centers, in addition to the expected expansion of its educational facilities affiliated with Fakeeh College of Medical Sciences.

In detail, the Group's expansion strategy is set to double its bed capacity and medical centers across the Kingdom. Key hospital projects include the Jeddah Surgery Tower Extension, an addition to the flagship Jeddah facility, alongside new hospitals in Masar (Makkah), South Obhur (Jeddah), and Fakeeh Heal Center Al Zahra (Jeddah). The ambulatory care network will expand with centers in Alawali (Makkah), North Obhur (Jeddah), Al Hamra (Riyadh), and Al Zahra (Jeddah). Educational infrastructure will be strengthened through the expansion of FCMS, including dedicated BT facilities. Collectively, these initiatives will add 840 new beds, over 300 outpatient clinics, and 3,000 student intake capacities across the Group.

Dividend Policy

In accordance with Article 107 of the Companies Law, Fakeeh Care Group (FCG) upholds shareholders' rights to participate in profit distributions, subject to approval by the Ordinary General Assembly. The Board of Directors exercises prudent judgment when recommending dividends, carefully balancing financial stability, liquidity needs, and strategic priorities.

The policy framework underscores the formation of statutory and discretionary reserves, which may be established by the General Assembly to safeguard the Company's long-term interests and ensure stable shareholder returns. These reserves are funded from net profits before dividend allocations, reflecting a strategic balance between rewarding investors and reinvesting in growth initiatives, such as capital expenditures, market expansions, and operational enhancements.

To provide flexibility in profit distribution, the Board of Directors is authorized—under Article 38 of the Regulations for Non-Listed Joint-Stock Companies and Article 45 of the Company's Bylaws—to declare interim dividends on a quarterly or semi-annual basis, subject to:

- Regulatory compliance and oversight, ensuring alignment with financial statements.
- Approval by the General Assembly, confirming adherence to governance protocols.
- Eligibility criteria, where shareholders registered as of the maturity date specified in the General Assembly resolution qualify for dividend payouts.

Typically, dividends are disbursed within 15 working days of approval. However, dividend declarations remain discretionary, influenced by factors such as:

- Historical and projected profitability.
- Cash flow adequacy.
- Debt covenants and financial obligations.
- Macroeconomic conditions and regulatory shifts.

While FCG aims to provide consistent value to shareholders, external risks—such as regulatory changes, market volatility, and unforeseen capital expenditures—may necessitate adjustments to the dividend policy.

DIVIDEND HISTORY AND PERFORMANCE

Fakeeh Care Group has maintained a progressive profit distribution strategy over recent years, as illustrated below:

SAR (million)	FY2020	FY2021	FY2022	FY 2023	FY 2024 *
Net Income Attributable to Owners	203.2	334.3	326.3	279.6	287.6
Dividends Declared During Period	22.6	35.0	50.0	1,100.0	69.0
Dividends Distributed During Period	22.3	22.6	35.0	1,150.0	-
Declared Profits to Net Income (%)	11.12%	10.47%	15.32%	393.43%	24%

**Subsequent to the year-end, the Board of Directors approved a dividend of SAR 0.30 for each issued share excluding the shares held under the Employee Share Ownership Plan, subject to the General Assembly approval.*

Treasury Shares under the Employee Share Ownership Plan

On 23 November 2023 (corresponding to 9 Jumada Al Awwal 1445H), the Company's Extraordinary General Assembly approved the issuance of 2 million New Shares through the capitalization of SR 2 million of retained earnings and retain them as treasury shares.

In June 2024, the Company increased its Share Capital from 200 million shares to 232 million shares through (a) issuance of 30 million New Shares offered in Initial Public Offering at the subscription price of SR 57.5 and (b) issuance of 2 million New Shares for Employee Share Ownership Plan funded through the capitalization of SR 2 million from the retained earnings. The legal formalities for such increase were completed and the shares of the Company were listed on 28 Duhl Qadah 1445H (corresponding to 5 June 2024) in the Tadawul Primary Market.

These treasury shares will be allocated to the Employee Share Program for the Group in accordance with the applicable terms and conditions. The Employee Share Program will be set-up after the required approvals, to attract and retain outstanding employees. The Extraordinary General Assembly authorized the Board of Directors to implement the Employee Share Program, subject to the related laws.

Overview of the Company's social contributions

Investment in Research (Dr. Soliman Fakeeh Award for Medical Excellence & Innovation)	**SAR 1M**
Education Support to Medical Students via the DAAM Program	**SAR 21.8M**
Scholarships to Students	**SAR 1.9Mn**
Education Support to Employees	**SAR 3.2Mn**
Care Provision to Underprivileged Communities (Discount / FOC Treatments)	**SAR 2M**

SUMMARY OF ASSETS, LIABILITIES AND BUSINESS RESULTS

The consolidated financial statements for the year ended 31 December 2024 have been prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS") as endorsed in Kingdom of Saudi Arabia, other standards and pronouncements that are issued by Saudi Organization for Chartered and Professional Accountants ('SOCPA') (hereafter referred to as "IFRS as endorsed in KSA").

The table below shows the Company's assets, liabilities and its business results of the past five fiscal years, noting that figures are rounded to the nearest thousand SAR:

	2024	2023	2022	2021	2020
Assets	5,321,625	4,232,102	5,070,429	3,464,418	3,186,117
Liabilities	2,002,201	2,976,627	2,913,185	1,740,980	1,794,174
Revenues	2,790,880	2,326,688	2,012,391	1,964,684	1,715,426
Profit before Zakat	287,068	254,710	351,123	365,342	251,488
Net income	263,670	232,020	330,684	360,778	224,843

Clarification of any material differences in the operational results compared with the preceding year's results, or any expectations announced by the company (2023 and 2024 figures are to the nearest thousand SAR):

	2024	2023	Change	%
Revenue	2,790,880	2,326,688	464,192	20.0%
Costs of revenue	-2,091,841	-1,710,012	-381,829	22.3%
Gross profit	699,039	616,676	82,363	13.4%
Operating expenses	-339,975	-282,698	-57,277	20.3%
Operating profit	359,064	333,978	25,086	7.5%
Profit for the year	263,670	232,020	31,650	13.6%

GEOGRAPHICAL ANALYSIS OF THE COMPANY'S AND ITS AFFILIATES' MEDICAL REVENUES

	Jeddah	Riyadh	Madinah	Makkah	Total
	SAR'000	SAR'000	SAR'000	SAR'000	SAR'000
Net revenue FY 2024	1,955,944	224,123	1,390	948	2,182,405
	89.6%	10.3%	0.1%	0.0%	100%

LOANS & BORROWINGS

The Group has used a variety of banking facilities, along with cash flows from operating activities, to meet the capital expenditure requirements. The Group intends to continue its strategy of leveraging cash flows from operating activities and long-term loans from banks to maintain an ideal financing structure. It is worth noting that all the bank facilities obtained by the Company are in accordance with the provisions of Islamic Sharia and are approved by the Sharia committees inside the banks. Loans as of 31 December 2024 (numbers are rounded to the nearest Thousand SAR).

	2024
Balance at beginning of the year	1,720,926
Loans obtained during the year	1,496,000
Payments made during the year	(2,680,426)
Balance at end of the year	536,500

	Repayment Period	2024
Long-term loans (ANB)	Nov. 2026 – Nov. 2031	321,500
Short-term loans (SNB & Alinma Bank)	Within 12 months	215,000
Long-term & Short-term loans		536,500

- The Group repaid a total of SAR 2.6 billion of loans during the year.
- During the year, the Group obtained a new long-term facility of SR 450 million for general purposes from a commercial bank, of which 321.5M has been utilized as of 31 December 2024. The loan carries interest at prevailing market rates and granted without guarantees or securities.
- In total, the Group has long term facilities of SR 1,122 million as at 31 December 2024 from commercial banks for new investments and capital projects, out of which the Group has utilized SR 321.5 million as at 31 December 2024. The loan carry interest at prevailing market interest rates.
- During the year, the Group obtained a new short-term facility of SR 300 million for general purposes from a commercial bank, of which NIL has been utilized as of 31 December 2024. The loan carries interest at prevailing market rates and granted without guarantees or securities.
- In total, the Group has short term facilities of SR 900 million as at 31 December 2024 from commercial banks for new investments and capital projects, out of which the Group has utilized SR 215 million as at 31 December 2024. The loan carry interest at prevailing market interest rates.
- Certain facilities with the commercial banks contain financial covenants, which require the Group to maintain certain leverage ratios, which are compiled by the Group as at December 2024.

STATUTORY PAYMENTS

The following is a statement of the value of any paid statutory payment on account of any zakat, taxes, fees or any other charges until the end of the annual financial period 2024:

	2024
Zakat	22,371,841
Value Added Taxes (VAT)	168,335,772
General Organization for Social Insurance (GOSI)	50,662,482
Withholding Taxes (WHT)	1,626,919

STATEMENT OF THE BOARD OF DIRECTORS

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements that are endorsed by Saudi Organization for Chartered and Professional Accountants (collectively referred to as "IFRS" as endorsed in Kingdom of Saudi Arabia). The external auditors' report has not contained any reservations on the Annual Financial Statements.

There is no recommendation from the Board to replace the external auditors before the end of their term.

There was no recommendation by the Audit Committee regarding the need to appoint internal auditors because the Company already has an Internal Audit department.

THE BOARD CONFIRMS THE FOLLOWING:

- Proper books of accounts have been maintained
- The system of internal control is sound in design and has been effectively implemented
- There are no significant doubts concerning the Company's ability to continue its activity
- There were no recommendations by the Audit Committee, which conflicts with Board resolutions, or any recommendations that the Board refused to take regarding the appointment, dismissal, determining the remuneration and assessment of the performance of external auditors to the Company, or appointment of internal auditors
- No convertible debt instruments, contractual securities, pre-emptive right or similar rights were issued or granted by the Company during the year 2024
- No conversion or subscription rights under any convertible debt instruments, contractually based securities, warrants or similar rights were issued or granted by the Company during the year 2024 or any preceding years
- No debt instruments were issued by the Company or its affiliates. Consequently, the Company did not purchase, redeem or cancel any debt instruments or such securities mentioned above

Consolidated Financial Statements

2024

DR. SOLIMAN ABDEL KADER
FAKEEH HOSPITAL COMPANY
(A Saudi Joint Stock Company)

CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 31 December 2024
together with the Independent Auditor's Report

DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
(A Saudi Joint Stock Company)

CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 31 December 2024

KPMG

KPMG Professional Services
Zahran Business Center
Prince Sultan Street
P. O. Box 55078
Jeddah 21534
Kingdom of Saudi Arabia
Commercial Registration No 403029792

Headquarters in Riyadh

كي بي إم جي للاستشارات المهنية
مركز زهران للأعمال
شارع الأمير سلطان
ص. ب. 55078
جده 21534
المملكة العربية السعودية
سجل تجاري رقم ٤٠٣٠٢٩٠٧٩٢

المركز الرئيسي في الرياض

Independent Auditor's Report

To the Shareholders of Dr. Soliman Abdel Kader Fakeeh Hospital Company

Opinion

We have audited the consolidated financial statements of Dr. Soliman Abdel Kader Fakeeh Hospital Company ("the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS") that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), that is endorsed in the Kingdom of Saudi Arabia, that are relevant to our audit of the consolidated financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code's requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KPMG Professional Services Company, a professional closed joint stock company registered in the Kingdom of Saudi Arabia with a paid-up capital of SAR100,000,000 and a non-partner member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.
Commercial Registration of the headquarters in Riyadh is 1010425494.

شركة كي بي إم جي للاستشارات المهنية مساهمة مهنية، شركة مساهمة مهنية مقفلة مسجلة في المملكة العربية السعودية، رأس مالها (100,000,000) ريال سعودي مدفوع بالكامل، وهي عضو غير شريك في الشبكة العالمية لشركات كي بي إم جي المستقلة والتابعة لـ كي بي إم جي العالمية المحدودة، شركة انجليزية خاصة محدودة بالضمان.
رقم السجل التجاري للمركز الرئيسي في الرياض هو 1010425494.

Independent Auditor's Report

To the Shareholders of Dr. Soliman Abdel Kader Fakeeh Hospital Company (continued)

Key Audit Matters (continued)

Revenue recognition

Refer Note 2.2(g) and 4.13 for the accounting estimate and accounting policy relating to revenue recognition and Note 22 for the related revenue disclosure.

The key audit matter	How the matter was addressed in our audit
During the year ended 31 December 2024, the Group recognized revenue of SR 2.8 billion (2023: SR 2.3 billion). Certain contracts and arrangements with customers include variable consideration such as volume discounts, prompt payment discounts and claims disallowed (rejection of claims). These constitute variable consideration and are considered in the recognition of revenue on an estimated basis in the period in which the related services are rendered. Revenue recognition is considered as a key audit matter as the determination of the related variable consideration involves significant judgements and estimates.	We performed the following among other procedures: - Assessed the appropriateness of the Group's revenue recognition accounting policies by considering the requirements of relevant accounting standards; - Assessed the design and implementation and tested (on a sample basis) the operating effectiveness of the Group's key internal controls in relation to the estimates of variable consideration; - Assessed the appropriateness of significant accounting judgments, estimates and assumptions made by management to determine the variable consideration; - Performed a retrospective check (on a sample basis) of actual claims settled to the original gross claims; - Performed tests (on a sample basis) of settlements, claims and collections made with major customers of the Group; and - Assessed the adequacy of relevant disclosures and presentation in the consolidated financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report. Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, when made available to us, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Independent Auditor's Report

To the Shareholders of Dr. Soliman Abdel Kader Fakeeh Hospital Company (continued)

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, the applicable requirements of the Regulation for Companies and Company's By-laws and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those Charged with Governance, the Board of Directors are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. 'Reasonable assurance' is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, then we are required to draw attention in our Auditor's Report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the Group to cease to continue as a going concern.

KPMG

Independent Auditor's Report

To the Shareholders of Dr. Soliman Abdel Kader Fakeeh Hospital Company (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit of **Dr. Soliman Abdel Kader Fakeeh Hospital Company ("the Company") and its subsidiaries ("the Group")**.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

For KPMG Professional Services

Abdullah Oudah Althagafi
License No. 455

Jeddah, 11 March 2025
Corresponding to 11th Ramadan 1446H

كي بي إم جي للإستشارات المهنية
ترخيص رقم ٤٦
Lic No. 46
C.R. 4030290792
KPMG
KPMG Professional Services

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DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
(A Saudi Joint Stock Company)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

	Notes	2024	2023
ASSETS			
Property and equipment	5	**2,095,843**	1,635,209
Right-of-use assets	6.1	**505,338**	521,235
Intangible assets and goodwill	7	**543,980**	544,244
Investment properties		**417**	459
Financial asset at amortized cost	8	**195,604**	--
Prepayments and other non-current assets	9	**15,024**	49,209
Other long-term receivables	10	**117,716**	93,327
Non-current assets		**3,473,922**	2,843,683
Inventories	11	**178,727**	163,121
Accounts and other receivables	12	**895,520**	745,697
Contract assets	12.2	**68,549**	102,315
Prepayments and other current assets	13	**171,122**	162,990
Cash and cash equivalents	14	**533,785**	214,296
Current assets		**1,847,703**	1,388,419
Total assets		**5,321,625**	4,232,102
EQUITY AND LIABILITIES			
EQUITY			
Share capital	15	**232,000**	200,000
Treasury shares	15.2	**(2,000)**	--
Share premium		**1,653,473**	--
Retained earnings		**1,061,873**	820,255
Equity attributable to owners of the Company		**2,945,346**	1,020,255
Non-controlling interests ("NCI")	16	**374,078**	235,220
Total equity		**3,319,424**	1,255,475
LIABILITIES			
Long-term loans	17	**321,500**	1,196,445
Lease liabilities	6.2	**481,208**	495,867
Employees' end of service benefits	18	**260,689**	219,013
Non-current liabilities		**1,063,397**	1,911,325
Short-term loans	17	**215,000**	493,996
Current portion of long-term loans	17	**--**	30,485
Current portion of lease liabilities	6.2	**60,186**	47,096
Accounts payables		**372,900**	275,300
Accrued and other current liabilities	19	**265,234**	193,967
Accrued Zakat	20	**25,484**	24,458
Current liabilities		**938,804**	1,065,302
Total liabilities		**2,002,201**	2,976,627
Total equity and liabilities		**5,321,625**	4,232,102

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements

DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
(A Saudi Joint Stock Company)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

	Notes	2024	2023
Revenue	21	**2,790,880**	2,326,688
Costs of revenue	22	**(2,091,841)**	(1,710,012)
Gross profit		**699,039**	616,676
Other income		**11,185**	21,139
Selling and marketing expenses	22	**(59,168)**	(49,279)
General and administrative expenses	22	**(278,517)**	(243,213)
Impairment loss on accounts receivables	12.1	**(13,475)**	(11,345)
Operating profit		**359,064**	333,978
Finance costs	23.1	**(95,667)**	(122,150)
Finance income	23.2	**23,671**	42,882
Profit before zakat		**287,068**	254,710
Zakat	20	**(23,398)**	(22,690)
Profit for the year		**263,670**	232,020
Other comprehensive loss:			
Items that will not be reclassified to profit or loss:			
Re-measurement loss on defined benefit obligations	18	**(18,647)**	(7,202)
Total comprehensive income for the year		**245,023**	224,818
Profit / (loss) for the year attributable to:			
- Owners of the Parent Company		**287,551**	279,595
- Non-controlling interests		**(23,881)**	(47,575)
		263,670	232,020
Total comprehensive income / (loss) for the year attributable to:			
- Owners of the Parent Company		**269,608**	272,616
- Non-controlling interests		**(24,585)**	(47,798)
		245,023	224,818
Earnings per share			
Basic and diluted earnings per share	26	**1.32**	1.40

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements

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DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

	Attributed to owners of the parent							
	Share capital	**Treasury shares**	**Statutory reserves**	**Share premium**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
Balance at 1 January 2023	**100,000**	**--**	**50,000**	**--**	**1,747,639**	**1,897,639**	**259,606**	**2,157,245**
Total comprehensive income for the year								
Profit for the year	--	--	--	--	279,595	279,595	(47,575)	232,020
Other comprehensive income for the year	--	--	--	--	(6,979)	(6,979)	(223)	(7,202)
Total comprehensive income for the year	--	--	--	--	272,616	272,616	(47,798)	224,818
Transactions with owners								
Dividends declared	--	--	--	--	(1,150,000)	(1,150,000)	(9,200)	(1,159,200)
Capital increase through capitalization of reserves (note 15.4)	100,000	--	(50,000)	--	(50,000)	--	--	--
Additional capital contribution by NCI	--	--	--	--	--	--	32,612	32,612
Balance at 31 December 2023	**200,000**	**--**	**--**	**--**	**820,255**	**1,020,255**	**235,220**	**1,255,475**
Total comprehensive income for the year								
Profit for the year	--	--	--	--	287,551	287,551	(23,881)	263,670
Other comprehensive income for the year	--	--	--	--	(17,943)	(17,943)	(704)	(18,647)
Total comprehensive income for the year	--	--	--	--	269,608	269,608	(24,585)	245,023
Transactions with owners								
Share capital increase (note 15)	30,000	--	--	1,653,473	--	1,683,473	--	1,683,473
Share capital increase - Employee share ownership program (note 15.2)	2,000	--	--	--	(2,000)	--	--	--
Treasury shares for Employee share ownership program (note 15.2)	--	(2,000)	--	--	2,000	--	--	--
Additional capital contribution by NCI	--	--	--	--	--	--	135,453	135,453
Effect of capital increase in subsidiary and dilution of NCI (note 1)	--	--	--	--	(27,990)	(27,990)	27,990	--
Balance at 31 December 2024	**232,000**	**(2,000)**	**--**	**1,653,473**	**1,061,873**	**2,945,346**	**374,078**	**3,319,424**

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements

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DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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CONSOLIDATED STATEMENT OF CASH FLOWS (continued)
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

	Notes	2024	2023
Cash flows from operating activities			
Profit before zakat		**287,068**	254,710
Adjustments for:			
- Depreciation on property and equipment	5	**97,231**	89,175
- Depreciation on right-of-use assets	6.1	**58,151**	51,244
- Amortization	7	**7,460**	8,981
- Depreciation on investment properties		**42**	41
- Provision for employee's end of service benefits	18	**41,837**	33,474
- Impairment loss on accounts receivables	12.1	**13,475**	11,345
- Loss / (gain) on disposal of property and equipment and termination / modification of right-of-use asset		**4,482**	(871)
- Discounting impact of DAAM scholarship program		**969**	1,597
- Write-off of intangible asset	7	**--**	360
- Net finance costs		**71,996**	79,268
		582,711	529,324
Changes in operating assets and liabilities:			
- Inventories		**(15,606)**	(31,658)
- Accounts and other receivables		**(163,298)**	12,829
- Contract assets		**33,766**	(87,688)
- Other long-term receivables		**(25,358)**	(18,172)
- Prepayments and other current assets		**(8,132)**	(36,645)
- Accounts payables		**97,600**	43,876
- Accrued and other current liabilities		**99,786**	(26,711)
Cash generated from operating activities		**601,469**	385,155
Interest paid		**(91,123)**	(80,865)
Interest paid on lease	6.2	**(33,063)**	(32,835)
Employees' end of service benefits paid	18	**(18,808)**	(27,421)
Zakat paid	20	**(22,372)**	(15,409)
Net cash generated from operating activities		**436,103**	228,625
Cash flows from investing activities:			
Additions to property and equipment	5	**(517,652)**	(372,395)
Additions to financial assets at amortized cost	8	**(195,604)**	--
Additions to intangible assets	7	**(7,196)**	(4,118)
Prepayments and other non-current assets		**(7,424)**	(13,189)
Interest received	23.2	**23,671**	42,882
Receipt from other long-term receivables	24	--	1,470,722
Additions to other long-term receivables	24	--	(133,004)
Receipt on settlement of consideration transferred		--	18,332
Proceeds from disposal of property and equipment		**993**	3,526
Net cash (used in) / generated from investing activities		**(703,212)**	1,012,756
Cash flows from financing activities:			
Dividends paid	15.4	**--**	(1,150,000)
Dividends paid to NCI		**--**	(9,200)
Addition capital contribution by NCI	16.1	**135,453**	32,612
Repayment of principal portion of lease liability	6.2	**(47,902)**	(90,183)
Net proceeds from the issue of ordinary shares	15	**1,683,473**	--
Proceeds from long-term loans		**111,500**	1,241,000
Repayment of long-term loans		**(1,016,930)**	(1,308,052)
Net movement in short term loans		**(278,996)**	(60,024)
Net cash generated from / (used in) financing activities		**586,598**	(1,343,847)
Net increase / (decrease) in cash and cash equivalents		**319,489**	(102,466)
Cash and cash equivalents at beginning of the year		**214,296**	316,762
Cash and cash equivalents at the end of the year	14	**533,785**	214,296

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DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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CONSOLIDATED STATEMENT OF CASH FLOWS (continued)
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

	Notes	2024	2023
Major non-cash transactions:			
Addition to right-of-use assets and lease liabilities	6	**44,832**	124,835
Terminations of right-of-use assets	6.1	**394**	5,440
Terminations of lease liabilities	6.2	**505**	4,214
Zakat charge	20	**23,398**	22,690
Transfers from Capital Work In Progress	5.1	**49,456**	22,072

*** Cash and cash equivalents include short term deposits that are interest bearing and form an integral part of the Group's cash flow management.*

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements

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DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
(A Saudi Joint Stock Company)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

1. GENERAL

Dr. Soliman Abdel Kader Fakeeh Hospital Company (the "Parent Company") is a Saudi Joint Stock Company formed under the laws of the Kingdom of Saudi Arabia and is registered in the Commercial Registry in Jeddah under No. 4030014511 on 11 Rabi II 1398H (Corresponding to 20 March 1978). The Parent Company was converted from a Sole Proprietorship to a Saudi closed Joint Stock Company under the Ministerial Decision No. 28 dated 1 Safar 1433H (corresponding to 26 December 2011) approving the announcement of the establishment of Dr. Soliman Abdel Kader Fakeeh Hospital Company (A "Saudi Closed Joint Stock Company"). On 27 Duhl Qadah 1445H (corresponding to 4 June 2024), the Parent Company successfully converted from a "Saudi Closed Joint Stock Company" to a "Saudi Joint Stock Company." Following this, on 28 Duhl Qadah 1445H (corresponding to 5 June 2024), the Parent Company completed its Initial Public Offering (IPO), and its shares were listed on the Tadawul Primary Market, commencing trading under the symbol 4017 and ISIN code SA562GSHUOH7.

The principal activity of the Group is managing, establishing and operating hospitals, clinics, medical, educational and training centers. In addition to the above, the Group is also managing and operating medical services, analysis and radiology laboratory and managing and establishing pharmacies, wholesale and retail of medical equipment, maintenance of IT equipment and software related services.

These consolidated financial statements include assets, liabilities and the results of the operations of the Parent Company and its following subsidiaries collectively referred to as "the Group". The financial statements of the subsidiaries are prepared for the same reporting period and accounting policies as that of the Parent Company.

The Group has three reportable segments including medical services, education, trading, retail and other business (note 27).

The Parent Company's registered office and principal place of business is Jeddah.

As at 31 December 2024, the Group has investments in the following subsidiaries:

Name of subsidiaries	Effective holding 2024	2023	Principal activities
Al-Farabi Special Health Care Company Limited ("Farabi")	**70%**	70%	Healthcare service provider
Dr. Soliman Abdel Kader Fakeeh Information Technology Company ("Fakeeh Tech")	**70%**	70%	IT equipment and software services
Dr. Soliman Abdel Kader Fakeeh Family Medicine Centers ("FMH")	**90%**	90%	Healthcare service provider
Dr. Soliman Abdel Kader Fakeeh Medical Education Company Limited ("FCMS")	**80%**	80%	Medical education service provider
Dr. Mazen Fakeeh Complementary Health Care Company Limited ("FCHC")	**100%**	100%	Wholesale and retail of medical equipment

DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 31 December 2024
(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

1. GENERAL (continued)

Name of subsidiaries	Effective holding 2024	2023	Principal activities
Al Toor Medical Services Company ("Al Toor")	**51%**	51%	Healthcare service provider
Saudi Airlines Company for Medical Services ("SMS")	**75%**	75%	Healthcare service provider
Al-Faraj Pharmaceutical Medical Company ("Al-Faraj")	**89.82%**	89.82%	Trading in pharmaceutical products
Advanced Horizon Contracting Company ("AHC")	**100%**	100%	Construction and contracting
Golden Union Medical Company ("GUMC")	**100%**	100%	Emergency medical services
Dr. Soliman Fakeeh Hospital Medical Company ("DSFH Riyadh") *	**68.36%**	60.56%	Healthcare service provider
White Lines Medical Company ("WLMC")	**74.25%**	74.25%	Trading in pharmaceutical products
Fakeeh Vision Company Limited ("FVCL")	**100%**	100%	Trading of spectacles and cosmetics
Dr. Soliman Abdel Kader Fakeeh Home Health Care Company ("FHHC")	**100%**	100%	Home health care
Masar Dr. Sulaiman Fakeeh Medical Hospital Company ("MDSFMH")	**100%**	--	Healthcare service provider

All the companies stated above were incorporated in the Kingdom of Saudi Arabia.

* In April 2024, the Parent Company completed the subscription of 10 million additional shares, par value of SR 10 each, of DSFH Riyadh totaling SR 100 million. Consequently, the Parent Company's shareholding percentage increased from 60.56% to 68.36% and the non-controlling interest increased by SR 28 million, due to the related net asset value being lower than the par value.

On 16 September 2024, DSFH Riyadh increased its share capital by SR 250 million, through the issuance of 25 million new shares with nominal value SR 10 per share. All existing shareholders participated on a pro-rata basis in the SR 250 million share capital increase. As a result, the Parent Company's ownership of 68.36% of the share capital of DSFH Riyadh remained unchanged.

DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(All Amounts expressed in thousands of Saudi Riyals, unless otherwise stated)

2. BASIS OF PREPARATION

2.1 Statement of compliance

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS") as endorsed in Kingdom of Saudi Arabia, other standards and pronouncements that are issued by Saudi Organization for Chartered and Professional Accountants ('SOCPA') (hereafter referred to as "IFRS as endorsed in KSA").

a) Accounting convention / Basis of Measurement

These consolidated financial statements have been prepared under the historical cost basis, unless otherwise stated.

Furthermore, the consolidated financial statements are prepared using the accrual basis of accounting and going concern assumption. The subsidiaries applied the same accounting policies as applied by Company in these financial statements. Also, the reporting period of the subsidiaries is the same with the Parent company, financial year ending December.

b) Functional and presentation currency

These consolidated financial statements are presented in Saudi Arabian Riyals ("SR"), which is the Parent company's and its subsidiaries functional currency. All amounts have been expressed in SR and rounded off to the nearest thousands, unless otherwise indicated.

2.2 Critical accounting estimates and judgments

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. BASIS OF PREPARATION (continued)

2.2 Critical accounting estimates and judgments (continued)

a) Impairment of non-financial assets

Impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived from the budget and marketing terms forecast for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future invest performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the DCF model as well as the growth rate used for extrapolation purposes.

b) Allowance for expected credit losses (ECLs) of accounts receivables

The measurement of the expected credit loss allowance for financial assets measured at amortized cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior.

The Group assesses on a forward-looking basis, the expected credit losses ("ECL") associated with its financial assets carried at amortized cost. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Fund expects to receive). The Group recognizes a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of resources; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group measures loss allowances at an amount equal to lifetime ECL.

c) Employee benefits – defined benefit plan

The cost of employees' end of service benefits are determined using actuarial valuation. Certain actuarial assumptions have been adopted as disclosed in note 18 to the financial statements for valuation of present value of defined benefit obligations. Any changes in these assumptions in future years might affect gains and losses in those years.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. BASIS OF PREPARATION (continued)

2.2 Critical accounting estimates and judgments (continued)

d) Determining the lease term of contracts with renewal and termination options – Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

e) Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

f) Revenue recognition estimating variable consideration

Satisfaction of performance obligations - The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method of recognizing revenue.

Determination of transaction prices - The Group estimates variable considerations to be included in the transaction price in respect of each of its agreement with customers. In making such estimate the Group assess the impact of any variable consideration in the contract to the patients upon submission of invoices to the customers. The Group uses its accumulated historical experience to estimate the percentage (retrospective review). These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return pattern will impact the expected adjustments estimated by the Group.

DR. SOLIMAN ABDEL KADER FAKEEH HOSPITAL COMPANY
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3. NEW STANDARDS, AMENDMENTS TO STANDARDS AND STANDARDS ISSUED BUT NOT YET EFFECTIVE

3.1 New standards, interpretations, and amendments issued

The following amendments to existing standards and framework have been applied by the Group in preparation of these consolidated financial statements. The adoption of the below did not result in changes to the previously reported consolidated net profit or equity of the Group.

Standard / Interpretation	*Description*	*Effective date*
Amendments to IFRS 16	Lease Liability in a Sales and Leaseback	1 January 2024
IAS 1	Classification of liabilities as current or non-current (amendments to IAS 1)	1 January 2024
IAS 1	Non- current liabilities with covenants (amendments to IAS 1)	1 January 2024
IAS 7 and IFRS 7	Supplier Finance Arrangements	1 January 2024
IAS 21	Lack of Exchangeability	1 January 2025

3.2 Standards issued but not yet effective

The standards, interpretations, and amendments issued, but not yet effective up to the date of issuance of the consolidated financial statements are disclosed below. The Group is currently assessing the implications on the Group's consolidated financial statements on adoption. The Group intends to adopt these standards, where applicable, when they become effective.

Standard / Interpretation	*Description*	*Effective from periods beginning after the following date*
IFRS 7 & IFRS 9	Annual improvements, Amendments to the Classification and Measurement of Financial Instruments –to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures	1 January 2026
IFRS 1	Annual Improvements: Amendments First-time Adoption of International Financial Reporting Standards;	1 January 2026
IFRS 10 & IAS 7	Annual Improvements: Consolidated Financial Statements; and Statement of Cash flows	1 January 2026
IFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
IFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
IFRS 10 and IAS 28	Sale or contribution of assets between investor and its associate or joint venture (amendments to IFRS 10 and IAS 28)	Available for optional adoption / effective date deferred indefinitely

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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4. MATERIAL ACCOUNTING POLICIES

The Group has consistently applied the following accounting policies to all periods presented in these consolidated financial statements, except if mentioned otherwise.

4.1 Financial instruments

Financial Assets

a) Recognition and initial measurement

The Group's financial assets comprise of cash and cash equivalents, accounts and other receivables (current), other long-term receivables (non-current), contract assets, margin against letter of credits and guarantees and other receivables.

Financial assets are initially recognized when the Group becomes a party to the contractual provisions of the instrument.

A financial asset is initially measured at fair value plus, for an item not at fair value through profit and loss, transaction costs that are directly attributable to its acquisition or issue.

b) Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at:

- Amortized cost;
- Fair value through other comprehensive income (FVOCI) – debt investment;
- FVOCI – equity investment; or
- Fair value through profit or loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Group changes its business model for managing financial assets.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as measured at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.1 Financial instruments (continued)

Financial Assets (continued)

b) Classification and subsequent measurement (continued)

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment by investment basis.

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management.

Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on de-recognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income under the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On de-recognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to profit or loss.

4. MATERIAL ACCOUNTING POLICIES (continued)

4.1 Financial instruments (continued)

Financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on de-recognition is also recognized in statement of profit or loss and other comprehensive income.

Significant financial liabilities include loans, lease liabilities, accounts payables, accrued expenses and other current liabilities.

De-recognition

Financial assets

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

Financial liabilities

The Group derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Group also derecognizes a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognized at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognized in the statement of profit or loss and other comprehensive income.

Offsetting of financial instruments

Financial asset and financial liability are offset and the net amount presented in the statement of financial position when, and only when the Group:

- currently has a legally enforceable right to set off the recognized amounts; and
- intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

4. MATERIAL ACCOUNTING POLICIES (continued)

4.2 Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the fair value of the assets given, equity instrument issued and liabilities incurred or assumed at the date of exchange, and includes costs directly attributable to the acquisition. Identifiable assets acquired, liabilities and contingent liabilities assumed in a business combination are measured initially at fair values at the date of acquisition. The excess of the cost of the business combination over the Group's share in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities is classified as goodwill. When the excess is negative, a bargain purchase gain is recognized immediately in profit or loss. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

If the business combination is achieved in stages, any previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in profit or loss.

(i) *Subsidiaries*

Subsidiaries are entities controlled by the Group. The Group 'controls' an entity when it is exposed to or has rights to, variable return from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are consolidated in the financial statements from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

All intra-group balances, transactions, income and expenses resulting from intra-group transactions, are eliminated in full. Also, any unrealized gains and losses arising from intra-group transactions are eliminated on consolidation.

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interest (NCI) and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Changes in a Group's ownership interest in a subsidiary that does not result in a change in control, is accounted as equity transaction and the carrying amounts of the non-controlling interests is adjusted against the fair value of the consideration paid and any difference is recognized directly in equity under "Effect of transactions with non- controlling interest without change in control".

(ii) *Goodwill*

Goodwill represents the difference between the cost of businesses acquired and the Group's share in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities at the date of acquisition. Goodwill arising on acquisitions is reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment losses on goodwill are not reversed. Subsequent to initial recognition, goodwill is measured at cost less accumulated losses.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.2 Business combinations (continued)

(ii) Goodwill (continued)

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments.

(iii) Non-controlling interests

Non-controlling interest represents the interest in subsidiary companies, not held by the Group which are measured at their proportionate share in the subsidiary's identifiable net assets. Transactions with non-controlling interest parties are treated as transactions with parties external to the Group.

Changes in Group's interest in a subsidiary as a result of transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions, i.e. as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid / received and the relevant share acquired / disposed of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals / acquisition of non-controlling interests are also recorded in equity.

4.3 Impairment

i) Financial assets (including receivables)

IFRS 9 requires to follow an expected credit loss model for the impairment of financial assets. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognized. Instead, an entity always accounts for expected credit losses and changes in those expected credit losses. Consequently, more timely information is provided about expected credit losses.

Expected loss shall be measured and provided either at an amount equal to (a) 12 month expected losses; or (b) lifetime expected losses. If the credit risk of the financial instrument has not increased significantly since inception, then an amount equal to 12 month expected loss is provided. In other cases, lifetime credit losses shall be provided. For accounts receivables with a significant financing component a simplified approach is available, where by an assessment of increase in credit risk need not be performed at each reporting date. Instead, an entity can choose to provide for expected losses based on lifetime expected losses.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.3 Impairment (continued)

ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

Impairment exists when the carrying value of an asset or cash generating unit ("CGU") exceeds the recoverable amount, which is the higher of the fair value less costs to sell and value in use. The fair value less costs to sell is arrived based on available data from binding sales transactions at arm's length, for similar assets. The value in use is based on a discounted cash flow (DCF) model, whereby the future expected cash flows discounted using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset.

Impairment losses are recognized in profit or loss. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGUs, and then to reduce the carrying amounts of the other assets in the CGUs on a pro rata basis.

An impairment loss on intangible assets with indefinite useful lives including goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

4.4 Property and equipment

Items of property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses except land and construction work in progress (CWIP) which is carried at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset including any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located.

If significant parts of an item of property and equipment have different useful lives, they are accounted for as consolidated items (major components) of property and equipment.

Gains and losses on disposal of an item of property and equipment are determined by comparing the proceeds from disposal with the carrying amount of property and equipment, and are recognized in statement of profit or loss and other comprehensive income.

a) Subsequent costs

The cost of replacing a part of an item of property and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property and equipment are recognized in statement of profit or loss and other comprehensive income as incurred.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.4 Property and equipment (continued)

b) Depreciation

Depreciation is calculated to write off the cost of items of property and equipment less their estimated residual values using the straight-line method over their estimated useful lives, and is recognized in statement of profit or loss and other comprehensive income. Depreciation represents the systematic allocation of the depreciable amount of an asset over its estimated useful life. Depreciable amount represents the cost of an asset, or other amount substituted for cost, less its residual value.

The estimated useful lives for the current and comparative periods are as follows:

	Years
• Buildings and leasehold improvements	5 – 33 (shorter of lease term or useful life)
• Medical and support equipment	4-7
• Furniture and fixtures	3-7
• Motor vehicles	7
• Office equipment	5
• Computers	5

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

4.5 Intangible assets

The intangible assets that the Group holds consists of customer relationships, software, and medical licenses which have finite useful lives and are measured at cost less accumulated amortization and any accumulated impairment losses.

a) Subsequent costs

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognize in profit or loss as incurred.

b) Amortization

Amortization is calculated to write off, over their estimated useful lives, the cost of intangible assets less estimated residual values using the straight-line method for software and medical license and reducing balance method for customer relationships. Amortization is generally recognized in profit or loss.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.5 Intangible assets (continued)

b) Amortization (continued)

The estimated useful lives for the current and comparative periods are as follows:

	Years
Customer relationships	25
Medical Licenses	10
Software	3-7

Amortization methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

4.6 Capital work-in-progress

Capital work-in-progress represents all costs relating directly to the on-going projects in progress and are capitalized as property and equipment when the project is completed.

4.7 Inventories

Inventories, which comprise of medicines, various medical supplies and consumables are measured at the lower of cost and net realizable value. Cost is determined using the weighted average method. Cost includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Goods-in-transit include costs and related expenses of goods shipped by the year-end.

Net realizable value comprises estimated selling price in the ordinary course of business, less appropriate selling and distribution costs. The amount of any write-down of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurs.

4.8 Employee Benefits

Defined unfunded benefit plans

The Group operates an employees' end of service benefits scheme. End of service benefits, as required by Saudi Arabia Labor Law, are required to be provided based on the employees' length of service.

The Group's net obligations in respect of defined unfunded benefit plans ("the obligations") is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return of their service in the current and prior periods. The benefit is discounted to determine its present value, and any unrecognized past service costs.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.8 Employee Benefits (continued)

Defined unfunded benefit plans (continued)

The discount rate used is the market yield on government bonds at the reporting date that has maturity dates approximating the terms of the Group's obligations. The cost of providing benefits under the defined benefit plans is determined using the projected unit credit method to determine the Group's present value of the obligation, with actuarial valuations to be carried out every third year and updated for the following two years for material changes, if any.

The defined benefit liability comprises the present value of defined benefit obligation as adjusted for any past service cost not yet recognized. Currently there are no past service costs. Actuarial gains and losses are recognized in OCI immediately.

4.9 Leases

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.10 Provisions

A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are reviewed and adjusted at each reporting date. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost. Expected future operating losses are not provided for. If outflows to settle the provisions are no longer probable, reversal of the provision is recorded as income.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

4.11 Zakat

Zakat is provided for in the consolidated financial statements in accordance with Zakat, Tax and Customs Authority ("Authority" or "ZATCA") regulations. Zakat for the current year end is charged to profit and loss. Additional zakat liabilities, if any, related to prior years' assessments arising from ZATCA are accounted for in the period in which the final assessments are finalized.

The Group withholds taxes on transactions with non-resident parties in accordance with zakat and income tax regulations.

4.12 Value Added Tax

The Group is subject to Value Added Tax ("VAT") for services except exempt supplies in accordance with the VAT regulations prevailing in the Kingdom of Saudi Arabia. The amount of VAT liability is determined by applying the applicable tax rate to the value of supply ("Output VAT") less VAT paid on purchases/services obtained ("Input VAT"). The Group reports revenue and purchases net of VAT for all the periods presented in the consolidated statement of profit or loss.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.13 Revenue

The Group has applied IFRS 15 *Revenue from contracts with customers* for accounting of revenue. The core principle of the IFRS 15 is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. IFRS 15 requires that entities apply a five-step to determine when to recognize revenue and at what amount.

- Step:1 Identify the contract with the customer
- Step:2 Identify the performance obligations in the contract
- Step:3 Determine the transaction price
- Step:4 Allocate the transaction price to the performance obligations in the contract
- Step:5 Recognize revenue when or as the entity satisfies a performance obligation

The Group recognizes revenue when or as a performance obligation is satisfied. i.e. when control of the goods or services pertaining to the respective performance obligation is transferred to the customer.

Sale of goods

The Group dispenses medication and medical supplies as part of the provision of its healthcare services. Sales of goods are recognized when the Group dispenses these to its patients.

Provision of services

The Group provides healthcare services. The revenue is recognized when the treatment is provided (i.e. after satisfaction of performance obligation). Some contracts include variable considerations such as discounts and claims. Management estimates variable consideration using the expected value method. In addition, management has considered all the information (historical, current and forecast) that is reasonably available to the Group and has identified a reasonable number of possible consideration amounts.

Revenue from provision of services primarily comprises fees charged under contract for inpatient and outpatient hospital services. Hospital services include charges for accommodation, professional medical services, equipment, radiology, laboratory and pharmaceutical goods used in treatments given to patients. Net patient services revenue is recognized at the estimated net realizable amounts from the third-party payers (like insurance companies) and others for the services rendered, net of estimated revenue adjustments (rejection of claims and discounts) when the related services are rendered.

Revenue from operating contracts includes among others the supply of manpower to other medical facilities. They recognized the revenue over the period of time when the services are rendered.

Medical related services

Medical related services are recognized as revenue agreed under Service Level Agreement (SLA) with the customers when the services are provided.

Revenue from educational services

Tuition and other fees are recognized as income over the academic year (i.e. over the satisfaction of performance obligation).

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.13 Revenue (continued)

Revenue from IT services

Revenue from IT services is recognized when the services are rendered to the customers.

Revenue from Retail services

Revenue from sales is recognized upon delivery or shipment of products by which the rights of ownership of the goods have been transferred to the buyer and the Company has no effective control or continuing managerial involvement to the degree usually associated with ownership over the goods. Sales are recorded net of returns, trade discounts, and volume rebates, if any.

4.14 Current versus non – current

The Group presents assets and liabilities in the statement of financial position based on current/ non-current classification.

Assets
An asset as current when it is:

- Expected to be realised or intended to sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

Liabilities
A liability is current when:

- Expected to be settled in normal operating cycle;
- Held primarily for the purpose of trading;
- Due to be settled within twelve months after the reporting period; or
- It does not have the right at the end of reporting period to defer the settlement of the liability for at least twelve months after the reporting period.

All other assets and liabilities are classified as non-current.

4.15 Initial Public Offering (IPO) Costs

IPO costs are the costs which are incremental and directly related to the listing of the shares in the financial market. These include but not limited to underwriting fee, sales commission and valuation costs, trading fees, CMA fees, certified public accountants' fees, advertising costs, costs of legal advice and other costs.

IPO costs directly attributable to the issuance of new shares (equity transaction) are deducted from Equity. IPO costs that are not directly attributable to the issuance of new shares, if any, are recognized in as an expense in the period when they are incurred.

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4. MATERIAL ACCOUNTING POLICIES (continued)

4.16 Fair value measurement

The Group measures financial instruments at fair value at each statement of financial position date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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5. PROPERTY AND EQUIPMENT

5.1 Reconciliation of carrying amounts:

	Land	Buildings and leasehold improvements	Medical and support equipment	Furniture and Fixtures	Motor vehicles	Office equipment	Computers	Capital work-in-progress	Total
Cost:									
Balance at 1 January 2024	**290,842**	**1,112,949**	**542,948**	**79,897**	**20,635**	**26,825**	**102,462**	**258,731**	**2,435,289**
Additions*	37,850	36,860	55,336	10,668	13,122	4,357	9,464	391,604	559,261
Transfers	--	(22,986)	62,070	317	--	12,252	(2,197)	(49,456)	--
Disposals	--	(554)	(15,117)	(1,570)	(2,031)	(351)	(4,617)	(210)	(24,450)
Balance at 31 December 2024	**328,692**	**1,126,269**	**645,237**	**89,312**	**31,726**	**43,083**	**105,112**	**600,669**	**2,970,100**
Accumulated depreciation:									
Balance at 1 January 2024	**--**	**358,860**	**294,558**	**49,538**	**10,628**	**19,708**	**66,788**	**--**	**800,080**
Charge for the year	--	28,666	41,662	8,869	2,623	4,594	10,817	--	97,231
Disposals	--	(180)	(14,570)	(1,506)	(1,991)	(289)	(4,518)	--	(23,054)
Balance at 31 December 2024	**--**	**387,346**	**321,650**	**56,901**	**11,260**	**24,013**	**73,087**	**--**	**874,257**
Carrying amounts:									
At 31 December 2024	**328,692**	**738,923**	**323,587**	**32,411**	**20,466**	**19,070**	**32,025**	**600,669**	**2,095,843**

(*) Additions includes transfer of SR 41.6 million from other non-current assets.

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5. PROPERTY AND EQUIPMENT (continued)

5.1 Reconciliation of carrying amounts (continued):

	Land	Buildings and leasehold improvements	Medical and support equipment	Furniture and Fixtures	Motor vehicles	Office equipment	Computers	Capital work-in-progress	Total
Cost:									
Balance at 1 January 2023	114,762	1,096,209	537,362	134,550	16,552	37,121	83,666	157,393	2,177,615
Additions	176,080	7,439	34,778	4,513	6,982	1,095	16,238	125,270	372,395
Transfer from right-of-use assets	--	--	51,559	--	--	--	--	--	51,559
Transfers	--	9,301	7,409	607	--	817	3,938	(22,072)	--
Disposals	--	--	(88,160)	(59,773)	(2,899)	(12,208)	(1,380)	(1,860)	(166,280)
Balance at 31 December 2023	**290,842**	**1,112,949**	**542,948**	**79,897**	**20,635**	**26,825**	**102,462**	**258,731**	**2,435,289**
Accumulated depreciation:									
Balance at 1 January 2023	--	332,552	345,853	99,168	11,725	27,283	57,949	--	874,530
Charge for the year	--	26,308	36,468	10,016	1,674	4,523	10,186	--	89,175
Disposals	--	--	(87,763)	(59,646)	(2,771)	(12,098)	(1,347)	--	(163,625)
Balance at 31 December 2023	**--**	**358,860**	**294,558**	**49,538**	**10,628**	**19,708**	**66,788**	**--**	**800,080**
Carrying amounts:									
At 31 December 2023	**290,842**	**754,089**	**248,390**	**30,359**	**10,007**	**7,117**	**35,674**	**258,731**	**1,635,209**

During the year ended 31 December 2024, an amount of SR 20.4 million (2023: SR 5.3 million) was capitalized as borrowing cost.

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5. PROPERTY AND EQUIPMENT (continued)

5.2 Depreciation charge for the year is distributed as detailed below:

	2024	2023
Cost of revenue	**78,967**	71,989
Administrative expenses	**16,847**	16,177
Selling and marketing expenses	**1,417**	1,009
	97,231	89,175

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

6.1 Right-of-use assets

a) Reconciliation of carrying amounts

	Land	Buildings	Medical equipment	Total
Cost:				
Balance as at 1 January 2023	210,016	250,085	56,648	516,749
Additions during the year	11,408	113,427	--	124,835
Modifications **	98,387	14,282	--	112,669
Transfer to property and equipment *	--	--	(56,648)	(56,648)
Terminations	--	(18,127)	--	(18,127)
Balance at 31 December 2023	**319,811**	**359,667**	**--**	**679,478**
Additions during the year	--	44,832	--	44,832
Modifications	--	(9,937)	--	(9,937)
Terminations	--	(6,297)	--	(6,297)
Balance at 31 December 2024	**319,811**	**388,265**	**--**	**708,076**
Accumulated depreciation:				
Balance as at 1 January 2023	54,164	69,835	776	124,775
Charge for the year	17,310	29,621	4,313	51,244
Transfer to property and equipment *	--	--	(5,089)	(5,089)
Terminations	--	(12,687)	--	(12,687)
Balance at 31 December 2023	**71,474**	**86,769**	**--**	**158,243**
Charge for the year	19,555	38,596	--	58,151
Modifications	--	(7,753)	--	(7,753)
Terminations	--	(5,903)	--	(5,903)
Balance at 31 December 2024	**91,029**	**111,709**	**--**	**202,738**
Carrying amounts:				
At 31 December 2024	**228,782**	**276,556**	**--**	**505,338**
At 31 December 2023	248,337	272,898	--	521,235

(*) The Group has terminated certain leases for DSFH Riyadh, acquiring the underlying medical equipment.

(**)Modification represents increase in lease term and rentals of the land and building contract.

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6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

6.2 Lease liabilities

	2024	2023
Balance as at 1 January	**542,963**	401,485
Additions during the year	**44,832**	124,835
Interest expenses for the year	**28,718**	32,835
Interest capitalized during the year	**4,345**	--
Modifications during the year	**2,006**	111,040
Terminations during the year	**(505)**	(4,214)
Interest paid during the year	**(33,063)**	(32,835)
Principal payments during the year (note 6.5)	**(47,902)**	(90,183)
Balance as at 31 December	**541,394**	542,963

Lease liabilities are presented in statement of financial positions as follows:

	2024	2023
Non-current portion of lease liabilities	**481,208**	495,867
Current portion of lease liabilities	**60,186**	47,096
	541,394	542,963

6.3 Some property leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. The Group assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances.

6.4 Expense relating to short-term leases included in cost of revenue, administrative expenses and selling and distribution expenses amounted to SR 88.1 million (2023: SR 18.4 million).

6.5 Payments made in the year 2023 include an amount of SR 26.1 million related to the termination of certain leases by DSFH Riyadh, for the acquisition of medical equipment for the hospital.

6.6 The aging of minimum lease payments together with the present value of minimum lease payments as of December 31 are as follows:

	2024		2023	
	Minimum lease payments	**Present value of payments**	Minimum lease payments	Present value of payments
Less than one year	**70,863**	**60,186**	78,768	47,096
One to five years	**263,977**	**191,136**	262,460	189,665
More than five years	**665,749**	**290,072**	762,922	306,202
Total	**1,000,589**	**541,394**	**1,104,150**	**542,963**
Less: financial charges	**(459,195)**	**--**	(561,187)	--
As at the end of year	**541,394**	**541,394**	**542,963**	**542,963**

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7. INTANGIBLE ASSETS AND GOODWILL

7.1 Reconciliation of carrying amounts:

	Goodwill	**Medical license**	**Customer relationships**	**Computer software**	**Software under development**	**Total**
Cost:						
Balance at 1 January 2024	**488,816**	**26,697**	**32,339**	**30,340**	**2,960**	**581,152**
Additions	--	--	--	3,154	4,042	7,196
Write-off	--	--	--	(108)	--	(108)
Balance at 31 December 2024	**488,816**	**26,697**	**32,339**	**33,386**	**7,002**	**588,240**
Accumulated amortization:						
Balance at 1 January 2024	**--**	**3,115**	**12,183**	**21,610**	**--**	**36,908**
Charge for the year	--	2,669	1,511	3,280	--	7,460
Write-off	--	--	--	(108)	--	(108)
Balance at 31 December 2024	**--**	**5,784**	**13,694**	**24,782**	**--**	**44,260**
Carrying amounts:						
At 31 December 2024	**488,816**	**20,913**	**18,645**	**8,604**	**7,002**	**543,980**

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7. INTANGIBLE ASSETS AND GOODWILL (continued)

7.1 Reconciliation of carrying amounts (continued):

	Goodwill	Medical license	Customer relationships	Computer software	Software under development	Total
Cost:						
Balance at 1 January 2023	488,816	26,697	32,339	29,182	360	577,394
Additions	--	--	--	1,158	2,960	4,118
Write-off	--	--	--	--	(360)	(360)
Balance at 31 December 2023	**488,816**	**26,697**	**32,339**	**30,340**	**2,960**	**581,152**
Accumulated amortization:						
Balance at 1 January 2023	--	445	9,498	17,984	--	27,927
Charge for the year	--	2,670	2,685	3,626	--	8,981
Balance at 31 December 2023	**--**	**3,115**	**12,183**	**21,610**	**--**	**36,908**
Carrying amounts:						
At 31 December 2023	**488,816**	**23,582**	**20,156**	**8,730**	**2,960**	**544,244**

7.2 Amortization charge for the year is distributed as detailed below:

	2024	2023
Cost of revenue	**6,360**	7,538
Administrative expenses	**1,100**	1,443
	7,460	8,981

7.3 During the year ended year ended 31 December 2023 and within the twelve months period from the acquisition date, the Group completed the Purchase Price Allocation (PPA) exercise pertaining to the acquisition of DSFH Riyadh. Accordingly, acquisition consideration paid amounting to SR 333.1 million has been allocated to net assets of SR 191.4 million, goodwill of SR 115 million and medical licenses as intangible asset of SR 26.7 million.

The value of medical license has been determined based on the relief-from-royalty approach employed and the management has estimated the fair value of the medical licenses to be SR 26.7 million to be amortized over 10 years.

7.4 For the purpose of impairment testing of goodwill, management has identified the entire business of Saudi Airlines Company for Medical Services and Dr. Soliman Fakeeh Hospital Medical Company as a separate Cash Generating Unit ("CGU").

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7. INTANGIBLE ASSETS AND GOODWILL (continued)

The recoverable amount of this CGU was estimated using discounted cash flows. Value in use is based on the estimated future cash flows based on 5 year management's approved plan, discounted to their present value using the growth rates, applicable discount rates and a terminal value percentages. The key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industry and have been based on historical data from both external and internal sources.

In percent	**2024**	2023
DSFH Riyadh		
Discount rate	**10.6%**	10%
Terminal value growth rate	**2.0%**	2.20%
SMS		
Discount rate	**10.45%**	10%
Terminal value growth rate	**1.50%**	1.50%

The discount rate is estimated based on the historical industry average weighted-average cost of capital, with no possible debt leveraging based on historical trends and future plans of financing the business.

SMS:

The estimated recoverable amount of the CGU exceeded its carrying amount by approximately SR 197 million (2023: SR 240 million). Management has identified that a reasonably possible change in any of the key assumptions could cause the carrying amount to exceed the recoverable amount. The assumptions of discount rate would need to change individually by 3.27% (2023: 3.2%) for the estimated recoverable amount to be equal to the carrying amount.

DSFH Riyadh:

The estimated recoverable amount of the CGU exceeded its carrying amount by approximately SR 113.6 million (2023: SR 28.7 million). Management has identified that a reasonably possible change in any of the key assumptions could cause the carrying amount to exceed the recoverable amount. The assumptions of discount rate would need to change individually by 1.3% (2023: 0.79%) for the estimated recoverable amount to be equal to the carrying amount.

8. FINANCIAL ASSET AT AMORTIZED COST

This represents investment in Sukuk that held at amortized cost, issued by the government of Kingdom of Saudi Arabia, and have sound credit ratings. The Sukuks carry a coupon rate of 3.55% with a face value of 100 million each and classified as a non-current asset with maturity date of Late July 2027.

	2024	2023
Government Sukuk	**195,604**	--
	195,604	--

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9. PREPAYMENTS AND OTHER NON-CURRENT ASSETS

	2024	2023
Long-term advances to suppliers	**--**	41,609
Prepaid employee benefits	**6,150**	6,457
Long term advance rent	**8,114**	--
Loan arrangement fee – non-current	**760**	1,143
	15,024	49,209

10. OTHER LONG-TERM RECEIVABLES

	2024	2023
Non-current portion of receivables under DAAM scholarship program	**117,716**	93,327
	117,716	93,327

11. INVENTORIES

	2024	2023
Medicines, medical supplies and consumables	**152,626**	144,066
Optical and related accessories	**29,302**	21,568
	181,928	165,634
Less: Write-down of inventories	**(3,201)**	(2,513)
	178,727	163,121

In accordance with the terms of the supplier's agreement, the Group is entitled to return the nearing expiry products to the supplier.

11.1 During the year ended 2024, consumables recognized as cost of sales amounted to SR 668 million (2023: SR 604 million).

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12. ACCOUNTS AND OTHER RECEIVABLES

	2024	2023
Trade receivables	**1,011,354**	851,004
Trade receivables - related parties (note 24)	**15,245**	28,862
	1,026,599	879,866
Less: allowance for impairment losses	**(131,079)**	(134,169)
	895,520	745,697

All accounts receivables are unsecured and it is not the practice of the Group to obtain collaterals. Before accepting any customer, the management of the Group evaluates the credit quality of potential customers individually and defines maximum credit period and credit limits. The Group, based on its historical experience and collection trends, current market conditions and expected future cash flows, creates an allowance for doubtful debts against its accounts receivables.

The net unimpaired accounts receivables include amount of SR 74 million (2023: SR 114 million) due from government and quasi government institutions from which SR 31 million (2023: SR 62 million) remains outstanding for more than the credit period normally granted to trade customers.

12.1 The movement of allowance for expected credit losses is as follows:

	2024	2023
Balance at beginning of the year	**134,169**	133,378
Provision for expected credit loss during the year	**13,475**	11,345
Written-off during the year	**(16,565)**	(10,554)
Balance at end of the year	**131,079**	134,169

12.2 The contract asset primarily relates to operating project contract with customers.

13. PREPAYMENTS AND OTHER CURRENT ASSETS

	2024	2023
Advances to suppliers	**49,058**	60,550
Prepayments	**35,188**	40,782
VAT receivable – net	**48,134**	29,864
Due from related parties (note 24)	**35,658**	14,616
Advances to employees	**--**	2,191
Margin against letter of credits and guarantees	**598**	598
Others	**2,486**	14,389
	171,122	162,990

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14. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash and bank balances.

	2024	2023
Cash in hand	**2,265**	1,502
Cash at banks - current accounts	**115,020**	96,294
Short-term deposits (note 14.1)	**416,500**	116,500
	533,785	214,296

At each reporting date, all bank balances are assessed to have low credit risk as they are held with reputable and high credit rating domestic banking institutions and there has been no history of default with any of the Group's bank balances. Therefore, the probability of default based on forward-looking factors and any loss given defaults are considered to be negligible.

14.1 Short-term deposits are made for varying periods between one day and three months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

15. SHARE CAPITAL

On 27 September 2023, (corresponding to 12 Rabi Al-Awwal 1445H), the Parent Company's shareholders in Extraordinary General Assembly Meeting, approved amendments to its by-laws including an increase in share capital of SR 100 million through a transfer from the retained earnings (SR 50 million) and statutory reserve (SR 50 million). Accordingly, the share capital of the Parent Company was increased from SR 100 million to SR 200 million and the nominal value per share was reduced from SR 10 per share to SR 1 per share, while maintaining the same ownership percentages of each shareholder of the Parent Company. The legal formalities for such change were completed during the year ended 2023.

In June 2024, the Parent Company increased its Share Capital from 200 million shares to 232 million shares through (a) issuance of 30 million New Shares offered in Initial Public Offering at the subscription price of SR 57.5 and (b) issuance of 2 million New Shares for Employee Share Ownership Plan funded through the capitalization of SR 2 million from the retained earnings. The legal formalities for such increase were completed and the shares of the Parent Company were listed on 28 Duhl Qadah 1445H (corresponding to 5 June 2024) in the Tadawul Primary Market (note 1).

The issuance of 30 million New Shares has resulted in an amount of SR 1,653.4 million of share premium after the deduction of SR 41.5 million of offering expenses. As at 31 December 2024, the share capital of the Parent Company comprised of 232 million shares at a nominal value of SR 1 per share (31 December 2023: 200 million shares).

	Pre-Offering		**Post-Offering**	
	No. of Shares	**Amount**	**No. of Shares**	**Amount**
Dr. Mazen Soliman Abdel Kader Fakeeh	79,984	79,984	71,649	71,649
Mr. Ammar Soliman Abdel Kader Fakeeh	79,984	79,984	71,649	71,649
Dr. Manal Soliman Abdel Kader Fakeeh	39,992	39,992	35,824	35,824
Fakeeh Real Estate Company Limited (A Saudi Limited Liability Company)	20	20	20	20
Al Solimania United Company Limited (A Saudi Limited Liability Company)	20	20	20	20
Employee Share Ownership Plan (note 15.2)	--	--	2,000	2,000
Free Float	--	--	50,838	50,838
	200,000	**200,000**	**232,000**	**232,000**

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15. SHARE CAPITAL (continued)

15.1 During the year ended 31 December 2024 the Parent Company did not pay any dividends (31 December 2023: SR 1,150 million).

15.2 Employee Share Ownership Plan

On 23 November 2023 (corresponding to 9 Jumada Al Awwal 1445H), the Parent Company's Extraordinary General Assembly approved the issuance of 2 million New Shares through the capitalization of SR 2 million of retained earnings and retain them as treasury shares. These treasury shares will be allocated to the Employee Share Program for the Group in accordance with the applicable terms and conditions. The Employee Share Program will be set-up after the required approvals, to attract and retain outstanding employees. The Extraordinary General Assembly authorized the Board of Directors to implement the Employee Share Program, subject to the related laws.

15.3 The shareholders approved annual dividend amounting to SR 50 million for the year ended 31 December 2022 (SR 35 million for the year ended 31 December 2021) in the annual general meeting held on 20 June 2023.

15.4 The shareholders took into consideration the repayment of the long-term loans previously provided to Fakeeh Academic Medical Center amounted to SR 1.4 billion in September 2023 and approved a one-off extraordinary dividend amounting to SR 1.1 billion in the Extraordinary General Assembly meeting held on 27 September 2023.

The statutory reserve appearing in the beginning balance of the comparative of these consolidated financial statements pertains to the Parent Company and was required as per the previous Companies' Law. This reserve could be utilized for the benefit of the Parent Company or its shareholders. Through resolution passed in Extra Ordinary General Assembly meeting held on 27 September 2023, the shareholders approved the transfer of statutory reserve amounting to SR 50 million to share capital of the Parent Company. In accordance with the Parent Company's amended by-laws, it is not required to set aside the statutory reserve.

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16. NON-CONTROLLING INTERESTS

The following table summarizes the information relating to each of the Group's subsidiaries that has material NCI, before any intra-group eliminations:

31 December 2024	Fakeeh Tech	Al-Farabi	FMH	FCMS	Al-Toor	SMS	DSFH Riyadh	Total
NCI percentage	**30%**	**30%**	**10%**	**20%**	**49%**	**25%**	**31.64%**	
Non-current assets	12,447	577	--	81,701	412,153	354,311	612,781	
Current assets	10,064	40,168	1,066	109,822	102,472	270,209	111,355	
Non-current liabilities	(606)	(22,777)	--	(18,412)	(552)	(123,549)	(332,853)	
Current liabilities	(7,643)	(11,079)	(286)	(83,481)	(218,302)	(59,977)	(130,657)	
Net assets (100%)	**14,262**	**6,889**	**780**	**89,630**	**295,771**	**440,994**	**260,626**	
Net assets attributable to NCI	**4,279**	**2,067**	**78**	**17,926**	**144,927**	**110,248**	**94,553**	**374,078**
Revenue	21,008	82,511	--	113,733	--	363,166	216,960	
Profit / (loss)	8,217	4,597	(108)	29,721	(6,607)	92,094	(154,617)	
Other comprehensive income ("OCI")	5	(2,258)	--	(237)	(54)	1,864	(1,329)	
Total comprehensive income/(loss) (100%)	**8,222**	**2,339**	**(108)**	**29,484**	**(6,661)**	**93,958**	**(155,946)**	
Profit /(loss) allocated to NCI	**2,465**	**1,379**	**(11)**	**5,944**	**(3,237)**	**23,023**	**(53,444)**	**(23,881)**
Other comprehensive income / (loss) allocated to NCI	**2**	**(677)**	**--**	**(47)**	**(26)**	**466**	**(422)**	**(704)**

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16. NON-CONTROLLING INTERESTS (continued)

31 December 2023	Fakeeh Tech	Al-Farabi	FMH	FCMS	Al-Toor	SMS	DSFH Riyadh	Total
NCI percentage	**30%**	**30%**	**10%**	**20%**	**49%**	**25%**	**39.44%**	
Non-current assets	9,216	303	--	59,336	201,124	255,171	667,997	
Current assets	6,814	26,206	1,753	95,640	4,310	274,920	64,946	
Non-current liabilities	(895)	(17,635)	--	(16,796)	(219)	(125,148)	(380,395)	
Current liabilities	(9,018)	(4,323)	(810)	(78,043)	(17,845)	(57,907)	(247,777)	
Net assets (100%)	**6,117**	**4,551**	**943**	**60,137**	**187,370**	**347,036**	**104,771**	
Net assets attributable to NCI	**1,835**	**1,365**	**95**	**12,027**	**91,812**	**86,759**	**41,327**	**235,220**
Revenue	15,819	44,520	--	99,126	--	320,442	70,299	
Profit / (loss)	3,776	4,690	(172)	21,696	(2,294)	73,241	(181,600)	
Other comprehensive income ("OCI")	(83)	(1,014)	--	(923)	(40)	2,192	(604)	
Total comprehensive income/(loss) (100%)	**3,693**	**3,676**	**(172)**	**20,773**	**(2,334)**	**75,433**	**(182,204)**	
Profit /(loss) allocated to NCI	**1,133**	**1,407**	**(17)**	**4,339**	**(1,124)**	**18,310**	**(71,623)**	**(47,575)**
Other comprehensive income / (loss) allocated to NCI	**(25)**	**(304)**	**--**	**(185)**	**(20)**	**549**	**(238)**	**(223)**

16.1 Additional Contribution by NCI:

During the year, the NCI in subsidiaries has made an additional contribution amounting to SR 135.4 million (2023: SR 32.6 million).

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17. LOANS AND BORROWINGS

	2024	2023
Balance at beginning of the year	**1,720,926**	1,848,002
Loans obtained during the year	**1,496,000**	2,195,195
Payments made during the year	**(2,680,426)**	(2,322,271)
Balance at end of the year	**536,500**	1,720,926

17.1 Long-term loans

	2024	2023
Long-term loans	**321,500**	1,226,930
Current portion of Long-term loans	**--**	(30,485)
Non-current portion of Long-term loans	**321,500**	1,196,445

i) The Group repaid SAR 1 billion of Long-Term loans during the year.

ii) During the year, the Group obtained a new long-term facility of SR 450 million for general purposes from a commercial bank, of which 321.5 million has been utilized as of 31 December 2024. The loan carries interest at prevailing market rates and granted without guarantees or securities.

iii) In total, the Group has long term facilities of SR 1,122 million as at 31 December 2024 (31 December 2023: SR 1.4 billion) from commercial banks for new investments and capital projects, out of which the Group has utilized SR 321.5 million as at 31 December 2024 (31 December 2023: SR 1.226.9 million). The loan carry interest at prevailing market interest rates.

During the year, certain facilities with commercial banks included financial covenants requiring the Group to maintain specific leverage ratios on a quarterly basis. As of 31 December 2024, the long term loans do not have financial covenants.

17.2 Short term loans

	2024	2023
Short-term loans	**215,000**	493,996
Short-term loans	**215,000**	493,996

The short-term loans primarily comprise of:

i) During the year, the Group obtained a new short-term facility of SR 300 million for general purposes from a commercial bank, of which NIL has been utilized as of 31 December 2024. The loan carries interest at prevailing market rates and granted without guarantees or securities.

ii) In total, the Group has short term facilities of SR 900 million as at 31 December 2024 (31 December 2023: SR 930 million) from commercial banks for new investments and capital projects, out of which the Group has utilized SR 215 million as at 31 December 2024 (31 December 2023: SR 494 million). The loan carry interest at prevailing market interest rates.

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18. EMPLOYEES' END OF SERVICE BENEFITS

The Group operates an approved unfunded employees' end of service benefits scheme and ex-gratia benefits for its permanent employees. The present value of total employee benefits liability recognized in the statement of financial position is determined as follows:

	2024	2023
Present value of net defined benefit liability	**260,689**	219,013

Movement in net defined benefit liability

The movement in the present value of net defined benefit liability over the year is as follows:

	2024	2023
Balance at beginning of the year	**219,013**	205,759
Included in profit or loss:		
Current service costs	**38,116**	31,684
Interest costs	**3,721**	1,790
	41,837	33,474
Included in other comprehensive income:		
Re-measurement loss arising from:	**18,647**	7,201
Benefits paid	**(18,808)**	(27,421)
Balance at end of the year	**260,689**	219,013

Actuarial assumptions

The main financial assumptions used to calculate the indicative defined benefit liabilities are as follows:

	2024	2023
Actuarial assumptions		
Discount rate	**5.52%**	4.63%
Future salary growth	**5.14%**	3.41%
Retirement age	**60 years**	60 years

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18. EMPLOYEES' END OF SERVICE BENEFITS (continued)

Actuarial assumptions (continued)

The sensitivity of defined benefit obligation to changes in the weighted principal assumptions is as follows:

31 December 2024	**Impact on defined benefit obligation (Increase) / decrease in actual figures**		
	Change in assumption by	**Increase in assumption by**	**Decrease in assumption by**
Financial assumptions			
Discount rate	1%	**15,915**	**15,883**
Future salary growth / Expected rate of salary increase	1%	**17,160**	**17,328**

31 December 2023	**Impact on defined benefit obligation (Increase) / decrease in actual figures**		
	Change in assumption by	**Increase in assumption by**	**Decrease in assumption by**
Financial assumptions			
Discount rate	1%	30,512	31,698
Future salary growth / Expected rate of salary increase	1%	4,853	5,957

During the year ended 31 December 2024, an independent actuarial exercise has been conducted to ensure the adequacy of provision for employees' end of service benefits and ex-gratia benefits in accordance with the rules stated under the Saudi Arabian Labor and Workmen Law by using the Projected Unit Credit Method as required under IAS 19.

The defined benefit plan is exposed to a number of actuarial risks, the most significant of which are final salary risk, discount / interest rate fluctuation risk, longevity risk, currency risk and inflation risk.

19. ACCRUED AND OTHER CURRENT LIABILITIES

	2024	2023
Accrued expenses and project liabilities	**171,958**	84,112
Deferred income (note 19.2)	**77,347**	71,523
Accrued financial charges	**2,391**	30,910
Accrued portal charges	**961**	1,403
Due to related parties (note 24)	**285**	257
Other payables (note 19.1)	**12,292**	5,762
	265,234	193,967

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19. ACCRUED AND OTHER CURRENT LIABILITIES (continued)

19.1 Other payables include charity and other non-trade liabilities.

19.2 The movement of deferred income is as follows:

	2024	2023
Balance at beginning of the year	**71,523**	60,243
Additions during the year	**119,654**	110,688
Revenue earned during the year	**(113,830)**	(99,408)
Balance at end of the year	**77,347**	71,523

20. ZAKAT

a) Charge for the year:

Zakat included in the statement of profit or loss and other comprehensive income are comprised of the following:

	2024	2023
Current year	**23,398**	22,690
	23,398	22,690

Zakat base

	2024	2023
Owner's equity and equivalents	**3,985,639**	1,418,091
Liabilities and equivalents	**676,991**	1,935,174
Total deductions	**(3,692,586)**	(2,582,784)
Zakat Base	**970,044**	770,481

b) The movement in the accrual for Zakat is as follows:

	2024	2023
Balance at beginning of the year	**24,458**	17,177
Charge for current year	**23,398**	22,690
Payments during the year	**(22,372)**	(15,409)
Balance at end of the year	**25,484**	24,458

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20. ZAKAT (continued)

c) Status of final assessments

All the below companies have filed their Zakat return for the years up to 31 December 2023 and received unrestricted Zakat certificates up to the same periods.

Company name	Financial years open for Zakat assessment
Dr. Soliman Abdel Kader Fakeeh Hospital Company	2019 - 2023
Al-Farabi Special Health Care Company Limited	2020-2023
Dr. Soliman Qader Fakeeh Information Technology Company	2019-2023
Dr. Soliman Abdel Kader Fakeeh Family Medicine Centers	2019-2023
Dr. Soliman Abdel Kader Fakeeh Medical Education Company Limited	2019, 2021-2023
Dr. Mazen Fakeeh Complementary Health Care Company Limited	2019,2021-2023
Al Toor Medical Services Company	2019, 2020, 2022 & 2023
Saudi Airlines Company for Medical Services	2018-2023
Al-Faraj Pharmaceutical Medical Company	2018-2023
Advanced Horizon Contracting Company	2021-2023
Golden Union Medical Company	2021-2023
Dr. Soliman Fakeeh Hospital Medical Company	2018-2023
White Lines Medical Company	2023
Fakeeh Vision	2023
Dr. Soliman Abdel Kader Fakeeh Home Health Care Company	2023

21. REVENUE

Disaggregation of revenue from contracts with customers
In the following table, revenue from contracts with customers is disaggregated by major service lines and timing of revenue recognition, all revenue is primarily generated in the Kingdom of Saudi Arabia:

	2024	2023
Revenue from Health care operations	**2,556,292**	2,125,453
Revenue from Medical related services	**107,699**	99,179
Revenue from Education services	**112,764**	94,169
Revenue from IT and other services	**14,125**	7,887
	2,790,880	2,326,688
Timing of revenue recognition		
Point in time	**1,750,180**	1,442,458
Over time	**1,040,700**	884,230
Revenue from contracts with customers	**2,790,880**	2,326,688

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21. REVENUE (continued)

Revenue from Health care operations
Revenue from health care services comprises the revenue from hospitals and medical centers (including in-patient and out-patient treatments) as well as Operate & Manage contracts and various ancillary services.

Revenue from Medical related services
Revenue from Medical related services is recognized at point in time and includes the revenue from sale of eyewear, accessories, medical equipment and medical supplies.

Revenue from Education services
Revenue from Education services includes the revenue from offering of educational services to the students and is recognized over time.

Revenue from IT and other services
Revenue from IT services include the revenue from sale of software license, after sales service offering and implementation services.

22. EXPENSES BY NATURE

	2024	2023
Salaries and related benefits	**1,260,580**	1,008,760
Materials and consumables	**668,340**	604,145
Depreciation of property and equipment	**97,231**	89,175
Rent	**88,175**	18,433
Depreciation of right-of-use assets	**58,151**	51,244
Insurance	**44,257**	41,199
Repair and maintenance	**39,853**	34,775
Advertising and publicity	**26,289**	31,717
Amortization	**7,460**	8,981
Other expenses	**139,190**	114,075
	2,429,526	2,002,504

22.1 Other expenses mainly pertain to utilities, IT and communication, printing and stationaries, food and beverages.

23. FINANCE COSTS AND FINANCE INCOME

23.1 Finance Cost

	2024	2023
Interest expenses - loan	**66,949**	89,315
Interest expense - lease liabilities	**28,718**	32,835
	95,667	122,150

23.2 Finance Income

Finance income is recognized using effective interest method. Time deposits are placed with financial institutions in the Kingdom of Saudi Arabia, these deposits are sharia compliant.

	2024	2023
Income from deposits with local banks	**23,671**	4,673
Income from long-term receivable from related party *	**--**	38,209
Finance Income	**23,671**	42,882

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23. FINANCE COSTS AND FINANCE INCOME (continued)

(*) The amount represents the finance income earned during 2023 as part of a long-term loan to Fakeeh Academic Medical Center – Dubai (a related party) which has been fully repaid during 2023.

24. RELATED PARTY TRANSACTIONS AND BALANCES

The Group, in the normal course of business, enters into transactions with other entities that fall within the definition of a related party contained in International Accounting Standard 24. Related parties comprise of the shareholders of the Group, being parent Companies, their subsidiaries and associates, and other companies with common directorship with significant influence on other companies and key management personnel. Transactions with related parties arise mainly from goods/services received and various business arrangements undertaken at approved contractual terms.

Transactions with key management personnel

Key management personnel compensation

a) Key management personnel and board of directors remuneration and compensation comprised of the following:

	2024	2023
Short-term employee benefits	**28,457**	23,422
Board of Directors' and related committee remuneration	**1,450**	1,372
Other remuneration	**149**	196
Post-employment benefits	**3,850**	986
	33,906	25,976

b) Related party relationships

Name	Relationship
Entities with joint control of, or significant influence over, the entity	
Fakeeh Academic Medical Centre – Dubai	Under common ownership of the Group's controlling shareholders
Soliman Mazen Soliman Fakeeh Restaurant Company	Under common ownership of the Group's controlling shareholder
Diagnostic Elite Company Limited	Under common ownership of the Group's controlling shareholders
Cold Sky Energy Company Limited (Halaa Renewable energy)	Under common ownership of the Group's controlling shareholders
Controlling shareholders	
Dr. Mazen Soliman Abdel Kader Fakeeh	Shareholder and President
Mr. Ammar Soliman Abdel Kader Fakeeh	Shareholder
Dr. Manal Soliman Abdel Kader Fakeeh	Shareholder
Other related parties	
Mr. Abdullah Abbas (*)	Non - controlling Shareholder of a subsidiary
Saudi Arabian Airlines Corporation Group (*)	Non - controlling Shareholder and its subsidiaries

(*) The transactions and balances against these entities have been presented in accordance with the local laws and regulations.

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24. RELATED PARTY TRANSACTIONS AND BALANCES (continued)

c) Related party transactions

Name	Nature of transactions	Amount of transactions 2024	2023
Fakeeh Academic Medical Centre – Dubai	Interest income	**--**	38,209
	Loan disbursement	**--**	133,004
	Loan receipt	**--**	1,470,722
	SLA charges	**1,200**	--
	Royalty charges	**3,000**	--
	Payments on behalf of the related party	**296**	--
	Revenue	**1,438**	1,103
Saudi Arabian Airlines Corporation Group	Revenue	**46,713**	33,217
	Payments on behalf of the related party	**4,591**	10,137
	Lease rental payments	**28,945**	24,615
Soliman Mazen Soliman Fakeeh Restaurant Company	Lease rental payments	**549**	180
Dr. Mazen Soliman Abdel Kader Fakeeh	Scientific chair grant	**1,000**	--
	Sales	**332**	--
	Payments on behalf of the related party	**2,760**	--
	Lease rentals*	**10,832**	9,420
Mr. Ammar Soliman Abdel Kader Fakeeh	Payments on behalf of the related party	**1,672**	--
	Lease rentals*	**10,832**	9,420
Diagnostic Elite Company Limited	Purchases	**2,892**	--
Cold Sky Energy Company Limited (Halaa Renewable energy)	Purchases	**729**	--
Dr. Manal Soliman Abdel Kader Fakeeh	Sales	**82**	--
	Scientific chair grant	**1,000**	--
	Payments on behalf of the related party	**702**	--
	Lease rentals*	**7,455**	6,483

(*) During year ended 2023, the Group has modified lease arrangements with the shareholders of the Parent Company with increase in lease term and rentals of the land and building contracts.

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24. RELATED PARTY TRANSACTIONS AND BALANCES (continued)

d) Related party balances

Name	Closing balance 2024	Closing balance 2023
Due from related parties (Trade and other receivables)		
Saudi Arabian Airlines Corporation Group	**35,506**	37,938
Abdulbary Mohammed Eid Al-Shawy Trust	**--**	2,298
Dr. Mazen Soliman Abdel Kader Fakeeh	**4,894**	1,301
Fakeeh Academic Medical Centre – Dubai	**6,166**	1,052
Mr. Ammar Soliman Abdel Kader Fakeeh	**2,136**	463
Dr. Manal Soliman Abdel Kader Fakeeh	**2,035**	239
Soliman Mazen Soliman Fakeeh Restaurant Company	**165**	186
Mr. Abdullah Abbas	**1**	1
	50,903	43,478

Name	Closing balance 2024	Closing balance 2023
Due to related parties (Accounts payables and Accrued and other current liabilities)		
Saudi Arabian Airlines Corporation Group	**318**	2,175
Fakeeh Academic Medical Centre – Dubai	**--**	228
	318	2,403

25. COMMITMENTS AND CONTINGENCIES

As at 31 December 2024 the Group has:

- Outstanding letters of guarantee amounting to SR 26.1 million (31 December 2023: SR 13.8 million).

- Outstanding letters of credit amounting to SR 63.8 million (31 December 2023: SR 6.2 million) mainly relating to medical equipment.

- Commitments for capital work in progress of SR 374 million (31 December 2023: SR 329.6 million) mainly relating to construction, renovation and upgradation of buildings.

As at 31 December 2024, there are no significant litigations and claims against the Group.

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26. EARNINGS PER SHARE

Basic earnings per share (EPS) are calculated by dividing profit for the period attributable to ordinary equity holders of the Parent Company by the weighted average number of ordinary shares in issue outstanding during the period.

	2024	2023
Profit for the period attributable to ordinary equity holders of the Parent	**287,551**	279,595
Weighted average number of ordinary shares in issue	**217,178**	200,000
Basic and diluted earnings per share	**1.32**	1.40

26.1 Weighted-average number of ordinary shares

	31 December 2024	31 December 2023
Issued shares at 1 January	**200,000**	10,000
Effect of change in par value (Note 15)	**--**	90,000
Effect of issuance of new shares (Note 15)	**--**	100,000
Effect of shares issued in June (note 15)	**18,323**	--
Effect of treasury shares (note 15.2)	**(1,145)**	--
Weighted average number of shares as at 31 December	**217,178**	200,000

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27. OPERATING SEGMENTS

As the operations of the Group are conducted in the Kingdom of Saudi Arabia, accordingly, for management purposes, the Group is organized into business units based on its products and services and has three reportable segments. Operating segments is determined based on the Group's internal reporting to the Chief Operating Decision Maker ("CODM"). The CODM has been determined to be the President as he is primarily responsible for the allocation of resources to segments and the assessment of the performance of each of the segments. The CODM uses underlying income as reviewed at monthly Executive Committee and Performance meetings as the key measure of the segments' results as it reflects the segments' performance for the period under evaluation. Revenue and segment profit is a consistent measure within the Group. The identified key segments are medical services, education, trading and retail.

The Group's top management reviews internal management reports of each strategic business unit at least quarterly. Segment results that are reported to the top management include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Information regarding the results of each reportable segment is included below. Performance is measured based on segment gross profit, as included in the internal management reports that are reviewed by the top management.

The following table presents segment information (assets, liabilities, revenue and net income) for each of the business segments as at and for the year ended 31 December:

	Reportable Segments				
	Medical services	*Education*	*Trading, Retail & Others*	*Un-Allocated*	*Total*
31 December 2024					
Revenues	2,600,636	113,733	277,747	--	2,992,116
Inter-segment revenue eliminations	(1,792)	(969)	(198,475)	--	(201,236)
Segment revenue	**2,598,844**	**112,764**	**79,272**	**--**	**2,790,880**
Direct costs	(1,982,785)	(60,409)	(206,854)	--	(2,250,048)
Inter-segment direct costs	1,792	--	156,415	--	158,207
Segment cost	**(1,980,993)**	**(60,409)**	**(50,439)**	**--**	**(2,091,841)**
Segment gross profit	**617,851**	**52,355**	**28,833**	**--**	**699,039**
Operating expenses	--	--	--	(337,685)	(337,685)
Impairment loss on accounts receivables	(10,903)	(1,776)	(796)	--	(13,475)
Other income	--	--	--	11,185	11,185
Operating profit	**606,948**	**50,579**	**28,037**	**(326,500)**	**359,064**
Finance income	--	--	--	23,671	23,671
Finance cost	--	--	--	(95,667)	(95,667)
Zakat	--	--	--	(23,398)	(23,398)
Profit for the period	**606,948**	**50,579**	**28,037**	**(421,894)**	**263,670**
Segment assets	**4,398,183**	**180,407**	**743,035**	**--**	**5,321,625**
Segment liabilities	**1,673,374**	**101,069**	**199,883**	**27,875**	**2,002,201**

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27. OPERATING SEGMENTS (continued)

	Reportable Segments				
	Medical services	*Education*	*Trading, Retail & Others*	*Un-Allocated*	*Total*
31 December 2023					
Revenues	2,163,754	99,126	171,106	--	2,433,986
Inter-segment revenue eliminations	(2,287)	(4,957)	(100,054)	--	(107,298)
Segment revenue	**2,161,467**	**94,169**	**71,052**	**--**	**2,326,688**
Direct costs	(1,621,750)	(54,513)	(113,486)	--	(1,789,749)
Inter-segment direct costs	2,287	--	77,450	--	79,737
Segment cost	**(1,619,463)**	**(54,513)**	**(36,036)**	**--**	**(1,710,012)**
Segment gross profit	**542,004**	**39,656**	**35,016**	**--**	**616,676**
Operating expenses	--	--	--	(292,492)	(292,492)
Impairment loss on accounts receivables	(3,955)	(1,440)	(5,950)	--	(11,345)
Other income	--	--	--	21,139	21,139
Operating profit	**538,049**	**38,216**	**29,066**	**(271,353)**	**333,978**
Finance income	--	--	--	42,882	42,882
Finance cost	--	--	--	(122,150)	(122,150)
Zakat	--	--	--	(22,690)	(22,690)
Profit for the period	**538,049**	**38,216**	**29,066**	**(373,311)**	**232,020**
Segment assets	3,732,962	154,976	344,164	--	4,232,102
Segment liabilities	2,719,083	94,129	126,597	36,818	2,976,627

** Revenue from Medical services segment includes an amount of SR 42.5 million (2023: SR 36.0 million) which relates to medical related services revenue (note 21).*

Revenue from Trading, retail & others segment includes IT services revenue of SR 13.4 million (2023: SR 15.8 million) and medical related services revenue of SR 65.8 million (2023: SR 55.2 million) (note 21).

Geographical segments:

All of the Group's operating assets and principal markets of activity are located in the Kingdom of Saudi Arabia.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT

FAIR VALUES

The management considers that the carrying amounts of financial assets and financial liabilities recognized in the consolidated financial statements approximate their fair values.

FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value and cash flow interest rate risks and price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

Risk management framework

Risk management is carried out by senior management under policies approved by the Board of Directors. Senior management identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The most important types of risk are credit risk, currency risk and fair value risk.

The Board of Directors has overall responsibility for establishment and oversight of the Group's risk management framework. The executive management team is responsible for developing and monitoring the Group's risk management policies. The team regularly meets and any changes and compliance issues are reported to the Board of Directors through the audit committee.

Risk management systems are reviewed regularly by the executive management team to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The audit committee oversees compliance by management with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

Financial instruments carried on the consolidated financial statements include cash and cash equivalents, accounts and other receivables (current), other long-term receivables (non-current), margin against letter of credits and guarantees, due from related parties, short term borrowings, due to related parties, accrued expenses and other current liabilities and accounts payables. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT (continued)

Risk management framework (continued)

Interest rate risk

Interest rate risks are the exposures to various risks associated with the effect of fluctuations in the prevailing interest rates on the Group's financial position and cash flows. The Group's interest rate risks arise mainly from its borrowings, which are at floating rate and are subject to re-pricing on a regular basis and for which the management closely monitors the changes in interest rates.

The interest rate profile of the Group's interest-bearing financial instruments as reported to the management of the Group is as follows:

	2024	2023
Variable rate instruments		
Financial liabilities	**536,500**	1,720,926

These financial liabilities carried at interest rate of SAIBOR plus margin.

Sensitivity analysis for variable rate instruments

Change in 100 basis points in interest rates, with all other variables held constant, would have increased or decreased the equity and profit before zakat and income tax for the year by SR 5.4 million (31 December 2023: SR 17.2 million).

Currency risk

The Group's significant transactions are in Saudi Riyal which is pegged against US dollar. The Group did not have any significant foreign currency denominated monetary assets or liabilities at the reporting date for which it was exposed to foreign currency fluctuations. Consequently, no foreign currency sensitivity analysis has been presented.

Credit risk

Credit risk is the risk that one party will fail to discharge an obligation and will cause the other party to incur a financial loss. Management evaluate credit risk relating to customers on an ongoing basis.

Cash and cash equivalents include balances within KSA which are held with banks with sound credit ratings ranging from A+ to BB+. Accounts and other receivable are mainly due from government and quasi- government authorities, local customers and related parties and are stated at their estimated realizable values. Management does not expect any significant loss from non-performance by counterparties on credit granted during the financial year under review other than those which have been provided in these consolidated financial statements.

Potential counterparties are subject to credit assessment and approval before concluding transactions and are thereafter subject to regular review, including re-appraisal and approval of the limits previously granted.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT (continued)

Risk management framework (continued)

Credit risk (continued)

The creditworthiness of counterparties is assessed based on an analysis of quantitative and qualitative data regarding financial standing and business risks, together with the review of any relevant third party and market information.

Credit exposure, which is essentially an economic exposure or an expected future physical exposure, is permanently monitored and subject to sensitivity measures. Credit risks in excess of approved levels are secured by means of promissory notes and insurance arrangements.

Unbilled receivables are considered as a financial asset as the Group has unconditional right to receive consideration in exchange services rendered only by the passage of time. The unbilled revenue will be invoiced subsequent to year-end.

For credit risks arising from other financial assets of the Group, including cash and bank balances, accounts and other receivables (current), other receivables (non-current), margin against letter of credits and guarantees and due from related parties, the Group's exposure arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

Receivables above one year are considered to be credit impaired.

The Group's gross maximum exposure to credit risk at the reporting date is as follows:

	2024	2023
Financial assets		
Accounts and other receivables – gross	**1,026,599**	879,866
Financial asset at amortized cost	**195,604**	--
Other long-term receivables	**117,716**	93,327
Contract assets	**68,549**	102,315
Cash at banks	**531,520**	212,794
	1,939,988	1,288,302

Accounts and other receivables are carried net of impairment allowances.

	2024	2023
Financial assets		
- Unsecured	**895,520**	745,697

Impairment loss

The Group manages credit risk with respect to receivables from customers by monitoring in accordance with defined policies and procedures. The management continuously monitors the credit exposure towards the customers and makes provision against those balances considered doubtful of recovery.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT (continued)

Risk management framework (continued)

Credit risk (continued)

Impairment loss (continued)

The receivables are shown net of allowance for impairment of accounts receivables. The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all accounts receivables. To measure the expected credit losses, accounts receivables have been grouped based on shared credit risk characteristics and the days past due. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors (such as GDP forecast and industry outlook) affecting the ability of the customers to settle the receivables such. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Group assessed the concentration of risk to be low with respect to accounts receivable and contract assets. The following table provides information about the aging and expected credit losses for accounts receivables and contract assets.

As at 31 December 2024

Age days	**31 December 2024**	**Provision for ECL**
Not yet due	**401,972**	**106**
1 - 90	**232,925**	**956**
91 – 180	**44,098**	**2,282**
181 - 270	**71,891**	**2,087**
271 - 365	**70,302**	**2,041**
Over 365	**273,960**	**123,607**
Total	**1,095,148**	**131,079**

As at 31 December 2023

Age days	31 December 2023	Provision for ECL
Not yet due	419,000	5
1 - 90	111,521	1,441
91 – 180	110,480	2,634
181 - 270	85,312	2,102
271 - 365	79,670	1,750
Over 365	176,198	126,237
Total	982,181	134,169

With respect to credit risk arising from the other financial assets of the Group, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount as disclosed in the statement of financial position.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT (continued)

Risk management framework (continued)

Liquidity risk

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from the inability to sell a financial asset quickly at an amount close to its fair value. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities.

The Group's liquidity risk is mitigated by the availability of funds to cover future commitments. The Group manages liquidity risk through an ongoing review of future commitments and credit facilities. Cash flow forecasts are prepared and utilized borrowing facilities are monitored regularly.

The following is contractual undiscounted maturity analysis of the financial liabilities of the Group as at 31 December 2024. The Group does not hold financial assets for managing liquidity risk. Hence, these risks have not been considered for maturity analysis.

	Carrying Amount	1 year or less	1 to 5 years	More than 5 years	Total
31 December 2024					
Non derivative financial liabilities					
Accounts payables	**372,900**	**372,900**	**--**	**--**	**372,900**
Accrued and other liabilities	**265,234**	**265,234**	**--**	**--**	**265,234**
Lease liabilities	**541,394**	**70,863**	**263,977**	**665,749**	**1,000,589**
Loans and borrowings	**536,500**	**242,572**	**294,811**	**116,618**	**654,001**
	1,716,028	**951,569**	**558,788**	**782,367**	**2,292,724**
31 December 2023					
Non derivative financial liabilities					
Accounts payables	275,300	275,300	--	--	275,300
Accrued and other liabilities	193,967	193,967	--	--	193,967
Lease liabilities	542,963	78,768	262,460	762,922	1,104,150
Loans and borrowings	1,720,926	600,211	815,939	718,559	2,134,709
	2,733,156	1,148,246	1,078,399	1,481,481	3,708,126

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amount.

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28. FINANCIAL INSTRUMENTS – FAIR VALUES AND FINANCIAL RISK MANAGEMENT (continued)

Capital risk management

The Group 's objective when managing capital is to safeguard the Group 's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and to maintain a strong capital base to support the sustained development of its businesses.

The Group manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders or issue new shares. The Group also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon, less cash and bank balances. Capital signifies equity as shown in the consolidated statement of financial position plus net debt. The gearing ratio as at 31 December 2024 and 31 December 2023 is as follows:

	2024	2023
Loans and borrowings	**536,500**	1,720,926
Lease liabilities	**541,394**	542,963
Total debt	**1,077,894**	2,263,889
Cash and cash equivalents	**(533,785)**	**(214,296)**
Net debt	**544,109**	**2,049,593**
Share capital	**232,000**	**200,000**
Treasury Shares	**(2,000)**	**--**
Share premium	**1,653,473**	**--**
Retained earnings	**1,061,873**	**820,255**
Non-controlling interests	**374,078**	**235,220**
Equity	**3,319,424**	**1,255,475**
Gearing ratio (total net debt / total equity)	**16.39%**	**163.25%**

29. CHANGE IN PRESENTATION

Certain corresponding figures have been rearranged, wherever considered necessary, for the purpose of comparison and better presentation to reflect the substance of the transactions. Details are as follows:

- An amount of SR 4.6 million related to income from deposits has been reallocated from other income to finance income. This adjustment was made to improve the presentation of finance income.

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30. SUBSEQUENT EVENTS

Subsequent to the year-end, the Board of Directors approved a dividend of SAR 0.30 for each issued share excluding the shares held under the Employee Share Ownership Plan, subject to the General Assembly approval. There have been no other significant subsequent events since the year-end, that would require disclosures or adjustments in these financial statements.

31. DATE OF AUTHORIZATION FOR ISSUE

These consolidated financial statements were authorized for issue by the Company's Board of Directors on 4 March 2025, corresponding to 4 Ramadan 1446H.

فقيه.

مجموعة فقيه للرعاية الصحية

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