

مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

Caring For Generations

Sustainability Report
2025

Contents

01	**About Fakeeh Care Group**	**03**
	About This Report	04
	Our Story	07
	Awards and Recognition	11
02	**Our Sustainability Journey**	**12**
	Our 2025 Sustainability Performance	13
	Materiality Assessment	14
	Sustainability Strategy	17
	Stakeholder Engagement	19
03	**Fostering a Healthy Ecosystem**	**20**
	Our Commitment to the Environment	21
	Energy Management & Emissions	22
	Water Management	24
	Climate Change & Biodiversity	25
	Waste Management	27
04	**Prioritizing Person-Centered Care**	**28**
	Caring for Our People	29
	Caring for Our Community	33
	Fakeeh College for Medical Sciences	41
05	**Building a Resilient Organization**	**49**
	Governance Framework	50
	Risk Management	51
	Data Protection & Cybersecurity	54
	Responsible Procurement & Supply Chain	55
	Economic Value & Innovation	60
06	**Appendices**	**62**
	GRI Content Index	63

01.
ABOUT FAKEEH CARE GROUP

About This Report	04
Our Story	07
Awards and Recognition	11



About This Report

WE ARE FAKEEH CARE GROUP

One of Saudi Arabia's leading integrated private healthcare providers.

Our Approach to Sustainability Reporting

In our sustainability report, we present how we integrate sustainability practically and responsibly across our clinical operations, our supply chain, our workforce, and our governance; and we disclose our performance against the material issues that matter most to our stakeholders.

Sustainability for Fakeeh Care Group is about being a responsible healthcare provider, environmentally, socially, and in the way we govern our institution. It is underpinned by our three sustainability strategic pillars: Foster a Healthy Ecosystem, Prioritize Person-Centered Care, and Build a Resilient Organization. Together, these define what sustainability means for a healthcare provider operating at scale in the Kingdom of Saudi Arabia. All of this is overseen by ESG governance embedded at the Board level.

ABOUT THIS REPORT

Reporting Standards

This report covers Fakeeh Care Group's operations within the Kingdom of Saudi Arabia. References in this report to "Fakeeh Care Group", "The Group", "us", "we", "our" all refer to Fakeeh Care Group and its entities, unless otherwise stated or indicated by the context. All monetary references are in Saudi Riyals (SAR).

This report is prepared in reference to::

- **GRI Universal Standards 2021,** the primary framework for this report, requiring disclosure of our most significant economic, environmental, and social impacts.
- **Tadawul ESG Reporting Guidelines,** Saudi Exchange framework for ESG disclosure by listed companies, with which this report is aligned.
- **IFRS S2 Climate-Related Disclosures (ISSB),** applied on a voluntary Phase 1 basis in the Climate-Related Disclosures section of this report under climate change.
- **United Nations Sustainable Development Goals (UNSDGs),** our material topics are mapped to the SDGs throughout this report.

CONTACT US

We welcome feedback on this report and on any aspect of our sustainability performance and data. Contact our Sustainability Office at **Fakeeh.Care**

Reporting Period

This report contains sustainability data for the full year 2025 (1 January - 31 December). Where available, 2025 performance has been compared with 2024 and 2023 data.

Reporting Boundary

Our reporting scope encompasses all healthcare and educational operations of Fakeeh Care Group within the Kingdom of Saudi Arabia, including all owned and majority-controlled hospitals, medical centers, and educational entities. Medical Fakeeh is currently excluded from this reporting boundary due to system integration. Environmental data covers the Group's hospital and medical centre facilities. Emergency medical services, home healthcare, and entities not yet integrated into the Group's central reporting systems fall outside the environmental reporting boundary for 2025, and will be brought into scope as system integration completes.

مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

Restatements

Some information in this Report has been restated from previous reporting periods due to expansion of operational boundaries, including the addition of new facilities. In certain cases, restatements were also made to correct previously identified inaccuracies. These revisions reflect our ongoing commitment to improving the quality, accuracy, and transparency of our sustainability reporting. Material restatements are noted alongside the relevant disclosure.

External Assurance

This Report has not been subject to independent third-party assurance for the 2025 reporting period. The Group is considering the phased application of external assurance to material sustainability disclosures in future reporting cycles.

Abbreviations and Definitions

Abbreviation	Definition
FCG / The Group	Fakeeh Care Group
DSFH	Dr. Soliman Fakeeh Hospital
FCMS	Fakeeh College for Medical Sciences
FHHC	Fakeeh Home Healthcare Company
GRI	Global Reporting Initiative
UNSDG	United Nations Sustainable Development Goal
SDG	Sustainable Development Goal
Tadawul	Saudi Exchange
CMA	Capital Market Authority
GHG	Greenhouse Gas
tCO2e	Tons of carbon dioxide equivalent
Scope 1	Direct GHG emissions from owned/controlled sources
Scope 2	Indirect GHG emissions from purchased energy
Scope 3	Other indirect GHG emissions across the value chain
kWh	Kilowatt-hour
MWh	Megawatt-hour

Abbreviation	Definition
CBAHI	Saudi Central Board for Accreditation of Healthcare Institutions
JCI	Joint Commission International
SCFHS	Saudi Commission for Health Specialties
CAP	College of American Pathologists
AABB	American Association of Blood Banks
ANCC	American Nurse Credentialing Center
VBC	Value-Based Care
PROMs	Patient-Reported Outcome Measures
EMR	Electronic Medical Record
PDPL	Saudi Personal Data Protection Law
NCA	National Cybersecurity Authority
IFRS S2	IFRS S2 Climate-Related Disclosures
ISSB	International Sustainability Standards Board
BCP	Business Continuity Plan
NTP	National Transformation Program
SAR	Saudi Riyals
AHU	Air Handling Unit
CME	Continuing Medical Education

Chairman's Message

Healthcare sustainability for us means delivering clinical excellence with integrity, nurturing a resilient workforce, protecting our environment, and upholding ethics and transparency for the patients of today and the generations that follow."

Caring Across Generations

As Chairman of the Board of Directors of Fakeeh Care Group, it is with great pride that I present our 2025 Sustainability Report, our fourth annual account of the progress we are making and the work that lies ahead. Sustainability has guided this institution for almost five decades and is embedded in our mission to transform lives through clinical excellence, compassionate care, health education, and social responsibility.

Our founder, Dr. Soliman Abdulqader Fakeeh, envisioned healthcare as an act of service to society. His purpose extended beyond delivering medical treatment to elevating community health, investing in education, and building healthcare capability for the Kingdom of Saudi Arabia. That founding philosophy - that care is inseparable from social responsibility - remains as relevant today as it was in 1978, and it shapes every strategic and governance decision we make.

The philosophy has, of course, grown and evolved over the years. It encompasses charitable care programs, medical education through Fakeeh College of Medical Sciences, partnerships with public health institutions, and community awareness campaigns. These are activities that express who we are. Healthcare excellence, we continue to believe, begins with education and the sustained development of clinical talent.

For Fakeeh Care Group, sustainability means delivering clinical excellence with integrity, nurturing a resilient workforce, protecting our environment, and upholding the highest standards of ethics and transparency. It means being a governance-led organization, one in which the Board exercises its oversight responsibilities with diligence and with a clear view of the long-term consequences for shareholders, patients, communities, and the Kingdom.

In 2025, we strengthened the governance foundations that support our sustainability agenda. ESG considerations are integrated into the Board's oversight responsibilities as a standing agenda item, reviewed in the context of patient safety, access to care, ethical conduct, data protection, workforce practices, and regulatory compliance. This integration reflects our belief that governance and sustainability are pursued with the same rigor.

Fakeeh Care Group is committed to contributing to Saudi Vision 2030 by enhancing health outcomes, building the Kingdom's clinical capability, driving economic growth through innovation and employment, and maintaining responsible governance and sustainability leadership. The Kingdom's ambition is our ambition, and we carry it forward with the same sense of purpose that has defined Fakeeh Care Group since its foundation.

I take pride in our achievements while remaining keenly aware of the work that lies ahead. Sustainability requires continuous improvement, and we remain committed to deepening our impact with each successive year. I extend my gratitude to the Board of Directors for its ESG oversight, to our Group President, Dr. Mazen Fakeeh, for his strategic leadership, and to every member of our team for embodying our values in their daily work. Above all, I thank our patients and communities for the trust they place in us.

Mr. Ammar Soliman Fakeeh
Chairman of the Board of Directors



President's Message

True excellence is measured not only by the care we deliver today, but by the world we are building for tomorrow."

A Resilient Organization

At Fakeeh Care Group, advancing healthcare goes hand in hand with advancing sustainability. As we expand our footprint and deepen our impact across the Kingdom, we recognize that excellence extends beyond clinical outcomes to the value we create for our people, our communities, and our environment.

Since 2012, we have integrated social responsibility into the fabric of our institution. In 2025, that commitment evolved into a broader and more structured vision, one that places environmental and social responsibility at the core of our long-term strategy, governed through a formal sustainability framework with Board-level oversight and executive management accountability. A centralized sustainability office supports consistent implementation, data governance, and regulatory alignment across all business units in the Group.

Our goal has never been simply to deliver best-in-class medical care in isolation; it is to do so in a way that builds healthier communities, reduces our environmental footprint, and drives lasting value for our society. Whether through energy optimization, smart water use, sustainable procurement practices, or investing in our people's development, our approach is integrated into how we operate.

In 2025, we invested further in the infrastructure of resilience. Sustainability-related risks are now formally integrated into our enterprise risk management framework, assessed alongside operational and financial risks. Our governance structures were further strengthened with the establishment of the Investment Committee, which brings additional rigor to capital allocation decisions and ensures that growth investments are assessed against the Group's long-term strategic and sustainability commitments. Our Board also received governance training on artificial intelligence strategy and oversight, reflecting our commitment to ensuring that responsible innovation is led from the top.

We are building an organization equipped for the long term, investing in capabilities that include value-based care, digital health, and home healthcare; equipping our people with the tools to lead in a complex environment; and developing clinical and educational infrastructure that will serve the Kingdom for generations.

Fakeeh Home Healthcare continues to expand, ensuring continuity of care beyond the hospital. Fakeeh College of Medical Science continues to train the next generation of Saudi clinicians. Our digital platform also continues to mature, supporting clinical quality and integration across our hubs in Jeddah, Riyadh, and Madinah.

As we look ahead, we strive to deliver healthcare that is exceptional in quality and responsible in impact. Together with our patients, partners, and people, we are building a system of care that is capable, compassionate, and sustainable for the generations we serve today and those who will follow.

We are committed to deepening transparency through each successive sustainability report, strengthening ESG governance at every level of the organization, and holding ourselves accountable to our shareholders and regulators and to the communities who trust us with their care.

Dr. Mazen Soliman Fakeeh
Group President of Fakeeh Care Group



Our Story

WE ARE FAKEEH CARE GROUP

Fakeeh Care Group was founded in 1978 with a mission to deliver comprehensive healthcare to an underserved population. From that starting point nearly five decades ago, the Group has grown into a premier multi-specialty healthcare network and a pioneer in Saudi medical practice.

Over the years, the Group has built a track record of clinical excellence and patient-centered care, supported by an academic model of healthcare delivery. This approach continues to guide our expansion as we extend our footprint across the Kingdom.

Fakeeh Care Group remains committed to delivering high-quality, value-driven healthcare. Our patient-first approach, built on clinical excellence and innovation, ensures accessible, reliable care across our network.

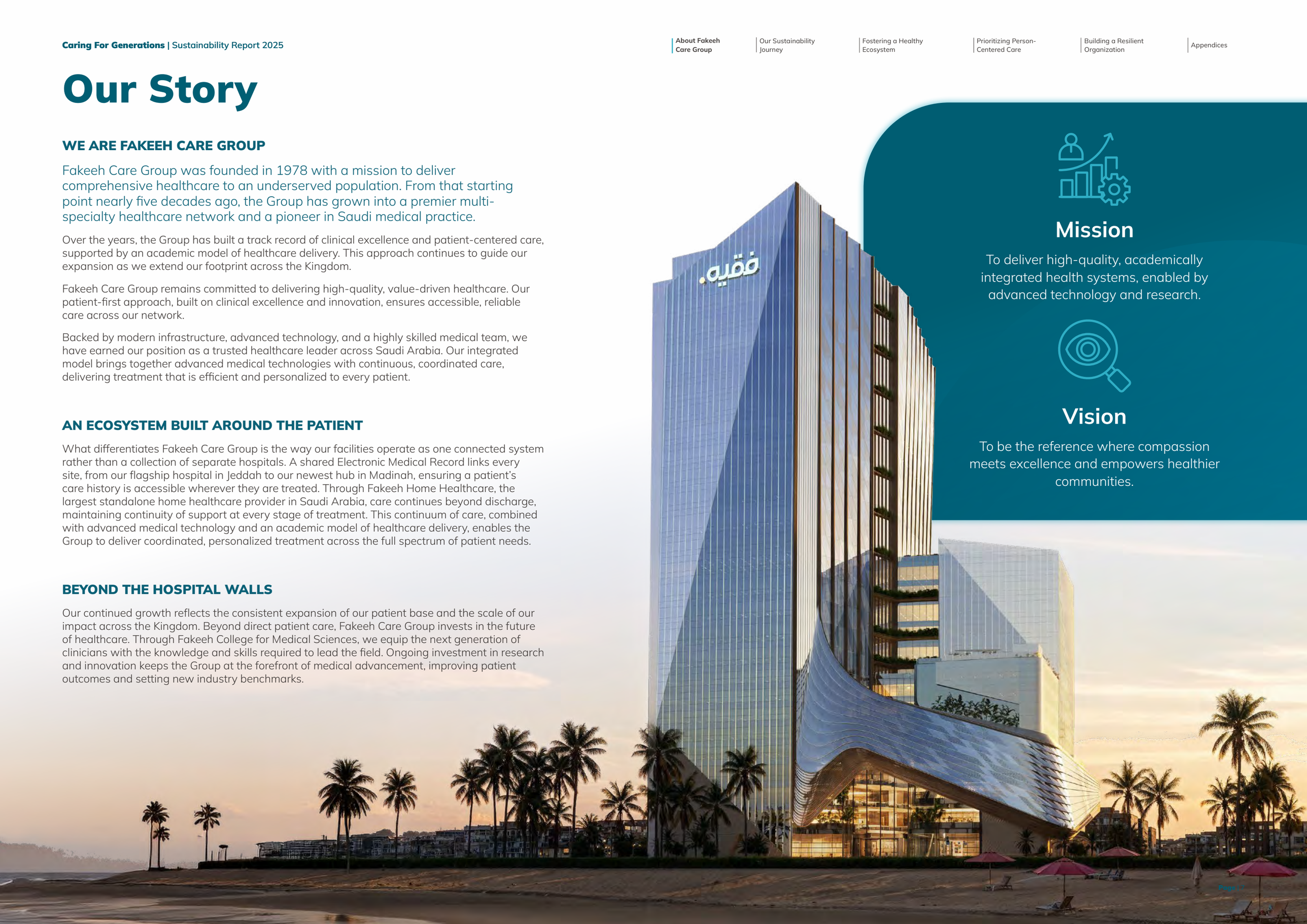
Backed by modern infrastructure, advanced technology, and a highly skilled medical team, we have earned our position as a trusted healthcare leader across Saudi Arabia. Our integrated model brings together advanced medical technologies with continuous, coordinated care, delivering treatment that is efficient and personalized to every patient.

AN ECOSYSTEM BUILT AROUND THE PATIENT

What differentiates Fakeeh Care Group is the way our facilities operate as one connected system rather than a collection of separate hospitals. A shared Electronic Medical Record links every site, from our flagship hospital in Jeddah to our newest hub in Madinah, ensuring a patient's care history is accessible wherever they are treated. Through Fakeeh Home Healthcare, the largest standalone home healthcare provider in Saudi Arabia, care continues beyond discharge, maintaining continuity of support at every stage of treatment. This continuum of care, combined with advanced medical technology and an academic model of healthcare delivery, enables the Group to deliver coordinated, personalized treatment across the full spectrum of patient needs.

BEYOND THE HOSPITAL WALLS

Our continued growth reflects the consistent expansion of our patient base and the scale of our impact across the Kingdom. Beyond direct patient care, Fakeeh Care Group invests in the future of healthcare. Through Fakeeh College for Medical Sciences, we equip the next generation of clinicians with the knowledge and skills required to lead the field. Ongoing investment in research and innovation keeps the Group at the forefront of medical advancement, improving patient outcomes and setting new industry benchmarks.



Mission

To deliver high-quality, academically integrated health systems, enabled by advanced technology and research.

Vision

To be the reference where compassion meets excellence and empowers healthier communities.

Our History

1978

- DSFH Jeddah was founded by Dr. Soliman Fakeeh

1984-1994

- Performed first IVF, renal transplant, and heart transplant surgery in the western region 1990, also first reported DHF1 virus in KSA
- First hospital expansion in 1986

1994

- Khadijah Attar Center - The opening of the Khadijah Attar Center for Children with Special Needs

2003

- Fakeeh College of Medical Sciences - Fakeeh College of Medical Sciences established.

2012

- Discovery of MERS Virus - Discovery of the virus causing Middle East Respiratory Syndrome (MERS) in the laboratory of DSFH Jeddah.

2013

- Commenced Fakeeh Home Health Care and Fakeeh Tech

2017

- Introduced MBBS in Fakeeh Medical College
- Launched DSFMC Executive Clinic

2018

- Launched DSFMC in Al Basateen

2019

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

2020-2021

- The Group supported the COVID-19 vaccination program in the Western Region of KSA.
- Establishment of the Group's Ambulatory Business "MED-E"

2022

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

2023

- Commenced operations in NEOM hospital and clinic
- DSFH Jeddah ranked as #1 KSA private hospital in 2023

2024

- IPO on the Tadawul
- DSFH Jeddah ranked as #1 KSA private hospital in 2024

2025

- Start of operations at DSFH Madinah



Our Legacy

For almost five decades Fakeeh Care has evolved from a single hospital into a national healthcare ecosystem.

Throughout that journey, the intent has remained constant: broaden access, deepen clinical capability, strengthen the operating model, and invest in people. That continuity defines the Group today and is the basis of our confidence in what comes next.

A single thread runs through every chapter: broader access, deeper clinical capability, smarter, data-driven operations, and a stronger talent pipeline; delivered through our hub-and-spoke model from hospital to home and aligned with national priorities. That throughline defines our history and sets the foundation for what comes next.



48 Years عاماً فقيه.

WE EDUCATE

فقيه. كلية فقيه للعلوم الطبية Fakeeh College for Medical Sciences

فقيه. د. سليمان فقيه الأكاديمية Dr. Soliman Fakeeh Academy

WE CARE

Tertiary Care

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

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

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

Primary & Secondary Care

فقيه. د. سليمان فقيه المراكز الطبية Medical Centers Dr. Soliman Fakeeh النزهة Nuzha

فقيه. د. سليمان فقيه المراكز الطبية Medical Centers Dr. Soliman Fakeeh البساتين Basateen

فقيه. د. سليمان فقيه العيادات التنفيذية Executive Clinics Dr. Soliman Fakeeh

فقيه. مديكال Medical

Home Health

فقيه. د. سليمان فقيه الرعاية الصحية المنزلية Home Health Care Dr. Soliman Fakeeh جدة Jeddah

فقيه. د. سليمان فقيه الرعاية الصحية المنزلية Home Health Care Dr. Soliman Fakeeh الرياض Riyadh

فقيه. د. سليمان فقيه الرعاية الصحية المنزلية Home Health Care Dr. Soliman Fakeeh المدينة Madinah

Ambulance Services

طارئ MedE

RETAIL & SUPPLY

فقيه. د. سليمان فقيه الطبية التكاملية Complementary Dr. Soliman Fakeeh

بصريات فقيه Fakeeh Vision

HEALTH TECH

ICS Integrated Care Solutions حلول الرعاية التكاملية

AHC شركة إنشاءات الآفاق المتقدمة للمقاولات Advanced Horizons Contracting Company

الفارابي للخدمات المساندة Alfarabi Logistics

OTHER SERVICES

فقيه. د. سليمان فقيه مركز خديجة عطار Khadija Attar Center Dr. Soliman Fakeeh

O&M CONTRACTS

NEOM ADVANCED HEALTH CENTER

NEOM HOSPITAL

Where We Are

STRATEGICALLY EXPANDING GEOGRAPHIC FOOTPRINT ACROSS KSA

We operate a connected healthcare footprint across the Kingdom, linking hospitals (hubs), medical centres (spokes), and ancillary platforms, into a single integrated system.

This network is underpinned by proprietary technologies that standardise clinical pathways, support consistent decision-making, and deliver a clear, reliable patient experience across all points of care.

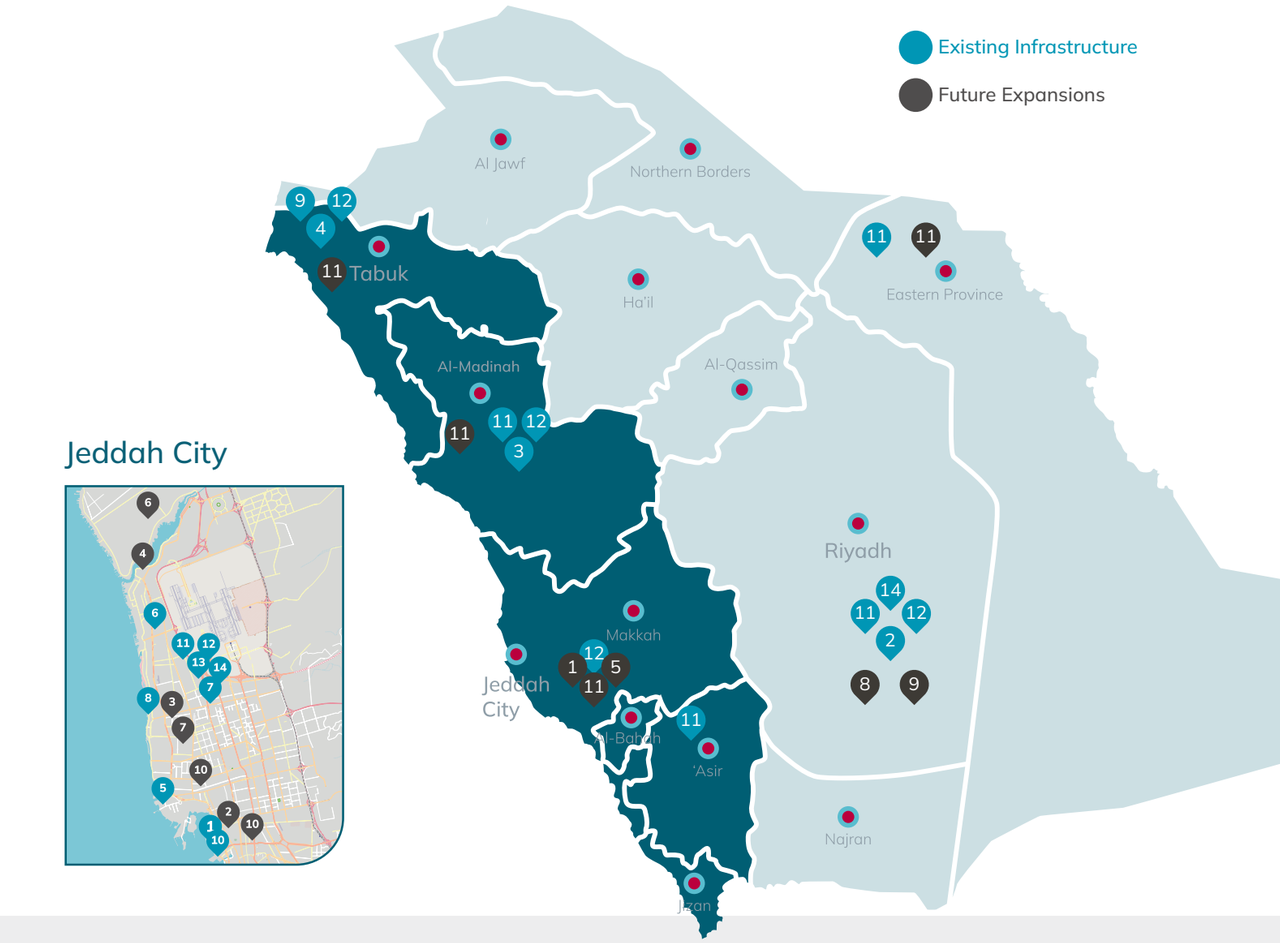
Our flagship Jeddah Hospital anchors the Group's tertiary platform and sets the benchmark for our value-based care model. Riyadh Hospital is approaching the final stages of its ramp-up, progressing toward steady, high-growth performance. Madinah Hospital, inaugurated in the second quarter of 2025, is addressing pent-up regional demand for high-quality tertiary services. These hubs are complemented by five medical centres, with three additional centres planned by the end of 2026; together adding more than 100 outpatient clinics to the network.

Standardised clinical pathways, centralised oversight, and sustained investment in technology allow us to deliver consistent, preferred patient outcomes across the ecosystem.

Home Healthcare and MedE extend care into the community, supporting safe transitions beyond the hospital, freeing capacity for higher-acuity cases, and strengthening access, safety, and patient experience.

Running in parallel, Fakeeh College for Medical Sciences (FCMS), the Group's NCAAA-accredited academic arm, delivers MBBS, Nursing, Pharmacy, Medical Laboratory Sciences, and Respiratory Care programmes, alongside master's degrees and joint-supervision PhD tracks. In 2025, the Group inaugurated a state-of-the-art Simulation & Clinical Skills Centre with capacity to train up to 500 students per day. By combining immersive simulation with clinical rotations across Group hospitals, FCMS builds a pipeline of practice-ready Saudi clinicians aligned with Vision 2030.

The strength and maturity of this integrated infrastructure, together with the Group's track record in operate-and-manage (O&M) agreements, enable us to provide high quality care at scale on public–private partnership mandates, including NEOM Hospital and national deployments such as Hajj-season healthcare engagements with public health authorities. These capabilities put the Group in a strong position to get involved in future privatisation opportunities, bringing private-sector agility and data-driven delivery to priority healthcare needs.



Existing Infrastructure

Hospitals

1	DFSH Jeddah
2	DFSH Riyadh
3	DFSH Madinah
4	NEOM Hospital[1]

Ambulatory Medical Centers

5	Medical Fakeeh
6	DSFMC Basateen
7	DSFMC Nuzha
8	DSFMC Executive Clinic
9	NEOM Advanced Medical Center[1]

Education & Medical Related

10	FCMS & Clinical Skills Center
11	Fakeeh Home Healthcare
12	Emergency Medical Services
13	Integrated Care Solutions
14	Fakeeh Vision and Retail Services

Future Expansions

Hospitals

1	DFSH Masar, Makkah
2	Jeddah Surgery Tower
3	HEAL Hospital
4	DFSH South Obhur

Ambulatory Medical Centers

5	DSFMC, Alawali
6	DSFMC North Obhur
7	DSFMC Al Zahra
8	DSFMC Al Hamra
9	DSFMC Al Narges

Education & Medical Related

10	BTI College
11	Fakeeh Vision and Retail Services

Awards and Recognition

AABB

Accreditation program for hospitals and blood banks that ensures they meet the highest standards of quality and safety in blood and blood product transfusion services. It is administered by the American Association of Blood Banks (AABB).

PLANETREE

A recognition program that honors healthcare organizations that demonstrate a commitment to providing patient-centered care. It is based on the importance of creating a healing environment that supports the physical, emotional, and spiritual needs of patients and their families.

CBAHI

The Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI) is the official agency authorized to grant accreditation certificates to all governmental and private healthcare facilities operating in Saudi Arabia.

HIMSS

A framework developed by the Healthcare Information and Management Systems Society (HIMSS) to evaluate the adoption and implementation of electronic health records (EHRs) in healthcare organizations. It provides a standardized approach to measuring the progress of organizations in adopting and using EHRs effectively

UNICEF

The Baby Friendly Initiative: a global program aimed at promoting and protecting breastfeeding. It is a voluntary program that encourages hospitals and healthcare facilities to implement ten steps to create a supportive environment for breastfeeding mothers.

MAGNET

A prestigious award given to hospitals that demonstrate excellence in nursing care. It is the highest honor a hospital can receive from the American Nurses Credentialing Center (ANCC).

CAP

Certification for laboratories for highest standards of excellence by the College of American Pathologists (CAP).

JCI ENTERPRISE

Obtained the Joint Commission International Enterprise Accreditation (JCI Enterprise Accreditation), thus becoming the first healthcare group in the private sector in the Kingdom of Saudi Arabia to earn this prestigious accreditation.

JOINT COMMISSION INTERNATIONAL

Accreditation program that recognizes healthcare organizations that meet the highest standards of quality and safety in patient care. It is a global certification that is recognized in over 100 countries.

AMERICAN HEART ASSOCIATION

A prestigious award given to organizations and individuals who have made significant contributions to the prevention, treatment, and research of heart disease and stroke.

ISO 9001

An internationally recognized standard that specifies requirements for a quality management system (QMS). It helps organizations ensure that they can consistently meet the needs of their customers and other stakeholders.

WORLD'S BEST HOSPITAL 2025

The best private hospital in Saudi Arabia for 4 years in a row. (Newsweek & Statista)

02.
OUR SUSTAINABILITY JOURNEY

Our 2025 Sustainability Performance	13
Materiality Assessment	14
Sustainability Strategy	17
Stakeholder Engagement	19



Our 2025 Sustainability Performance

A SNAPSHOT OF OUR ESG PERFORMANCE

The figures below summarize Fakeeh Care Group's sustainability performance across key environmental, social, and governance dimensions in 2025. They are drawn from the detailed disclosures in each section of this Report. Financial and operational highlights, including revenue, accreditations, and clinical milestones, are disclosed in the Fakeeh Care Group Annual Report 2025.

Environmental

581.3
Approx Total Avoided Emissions tCO_2e

945
Scope 1 TCO2e

10,200
Water Recycled and Reused M^3

4.3%
Waste Diverted % of Total Waste

Scope 3 emissions are not yet reported and are in progress. The Group has committed to net zero by 2060, aligned with the Kingdom's national target. Full environmental performance data is disclosed in the Environmental section of this Report.



Social

835
Beds

439
Outpatient Clinics

1.9 Mn
Patients Served

2.2 Mn
Total Value of Subsidized Services Provided (SAR)

1,736
Total Students

15
Academic Programs (Undergraduate and Post-Graduate)

45
SCFHS Accredited Residency Training Programs

37.5Mn
Total Value of Scholarships Awarded (SAR)

55.7%
Women in Workforce

38.3%
National Workforce Representation

7.4 Mn
Workforce Education and Training Investment

4.3 Mn
Investment in research and Innovation (SAR)

Full social performance data is disclosed in the Social Section of This Report

Economic and Innovation

129
Research Publication

529 Mn
Capital Invested in Network Expansion

5.4%
Share of Saudi Arabia's Clinical Trial Activity (H1 2025)

712 Mn
Economic Value Distributed to Suppliers

Governance

4
Independent Board Members

100%
Ethics Training Completion

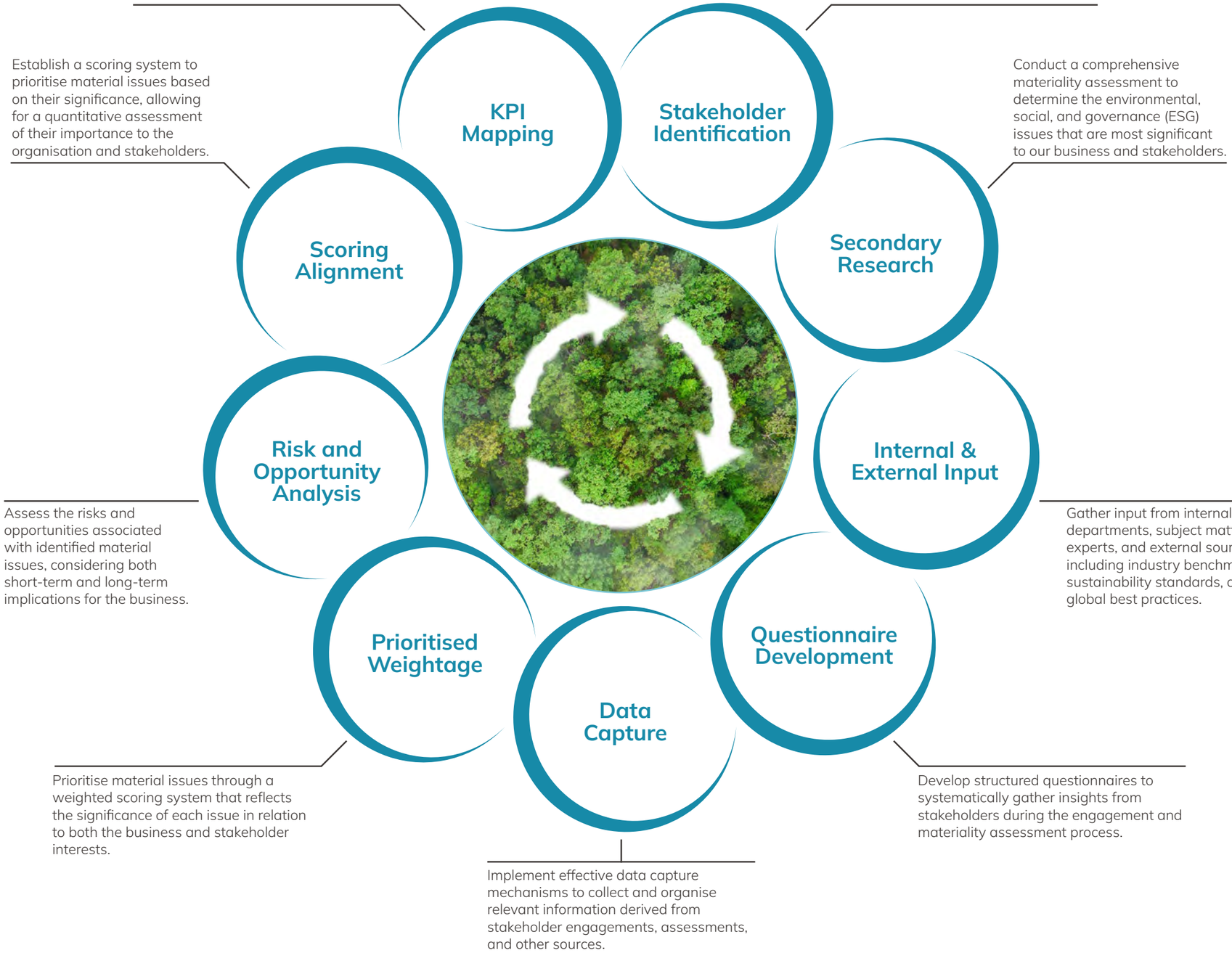
Our Materiality Assessment

Fakeeh Care Group conducts a formal materiality assessment to identify and prioritize the environmental, social, and governance topics most significant to the Group's operations and stakeholders. This process informs the scope and structure of this Report, ensuring that resources and disclosures are directed at the issues that matter most.

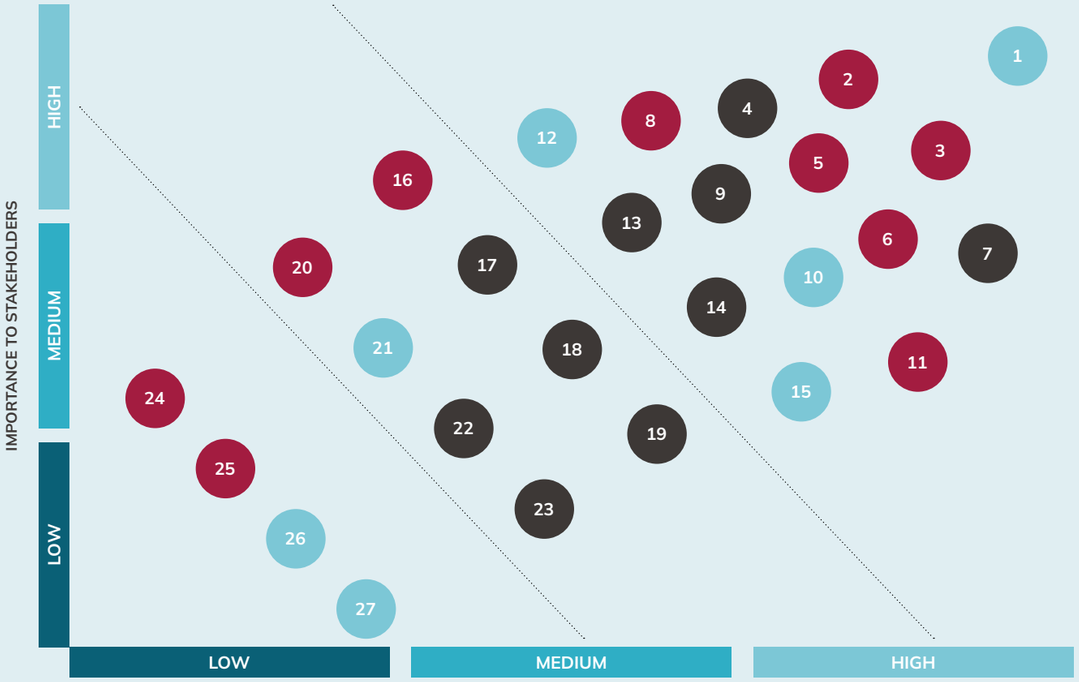
Our Approach

Our materiality process considered a comprehensive universe of ESG topics relevant to private healthcare in the Kingdom of Saudi Arabia. We employed a multifaceted approach to capture the diverse perspectives of our stakeholders, including Board members, management, clinical staff, and external advisors, through surveys, interviews, and collaborative workshops.

Topics were assessed against two axes: significance of impact on society and the environment, and importance to stakeholders and the Group's strategy. The results are represented in the materiality map that follows, providing a clear overview of the issues identified as most material to both the Group and its stakeholders. This map serves as a guiding framework, helping us focus our efforts on the most impactful areas for sustainability and ESG management.



We have initially identified 32 material ESG issues pertinent to our sector. This preliminary enumeration has been streamlined into 27 key ESG issues.



LOW:

24. Supplier Management
25. Biodiversity
26. Climate Change Strategy
27. Greenhouse Gas (GHG) Emission

MEDIUM:

16. Diversity and Inclusion
17. Grievance Redressal Mechanism
18. Access and Affordability
19. Sustainable Procurement
20. Stakeholder Engagement
21. Wastewater Management
22. Sustainable Operations of Building and Laboratories
23. Selling Practices

HIGH:

1. Waste Management and Circularity
2. Health and Safety
3. Health and Safety – Patient
4. Service Quality
5. Employee Training, Up-skilling & Re-skilling
6. Psychological Safety and Well-being
7. Risk Management
8. Employee Well-being
9. Data Privacy and Security
10. Water Management
11. Human Rights
12. Energy Management
13. Board Structure and Management
14. Innovation and Technology Adoption
15. Community Investment

Leveraging the materiality matrix, we have further distilled the 27 materiality topics and also consolidated some of the material topics to pinpoint the top 10 most critical topics, which hold the greatest significance for our organisation.

1	**Social**	Caring for Staff	Health and Safety Psychological Safety and Well-being Employee Well-being and Safety Employee Training, Up-skilling, and Re-skilling
2	**Social**	Quality & Patient Safety	Service Quality Health & Safety – Patient
3	**Social**	Community Investment	
4	**Governance**	Data Privacy, and Security	
5	**Governance**	Access and Affordability	
6	**Environment**	Waste Management and Circularity	
7	**Environment**	Affordable and Clean Energy	Energy Management Greenhouse Gas (GHG) Emission
8	**Governance**	Stakeholder Engagement	Stakeholder Engagement Grievance Redressal Mechanism
9	**Environment**	Sustainable Procurement	Sustainable Procurement Sustainable Operations of Building & Laboratories Supplier Management
10	**Governance**	Business Management and Board Structure	Board Structure and Management Risk Management

Where We Contribute

The United Nations Sustainable Development Goals (SDGs) form part of the 2030 Agenda for Sustainable Development, providing a shared blueprint for addressing the world's most pressing social, economic, and environmental challenges. Guided by our materiality assessment, we have identified the goals most relevant to our operations, services, and governance, and mapped our contributions accordingly.



UNSDG 3
Good Health and Wellbeing
Healthcare excellence across the Kingdom

We deliver high-quality healthcare for pilgrims and communities, operate hospitals, run blood donation drives, and conduct patient education programs supporting mental health, obesity, diabetes, and cancer. Quality and patient safety are core to all we do.

Quality and Patient Safety | **Health and Safety – Patients** | **Service Quality**



UNSDG 5
Gender Equality
Building a workforce that reflects our communities

We promote gender equality and equal opportunity across our workforce, ensuring all employees have access to the same development pathways, benefits, and career advancement regardless of gender. Our policies prohibit discrimination, and we actively build a workplace culture where equal participation is the standard, not the exception.

Diversity and Inclusion | **Human Rights**



UNSDG 8
Decent Work and Economic Growth
Creating quality jobs and advancing Saudization

We provide financial assistance to employees in need and uphold fair wages, safe working conditions, and continuous professional development. Our growth creates jobs, advances Saudization, and drives investment in advanced medical technologies.

Caring for Staff | **Employee Well-being** | **Health and Safety**



UNSDG 11
Sustainable Cities and Communities
Anchoring our communities through sustained investments

We operate hospitals in Jeddah, Riyadh, and Madinah, contributing directly to the urban health infrastructure of three of Saudi Arabia's most significant cities. Our facilities serve residents and pilgrims alike, ensuring communities have reliable access to quality healthcare as the Kingdom's urban populations grow and diversify.

Community Investment | **Stakeholder Engagement**



UNSDG 16
Peace, Justice and Strong Institutions
Upholding ethical governance and patient data protection

We protect patient and workforce information through documented data privacy and security frameworks. Our transparent reporting, anti-corruption training, and ethical business conduct reinforce accountable governance across the Group.

Data Privacy and Security | **Business Management and Board Structure** | **Risk Management**



UNSDG 4
Quality Education
Developing the next generation of healthcare professionals

We offer scholarships to deserving students and deliver continuous professional development through Fakeeh Care Academy. Our academic partnerships strengthen healthcare capacity and support workforce up-skilling across the Kingdom.

Employee Training, Up-skilling and Re-skilling | **Community Investment**



UNSDG 7
Affordable and Clean Energy
Reducing our energy footprint, facility by facility

We are improving energy efficiency across our hospitals and clinics and exploring cleaner energy solutions to support sustainable operations. We track energy consumption, intensity, and reduction progress.

Affordable and Clean Energy | **Sustainable Operations of Buildings and Laboratories**



UNSDG 10
Reduce Inequalities
Making quality healthcare accessible to all

We enforce anti-discrimination policies, offer dedicated support for people of determination, and make essential healthcare services affordable and accessible, reducing disparities in health outcomes for all segments of society.

Access and Affordability | **Diversity and Inclusion** | **Human Rights**



UNSDG 12
Responsible Consumption and Production
Minimizing waste from clinical operations to procurement

We neutralize hazardous waste before discharge, minimize our environmental footprint through waste segregation, and apply circular economy principles to our procurement and operations. We manage waste responsibly across all our hospitals and clinics.

Waste Management and Circularity | **Sustainable Procurement**



UNSDG 17
Partnerships for the Goals
Strengthening impact through strategic collaboration

We collaborate with government entities, academic institutions, healthcare partners, and community organizations. Our structured engagement with regulators, suppliers, and investors strengthens our means of implementation and broadens our collective impact.

Stakeholder Engagement | **Sustainable Procurement**

Our Sustainability Strategy

Our Environmental, Social, and Governance strategy is built around three interconnected pillars that guide how we manage our environmental impact, deliver high-quality person-centered care, and strengthen our organizational resilience. These pillars are interdependent. Environmental performance supports financial sustainability. Investment in our people drives clinical quality. Governance integrity enables all three.

01.

FOSTER A HEALTHY ECOSYSTEM

Commit to reducing carbon emissions, optimizing resource use, and engaging with our communities to promote environmental health.

Reducing Carbon Emissions

As part of our environmental strategy, we are committed to reducing our carbon footprint across all facilities. This includes integrating energy-efficient technologies, transitioning toward cleaner energy sources, and promoting sustainable practices across our operations, in alignment with Saudi Arabia's net-zero by 2060 national target.

Optimizing Resource

Use Resource efficiency is central to our environmental strategy. We are focused on reducing waste, conserving water, and minimizing our reliance on non-renewable resources. Our approach includes expanding recycling programs, adopting water-saving technologies, and using sustainable materials across our operations.

Engaging with the Community

We understand that fostering a healthy ecosystem involves more than managing our own environmental footprint; it means engaging with and supporting the communities we serve. We are committed to expanding our participation in community health initiatives, providing education, preventive care, and resources that promote public health.

02.

PRIORITIZING PERSON-CENTERED CARE

Focus on enhancing patient safety, improving care experience, and ensuring broader access to high-quality healthcare.

Enhancing Patient Safety

Patient safety is foundational to clinical quality at Fakeeh Care Group. We are committed to continuously reinforcing safety protocols, expanding outcome monitoring, and adopting advanced safety technologies across all facilities, embedding a culture of safety that goes beyond compliance.

Improving Patient Experience

We are committed to ensuring that care quality extends across the full patient journey, not only clinical outcomes. Our approach integrates personalized treatment planning, clear communication, and Patient-Reported Outcome Measures (PROMs), supported by a unified Electronic Medical Record that ensures continuity of care from outpatient consultation through inpatient admission and into home healthcare.

Expanding Access to Care

We are committed to broadening access to high-quality healthcare across the communities we serve, including through financial assistance programs and sliding-scale fee structures that ensure cost is not a barrier to care. Our approach includes sustained support for underserved populations, such as through the Khadijah Attar Center for Children with Special Needs, alongside the continued expansion of Fakeeh Home Healthcare into patients' homes.

03.

BUILD A RESILIENT ORGANIZATION

Strengthen governance, uphold ethical practices, invest in our people, and enhance risk management to ensure long-term sustainability and organizational reliability.

Strengthening Governance

We are committed to maintaining a governance framework built on transparency, accountability, and ethical conduct, applied consistently across all business units, with regular review of policies to reflect best practices and emerging trends in healthcare.

Investing in Our People

We are committed to expanding professional development and advancing clinical education, strengthening national clinical and operational capability for the long term.

Managing Risk and Ensuring Continuity

We are committed to integrating sustainability-related risks into our enterprise risk management framework, assessed alongside clinical, financial, and operational risks. Our approach includes maintaining and testing business continuity plans across all facilities, covering supply chain integrity, information systems, and workforce continuity, so we can continue providing high-quality care even in the face of disruption.



Alignment to Saudi Vision 2030

Fakeeh Care Group operates across five hospital facilities and two medical centers throughout the Kingdom, positioning the Group as a direct contributor to Saudi Vision 2030's healthcare objectives and a beneficiary of the enabling environment it creates.

A VIBRANT SOCIETY
Enhancing Quality of Life

We advance national efforts to improve health outcomes and life expectancy by operating an integrated care ecosystem that delivers primary through tertiary care, expanding access to specialist services across our regions of operation, and investing in digital health capabilities that make clinical expertise more accessible.

Our emergency response capabilities support national public health efforts, while our specialized care centers and financial assistance programs extend care to populations that face the greatest access barriers

A THRIVING ECONOMY
Healthcare as an Economic Pillar

We support the Kingdom's ambition to make the healthcare industry a cornerstone of economic diversification by investing in national clinical talent, and by supporting the localization of the Kingdom's healthcare workforce. Our accredited residency programs develop Saudi clinicians who will serve the Kingdom for generations, while our investment in clinical research infrastructure positions Saudi Arabia as a destination for advanced medical research, reducing the need for patients to travel abroad for access to investigational therapies.

AN AMBITIOUS NATION
Leading in Governance and Sustainability

We maintain the governance standards, transparency, and accountability expected of a company operating at this scale, with oversight structures designed to ensure ethical conduct and long-term reliability across our operations.

On climate, we are working toward national net-zero targets through ongoing investment in energy efficiency, water recycling, and waste reduction initiatives across our facilities.

Our Stakeholder Engagement

Fakeeh Care Group engages with a defined set of stakeholder groups whose interests, concerns, and expectations are integral to the Group's sustainability strategy.

Stakeholder engagement is embedded in the operational relationships the Group maintains with patients, employees, investors, regulators, suppliers, and communities on a continuous basis. The following table summarizes the Group's primary stakeholder groups, the engagement mechanisms deployed, and the key topics that emerged from those interactions.

Stakeholder Group	Engagement Channels	Expected Outcome
Patients	Patient Satisfaction Surveys, Patient-Reported Outcome Measures (PROMs) and Value-Based Care (VBC) pilots, Patient Support lines	Improved clinical outcomes, Enhanced Patient Safety and Access to care , and measurable progress toward value-based healthcare delivery
Employees	Employee Engagement survey, leadership town-halls, structured Internal communication	Stronger workforce engagement, improved retention, enhanced clinical capability and workforce resilience
Community	Health awareness campaigns, Community Partnerships and health outreach programs	Expanded preventative health impact, Strengthened public trust and healthier communities
Government and Regulators	Regulatory engagement, Vision 2030 alignment, accreditation and regular compliance audits	Alignment with national health priorities, sustained regulatory compliance, and enhanced institutional credibility
Investors	IPO disclosures, periodic ESG updates, Tadawul reporting and compliance and structured investor communication.	Enhanced transparency, strengthened market confidence, disciplined capital allocation and sustained long-term value creation
Suppliers	Supplier due diligence assessment and supplier engagement sessions	A resilient, ethically managed, and high quality supply chain supporting clinical continuity and operational stability
Universities and Research Institutions	Academic partnerships and research collaboration, scientific chairs, and joint clinical research initiatives.	Advancement of medical innovation strengthening clinical capabilities and sustained leadership in healthcare delivery

Stakeholder engagement outcomes are reviewed periodically and inform material topic prioritisation, risk management, and strategic decision making.

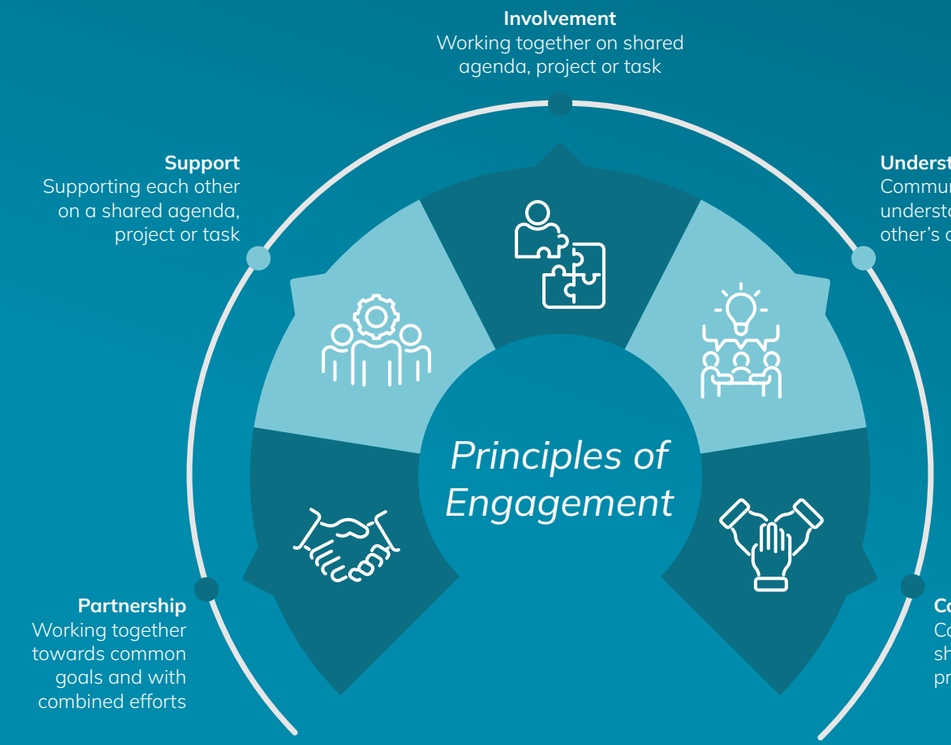
Engagement follows a structured, inclusive, and transparent process to ensure stakeholder perspectives are reflected in decision-making. Guiding principles include:

Transparency: Open communication on strategy, progress, and challenges

Inclusivity: Engagement that reflects the diversity of stakeholders

Responsiveness: Acting on feedback to strengthen ESG performance

Accountability: Reporting on how stakeholder insights shape policies and programmes



03.
FOSTERING A HEALTHY ECOSYSTEM

Our Commitment to the Environment	21
Energy Management & Emissions	22
Water Management	24
Climate Change & Biodiversity	25
Waste Management	27



Fostering a Healthy Ecosystem

OUR COMMITMENT TO THE ENVIRONMENT

Fakeeh Care Group's operations are inherently energy- and water-intensive. Hospitals require continuous power for life-support and diagnostic systems, uninterrupted climate control for infection prevention, high-volume water use for sterilization, and generate waste that must be handled according to strict regulatory standards.

We manage environmental performance as a core part of standard operations rather than as a separate initiative, implementing efficiency measures across the Group within the constraints of continuous clinical care. As our facility footprint and patient volumes continue to grow, we treat environmental performance as an integral part of that growth, not a separate consideration.

CORPORATE ENVIRONMENTAL STRATEGY

Our environmental strategy is organized around three priorities: reducing energy consumption and transitioning toward cleaner sources, managing water use responsibly, and ensuring the safe handling of regulated waste streams. We take a consistent approach across all facilities, with efficiency measures and cleaner alternatives adopted where operationally viable, and compliance managed as an ongoing function rather than a periodic exercise.

This strategy supports our alignment with Saudi Vision 2030 and the Saudi Green Initiative, and reflects our commitment to managing the environmental impact of our facilities as a standard part of facility planning and capital investment, alongside clinical and operational requirements.

Our environmental pillar is built on three commitments:

- **Reducing carbon emissions** through energy-efficient technology upgrades, a gradual transition toward cleaner energy sources, and continuous optimization of building performance.
- **Optimizing resource use** through structured water and waste management, expanded recycling, and conservative practices calibrated to each facility's clinical profile.
- **Extending environmental responsibility** into the community through awareness initiatives and preventative health programs that connect environmental performance to public health outcomes.

OUR ENVIRONMENTAL STANDARDS

Environmental performance at Fakeeh Care Group is managed under a Group-wide Environmental Policy, with facility-specific protocols developed by facility engineering and safety leadership and adjusted to each site's operating profile. This approach ensures consistent standards across the Group while accounting for differences in facility type and operations.

Our environmental policies set clear commitments across energy efficiency, water conservation, and waste reduction, tracked and reported through the same channels used for other operational metrics. Facility-level environmental data is reviewed on a recurring basis, with responsibility resting with facility engineering and safety teams to maintain auditable records. Environmental permits, licenses, and inspection outcomes are managed through the same governance channels used for clinical and operational compliance, giving environmental matters the same visibility as any other operational risk.



Energy Management

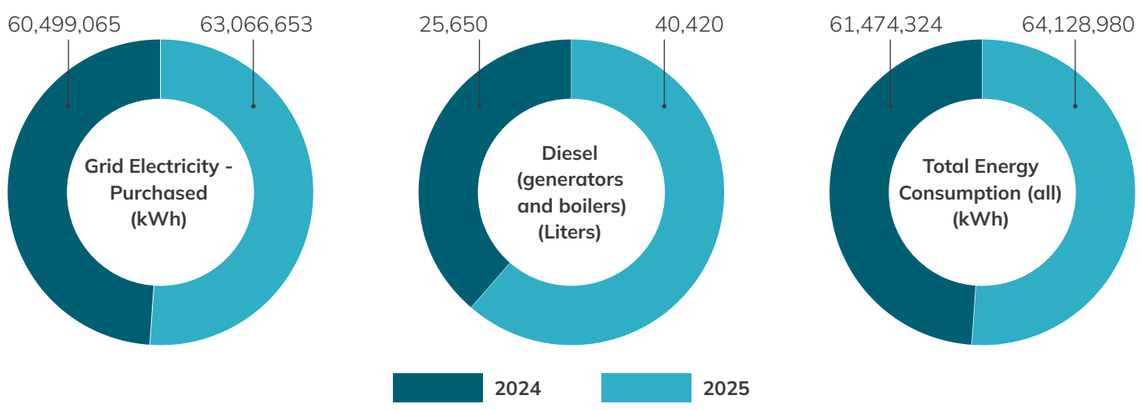
Energy is the operational backbone of everything we do clinically, powering life-support systems, diagnostic imaging, sterilization, and the climate-control systems that maintain infection-control pressure gradients around the clock. This makes energy the single largest component of our environmental footprint.

HOW WE MONITOR CONSUMPTION

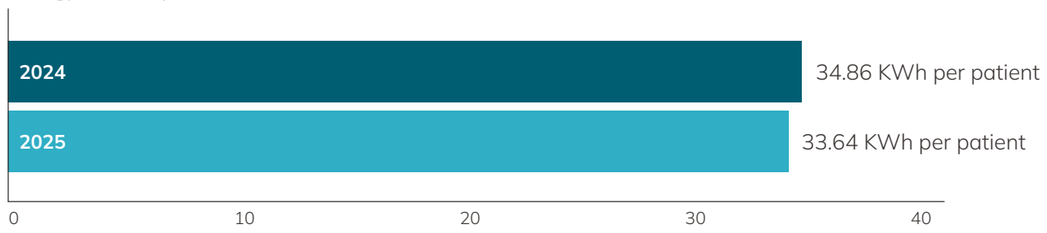
Energy tracking occurs at two levels: utility-level consumption is recorded monthly against prior-year figures to identify unusual trends, while facility-level engineering teams take daily meter readings to investigate abnormal load before it compounds. This allows us to identify equipment degradation, control faults, or unplanned load growth close to when it starts.

TOTAL ENERGY CONSUMPTION

Group energy consumption grew in 2025, driven primarily by the addition of Dr. Soliman Fakeeh Hospital Madinah and continued growth in patient volume across the Group.



Energy Intensity



Total energy consumption has been restated from previously published figures, reflecting an update in calculation methodology.

ENERGY MANAGEMENT SYSTEMS

Our facilities run on a combination of building automation, structured maintenance, and layered monitoring. Building Management Systems give engineering teams centralized control over chiller scheduling, air handling, and fan coil setpoints, while preventive maintenance keeps HVAC, generators, and electrical infrastructure operating close to designed efficiency. Structured inspection protocols cover UPS systems, switchgear, HVAC equipment, and temperature-critical environments such as clinical storage and freezers, supporting both energy reliability and early detection of inefficiencies before they escalate into downtime.

In 2025, this approach included generator load optimization, LED lighting retrofits across multiple facilities, and HVAC/BMS setpoint optimization. Further initiatives are underway, including a phased lighting upgrade at DSFMC and a chiller plant management system at DSFH Riyadh. On-site solar photovoltaic capacity has also been installed at our multi-story parking garage in DSFH Jeddah, supplying the garage and Fakeeh College for Medical Sciences (FCMS), with evaluation of further renewable options continuing as part of our forward energy planning.

ENERGY GOVERNANCE

Energy governance is anchored in Group-wide policies rather than ad-hoc practices. Our Environmental Policy sets year-on-year KPIs covering power consumption, generator emissions, fuel use, and equipment efficiency, monitored through departmental meetings and task forces. Compliance is reinforced on the ground through a standing Environmental Rounds process, with findings tracked to closure and reported to the Facility and Safety Committee on a recurring basis.

We maintain year-on-year reduction targets across energy consumption, power consumption, and generator emissions, with reducing dependence on grid electricity representing the next major lever available to us through our expanding renewable energy program.

Emissions

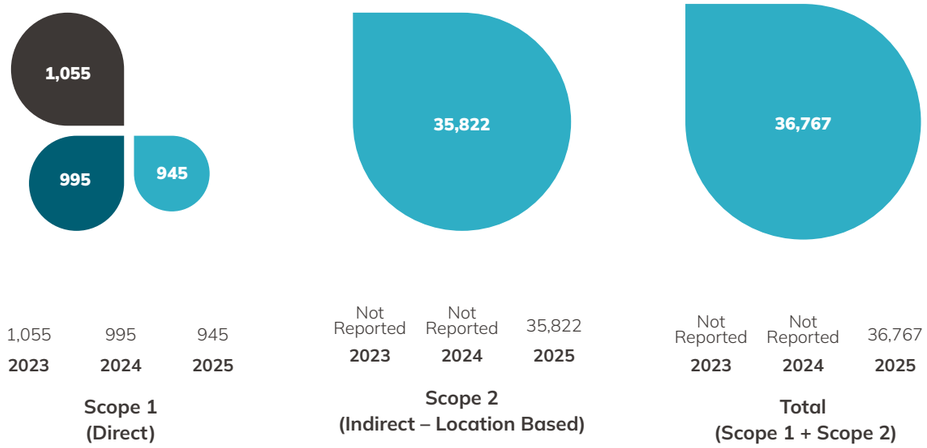
Healthcare operations generate emissions both directly, through on-site combustion, equipment, and refrigerants, and indirectly, through purchased electricity. We report these using the two-scope structure: Scope 1 for emissions we generate directly, and Scope 2 for those associated with purchased grid electricity.

SCOPE 1

Scope 1 emissions currently cover Dr. Soliman Fakeeh Hospital Jeddah, our most established facility and the site with the longest-standing metering infrastructure in the Group. Emissions have declined for three consecutive years. Expansion of Scope 1 measurement to additional Group facilities is planned in phases, aligned with the rollout of standardized fuel and generator metering currently being implemented across newer sites overseen by the Facility Management and Safety department as part of the Group's environmental governance structure. As this expansion progresses, we are also working toward a fully source-differentiated inventory capturing fuel combustion, refrigerant management, and fleet operations on a single, consistent basis.

SCOPE 2

We calculate Scope 2 for the Group for the first time in this report, using the location-based method and applying Saudi Arabia's published Grid Emission Factor of 0.568 kgCO2e/kWh to metered electricity consumption. Scope 2 represents the larger share of the Group's total emissions, reflecting the carbon intensity of grid-supplied electricity in the Kingdom. Scope 3 emissions are not yet reported; we are establishing a Scope 3 inventory, beginning with the categories most material to the Group's operations.



Scope 1 figures reflect Dr. Soliman Fakeeh Hospital Jeddah only. Scope 2 is calculated using metered grid electricity and the Kingdom's Grid Emission Factor (0.568 kgCO2e/kWh, per Saudi Arabia's Development of the Upgraded Grid Emissions Factor, 2021).



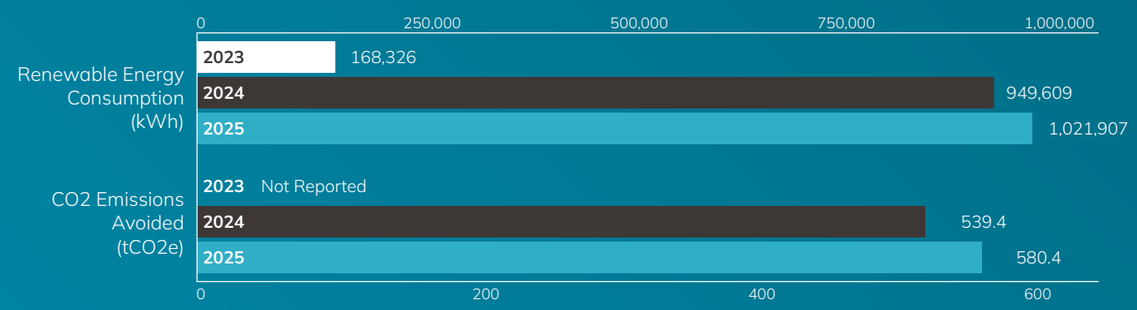
Renewable Energy

At Fakeeh Care Group, we recognize that transitioning to renewable energy sources is central to reducing our environmental footprint over the long-term.

In 2023, we installed a rooftop solar photovoltaic system above the parking plaza at DSFH Jeddah, a strategic installation that uses the abundant sunlight available in the Kingdom to provide an on-site source of renewable power. The system is connected directly to the grid, feeding electricity into the Fakeeh College for Medical Sciences (FCMS) and the multi-story car park's electrical supply, and reducing the volume of grid electricity purchased at this location. Through this installation, we reduce our dependence on grid electricity and take a step toward a lower-carbon future for our operations. This system supplies the parking garage and FCMS only and is not connected to the hospital's electrical supply.

EXPANDING OUR RENEWABLE CAPACITY

Evaluating solar and other renewable energy options across our remaining facilities is an active part of our forward energy planning. As the Group continues to grow, we intend to extend on-site generation beyond the current single site.



Water Management

Saudi Arabia is classified as one of the most water-stressed countries globally, and all Group facilities operate within that context. Hospitals are intrinsically water-intensive: patient care, central sterilizing, in-house laundry, irrigation, and fire suppression systems all depend on a reliable water supply. Water management at Fakeeh Care Group is built around that structural scarcity, in line with the Kingdom's National Water Strategy and its emphasis on efficient consumption, wastewater recycling, and responsible disposal.

OUR WATER SOURCE

All facilities are supplied from municipal water networks, supplemented by water tanks where municipal supply is temporarily disrupted. No groundwater or borehole abstraction takes place at any facility.

WATER EFFICIENCY AND CONSERVATION

Our facilities are progressively upgraded with infrastructure that prioritizes efficiency at the point of use: dual-flush systems, sensor-based faucets, and low-flow aerators in clinical and public areas, alongside high-efficiency equipment in central sterilization, laundry, and food services. Where medical and diagnostic equipment uses single-pass cooling, we are converting these to recirculating or closed-loop systems to reduce water loss. Landscape zones use drip irrigation and moisture-controlled sprinklers to reduce evaporative loss, supplemented by rainwater where suitable for non-potable use.

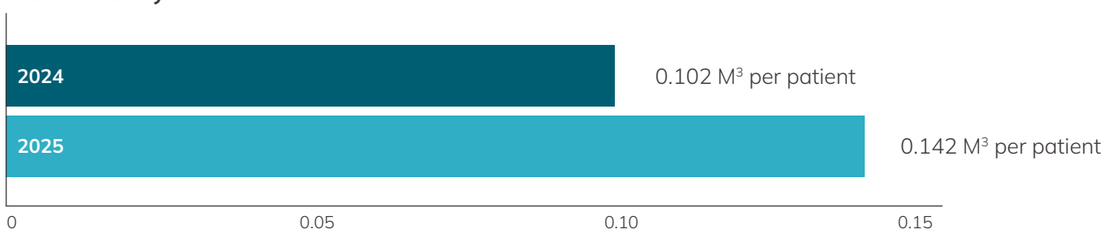
WASTEWATER TREATMENT AND MONITORING

Before any lab water leaves our facilities, it undergoes pH adjustment and neutralization in line with National Center for Waste Management (NCWM) and Ministry of Environment, Water and Agriculture (MEWA) requirements, a Group-wide standard applied consistently across every facility. Leak prevention is managed through monthly meter readings reviewed against historical usage trends, supported by scheduled leak detection audits; any leak identified triggers a root-cause investigation and recalibration of the facility's usage baseline.

WORKFORCE ENGAGEMENT

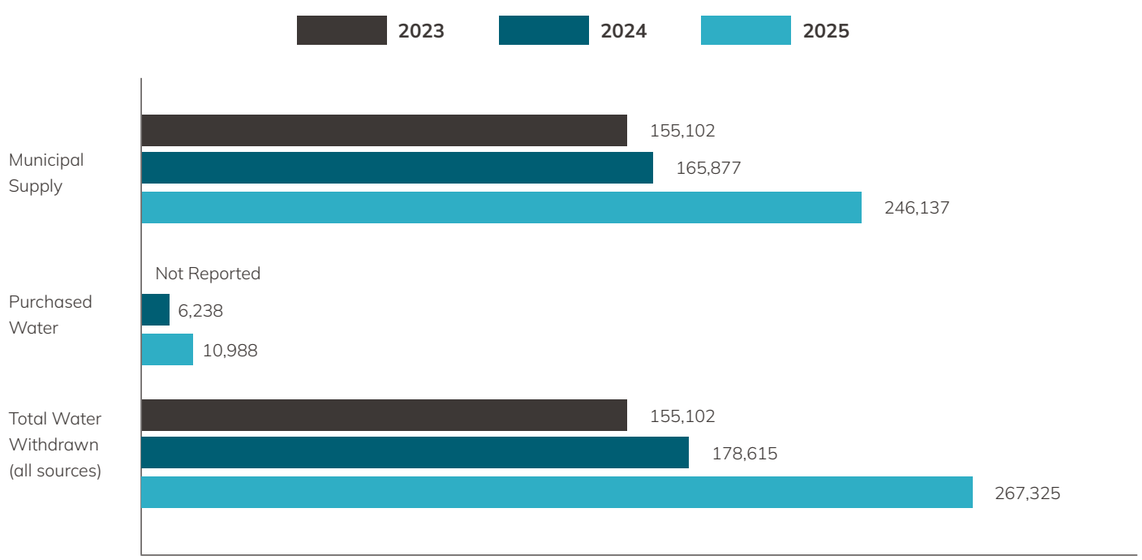
Workforce Engagement Water conservation extends beyond engineering. Workforce and contractor training on water-saving practices is conducted regularly, and employees are encouraged to report leaks or water misuse through internal reporting channels.

Water Intensity



The increase in water intensity is primarily attributed to the expansion of water intensive infrastructure which scales in line with bed capacity. Operational bed capacity increased by 19% outpacing the 8.3% growth in patient volume as newly added capacity progressed toward higher utilization

Group Water Withdrawal by Source



Total water withdrawn for 2023 and 2024 has been restated from previously published following correction of a unit-labeling error identified during internal review. Water withdrawal increased in 2025 following the addition of Dr. Soliman Fakeeh Hospital Madinah and growth in patient volume.

Metric	Unit	2023	2024	2025
Water Discharged	m3	150,602	172,115	257,125
Treated / Recycled water	m3	4,500	6,500	10,200

Water discharge is calculated as total water withdrawn with less water treated and reused on site. Figures have been restated from prior publications, reflecting an updated calculation methodology.

LOOKING AHEAD

Our approach to water is guided by a consistent set of principles across every facility: efficient and responsible use, reducing water consumption intensity year-on-year, and maintaining compliance with health, safety, and environmental standards. This includes lowering facility water consumption and footprint, improving ecosystem protection through responsible discharge and reuse, and expanding water reuse and recycling capacity across every facility in the Group.

Climate Change

Climate-related risks are relevant to healthcare operations in the Kingdom. As part of our phased voluntary adoption of IFRS S2, this section focuses on the foundational disclosure pillars describing the Groups approach to climate governance, strategy, and risk management.

GOVERNANCE

Climate-related matters are considered as part of the Group's broader ESG governance structure. The Board of Directors holds overall responsibility for overseeing climate-related risks and opportunities as part of its oversight of strategy, risk, and capital planning. Day-to-day monitoring and management sits with the Group's Facility Management Department, supported by the Group's ESG and risk functions.

STRATEGY

Strategy Climate-related factors are relevant to long-term operational planning, including facility stability and energy demand, patient safety, supply chain reliability, and emergency preparedness. We also see opportunity in improved energy efficiency, reduced operational costs, and continued alignment with the Kingdom's environmental goals — including Saudi Arabia's commitment to net-zero emissions by 2060 under the Saudi Green Initiative and its interim target of 50% renewable electricity generation by 2030. The energy efficiency and on-site renewable generation measures described elsewhere in this section, together with our water conservation practices, support this national direction while lowering the energy and resource intensity of our own operations.



RISK IDENTIFICATION

Climate-related risks are identified through periodic internal review, covering both physical risks arising from environmental conditions and transition risks arising from the shift to a lower-carbon economy. Identified risks are escalated through the same environmental governance channel used for other risk categories and considered alongside the Group's operational and strategic risks.

Risk Category	**CLIMATE CHANGE** (heatwave, Rising Temperatures)	**RESOURCE DEPLETION** (water scarcity, energy shortages)
Type	Physical	Physical
Description	Extreme weather and shifting conditions that can disrupt operations, increase cooling demand and affect service continuity	Constrained availability of water and energy inputs critical to continuity of patient care
Mitigation	Resilient infrastructure investment, energy-efficient technology, emergency preparedness protocols	Renewable energy expansion, proactive resource conservation, supply diversification

Risk Category	**MEDICAL SUPPLY DISRUPTION**	**POLLUTION** (waste, air, and water emissions)
Type	Physical	Physical
Description	Disruption to medical and clinical supply continuity from extreme weather events	Risk to patient health, staff wellbeing, and environmental compliance from waste and emissions
Mitigation	Supply diversification, emergency preparedness, and continuity planning	Waste reduction, pollution control investment, regulatory compliance monitoring

Biodiversity

For a healthcare organization, biodiversity and ecosystem health are relevant beyond the question of land use; they are connected to the disease patterns and public health needs our operations address.

Environmental and climate-driven shifts, including changes in the range and seasonality of disease, are a recognized link between environmental conditions and clinical demand. This connection between ecosystem health and community health is why biodiversity and nature-related considerations are material to our operations.

Our direct environmental footprint remains limited, as all Fakeeh Care Group facilities are located in urban commercialized zones, with no proximity to protected nature reserves, wadis, or coastal ecosystems designated by the National Center for Wildlife. Within that footprint, we apply consistent environmental practices: drought-tolerant native landscaping and automated drip irrigation across sites. Where facility construction or refurbishment work takes place, we also apply pre-construction risk assessment, dust and containment control, and landscaping reinstatement on completion. In practice, this reflects the same underlying logic as the formal mitigation hierarchy: avoid disruption where possible, minimize it where it cannot be avoided, and restore site conditions afterwards.

LOOKING AHEAD

Given our facilities' urban commercial locations, habitat restoration and impacts on IUCN Red List or nationally protected species are not applicable to our operations. As our understanding of the relationship between environmental change and community health needs deepens, we see this as a natural area for our environmental disclosure to mature, extending beyond site-level land management toward a more integrated view of how ecosystem health and public health intersect.



Waste Management

Waste management is one of the most tightly regulated aspects of hospital operations, and one of the most visible measures of environmental performance in healthcare. Our approach is built on the principles of safety, segregation, regulatory compliance, and circularity.

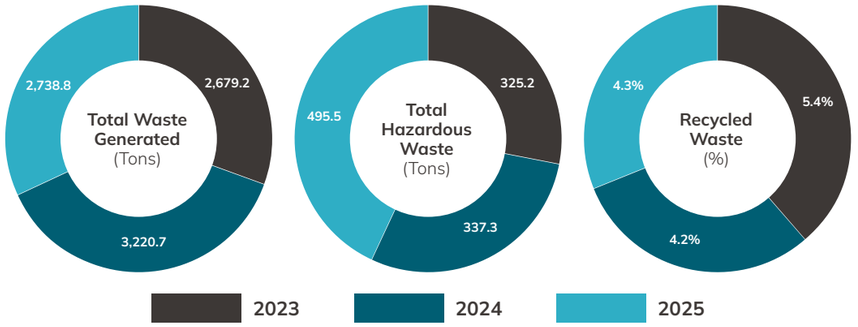
HOW WE MANAGE WASTE

Waste is segregated at the point of generation by category from clinical and infectious, sharps, pharmaceutical, pathological, and chemical to general non-hazardous waste. Each handled separately from general waste in line with regulatory requirements. All personnel undergo mandatory training in safe sorting and containment, and all contractors engaged for collection and disposal are licensed specifically for waste handling, with disposal activity tracked monthly and traceability maintained through final disposal.

Waste not recycled is treated and disposed of through these licensed contractors in line with regulatory requirements. Expired pharmaceutical stock is managed under a dedicated policy that prioritizes prevention over disposal, with near-expiry inventory identified early and returned to suppliers where possible.

REDUCING WASTE AT THE SOURCE

Beyond regulated clinical waste, we apply the same reduction discipline to everyday paper and plastic consumption, supported by digital documentation, staff training, and expanded recycling bin coverage across hospitals and clinics.



Recycled Waste Per Patient (Kg)

2023
Not Available

2024
0.078

2025
0.062

Figures have been restated from those previously published, reflecting an update in scope and calculation methodology.

TARGETS AND COMPLIANCE

We maintain year-on-year reduction targets across pharmaceutical waste, total medical waste weight, and paper usage, alongside a year-on-year increase target for cardboard recycling. No environmental incidents, spills, or leaks were reported across Group facilities in 2025, and every facility operates under a valid environmental license.

GOVERNING POLICIES

Waste management practices across the Group are governed by a defined set of policies: the Decontamination and Disposal of Laboratory Wastes, Disposal of surgical pathology specimens and chemical waste, the Managing, Accumulating and Disposing of Pharmaceutical Waste, the Expired Medical Supplies and Drug Management Policy, the Healthcare Waste Management Program, and the Hazardous Materials and Waste Management Plan, supported by licensed contractor agreements including the Group's Environmental Waste Management Contract.

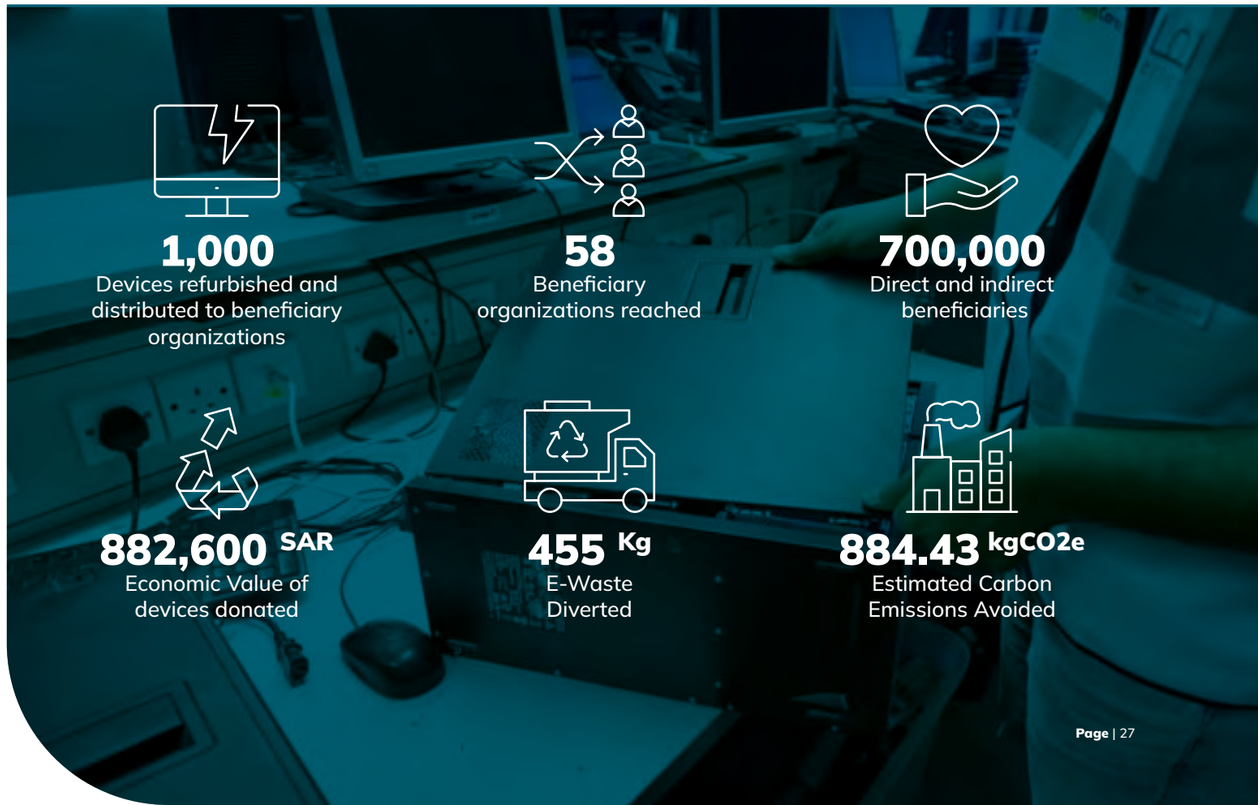
COMPLIANCE

No environmental incidents, spills, or leaks were reported across the Group facilities in 2025; every facility operates under a valid environmental license. Expired pharmaceutical waste is disposed of exclusively through MOH- and SFDA-approved contractors, with disposal certification retained for every discarding cycle

GIVING RETIRED TECHNOLOGY A SECOND LIFE

Waste reduction extends beyond facility operations to how we manage assets at the end of their useful life. Medical equipment, furniture, and IT assets that reach the end of operational life are recycled, resold, or donated wherever feasible rather than routed directly to disposal, governed through our internal property management process.

In 2025, this included the donation of 1,000 decommissioned computers and IT devices, carried out in partnership with Ertqa Association, a specialized computer-refurbishment organization, for refurbishment and redistribution to non-profit and educational organizations across the Kingdom. Beyond the equipment itself, we contributed approximately SAR 490,000 to fund refurbishment, transport, and redistribution, ensuring devices reached beneficiaries ready for use.



04.
PRIORITIZING PERSON-CENTERED CARE



Caring for Our People	29
Caring for Our Community	33
Fakeeh College for Medical Sciences	41

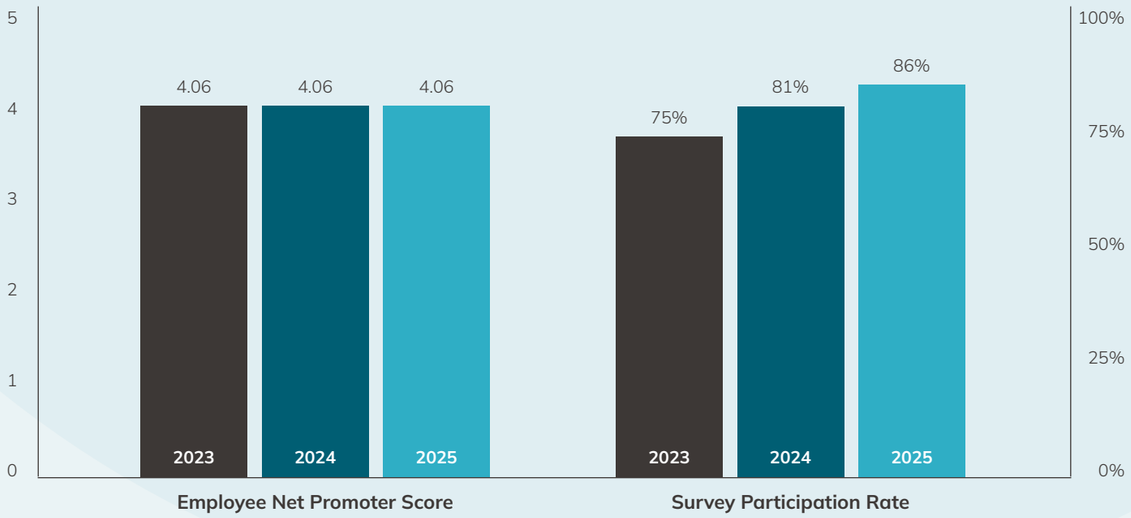
Our People

THE LIVES BEHIND EVERY ACT OF CARE

Our workforce delivers the clinical, administrative, and operational functions that sustain the Group's healthcare mission across Jeddah, Riyadh, Madinah, and every region we operate in. We are committed to creating an environment where our people can thrive, grow, and deliver the highest standard of care.

WORKFORCE ENGAGEMENT

Engagement is treated as a strategic priority, built on cross-departmental collaboration, transparency, and career development. The workforce is actively involved in decision-making through cross-departmental committees and task forces, giving diverse perspectives a direct route into strategic planning, while regular town halls held within individual entities give employees a direct line to leadership to discuss organizational developments and raise workplace concerns. In addition, an anonymous, third-party administered engagement survey gives every employee a confidential way to be heard on job satisfaction, professional development, leadership effectiveness, and company culture; because the survey is run independently, the workforce can trust that responses are genuinely anonymous, and results directly shape workforce initiatives.



OCCUPATIONAL HEALTH AND SAFETY

As a leading healthcare provider in the Kingdom, Fakeeh Care Group prioritizes maintaining a safe, compliant work environment to protect workforce and patients alike, through structured risk assessments, training programs, and incident reporting systems that minimize workplace hazards and promote safety awareness.

That culture starts on day one. A structured three-level onboarding process ensures every member of Fakeeh Care receives safety education, departmental training, and continuous safety reinforcement, while annual re-orientation keeps that knowledge current. An automated incident reporting system allows real-time reporting of safety concerns, so a concern raised does not sit for weeks before investigation but enters a live tracking process immediately, with corrective actions implemented promptly. The Group operates under internal occupational health and safety policies and procedures governed by applicable Saudi regulations. While a formal third-party certified management system is not currently in place, the Group's safety framework is structured around documented risk assessment, incident reporting, investigation, and corrective action processes administered internally.

The workforce is actively encouraged to participate in risk-management initiatives and safety drills, distributing ownership of a safe workplace rather than delegating it. The clearest evidence of that culture holding is also the simplest number in this report: zero work-related fatalities, sustained year over year.

Metric	2023	2024	2025
Employees Completing OHS Training	100%	100%	100%
Work-Related Fatalities	0	0	0

No formal lost-time injury or recordable incident rate data was collected under a standardized reporting system during the reporting period.

ATTRACTING AND RETAINING TOP TALENT

The recruitment process is designed to secure top talent using multiple channels from digital platforms, targeted outreach, and partnerships with organizations that extend reach to a broad and diverse pool of candidates.

Retaining that talent is treated with equal priority. A culture of recognition and engagement supports workforce satisfaction and long-term retention, reinforced by a formalized awards program that acknowledges achievement at both the individual and team level. This is complemented by regular performance reviews focused on transparent feedback and structured career progression planning, giving the workforce a clear framework for professional growth within the organization.

Metric	Unit	2023	2024	2025
Total New Hires	Count	2,019	2,502	1,455
Voluntary Turnover Rate	%	12.7%	10.3%	10%



DEVELOPING TALENT

The workforce has access to a structured range of professional development opportunities designed to support continuous growth, combining tailored clinical training, leadership development, and ongoing education across both technical and interpersonal skills relevant to healthcare delivery. Fakeeh Care Academy serves as the institutional platform for this investment, organizing courses and workshops across five workforce categories: medical, nursing, clinical practitioners, administrative staff, and support staff.

Training programs are developed through a structured needs assessment drawing on workforce feedback, performance data, and risk and quality indicators, and are evaluated against defined learning and effectiveness outcomes. Nurse education is governed against American Nurses Credentialing Center (ANCC-NPD) and Saudi Commission for Health Specialties (SCFHS) standards, spanning 22 accredited programs across Saudi Board and fellowship training, continuing medical education, and life support certification.

Dr. Soliman Fakeeh Hospital is accredited as a provider of nursing continuing professional development (NCPD) by the American Nurses Credentialing Center's Commission on Accreditation. 2024–2028

NURSE PRECEPTOR PROGRAM

Pairs every newly graduated nurse with an experienced clinician for structured, hands-on mentorship building technical competence, clinical confidence, and critical decision-making skills at the point in a career when they matter most. Reinforces best practice across all levels of patient care and gives experienced staff a formal leadership role in shaping the next generation of nurses.

ACTIVE BUDDY PROGRAM

Every new member, clinical or non-clinical is paired with an experienced colleague from day one, supporting onboarding, workplace integration, and role adaptation across every function of the Group.

Metric	2023	2024	2025
Average Hours of Training Per Employee	34	76	280
Average hours of training –Senior Management	15	30	38
Average Hours of training – Middle Management	35	50	91
Average Hours of training – non-managerial	50	60	96
Participant satisfaction score (post-training survey)	80%	94%	100%
Number of CME credits awarded	500	537	505
Hours of Training Programs Delivered	**120,070**	**269,065**	**653,000**

DIVERSITY, EQUITY AND INCLUSION

The Group maintains a non-discrimination policy covering gender, nationality, disability, age, and other characteristics unrelated to a person's qualifications or performance. This policy applies across every stage of the employment lifecycle from hiring, promotion, compensation, and day-to-day treatment in the workplace, and across every level of the organization, from front-line hiring to executive appointment. Recruitment and advancement decisions are assessed against defined qualifications, competencies, and role requirements, applied consistently across clinical, nursing, administrative, technical, and support functions, so that opportunity is determined by merit rather than background.

Metric	2023	2024	2025
Total Employees	4,798	5,465	6,139
New Hires	2,502	2,019	1,455
Female Workforce	Not Reported	Not Reported	3,419
Male Workforce	Not Reported	Not Reported	2,720

Women at Fakeeh Care Group

Women hold a wide range of roles across the Group, from bedside nursing to specialist consultation to leadership positions, and represent a majority of the workforce, a proportion that has held steady across a period of substantial institutional growth, though it has eased slightly over the past three years, reflecting the workforce's diversification into a broader range of specialties, including engineering, technical operations, and facilities functions, rather than any change in how women's careers are supported at Fakeeh Care.

In 2025, women represented 10% of senior leadership levels. Fakeeh Care Group tracks gender diversity across different levels of the institution as part of its long-term leadership development pipeline.

Metric	2023	2024	2025
Female Representation of Total Workforce	56%	58%	56%

Disability Inclusion

Fakeeh Care Group's approach to disability inclusion spans physical accessibility, workplace accommodation, and recruitment practice, with accommodation for individual needs formally assigned wherever required, including ahead of training participation. As of FY2025, employees with disabilities represented approximately 0.34% of the Group's total workforce, consistent with the prior two reporting years; the Group recognizes this as an area for continued focus. This is reinforced externally through the national Mowama program, which evaluates employer practices for equitable employment of people with disabilities.

Fakeeh Care holds a bronze rating under a two-year certification. Inclusivity extends to the patient-facing side of the Group as well, through dedicated facilities such as the Khadijah Attar Center for Children with Special Needs.

Metric	2023	2024	2025
Employees with Disabilities	15	15	21
Mowama Program Rating		Bronze	Bronze

FAIR EMPLOYMENT PRACTICES

The Group's employment practices comply with the Saudi Labor Law and Ministry of Human Resources and Social Development regulations. Every employee is entitled to raise concerns through structured channels without fear of retaliation. The Group's grievance and whistleblower mechanisms, including the role of the Group Grievance Committee and escalation path, are detailed in the Governance section of this report.

Addressing Workplace Grievances and Complaints

Employees can raise concerns without fear of retaliation through the Group-wide automated incident reporting system, which handles complaints related to unfair treatment, discrimination, or misconduct alongside operational and safety incidents. Each case is reviewed by the Group Grievance Committee, which assesses complaints impartially and recommends corrective action; serious matters are escalated to the President for final determination. A separate whistleblower policy provides a confidential channel for reporting misconduct at a more serious or systemic level, reinforced through regular training and communication campaigns.

Metric	2023	2024	2025
Workplace Grievances Reported and Resolved	100%	100%	100%
Discrimination Incidents Reported	0	0	0
Ethical Conduct Training Completion	100%	100%	100%



A CULTURE OF INTEGRITY

Training on patient and employee rights, confidentiality, and safe reporting is embedded at multiple points across the employee lifecycle, pre-joining orientation, new-hire onboarding, and contract renewal, as detailed in the Governance section of this report. Specialized lectures further address patient-centered rights, including cultural, psychosocial, religious, and spiritual needs, alongside advanced care planning.

BENEFITS AND WELLBEING

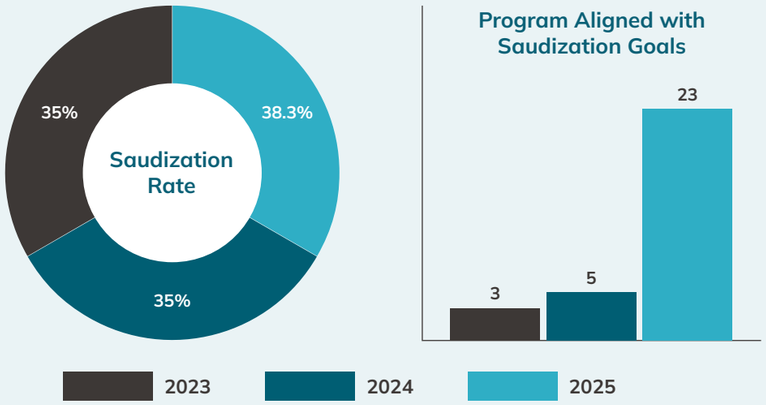
The Group's benefits framework supports the health, stability, and work-life balance of the workforce. All benefits are provided in accordance with the Saudi Labor Law as a baseline, with coverage extended in several areas beyond the statutory minimums.

Metric	2023	2024	2025
Parental Leave Approval Rate	100%	100%	100%
% of employees who returned to work after parental leave and were still employed 12 months thereafter	100%	100%	86%

GROWING NATIONAL TALENT

Saudization is a strategic priority for Fakeeh Care Group, reflecting its commitment to developing national talent for the Kingdom's healthcare sector. Saudi nationals are represented across clinical, nursing, administrative, and support functions, supported by structured pathways for recruitment, development, and progression into senior roles.

The Saudization rate has remained stable over the past four years even as headcount has grown, reflecting sustained, proportional investment in national hiring alongside the Group's expansion, aligned with Saudi Vision 2030's national employment objective. Performance is monitored against the Ministry of Human Resources and Social Development's Nitaqat classification system.





EMPLOYEE BENEFITS

- Family Health Insurance
- Paid Sick Days
- Paid Vacation Days
- Job-Protected maternity leave days
- Job-Protected paternity leave days
- Job-Protected death leave days
- Childcare
- Flexible Schedules

Patients and Communities

EVERY PATIENT, EVERY COMMUNITY, EVERY SETTING

The Group's approach to patient care and community engagement is built on the principle that delivering exceptional healthcare extends beyond the walls of any single facility. Patient safety, community health, and social investment are integrated into how care is governed, how facilities are designed, and how the Group measures success. In 2025, Fakeeh Care advanced quality standards, expanded access models, and deepened community investment, extending reach to populations and settings that conventional healthcare delivery does not easily serve. The Group's presence across hospitals, home health, ambulance services, and medical education allows this impact to reach further than any single program could on its own.

PATIENT SAFETY AND CLINICAL QUALITY

Patient safety and clinical quality are the most material social issues for a healthcare provider, and the foundational conditions on which every aspect of the patient relationship depends. Quality at Fakeeh Care Group is governed through a multilayered framework combining international accreditation standards, technology enabled clinical oversight, structured staff training, and continuous performance monitoring.

The Group's Safety Huddle Policy establishes structured daily safety briefings across all clinical departments, giving frontline teams a formal mechanism to surface emerging risks and share safety information. Patient safety goals apply across all facilities as a shared operational baseline, and clinical pathways are standardized to reduce variability in care delivery. All facilities operate on automated incident reporting systems enabling real time capture and investigation of safety events, with corrective actions implemented promptly and findings feeding back into the Group's ongoing training and governance cycles.

Every clinical staff member undergoes a structured three level onboarding process covering safety education, department training, and continuous reinforcement, with an annual re orientation program to update staff on evolving protocols and compliance requirements. Auditing tools operate across clinical documentation workflows, identifying gaps, improving accuracy, and supporting clinicians with real time decision support.

Patient Safety Governance Commitments

- **JCI International Patient Safety Goals – Applied across all facilities**
- **Standardized clinical pathways and protocols across all Group facilities**
- **Automated real-time incident reporting system**
- **Patient informed consent and shared decision-making framework**
- **Three-level onboarding and annual safety re-orientation for all clinical staff**
- **Saudi Patient Safety Standards and CBAHI Essential Safety Requirements (ESR) – Implemented across all Group facilities**

Dr. Soliman Fakeeh Hospital Jeddah became the first and only hospital in Saudi Arabia to achieve the Gold Level Patient Safety Standards Certificate in the first cycle. A validation of the Hospital's quality management maturity and readiness to meet the most demanding standards of clinical governance.



In 2025, 13 distinct AI applications were active across selected facilities, and DSFH Jeddah and DSFH Riyadh were jointly recognized among Newsweek's World's Best Smart Hospitals for 2026.

Global First: 14 Simultaneous Centers of Excellence

In 2025, Dr. Soliman Fakeeh Hospital Jeddah became the first hospital in the world to receive accreditation for 14 simultaneous Centers of Excellence from the Surgical Review Corporation (SRC), achieved in a single evaluation cycle across 14 distinct medical and surgical specialties.

The Surgical Review Corporation (SRC) is a US-based international accreditation body dedicated to improving the quality and safety of surgical and procedural care. SRC Centers of Excellence accreditation is awarded to institutions that demonstrate compliance with ten rigorous global standards spanning clinical governance, workforce qualification, patient safety protocols, and ongoing outcome monitoring. Achieving this across 14 specialties simultaneously in a single evaluation cycle requires institutional alignment at every level and across every discipline.

14 Centers of Excellence Accreditation by SRC

World record for the highest number of Centers of Excellence accredited within a single hospital by the Surgical Review Corporation (SRC)

- Center of Excellence **Robotic Surgery**
- Center of Excellence **Orthopedic Surgery**
- Center of Excellence **Surgery of Hand**
- Center of Excellence **Hernia Surgery**
- Center of Excellence **Endoscopy**
- Center of Excellence **Ophthalmology**
- Center of Excellence **Specialized Anesthesia in Obesity Surgery**
- Center of Excellence **Urology**
- Center of Excellence **Spine Surgery**
- Center of Excellence **Colorectal Surgery**
- Center of Excellence **Plastic Surgery**
- Center of Excellence **Ear, Nose & Throat (ENT)**
- Center of Excellence **Minimally Invasive Gynecology**
- Center of Excellence **Specialized Anesthesia in Orthopedic Surgery**

JCI ENTERPRISE-WIDE ACCREDITATION

Fakeeh Care Group became the first private healthcare provider in the Kingdom of Saudi Arabia to achieve Joint Commission International (JCI) Enterprise-wide accreditation, unifying quality and patient safety standards across the Group's full network of facilities under a single accreditation framework.

JCI Enterprise accreditation requires consistent application of international patient safety goals, standardized clinical pathways, and evidence-based quality systems across all facilities. For patients, this means that the same governance, protocols, and safety expectations apply across every Fakeeh Care facility.

JCI Enterprise Accreditation as the First Private Healthcare Group in the Kingdom

In a new achievement reflecting its leadership, built upon a continuous commitment to achieving global quality standards and patient safety, we have obtained the Joint Commission International Enterprise Accreditation (JCI Enterprise Accreditation), thus becoming the first healthcare group in the private sector in the Kingdom of Saudi Arabia to earn this prestigious accreditation.

This accreditation represents a significant milestone in the Group's journey. It is granted to multi-facility healthcare organisations that commit to applying the highest quality standards uniformly across all their locations. This goes beyond evaluating direct medical services to examine every part of the organisation: from governance and strategy to methods of purchasing equipment, medical sterilisation, contracting, and other influential details. This ensures that everything within the Group operates according to the highest global standards of quality and professionalism.

Patient Experience and Satisfaction

Our patient experience programs focus on delivering person centered care at every step of the patient's journey, treating every patient as an individual with distinct needs, preferences, and circumstances. This shapes how the Group designs care pathways, listens to patients, and responds when experience falls short of expectations.

LISTENING TO EVERY VOICE

Listening and Responding to PatientsThe Group has digitized its patient feedback infrastructure so every patient has a direct, accessible channel, including a digital platform reachable by QR code at key touchpoints across the care journey. Feedback is gathered through multiple channels, including post care satisfaction surveys, direct patient engagement, and a complaint resolution process, and is captured and escalated through the Group's Occurrence Variance Report (OVR) system, with defined timelines for review and response. This is governed by a formal Patient Experience Policy that defines the standards, mechanisms, and accountability frameworks for capturing and acting on feedback across all facilities.

CLOSING THE LOOP

Our programs provide patients with channels to communicate improvements, ***"We Hear You, We Feel You"*** gives patients and families a visible channel to raise concerns at any point in their care journey, including the emotional and personal dimensions of their experience, while ***"You Said We Did"*** is the Group's formal accountability mechanism, documenting the action taken on raised concerns and communicating or implementing the suggestions shared by patients.

PROACTIVE CARE AND RECOVERY

The ***"We Care"*** Program extends the Group's engagement beyond clinical encounters through proactive outreach, follow up contact, and continuity of care support. The Fakeeh Care App supports this with teleconsultations, lab results, appointment booking, and health reminders, reducing the burden of navigating care between visits and supporting patients managing ongoing or chronic conditions.

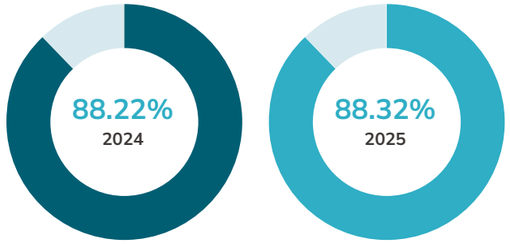
PATIENTS AND FAMILY ADVISORY COUNCIL

The Patient and Family Advisory Council (PFAC) provides a structural forum through which patients and families participate directly in shaping care delivery, bringing together patients, family members, providers, and hospital management to co design improvements across service practices, communication, staff education, and physical infrastructure. Members meet quarterly under the leadership of each entity's patient experience director, with recommendations informing policy and institutional decision making at the facility level.

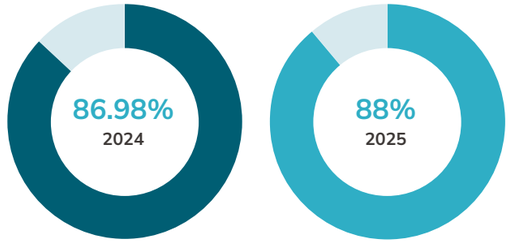
MEASURING WHAT MATTERS

Patient satisfaction is measured through independent third party surveys conducted by Press Ganey across inpatient, outpatient, and emergency settings, providing an externally validated baseline tracked over time.

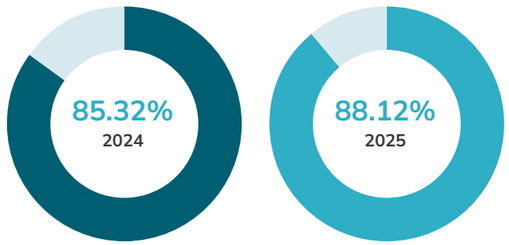
Inpatient Satisfaction



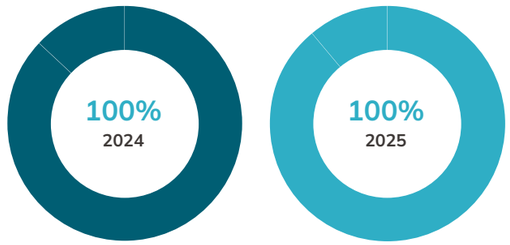
Outpatient Satisfaction



Emergency Department Satisfaction



Patient Complaint Resolution Rate



Value Based Care and Patient-Reported Outcome Measures (PROMs)

Fakeeh Care Group's Value-Based Healthcare (VBHC) model is built on maximizing patient outcomes relative to the resources deployed in delivering care.

At the center of this model is the systematic collection and analysis of Patient-Reported Outcome Measures (PROMs), standardized questionnaires that assess patients' health status, functional recovery, treatment effectiveness, and quality of life from the patient's own perspective. PROMs data is collected at defined points across the patient journey, reviewed by clinical teams, and used as a direct input into care decisions and service improvement, governed under strict confidentiality protocols. The approach aligns with Saudi Arabia's Vision 2030 Healthcare Transformation Program, and quarterly outcomes are publicly reported on the Group's Value-Based Care website across Quality of Life, Diabetes Care, Mental Health, and Coronary Artery Disease outcomes.

External ValidationThe Group's commitment to outcome driven care is reflected in external recognition received by DSFH Jeddah in 2025, where 30 awards and accreditations collectively affirm performance across patient safety, clinical quality, and the integrity of the Group's PROMs program. For the third consecutive time, DSFH Jeddah was accredited by CBAHI, and CAP and AAB accreditation for laboratory and transfusion services were each renewed, confirming sustained clinical precision in two areas where quality failures carry direct patient risk. The Gold Level Excellence Award from the Council of Health Insurance validates the methodology, consistency, and governance of the Group's patient outcome measurement against the Kingdom's highest national standards, complemented by the CHI Digital Innovation Award for the technology infrastructure behind it. In surgical quality, DSFH Jeddah became the first hospital in the world to receive the Institutional Commitment to Excellence Award from the Surgical Review Corporation (SRC). At the institutional level.

Expanding Access Beyond Facility WallsAccess to care extends through a portfolio of outreach services, including home healthcare, ambulance and emergency response, and virtual care, bringing clinical capability directly to patients facing barriers related to geography, mobility, chronic condition management, or the nature of their medical situation. Fakeeh Home Health Care (FHHC) delivered patient visits across six cities in the Kingdom in 2025, serving elderly individuals, patients with chronic conditions, post surgical patients, and those with mobility or transportation limitations, supported by patient monitoring, digital health, and 24/7 triage line support. MedE, the Group's ambulance and emergency response subsidiary, operated 76 active units across the Kingdom in 2025, the largest private ambulance fleet in Saudi Arabia, supporting critical care transfers, non-emergency outreach, and event medical coverage.





Top 10 Ranking

DSFH Jeddah received a Five-Star global hospital rating from Newsweek and Statista and a Top 10 Ranking among Saudi healthcare providers through Daman Classification, achieved with a 110% evaluation score and recognition as a market leader.

Financial Access and Patient Support

Access to healthcare is only equitable if financial circumstances do not determine the quality of care a patient receives. Fakeeh Care Group operates two structured programs that reduce or eliminate the cost of treatment for patients who cannot meet it in full.

The Patient Fund provides free-of-charge treatments to patients who lack the financial means to access necessary medical care. Governed through a defined institutional process with regular expenditure tracking, the Fund ensures that no patient is turned away from essential treatment on financial grounds.

The Patient Discount Program extends financial relief to a broader population, patients who face hardship without falling within the criteria served by the Fund, by providing structured reductions in the cost of treatments and services across the Group's facilities.

Metric	2024	2025
Patient Fund	1.3Mn	1.8Mn
Patient Discount Program	0.65Mn	0.38 Mn

Beyond the structured programs, Fakeeh Care Group maintains an active network of more than 30 non-profit organizations, charitable foundations and social institutions across the Kingdom. These community partners serve as a channel connecting patients from underserved populations to the Group's services, extending the reach of the Group's financial access model into communities and patient groups that formal healthcare pathways do not always reach.

The Group's donation policy governs how treatment services are provided to patients referred through this network. The policy establishes defined controls and procedures for delivering subsidized and free care to patients who are unable to meet treatment costs, ensuring that charitable referrals are processed through a consistent institutional mechanism.



Community Health Investment

Community health investment is structured around programs, partnerships, and financial commitments that extend the Group's impact beyond its patient population to the broader communities the Group serves across the Kingdom.

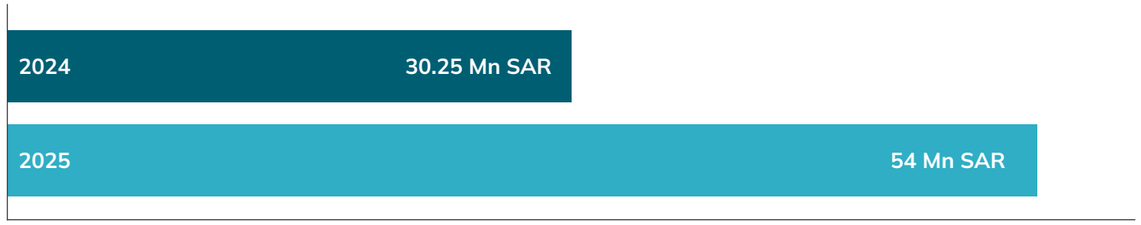
In 2025, the Group delivered over 40 health awareness campaigns across its networks, each aligned with national health priorities and designed to promote preventative behaviors, encourage early detection, and improve health literacy across different population groups. Campaigns were delivered through digital and on-site channels covering conditions and health themes of high national prevalence and public health significance, including diabetes, breast cancer, kidney disease, mental health, and child and maternal health.

Non-commercial sponsorships of community, health awareness, and social initiatives form an additional pillar of the Group's community engagement, supporting the Group's presence and active participation in social and health events. These sponsorships reflect the Group's commitment to being a visible and active community partner rather than solely a service provider.

The Group also partners with educational institutions, civil society organizations, and government bodies to strengthen community health capacity, contributing through collaborative outreach, health education activities, and co-delivered programs. No operations were identified during the reporting period as having significant actual or potential negative impacts on local communities.

Community investment rose 79% year-on-year, from SAR 30.25 million to SAR 54 million, reflecting the Group's expanded commitment to health awareness programming, sponsorships, and partnership-based initiatives across the communities it serves.

Community Investment



Community investment rose **79%** year-on-year, **from SAR 30.25 million to SAR 54 million**

Hajj 1446H

Hajj is among the largest recurring mass-gathering events in the world, bringing approximately 1.67 million pilgrims to the holy sites of Makkah and Madinah within a compressed period of days.

The healthcare demands of this season are unlike those of any other operational context combining extreme heat, high physical exertion, dense population concentration, and the clinical complexity of a diverse international patient population across a wide age range and health profile.

In 1446H (2025 Hajj), Fakeeh Care Group operated Namirah Hospital in Arafat for the second year, one of the most clinically demanding positions in the pilgrimage area, situated at the site where millions of pilgrims gather during the most spiritually significant day of Hajj. The hospital served as the Group's primary delivery platform during the season, providing comprehensive services across the full continuum of care required in mass-gathering environment.

Namirah Hospital operated a fully equipped Emergency Department for acute and critical presentations, an Intensive Care Unit for patients requiring close monitoring and specialist intervention, and a dedicated Heat Stroke Unit, where rapid evidence-based cooling and resuscitation protocols determine survival outcomes. Outpatient services provided multi-specialty consultations for pilgrims with non-emergency medical needs, while structured inpatient pathways ensured safe admission, treatment, and recovery for patients requiring extended care. Family medicine, nursing, and a fully operational pharmacy completed the facility's clinical offering, enabling the hospital to function as a self-contained care environment capable of managing the full spectrum of presentations without requiring immediate transfer.

The clinical team deployed to Namirah was selected for specialist competency in emergency medicine, critical care, and the specific clinical profile of mass-gathering healthcare, including heat-related illness, cardiovascular events in elderly pilgrims, and the management of patients from diverse medical backgrounds with varying chronic disease histories and medication regimens. Care was delivered within the same patient safety and governance framework that applies across all Fakeeh Care facilities, ensuring no reduction in governance standards despite the operational complexity of a field hospital environment.

MedE supported the Group's Hajj deployment by providing pre-hospital emergency coverage and patient transfer capacity across the pilgrimage area. Operating under a formal mandate from the Saudi Red Crescent Authority, MedE deployed 725 emergency response teams, 30 ambulances, and more than 3,500 paramedics, extending the Group's reach beyond the hospital and ensuring that pilgrims requiring emergency care could be rapidly stabilized and transferred to appropriate clinical settings.

The successful delivery of the Hajj 1446H program contributed materially to the Group's consolidated revenue, deepened institutional partnerships with national health authorities, and demonstrated the Group's readiness to support large-scale public-private partnerships as healthcare infrastructure continues to expand.

725
Emergency response teams

30
ambulances

>3,500
paramedics

ENHANCING PILGRIMAGE HEALTHCARE

This work sits within Saudi Arabia's Vision 2030 programme to expand and improve healthcare services for pilgrims performing Hajj and Umrah, under which the Group coordinates directly with the Ministry of Health on facilities serving the holy sites.

Operation of Namirah Hospital - Arafat

A key Ministry of Health facility in Arafat, Namirah Hospital was managed and operated by Fakeeh Care Group during Hajj 2025. The hospital served thousands of pilgrims during the peak days, providing critical care in a high-demand environment.

Multilingual & culturally aware patient service model

A dedicated digital portal was developed to support pilgrims through:

- Health education materials in 8+ languages
- Guidance on hygiene, nutrition, medication management, and sun protection
- A 24/7 multilingual hotline for medical support and inquiries

Workforce mobilization and volunteer-driven humanitarianism

The Group launched a public recruitment campaign to invite licensed healthcare professionals to volunteer for pilgrim care services during Hajj, reflecting a broader commitment to collaborative humanitarian engagement



Khadijah Attar Center

The Center provides integrated healthcare, educational, rehabilitation, and therapeutic services for children with disabilities from birth to 12 years of age.

The Center operates within the Fakeeh Care Group network as a dedicated institution serving a population with historically limited access to high-quality, integrated therapeutic services within the Kingdom's private healthcare sector.

The Center's model is built on early intervention, given that evidence in disability rehabilitation consistently demonstrates that outcomes improve significantly when specialized support begins in the earliest years of a child's development. Services span Applied Behavioral Analysis (ABA), speech therapy, physical and occupational therapy, early intervention programs, learning classes for children with learning disabilities, continuous rehabilitation, home visit services, and play therapy. The breadth of this portfolio ensures that the Center addresses the full range of developmental, communicative, physical, and behavioral needs that children with disabilities present across different conditions and age groups.

Parent and caregiver training is embedded as a core component of the Center's model, equipping families with the skills and understanding to extend therapeutic approaches into the home environment and support their children's progress between clinical sessions. This family-centered approach reflects the recognition that a child's development is not confined to clinical contact hours, and that sustainable outcomes require an engaged and supported family unit alongside direct therapeutic intervention.



Dr. Soliman Fakeeh Award

The Dr. Soliman Fakeeh Award is Fakeeh Care Group's flagship recognition program for excellence in evidence-based health education. Established as an annual initiative, the Award reflects the Group's commitment to advancing medical knowledge and professional development across the Kingdom's healthcare sector, investing in the human capital that sustains healthcare quality over the long term.

The Award is delivered in partnership with the Research, Development and Innovation Authority (RDIA and Saudi NIH, reflecting alignment with national health research priorities under Saudi Vision 2030.

The Award provides a SAR 1 million prize pool distributed across medical students and healthcare professionals who demonstrate outstanding contributions to evidence-based health education. By targeting both students and practicing professionals, the program supports excellence in professional formation and rewards continued intellectual contribution throughout a clinical career.

The Award is structured across four tracks: Medical Research, Innovation in Healthcare, Excellence in Health Awareness, and Excellence in Medical Education. The Medical Research track is open to researchers, academics, and practitioners engaged in basic, applied, and clinical health research.

The Innovation in Healthcare track targets innovators and entrepreneurs developing new health-related products, applications, or technologies, including artificial intelligence-based solutions. The Excellence in Health Awareness track recognizes content creators and influencers active in health education, while the Excellence in Medical Education track is directed at academic excellence within Saudi Board programs and affiliated fellowships, with categories spanning program directors, trainees, and medical education initiatives.

All applicants across the four tracks undergo a structured evaluation process, with dedicated judging mechanisms and criteria applied independently to each track prior to the announcement of winners.

The Award is administered through Fakeeh Care Academy, which manages the nomination process, evaluation criteria, and prize distribution. It operates as a structured institutional program with defined governance reflecting the Group's treatment of health education investment as a core strategic commitment rather than a peripheral activity.

In 2025, the Award entered its third consecutive year of delivery, maintaining its SAR 1 million annual allocation and reinforcing its position as one of the Kingdom's recognized private-sector prizes for health education excellence.



Fakeeh College for Medical Sciences

Fakeeh College for Medical Sciences (FCMS) is the academic arm of Fakeeh Care Group and a central contributor to its social ESG pillar.

The College was established on the conviction that sustainable, high-quality healthcare delivery depends on a continuous pipeline of well-trained, research-literate, and ethically grounded professionals.

The College's mandate spans three interlocking functions: preparing skilled Saudi healthcare professionals across medicine, nursing, pharmacy, and allied health sciences; advancing scientific research in priority health areas including chronic disease, biomedical technology, and health professions education; and engaging communities through structured outreach, health awareness, and social partnership programs that extend the institution's impact beyond the campus boundary.

Each of these functions directly supports the Group's long-term strategy and aligns with the national objective set out in Saudi Arabia's Vision 2030, particularly in expanding the healthcare workforce, advancing Saudization, and building a knowledge-based economy anchored in human capital development.



FAKEEH COLLEGE FOR MEDICAL SCIENCES AT A GLANCE

1,736
Average Student enrollment

270
Total graduates

230
Residents and Fellows across 45 Programs

51
Graduates directly hired by Fakeeh Care Group

1:10
Faculty-to-student ratio

4
Undergraduate Programs

8
Postgraduate MSc Programs

3
PhD Joint Supervision Programs

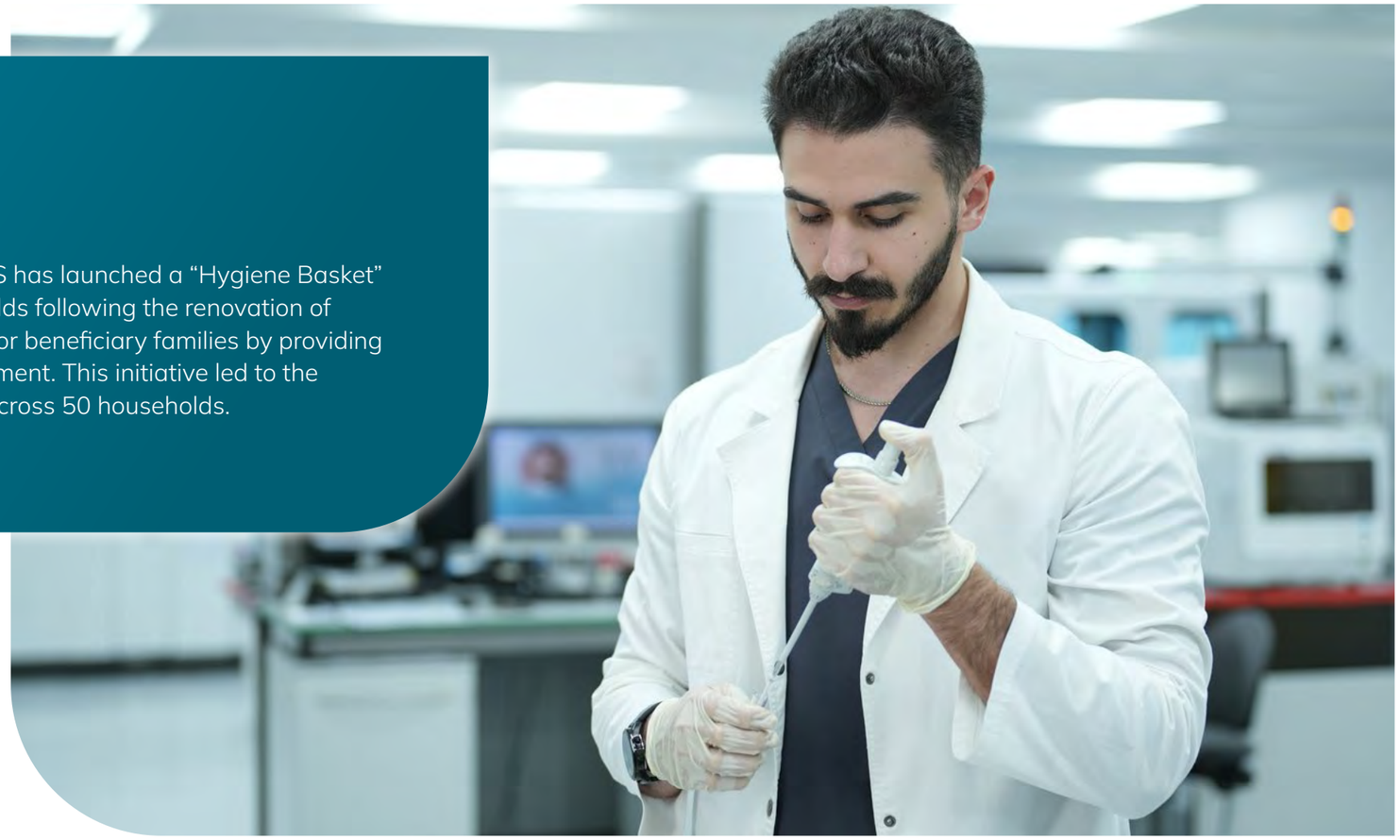
483
Scholarly publications (2017-2025 cumulative)

>81%
Share of publications in Q1/Q2 journals

COMMUNITY PARTNERSHIPS STORY

Tarmeem Association for Human Development

In partnership with the Tarmeem Development Association, FCMS has launched a “Hygiene Basket” initiative, under which kits are distributed to low-income households following the renovation of their homes. The kits include supplies that improve quality of life for beneficiary families by providing the basic sanitary conditions necessary for a clean home environment. This initiative led to the renovation of two homes and the distribution of 50 hygiene kits across 50 households.



Academic Excellence

FCMS has evolved significantly since its inception, when it offered a single Bachelor of Science in Nursing. Today the College provides a broad, multi-disciplinary portfolio spanning undergraduate, postgraduate and doctoral levels, reflecting both the institution’s growing academic maturity and the expanding scope of Saudi Arabia’s healthcare workforce requirements.

All programs are aligned to the National Qualifications Framework (NQF), licensed by the Saudi Commission for Health Specialties (SCFHS), and developed in accordance with NCAAA quality standards by the National Center for Academic Accreditation and Assessment (NCAAA).

Program development at FCMS is guided by the strategic plan structured around nine strategic goals, 40 objectives, and 53 projects and initiatives. The strategic goals are mapped to Vision 2030’s Thriving Economy Theme, ensuring that decisions about which program to develop, specialties to prioritize, and partnerships to pursue are driven by an institutional reading of where Saudi healthcare needs qualified professionals most urgently.

ALIGNMENT TO VISION 2030 SUB-OBJECTIVES

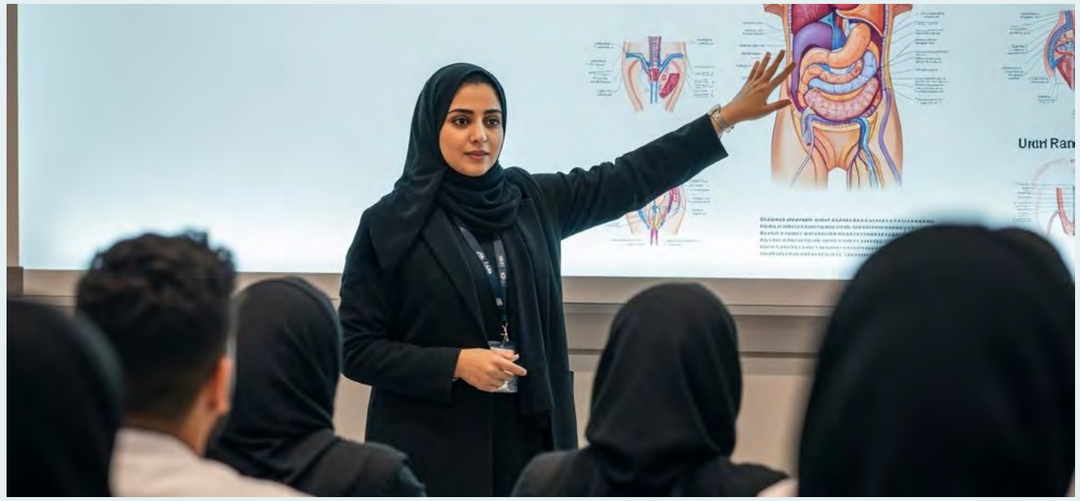
- **4.1.1 Build a lifelong learning journey**
- **4.1.2 Improve equity of access to education**
- **4.1.4 Improve rankings of educational institutions**
- **4.1.6 Align educational outputs with labor market needs**
- **4.2.1 Improve readiness of youth to enter the labor market**
- **4.2.2 Increase women’s participation in the labor market**
- **4.2.3 Enable integration of people with disabilities**

Sustainability, ethics, and professional governance are embedded as core requirements across all programs and are treated as foundational elements of professional formation. Courses such as Medical Ethics (MED-412) and Principles of Research (MED-421) are compulsory across the curriculum. Sustainability concepts including environmental health, responsible clinical resource use, and community health promotion are taught within the modules and community service requirements, preparing graduates to practice as accountable professionals in complex, resource-constrained healthcare systems.

Equity and Access

SCHOLARSHIP PROGRAMS

Access to healthcare education at FCMS is shaped by academic merit and deliberate institutional commitment to equity. Saudi Arabia's healthcare workforce challenge is in part a pipeline challenge: talented individuals from disadvantaged economic backgrounds may not progress into healthcare education despite the sector's acute need for their contribution. FCMS addresses this directly through two scholarship programs that remove financial barriers at different points of their educational pathway.



DAAM SCHOLARSHIP PROGRAM

The program provides full tuition support to female students from disadvantaged backgrounds, enabling them to pursue nursing education that would otherwise be financially inaccessible. Upon graduation, recipients are guaranteed employment at Dr. Soliman Fakeeh Hospital with the title of Nursing Specialist, and tuition costs are recovered through a structured and manageable salary deduction arrangement. This model aligns the institution's educational investment with an employment outcome and ensures that DSFH benefits from a stream of qualified Saudi nursing professionals it helped train. Since 2015, the program has supported hundreds of students and continues to grow year-on-year with 104 students enrolled in the most recent cohort and the largest single-year intake in the program's history.

KHADIJAH ATTAR SCHOLARSHIP

The scholarship targets high school graduates who have demonstrated academic excellence and have been nominated by their schools to participate. By offering a 50% tuition reduction, the program incentivizes high-performing students to pursue healthcare careers at a stage when many might otherwise choose other fields. The program creates a link between secondary schools and FCMS, building awareness of healthcare educational pathways and strengthening community partnerships.

Clinical Skills and Simulation Center (CSSC)

The FCMS clinical skills and simulation center (CSSC) represents one of the most significant infrastructure investments in the College's history. Spanning 6,500 square meters, the purpose-built center supports the mission of building clinical competence through practice, without exposing patients to the risks of learning in real clinical environments.

Simulation-based education resolves the tension by creating environments that closely match the patient setting. Students practice complex clinical procedures in settings that replicate the pressures and conditions of real clinical practice without exposing patients to risks. Objective Structured Clinical Examination (OSCE) rooms allow structured, standardized assessment of clinical skills under conditions that mirror professional licensing examinations. The simulation center can train up to 500 students per day, providing an enriched experience, and is a core component of every student's clinical training pathway, improving clinical competence and patient safety.

The pedagogical methodology in the center - focused on simulation-based training, problem-based learning, and team-based learning - is designed to develop the full range of competencies that modern healthcare practice demands: diagnostic reasoning, interprofessional communication, ethical judgment under pressure, and the capacity to function effectively as part of a clinical team.



Research Output and Scholarly Impact

Research at FCMS is conducted within a structured Second Scientific Research Plan 2021-2025 (Bahuth II) aligned with the national and international health research priorities. The plan integrates faculty-led investigation with student research training across all levels of study. The College's research activities are guided by its policies and aligned with the Kingdom's Vision 2030 emphasis on strengthening scientific research, innovation, and knowledge-based development.

Research focus areas include chronic disease management, public health awareness and disease prevention, healthcare quality improvement, medical and health professional education, and emerging biomedical and digital health technologies.

The College has demonstrated consistent and accelerating growth in research productivity. The trajectory of scholarly output over the past eight years reflects sustained institutional investment in faculty research capacity, structured student research training, and active engagement with external funding bodies. More than four-fifths of FCMS publications appear in journals ranked Q1 or Q2 by CiteScore percentile, a quality indicator that reflects the College's commitment to publishing in globally competitive, high-visibility outlets.

This research output has practical implications beyond academic metrics. Faculty research informs curriculum development, enriches teaching with current evidence, and, through the College's close integration with the Group's clinical facilities, provides a mechanism for translating findings into improvements in clinical practice and patient care. This academic-clinical connection at FCMS gives research conducted within the College a direct pathway into the healthcare delivery environment, linking knowledge generation and clinical application.

Metric	2024	2025
Total Peer Reviewed Publications	88	129
Publications in Q1 Journals	51.8%	46.3%
Publications in Q2 Journals	30.6%	35%
Students supervised in active research	133	131
Academic programs with research integration	16	16
Research Funding Secured	2,491,843 SAR	5,844,843 SAR



COMMUNITY PARTNERSHIPS STORY

Kesaa Initiative

In 2025, the Third Year Kesaa initiative was led by the Community Service unit at Fakeeh College for Medical Sciences and aimed to provide clean, new, and gently used clothing to underserved social groups. The items were collected from donors and distributed through the Hefzalnema organization with the mission to promote community service by encouraging Fakeeh Care Group staff and students' participation, fostering social responsibility, community engagement and sustainable charitable practices.

Dr. Mazen Fakeeh Scientific Chair in Diabetes Mellitus Care, Education and Research (MFSC-DM)

The Dr. Mazen Fakeeh Scientific Chair in Diabetes Mellitus Care, Education and Research (MFSC-DM) was established as FCMS's primary institutional platform to address the prevalence of disease burden of Type 1 and Type 2 diabetes challenges at a clinical care capacity and sustained research that generates new evidence, new treatment approaches and new professional capabilities. The Chair operates across three strategic drivers:

Diabetes Management and Care

Focuses on healthcare technology innovation, artificial intelligence applications, and the development of Arabic-language digital health management tools.

Education and Training

Includes postgraduate programs, professional development activities, and fellowship support for faculty.

Research and Innovation

Drives national and international collaboration, healthcare technology transfer, and preventative and screening strategies targeting high-risk populations across the Kingdom and region.

The Chair's research portfolio in 2025 is multidisciplinary and clinically grounded. A large-scale investigation of the Saudi diabetic foot microbiome conducted in collaboration with King Abdulaziz University (KAU) and Dr. Soliman Fakeeh Hospital applies integrated culturomics and metagenomic approaches to identify organisms associated with diabetic foot infections, characterize antibiotic resistance patterns, and analyze multidrug-resistant strains. A separate collaboration with King Fahad Research Center at KAU is advancing novel quinazoline derivatives with demonstrated glucose-lowering activity in diabetic rat models, currently being evaluated for their potential as next-generation antidiabetic therapeutic candidates.

In 2025, FCMS secured two external grants reflecting the national relevance and scientific credibility of the Chair's research agenda. A Saudi National Institute of Health (SNIH) grant of SAR 2,796,000 and H-Evolution grant of SAR 557,000 were awarded to support active research projects, in strengthening external funding capacity, expanding collaborative research opportunities, and enhancing the institution's research competitiveness. The Vice Deanship for Postgraduate Studies and Scientific Research at FCMS received a Certificate of Excellence in Organizational Representation from SNIH, an institutional recognition of the quality of FCMS's engagement with the national research funding ecosystem.



Metric	
Active Research Projects	6
Institutional Collaborators	• King Fahad Research Center at King Abdulaziz University • King Saud bin Abdul Aziz University for Health Sciences (KSAU-HS) • Dr. Soliman Fakeeh Hospitals • Royal College of Surgeons-Ireland (RCSI)

Dr. Manal Fakeeh Scientific Chair for Studies in Substance Use, Addiction Management and Rehabilitation (MFSC-SUAMR)

Substance use disorders represent one of the most complex and socially consequential healthcare challenges. Their impact extends far beyond the clinical; substance use disorders drive unemployment, social exclusion, family breakdown, and economic hardship, creating compounding burdens on individuals, communities, and healthcare systems simultaneously. Addressing this challenge requires an integrated response that spans prevention, clinical treatment, psychological support, social rehabilitation, and workforce training.

The Dr. Manal Fakeeh Scientific Chair for Studies in Substance Use, Addiction Management, and Rehabilitation (MFSC-SUAMR) was established in 2024 as FCMS's dedicated platform for advancing that response. The Chair develops integrated, patient-centered approaches to addiction treatment by combining medical, psychological, and social rehabilitation services, grounding care in evidence-based practice that prioritizes long-term recovery and overall wellbeing.

In addition to clinical research, the Chair places significant emphasis on early intervention, community education, and prevention programs designed to reduce the stigma surrounding substance use and equip communities with the knowledge and resources to support affected individuals.

Equity of access is a defining principle of the Chair's mandate. Recognizing that quality addiction treatment and rehabilitation services are disproportionately inaccessible to marginalized communities, MFSC-SUAMR is committed to advancing inclusive care models that serve vulnerable populations including low-income individuals, at-risk youth, and those facing structural healthcare access barriers. The Chair advocates policy improvements and engages with government agencies to position addiction as a public health concern requiring systemic, rather than solely individual, responses.

The Chair's social reintegration programs provide vocational training, employment support, and mental health counseling, creating pathways for rehabilitated individuals to regain economic independence through partnerships with businesses and educational institutions. Healthcare professionals working in addiction management also benefit from the Chair's specialized training activities, equipping them with current research and best practices for delivering compassionate, evidence-based care.

In 2025, the Chair launched a formal Call for Abstracts that is open to faculty members, postgraduate students, researchers, and healthcare professionals, inviting research submissions across its five core focus areas. Accepted abstracts are required to be published in Web of Science- or Scopus-indexed journals, ensuring that research supported by the Chair contributes to the peer-reviewed scientific record. Research support grants of SAR 15,000–20,000 were made available to successful applicants, alongside presentation opportunities and expert networking access.

Focus Areas

- **Epidemiology and comorbidities of substance use disorders**
- **Prevention, management, and rehabilitation**
- **Psychosocial and educational approaches**
- **Pharmaceutical and clinical studies**
- **Public health and addiction management**





Student Research Engagement

Research engagement at FCMS is built on a structured pathway that introduces students to scientific inquiry early in their academic journey and progressively develops their research competencies through to independent investigation and scholarly publications.

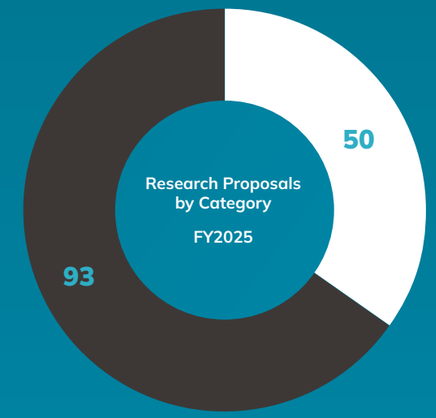
From the second year of study, students complete compulsory coursework in research methodology, biostatistics, and medical ethics, establishing the foundational skills required to design, conduct, and critically evaluate research. These courses are designed as a preparation for the supervised research project that all students are required to complete as a graduation requirement. In this final year project, students design and execute original research under faculty supervision, analyze and interpret findings, and prepare their work for academic dissemination, with institutional support for submission to peer-reviewed journals including assistance with article processing fees.

Beyond the academic curriculum, the College has created two platforms for student and staff research culture. The Annual Scientific Research Day provides a structured public forum in which students, along with faculty and DSFH employees, present their work through oral and poster presentations to faculty, peers, and external academic guests. The Best Poster Presentation Award, which carries a financial prize, reinforces the message that research excellence is recognized and awarded at FCMS.

The FCMS summer school, held annually, is an intensive four-week program designed to empower medical and health sciences students from across the Kingdom with foundational and advanced research skills. The program enables students from multiple universities to join a peer-led program in which student researchers deliver presentations, share methodologies, and inspire their peers to pursue scientific inquiry.

The Summer School is structured explicitly as a student-to-student platform designed to build confidence, develop scientific communication skills, and create inter-institutional research relationships.

At the postgraduate level, research engagement is substantial and systematic. In 2025, postgraduate programs across seven specialties collectively submitted a significant number of research proposals, led by Community Health Nursing, Critical Care Nursing, and Medical Education - three areas where practice-based evidence generation is particularly vital to professional development and clinical improvement.



Research Governance

The integrity of FCMS research activities depends on a governance structure that is precise and consistent in its application.

The College has developed a layered oversight framework that covers the full lifecycle of research, from initial proposal review through to publication and commercialization of outputs.

Research proposals are first reviewed by the Scientific Research Unit (SRU) for scientific merit, then assessed by the Institutional Scientific Research Committee for institutional fit and priority alignment, before proceeding to the Institutional Review Board (IRB) for full ethical review and authorization. The IRB holds joint oversight authority across FCMS and Dr. Soliman Fakeeh Hospital, ensuring that research conducted in clinical settings is governed to the same standards as research conducted within the academic institution. The IRB evaluates each proposal against criteria covering scientific validity, risk-benefit balance, participant safety, data confidentiality, and informed consent requirements. Approval decisions fall into four categories.

Conflict of interest management is formalized through mandatory declaration requirements for all IRB members. Any member with a personal, financial, or supervisory relationship to a submitted proposal must recuse themselves from both the review and the decision-making process, with all disclosures formally documented in IRB meeting minutes. Non-disclosure is treated as a disciplinary matter.



05.
BUILDING A RESILIENT ORGANIZATION



Governance Framework	50
Risk Management	51
Data Protection & Cybersecurity	54
Responsible Procurement & Supply Chain	55
Economic Value & Innovation	60

Governance Framework

Fakeeh Care Group's approach to corporate governance is guided by global best practice and by the regulatory framework set by the Saudi Capital Market Authority (CMA). Our governance framework is built on transparency, accountability, and ethical conduct, ensuring a clear distinction between management and oversight functions. These arrangements support strategic decision-making and effective risk management, in line with our long-term vision of delivering exceptional healthcare services.

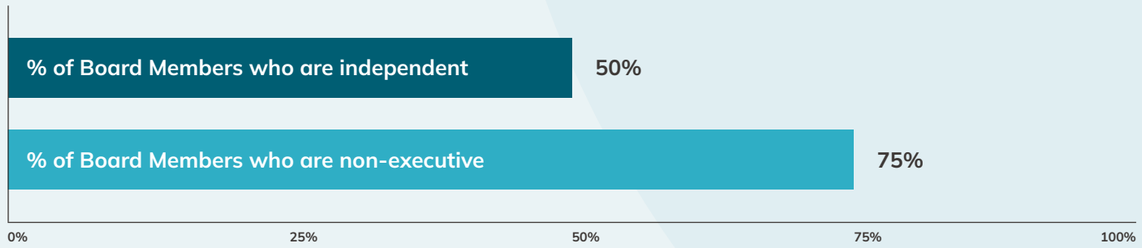
Our model separates oversight from execution. Shareholders, acting through the General Assembly, appoint the Board and decide on matters reserved by law and our Articles of Association. The Board sets strategy and risk appetite, approves the budget and capital plan, and oversees performance and internal control, ensuring compliance with applicable Saudi capital market regulations. Execution sits with executive management under the Group President, with performance reported back to the Board through a structured cadence.

BOARD OF DIRECTORS

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 effective governance.

The Board's current composition reflects the Group's needs across clinical quality and patient safety, health policy, payor and regulatory engagement, digital and data governance, investments, finance and capital markets, risk, and engineering.

As at 31 December 2025, the Board comprised eight directors. Six of the eight directors are non-executive, representing 75% of the Board. Four directors are independent, representing 50% of the Board, exceeding the regulatory minimum and up from 38% in the prior year. Independence and diversity are monitored against the Board skills and experience matrix, which is reviewed annually. In 2025, the Nomination and Renumeration Committee refreshed the matrix to reflect the Group's strategic priorities. Diversity criteria – professional background, gender and nationality – are applied alongside skill requirements in the director selection and nomination process to ensure the Board collectively holds the capabilities the Group requires.



The full Board composition and attendance record is disclosed in the Fakeeh Care Group Annual Report 2025.

Board Oversight

The Board of Directors holds ultimate accountability for the Group's strategic direction, risk appetite, and long-term performance. Its oversight responsibilities fall into four domains. In strategy and performance, the Board approves the Group's strategy and annual operating plan, monitors execution against objectives, and reviews financial and operational performance at each scheduled meeting. In risk and internal control, it sets the Group's risk appetite, oversees the enterprise risk management framework, and satisfies itself that effective internal controls are in place across financial reporting, operations and compliance. In governance, policy and stakeholder matters, it adopts and periodically reviews policies covering Board membership, independence, time commitments, succession, and stakeholder engagement, and ensures that senior management adheres to applicable laws and regulations. In sustainability, ESG matters are a standing item on the Board's agenda, covering climate-related risks and opportunities, workforce practices, regulatory compliance, and the Group's progress against its sustainability commitments.

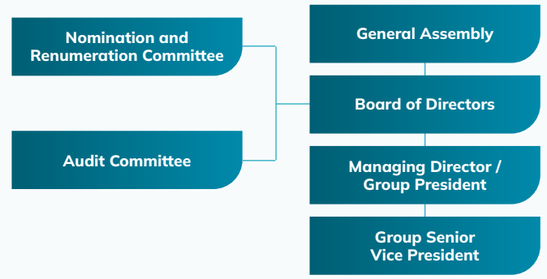
Board Committees

The Board has established standing committees to strengthen oversight and support timely decision-making. Each committee operates under a Board-approved charter that defines its mandate, delegated authority and reporting lines. Committees report to the Board at each scheduled meeting, maintaining formal minutes and action logs. Committee charters, membership, and meeting calendars are reviewed annually in line with the CMA Corporate Governance Regulations and the Group's bylaws.

The Audit Committee oversees the Group's financial reporting, internal controls, risk management, external audit and compliance, including the whistleblowing mechanism and related party transactions.

The Nomination and Renumeration Committee supports the Board on composition, succession, effectiveness, and renumeration, ensuring the Board and senior management have the right mix of skills and experience, and that renumeration frameworks are fair, performance-linked, and aligned with long-term value creation.

The Investment Committee, established in 2025, reinforces capital discipline by reviewing material growth opportunities before recommendations are submitted to the Board.



ESG GOVERNANCE

The Board of Directors holds overall responsibility for oversight of environmental, social and governance matters. It reviews material ESG topics identified through the Group's annual materiality assessment and considers them in the context of patient safety and quality of care, access to healthcare services, ethical conduct, data protection, workforce practices, and regulatory compliance. Day-to-day oversight is delegated to the ESG Committee set out below, which escalates material sustainability risks for Board-level review.

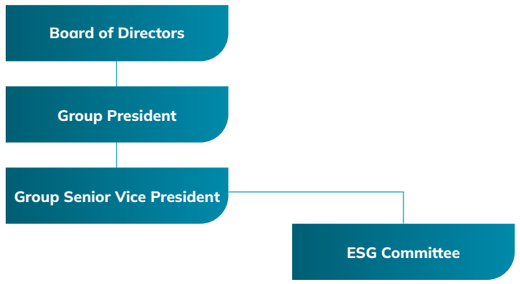
THE ESG COMMITTEE

The ESG Committee is composed of members from the Executive Committee and Senior Management, with representation from procurement and supply chain, information technology, human capital, and operations. This composition enables coordinated oversight and strategic decision-making across the operational areas that carry most ESG risk.

The Committee's responsibilities include:

- Monitoring and reviewing health, safety, environmental and sustainability performance.
- Identifying ESG-related risks and recommending mitigation strategies.
- Assessing performance against sustainability objectives, guided by the Saudi Exchange (Tadawul) ESG Disclosure Guidelines, Capital Market Authority requirements, the United Nations Sustainable Development Goals (UNSDGs), and the GRI Standards.
- Supporting the integration of sustainability considerations into operational decision-making.
- Reporting ESG performance to the Board on a quarterly basis.

Metric	Result
Number of ESG Committee Meetings Held in 2025	4



RISK MANAGEMENT

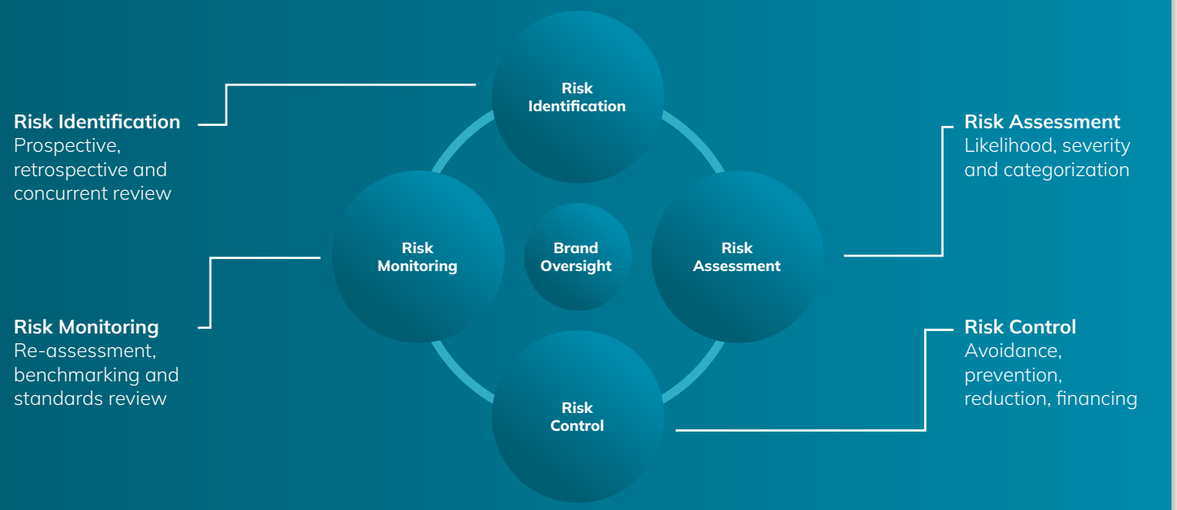
Our Approach

Fakeeh Care Group applies a risk management framework that covers operational, financial, technological, strategic and other risk domains. Governance oversight is provided by the Board of Directors and the Audit Committee, with risk management further embedded through management forums including the Performance Improvement and Compliance Council, ensuring that risks are identified and addressed at the appropriate level.

The framework is designed to support proactive identification, assessment, mitigation, and monitoring of risks across the Group. It aligns risk management activities with strategic priorities and protects stakeholder interests. Recognizing that risk management is a shared responsibility, the framework establishes clear ownership and disciplined follow-up on mitigation actions.

Risk Management Process

Our risk management process follows four interconnected stages, with governance oversight provided by the Board of Directors and specialized committees, including the Audit Committee and the Performance Improvement and Compliance Council. The framework encompasses operational, financial, technological, strategic, and other risk domains across the Group.



Risk Identification

Risk identification is the structured process used to surface potential threats and vulnerabilities across both clinical and non-clinical domains. Risks are captured at the appropriate level, classified by type, and documented for consistent assessment. The process is conducted prospectively, retrospectively, and concurrently, enabling the Group to capture risks as they emerge and as operations evolve.

Risk Assessment and Analysis

Identified risks are assessed for potential impact and likelihood of occurrence, prioritized by severity and probability using both qualitative judgment and quantitative analysis where data is available. A report of the highest priority risks is shared with the Board of Directors.

Risk Control

Fakeeh Care Group applies mitigation strategies based on the nature of each risk: avoidance to eliminate exposure, prevention to reduce likelihood, reduction to limit impact, and financing to manage financial consequences. The selection of response is determined by the Group's risk appetite and the specific characteristics of each risk.

Risk Monitoring

Risk monitoring is a continuous process that assesses the ongoing effectiveness of mitigation strategies through regular review and updates, supporting early detection of emerging or deteriorating risks. Mitigation plans are tracked, and risks are reassessed periodically to confirm that controls remain effective.

Please refer to the Fakeeh Care Group Annual Report 2025 for further information.

Ethics and Anti-Corruption

OUR COMMITMENT

Fakeeh Care Group operates in a highly regulated healthcare environment where breaches of ethical standards carry direct consequences for patient safety, regulatory standing, and institutional trust. Corruption, fraud and conflicts of interest can undermine the Group's obligations to patients and shareholders. The Group manages this through a formal Code of Ethics and Business Conduct, a suite of related policies, mandatory training for the entire workforce, and confidential reporting mechanisms overseen by the Audit Committee. Policy compliance is regulated and monitored through internal audit and regular policy review cycles.

The Board has adopted a set of corporate governance policies covering grievance redressal, anti-bribery and corruption, health, safety and environment, information technology, whistleblowing, and quality. These policies are reviewed regularly to ensure their continued relevance.



Governance Policies

Together with the Group's human rights commitments spanning labor rights, non-discrimination, grievance access, and patient dignity, the following policies form the Group's governance framework.

Policy	Purpose	Applies To	Review Cycle
Code of Conduct and Ethical Practice	Ethical behavior guidelines and transparent disclosure standards.	All workforce, Board, and business partners	Triennial
Employee Relations & Work Rules	Standardizes employment terms across all entities.	All workforce	Triennial
Just Culture	Encourages self-reporting, and shared accountability for quality and care	All workforce	Triennial
Whistleblower Process Policy	Confidential mechanism for reporting concerns.	All workforce, Board, and business partners	Triennial
Fraud Control, Anti-Bribery & Anti-Corruption Policy	Zero-tolerance framework for fraud, bribery, and corruption, covering prevention detection and response.	All workforce, Board, business partners	Triennial
Grievance System	Fair, impartial grievance resolution process.	All workforce	Triennial
Confidentiality, Security, and Integrity of Information Policy	Protects patient and operational data through defined security and confidentiality standards.	All workforce across Fakeeh Care Group entities and contractors handling patient or operational data	Annual
Employee Rights and Protection Policy	Outlines secure information handling, alignment with the NCA framework and PDPL compliance.	All workforce	Annual
Responsible Procurement and Supply Chain	Ethical business conduct, labor protection and safety, and environmental expectations for suppliers	All workforce, partners and contractors	Triennial

ANTI-CORRUPTION PRACTICES

Fakeeh Care Group's anti-corruption program encompasses fraud control, conflict of interest management, and whistleblower protection, governed by the Group's Fraud Control Policy and Code of Ethics and Business Conduct across all business units and entities. The Fraud Control Policy is applied universally and is assessed as part of the Group's enterprise risk management process, reviewed by the Audit Committee. All workforce members are required to disclose potential conflicts of interest, managed in accordance with the Group's established procedures.

These obligations extend to the Group's suppliers and business partners, who are expected to adhere to the Code of Ethics and Business Conduct, including compliance with anti-corruption, human rights obligations, and fair labor practices, acknowledged as a condition of approval to supply.

TRAINING AND AWARENESS

Training on patient and employee rights, confidentiality, ethical conduct, and safe reporting is embedded at multiple points across the employee lifecycle. Pre-joining orientation covers patient rights, confidentiality of patient and organizational information, the grievance process, fraud awareness and whistleblower reporting, facility safety, and the Code of Conduct. New-hire onboarding extends this into medicolegal principles in medical management and safety, alongside a dedicated cybersecurity track covering phishing recognition and password and authentication security. Contract renewal triggers a refreshed orientation covering patient experience and facility safety, ensuring this training is revisited rather than delivered only once at the point of hire. Specialized lectures further address patient-centered rights, including cultural, psychosocial, religious, and spiritual needs, alongside advanced care planning.

Board members receive separate governance training, which in 2025 covered ethics and compliance alongside artificial intelligence governance.

CONFLICTS OF INTEREST

The Board maintains written policies to prevent and manage conflicts of interest for Board members, executive management, and shareholders, in accordance with the CMA Corporate Governance Regulations. Board members are required to disclose any direct or indirect interest in matters considered by the Board and to abstain from voting where they have a personal interest. The Board Secretary maintains a register of disclosed interests, and related party transactions are reviewed and disclosed to the General Assembly.

Details of related party transactions in 2025 are provided in the Fakeeh Care Group Annual Report 2025. No conflicts of interest that impaired Board decision-making arose during the 2025 reporting period.

WHISTLEBLOWING AND REPORTING MECHANISMS

The Group's Whistleblower Process Policy enables the workforce, contractors, and other stakeholders to report unethical behavior or potential policy breaches without fear of retaliation. The Group Grievance Committee provides an impartial review of complaints; matters requiring escalation are referred to the Group President for final determination, with corrective actions and outcomes reported to the Audit Committee. Employee complaints are integrated into the Group-wide incident reporting system.

COMPLIANCE WITH LAWS AND REGULATIONS

Fakeeh Care Group is committed to compliance with all applicable laws and standards, including those set by the Saudi Capital Market Authority, the Saudi Ministry of Health, the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI), and Joint Commission International (JCI) accreditation standards. The compliance program includes regular internal audits, policy review cycles, and continuous monitoring, overseen by compliance officers.

PERFORMANCE

Ethics Training Completion Rate

2023	2024	2025
100%	100%	100%

% of policies with regular Review Cycles

2023	2024	2025
100%	100%	100%

% of employees trained on Human Rights Policies and Procedures

2023	2024	2025
100%	100%	100%

Workplace Grievances Reported and Resolved

2023	2024	2025
100%	100%	100%

Confirmed Incidents of Corruption

2023	2024	2025
0	0	0

Incidents of non-compliance with laws and regulations

2023	2024	2025
0	0	0

Information Security, Cyber Security and Data Privacy

OUR COMMITMENT

Protecting patient data and maintaining strong cybersecurity are core operational priorities for Fakeeh Care Group. The Group applies established strategies and technologies to ensure data privacy and integrity across all healthcare and educational operations. Cybersecurity risks are formally recognized as a material governance matter, with oversight provided at Board and Audit Committee level.

In 2025, the Group maintained compliance with the National Cybersecurity Authority (NCA) framework, meeting the applicable requirements. A dedicated cybersecurity function at Group level ensures centralized control and oversight of information security practices across all entities, mitigating the risk of data breaches and unauthorized access.

CYBERSECURITY GOVERNANCE

The Group Chief Information Security Officer (CISO) is accountable for the Group's information security strategy, policy framework and operational controls, reporting to senior executive management with regular updates to the Audit Committee. The Hospital Information Management Committee monitors the performance of the Hospital Information System across Fakeeh Care entities, with regular updates and enhancements implemented to strengthen internal controls and operational efficiency.

In 2025, the Group also established a process for centralized performance monitoring and reporting, with defined performance indicators tracked regularly to ensure the effectiveness and efficiency of cybersecurity controls. A continuous improvement mechanism is in place, with established feedback channels for reporting control deficiencies or improvement opportunities.

Four Layers of Protection

01. GOVERNANCE — Leadership | Policies | Accountability | PDPL Compliance

02. TECHNOLOGY — Identity & Access | Encryption | Detection | Audit Logs

03. ASSURANCE — Monitoring | Audits | Testing | Incident Response

04. PEOPLE — Awareness | Training | Phishing Resilience | Privacy Culture

2025 CYBERSECURITY INITIATIVES

During 2025, the Group implemented a series of targeted initiatives to strengthen its cybersecurity posture:

- **Information security and data privacy awareness program:** The Group invested in a dedicated awareness and reward program to educate employees on information security best practices, responsible handling of sensitive information, and breach prevention. Awareness sessions are conducted monthly across all entities, supporting a consistent culture of security awareness Group-wide.
- **Phishing Simulation Exercises:** Regular phishing simulations were conducted across the Group to raise employee awareness of social engineering threats. These exercises test and strengthen employees' ability to identify and avoid phishing attempts, reducing the risk of successful attacks.
- **Strengthened Access Controls:** Security controls were enhanced through the implementation of multi-factor authentication and role-based access management, reducing the risk of unauthorized access to patient data and clinical systems.
- **Security Audits and penetration testing:** Regular security audits were performed across business units and entities to identify control gaps and recommend improvements, with penetration testing used to address vulnerabilities by simulating real-world attack scenarios.
- **Disaster Recovery and Service Continuity:** Disaster recovery arrangements were maintained and reviewed to support service continuity and reduce downtime in the event of incidents, protecting patients from disruption to care delivery.

DATA PRIVACY MEASURES

Ensuring the privacy of patient data is essential to maintaining trust in our healthcare services. All sensitive patient data is encrypted both in transit and at rest. Strict role-based controls limit access to patient data to authorized personnel only, with access rights regularly reviewed and updated. The Group is committed to complying with all applicable data privacy regulations, including the Saudi Personal Data Protection Law (PDPL), and continuously reviews and updates its policies to ensure alignment with regulatory requirements.

Metric	2023	2024	2025
Number of Data Breaches	0	0	0
Number of Users affected	N/A	N/A	N/A
% Involving personally identifiable information	0%	0%	0%
Cybersecurity Training Compliance (%)	90%	92%	90.5%
Substantiated Complaints – Breaches of Customer Privacy	0	0	0

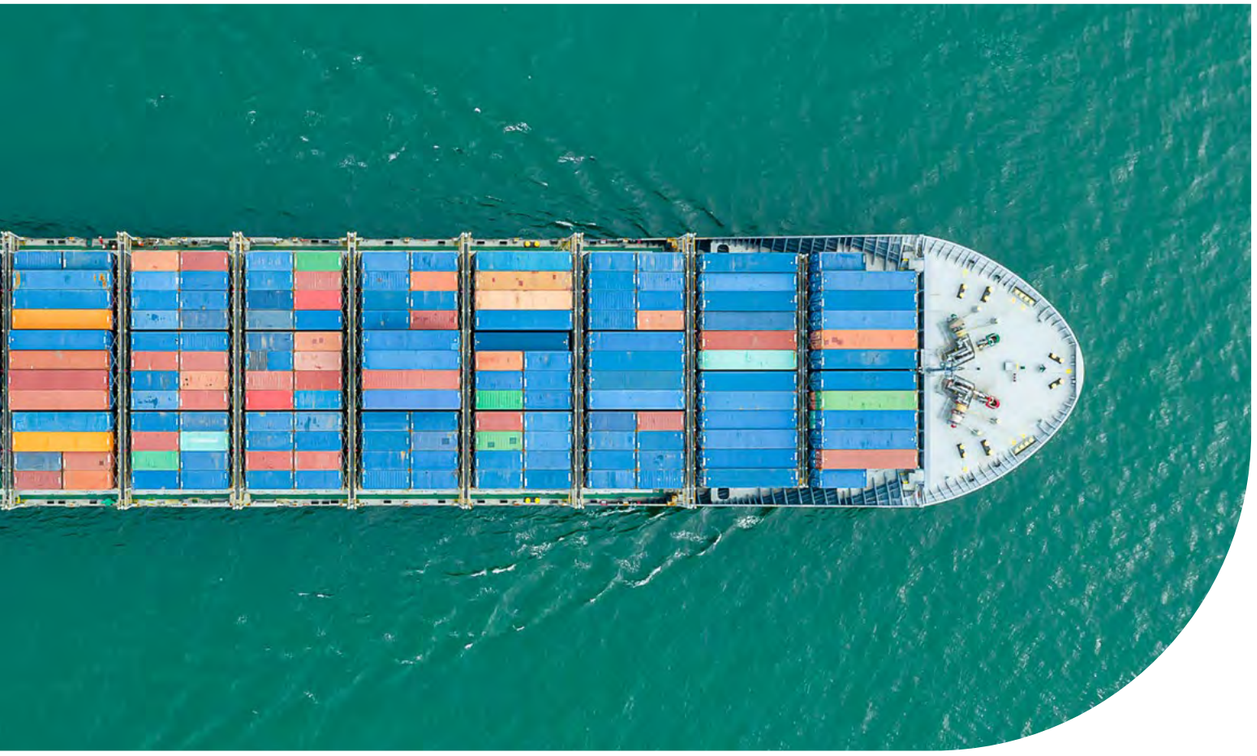
Sustainable Supply Chain and Procurement

Fakeeh Care Group's supply chain encompasses medical devices, pharmaceuticals, clinical consumables, food services and general procurement, representing a significant share of the Group's cost base and of its environmental and social footprint. Supply chain failures carry direct consequences for patient safety, environmental performance, support for the national economy, and the ethical standards of the Group's business partners.

OUR APPROACH

Fakeeh Care Group recognizes that a sustainable supply chain is essential to healthcare delivery. The Group integrates environmental performance, social responsibility and economic viability into its procurement practices, and engages suppliers directly to promote ethical practice. Partners are expected to adhere to the Group's sustainability standards, including compliance with environmental regulations, respect for the workforce, and fair labor practices.

Effective supply chain management is essential to the Group's mission and to the delivery of high-quality healthcare. The Group prioritizes transparency and accountability, assesses supply chain performance regularly, and makes the adjustments needed to meet evolving environmental and social standards.



SUPPLIER PRE-QUALIFICATION AND ESG SCREENING

All suppliers are evaluated against a defined set of quality standards in line with the Group's Responsible Procurement and Supply Chain Policy. Before onboarding, every supplier must complete a structured pre-qualification and screening checklist, verifying product quality and safety, and legal and regulatory compliance, which is a mandatory prerequisite for approval. This checklist includes criteria related to:

- **Product Quality,** confirming that products meet clinical and technical specifications required for safe patient care.
- **Valid licenses and certifications,** verifying that suppliers hold all regulatory approvals required to operate in the Kingdom of Saudi Arabia.

In parallel with the pre-qualification, the Group conducts ESG screening of new suppliers against social and environmental criteria, assessing alignment with the Group's operational, ethical, and sustainability standards. ESG screening coverage is expanding progressively across the supplier base as the program matures.

This pre-qualification process ensures that only suppliers meeting the Group's standards enter the supply chain. Supplier performance is monitored on an ongoing basis through feedback surveys and audits, and ESG risk assessments across the supply chain are conducted annually. Three primary ESG risks emerge from this process – weak oversight of suppliers, non-compliance with healthcare regulations, and inadequate data security. Where negative impacts are identified, corrective action is required from the relevant supplier; repeated or serious breaches may result in disqualification.

Metric	2023	2024	2025
% of New Suppliers Screened – Social and Environmental Criteria	-	50%	50%
% of Product Categories Assessed for Health and Safety Impact	-	22%	23%
Negative Social Impacts identified in Supply Chain		Nil	Nil

In addition to the compliance verification conducted for all products prior to procurement, confirming that products meet clinical, technical, and regulatory standards required for safe patient care, the Group conducts structured health and safety risk assessments at the product category level. These category-level assessments extend beyond baseline compliance verification to evaluate factors such as product recall history, incident and adverse event records, storage and handling requirements, and category-specific clinical risk profiles.

Category-level risk assessment coverage is expanded progressively, prioritizing product categories with higher clinical risk exposure.

RESPONSIBLE PROCUREMENT

Fakeeh Care Group integrates responsible procurement practices into its supply chain management to support operational resilience, ethical sourcing, and local economic development. Procurement activities are managed through a centralized Group procurement function that establishes sourcing standards, supplier qualification requirements, and purchasing controls across all operating entities. This approach enables the Group to maintain consistent quality standards, optimize procurement efficiency, and strengthen oversight of supply chain sustainability risks.

In line with its commitment to supporting national economic development, Fakeeh Care prioritizes procurement from suppliers operating within the Kingdom of Saudi Arabia where feasible. For reporting purposes, local suppliers are defined as vendors registered and operating within Saudi Arabia. Local sourcing contributes to the development of the domestic healthcare supply ecosystem, enhances supply chain continuity for critical medical products, and reduces logistical dependencies associated with international procurement.

NON-COMPLIANCE MANAGEMENT

Non-compliance incidents, particularly those involving pharmaceutical and medical products, are managed through a documented protocol:

- Upon identification of a non-compliant item or quality alert, the item is verified against inventory records and the relevant departments are alerted immediately.
- Affected stock is immediately identified, collected, and quarantined to prevent further use, and an internal investigation is initiated to assess risk exposure.
- The supplier is required to provide clarification, supporting documentation, and a corrective action plan.
- Where the incident involves a patient safety risk or regulatory breach, it is escalated to the Saudi Food and Drug Authority (SFDA) or other applicable regulatory authority.
- Where a recall is required, the affected stock is withdrawn from the supply chain and the incident is documented.
- All incidents are recorded against the supplier's evaluation record, and repeated or serious violations result in additional corrective and preventive measures.

SUPPLIER ENGAGEMENT AND SATISFACTION

The Group conducts supplier satisfaction surveys, currently covering approximately 70% to 80% of total procurement value. Satisfaction is tracked consistently year on year.

Supplier feedback leads to action. In recent years the Group has introduced one-to-one sessions and open days, giving suppliers a forum to raise the questions and concerns that arise. A weekly supplier support day allows suppliers to raise concerns in person and receive real-time resolution. A system-based escalation matrix automates alerts to the next level of authority, ensuring that no response is delayed beyond agreed timelines.

BUILDING LOCAL SUPPLIER CAPACITY

Fakeeh Care Group supports the development of local suppliers through direct engagement. Local suppliers are invited to participate in Fakeeh Care conferences to build shared understanding of the Group's values and standards, and periodic workshops with the Group's physicians and nurses cover specific clinical activities, aligning supplier understanding with clinical requirements.

Approximately 42.7% of Fakeeh Care Group's purchases are made through local suppliers, supporting the national economy and reducing the carbon footprint associated with transportation. Local sourcing is prioritized where quality and regulatory requirements can be met, in support of the Kingdom of Saudi Arabia's Vision 2030 economic diversification objective.

Metric	2023	2024	2025
Supplier Satisfaction Score (%)	88%	90%	90%
Local Procurement Spend (% of Total)	36.92%	42.7%	42.7%*

Based on the National Local Content Certification issued for DSFH Jeddah, representing approximately 70% of the Group's procurement spend, as of December 31 2024, Local Procurement Spend for FY204 has been restated from approximately 35% previsouly reported to 42.7% reflecting updated certification data received following the publication of prior report.The FY2025 National Local Content certificate has not yet been issued at the time reported, most recently available certified figure valid through 31 July 2026 has been carried forward.

SUPPLY CONTINUITY

The Group conducts regular risk assessments to identify potential supply disruptions and implements mitigation strategies to ensure a steady and reliable supply of essential medical products. Minimum and maximum stock levels are maintained for critical items, and long-term agreements are in place with key suppliers to support continuity of care.

Environmental sustainability is a core focus of our supply chain management. We prioritize reducing the environmental impact of our procurement activities by implementing measures to conserve resources, minimize waste generation, and reduce greenhouse gas emissions. We are committed to upholding standards of social responsibility throughout our supply chain, including safe and healthy working conditions and respect for labor rights.



Audit and Internal Control

AUDIT COMMITTEE

The Audit Committee provides oversight of financial reporting integrity, internal controls, risk management, external audit quality, and compliance with applicable laws and regulations. It operates under a Board-approved charter aligned with CMA Corporate Governance Regulations Article 51-56 and the Audit Committee Regulations. All members are independent or non-executive directors with one member holding financial and accounting expertise. The Committee met five times in 2025: four scheduled meetings and one ad hoc session, with 100% attendance by members serving at the time of each meeting. The Committee met separately with Internal Audit and the external auditor without management present and confirmed no conflicts impairing auditor independence. The Committee's mandate includes oversight of the Group's whistleblowing mechanism, related party transactions, and compliance monitoring.

INTERNAL AUDIT

The Internal Audit function operates independently of management and reports directly to the Audit Committee. The function is led by the Group Chief Audit Executive, a Certified Internal Auditor (CIA) and Certified Fraud Examiner (CFE). The Internal Audit plan is risk-based and approved by the Audit Committee annually. The function provides the Audit Committee and senior management with objective assurance on the effectiveness of governance, risk management, and control processes. Audit findings, management responses, and remediation timelines are reported to the Audit Committee at each meeting. The Audit Committee recommends the appointment and dismissal of the Group Chief Audit Executive.

EXTERNAL AUDIT

The Group's external auditor is Ernst & Young Professional Services (Professional LLC), Jeddah. The external auditor is appointed by the General Assembly on the recommendation of the Audit Committee and the Board, in compliance with CMA requirements. The Audit Committee oversees the independence, performance, and quality of the external audit process. In 2025, the Board did not recommend replacing the external auditor before the end of its term. The independent auditor's report on the 2025 consolidated financial statements contained no qualification or reservation. Non-audit services provided by the external auditor are subject to Audit Committee pre-approval to safeguard auditor independence.

INTERNAL CONTROL ASSESSMENT

The Board of Directors is responsible for maintaining an effective system of internal control across the Group. The Group's framework for internal control over financial reporting (ICOFR) is aligned with the COSO Internal Control – Integrated Framework (2013). The Board assessed the internal control system for the year ended 31 December 2025 and confirmed that it was appropriately designed and operating effectively. The Board is not aware of any significant doubt regarding the Group's ability to continue as a going concern. There were no recommendations from the Audit Committee that conflicted with Board resolutions, and no material weaknesses were identified.

The full Internal Control Assessment Report is disclosed in the Fakeeh Care Group Annual Report 2025, pages 140–145.

Executive Renumeration and ESG Linkage

RENUMERATION POLICY AND STRUCTURE

Fakeeh Care Group's Renumeration Policy covers Board members, Board committee members, and executive management. It is approved by the General Assembly and reviewed periodically to maintain alignment with CMA Corporate Governance Regulations and the Group's evolving needs. Board renumeration reflects responsibilities, expertise, and meeting participation. Non-executive director renumeration is not linked to profits or performance in a manner that could impair independence. Executive renumeration comprises fixed pay and a variable short-term incentive. Variable pay is linked to predefined annual objectives assessed against quality and patient safety outcomes, operating efficiency, and cash conversion and return on invested capital (ROIC), as overseen by the Nomination and Renumeration Committee. The policy includes clawback provisions for renumeration paid on the basis of materially incorrect information. The long-term incentive program (LTIP) vests in shares after three years, based on a fixed grant-date share allocation, and only where Board approval, continued employment over the vesting period, individual performance, and Group performance against revenue and EBITDA targets are all satisfied.

Full renumeration disclosure by individual and category is provided in the Fakeeh Care Group Annual Report 2025, pages 147–149, in compliance with CMA Corporate Governance Regulations Article 93.

ESG LINKAGE IN EXECUTIVE PERFORMANCE

Executive variable pay is explicitly linked to a 360-degree performance evaluation, incorporating each executive's contribution to the organization and the community, alongside quality and patient safety outcomes, which constitute the Group's most material Social (S) performance dimension. Operating efficiency and ROIC link financial discipline to the Group's long-term resilience commitments. These links embed material ESG considerations directly into management incentives. The Nomination and Renumeration Committee reviews and recommends renumeration arrangements within the approved policy framework, subject to Board and General Assembly approval.

ANNUAL TOTAL COMPENSATION RATIO

Fakeeh Care Group does not currently disclose the ratio of annual total compensation of the highest-paid individual to the median annual total compensation of all employees. The Group is committed to progressive improvement in renumeration disclosures. Aggregate senior executive renumeration for 2025 is disclosed in the Fakeeh Care Group 2025 Annual Report.



Shareholders' Rights

Fakeeh Care Group is committed to the equitable treatment of all shareholders in accordance with the Companies Law, CMA Corporate Governance Regulations, and the Group's bylaws. The General Assembly is the principal mechanism through which shareholders exercise their rights, including the right to vote on material resolutions, approve the annual financial statements and Board report, elect Board members through cumulative voting and remove them from office, and approve the Renumeration Policy. The Sustainability Report contributes to shareholder transparency through structured ESG performance disclosures aligned with the Saudi Exchange (Tadawul) ESG Disclosure Guidelines.

Business Resilience and Continuity

OUR COMMITMENT

Healthcare organizations must sustain critical services through disruptive events; a disruption to clinical operations carries direct patient safety consequences. Fakeeh Care Group's resilience framework is designed to ensure that essential clinical services are maintained, patient data is protected, supply chains remain functional, and the Group's workforce is equipped to respond across the disruption scenarios it is most likely to face, including cyber incidents, utility failures, pandemic conditions, and interruptions to supply.

BUSINESS CONTINUITY PLANNING

Business Continuity Plans (BCPs) are maintained across all Group facilities and entities, covering clinical operations, information systems, supply chain, utilities, and workforce. Plans are reviewed and updated regularly, and tested through drills and scenario exercises. Recovery time objectives are defined for critical clinical and information systems. Disaster recovery arrangements for the Group's information systems, including the EMR, are maintained and reviewed to support service continuity and protect patients from disruption to care delivery in the event of a system incident. The Audit Committee's oversight of operational risk includes review of business continuity arrangements..

PANDEMIC PREPAREDNESS

Pandemic preparedness protocols developed and refined during the COVID-19 pandemic are maintained. These cover surge capacity management, infection prevention and control, PPE supply and distribution, workforce deployment contingencies, and patient communication. During Hajj 1446H in 2025, the Group deployed 725 emergency response teams and more than 3,500 paramedics in partnership with the Saudi Red Crescent, demonstrating its capacity to mobilize clinical resources at national scale under demanding conditions.

SUPPLY CHAIN RESILIENCE

Supply continuity for essential medicines, medical devices, and clinical consumables is a patient safety matter. The Group maintains minimum and maximum stock thresholds for critical items and holds long-term supply agreements with key suppliers to buffer against market disruptions. Regular supply chain risk assessments identify vulnerabilities, and mitigation strategies are established for high-criticality categories. These protocols are integrated with the Group's enterprise risk management framework.

CLIMATE RESILIENCE

Consistent with the Group's voluntary application of IFRS S2 Climate-Related Disclosures, climate-related physical risks are recognized as a relevant consideration within the Group's overall risk management framework. Fakeeh Care Group continues to monitor the potential implications of climate variability on its operations and facilities. The Group remains committed to strengthening its operational resilience through ongoing investment in efficient infrastructure, and further detail on the Group's approach to Climate Change is provided in the Environmental section of this Report.



Economic Value Generated and Distributed

Fakeeh Care Group's economic contribution to Saudi Arabia is reflected in the value it generates through healthcare delivery, medical education, and research and in how that value is distributed to employees, suppliers, capital providers, the government, and the communities it serves. The Group's financial performance is fully disclosed in the FY2025 Annual Report and Consolidated Financial Statements, audited by Ernst & Young.

The economic value retained and reinvested into clinical infrastructure, network expansion, medical education, and research capacity supports the Group's long-term growth strategy and its contribution to Saudi Arabia's healthcare system development.

Full economic value disclosure is available in the FY2025 Consolidated Financial Statements.

INNOVATION HUB

Fakeeh Care Group's Innovation Hub serves as the Group's dedicated arm for identifying market opportunities, structuring public-private partnerships, and developing global collaborations that advance the Kingdom's national health agenda. Operating at the intersection of clinical expertise and strategic development, the Hub translates the Group's 47 years of institutional knowledge into structured partnership frameworks connecting international innovation with Saudi Arabia's healthcare infrastructure needs and Vision 2030 objectives.

In 2025, the Innovation Hub's activity delivered a portfolio of partnerships spanning artificial intelligence, advanced therapeutics, digital health infrastructure, and healthcare entrepreneurship.

The Hub functions as the central point of convergence for new ideas across the healthcare ecosystem, evaluating proposals through a structured internal process to ensure that resulting projects address genuine needs within the Saudi market. It works with ideas generated internally by Fakeeh Care Group staff and local healthcare entrepreneurs, incubating projects by providing clinical development expertise, regulatory navigation support and market access. Artificial Intelligence Center of Excellence

Fakeeh Care Group's digital strategy positions technology as an enabler of clinical quality, operational efficiency, and expanded patient access, not a standalone program. In 2025, 13 distinct AI applications were active across Group facilities, supporting diagnostic speed, clinical decision-making, and patient safety. DSFH Jeddah and DSFH Riyadh were jointly recognized among Newsweek's World's Best Smart Hospitals for 2026.

The Group's external partnership agenda in digital health advanced through three strategic agreements. Fakeeh Care Group and Spanish technology company Sngular established an Artificial Intelligence Center of Excellence in Saudi Arabia, a dedicated infrastructure for developing and scaling AI applications across clinical and operational functions.

A strategic agreement with Fosun Pharma Global introduced cell and gene therapy capabilities and AI-powered digital diagnostics into the Group's clinical pipeline.

An MoU with UK-based HealthGuardian AI, signed at the Great Futures London event under the patronage of the Saudi Ministry of Commerce, extended the Group's AI diagnostics and remote monitoring capabilities through an internationally credentialed partner.

Together, these partnerships advance the Group's digital operating model and support its long-term transition toward precision medicine, population health management, and data-driven care.

Role of Artificial Intelligence in Medical Education

Fakeeh College for Medical Sciences hosted a workshop featuring Dr. Jeff Kuhn, who delivered a session on the role of Artificial Intelligence (AI) in medical education and explored approaches to integrating AI into academic curricula to enhance learning outcomes and teaching effectiveness.

The workshop addressed the challenges faced by faculty members in implementing emerging technologies and emphasized the crucial role of human intelligence in guiding AI to achieve optimal results in the future of education and healthcare.

Clinical Trials and Research Innovation

In 2025, Fakeeh Care Group inaugurated the Kingdom's first private-sector Clinical Trials Unit at DSFH Jeddah, in collaboration with the Saudi National Institute of Health (SNIH). The Unit provides patients with structured access to investigational therapies and advanced medical devices, creating treatment pathways not previously available within the Kingdom's private healthcare sector and contributing directly to the national objective of growing local clinical research capacity.

The Unit operates within the same IRB governance framework that governs academic research at Fakeeh College for Medical Sciences, ensuring that clinical trials are subject to the same scientific and ethical standards applied across the Group's academic and research functions. This integration is central to the Group's identity as a fully integrated academic healthcare provider.

The Clinical Trials Unit evaluates and advances new medicines, devices, diagnostics, and digital health technologies within a controlled clinical environment.

Through collaboration with industry, research institutions, and national stakeholders, it contributes clinical expertise and real-world insights across the product-development process.

The Unit creates value by:

Providing early, regulated access to emerging therapies and technologies.

Assessing safety, effectiveness, usability, and relevance to local populations.

Generating evidence to support regulatory and clinical decisions.

Enabling developers to refine solutions before wider implementation.

Supporting the localization of research and innovation capabilities.

Strengthening Fakeeh Care Group's role as a clinical research partner.

This capability links research with healthcare delivery while ensuring appropriate scientific, ethical, and regulatory oversight.

Supporting Healthcare Innovation

In late 2025, the Group partnered with the Social Development Bank (SDB) to establish a CSR Financing Portfolio targeting early-stage entrepreneurs in the healthcare sector. The partnership reflects Fakeeh Care's commitment to community investment that extends beyond service delivery, channeling capital into the next generation of health innovators working across healthcare delivery, medical technology, and biotechnology.

The portfolio has a total value of 2,000,000 SAR, supporting up to four entrepreneurs with individual financing of up to 500,000 SAR. The program targets Saudi nationals and is structured to reduce barriers to entry for aspiring healthcare entrepreneurs, including those in active employment.

Participants completed a five-day bootcamp covering technical, marketing, and financial feasibility assessment as the program's core capability-building phase.

INNOVATION FOCUS AREAS

The program targets domains that align with national health system priorities and potential community impact.

Domain	Focus Area	Community Impact
Healthcare Delivery	Community Health Preventative Care Platforms Digital Health Education	Expand access to primary and preventative care, reduced care gaps
Medical Technology	Telemedicine Diagnostic support tools Remote monitoring Low-cost devices	Improve diagnostic accuracy, increase care continuity, and reduce unnecessary healthcare utilization
Biotechnology	Affordable diagnostics Preventative biotech Rapid testing Personalized medicine	Improve early detection and treatment outcomes, promoting more efficient use of healthcare resources.

2025 represents the program's inaugural year, and portfolio deployment data and community impact indicators will be disclosed following the completion of the first cycle.

06. APPENDICES



GRI Content Index 63

GRI INDEX

GRI 2: General Disclosures 2021	Data	2025 Disclosures	Reference	Omissions
2-1 Organizational details		About Fakeeh Care Group Page 3 - 11	3 - 11	N/A
2-2 Entities included in the organization's sustainability reporting		About This Report	3 - 4	N/A
2-3 Reporting period, frequency and contact point		About This Report	3 - 4	N/A
2-4 Restatements of Information		About This Report	3 - 4	N/A
2-5 External assurance		About This Report	3 - 4	
2-6 Activities, Value Chain and Other Business Relationships		2026 Annual Report		
2-7 Employees	Total Employees - 6,139	Prioritizing Person Centerd Care | Our People	29 - 32	
2-9 Governance structure and composition		Building A Resilient Organization |Governance Framework	50 - 51	
2-10 Nomination and selection of the highest governance body		Building A Resilient Organization |Governance Framework	50 - 51,58	
2-11 Chair of the highest governance body		Building A Resilient Organization |Governance Framework | 2025 Annual Report	50 - 51	
2-12 Role of the highest governance body in overseeing the management of impacts		Building A Resilient Organization |Governance Framework | 2025 Annual Report	50 - 51	
2-13 Delegation of responsibility for managing impacts		Building A Resilient Organization |Governance Framework | 2025 Annual Report	50 - 51	
2-14 Role of the highest governance body in sustainability reporting		Building A Resilient Organization |Governance Framework | 2025 Annual Report	50 - 51	
2-15 Conflicts of interest		Building A Resilient Organization | 2025 Annual Report	52 - 53	
2-16 Communication of critical concerns		Building A Resilient Organization |Ethics and Anti-Corruption | 2025 Annual Report	52 - 53	
2-17 Collective knowledge of the highest governance body		Building A Resilient Organization |Governance Framework | 2025 Annual Report	50 - 51	
2-18 Evaluation of the performance of the highest governance body		Building A Resilient Organization |Governance Framework | 2025 Annual Report	58	
2-19 Renumeration policies		Renumeration Disclosure | 2025 Annual Report	58	
2-20 Process to determine renumeration		Executive Renumeration and ESG Linkage | 2025 Annual Report	58	
2-21 Annual total compensation ratio		Executive Renumeration and ESG Linkage | 2025 Annual Report	58	
2-22 Statement on sustainable development strategy		Our Sustainability Strategy	17	
2-23 Policy commitments		Our Sustainability Strategy | Governance Framework	52 - 53	
2-24 Embedding policy commitments		Our Sustainability Strategy | Governance Framework	16-19, 50 - 56	
2-25 Processes to remediate negative impacts		Risk Management Process	51	
2-26 Mechanisms for seeking advice and raising concerns		Ethics and Anti-Corruption	52 - 53	
2-27 Compliance with laws and regulations		Audit and Internal Control | 2025 Annual Report	57	
2-28 Membership associations		Awards and Recognition | Economic Value Generated	11, 60	
2-29 Approach to stakeholder engagement		Stakeholder Engagement	19	
2-30 Collective bargaining agreements				This disclosure is omitted because collective bargaining is legally prohibited in the Kingdom of Saudi Arabia. As such, no employees are covered by collective bargaining agreements.

GRI 3: Material Topics 2021	2025 Disclosures		Omissions
3-1 Process to determine material topics	Our Materiality Assessment	14 - 15	
3-2 List of material topics	Our Materiality Assessment	14 - 15	
GRI 201:Economic Performance 2016	**2025 Disclosures**		**Omissions**
201-1 Direct economic value generated and distributed	Economic Value Generated and Distributed | 2025 Annual Report	59 - 61	
201-2 Financial Implications and Other Risks and Opportunities due to climate Change	Climate Change | Risk Management	25 , 51	
201-3 Defined benefit plan obligations and other retirement plans	2025 Annual Report		
GRI 202: Market Presence 2016	**2025 Disclosures**		**Omissions**
202-2 Proportion of senior management hired from the local community	Our People | 2025 Annual Report	28 - 32	
GRI 203: Indirect Economic Performance 2016	**2025 Disclosures**		**Omissions**
203-1 Infrastructure Investments and Services Supported	Prioritizing Person Centerd Care | 2025 Annual Report	36 - 48	
203-2 Significant Economic Impacts	Prioritizing Person Centerd Care | 2025 Annual Report	36 - 48	
GRI 204: Procurement Practices 2016	**2025 Disclosures**		**Omissions**
204-1 Proportion of spending on local suppliers	Sustainable Supply Chain and Procurement	55 - 56	
GRI 205: Anti-Corruption 2016	**2025 Disclosures**		**Omissions**
205-2 Communication and training about anti-corruption policies and procedures	Ethics and Anti-Corruption	52 - 53	
205-3 Confirmed incidents of corruption and actions taken	Ethics and Anti-Corruption	52 - 53	
GRI 206: Anti-Competitive Behavior 2016	**2025 Disclosures**		**Omissions**
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not Reported		
GRI 302: Energy 2018	**2025 Disclosures**		**Omissions**
302-1 Energy consumption within the organization	Energy Management	22- 23	
302-2 Energy consumption outside of the organization	Energy Management	22- 23	
302-3 Energy intensity	Energy Management	22- 23	
302-4 Reduction of energy consumption	Energy Management	22- 23	
302-5 Reductions in energy requirements of products and services	Energy Management	22- 23	
GRI 303: Water 2018	**2025 Disclosures**		**Omissions**
303-1 Interactions with water as a shared resource	Water Management	24	
303-2 Management of water discharge-related impacts	Water Management	24	
303-3 Water withdrawal	Water Management	24	
303-4 Water discharge	Water Management	24	
303-5 Water consumption	Water Management	24	
GRI 304: Biodiversity 2016	**2025 Disclosures**		**Omissions**
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	26	
304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity	26	
304-3 Habitats protected or restored	Biodiversity	26	
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity	26	

GRI 305: Emissions 2016	2025 Disclosures		Omissions
305-1 Direct (Scope 1) GHG emissions	Emissions	23	
305-2 Energy indirect (Scope 2) GHG emissions	Emissions	23	
305-3 Other indirect (Scope 3) GHG emissions	Not Reported		
305-4 GHG emissions intensity	Not Reported		
305-5 Reduction of GHG emissions	Emissions	23	
305-6 Emissions of ozone-depleting substances (ODS)	Not Reported		
305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not Reported		
GRI 306: Waste (2020)	**2025 Disclosures**		**Omissions**
306-1 Waste generation and significant waste-related impacts	Waste Management	27	
306-2 Management of significant waste-related impacts	Waste Management	27	
306-3 Waste generated	Waste Management	27	
306-4 Waste diverted from disposal	Waste Management	27	
306-5 Waste directed to disposal	Waste Management	27	
GRI 308: Supplier Environmental Assessment 2016	**2025 Disclosures**		**Omissions**
308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain and Procurement	55 - 56	
308-2 Negative environmental impacts in the supply chain and actions taken	Not Reported		
GRI 401: Employment 2016	**2025 Disclosures**		**Omissions**
401-1 New employee hires and employee turnover	Prioritizing Person Centerd Care | Our People	29 - 32	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Prioritizing Person Centerd Care | Our People	29 - 32	
401-3 Parental leave	Prioritizing Person Centerd Care | Our People	29 - 32	
GRI 402: Labor/Management Relations	**2025 Disclosures**		**Omissions**
402-1 Minimum notice periods regarding operational changes	Prioritizing Person Centerd Care | Our People	29 - 32	
GRI 403: Occupational Health and Safety 2018	**2025 Disclosures**		**Omissions**
403-1 Occupational health and safety management system	Prioritizing Person Centerd Care | Our People	29 - 32	
403-2 Hazard identification, risk assessment, and incident investigation	Prioritizing Person Centerd Care | Our People (Please Contact for Information)		
403-3 Occupational health services	Prioritizing Person Centerd Care | Our People	29 - 32	
403-4 Worker participation, consultation, and communication on occupational health and safety	Prioritizing Person Centerd Care | Our People	29 - 32	
403-5 Worker training on occupational health and safety	Prioritizing Person Centerd Care | Our People	29 - 32	
403-6 Promotion of worker health	Prioritizing Person Centerd Care | Our People	29 - 32	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Prioritizing Person Centerd Care | Our People	29 - 32	
403-8 Workers covered by a health and safety management system	Prioritizing Person Centerd Care | Our People	29 - 32	
403-9 Work-related injuries	Prioritizing Person Centerd Care | Our People (Please Contact for Information)		
403-10 Work-related ill health	Prioritizing Person Centerd Care | Our People (Please Contact for Information)		

For inquiries regarding specific disclosure omissions or data availability in this report, please contact our ESG team at ESG@Fakeeh.Care

GRI 404: Training and Education 2016	2025 Disclosures		Omissions
404-1 Average hours of training per year per employee	Our People | Developing Talent	29 30	
404-2 Programs for upgrading employee skills and transition assistance programs	Not Reported		
404-3 Percentage of employees receiving regular performance and career development reviews	Our People | Attracting and Retaining Top Talent	29 30	
GRI 405: Diversity and Equal Opportunity 2016	**2025 Disclosures**		**Omissions**
405-1 Diversity of governance bodies and employees	Diversity, Equity, and Inclusion | Governance Framework | 2025 Annual Report	31, 50	
405-2 Ratio of basic salary and renumeration of women to men			This information is confidential
GRI 406: Non-Discrimination 2016	**2025 Disclosures**		**Omissions**
406-1 Incidents of discrimination and corrective actions taken	Prioritizing Person Centerd Care | Our People	29 - 32	
GRI 407: Freedom of Association and Collective Bargaining 2016	**2025 Disclosures**		**Omissions**
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			This disclosure is omitted because collective bargaining is legally prohibited in the Kingdom of Saudi Arabia. As such, no employees are covered by collective bargaining agreements.
GRI 409: Forced or Compulsory Labor 2016	**2025 Disclosures**		**Omissions**
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainable Supply Chain and Procurement	55 - 56	
GRI 410: Security Practices 2016	**2025 Disclosures**		**Omissions**
410-1 Security personnel trained in human rights policies or procedures	Ethics and Anti-Corruption	52 - 53	
GRI 413: Local Communities 2016	**2025 Disclosures**		**Omissions**
413-1 Operations with local community engagement, impact assessments, and development programs	Patients and Communities | Economic Value Generated and Distributed | 2025 Annual Report	37 -40, 59 - 61	
413-2 Operations with significant actual and potential negative impacts on local communities			Not applicable. The hospital's operations were reviewed, and no significant actual or potential negative impacts on local communities were identified.
GRI 414: Supplier Social Assessment 2016	**2025 Disclosures**		**Omissions**
414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain and Procurement	55 - 56	
414-2 Negative social impacts in the supply chain and actions taken	Not Reported		
GRI 416: Customer Health and Safety 2016	**2025 Disclosures**		**Omissions**
416-1 Assessment of the health and safety impacts of product and service categories	Sustainable Supply Chain and Procurement	55 - 56	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not Reported		
GRI 417: Marketing and Labelling 2016	**2025 Disclosures**		**Omissions**
417-1 Requirements for product and service information and labelling	100% of our clinical services are covered by standard operating procedures requiring written informed consent, clear pricing breakdown, and verified medical discharge labeling instructions.		
417-2 Incidents of non-compliance concerning product and service information and labelling	Zero		
GRI 418: Customer Privacy 2016	**2025 Disclosures**		**Omissions**
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero | Information Security, Cybersecurity and Data Privacy	54	



مجموعة فقيه للرعاية الصحية
Fakeeh Care Group