



Transforming Care **Delivering Trust**

Annual Report **2025**





The Custodian of the Two Holy Mosques

**King Salman
Bin Abdulaziz Al Saud**



His Royal Highness Crown Prince

**Mohammad Bin Salman
Bin Abdulaziz Al Saud**

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At a Glance

A year of change

In 2025, SPIMACO advanced its strategic initiatives to boost efficiency, strengthen operational excellence, and establish a solid foundation for sustained future growth.

Financial Highlights

Revenue 

₹ 1,707m

1.5% YoY 


EBITDA 

₹ 388m

58.3% YoY 


Gross Profit 

₹ 833m

0.5% YoY 

Net Profit
Attributable to the Shareholder 

₹ 184m

652.7% YoY 

Operational Highlights



+1.8bn

Units Produced for SPIMACO in KSA



13

Products Launched in KSA



31

SKU's Registered in the KSA



8%

KSA Market Share



Transforming Care Delivering Trust

In a year of purposeful momentum, SPIMACO reaffirmed its role as a trusted partner in healthcare and a driving force behind the Kingdom's pharmaceutical transformation. The Company embraced new challenges and seized emerging opportunities, demonstrating its resilience, innovation, and unwavering commitment to reshaping how care reaches patients across the region. Guided by its strategic roadmap, SPIMACO aligned its capabilities with the evolving healthcare needs of Saudi Arabia and beyond. By investing in advanced manufacturing, forging meaningful partnerships, and deepening its commitment to localization, SPIMACO translated bold ambitions into measurable outcomes, delivering sustainable value for patients, stakeholders, and the communities it serves.

SPIMACO's achievements in 2025 reflect the strength of its foundations and its ability to deliver on its promises. From commercializing its High Potent Manufacturing Facility to advancing its vaccine pipeline and expanding into complex therapeutic areas, the Company demonstrated its commitment to operational excellence and market leadership. Every initiative was underpinned by a deep understanding of the Kingdom's healthcare priorities and an unwavering focus on building long-term trust through quality, accessibility, and consistency. This year, SPIMACO strengthened its collaborations with global innovators, expanded its regional manufacturing footprint, and invested in the talent and systems needed to sustain its growth trajectory, reinforcing its position as the Kingdom's pharmaceutical national champion.

Trust has remained at the heart of SPIMACO's journey. Whether localizing essential medicines to advance pharmaceutical self-sufficiency or nurturing a future-ready workforce that reflects the ambitions of Vision 2030, SPIMACO consistently set new benchmarks for excellence. As the Company deepened its expertise across critical capabilities, it simultaneously invested in the future, building the infrastructure, partnerships, and culture that ensure continued relevance and impact. By aligning with Vision 2030 and the Kingdom's Health Sector Transformation Program, SPIMACO's solutions are strengthening healthcare access and transforming the very fabric of the nation's pharmaceutical landscape.

Looking ahead, SPIMACO will continue to transform care and deliver trust with conviction. Through its steadfast dedication to innovation, localization, and sustainability, the Company is driving the Kingdom toward a new era of pharmaceutical self-reliance. At SPIMACO, the belief is that the best way to earn trust is to build the capabilities that make care better, and together with its partners, people, and stakeholders, SPIMACO is shaping a healthier future for all.

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Who We Are

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About SPIMACO

Setting the Standard for Pharmaceutical Excellence in Saudi Arabia

Saudi Pharmaceutical Industries and Medical Appliances Corporation continue to solidify its standing as the Kingdom's premier vertically integrated generics pharmaceutical manufacturer. With operations spanning 18+ countries, they collaborate closely with subsidiaries and affiliates (collectively "SPIMACO" or "the Group") to develop, produce, and distribute high-quality, accessible medicines across a diverse range of therapeutic categories.

Building on a heritage of nearly four decades, SPIMACO has established an unmatched leadership position within Saudi Arabia's pharmaceutical sector. This progress is underpinned by the depth of its MENA-wide asset base and the durability of its strategic alliances with partners at the local, regional, and global levels.



Strategic Vision

Building on the Company's renewed five-year strategy launched in 2023, SPIMACO has remained focused on becoming the Saudi National Champion in pharmaceutical manufacturing. This strategic roadmap is anchored on two core pillars: strengthening its organic business through portfolio optimization and diversification, while pursuing new growth opportunities through acquisitions and business development.

Throughout 2025, SPIMACO has undertaken ambitious transformation initiatives, driven by its leadership team, to realign the business with evolving market trends and healthcare needs. These efforts reaffirm SPIMACO's commitment to expanding access to high-quality medicines and improving healthcare outcomes across the Kingdom and beyond.

Manufacturing Excellence

SPIMACO's manufacturing presence spans four countries, delivering a combined annual production capacity of more than 2.5 billion units, and total factory floor space of 170,000 square metres across all facilities. In 2025, the High Potent facility commenced commercial operations, marking a key milestone in expanding SPIMACO's capabilities. a 3,200 sqm state-of-the-art operation capable of producing 275 million units annually. Built in partnership with AstraZeneca and adhering to the highest international standards, this facility has commenced manufacturing its first commercial products, representing a transformative step

forward in SPIMACO's oncology and high-potency pharmaceutical portfolio.

The Company's capabilities are further enhanced by the Dammam Pharmaceutical Company plant, which features a 2,300 sqm production area with an annual capacity of 200 million units, complemented by facilities in Egypt, Morocco, and Algeria. In 2025, SPIMACO completed the expansion of the Tangier plant by adding a new oral solids production line and resumed operations at SPIMACO Misr, further strengthening its global manufacturing footprint.

170,000
sqm Facility Space

+2.5bn
Annual Production Capacity

+2bn
Units Produced in 2025

Innovation & Development

SPIMACO remains committed to advancing pharmaceutical innovation. The successful introduction of Endosa, the first biosimilar fully manufactured end-to-end within the GCC by a national company, established a new industry benchmark and affirmed the Company's leadership in biopharmaceutical localization.

In 2025, SPIMACO completed a strategic transition from a Technology Transfer approach to full in-house product development, enhancing operational autonomy and unlocking its

internal technical expertise. This shift drove the development of 32 new SKUs, including sophisticated Fixed Dose Combinations designed to replace monotherapy treatments, with 24 new SKUs brought to market domestically.

A landmark regulatory achievement was the submission of its inaugural vaccine dossier to the Saudi Food and Drug Authority (SFDA), advancing national vaccine localization priorities and contributing to the Kingdom's broader healthcare independence agenda.



Strategic Partnerships

During 2025, the Business Development team successfully concluded six new strategic agreements, further strengthening SPIMACO's portfolio and strategic positioning. These included three vaccine partnerships, two small-molecule agreements, and one biosimilar agreement. A landmark achievement was the execution of a Technology Transfer and Manufacturing Agreement with Boston Oncology Arabia, covering four oncology molecules in its first phase. This agreement supports increased capacity utilization of SPIMACO's high-potent manufacturing facility and contributes to the localization of complex pharmaceutical products, aligned with Saudi Vision 2030.

Market Position

Listed on the Saudi Exchange (Tadawul) since 1993, SPIMACO continues to maintain its strong market presence and strategic growth trajectory. With a clear strategic vision, the Company remains committed to delivering sustainable growth, operational efficiency, and pharmaceutical excellence.

In 2025, SPIMACO maintained its position as the #1 company in the Saudi private pharmaceutical sector, closing the year with a 8% market share. This continued leadership reflects the strength of our portfolio, the depth of our commercial capabilities, and the sustained demand for our high-quality medicines across the Kingdom. SPIMACO continued to dominate key therapeutic areas, reinforcing its competitive position across high-value segments:

#1

In Musculoskeletal Treatments
Market Share 11.6%

#1

In Hormones Treatments
Market Share 8.7%

#3

In Genito-Urology
Market Share 14.3%

#3

In Anti-Infectives
Market Share 8.3%

#8

In Central Nervous System (CNS)
Market Share 4.6%

Notably, our CNS franchise outperformed the broader market during 2025, gaining share through a focused product mix strategy and sustained promotional investment, with momentum expected to carry into 2026.

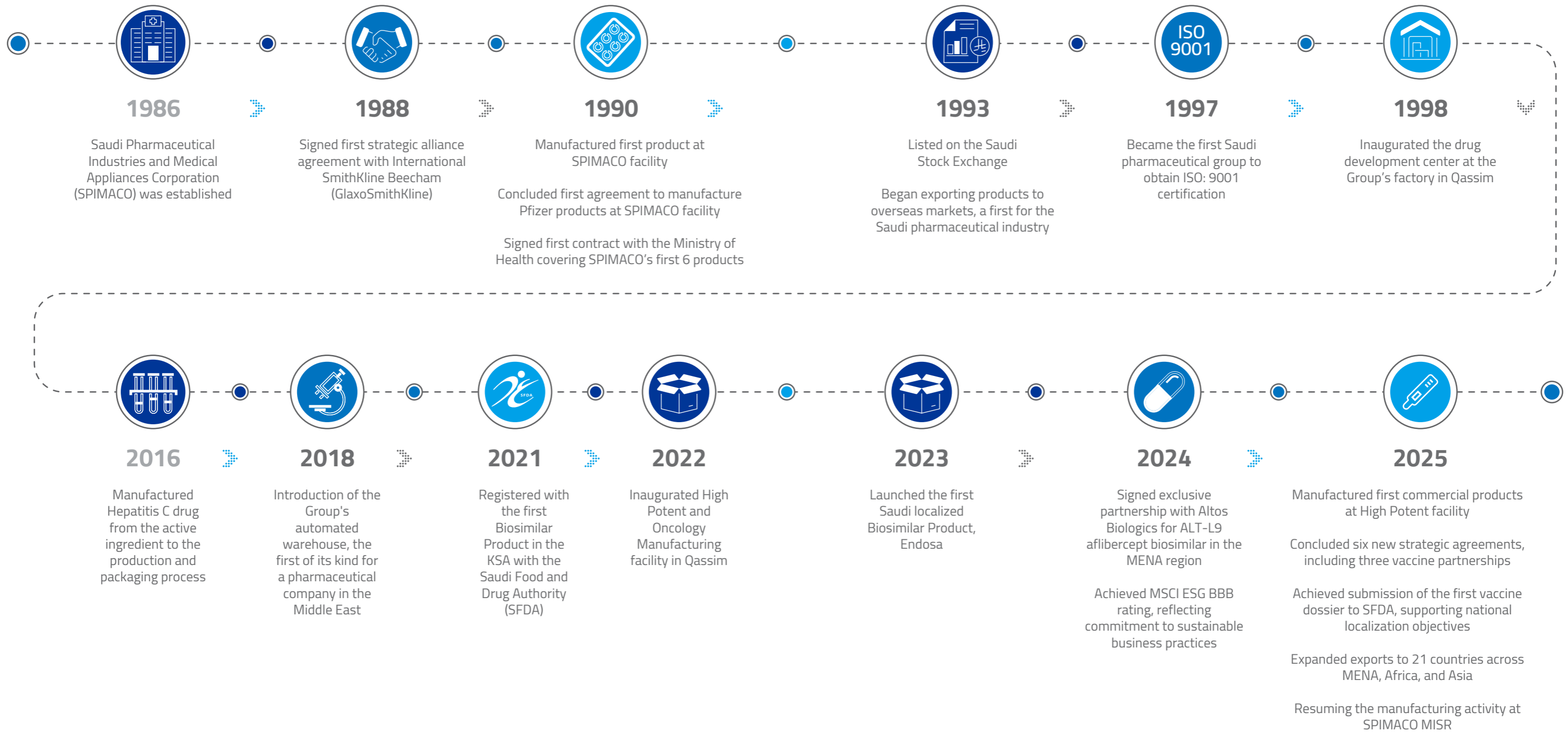
Beyond the Kingdom, SPIMACO's products reach patients across 18+ export markets throughout the MENA region, including the GCC, Levant, and North Africa. During 2025, the Company strengthened its international presence by securing export approvals for 38 SKUs and registering 80 products across Saudi and export markets. Strategic investments in logistics and supply chain infrastructure improved delivery timelines and reduced operational costs, reinforcing SPIMACO's competitiveness in international markets. The Company also participated in the Saudi Exports Development Authority's trade delegation to Syria and conducted a strategic market assessment visit to Ethiopia, reflecting a deliberate push to expand its regional and continental footprint.

As of the end of 2025, SPIMACO remains firmly positioned to execute on its long-term vision, accelerating growth, innovation, and operational excellence in the pharmaceutical sector, contributing meaningfully to Kingdom's Vision 2030 objectives and the development of a resilient, advanced healthcare industry.

Our Journey

Since its establishment in 1986, SPIMACO has forged a legacy defined by innovation, transforming the pharmaceutical landscape through pioneering advancements and strategic collaborations while continuously raising industry benchmarks.

Driven by an enduring commitment to efficiency and excellence, we persistently challenge conventional boundaries, deploying advanced technologies and visionary strategies to shape the future of healthcare.



Where SPIMACO Operates

A Strategic Presence Across the MENA Region

SPIMACO maintains a rapidly growing network of advanced pharmaceutical manufacturing facilities, supplying high-quality, affordable medicines to millions of patients throughout Saudi Arabia and the wider MENA region. Guided by a commitment to operational excellence and strategic market growth, our production capabilities are purposefully located to address the region’s expanding healthcare requirements while advancing national localization priorities.

Our manufacturing footprint extends across four countries, with facilities covering the complete range of pharmaceutical production, oral solids, semi-solids, liquids, injectables, and active pharmaceutical ingredients (API). This comprehensive expertise enhances our agility in responding to shifting market demands, reinforcing SPIMACO’s standing as a premier pharmaceutical company committed to innovation, accessibility, and operational excellence.

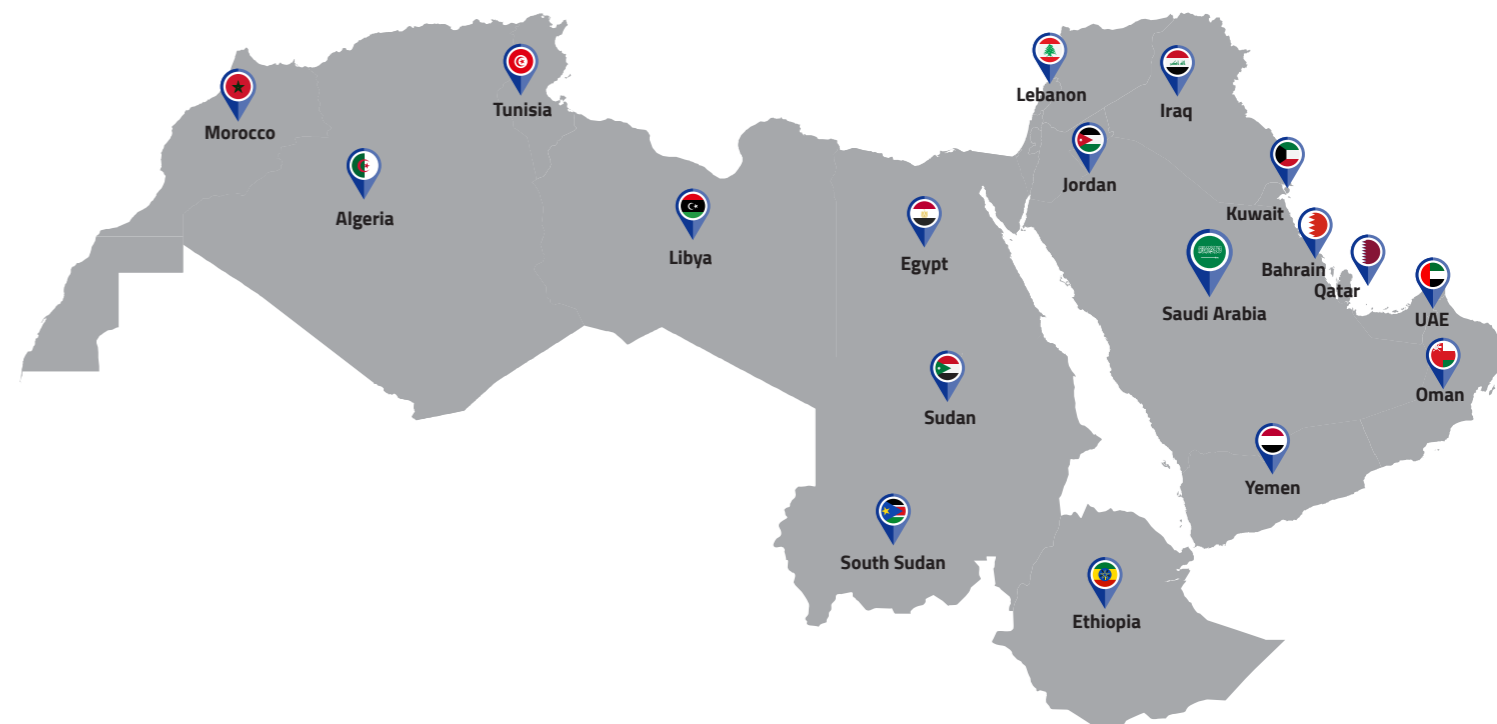
Our Manufacturing Facilities

Country	Entity	Capability
Saudi Arabia	SPIMACO – Qassim	Oral solids and liquids, creams, aseptic, injectables, and suppositories
Saudi Arabia	SPIMACO – Qassim – High Potent	Oral solids (oncology and high-potency medicines)
Saudi Arabia	Dammam Pharmaceutical Company	Oral solids and liquids
Saudi Arabia	CAD – Riyadh	API (Active Pharmaceutical Ingredients)
Morocco	SPIMACO Morocco – Tangiers	Oral solids and liquids
Morocco	SPIMACO Morocco – Berchid	Under construction (expected 2026)
Algeria ¹	TAFCO Algeria – Algeria	Oral solids
Egypt	SPIMACO Misr – Alexandria	Oral solids

¹ SPIMACO shareholding is 22%

Our Geographic Presence

SPIMACO has established a commanding regional footprint, with our products reaching patients across Saudi Arabia and 18+ export markets throughout the MENA region and beyond. This expansive presence enables us to drive market penetration, expand access to high-quality medicines, and reinforce our leadership in the pharmaceutical sector.



Flagship Facility: SPIMACO Qassim

At the heart of our operations is the Qassim plant, SPIMACO's flagship manufacturing facility and one of the largest pharmaceutical production sites in the Kingdom.

Total Site Area: 150,000 sqm

Facility	Area	Capacity / Features
Production Facility	34,000 sqm	2.0 billion units annually
High Potent Facility	3,200 sqm	275 million units annually
Research & Development	3,700 sqm	State-of-the-art drug development center
High Bay Warehouse	3,200 sqm	14,000 pallets – fully automated
Finished Goods Warehouse	4,500 sqm	5,040 pallets – fully automated

Dammam Pharmaceutical Company

Plant Size: 6,000 sqm

Facility	Area	Capacity / Features
Production Facility	2,300 sqm	200 million units annually

2025 Operational Milestones

During 2025, SPIMACO achieved significant milestones in strengthening and expanding its operational footprint:

- **High Potent Facility Commercialization:** Successfully manufactured the first commercial products at our state-of-the-art High Potent facility in Qassim, marking a major advancement in our oncology and complex molecule capabilities.
- **PFS Packaging Line Upgrade:** Successfully completed the upgrade of the Pre-Filled Syringe (PFS) packaging line, enhancing our injectable product capabilities.
- **Tangiers Expansion Completed:** Finalized the new oral solids production line at our Tangiers facility in Morocco, enhancing regional manufacturing capacity.
- **Egypt Operations Resumed:** Successfully resumed operations at SPIMACO Misr in Alexandria, strengthening our presence in the North African market.
- **Berchid Project Progress:** Continued advancement of our Berchid facility in Morocco, expected to commence operations in 2027.

Strategic Market Expansion

Throughout 2025, SPIMACO strengthened its presence in high-potential international markets, with a focused approach on the MENA region and select emerging economies.



Our integrated manufacturing network positions SPIMACO to meet increasing demand across therapeutic areas while maintaining the highest standards of quality, compliance, and operational efficiency, supporting our vision to be the National Champion of the Saudi pharmaceutical industry and a leading regional player in the MENA market.

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Chairman's Statement

Dear Shareholders, Partners, and Stakeholders,

May the peace, mercy and blessings of God be upon you.

Building Capabilities. Delivering Value.

The year 2025 marked a defining chapter in SPIMACO's transformation journey, as we translated our strategic vision into measurable, sustainable performance. Building on the strong foundation established in previous years, we achieved significant milestones across manufacturing excellence, innovation, and workforce development, reinforcing our position as Saudi Arabia's leading pharmaceutical manufacturer. Our unwavering commitment to operational excellence, digital transformation, and strategic partnerships has strengthened our capabilities and positioned us to capture the opportunities that lie ahead.

The pharmaceutical industry continues its rapid evolution, driven by advances in biotechnology, the growing demand for localized manufacturing, and the imperative for healthcare self-sufficiency. Within this dynamic landscape, SPIMACO has emerged as a resilient and forward-looking leader, strategically aligned with Saudi Arabia's Vision 2030 and the Kingdom's National Biotechnology Strategy. Our investments in advanced manufacturing, talent development, and innovation have enabled us to navigate challenges while delivering value to our stakeholders and the communities we serve.

Execution Progress and Operational Excellence

During 2025, SPIMACO demonstrated disciplined execution across all dimensions of our strategy. Our focus on consolidating operational stability and improving the quality of execution yielded tangible results. We enhanced production readiness, improved industrial planning, and strengthened supply chain reliability, ensuring consistent operations throughout the year. Financial performance reflected an improvement in the quality of profitability, driven by stronger cost discipline, an improved sales mix, and better utilization of existing production capacity.

A landmark achievement was the commencement of commercial production at our state-of-the-art High Potent facility in Qassim. This milestone, a key part of our strategic investment, positions SPIMACO at the forefront of advanced pharmaceutical manufacturing in the region.



Sustainability and Governance

Sustainability and strong governance remain foundational to our long-term success. During 2025, we reinforced our commitment to environmental, social, and governance principles through continued investments in energy-efficient manufacturing and responsible waste management. Our governance frameworks were strengthened to ensure transparency, resilience, and responsible leadership across all operations. The Board maintained balanced oversight while driving SPIMACO's long-term vision, ensuring accountability and ethical business conduct at all levels.

Risk management remained a priority, with proactive frameworks to identify, assess, and mitigate potential challenges in an evolving business environment. Our enterprise risk management system continued to evolve, enhancing our ability to anticipate disruptions and optimize strategic decision-making. Workplace safety achievements were notable, with our Zero Harm culture initiative delivering strong results and reinforcing our commitment to employee well-being.

Outlook for 2026 and Beyond

Looking ahead, SPIMACO is well-positioned to capture the significant opportunities in biosimilars, specialty medicines, and regional expansion. Our High Potent facility will continue ramping up commercial production, enhancing our product mix and capacity utilization. We will advance the localization of our second biosimilar and continue expanding our portfolio in high-value therapeutic areas including oncology, cardiology, and diabetes.

SPIMACO is evolving into a fully integrated pharmaceutical manufacturing platform, supporting national healthcare needs and expanding our regional presence. Backed by advanced manufacturing, strong partnerships, and a clear roadmap, we are well-positioned to scale and deliver lasting value. Our ambition is to be the partner of choice for global innovators, a leader in biosimilars and specialty medicines, and a key contributor to Saudi Arabia's Vision 2030 goals.

Acknowledgements

On behalf of the Board of Directors, I extend my deepest gratitude to our employees for their unwavering support and commitment to excellence. Their dedication has been instrumental in driving our transformation, innovation, and sustainable growth across our operations. We are also grateful to the valuable support of our other stakeholders, including business partners, regulatory authorities, and shareholders.

As we continue to expand and enhance healthcare accessibility, affordability, and quality, these partnerships remain essential to our mission and our alignment with Saudi Vision 2030. Together, we are shaping a more resilient, innovative, and high-performing pharmaceutical industry for the benefit of patients and communities across the Kingdom and beyond.

Mr. Khalid Abdulrahman AlGwaiz
Chairman of the Board

Managing Director's Message

Building Capabilities. Delivering Value.

As SPIMACO enters a new chapter in its transformation journey, 2025 has been a year of disciplined execution, strategic capability building, and meaningful progress toward our vision of becoming Saudi Arabia's National Champion in pharmaceutical manufacturing. During the year, we also strengthened governance and delivered measurable operational progress, reinforcing the quality and discipline of our execution. We have successfully translated our strategic priorities into tangible results, strengthening our operational foundation while positioning the Company for sustainable, long-term growth.

Our focus remained clear: enhancing profitability quality, optimizing capital allocation, and supporting long-term value creation aligned with shareholder expectations and national strategic priorities. Management prioritized margin expansion, operational efficiency, and portfolio optimization, deliberately avoiding volume growth that does not meet our return thresholds. This disciplined approach has strengthened our financial resilience and improved the structural quality of earnings.

Our research and development efforts delivered exceptional results, with 32 new SKUs developed and 24 successfully launched in the local market, spanning 12 new product brands. We executed a strategic shift towards a full in-house product development, reducing our reliance on technology transfer models and enhancing our operational independence. This evolution in our R&D capabilities has enabled us to navigate complex intellectual property landscapes and accelerate our time-to-market for critical therapies. Across our targeted markets, we strengthened our portfolio with 48 registered products, expanding our pipeline and deepening our competitive position. This also supports a stronger medium-term revenue pipeline across export markets.

Executing Our Strategy with Precision

SPIMACO's strategy is focused on building a sustainably growing, customer-centric, and future-ready organization that consistently outperforms the market. Our strategic pillars, achieving sustainable growth faster than the market, deepening customer focus, strengthening our global presence, investing in our people, and advancing digital transformation, provide the foundations for all that we do. In 2025, we continued executing our strategy across these five core pillars, translating progress into improved operational leverage and strengthened competitive positioning.

Our manufacturing capabilities reached new heights with the successful commercialization of our first products at the High Potent facility, including VERCANZA and EXPERTA under the SPIMACO brand, as well as CRESTOR 10MG and CRESTOR 20MG for AstraZeneca. This milestone enhances asset utilization across our manufacturing platform and supports a shift toward a more value-accretive product mix, as well as expands our capacity to produce advanced oncology medicines and specialized therapies and reinforces SPIMACO's role in supporting local manufacturing and increasing national self-sufficiency in complex medicines, in direct alignment with the Kingdom's Vision 2030, the National Biotechnology Strategy, and the National Industrial Strategy.



Strategic Partnerships Driving Localization

Partnerships remain central to our growth strategy and to our ambition in strengthening SPIMACO's global presence. During 2025, Business Development concluded six new agreements, including three vaccine partnerships, two small-molecule agreements, and one biosimilar agreement. These agreements enhance long-term revenue visibility, diversify our therapeutic exposure, and reinforce our localization objectives. We also strengthened our vaccine and biologics portfolio by signing new strategic partnerships to enhance technology transfer and improve supply chain resilience, including a Memorandum of Understanding with ADCAN Pharmaceutical Industries, as well as contract manufacturing partnerships with regional and global players.

A landmark achievement was our seven-year Technology Transfer and Manufacturing Agreement with Boston Oncology Arabia, covering four oncology molecules that leverage our High Potent facility's advanced capabilities. This strategically significant agreement enhances utilization of our High Potent facility while generating recurring manufacturing revenues and strengthening our oncology footprint. This collaboration directly supports the Kingdom's Vision 2030 objectives for pharmaceutical localization, as well as the priorities of the National Biotechnology Strategy and the National Industrial Strategy, demonstrating SPIMACO's commitment to expanding access to specialized medicines and advancing local and regional manufacturing capabilities. It positions SPIMACO as the partner of choice for global innovators seeking a presence in the region.

We also achieved a significant regulatory milestone with the submission of our first vaccine dossier to the Saudi Food and Drug Authority, marking a major step forward in our ambition to support national vaccine localization objectives. This milestone also marks our entry into a high-value segment with strong long-term demand fundamentals, that reflects years of capability building and positions us to play a meaningful role in strengthening the Kingdom's healthcare security.

Operational Excellence and Quality Leadership

Operational excellence remained at the core of our performance. We enhanced our regulatory and manufacturing readiness by securing five GMP certifications and pharma licenses at both national and international levels, including approvals from the SFDA, as well as international recognitions across the GCC, Libya, and Yemen, covering key sites such as the Al-Qassim Pharma Complex, Dammam Pharma, the Egyptian Drug Authority for SPIMACO Misr, and SPIMACO Maroc in Tangier. These achievements reinforce our compliance standards and further strengthen our export capabilities across key markets. Altogether, these show our commitment to the highest standards of quality, environmental responsibility, and workplace safety.

Our international footprint continued to strengthen with the completion of the new oral solids line at our Tangier facility. SPIMACO Morocco advanced its profitability trajectory while expanding capacity, while SPIMACO Morocco began delivering profitability and continued construction of the Berrechid manufacturing facility, supporting future capacity expansion and regional growth. In Egypt, SPIMACO Misr advanced its turnaround agenda through the restart of plant operations and the signing of four contract manufacturing agreements, improving asset productivity and strengthening turnaround

performance, and positioning for growth in one of the region's largest pharmaceutical markets.

We secured export approvals for 38 SKUs, reinforcing our presence across key markets in the MENA region.

Throughout the year, the Company continued to strengthen its enterprise risk management framework, ensuring that risk identification, assessment, and mitigation remain embedded across all levels of the organization. This included reinforcing the three-lines governance model, with enhanced risk oversight, internal audit coordination, and compliance monitoring to ensure robust Board-level visibility and control. These efforts ensure that SPIMACO maintains resilience and agility in navigating an evolving regulatory and business environment.

Strengthening Our Subsidiaries

The Company made tangible progress across its subsidiaries in 2025. Dammam Pharma achieved its first year of profitability since establishment, reflecting improved operational performance and portfolio contribution. Our API manufacturing capabilities were strengthened through investments in the CAD facility in Riyadh, enhancing local API capacity and supporting pharmaceutical security. These milestones strengthen SPIMACO's vertically integrated manufacturing platform and improve margin protection against supply volatility.

Investing in Our People

Our people are the foundation of SPIMACO's success, and investing in our employees remains a key strategic pillar. In 2025, we achieved a Saudization rate of 61%, up from 54% in the prior year, demonstrating our commitment to developing Saudi talent and contributing to the Kingdom's human capital objectives. Through programs like Tamheer and our pioneering RAFID Graduate Program, we welcomed 370 Saudi candidates in 2025 into structured development pathways, supporting leadership pipeline continuity and operational capability building, with 100 Tamheer graduates and 50 RAFID participants transitioning into full-time roles.

Our continued investment in talent development, leadership capability, and organizational culture was recognized externally, with SPIMACO earning the Best Place to Work award and achieving Top Employer certification from the Top Employers Institute. These recognitions reflect strengthening employer brand equity, supporting long-term talent retention and productivity and our commitment to performance, talent development, and building a high-trust workplace. A strengthened governance framework are creating a high-performance culture aligned with our strategic ambitions and preparing our workforce for the challenges and opportunities ahead.

Financial Discipline and Sustainable Performance

Our financial performance in 2025 reflected improved earnings quality, driven by stronger cost discipline, an improved sales mix, and better margin management. Rather than pursuing growth at any cost, we focused on disciplined execution and optimizing returns from our existing investments. The Company continued to drive operational efficiency and cost discipline, demonstrating management’s commitment to cost optimization. The High Potent Facility has now transitioned into its operational phase, with progressive contribution expected to improve return on invested capital over the medium term.. In parallel, our sustainability efforts were strengthened, culminating in the achievement of a BBB MSCI ESG rating, strengthening our positioning with institutional investors increasingly integrating ESG considerations into capital allocation decisions.

Advancing Digital Transformation

SPIMACO is progressing toward becoming an automated and digitally enabled organization. Digital initiatives implemented across manufacturing, supply chain, and corporate functions improved data visibility, forecasting accuracy, and cost control, enhancing decision-making agility. Continued automation and analytics integration are expected to further improve working capital efficiency and operational responsiveness. These investments in technology and data-driven capabilities position us to capture additional value across our operations and enhance our responsiveness to market dynamics.

Looking Ahead with Confidence

As we look to 2026 and beyond, SPIMACO is evolving into a fully integrated pharmaceutical manufacturing platform, well-positioned to support national healthcare needs and expand our regional presence. With strengthened governance, improved operational leverage, and a clear strategic direction, and with strengthened capabilities in advanced manufacturing, trusted partnerships with global innovators, and a

clear strategic roadmap, we are prepared to scale responsibly and deliver sustainable value. Our priorities for the coming year include expanding our high-margin specialty and biosimilar portfolio and localization, increasing export penetration across priority MENA markets, enhancing asset utilization across manufacturing facilities, improving return on invested capital and cash flow generation, and maintaining disciplined cost control and balance sheet strength.. We will continue to invest in digital transformation, talent development, and sustainability, ensuring SPIMACO remains at the forefront of pharmaceutical innovation in alignment with Vision 2030, the National Biotechnology Strategy, and the National Industrial Strategy.

Collectively, these priorities reinforce our commitment to sustainable, profitable growth and prudent capital allocation.

SPIMACO has built the capabilities, systems, and culture needed to capture future opportunities and navigate challenges with resilience. Our objective remains consistent: to deliver sustainable shareholder value while supporting national healthcare security and localization priorities.. The foundation is in place, and I am confident in our ability to deliver on our promise of building long-term value for all our stakeholders.

Acknowledgements

On behalf of management, I extend appreciation to our Board of Directors for their continued strategic oversight. To our employees across all locations, your dedication, expertise, and commitment to excellence make our achievements possible. To our partners, customers, and shareholders, thank you for your trust and collaboration as we work together to shape the future of healthcare in Saudi Arabia and beyond.

Professor Ahmed Hamdan Aljedai
Managing Director



Business Model



		
Our Strengths & Resources	How We Create Value	The Value We Create
<p>Capabilities</p> <ul style="list-style-type: none"> Advanced regional manufacturing facilities. Vertically integrated operations. High Potent facility operational (July 2025). Wide local and regional distribution network. <p>Human Capital</p> <ul style="list-style-type: none"> Strong leadership team. 1,200+ employees, 61% Saudization. Workforce upskilling through training. <p>Relationships</p> <ul style="list-style-type: none"> Strong stakeholder relationships. Partner of choice for global players. Robust corporate governance model. <p>Financial</p> <ul style="list-style-type: none"> Net profit +\$ 184m Net Profit as % of Revenue 11.54% Agile resource deployment. Secured access to funding. 	<p>R&D</p> <ul style="list-style-type: none"> Lead product development & registration. 32 new SKUs developed in-house. First vaccine dossier submitted to SFDA. Ensure quality control. <p>API Manufacturing</p> <ul style="list-style-type: none"> Internal extraction and synthesis. SFDA-approved, pharmaceutical grade. Trusted regional supplier. <p>Drug Manufacturing & Packaging</p> <ul style="list-style-type: none"> Formulation and commercial production. Oral solid, semi-solid, liquids, injectables. CMO revenue +515% YoY. <p>Commercialization</p> <ul style="list-style-type: none"> Multi-channel: private, public, exports. Government sales +54% YoY. 24 new SKUs launched in KSA. 	<p>Patients & Healthcare Professionals</p> <ul style="list-style-type: none"> Improving health in 18+ countries. Access to quality, affordable medicines. <p>Government & Regulatory Bodies</p> <ul style="list-style-type: none"> Supporting Medicine Localization target as per Vision 2030. Over 400 products being localized. Promoting value based Healthcare. <p>Employees</p> <ul style="list-style-type: none"> Employment across multiple Provinces in the Kingdom. Upskilling and ongoing learning. Diverse and inclusive environment. <p>Investors</p> <ul style="list-style-type: none"> Revenue growth and profitability. Diversified revenue streams. Enhanced working capital. <p>Customers & Partners</p> <ul style="list-style-type: none"> Value-based customer engagement. Seamless customer experience. Partner of choice for MNC for CMO activities.

Our Strategy

SPIMACO's strategy is rooted in our ambition to establish ourselves as the Saudi National Champion in pharmaceutical manufacturing while consolidating our position as a leading regional force across key MENA markets. Throughout 2025, SPIMACO advanced our comprehensive five-year strategic roadmap, achieving measurable progress across all six strategic pillars while remaining closely aligned with Saudi Vision 2030 and national healthcare transformation priorities.

Our strategic approach integrates organic growth through portfolio enhancement and operational excellence with carefully selected inorganic opportunities that accelerate our evolution into a biotech-focused, high-value pharmaceutical enterprise.

Shaping the Future of Saudi Pharmaceuticals

Our strategic vision rests on two core foundations: reinforcing our organic business through portfolio diversification and operational refinement, and capturing high-value growth opportunities through strategic partnerships, acquisitions, and targeted business development. In 2025, this dual-track strategy yielded substantial results, positioning SPIMACO for enduring, long-term success.

Strategic Objectives and 2025 Performance

Our strategic roadmap is anchored by six priorities that define how SPIMACO delivers performance today while building the capabilities for tomorrow.



1. Sustainable, Faster-Than-Market Growth

We continued to strengthen our position in core therapeutic areas, particularly chronic and lifestyle diseases, while building advanced in-house R&D capabilities for differentiated technologies, including biosimilars, vaccines, and injectables.

2025 Achievements:

- Completed development of 32 new SKUs, including complex Fixed Dose Combinations (FDCs) aligned with corporate strategy
- Successfully launched 24 new SKUs in the local market, significantly expanding product portfolio
- Secured 10 new product registrations in the Saudi market and 38 approvals internationally
- Achieved first vaccine dossier submission to SFDA, marking a major regulatory milestone
- Manufactured first commercial products at the High Potent facility, marking operational readiness
- Successfully completed PFS packaging line upgrade



2. Customer-Centric Organization

We enhanced commercial practices, improved sales force effectiveness, and strengthened relationships across all market channels while maximizing lifecycle management of key brands.

2025 Achievements:

- Led 13 new product launches with strategic prioritization for higher gross profit margins
- CNS franchise outperformed market benchmarks, gaining significant market share
- Implemented multichannel engagement through physical, digital, and in-store activation enhanced brand visibility and customer reach across franchises.



3. Regional Leadership in MENA Markets

We strengthened our presence in high-potential international markets while developing an integrated manufacturing, warehousing, and distribution network across strategic locations.

2025 Achievements:

- Completed Tangier plant project with new oral solids production line operational
- Resumed SPIMACO Misr plant operations in Egypt
- Invested in logistics and supply chain infrastructure, improving delivery timelines and reducing operational costs
- Participated in Made in Saudi Arabia Conference to enhance visibility of locally manufactured products



4. Global Presence and Strategic Partnerships

We expanded our regional footprint and strengthened portfolio diversification through strategic alliances with global pharmaceutical leaders, supporting the localization of complex pharmaceutical products.

2025 Achievements:

- Executed Technology Transfer Agreement with Boston Oncology Arabia for four oncology molecules
- Secured three new vaccine partnerships advancing national vaccine localization objectives
- Concluded six strategic Business Development agreements: three vaccine partnerships, two small-molecule agreements, and one biosimilar agreement



5. Employer of Choice

We implemented a comprehensive people strategy focused on talent development, workforce nationalization, and building a performance-driven culture aligned with Saudi Vision 2030's Human Capability Development Program.

2025 Achievements:

- Achieved 61% Saudization rate, representing a 7% increase during the year
- Launched Tamheer Program: Trained 491, and hired 100 Saudi graduates
- Introduced RAFID Graduate Program, the Kingdom's first of its kind in pharmaceuticals, hiring 50 top-tier Saudi pharmacists
- Increased female representation to 13% of total workforce



6. Automated, Digitally-Driven Organization

We advanced digital transformation initiatives across manufacturing, supply chain, and enterprise operations while adopting emerging technologies to enhance data-driven decision-making.

Key Performance Indicators

Our strategic progress is measured through a comprehensive set of key performance indicators that track operational excellence, market performance, and organizational development:

Portfolio and Pipeline Performance

Metric	2025 Performance
New SKUs Developed	32
New Registrations (KSA)	10
Export Approvals Obtained	38
Strategic BD Agreements Signed	6
Tardmakes Registered (KSA & Export)	80

Commercial and Market Performance

Metric	2025 Performance
New Product Launches Led	13

People and Culture Performance

Metric	2025 Performance
Total Employees	1,124
Saudization Rate	61% (+5% YoY)
Female Representation	13%
Tamheer Program Hires	100
RAFID Program Graduate Hires	50
Employees in Development Programs	375
Total Training Hours	3,375
eLearning Licenses Deployed	1,500

Operational Excellence

Below is a list of products produced in High Potent facility since started in 2025:



**VERCANZA
TABS 450MG**

**EXPERTA FC
TABS 10MG**

**EXPERTA FC
TABS 5MG**



**CRESTOR
TABS 10MG**

**CRESTOR
TABS 20MG**

Company/Site	GMP Certification/Pharma License	Year
Al-Qassim Pharma Complex Plant	SFDA, EDA, Libia, Yemen, GCC	2025
Dammam Pharma	SFDA	2025
CAD	SFDA	2026
SPIMACO Misr	EDA	2025
SPIMACO Maroc - Tangier Site	General Secretariat of the Government	Site 2002, Solid form-2025

Alignment with Saudi Vision 2030

Our strategic framework is intrinsically linked to the Kingdom’s Vision 2030 objectives, particularly those related to pharmaceutical localization, advanced manufacturing capabilities, and the development of high-value healthcare industries. In 2025, we made tangible progress across multiple national priorities:



National Pharmaceutical Localization

The submission of our first vaccine dossier to SFDA, combined with three new vaccine make sure partnerships, directly supports Saudi Arabia’s national vaccine localization objectives. Our Technology Transfer Agreement with Boston Oncology Arabia for four oncology molecules advances the localization of complex pharmaceutical products within the localizing API through CAD.



Human Capability Development

Our comprehensive talent development programs—Tamheer and RAFID—directly contribute to the Human Capability Development Program objectives. By training and hiring 150 Saudi nationals in 2025 alone, and achieving a 61% Saudization rate, we are building the skilled workforce essential for the Kingdom’s pharmaceutical industry leadership.



Industrial Development

Our Gold tier achievement from Saudi Made and continued engagement with local content authorities demonstrate our commitment to strengthening Saudi Arabia’s industrial base. The operational launch of our High Potent facility represents a significant milestone in advanced pharmaceutical manufacturing within the Kingdom.

Strategic Outlook for 2026

As we enter 2026, SPIMACO remains committed to accelerating strategic execution while capitalizing on new growth opportunities. Our priorities for the year ahead include:



Portfolio Expansion

Broadening our product portfolio with new brand launches in the Saudi pharmaceutical market, advancing our biosimilar pipeline, and continuing the brand prioritization framework to maximize gross profit contribution.



Operational Excellence

Enhancing our manufacturing infrastructure through facility upgrades, expanded packaging capabilities, and continued investment in our international production footprint.



Market Expansion

Optimizing our commercial presence across GCC markets, accelerating the launch of in-house developed products, and strengthening our focus on specialty and chronic disease segments.



Customer Engagement

Enhancing customer reach across multiple channels, strengthening coverage in private hospitals, retail pharmacies, and key accounts while optimizing omnichannel engagement through digital detailing and targeted promotional activities.

Through disciplined strategic execution and unwavering commitment to excellence, SPIMACO continues to advance toward its vision of becoming the Saudi National Champion in pharmaceutical manufacturing. Our 2025 performance demonstrates the strength of our strategic framework and positions us for continued success in the years ahead.

Risk Management

Strengthening Resilience through Proactive Risk Management

At SPIMACO, safeguarding business continuity and ensuring the successful execution of our strategy requires a disciplined and proactive approach to risk management. We are committed to identifying, assessing, and mitigating potential risks that could impact our ability to create sustainable value for stakeholders. By embedding risk awareness into every level of the organization, we enhance resilience, reinforce governance, and maintain operational excellence in an evolving industry landscape.

Enterprise Risk Governance

SPIMACO's approach to enterprise risk management is built on a structured framework that ensures clear accountability and rigorous oversight. Risk governance is shared between the Chief Executive Officer and the Board of Directors' Governance and Risk Committee, ensuring alignment with regulatory standards and industry best practices while maintaining a proactive risk management culture across the organization.

Our Managing Director plays a central role in integrating enterprise risk considerations into strategic decision-making, collaborating with Executive leadership to enhance risk awareness and strengthen resilience. This ensures that risk management is not just a compliance function but a fundamental component of business operations, supporting long-term growth and stability.

The Governance and Risk Committee (GRCC), as a specialized arm of the Board, is responsible for overseeing governance policies and enterprise risk strategies. The Committee evaluates the effectiveness of the ERM framework, ensures alignment with business objectives, and provides guidance on risk-related policies and controls.

Through this disciplined approach, SPIMACO reinforces its commitment to strong governance, operational excellence, and strategic foresight, ensuring the Company remains adaptable and resilient in a dynamic business environment.

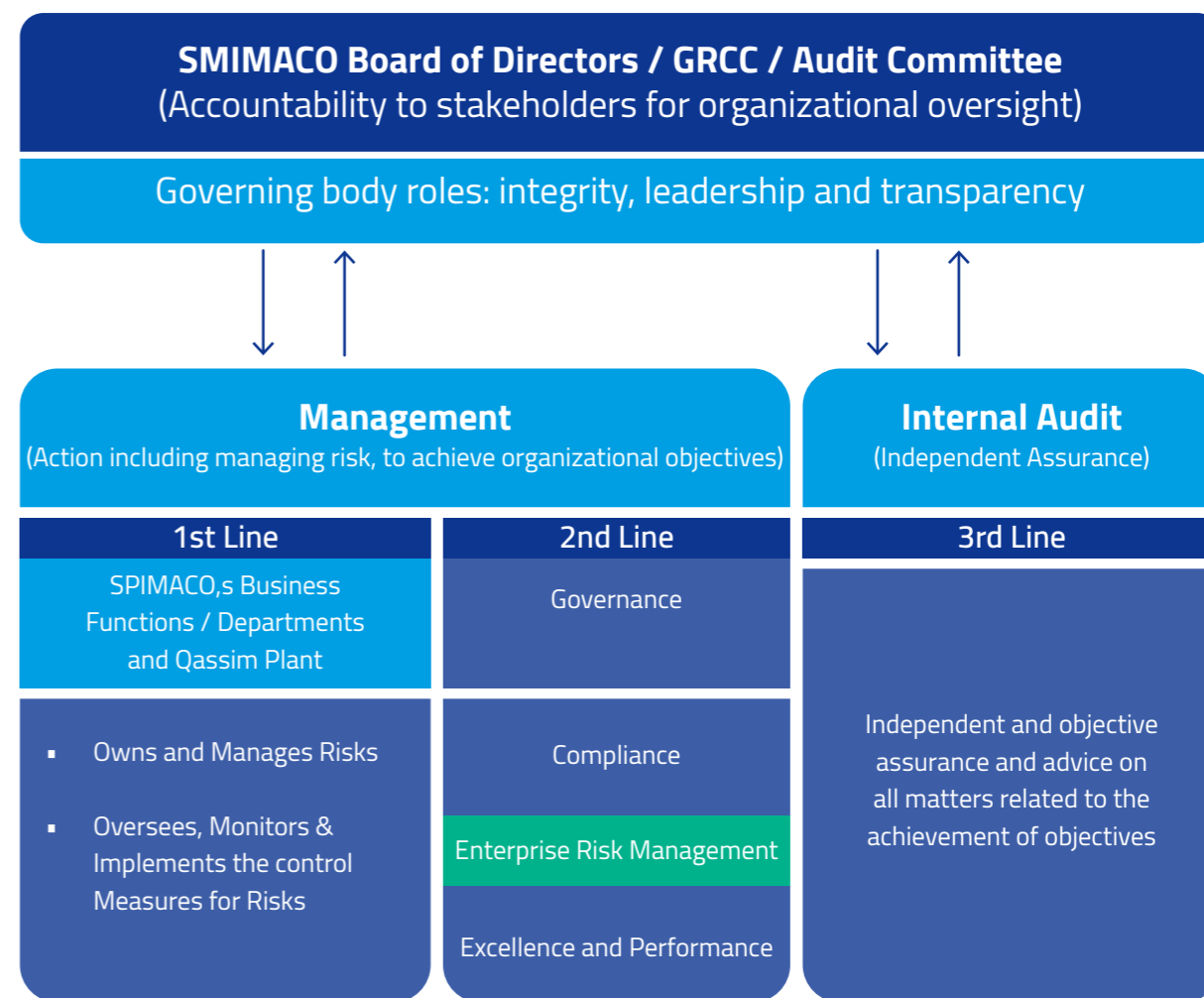


Enterprise Risk Management Framework

SPIMACO's enterprise risk management framework is designed to systematically identify, assess, and address potential challenges that could impact business objectives. Since its implementation in 2021, we have successfully extended this integrated ERM system across all subsidiaries, reinforcing a unified and proactive approach to risk mitigation.

To strengthen risk oversight, we have established a comprehensive three-tiered defense model. Business units and operational departments serve as the first line of defense, managing risks and implementing internal controls with support from key functions such as cybersecurity, quality assurance, and environmental health and safety. The Enterprise Risk Management function provides an added layer of monitoring, ensuring risks are continuously assessed, prioritized, and addressed. Internal Audit acts as the final line of defense, offering independent assurance to uphold the integrity and effectiveness of our risk management practices.

This structured, multi-layered approach enhances SPIMACO's ability to anticipate and mitigate risks, fostering resilience, agility, and a deeply embedded risk-aware culture across the organization.



Financial Review

For the full year 2025, SPIMACO demonstrated resilience and strategic progress amid a dynamic market environment. The Company's financial performance reflected disciplined execution of operational strategies, improved profitability metrics, and continued investment in growth initiatives aligned with the Group's long-term objectives.

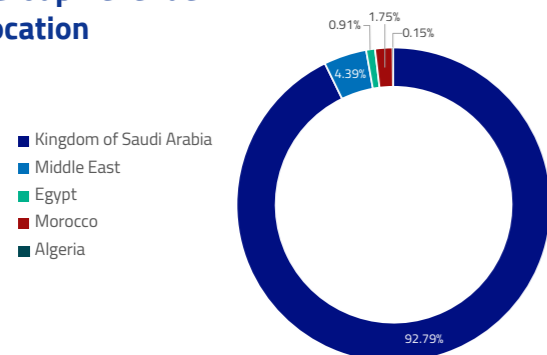
Financial Highlights

ﷲ Million	2025	2024
Revenue	1,707	1,682
Gross Profit	833	837
Gross Profit Margin (%)	48.80%	49.8%
EBITDA	388	245
EBITDA Margin (%)	22.7%	14.6%
Net Profit	197	32

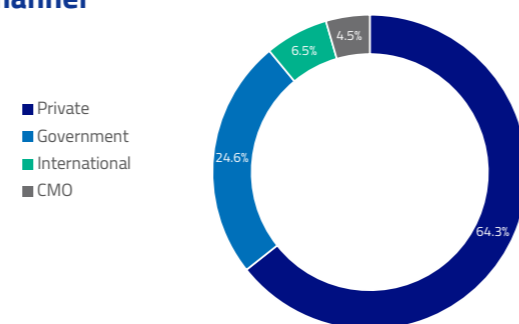
Revenue by Channel

SPIMACO's revenue performance in 2025 was driven by strategic focus across multiple channels, with continued emphasis on high-value products and improved market positioning. The Company maintained its leadership position in the Saudi private pharmaceutical market while advancing its international presence and government sector engagement.

Net Group Revenue by Location



Net Parent Revenue by Channel



	Value (ﷲ 000s)
Kingdom of Saudi Arabia	1,583,714
Middle East	75,006
Egypt	15,523
Morocco	29,907
Algeria	2,561
Total	1,706,711

	Value (ﷲ 000s)
Private	903,980
Government	346,213
International	91,523
CMO	63,284
Total	1,405,000

The Company's multi-channel commercial model continued to deliver results across key segments:



Private Channel:
Remained the primary revenue contributor, benefiting from optimized customer relationships and enhanced product availability across private pharmacies and hospitals.



Government Channel:
Strengthened engagement with government entities and continued supply of strategic products including Endosa, supporting national healthcare objectives.



International Markets:
Focus on MENA region expansion with strategic partnerships and distribution agreements, improving delivery timelines and market competitiveness.



CMO Operations:
Continued growth in contract manufacturing, leveraging SPIMACO's manufacturing expertise and capacity utilization strategies.

Summarized Consolidated Income Statement

ﷲ (000s)	2025	2024	% Change	2023	2022	2021
Net Sales	1,706,711	1,682,000	1.5%	1,655,441	1,421,810	1,459,783
Gross Profit	832,554	837,030	-0.5%	703,127	566,997	620,705
Income (Loss) from Operations	266,242	137,459	93.7%	52,154	(114,368)	55,502
Net Income (Loss)	196,810	31,842	518.1%	(40,047)	(171,233)	18,101

Financial Review

The improvement in profitability metrics during 2025 reflects the successful execution of several strategic initiatives:

- **Enhanced Sales Mix:** Prioritization of high-value products generating superior gross profit margins, with focused promotional efforts on brands with stronger margin potential.
- **Cost Discipline:** Improved procurement strategies and tighter control over indirect operating expenses delivered meaningful cost savings.
- **Capacity Utilization:** Better utilization of existing production capacity, including the High Potency Facility, enhanced overall operational efficiency.
- **Working Capital Optimization:** Tighter inventory management and enhanced collection efficiency improved cash flow quality and reduced financing costs.

Key Challenges Addressed

During 2025, management successfully navigated several challenges that impacted the operating environment:

- **Pricing Pressure:** Ongoing pricing pressure in certain channels was addressed through more conservative operational decision-making and strategic product mix optimization.
- **Input Cost Management:** Higher costs for selected inputs and services were mitigated through improved procurement strategies and supplier negotiations.
- **Operational Complexity:** Challenges related to production planning and inventory management were addressed through tighter production prioritization and enhanced planning systems.

Balance Sheet Strength

SPIMACO maintained a solid balance sheet position during 2025, with continued focus on optimizing working capital and managing the debt profile to support operational requirements and strategic investments.

Summarized Consolidated Balance Sheet





ﷲ (000s)	2025	2024	% Change	2023	2022	2021
Current Assets	2,376,136	2,356,266	0.84%	1,908,632	1,800,674	2,462,325
Non-Current Assets	1,991,615	1,963,082	1.45%	1,972,114	1,945,171	1,971,749
Total Assets	4,367,751	4,319,348	1.12%	3,880,746	3,745,845	4,434,074
Current Liabilities	1,859,857	2,010,085	-7.47%	1,410,843	1,348,824	1,639,744
Non-Current Liabilities	745,734	777,944	-4.14%	954,308	791,893	800,926
Total Liabilities	2,605,591	2,788,029	-6.54%	2,365,151	2,140,717	2,440,670
Total Equity	1,762,160	1,531,319	15.07%	1,515,595	1,605,128	1,993,404

Government and National Healthcare Alignment

Throughout 2025, SPIMACO aligned its operations and investments with national healthcare requirements, supporting supply continuity and local manufacturing capabilities. This participation reinforced the Company's role as an operational partner within the Saudi healthcare ecosystem, supporting long-term business sustainability while contributing to Vision 2030 objectives for pharmaceutical localization and self-sufficiency.

Strategic and Financial Priorities for 2026

Looking ahead to 2026 and beyond, SPIMACO's financial strategy will focus on:

- 
Value Realization: Maximizing returns from existing operational investments, including the High Potency Facility which is expected to enhance product mix and capacity utilization.
- 
Localization Deepening: Continued expansion of local manufacturing capabilities and technology transfer initiatives to strengthen supply chain resilience.
- 
Financial Discipline: Maintaining rigorous cost management and working capital optimization to support sustainable profitability improvement.
- 
Strategic Investment: Targeted investments in high-value therapeutic areas and capabilities aligned with long-term growth objectives.

These priorities are designed to deliver sustainable financial and operational outcomes while supporting the Kingdom's broader objectives for industrial development and healthcare transformation under Saudi Vision 2030.

Net Revenue 2025

Company	Net Revenue (ﷲ 000s)	% of Total Revenue
SPIMACO KSA	1,403,192	82.22%
ARAC Healthcare Company	73,094	4.28%
ARACOM Medical Company	7,988	0.47%
Dammam Pharmaceutical Company	11,083	0.65%
Al Qassim Medical Services Company	178,773	10.47%
SPIMACO Morocco for Pharmaceutical Company	29,907	1.75%
SPIMACO Algeria Company	2,561	0.15%
SPIMACO Egypt Company	6	0.00%
SPIMACO Misr for Pharmaceutical Industries	107	0.01%
Total	1,706,711	

Material Changes in Operating Results

₺ (000s)	2025	2024	Change Value	Change %	Reasons for Change
Revenue	1,706,711	1,682,000	24,711	1.47%	The main reason for the increase in revenue during the current year compared the previous year is due to: - Increase in revenues from contract manufacturing service agreements by 283 % with the amount of ₺ 46.8 million. - Increase in revenues from government sales by 32 % with the amount of ₺ 84.2 million.
Net Profit	184,363	24,535	159,828	652.7%	The main reason for the increase in net profit during the current year compared the previous year is due to: - The reduction in selling and marketing expenses by 13% with the amount of ₺ 43.6 million due to cost optimization. -The reduction in general and administrative expenses by 13% with the amount of ₺ 36.6 million due to cost optimization. - The reduction in impairment charge on trade receivables by 43% with the amount of ₺ 15.8 million due to improved collections - The increase in other income by 117% with the amount of ₺ 21.4 million due to gain on disposal of fixed assets.

Due Statutory Payments

	Due as of 31 December 2025	Paid	Justifications/ Notes
Zakat	40,760,693	(10,190,154)	
Tax (VAT)	(22,999,724)		Refund
GOSI	2,253,365	(13,897,856)	
Visa & Passport Fees		4,446,566	Expenses and Prepayments during the year

Due Payments

	2025	2024	2023	2022	2021	2020	Total
Zakat	11,509,766	-	8,485,293	-	4,136,680	16,628,954	40,760,693
Tax (VAT)	-	-	-	-	-	-	-
GOSI	2,253,365	-	-	-	-	-	2,253,365

03

Business Review

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Operational Review

Achieving Excellence Across All Functions

SPIMACO continued to fortify its operational foundation throughout 2025, reaching significant milestones in manufacturing, research and development, commercial operations, and international growth. Through a steadfast focus on operational excellence, strategic innovation, and disciplined execution, SPIMACO strengthened its standing as a premier pharmaceutical manufacturer in the MENA region while advancing the Kingdom's Vision 2030 healthcare localization agenda.

Manufacturing & Supply Chain Excellence

High Potent Facility: Commercial Operations Begin

A landmark achievement in 2025 was the commencement of commercial production at the state-of-the-art High Potent facility in Qassim. This SFDA-approved facility, developed in collaboration with AstraZeneca, represents a significant milestone in SPIMACO's capability to manufacture complex oncology products. The facility's successful operational launch positions SPIMACO as a regional leader in high-potency pharmaceutical manufacturing and supports national healthcare localization priorities.



Quality & Compliance Leadership

SPIMACO maintained its unwavering commitment to quality and regulatory compliance throughout the year, achieving the following key certifications:

- Completed upgrade of the Pre-Filled Syringe (PFS) packaging line
- Enhanced processes optimization to improve the process efficiency and cost.
- Enhanced orders fulfillment processes for improved efficiency and market needs
- Materials cost reduction and optimization





Research & Development: In-House Innovation

Strategic Pivot to In-House Capability

In 2025, SPIMACO successfully executed a strategic pivot from a Technology Transfer model to full in-house product development. This transformation significantly increased operational independence and maximized internal technical capabilities, positioning the company to accelerate product development timelines and enhance competitive advantage.




Robust Pipeline & Portfolio Expansion

The R&D team delivered exceptional results, completing the development of 32 new SKUs, including complex Fixed Dose Combinations (FDCs) designed to substitute monotherapies. Key R&D achievements include:

 <p>31 new SKUs successfully launched in the local market</p>	 <p>10 SKUs secured new registrations in the Saudi market</p>	 <p>38 SKUs obtained export approvals, strengthening international market access</p>
 <p>80 Trademarks registered across KSA and export markets</p>	 <p>Submission of the first vaccine dossier to SFDA, a major regulatory milestone</p>	 <p>Three strategic products submitted to local content authorities</p>

Portfolio Expansion Through Strategic Agreements

During 2025, Business Development successfully concluded six new agreements, further strengthening the Group’s portfolio and strategic positioning:

 <p>Three vaccine partnerships advancing national vaccine localization objectives</p>	 <p>Two small-molecule agreements expanding the therapeutic portfolio</p>	 <p>One biosimilar agreement enhancing biologics capabilities</p>
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Intellectual Property Excellence

SPIMACO’s Intellectual Property team demonstrated strong strategic capability in navigating complex patent environments within the Kingdom. The team executed effective design-around strategies for key formulations and processes, enabling early market entry and reducing dependency on existing patents. All IP department members obtained certification as IP Enforcement Officers from the Saudi Authority for Intellectual Property (SAIP), strengthening internal compliance and enforcement expertise. Throughout 2025, the team actively contributed to the Intellectual Property Respect Program, reinforcing SPIMACO’s commitment to national IP governance and innovation integrity.

Commercial Operations: Driving Profitable Growth

Strategic Product Launch Excellence

SPIMACO’s commercial teams successfully executed 13 new product launches in 2025, demonstrating strong cross-functional collaboration and market execution. Jectiron emerged as the most significant launch of the year, followed by Quillivant. The full portfolio of products launched includes:

<p>Olmexa (4 SKUs) and Olmexa Plus (5 SKUs) – cardiovascular portfolio expansion</p>	<p>Razapina (2 SKUs) – CNS therapeutic area</p>	<p>Malsy Injection and LAXIRA Injection – injectable portfolio enhancement</p>	<p>Restain, Experta, Restorica, Tigaron, Carcivor, Provinda Plus, and Jectiron injection</p>
--	---	--	--

Human Capital

Empowering Excellence Through People

At SPIMACO, our people are the cornerstone of our transformation journey. In 2025, the People & Culture function delivered strategic initiatives that aligned workforce capabilities with corporate objectives, accelerated digital transformation, and strengthened our position as an employer of choice in Saudi Arabia's pharmaceutical industry. Through disciplined execution of talent development programs, workforce optimization, and employee engagement initiatives, we have built a resilient, high-performing organization prepared to meet the challenges of tomorrow.

Our commitment to developing Saudi talent and fostering a culture of innovation remains central to our strategy, supporting both our business objectives and the Kingdom's Vision 2030 goals for workforce nationalization and human capital development.

Strategic People Initiatives in 2025

SPIMACO's People & Culture team executed transformative initiatives throughout 2025, driving organizational excellence across governance, digital transformation, talent development, and employee engagement, in-line with our multi-pillar framework designed to foster a full and productive workforce, creating an equitable, high-performing and sustainable organization:

Fostering Productive Employment for All

SPIMACO is committed to creating a workplace where every employee, regardless of gender, age or background, can thrive, grow, and contribute meaningfully. Our People strategy is anchored in a multi-pillar framework designed to build an equitable, high-performing, and sustainable organization.



Awards & Recognition

SPIMACO's commitment to people excellence was recognized through pursuit of leading HR certifications, reflecting our dedication to both policy excellence and authentic employee experience.



Talent Development & National Workforce Programs

Aligned with Saudi Vision 2030 and the Human Capability Development Program, we launched comprehensive initiatives to develop Saudi talent and build a sustainable pipeline of professionals for the pharmaceutical industry. In 2025, we provided experiential learning, development, and job opportunities to 370 Saudi candidates from across the Kingdom.

Tamheer Program

Our flagship six-month training initiative transformed pharmacy graduates into industry-ready professionals, with 100 trainees successfully transitioning to full-time positions across multiple functions.

Rafid Graduate Program

As the Kingdom's first graduate development program of its kind in the pharmaceutical sector, Rafid represents a pioneering initiative to attract, train, and integrate top-tier Saudi pharmacists into national operations.

The 12-month program, from which 50 elite candidates were selected, combines four months of foundational academy training with eight months of immersive on-the-job experience with national sales teams. Participants develop comprehensive competencies in consultative selling, customer management, data analytics, and pharmaceutical industry expertise, preparing them not just as sales representatives, but as future business leaders.

Cooperative Training (COOPs)

We provided experiential learning opportunities to 27 interns across National Sales, Operations, and Regulatory Affairs functions, supporting academic institutions and building our future talent pipeline.

Leadership & Capability Development

We introduced structured Learning & Development pathways through our three-tiered capability-building programs, scaling participation to 375 employees while supplementing with 1,500 eLearning licenses:

Succession planning was expanded to N-0, N-1, and N-2 leadership levels to ensure organizational resilience and sustainable talent continuity. Leadership development programs equipped participants with advanced strategic capabilities, including change management and strategy execution training.

Employee Wellbeing & Engagement

Creating a supportive, trustworthy work environment that actively invests in employee wellbeing directly impacts organizational resilience and performance. Our comprehensive approach in 2025 included:

- Remote Working Policy: Expanded flexible working arrangements to support holistic employee health and work-life balance
- Social & Community Wellbeing: Half-day for birthday celebrations and Haj Initiative to support cultural and religious observance
- Commute Support Program: Subsidized Metro subscriptions and dedicated shuttle bus services to reduce financial stress and promote better work-life balance

04

Sustainability



Sustainability

Building a Sustainable Future Through Responsible Manufacturing

Sustainability at SPIMACO is not a peripheral initiative; it is woven into the fabric of how we operate, innovate, and grow. In 2025, we deepened our commitment to environmental stewardship, social responsibility, and governance excellence, demonstrating that responsible business practices and commercial success are not mutually exclusive but mutually reinforcing.

As Saudi Arabia advances toward its Vision 2030 objectives, SPIMACO has positioned itself as a catalyst for sustainable industrial development. Our approach extends beyond compliance; we are actively shaping the future of responsible pharmaceutical manufacturing in the Kingdom, setting benchmarks that demonstrate how environmental consciousness, workforce investment, and operational excellence can converge to create lasting value.

Our Sustainability Framework

SPIMACO’s sustainability strategy rests on three interconnected pillars, each reinforcing the others to create a comprehensive approach aligned with the United Nations Sustainable Development Goals and the Kingdom’s national transformation priorities.

Environmental Stewardship	Social Responsibility	Governance & Compliance
<ul style="list-style-type: none"> Energy efficiency Carbon reduction Waste management Resource optimization 	<ul style="list-style-type: none"> Employee well-being Community engagement Health and safety Talent development 	<ul style="list-style-type: none"> Ethical practices Transparency Stakeholder engagement Regulatory compliance



Environmental Stewardship

Manufacturing Excellence with Environmental Integrity

The commercial launch of our High Potent Manufacturing Facility in 2025 represents more than a production milestone; it exemplifies our philosophy that advanced manufacturing and environmental responsibility must evolve together. This state-of-the-art facility was designed with sustainability at its core, incorporating advanced containment systems, energy-efficient equipment, and optimized resource utilization. As we produce critical oncology and specialty medicines, we do so with minimal environmental footprint.

Our commitment to environmental standards was validated through the successful renewal of ISO 14001:2015 (Environmental Management), ISO 9001:2015 (Quality Management), and ISO 45001:2018 (Occupational Health and Safety) certifications at both Qassim and Dammam facilities. These certifications are not mere accreditations—they represent our systematic approach to continuous environmental improvement.

Saudi Made Gold Tier: A Milestone in Sustainable Localization

In 2025, SPIMACO achieved Gold Tier status from the Saudi Made program, a prestigious recognition that validates our commitment to local manufacturing excellence while maintaining the highest environmental and quality standards. This achievement reflects our broader mission: to support the Kingdom's industrial localization objectives while reducing the environmental impact associated with pharmaceutical imports through sustainable domestic production.

Energy Efficiency and Waste Reduction

Building on our Building Management Systems (BMS) implementation, we continued to optimize energy consumption across our facilities, driving measurable reductions in electricity usage and Scope 2 carbon emissions. Our partnership with the Saudi Investment Recycling Company (SIRC) ensures responsible waste management, while employee-driven recycling initiatives through Sustainability Day activities continue to divert significant volumes of recyclable materials from landfills. These efforts demonstrate that environmental stewardship and operational efficiency are complementary objectives.

SPIMACO continued to advance its efficiency initiatives in 2025, delivering measurable reductions in energy and water consumption. After normalizing 2024 figures to exclude the divested Buran asset (2,076,844 kWh), adjusted facility electricity consumption stood at 1,743,499 kWh, declining to 1,462,224 kWh in 2025; a 16.1% reduction. Head office consumption also decreased from 3,378,636 kWh in 2024 to 3,025,487 kWh in 2025, a 10.5% reduction driven by optimization and efficiency measures. Water usage across corporate facilities fell from 59,203.1 cubic meters in 2024 to 51,841.1 cubic meters in 2025, marking a 12.4% drop, all of which underscore SPIMACO's continued focus on resource efficiency, operational optimization, and sustainability.

Social Responsibility

Zero Harm: Our Uncompromising Safety Culture

Workplace safety is non-negotiable at SPIMACO. Our Zero Harm Culture Initiative delivered exceptional results in 2025, with rigorous safety training, regular facility audits, and continuous improvement in safety protocols. To date, SPIMACO have achieved 5.3million safe work hours.



Certifications and Recognition

Certification	Scope
ISO 14001:2015	Environmental Management System — Renewed for Qassim & Dammam Plants
ISO 45001:2018	Occupational Health and Safety — Renewed for Qassim & Dammam Plants
ISO 9001:2015	Quality Management System — Renewed for Qassim & Dammam Plants
Saudi Made Gold Tier	Recognition for local manufacturing excellence and quality standards

Looking Ahead: Sustainability in 2026 and Beyond

As SPIMACO advances its strategic vision of becoming the Saudi National Champion in pharmaceutical manufacturing, sustainability will remain central to our growth trajectory. Our 2026 priorities are designed not only to deepen our environmental and social impact but to demonstrate that sustainable practices are essential drivers of competitive advantage.

Strategic Sustainability Priorities

- **Renewable Energy Expansion:** Exploring opportunities to integrate renewable energy solutions across our facilities, further reducing our carbon footprint while optimizing operational costs
- **Circular Economy Advancement:** Expanding waste reduction and recycling programs, with particular focus on sustainable packaging solutions that align with global environmental standards
- **ESG Governance Enhancement:** Strengthening our ESG governance framework and improving sustainability reporting transparency to meet evolving stakeholder expectations and position for higher ESG ratings
- **Talent Pipeline Development:** Expanding graduate development programs and nationalization initiatives to build the pharmaceutical workforce Saudi Arabia needs for the future
- **Community Impact Expansion:** Deepening partnerships with healthcare and social welfare organizations to extend our positive impact across the Kingdom



These initiatives are fully aligned with Vision 2030's objectives for sustainable industrial growth, carbon reduction, and enhanced ESG governance. By embedding sustainability into every aspect of our operations, SPIMACO is not merely responding to stakeholder expectations, but is actively shaping the future of responsible pharmaceutical manufacturing in the Kingdom. As we move into 2026, we remain committed to demonstrating that environmental responsibility, social investment, and commercial success are mutually reinforcing paths to long-term value creation.

05

Governance



Corporate Governance

The Board of Directors of SPIMACO is deeply committed to upholding the principles of corporate governance, fostering transparency, and adhering to the highest professional standards in all its dealings. This commitment aims to protect the rights of shareholders and stakeholders, achieve fairness, competitiveness, and transparency, and reinforce good governance standards within the Company, in alignment with the directives of the Capital Market Authority (CMA).

SPIMACO takes pride in being an ethically and socially responsible entity. It champions fair business practices to cultivate an attractive and ethical work environment, thereby affirming its dedication to its core values. The Company places significant emphasis on fair and equitable engagement with its shareholders, employees, customers, government authorities, and the general public.

Board of Directors Names of the Board Members

In accordance with the Company's Bylaws, the Board of Directors is composed of nine members. They were appointed by the General Assembly of Shareholders for a four-year term commencing on April 3, 2025, and concluding on April 2, 2029. The table below outlines the names of the Board members during the year 2025, covering the previous term (12th Term) up to April 2, 2025, and the current term (13th Term), along with their membership capacities, as follows:



Board of Directors Members 12th Term (January 01, 2025 to April 02, 2025)	Position	Membership Capacity
Dr. Ahmed bin Hamdan Al-Judaie	Chairman of the Board	Independent
Mr. Ammar bin Abdulwahed Al-Khudairy	Vice Chairman of the Board	Non-Executive
Mr. Khalid bin Abdulrahman Al-Gwaiz	Board Member	Non-Executive
Dr. Mai bin Abdullah Al-Hajjaji	Board Member	Independent
Dr. Fahad bin Abdulaziz Al-Rabiah	Board Member	Independent
Mr. Faisal bin Mohammed Shaker	Board Member	Non-Executive
Dr. Mohammed Khalil Mohammed	Board Member	Non-Executive
Eng. Adel Karim Kak Ahmed	Board Member	Non-Executive
Mr. Abdulrahman bin Mohammed Al-Thunayan	Board Member	Independent

Board of Directors Members 13th Term (April 03, 2025 to April 02, 2029)	Position	Membership Capacity
Mr. Khalid bin Abdulrahman Al-Gwaiz	Chairman of the Board	Non-Executive
Dr. Ahmed bin Hamdan Al-Judaie	Vice Chairman of the Board	Executive
Dr. Mai bin Abdullah Al-Hajjaji	Board Member	Independent
Dr. Fahad bin Abdulaziz Al-Rabiah	Board Member	Independent
Dr. Ibrahim bin Abdulrahman Al-Juffali	Board Member	Non-Executive
Mr. Farhan bin Waleed Al-Buainain	Board Member	Independent
Mr. Khalid bin Ibrahim Al-Rabiah	Board Member	Non-Executive
Mr. Khaldoun bin Abdullah Al-Fakhri	Board Member	Independent
Mr. Faisal bin Marzouq Al-Fahadi	Board Member	Independent



Current Position	Membership Capacity	Membership Capacity
Managing Director of the Saudi Pharmaceutical Industries & Medical Appliances Corporation (SPIMACO); Professor at the College of Medicine and Pharmacy at Alfaisal University.	Assistant Deputy Minister for Ancillary Medical Services at the Ministry of Health; President of the Scientific Board of Pharmacy at the Saudi Commission for Health Specialties; Director of the Pharmaceutical Care Department at King Faisal Specialist Hospital and Research Centre.	Board certified in Pharmacotherapy by the American Board of Medical Specialties; PhD in Pharmacy from the University of Health Sciences and Pharmacy in St. Louis, USA; Master's degree in Business Administration from Harlington University, UK; Bachelor's degree from King Saud University. Dr. Ahmed bin Hamdan Al-Judaie currently holds the position of Founding President of the Saudi Society of Clinical Pharmacy.

Dr. Ahmed bin Hamdan Al-Judaie



Current Position	Membership Capacity	Membership Capacity
Chairman of the Board of Directors of the Saudi Venture Capital Company.	Chairman of the Board of Directors of the Saudi National Bank.	Holds a Master's degree in Engineering Management from George Washington University. His experience spans over 30 years in the financial and banking sector, having held numerous positions including Regional Manager for the Central Region at Banque Saudi Fransi, where he was a Co-Founder and Managing Director. He also served as a board member for several listed companies and their affiliated committees.

Mr. Ammar bin Abdulwahed Al-Khudairy

Current Position	Membership Capacity	Membership Capacity
Retired.	Managing Director of Binladin International Holding Group - CEO.	Holds a Bachelor's degree in Urban Planning from the University of Washington, Seattle, USA. He began his career working at the Saudi Industrial Development Fund and progressed through several leadership positions. He worked at Tawuniya Insurance, advancing through the insurance underwriting and claims departments, with his last position being Director of the Financial and Administrative Affairs Sector. He obtained a fellowship from the Chartered Insurance Institute in the UK. He worked at Arab National Bank as General Manager of the Credit Group, and at Samba Financial Group as Assistant General Manager of the Credit Risk Management Department, then General Manager of the Corporate Banking Group in the Central Region. He subsequently held the position of CEO of Astra Industrial Group, then worked as Managing Director of the Arabian Company for Water and Power Development (ACWA Holding), and served as CEO of Binladin Holding Group.



Mr. Khalid bin Abdulrahman Al-Gwaiz



Current Position	Membership Capacity	Membership Capacity
Head of the Research Office at King Saud bin Abdulaziz University for Health Sciences.	Associate Dean of Student Affairs at King Saud bin Abdulaziz University for Health Sciences.	Dr. Mai Al-Hajjaji has extensive experience in the field of pharmacy and toxicology. She earned a Bachelor's degree in Pharmaceutical Sciences from King Saud University and completed her Master's and PhD degrees in Pharmacology and Toxicology from Virginia Commonwealth University. She currently holds the position of Head of the Research Department at King Saud University for Health Sciences, leading a specialized research team in the discovery of new antibiotics. In addition, she works as a consultant for several government entities. Dr. Mai possesses advanced consulting skills and has made significant contributions to the field of scientific research, collaborating with several universities and government agencies. Dr. Mai Al-Hajjaji is considered an authority in her field and an active contributor to the development of scientific and pharmaceutical knowledge within the Kingdom of Saudi Arabia and abroad.

Dr. Mai bint Abdullah Al-Hajjaji




Current Position	Membership Capacity	Membership Capacity
Consultant of Infectious Diseases and Viruses at King Faisal Specialist Hospital and Research Centre in Riyadh; Vice Chairman of the Board of Directors of Specialist International Holding Company and Chairman of the Executive Committee.	Head of the Infectious Diseases Department at King Faisal Specialist Hospital and Research Centre in Riyadh; Chairman of the Resource Development Committee at the Referral Center in the Ministry of Health.	Dr. Fahad Al-Rabiah obtained a Bachelor's degree in Medicine and Surgery from King Saud University, the Arab Fellowship in Internal Medicine, and the Canadian Fellowship in Infectious Diseases from the University of British Columbia. He has held several positions, including CEO of the Saudi Diagnostic Limited Company.

Dr. Fahad bin Abdulaziz Al-Rabiah



Current Position	Membership Capacity	Membership Capacity
Partner and CEO of Modern Food Company and Modern Elite Company.	CEO and Head of Wealth Management and Investment at Audi Capital; Founder and Executive Partner of Hadabat Al-Emar for Real Estate Development and Investment.	Obtained a Bachelor's degree in Marketing from King Saud University, and a Master's degree in Economics from Old Dominion University in Norfolk, USA. He began his career as a New Business Development Manager at General Dynamics Arabia, and worked as Assistant Wealth Management Manager at Merrill Lynch during his Master's program. Mr. Faisal held the position of Head of Banking Services at SABB, and worked as Head of Wealth Management and Business Development at Gulf Investments. He also served as Head of Wealth and Investment Management at Barclays and Head of Markets for both Saudi Arabia and Bahrain.

Mr. Faisal bin Mohammed Shaker



Dr. Mohammed Khalil Mohammed

Current Position	Membership Capacity	Membership Capacity
CEO of Healthcare Therapeutics, Cures HealthCare, Switzerland.	CEO of ACDIMA BioCenter (Center for Bioequivalence and Pharmaceutical Studies); General Manager of the Arab Company for Drug Industries and Medical Appliances (ACDIMA).	Holds a Bachelor's degree in Pharmacy and a PhD in Medicinal and Pharmaceutical Chemistry from the University of Toledo, USA. He obtained the American Board of Pharmacy certification from the National Association of Boards of Pharmacy (NABP). Dr. Mohammed began his career as an expert and member of various committees at the Jordan Food and Drug Administration, and also worked as an expert in biological drugs. He worked as an instructor at the College of Pharmacy at the University of Toledo, USA, held the position of Pharmacist in Charge at CVS, USA, and served as a Professor at the Faculty of Pharmacy, University of Jordan.




Eng. Adel Karim Kak Ahmed

Current Position	Membership Capacity	Membership Capacity
Retired.	Deputy Minister of Electricity in Iraq; Member of the Executive Council of the Arab Industrial Development and Mining Organization.	Holds a Bachelor's degree in Engineering (1983). Eng. Adel held the position of Chairman of the Board of the Arab Fertilizer Association, Chairman of the Board of the Arab Company Tassili Tafco in Algeria, and Chairman of the Board of the Arab Company for Antibiotic Industries (ACAI) in Iraq. He also served as a board member for ACDIMA Veterinary Medicine Company, a subsidiary of ACDIMA for Pharmaceutical Industries, and a member of the Executive Council of the Arab Industrial Development and Mining Organization. Additionally, he serves as a board member of ACDIMA for Pharmaceutical Industries and has held the position of Council Representative for Iraq since 2006.



Mr. Abdulrahman bin Mohammed Al-Thunayan

Current Position	Membership Capacity	Membership Capacity
Retired.	Officer at the Ministry of Defense.	Holds a Master's degree in Politics and Media. He began his career as an official in the Public Affairs Department at the Ministry of Defense and as the Patient Affairs and Public Relations Officer at the Military Attaché in the United Kingdom, progressing through various positions within the Ministry.




Dr. Ibrahim bin Abdulrahman Al-Juffali

Current Position	Membership Capacity	Membership Capacity
Chief Executive Officer for Healthcare Providers Affairs (National Health Insurance Center).	Executive Vice President for the Drug Sector at the Saudi Food and Drug Authority (SFDA); Vice Dean for Development and Quality at the College of Pharmacy, King Saud University; Associate Professor at the College of Pharmacy, King Saud University.	Holds a PhD and a Master's degree in Pharmaceutical Regulatory Affairs from the University of Georgia, USA, and a Bachelor's degree in Pharmaceutical Sciences from King Saud University. He possesses extensive practical experience in the field of medicine and its sciences, and is one of the most prominent specialists in pharmaceutical sector legislation in the Kingdom. He is a member of the board of directors and committees of specialized pharmaceutical manufacturing companies both locally and internationally, such as Lifera (a company owned by the Public Investment Fund), ACDIMA in Jordan, Tassili in Algeria, CAD Middle East, and SPIMACO Morocco in the Kingdom of Morocco.



Mr. Farhan bin Waleed Al-Buainain

Current Position	Membership Capacity	Membership Capacity
Chief Audit Executive at the Economic Cities and Special Zones Authority.	Senior Auditor at Sahara International Petrochemical Company (Sipchem); Co-General Auditor at Saudi Arabian Oil Company "Aramco".	Holds a Master's degree in Management and a Bachelor's degree in Accounting from the University of Texas. He has over 40 years of experience in leadership positions within the fields of accounting, finance, internal audit, corporate governance, risk management, and compliance across various companies in the oil, gas, and petrochemical sectors, both inside and outside the Kingdom.



Mr. Khalid bin Ibrahim Al-Rabiah

Current Position	Membership Capacity	Membership Capacity
Director of Khalid Al-Rabiah Financial Consulting Office.	Vice President of Finance at Saudi Arabian Amiantit Company; CEO of Chemanol.	Holds a Bachelor's degree in Accounting from the University of Toledo, USA. He progressed through leadership positions in the accounting department at the Saudi Arabian Monetary Authority (SAMA), then served as Vice President of Finance at Saudi Arabian Amiantit Company, and subsequently as CEO of Chemanol. He possesses high-level financial expertise and has provided numerous financial consultations through the Khalid Al-Rabiah Financial Consulting Office. He also has extensive experience serving on boards of directors and their committees.



Mr. Khalid bin Abdullah Al-Fakhri

Current Position	Membership Capacity	Membership Capacity
Executive Vice President of Corporate Affairs at Almarai Company.	General Manager of Group Affairs at Almarai Company.	Holds a Master's degree in Marketing from the University of Salford in the United Kingdom, and an Executive Leadership Diploma from Harvard University. He possesses extensive experience in management and human resources through working in several companies at the local level, and has provided numerous management consultations.



Mr. Faisal bin Marzouq Al-Fahadi

Current Position	Membership Capacity	Membership Capacity
Executive Vice President of Corporate Affairs at Almarai Company.	General Manager of Group Affairs at Almarai Company.	Holds a Master's degree in Marketing from the University of Salford in the United Kingdom, and an Executive Leadership Diploma from Harvard University. He possesses extensive experience in management and human resources through working in several companies at the local level, and has provided numerous management consultations.

Board Member	Current Memberships	Company Location	Legal Entity of the Company	Previous Memberships	Company Location	Legal Entity of the Company
Dr. Ahmed bin Hamdan Al-Judaie	None	-	-	None	-	-
Mr. Ammar bin Abdulwahed Al-Khudairy	Almarai Company	Saudi Arabia	Listed Joint Stock	Saudi National Bank	Saudi Arabia	Listed Joint Stock
	Saudi Venture Capital Company	Saudi Arabia	Closed Joint Stock	SNB Capital	Saudi Arabia	Listed Joint Stock
	Sports Clubs Company	Saudi Arabia	Limited Liability	Samba Financial Group	Saudi Arabia	Listed Joint Stock
			Closed Joint Stock	Banque Saudi Fransi	Saudi Arabia	Listed Joint Stock
	Alkhorayef Group	Saudi Arabia	Closed Joint Stock	Goldman Sachs Saudi Arabia	Saudi Arabia	Closed Joint Stock
	Industrial Fund Investment Company	Saudi Arabia	Limited Liability	Morgan Stanley Saudi Arabia	Saudi Arabia	Closed Joint Stock
	Rakeeza Health Company Ltd.	Saudi Arabia	Limited Liability	Allianz Cooperative Insurance	Saudi Arabia	Listed Joint Stock
	Thara Consulting Company	Saudi Arabia	Limited Liability	El Seif Engineering Contracting Company	Saudi Arabia	Limited Liability
	Gulf Funds Company	Saudi Arabia	Limited Liability	Fawaz Abdulaziz Alhokair & Co.	Saudi Arabia	Listed Joint Stock
	Amwal AlKhaleej Commercial Investment Company Ltd.	Saudi Arabia	Limited Liability	Arabian Shield Cooperative Insurance Company	Saudi Arabia	Listed Joint Stock
	Yasmeen Al-Shorouk Trading Company	Saudi Arabia	Limited Liability	Al Tayyar Travel Group (Almosafer)	Saudi Arabia	Listed Joint Stock
	Saudi Arabian Dubai Contracting Company Ltd.	Saudi Arabia	Limited Liability	Qantara Development Investment Company	Saudi Arabia	Limited Liability
	Al-Farabi Medicine Company	Saudi Arabia	Limited Liability	SPIMACO Misr for Pharmaceutical Industries	Egypt	Closed Joint Stock
	Amwal Capital Partners	UAE	Limited Liability			
	Dubai Contracting Company	UAE	Closed Joint Stock			
Dustin Company	USA	Limited Liability				

Board Member	Current Memberships	Company Location	Legal Entity of the Company	Previous Memberships	Company Location	Legal Entity of the Company
Mr. Khalid bin Abdulrahman Al-Gwaiz	Riyadh Cables Group	Saudi Arabia	Listed Joint Stock	Jazan Industrial Gases Company	Saudi Arabia	Closed Joint Stock
	Al Rajhi Bank	Saudi Arabia	Listed Joint Stock	Astra Industrial Group (CEO)	Saudi Arabia	Listed Joint Stock
	Bawan Company	Saudi Arabia	Listed Joint Stock	Jazan Industrial Gases Company	Saudi Arabia	Limited Liability
	SEDCO Capital	Saudi Arabia	Closed Joint Stock	Saudi Tabreed Company	Saudi Arabia	Closed Joint Stock
	Premium Solutions for Chemical Industries Company	Saudi Arabia	Limited Liability	Arabian Medical Products Manufacturing Company	Saudi Arabia	Limited Liability
	International Union for Construction Company	Saudi Arabia	Limited Liability	Roaya Watan Holding Company	Saudi Arabia	Limited Liability
	-	-	-	Roaa Development Holding Company	Saudi Arabia	Limited Liability
	-	-	-	Swicorp Company	Saudi Arabia	Closed Joint Stock
Dr. Mai bint Abdullah Al-Hajjaji	None	-	-	None	-	-
Dr. Fahad bin Abdulaziz Al-Rabiah	King Faisal Specialist Hospital International Holding Company	Saudi Arabia	Holding Company	None	-	-
	Care Shield Holding Company	Saudi Arabia	Closed Joint Stock	None	-	-
Mr. Faisal bin Mohammed Shaker	Sinad for Trade, Tourism and Industry	Saudi Arabia	Joint Stock	Falcon Plastic Products Company	Saudi Arabia	Limited Liability
				SPIMACO Morocco for Pharmaceutical Industries	Morocco	Closed Joint Stock
				Qassim Medical Services Company	Saudi Arabia	مساهمة مغلقة
	National Bank of Kuwait Wealth Management	Saudi Arabia	Closed Joint Stock	SPIMACO Egypt for Pharmaceutical Industries	Egypt	مساهمة مغلقة
				Arak Healthcare Company	Saudi Arabia	Limited Liability

Board Member	Current Memberships	Company Location	Legal Entity of the Company	Previous Memberships	Company Location	Legal Entity of the Company
Dr. Mohammed Khalil Mohammed	None	-	-	Arab Pharmaceutical Manufacturing Company (SAIPH)	Tunisia	Limited Liability
				ACDIMA for Veterinary Medicine (ACDIMA VET)	Syria	Limited Liability
				Tassili Arab Pharmaceutical Company (TAFCO)	Algeria	Closed Joint Stock
				CAD Middle East Pharmaceutical Industries	Saudi Arabia	Closed Joint Stock
				SPIMACO Morocco for Pharmaceutical Industries	Morocco	Closed Joint Stock
				Arab Company for Antibiotic Industries (ACAI)	Iraq	Joint Venture
Eng. Adel Karim Kak Ahmed	None	-	-	Tassili Arab Pharmaceutical Company (TAFCO)	Algeria	Closed Joint Stock
				Arab Company for Drug Industries and Medical Appliances (ACDIMA)	Jordan	Listed Company
				ACDIMA for Veterinary Medicine (ACDIMA VET)	Syria	Limited Liability
				SPIMACO Morocco for Pharmaceutical Industries	Morocco	Closed Joint Stock
				Qassim Medical Services Company	Saudi Arabia	Closed Joint Stock
Mr. Abdulrahman bin Mohammed Al-Thunayan	None	-	-	Tassili Arab Pharmaceutical Company (TAFCO)	Algeria	Closed Joint Stock
Dr. Ibrahim bin Abdulrahman Al-Juffali	Lifera Pharmaceutical Investments Company	Saudi Arabia	Closed Joint Stock			
	Arab Company for Drug Industries and Medical Appliances (ACDIMA)	Jordan	Arab Joint Stock			
	Tassili Arab Islamic Pharmaceutical Company (TAFCO)	Algeria	Arab Joint Stock			
	CAD Middle East Pharmaceutical Industries	Saudi Arabia	Closed Joint Stock			
	SPIMACO Morocco for Pharmaceutical Industries	Morocco	Closed Joint Stock			

Board Member	Current Memberships	Company Location	Legal Entity of the Company	Previous Memberships	Company Location	Legal Entity of the Company
Mr. Farhan bin Waleed Al-Buainain	None	-	-	Aramco Gulf Operations Company	Saudi Arabia	
				Avin International for Petroleum Products Marketing	Greece	
				Motor Oil (Hellas) Refineries	Greece	
				Saudi Aramco Mobil Refinery Company (SAMREF) Yanbu	Saudi Arabia	
				Saudi Aramco Mobil Refinery Company (SAMREF) Jubail	Saudi Arabia	
Mr. Khalid bin Ibrahim Al-Rabiah				East Pipes Integrated Company for Industry	Saudi Arabia	Listed Joint Stock
				Yanbu National Petrochemical Company (Yansab)	Saudi Arabia	Listed Joint Stock
				Miahona Company	Saudi Arabia	Listed Joint Stock
				Southern Province Cement Company	Saudi Arabia	Listed Joint Stock
				Abdullah Al Othaim Investment Company	Saudi Arabia	Closed Joint Stock
				Tunisian Saudi Bank	Tunisia	Closed Joint Stock
				Arab Company for Drug Industries and Medical Appliances (ACDIMA)	Jordan	Joint Arab Ownership
				ACWA Power Company	Saudi Arabia	Listed Joint Stock
				Saudi Tabreed District Cooling Company	Saudi Arabia	Closed Joint Stock
				Al-Dhawayan Holding Company	Saudi Arabia	Closed Joint Stock
Al-Abdulkarim Holding Company	Saudi Arabia	Closed Joint Stock				
Janah Center for Child Hospitality	Saudi Arabia	Limited Liability				

Board Member	Current Memberships	Company Location	Legal Entity of the Company	Previous Memberships	Company Location	Legal Entity of the Company
Mr. Khaldoun bin Abdullah Al-Fakhri	Al Yusr Leasing and Financing Company	Saudi Arabia	Closed Joint Stock	-	-	-
	Riyadh Investment and Development Company	Saudi Arabia	Closed Joint Stock	-	-	-
	King Salman International Airport Development Company	Saudi Arabia	Closed Joint Stock	-	-	-
	Saudi Housing Guarantee Services Company	Saudi Arabia	Closed Joint Stock	-	-	-
	Sidra Capital	Saudi Arabia	Closed Joint Stock	-	-	-
	Saudi Export-Import Bank	Saudi Arabia	Closed Joint Stock	-	-	-
	Malan Company	Saudi Arabia	Public Joint Stock	-	-	-
	Hail Agricultural Development Company (HADCO)	Saudi Arabia	Closed Joint Stock	-	-	-
Mr. Faisal bin Marzouq Al-Fahadi	Taseel Poultry Company	Saudi Arabia	Limited Liability	-	-	-

Description of any interest, contractual securities, and subscription rights belonging to the members of the Board of Directors and their relatives in the shares or debt instruments of the Company or any of its subsidiaries, and any change in such interest or rights during the fiscal year 2025:

Name	Total number of shares as of January 01, 2025	Total number of shares as of December 31, 2025	Net Change	Percentage of Change
Dr. Ahmed bin Hamdan Al-Judaie	1,508	5,474	3,966	72%
Mr. Ammar bin Abdulwahed Al-Khudairy	1,000	1,000	-	-
Mr. Khalid bin Abdulrahman Al-Gwaiz	24,000	44,999	20,999	46%
Dr. Mai bint Abdullah Al-Hajjaji	50	50	-	-
Dr. Fahad bin Abdulaziz Al-Rabiah	27,000	27,000	-	-
Mr. Faisal bin Mohammed Shaker	1,000	1,000	-	-
Dr. Mohammed Khalil Mohammed	-	-	-	-
Eng. Adel Karim Kak Ahmed	-	-	-	-
Mr. Abdulrahman bin Mohammed Al-Thunayan	1,685	1,685	-	-
-	-	-	-	-
Dr. Ibrahim bin Abdulrahman Al-Juffali	-	965	965	100%
Mr. Farhan bin Waleed Al-Buainain	-	10	10	100%
Mr. Khalid bin Ibrahim Al-Rabiah	-	10	10	100%
Mr. Khaldoun bin Abdullah Al-Fakhri	-	13	13	100%
Mr. Faisal bin Marzouq Al-Fahadi	-	1	1	100%

Description of any interest, contractual securities, and subscription rights belonging to the relatives of the Board of Directors' members in the shares or debt instruments of the Company or any of its subsidiaries, and any change in such interest or rights during the fiscal year 2025:

Name	Total number of shares as of January 01, 2025	Total number of shares as of December 31, 2025	Net Change	Percentage of Change
Relatives of Dr. Fahad bin Abdulaziz Al-Rabiah	102,609	107,109	4,500*	4.2%

Board of Directors Meetings

During the year 2025, the Board of Directors held seven (7) meetings as follows:

Board Members	Position	Capacity	First Meeting Feb 11, 2025	Second Meeting Mar 24, 2025	Third Meeting Apr 07, 2025	Fourth Meeting Jun 02, 2025	Fifth Meeting Sep 04, 2025	Sixth Meeting Nov 03, 2025	Seventh Meeting Dec 22, 2025
Dr. Ahmed bin Hamdan Al-Judaie	Chairman of the Board (12)	Independent (12)	Attended	Attended	Attended	Attended	Attended	Attended	Attended
	Vice Chairman (13) / Managing Director	Executive (13)							
Mr. Ammar bin Abdulwahed Al-Khudairy	Vice Chairman of the Board (12)	Non-Executive	Attended	Attended	Membership Ended				
Mr. Khalid bin Abdulrahman Al-Gwaiz	Chairman of the Board (13)	Non-Executive	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Dr. Mai bin Abdullah Al-Hajjaji	Member	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Mr. Faisal bin Mohammed Shaker	Member	Non-Executive	Attended	Attended	Membership Ended				
Dr. Mohammed Khalil Mohammed	Member	Non-Executive	Attended	Attended	Membership Ended				
Mr. Abdulrahman bin Mohammed Al-Thunayan	Member	Independent	Attended	Attended	Membership Ended				
Eng. Adel Karim Kak Ahmed	Member	Non-Executive	Attended	Attended	Membership Ended				
Dr. Ibrahim bin Abdulrahman Al-Juffali	Member	Non-Executive	Membership Not Started		Attended	Attended	Attended	Attended	Attended
Mr. Farhan bin Waleed Al-Buainain	Member	Independent	Membership Not Started		Attended	Attended	Attended	Attended	Attended
Mr. Khalid bin Ibrahim Al-Rabiah	Member	Non-Executive	Membership Not Started		Attended	Attended	Attended	Attended	Attended
Mr. Khaldoun bin Abdullah Al-Fakhri	Member	Independent	Membership Not Started		Attended	Attended	Attended	Attended	Attended
Mr. Faisal bin Marzouq Al-Fahadi	Member	Independent	Membership Not Started		Attended	Attended	Attended	Attended	Absent

Company Committees

Based on the Corporate Governance Regulations, the Company's Board of Directors has the right to form specialized committees according to the Company's needs, circumstances, and conditions, enabling it to perform its duties effectively. The duties, responsibilities, authorities, membership duration, and working methods of these committees are defined in their respective charters. The Company has the following committees: the Executive Committee, the Nomination and Remuneration Committee, the Governance and Risk Committee, in addition to the Audit Committee.

1) Executive Committee The Executive Committee was formed by a resolution of the Company's Board of Directors, consisting of 5 Board members. The Committee meets periodically or whenever the need arises. The tables below list the names of the Committee members during the year 2025, along with their current and previous positions, experiences, and qualifications, as follows:

Names of Committee Members from Jan 01 to Apr 02, 2025	Position	Current Position	Previous Positions	Qualifications & Experiences
Dr. Ahmed bin Hamdan Al-Judaie	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Mr. Ammar bin Abdulwahed Al-Khudairy	Member			
Mr. Khalid bin Abdulrahman Al-Gwaiz	Member			
Dr. Fahad bin Abdulaziz Al-Rabiah	Member			
Eng. Adel Karim Kak Ahmed	Member			

Names of Committee Members since Apr 03, 2025	Position	Current Position	Previous Positions	Qualifications & Experiences
Mr. Khalid bin Abdulrahman Al-Gwaiz	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Dr. Ahmed bin Hamdan Al-Judaie	Member			
Dr. Ibrahim bin Abdulrahman Al-Juffali	Member			
Dr. Fahad bin Abdulaziz Al-Rabiah	Member			
Mr. Khalid bin Ibrahim Al-Rabiah	Member			

The Executive Committee held seven (7) meetings during the year 2025. The table below illustrates the attendance of the Committee members at these meetings:

Name of Committee Member	Position	Meeting 1 Jan 15, 2025	Meeting 2 Mar 10, 2025	Meeting 3 Apr 22, 2025	Meeting 4 Jul 22, 2025	Meeting 5 Oct 13, 2025	Meeting 6 Nov 20, 2025	Meeting 7 Dec 14, 2025
Dr. Ahmed bin Hamdan Al-Judaie	Committee Chairman until 2025/04/02	Attended	Attended		Attended	Attended	Attended	Attended
Mr. Khalid bin Abdulrahman Al-Gwaiz	Committee Chairman since 2025/04/03	Attended	Attended		Attended	Attended	Attended	Attended
Mr. Ammar bin Abdulwahed Al-Khudairy	Member	Attended	Attended	Membership ended on 2025/04/02				
Eng. Adel Karim Kak Ahmed	Member	Attended	Attended	Membership ended on 2025/04/02				
Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Attended	Attended		Attended	Attended	Attended	Attended
Dr. Ibrahim bin Abdulrahman Al-Juffali	Member	Membership not started			Attended	Attended	Attended	Attended
Mr. Khalid bin Ibrahim Al-Rabiah	Member	Membership not started			Attended	Attended	Attended	Attended

Duties and Competencies of the Committee

The Executive Committee is responsible for monitoring the implementation of the vision, mission, and strategic objectives set by the Board of Directors. To achieve this, the following constitute part of the Committee’s responsibilities:

- Assisting the Board of Directors in formulating strategic objectives, developing an operating model to achieve these objectives, setting long-term and short-term business plans, and monitoring the implementation of the policies necessary to achieve the plans.
- Examining annual budgets and plans, and monitoring budget variances and discrepancies prior to their submission to the Board of Directors for final adoption and approval.
- Providing recommendations to the Board of Directors regarding the establishment, modification, and monitoring of the delegation of authority matrix across the Company, regional groups, and its subsidiaries (in accordance with the approved subsidiary corporate governance model).
- Evaluating the performance of the Company, regional groups, and subsidiaries, and reviewing periodic management reports before submitting them to the Board of Directors for final adoption and approval.
- Examining, reviewing, and advising on material issues before they are presented to the Board of Directors.
- Assisting the Board of Directors in discharging its responsibilities, particularly the tasks delegated by the Board.
- Assisting the Board of Directors in overseeing and monitoring the Company’s investments regarding the formulation of investment policies and setting guidelines, monitoring the management of the investment portfolio, and approving investment decisions and the disposal of major assets in accordance with the limits established in the delegation of authority matrix.
- Providing recommendations to the Board of Directors on matters related to finance and treasury, such as the financing strategy and financing facilities for the Company.
- Assisting the Board of Directors in evaluating and adopting financing decisions in accordance with the approved financing strategy.
- Ensuring the provision of due diligence and the execution of feasibility studies for any proposed issue or transaction, for the purpose of making a sound and effective decision, before submitting any recommendation to the Board of Directors.
- The Committee shall be responsible for the relevant competencies stated in the delegation of authority matrix approved by the Board of Directors.

Other Responsibilities

- Collaborating with other committees on specific matters that require cross-functional participation. In this context, the Executive Committee cooperates with other Board committees to enable them to discharge their duties.
- Reviewing the minutes of previous Committee meetings and following up on the decisions taken and documented in the working papers of previous Committee meetings to ensure the resolution of issues raised in those meetings.
- Conducting any other activities consistent with this Charter, the Company’s Bylaws, and the prevailing governing regulations and laws.
- Informing the Board of Directors of all decisions and recommendations issued by the Committee.
- Attending to matters determined by the Board of Directors from time to time. In addition to the above, the Committee is responsible for the relevant competencies outlined in the Corporate Governance Organizational Structure for SPIMACO and its subsidiaries, as approved by the Board of Directors.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee in the (12th) term was formed of 4 members, two members from within the Board and the other members from outside the Board, pursuant to a resolution by the Board of Directors. In the current term (13th), the Remuneration and Nomination Committee was formed of four members, three members from within the Board and one member from outside the Board. The table below lists the names of the Committee members, their current and previous positions, experiences, and qualifications, as follows:

Names of Committee Members from Jan 01 to Apr 02, 2025	Current Position	Previous Positions	Qualifications and Experiences
Mr. Khalid bin Abdulrahman Al-Gwaiz	Current and previous positions, qualifications, and experiences have been stated previously.		
Dr. Mai bin Abdullah Al-Hajjaji			
Eng. Ahmed bin Misfir Al-Ghamdi	Group Chief Human Resources Officer - Saudi Telecom Company (stc Group)	Vice President of Human Resources - Saudi Telecom Company	Holds a Bachelor’s degree in Industrial Engineering from King Fahd University of Petroleum and Minerals (KFUPM), and an Executive Master’s degree in Business Administration from Hull University, in addition to an Executive Strategy Program Certificate from INSEAD.
Mr. Mohammed bin Nazzal Al-Khaldi	Director of General Services Department – General Organization for Social Insurance (GOSI)	Assistant Governor for Administrative Affairs – Public Pension Agency; General Manager of Human Capital Operations – Sale Advanced Co.; Director of Planning and Training Programs – Ma’aden Company.	Holds an Executive Master’s degree in Business Administration from Al Yamamah University, and a Bachelor’s degree in Business Administration and Human Resources Management from King Abdulaziz University.

Names of Committee Members since Apr 03, 2025	Current Position	Previous Positions	Qualifications and Experiences
Dr. Mai bin Abdullah Al-Hajjaji	Current and previous positions, qualifications, and experiences have been stated previously.		
Dr. Fahad bin Abdulaziz Al-Rabiah			
Mr. Faisal bin Marzouq Al-Fahadi			
Eng. Ahmed bin Misfir Al-Ghamdi			

Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee held four (4) meetings during the year 2025, and the table below illustrates the attendance of the Committee members at these meetings:

Name of Committee Member	Position	First Meeting, Feb 13, 2025	Second Meeting, Apr 20, 2025	Third Meeting, Oct 28, 2025	Fourth Meeting, Dec 14, 2025
Dr. Mai bin Abdullah Al-Hajjaji	Committee Chair	Attended	Attended	Attended	Attended
Mr. Khalid bin Abdulrahman Al-Gwaiz	Member	Attended	Membership ended at the end of the 12th term		
Mr. Mohammed bin Nazzal Al-Khaldi	Member	Attended	Membership ended in the committee		
Eng. Ahmed bin Misfir Al-Ghamdi	Member	Attended	Attended	Attended	Attended
Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Membership not started	Attended	Attended	Attended
Mr. Faisal bin Marzouq Al-Fahadi	Member	Attended	Attended	Attended	Attended

Duties and Responsibilities of the Committee

- Recommending nominations for Board membership to the Board of Directors in accordance with approved policies and standards, ensuring that no person previously convicted of a crime involving moral turpitude or dishonesty is nominated.
- Conducting an annual review of the appropriate skill requirements for Board membership and preparing a description of the capabilities and qualifications required for Board membership, including the time a member is expected to dedicate to Board activities.
- Reviewing the structure of the Board of Directors and Executive Management and submitting recommendations regarding potential changes.
- Identifying the strengths and weaknesses of the Board of Directors and proposing remedial actions in the best interest of the Company.
- Ensuring on an annual basis the independence of Independent Members, and the absence of any conflicts of interest should a member serve on the board of another company or engage in business within the Company's field of activity.
- Developing clear policies for the compensation and remuneration of Board members, sub-committees, and Senior Executives, and submitting them to the Board of Directors for consideration prior to approval by the General Assembly, as well as disclosing them and verifying their implementation. Performance-related standards must be taken into consideration when drafting these policies.
- Periodically reviewing the remuneration policy and assessing its effectiveness in achieving its intended objectives.
- Recommending to the Board of Directors the remuneration of Board members, sub-committee members, and Senior Executives of the Company in accordance with the approved policy.
- Proposing clear policies and standards for membership on the Board of Directors and Executive Management.
- Preparing a description of the capabilities and qualifications required for Board membership and for occupying Executive Management positions.
- Determining the time a member is required to allocate to the Board of Directors' activities.
- Developing job descriptions for Executive, Non-Executive, and Independent Members, as well as Senior Executives.
- Establishing the specific procedures to be followed in the event of a vacancy in the position of a Board member or a Senior Executive.
- Overseeing the Company's remuneration and incentive plans, along with the procedures and practices governing them, including Executive Management remuneration plans and incentive awards. This includes preparing an annual report detailing the compensation received by the Executive Management during the year to be incorporated into the Company's Annual Report.

Audit Committee:

For the current term, the Audit Committee is composed of 5 members pursuant to a Board of Directors resolution dated April 7, 2025. Three of them are Board members, and two are members from outside the Board.

The table below provides a list of the Committee members' names for the year 2025, their current and previous positions, experiences, and qualifications, as follows:

Names of Committee Members from Jan 01 to Apr 02, 2025	Position	Current Position	Previous Positions	Qualifications and Experiences
Mr. Khalid bin Abdulrahman Al-Gwaiz	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Dr. Fahad bin Abdulaziz Al-Rabiah	Member			
Dr. Khalid bin Dawood Al-Faddagh	Member	Member of several Boards of Directors and Audit, Risk, and Compliance Committees.	General Auditor of Aramco and Secretary of the Internal Audit Committee of the Company's Board of Directors.	Holds a PhD in Mechanical Engineering (1983) from Imperial College, University of London. Dr. Khalid began his professional career at Aramco, where he worked for 32 years until his retirement in 2015. His position at that time was General Auditor of the Company and Secretary of the Audit Committee for the Board of Directors of Saudi Aramco. He also served as the CEO of a joint venture company in the Philippines. He has participated in several board and committee memberships for private and listed companies. He managed quality and maintenance programs for various gas and oil processing plants, emphasizing compliance with technical specifications and industrial safety.

Names of Committee Members from Jan 01 to Apr 02, 2025	Position	Current Position	Previous Positions	Qualifications and Experiences
Ms. Kholoud bint Abdulaziz Al-Dakhil	Member	Founder and CEO of Erteqa Financial Company.	Managing Director at Aldukheil Financial Group. Assistant General Manager at Samba Financial Group.	Holds a Master of Business Administration in Finance from American University and a Bachelor's degree in Finance and International Commerce from Georgetown University (Washington, D.C.), in addition to the Chartered Financial Analyst (CFA) designation. She operates under a Capital Market Authority (CMA) license specializing in corporate finance transactions. She also holds membership in a number of Boards of Directors and Audit Committees, including the Board of Directors of Financial Analytics Company (a credit rating agency licensed by the CMA), member of the Advisory Committee to the CMA, member of the Board of Directors of the Riyadh Chamber, member of the Board of Directors, member of the Audit Committee, and Chair of the Nomination Committee for BNY Mellon Saudi Arabia, member of the Board of Directors of the Kafalah Program and member of its Audit Committee, member of the Board of Directors of the Misk Art Institute, member of the Audit Committee of Riyadh Cables Group, member of the Board of Directors and Chair of the Audit Committee at Arabian Drilling Company, member of the Audit Committee at SPIMACO (Aldawaeya), and member of the Audit Committee at King Salman Park Foundation and the Sports Boulevard Foundation.
Dr. Abdullah bin Sghair Al-Husseini	Member	Academic, Professor of Financial Accounting and Auditing.	Financial and Administrative Advisor, London.	Holds a Bachelor's degree in Accounting (1990), followed by a Master of Science in Accounting (1997), and a PhD in Accounting and Auditing from the University of Kent in 2005. In terms of professional qualifications, he is a Certified Public Accountant (CPA), Certified Management Accountant (CMA), Certified Internal Auditor (CIA), and a Governance, Risk and Compliance Professional (GRC). His practical experience spans approximately 35 years. Alongside his academic work and scientific research in financial accounting and auditing, he is a member of several boards of directors and numerous audit, credit, risk, compliance, and nomination committees, as well as a financial and administrative advisor to several entities. Professor Dr. Abdullah has participated in many conferences, courses, seminars, and exhibitions inside and outside the Kingdom.

Names of Committee Members since Apr 03, 2025	Position	Current Position	Previous Positions	Qualifications and Experiences
Mr. Farhan bin Waleed Al-Buainain	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Mr. Khalid bin Ibrahim Al-Rabiah	Member			
Mr. Khaldoun bin Abdullah Al-Fakhry	Member			
Ms. Kholoud bint Abdulaziz Al-Dakhil	Member			
Mr. Obaid Bin Salem Al-Qurashi	Member	Chief Internal Audit Executive at one of the projects of a confidential company.	Qiddiya Investment Company.	Holds a Bachelor's degree in Accounting with a minor in Financial Management from Southern Illinois University, USA, and a Master's degree in Commercial Accounting and Applied Finance from the University of Queensland, Australia. He progressed through various roles to reach leadership positions at Aramco over thirteen years. He has experience in the field of internal auditing and is a member of the Audit and Risk Committee for Riyadh Cables Group.



Audit Committee Meetings

The Audit Committee held nine (9) meetings during the year 2025, and the table below illustrates the attendance of the Committee members at the meetings:

Names of Committee Members	Position	1st Meeting Mar 2, 2025	2nd Meeting Mar 16, 2025	3rd Meeting Apr 22, 2025	4th Meeting May 8, 2025	5th Meeting May 29, 2025	6th Meeting Jul 31, 2025	7th Meeting Aug 28, 2025	8th Meeting Oct 30, 2025	9th Meeting Dec 17, 2025
Mr. Khalid bin Abdulrahman Al-Gwaiz	Committee Chairman (12)	Attended	Attended	Membership Ended						
Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Attended	Attended	Membership Ended						
Dr. Khalid bin Dawood Al-Faddagh	Member	Attended	Attended	Membership Ended						
Ms. Kholoud bint Abdulaziz Al-Dakhil	Member	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Dr. Abdullah bin Sghair Al-Husseini	Member	Attended	Attended	Membership Ended						
Mr. Farhan bin Waleed Al-Buainain	Committee Chairman (13)	Not Started	Not Started	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Mr. Khalid bin Ibrahim Al-Rabiah	Member	Not Started	Not Started	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Mr. Khaldoun bin Abdullah Al-Fakhry	Member	Not Started	Not Started	Attended	Attended	Attended	Attended	Attended	Attended	Attended
Mr. Obaid bin Salem Al-Qurashi	Member	Not Started	Not Started	Attended	Attended	Attended	Attended	Attended	Attended	Attended

Duties and Responsibilities of the Committee

- Recommending to the Board of Directors the nomination and dismissal of statutory auditors, determining their remuneration, and evaluating their performance, after verifying their independence and reviewing the scope of their work and the terms of contracting with them.
- Reviewing the Company's statutory auditor's plan and work, verifying that they do not provide technical or administrative works beyond the scope of the audit, and providing remarks thereon.
- Studying the statutory auditor's report and their remarks on the financial statements, and following up on the actions taken regarding them.
- Responding to the inquiries of the Company's statutory auditor.
- Reviewing and evaluating the Company's internal and financial control systems.
- Controlling and supervising the performance of the Company's internal audit department to ensure the availability of necessary resources and their effectiveness in executing the works and tasks assigned by the Board of Directors.
- Reviewing the Company's annual internal audit plan.
- Studying internal audit reports and following up on the implementation of corrective actions for the remarks contained therein.
- Studying the Company's preliminary and annual financial statements prior to presenting them to the Board of Directors, and expressing an opinion and recommendation thereon to ensure their integrity, fairness, and transparency.
- Studying any important or unusual matters contained in the financial reports.
- Verifying the Company's compliance with relevant laws, regulations, policies, and instructions.
- Carefully investigating any matters raised by the Company's Chief Financial Officer, or whoever assumes their duties, the Company's compliance officer, or the auditor.
- Verifying accounting estimates in substantive matters contained in the financial reports.
- Reviewing the results of the reports of regulatory bodies and verifying that the Company has taken the necessary actions regarding them.
- Verifying the Company's compliance with relevant laws, regulations, policies, and instructions.
- Reviewing the proposed contracts and transactions to be conducted by the Company with related parties, and submitting its views thereon to the Board of Directors.
- Elevating matters it deems necessary for action to the Board of Directors, and making recommendations regarding the actions to be taken.

Governance and Risk Committee

The Governance and Risk Committee was formed of 5 members pursuant to a Board of Directors resolution dated April 7, 2025; 3 of whom are from within the Board and two members from outside the Board.

The table below provides a list of the Committee members' names during the year 2025, their current and previous positions, experiences, and qualifications, as follows:

Names of Committee Members from Jan 01 to Apr 02, 2025	Position	Current Position	Previous Positions	Qualifications and Experiences
Mr. Faisal bin Mohammed Shaker	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Dr. Mohammed Khalil Mohammed	Member			
Mr. Abdulrahman bin Mohammed Al-Thunayan	Member			
Mr. Khaldoun bin Abdullah Al-Fakhry	Member			
Mr. Thamer bin Abdullah Al-Humoud	Member	Head of Governance and Legal Group at Al Rajhi Bank.	Director of Legal Affairs, Governance and Compliance at Al Ra'idah Investment Company.	Holds a Bachelor's degree in Law from King Saud University, and a Master's degree in Financial Law and Securities from the University of California, USA. Mr. Thamer began his professional career as a legal advisor at the Capital Market Authority, and worked as a seconded legal advisor at Norton Rose Fulbright Law Firm, and manager of the Board Decisions and Instructions Unit at the Capital Market Authority.

Names of Committee Members since Apr 03, 2025	Position	Current Position	Previous Positions	Qualifications and Experiences
Dr. Ibrahim bin Abdulrahman Al-Juffali	Committee Chairman	Current and previous positions, qualifications, and experiences have been stated previously.		
Mr. Faisal bin Marzouq Al-Fahadi	Member			
Mr. Abdullah bin Saleh Al-Amro	Member	Chairman of the Internal Audit Committee at Saudi Investment Bank Vice Chairman of Internal Audit at Saudi Investment Bank	Practical experience in Saudi banks since 2005, including managing technical risks, cybersecurity, business continuity, disaster recovery, and anti-fraud, in addition to key roles in internal auditing.	Holds a Master of Business Administration and a Bachelor's degree in Computer Science, and has practical experience in Saudi banks since 2005.
Mr. Saad bin Mushabab Al-Qahtani	Member	Executive Director of Human Capital at Water Transmission Company.	Executive Director of the Human Resources Development Sector at Saudi Electricity Company. Executive Vice President of Human Capital at Riyadh Bank. Deputy General Manager of Human Capital at Alinma Bank.	Bachelor's in Industrial Management, King Fahd University of Petroleum and Minerals. Over 30 years of diverse experience in the government, financial, and corporate sectors.
Mr. Saud bin Ayed Al-Mufadhali	Member	Head of Compliance Group at Alinma Bank.	Acting Chief Compliance Officer at Riyadh Bank. Head of Financial Crime Compliance at Riyadh Bank. Head of Financial Crime Compliance at Banque Saudi Fransi. Head of Anti-Money Laundering and Counter-Terrorist Financing at Saudi Awwal Bank.	Bachelor's in Economics – King Saud University. Certified Anti-Money Laundering Specialist (CAMS) Certificate. Certified Compliance Officer (CCO) Certificate. Governance, Risk and Compliance Officer (GRCO) Certificate. Experience extending to 22 years in the banking sector in the fields of business, compliance, risk, governance, and financial crime compliance.

Governance and Risk Committee Meetings

The Governance and Risk Committee held five (5) meetings during the year 2025, and the table below illustrates the attendance of the Committee members at the meetings:

Name of Committee Member	Position	1st Meeting Mar 19, 2025	2nd Meeting Apr 17, 2025	3rd Meeting Jun 24, 2025	4th Meeting Sep 10, 2025	5th Meeting Dec 30, 2025
Mr. Faisal bin Mohammed Shaker	Committee Chairman (12)	Attended	Membership Ended			
Dr. Mohammed Khalil Mohammed	Member	Attended	Membership Ended			
Mr. Abdulrahman bin Mohammed Al-Thunayan	Member	Attended	Membership Ended			
Mr. Thamer bin Abdullah Al-Humoud	Member	Attended	Membership Ended			
Mr. Khaldoun bin Abdullah Al-Fakhry	Member	Attended	Membership Ended			
Dr. Ibrahim bin Abdulrahman Al-Juffali	Committee Chairman (13)	Not Started	Attended	Attended	Attended	Attended
Mr. Faisal bin Marzouq Al-Fahadi	Member	Not Started	Attended	Attended	Attended	Attended
Mr. Abdullah bin Saleh Al-Amro	Member	Not Started	Attended	Attended	Attended	Attended
Mr. Saad bin Mushabab Al-Qahtani	Member	Not Started	Attended	Attended	Attended	Attended
Mr. Saud bin Ayed Al-Mufadhali	Member	Not Started	Attended	Attended	Attended	Attended

Duties and Responsibilities of the Committee

The Committee is responsible for assisting the Board of Directors in fulfilling corporate governance responsibilities by monitoring and examining the Company's corporate governance and risk management systems. All of the following fall within the scope of the main responsibilities of the Committee:

Corporate Governance

- Supervising the development of corporate governance policies, and monitoring the Executive Management's implementation of policies across the Company, including its subsidiaries, in accordance with the subsidiaries' corporate governance model.
- Reviewing the governance framework in accordance with legal requirements and best practices and recommending appropriate updates thereto.
- The Committee assumes the review of the current corporate governance guidelines, paying attention to developments and updates in the field of corporate governance in the local, regional, and global context, and providing ideas and recommendations for making amendments to these guidelines for the Board's consideration.
- Informing the Board of Directors of developments in governance in general and best practices in this regard, or delegating this to whoever is required to do so.

Risk Management

- Developing a comprehensive risk management strategy and policies commensurate with the nature and volume of the Company's activities, recommending them to the Board of Directors for approval, verifying their implementation, and examining, reviewing, and updating them based on internal and external drivers of change within the Company.
- Establishing a framework to maintain an acceptable level of risks that the Company may face, defining it and verifying that the Company does not exceed it, along with a Risk Appetite Framework (RAF), and holding the Company's management responsible for the integrity of this framework, including identifying breaches in a timely manner, addressing breaches of risk limits, and reporting exposure to significant risks.
- Periodically assessing the feasibility of the Company's continuity and the successful continuation of its activities, while identifying risks that threaten its continuity during the upcoming 12 months.
- Periodically evaluating SPIMACO's risk appetite and ensuring optimal risk management.
- Overseeing the Company's risk management system and evaluating the effectiveness of the systems and mechanisms for identifying, measuring, and monitoring risks the Company may face, in order to identify shortcomings in evaluating the independence and effectiveness of the enterprise risk management function at SPIMACO, including its subsidiaries.
- Facilitating and enhancing the Board's and Management's awareness of risk-related matters.
- Monitoring the implementation of the enterprise risk management framework, maintaining and continuously updating it.
- Periodically reviewing the risk appetite statement and acceptable limits, and making necessary recommendations regarding any changes to the Board.
- Ensuring the availability of appropriate and adequate resources and systems for enterprise risk management.
- Holding periodic meetings to examine and review risk management activities.
- Examining and reviewing risk assessments and mitigation plans for critical risks, and intervening appropriately.
- Ensuring the assessment of inherent risks in SPIMACO's strategies and business plans on an annual basis.
- Reviewing problems and issues raised by the Audit Committee that may impact risk management at the Company.
- Evaluating the risks of underperforming investments within the Company and providing recommendations regarding them.
- Ensuring that SPIMACO's subsidiaries fulfill their role in risk management, to understand the risks relating to the Company and their potential impact.

Other Responsibilities

- Examining and reviewing the organizational structure of governance management and submitting recommendations regarding it prior to its approval by the Board of Directors.
- The Committee, through its Chairman or members, or whomever the Chairman delegates, has the authority to communicate with the Company’s Executive Management, Internal Audit, and the Company’s external auditor, and request their attendance at Committee meetings or request any information in accordance with its jurisdiction.
- Working with other committees on specific matters that require cross-functional involvement. In this context, the Committee collaborates with other Board committees to enable it to carry out its duties.
- Reviewing the minutes of previous Committee meetings and following up on the decisions made and documented in the working papers of previous Committee meetings to ensure the resolution of issues raised in those meetings.
- Reviewing and evaluating the accuracy of the Committee’s charter at least once every 3 years and recommending any proposed changes to the Board for its adoption and approval.
- Conducting any other activities consistent with this Charter, the Company’s Bylaws, and prevailing governing laws and regulations.
- Informing the Board of all decisions made and recommendations presented by the Committee, no later than the next periodic Board meeting.
- Attending to matters specified by the Board of Directors from time to time.

Executive Management

Names of the Executive Management members, their current and previous positions, qualifications, and experiences:

Executive Management Members	Current Position	Previous Positions	Qualifications and Experience
Dr. Ahmed bin Hamdan Al-Jedaie	Managing Director *	Current and previous positions, qualifications, and experiences were mentioned previously.	
Mr. Jerome Cabannes *	CEO of the Company	Chief Operating Officer at SPIMACO	Holds a Master’s degree in Biomedical Engineering (1992), and has worked in several pharmaceutical companies in Europe, Asia, and Latin America.

Executive Management Members	Current Position	Previous Positions	Qualifications and Experience
Mr. Abdulaziz bin Mohammed Al-Oud **	Chief Financial Officer	Financial Department Manager at the National Shipping Company of Saudi Arabia (Bahri)	Holds a Master’s degree in Finance from Heriot-Watt University in the UK, and a Bachelor’s degree in Accounting from King Saud University. He possesses extensive experience exceeding twenty years. He is a Board Member of the Saudi Industrial Development Company (Tatweer), and a Board Member of Qassim Medical Services Company. In addition, he holds memberships in executive and audit committees in several companies. He was a Board Member and Chairman of the Audit Committee at Al-Razi Medical Company until 2024.
Mr. Faisal Al-Fadley **	Acting Chief Financial Officer	Executive Director of Treasury Acting Executive Director of Governance, Risk & Compliance	He holds a Master’s degree in Business Administration and a Bachelor’s degree in Finance from Al Yamamah University. He has held several positions over the past 15 years, including Head of Corporate Treasury at Abunayyan Holding Group, Team Leader in Corporate Banking Services at Arab National Bank, and Corporate Banking Relationship Manager at Al Rajhi Bank. He currently holds board memberships in several subsidiaries of SPIMACO, including SPIMACO Misr for Pharmaceutical Industries, SPIMACO Morocco for Pharmaceutical Industries, and the Arab Company for Manufacturing Medical Products (Enaya).
Dr. Fahad bin Marzouq Al-Hunaini Al-Harbi	Executive Director of Local Sales	Executive Director of Private Sector Sales Executive Director of Government Sales Vice President of Sales at Arak Healthcare Company	Currently the Executive Director of Sales in Saudi Arabia. He has held several previous positions in the Company, serving as the Executive Director of Private Sector Sales for the year 2024 and the Executive Director of Government Sector Sales during 2023. He was the Vice President of Sales and Marketing for one of SPIMACO’s subsidiaries from 2018 to 2022. He holds a Bachelor’s degree from the College of Pharmacy at King Saud University, as well as a Master’s degree in Business Administration from the Arab Academy for Science, Technology and Maritime Transport. He has completed numerous administrative and financial courses. In addition to his extensive experience of over 20 years, he serves as a Board Member of Dammam Pharma, a Board Member of Arak Healthcare, and a Board Member of Arac Healthcare Company.
Mr. Fokion Sinis ***	Executive Director of International Sales	-	He holds a Bachelor of Pharmacy degree from the University of Patras in Greece and has fifteen years of experience in global pharmaceutical companies in the Middle East and Africa such as Sanofi, Novartis, and Novo Nordisk.

Executive Management Members	Current Position	Previous Positions	Qualifications and Experience
Mr. Amjad Ali	Head of Internal Audit Sector	Vice President and Head of Internal Audit at Vision Invest (ACWA Holding)	Holds a Bachelor's degree in Commerce from the University of Karachi, and is a certified member in professional accounting from the Institute of Chartered Accountants of Pakistan. He has obtained the following certifications from the Institute of Internal Auditors (IIA) in the USA: Certified Internal Auditor (CIA) and Certification in Risk Management Assurance (CRMA). He holds a number of certificates from the American Information Systems Audit and Control Association (ISACA), and is a Certified Board Director (Cert. Dir.). He has served as a member of the Board's Audit and Risk Committee in several organizations across the GCC. He possesses over 24 years of practical experience in the fields of internal auditing, risk management, and the development of corporate governance practices.
Mr. Mohammed Al-Asmari	Chief Human Resources Officer Member of the Board of Directors at Arak Company	Chief Human Resources Operations Officer at ACWA Power	Holds a Master's degree in Law from York University and a Master's degree in International Law from Oxford University. He worked as a legal advisor for labor law at the Ministry of Labor. He has held numerous positions throughout his professional career in human resources management. He served as Head of Human Resources Services and Administrative Affairs - Shared Services at Almarai Company, General Manager of Human Resources and Shared Services at Hana Water Company, and Head of Human Resources Operations (Saudi Arabia and GCC) at Tasnee.
Eng. Abdullah bin Awad Al-Rashidi	Chief Operating Officer	Executive Plant Manager at SPIMACO Qassim	Holds a Bachelor's degree in Chemical Engineering from King Saud University, Project Management Professional (PMP) certification, and a degree in General Management from INSEAD, in addition to several specialized courses in pharmaceutical manufacturing, quality, and finance. He has 22 years of practical experience in the pharmaceutical company, starting from Pharmaceutical Development Management, Quality, Production, and Engineering Management, up to Supply Chain Management and SPIMACO Plant Management.
Mr. Francois Tarre ***	Executive Director of Business Development	Director of Alliances and Integration Management at Servier	Holds a Bachelor's degree in Pharmacy from Paris 11 University in France, and a Master's degree in Marketing and Strategy from France. He has worked in several pharmaceutical companies such as Sanofi, Aventis, and Servier in marketing and business development for over twenty-five years.

Executive Management Members	Current Position	Previous Positions	Qualifications and Experience
Dr. Hajed bin Mohammed bin Hajed	Executive Director of Business Development and Scientific Affairs	Deputy Director General of the Gulf Health Council	Holds a Bachelor's degree in Pharmacy from King Saud University, a Master's degree in Pharmaceutical Services and Drug Control from the University of Bradford, and a PhD from the University of Wales in the UK. He possesses over thirty years of experience, having begun his professional career in the General Administration at the Ministry of Health and progressing through leadership positions until becoming Deputy Director General of the Gulf Health Council. He also worked at the Food and Drug Authority, where he was the Director of the Medical Licensing and Pharmaceutical Affairs Department.
Dr. Yves Elias El Hajj	Executive Director of Marketing	Executive Director of International Markets at Biogen	Graduate of the Faculty of Dentistry at Saint Joseph University in Lebanon and holds a PhD in Dentistry. He has a Master's in Business Administration from IE in Spain. He has strategic and operational experience spanning seventeen years in pharmaceutical and biotechnology companies, with expertise in commercial operations, distribution, and marketing.

*Dr. Ahmed bin Hamdan Al-Jedaie was appointed as Managing Director of the Company pursuant to Board of Directors Resolution No. 18113 dated April 07, 2025.

**Mr. Jerome Cabannes was appointed as Chief Executive Officer on February 20, 2024, and submitted a request not to renew his contract, which ended on August 31, 2025. ** The assignment of Mr. Faisal bin Abdullah Al-Fadhli as Acting Chief Financial Officer ended following the appointment of Mr. Abdulaziz bin Mohammed Al-Oud on January 26, 2025.

*** Mr. Phocion Sinis resigned from his position as Director of International Sales on December 31, 2025.

**** Mr. Francois Tarre resigned from his position as Executive Director of Business Development on July 10, 2025.

Description of any interest, contractual securities, and subscription rights belonging to Senior Executives and their relatives in the shares or debt instruments of the Company or any of its subsidiaries, and any change in such interest or rights during the fiscal year 2025:

Name	Total number of shares as of Jan 01, 2025	Total number of shares as of Dec 31, 2025	Net Change	Percentage of Change
Mr. Jerome Cabannes	-	-	-	-
Mr. Abdulaziz bin Mohammed Al-Oud	-	-	-	-
Mr. Faisal bin Abdullah Al-Fadhli	-	-	-	-
Dr. Fahad bin Marzouq Al-Hunaini Al-Harbi	-	-	-	-
Mr. Phocion Sinis	-	-	-	-
Mr. Amjad Ali	-	-	-	-
Mr. Mohammed Al-Asmari	-	-	-	-
Mr. Abdullah Al-Rashidi	-	-	-	-
Mr. Francois Tarre	-	-	-	-
Dr. Hajed bin Mohammed bin Hajed	-	-	-	-
Dr. Yves Elias El Hajj	-	-	-	-

It is worth noting that there are no interests, contractual securities, or subscription rights belonging to Senior Executives and their relatives in the shares or debt instruments of the subsidiary companies.

Results of the annual review of the effectiveness of the Company's internal control procedures, in addition to the Audit Committee's opinion on the adequacy of the Company's internal control system:

The Audit Committee is responsible for monitoring the Company's businesses and verifying the integrity and fairness of the financial reports and statements, as well as its internal control systems. It prepares a report expressing its opinion regarding the adequacy of the Company's internal control system and detailing other activities it has undertaken within its scope of competence.

Accordingly, the Committee noted that the audit activities carried out by the Internal Audit and the External Auditor during the year 2025 demonstrate the existence of a program to enhance internal control. There are various initiatives planned by the Company's departments to improve control tools at the financial, commercial, administrative, and operational levels, as well as information technology and cybersecurity controls, which are currently at various stages of implementation.

General Assembly Meeting of Shareholders

The Chairman of the Board of Directors, through Board meetings, informs all Board members of the shareholders' proposals and remarks regarding the Company and its performance. These reach the Company through the email dedicated to shareholder affairs or through the General Assembly meetings of shareholders, which are considered one of the primary means of communication between the shareholders and the Company.

The Company held two Ordinary General Assembly meetings for shareholders during the year 2025. The first meeting was held on February 26, and the following is the attendance record of the Board members for the Assembly meeting:

No.	Name	Position	February 26, 2025
1	Dr. Ahmed bin Hamdan Al-Jedaie	Chairman of the Board	Attended
2	Mr. Ammar bin Abdulwahed Al-Khudairy	Vice Chairman of the Board	Attended
3	Mr. Faisal bin Mohammed Shaker	Member	Attended
4	Dr. Mohammed Khalil Mohammed	Member	Attended
5	Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Attended
6	Mr. Khalid bin Abdulrahman Al-Gwaiz	Member	Attended
7	Mr. Abdulrahman bin Mohammed Al-Thunayan	Member	Attended
8	Eng. Adel Kareem Kak Ahmed	Member	Attended
9	Dr. Mai bint Abdullah Al-Ajaji	Member	Attended

The Company also held the second Ordinary General Assembly meeting for shareholders during the year 2025 on June 29, 2025, and the following is the attendance record of the Board members for the Assembly meeting:

No.	Name	Position	June 29, 2025
1	Mr. Khalid bin Abdulrahman Al-Gwaiz	Chairman of the Board	Attended
2	Dr. Ahmed bin Hamdan Al-Jedaie	Vice Chairman of the Board	Attended
3	Dr. Mai bint Abdullah Al-Ajaji	Member	Attended
4	Dr. Ibrahim bin Abdulrahman Al-Juffali	Member	Attended
5	Mr. Farhan bin Waleed Albuainain	Member	Attended
6	Dr. Fahad bin Abdulaziz Al-Rabiah	Member	Attended
7	Mr. Khalid bin Ibrahim Al-Rabiah	Member	Attended
8	Mr. Khaldoun bin Abdullah Al-Fakhry	Member	Attended
9	Mr. Faisal bin Marzouq Al-Fahadi	Member	Attended

Dividend Distribution Policy

Based on Article 25 of the Company's Bylaws regarding the method of dividend distribution, the annual net profits shall be distributed after deducting all general expenses and other costs, including legally mandated Zakat, as follows:

1. The Ordinary General Assembly may decide to form reserves to the extent that serves the Company's interest or ensures the distribution of stable dividends—as much as possible—to the shareholders. The aforementioned Assembly may also deduct amounts from the net profits to achieve social purposes for the Company's employees.
2. The remainder shall then be distributed as a first payment to the shareholders equivalent to (5%) of the paid-up capital.
3. The designated percentage of profits shall be distributed to the holders of preferred shares in accordance with the rules and regulations.
4. If it is decided that the Board of Directors' remuneration will be a portion of the profits, a sum not exceeding (10%) of the remainder shall be allocated after the aforementioned for the Board of Directors' remuneration, and the remainder shall then be distributed to the shareholders as an additional share in the profits.
5. The Company may distribute interim dividends to its shareholders on a semi-annual or quarterly basis, pursuant to an authorization from the General Assembly to the Board, which is renewed annually.
6. A specific dividend distribution policy was approved in September 2023 to clarify the mechanism for distributing dividends to shareholders, the timing of dividend payments, and the regulation of the interim dividend distribution mechanism.

The Company announced on Tadawul that no dividends would be distributed to shareholders for the fiscal year 2024.

As for the year 2025, the Board of Directors recommended a dividend of 0.35 Halalas per share for the year 2025.

Shareholders' Register Requests:

The shareholders' register was requested from the Securities Depository Center Company (Edaa) six (6) times during the year 2025, and the table below outlines their dates and reasons:

Number of Requests	Date of Request	Reasons for Request
1	January 22, 2025	Corporate Actions
1	February 26, 2025	General Assembly
1	June 29, 2025	General Assembly
1	September 25, 2025	Corporate Actions
1	September 30, 2025	Corporate Actions
1	December 31, 2025	Other

Remuneration of the Board of Directors, its Committees, and Executive Management

Members of the Board of Directors and its Committees

Principles, Structure, and Limits Members of the Board of Directors and the Company's Board Committees are entitled to an annual remuneration in accordance with Articles 20 and 42 of the Company's Bylaws, and in accordance with the relevant laws and regulations.

1. The structure of remunerations and compensations for the members of the Board of Directors and its committees must be:
 - a. Consistent with the Company's strategy and objectives.
 - b. Aimed at encouraging Board members to achieve the Company's long-term success and development, for example, by linking the variable part of the remunerations to long-term performance.
 - c. Fair and appropriate in light of the members' responsibilities, and the procedures and duties carried out by the members in other companies.
 - d. Based on tasks and responsibilities, educational qualifications, practical experience, skills, and performance level.
 - e. A motivating factor for current members and for attracting new members with the required experience and qualifications to enhance the Company's ability to achieve its objectives.
 - f. Proportionate to the nature of the Company's business, its activity, size, and risk level.
 - g. Taking into consideration the practices of other companies in determining remunerations, while avoiding the drawbacks arising from such comparisons which lead to unjustified increases in remunerations and compensations.
2. The remunerations of the Board members shall be based on the recommendation of the Nomination and Remuneration Committee and the approval of the Board of Directors. Board members must not vote on the agenda item related to the remuneration of Board members at the General Assembly meeting.
3. The remuneration structure and value limits for the members of the Board of Directors and its committees shall be reviewed annually, including all or some of the following:
 - a. A fixed remuneration amount for their membership.
 - b. Allowances for attending meetings.
 - c. Additional allowances (travel expenses / daily allowance) for Board members residing outside the location of the meeting.
 - d. Variable fees / allowances based on the performance of the Company and the Board of Directors - applicable only to Board members.

4. Members of the Board of Directors and its committees shall be compensated for their actual expenses incurred to attend meetings, including travel and accommodation expenses, in accordance with the relevant company's travel policy and aligned with its highest executive officer (the CEO). This is limited to business class travel (preferably the national carrier) and accommodation in a 5-star hotel, in addition to premium transportation services, provided that the meeting is held in a city other than the member's current city of residence.
5. If it is decided that the remuneration of the Board members shall be a percentage of the profits, a sum not exceeding (10%) of the remainder, after the foregoing deductions, shall be allocated for the Board of Directors' remuneration, and the rest shall then be distributed to the shareholders as an additional share in the profits.
6. The remunerations of the Board members may be of varying amounts to reflect the extent of the member's experience, competencies, entrusted tasks, independence, the number of meetings attended, and other considerations.
7. The remuneration of independent Board members must not be a percentage of the Company's profits or be based, directly or indirectly, on the Company's profitability.
8. Different amounts of fixed and variable remunerations may apply to members to reflect their experience, skills, independence, and the number of meetings they attended, among other criteria.
9. Based on a proposal from the Nomination Committee, the Board of Directors must establish the necessary mechanisms for the annual performance evaluation of the Board, its members, and its committees. This involves using key performance indicators related to the extent of achieving the Company's profits, the quality of risk management, and the effectiveness of internal control systems, etc., provided that strengths and weaknesses are identified and solutions are proposed in the best interest of the Company.
10. Performance evaluation procedures must be documented, disclosed, and clearly stated to the Board members and the parties concerned with the evaluation.

Payment

1. The remunerations of the Board and committee members shall be processed by the Board Secretary, and payments shall be processed according to the approved delegation of authority matrix
2. Members are entitled to receive a remuneration from the date they join the Board of Directors or the committee (according to the Board's resolution) based on the period of their membership.
3. Allowances for attending meetings (if any), related travel expenses, and others pertaining to the meetings of the Board of Directors or its committees, shall be settled quarterly or earlier upon the member's request.
4. In the event of the resignation of a Board member/committee member or the expiration of their membership term, they are entitled to receive their annual fixed remuneration on a prorated basis according to the number of days spent on the Board/committee.

5. If it becomes evident to the Audit Committee or the Authority that the remunerations paid to any of the Board members are based on incorrect or misleading information presented to the General Assembly or included in the Board's annual report, they must return it to the Company. The Company has the right to demand its return if the Board member commits any act affecting their legal capacity, such as breach of trust, forgery, or violation of laws and regulations in the Kingdom of Saudi Arabia or in any other country, or fails to fulfill their duties and responsibilities in a way that harms the Company's interests; the Company also has the right to claim compensation for any damage or other costs incurred by the Company due to such act.
6. If the General Assembly decides to terminate the membership of any Board member as a result of failing to attend 3 consecutive meetings or 5 non-consecutive meetings of the Board during their membership term without a legitimate excuse acceptable to the Board, this member shall not be entitled to any remunerations for the period following the last meeting they attended, and they must return all remunerations paid to them for that period. If the approved remunerations for a Board member or its committees are based on inaccurate information or incorrect results, the case shall be escalated to the Board of Directors to take the appropriate decision regarding it, and the payment of the remuneration shall be suspended or recovered.

Other Entitlements

1. In the event that a member of the Board of Directors or its committees undertakes specific additional tasks (technical, administrative, and consulting work) other than the regular work of the Board and/or committee members, this member is entitled to receive additional fees for these tasks, subject to obtaining prior approval from the Company's General Assembly.
2. The financial amounts for the specific additional tasks (technical, administrative, and consulting work) provided to independent Board members must be verified in accordance with Article 19(C) (8) of the Corporate Governance Regulations issued by the Capital Market Authority, relevant procedures, and the Company's conflict of interest policy.

Executive Management

1. Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors shall determine the remuneration of the Executive Management in accordance with the following principles:
 - a. Remunerations and compensations shall be consistent with the Company's strategic objectives, serve as a motivating factor for the Executive Management to achieve those objectives, and enhance the Company's ability to grow and sustain its business.
 - b. They shall be appropriate for the nature of the Company's business, its activity, size, and the required skills and expertise.
 - c. They shall enable the Company to attract executives with the capabilities, skills, and qualifications necessary to enable the Company to achieve its objectives.
 - d. They shall not cause any conflict of interest that would negatively affect the Company's interests and its ability to achieve its objectives.

2. The Nomination and Remuneration Committee recommends annually the job grades, salary structure, annual bonus pool, and increment plan, which shall be approved by the Board, including all or some of the following:
 - a. Basic salary.
 - b. Allowances such as housing, transportation, children's education/tuition fees, telephone, and others.
 - c. Insurance benefits.
 - d. Performance evaluation-linked bonus.
 - e. Short-term/long-term incentive plans based on approved programs.
 - f. Other elements that the Board of Directors may deem appropriate.
3. The Board of Directors establishes specific standards for the performance of the Executive Management to align with the Company's objectives and strategy. This includes reviewing and evaluating the performance of the Executive Management using key performance indicators related to the extent of achieving the Company's strategic objectives, the quality of risk management, and the effectiveness of internal control systems, etc., provided that strengths and weaknesses are identified and solutions are proposed in the best interest of the Company. Performance evaluation procedures must be written, disclosed, and clearly stated.
4. The remunerations of each employee in the Executive Management may vary depending on the results achieved during the year under review and linked to key performance indicators and performance evaluations.
5. The Company may consider short-term incentive plans linked to exceptional performance, and long-term incentive plans such as stock option programs. Employee stock purchase options must be in accordance with Article 9(b) of the Company's Bylaws.
6. If the approved remunerations for any employee in the Executive Management are based on inaccurate information or incorrect results, the case shall be escalated to the Board of Directors, whereupon the payment of the remuneration shall be suspended or recovered.
7. The Executive Management must at all times adhere to the Company's conflict of interest policies, code of conduct, and disclosure policies.

The Relationship between Granted Remunerations and the Applicable Remuneration Policy, and a Statement of any Material Deviation from this Policy: There is no material deviation in the granted remunerations from the applied remuneration policy.



Board of Directors Remuneration

Table 1: Twelfth Term up to April 02, 2025

Name / Classification	Fixed: Specific Amount	Fixed Board Allowance	Fixed Com Allowance	Fixed: In-Kind Benefits	Fixed: Tech/ Admin/ Consult	Fixed: Chair/MD/ Sec	Fixed: Total		Var: Profit %	Var: Periodic	Var: STI Plans	Var: LTI Plans	Var: Granted Shares	Var: Total	End of Service Award	Grand Total	Expense Allowance
First: Independent Members																	
1. Dr. Ahmed bin Hamdan Al-Jedaie	50,411	6,000	6,000	-	-	37,808	-		-	-	-	-	-	-	-	100,219	-
2. Mr. Abdulrahman bin Mohammed Al-Thunayan	50,411	6,000	3,000	-	-	-	-		-	-	-	-	-	-	-	59,411	-
3. Dr. Mai bint Abdullah Al-Ajaji	50,411	6,000	3,000	-	-	-	-		-	-	-	-	-	-	-	59,411	-
4. Dr. Fahad bin Abdulaziz Al-Rabiah	50,411	6,000	12,000	-	-	-	-		-	-	-	-	-	-	-	68,411	-
Total	201,644	24,000	24,000	-	-	-	-		-	-	-	-	-	-	-	287,452	-
Second: Non-Executive Members																	
1. Mr. Ammar bin Abdulwahed Al-Khudairy	50,411	6,000	6,000	-	-	-	-		-	-	-	-	-	-	-	62,411	-
2. Mr. Khalid bin Abdulrahman Al-Gwaiz	50,411	6,000	15,000	-	-	-	-		-	-	-	-	-	-	-	71,411	-
3. Eng. Adel Karim Kak Ahmed	50,411	6,000	6,000	-	-	-	-		-	-	-	-	-	-	-	62,411	-
4. Dr. Mohammed Khalil Mohammed	50,411	6,000	3,000	-	-	-	-		-	-	-	-	-	-	-	59,411	-
5. Mr. Faisal bin Mohammed Shaker	50,411	6,000	3,000	-	-	-	-		-	-	-	-	-	-	-	59,411	-
Total	252,055	30,000	33,000	-	-	-	-		-	-	-	-	-	-	-	312,055	-

Table 2: Thirteenth Term since April 03, 2025

Name / Classification	Fixed: Specific Amount	Fixed Board Allowance	Fixed Com Allowance	Fixed: In-Kind Benefits	Fixed: Tech/ Admin/ Consult	Fixed: Chair/MD/ Sec	Fixed: Total		Var: Profit %	Var: Periodic	Var: STI Plans	Var: LTI Plans	Var: Granted Shares	Var: Total	End of Service Award	Grand Total	Expense Allowance
First: Independent Members																	
1. Mr. Farhan Waleed Al-Buainain	149,589	15,000	21,000	-	-	-	-		-	-	-	-	-	-	-	185,589	-
2. Dr. Mai Abdullah Al-Ajaji	149,589	15,000	9,000	-	-	-	-		-	-	-	-	-	-	-	173,589	-
3. Dr. Fahad Abdulaziz Al-Rabiah	149,589	15,000	24,000	-	-	-	-		-	-	-	-	-	-	-	188,589	-
4. Mr. Khaldoun Abdullah Al-Fakhri	149,589	15,000	21,000	-	-	-	-		-	-	-	-	-	-	-	185,589	-
5. Mr. Faisal Marzouq Al-Fahadi	149,589	12,000	21,000	-	-	-	-		-	-	-	-	-	-	-	172,589	-
Total	598,356	72,000	96,000	-	-	-	-		-	-	-	-	-	-	-	905,945	-
Second: Non-Executive Members																	
1. Mr. Khalid Abdulrahman Al-Gwaiz	149,589	15,000	15,000	41,667	-	112,192	-		-	-	-	-	-	-	-	221,256	-
2. Dr. Ibrahim Abdulrahman Al-Juffali	149,589	15,000	27,000	-	-	-	-		-	-	-	-	-	-	-	191,589	-
3. Mr. Khalid Ibrahim Al-Rabiah	149,589	15,000	36,000	-	-	-	-		-	-	-	-	-	-	-	200,589	-
Total	448,767	45,000	78,000	500,000	-	112,192	-		-	-	-	-	-	-	-	613,434	-
Third: Executive Members																	
1. Dr. Ahmed bin Hamdan Al-Jedaie	149,589	15,000	15,000	-	-	-	-		-	-	-	-	-	-	-	179,589	-
Total	149,589	15,000	15,000	-	-	-	-		-	-	-	-	-	-	-	179,589	-

Note: Medical insurance is provided to the Board members and their families.

Remuneration of Committee Members:

Term 12: From January 01 to April 02, 2025

Member Name	Fixed Remuneration (Excluding Meeting Allowance)	Meeting Attendance Allowance	Total
Audit Committee Members			
1. Mr. Khalid bin Abdulrahman Al-Gwaiz	50,411	6,000	56,411
2. Dr. Abdullah bin Sghaiyer Al-Husseini	50,411	6,000	56,411
3. Ms. Kholoud bint Abdulaziz Al-Dakhil	50,411	6,000	56,411
4. Dr. Khalid bin Dawood Al-Faddagh	50,411	6,000	56,411
5. Dr. Fahad bin Abdulaziz Al-Rabiah	50,411	6,000	56,411
Total	252,055	30,000	282,055
Executive Committee Members			
1. Dr. Ahmed bin Hamdan Al-Jedaie	50,411	6,000	56,411
2. Mr. Ammar bin Abdulwahed Al-Khudairy	50,411	6,000	56,411
3. Mr. Khalid bin Abdulrahman Al-Gwaiz	-	6,000	6,000
4. Dr. Fahad bin Abdulaziz Al-Rabiah	-	6,000	6,000
5. Eng. Adel Karim Kak Ahmed	50,411	6,000	56,411
Total	151,233	30,000	181,233
Nomination and Remuneration Committee Members			
1. Dr. Mai bint Abdullah Al-Ajaji	50,411	3,000	53,411
2. Mr. Khalid bin Abdulrahman Al-Gwaiz	-	3,000	3,000
3. Mr. Mohammed bin Nazzal Al-Khaldi	25,205	3,000	28,205
4. Mr. Ahmed Bin Misfer Al-Ghamdi	25,205	3,000	28,205
Total	100,821	12,000	112,821

Remuneration of Committee Members:

Term 12: From January 01 to April 02, 2025

Member Name	Fixed Remuneration (Excluding Meeting Allowance)	Meeting Attendance Allowance	Total
Governance and Risk Committee Members			
1. Mr. Faisal bin Mohammed Shaker	50,411	3,000	53,411
2. Dr. Mohammed Khalil Mohammed	50,411	3,000	53,411
3. Mr. Thamer bin Abdullah Al-Hamoud	25,205	3,000	28,205
4. Mr. Khaldoun bin Abdullah Al-Fakhri	25,205	3,000	28,205
5. Mr. Abdulrahman bin Mohammed Al-Thunayan	50,411	3,000	53,411
Total	201,643	15,000	216,643

Term 13: From April 03 to December 31, 2025

Member Name	Fixed Remuneration (Excluding Meeting Allowance)	Meeting Attendance Allowance	Total
Audit Committee Members			
1. Mr. Farhan bin Waleed Al-Buainain	149,589	21,000	170,589
2. Mr. Khalid bin Ibrahim Al-Rabiah	149,589	21,000	170,589
3. Mr. Khaldoun Abdullah Al-Fakhri	149,589	21,000	170,589
4. Ms. Kholoud bint Abdulaziz Al-Dakhil	149,589	21,000	170,589
5. Mr. Obaid Salem Al-Qurashi	149,589	21,000	170,589
Total	747,945	105,000	852,945

Remuneration of Committee Members:

Term 13: From April 03 to December 31, 2025

Member Name	Fixed Remuneration (Excluding Meeting Allowance)	Meeting Attendance Allowance	Total
Executive Committee Members			
1. Mr. Khalid bin Abdulrahman Al-Gwaiz	149,589	15,000	164,589
2. Dr. Ahmed bin Hamdan Al-Jedaie	149,589	15,000	164,589
3. Dr. Fahad bin Abdulaziz Al-Rabiah	149,589	15,000	164,589
4. Dr. Ibrahim bin Abdulrahman Al-Juffali	149,589	15,000	164,589
5. Mr. Khalid bin Ibrahim Al-Rabiah	-	15,000	15,000
Total	598,356	75,000	673,356
Nomination and Remuneration Committee Members			
1. Dr. Mai bint Abdullah Al-Ajaji	149,589	9,000	158,589
2. Dr. Fahad Abdulaziz Al-Rabiah	-	9,000	9,000
3. Mr. Faisal Marzouq Al-Fahadi	149,589	9,000	158,589
4. Mr. Ahmed bin Mesfer Al-Ghamdi	112,192	9,000	121,192
Total	411,370	36,000	447,370
Governance and Risk Committee Members			
1. Dr. Ibrahim Abdulrahman Al-Juffali	-	12,000	12,000
2. Mr. Faisal Marzouq Al-Fahadi	-	12,000	12,000
3. Mr. Abdullah bin Saleh Al-Amro	112,192	12,000	124,192
4. Mr. Saad Mushabbab Al-Qahtani	112,192	12,000	124,192
5. Mr. Saud Ayed Al-Mofaddali	112,192	12,000	124,192
Total	336,576	60,000	396,576



Senior Executives' Remuneration

Details of Remuneration and Compensation	Fixed Salaries	Fixed Allowances	Fixed In-Kind Benefits	Fixed Total	Var Periodic	Var Profits		Var STI Plans	Var LTI Plans	Var Granted Shares	Var Total	End of Service Award	Board Remuneration (If Any)	Grand Total
Five of the senior executives who received the highest remunerations from the Company, including the CEO and the CFO	7,818,999.55	2,178,350.38	475,000	10,472,349.93	0	0		2,018,050	0	0	2,018,050	1,630,771	0	12,490,399.93

Related Party Transactions

1. Transactions with ACDIMA: Transactions and contracts were executed between SPIMACO and the Bioequivalence and Pharmaceutical Studies Center, which is affiliated with the Arab Company for Drug Industries and Medical Appliances (ACDIMA). This is due to the indirect interest of Board Members Mr. Khalid bin Ibrahim Al-Rabiah (Chairman of ACDIMA) and Dr. Ibrahim bin Abdulrahman Al-Juffali (Board Member of ACDIMA). The volume of these transactions and contracts during the year 2025 amounted to ₪ 2,563,256.26, without any preferential conditions.
2. Transactions with SPIMACO Morocco: Transactions and contracts were executed between SPIMACO and SPIMACO Morocco during 2025, in which Board Member Dr. Ibrahim bin Abdulrahman Al-Juffali has an indirect interest as a Board Member of SPIMACO Morocco. These contracts involve the sale of products to SPIMACO Morocco, with a transaction volume amounting to ₪ 2,351,881.
3. Raw Material Purchases from CAD Middle East: Transactions and contracts were executed between SPIMACO and CAD Middle East during 2025, in which Board Member Dr. Ibrahim bin Abdulrahman Al-Juffali has an indirect interest as a member of the Board of Directors of CAD Middle East. These contracts involve the purchase of raw materials from CAD Middle East, with a transaction volume amounting to ₪ 11,279,953.
4. Incurred Expenses for CAD Middle East: Further transactions and contracts were executed between SPIMACO and CAD Middle East during 2025, again involving the indirect interest of Board Member Dr. Ibrahim bin Abdulrahman Al-Juffali in his capacity as a member of the Board of Directors of CAD Middle East. These transactions encompass expenses incurred on behalf of CAD Middle East, with a transaction volume amounting to ₪ 18,925,000.

No-Objection Agreement

During the company's general assembly held on 26-2-2025, the assembly approved the board membership of Dr. Ibrahim bin Abdulrahman Al-Juffali in a company that competes with the company's business, as he is a member of the board of directors of Livera Company, one of the fund's companies specializing in modern medicines.

External Auditor

Subsequently, the General Assembly approved on June 29, 2025, the appointment of the Company's auditor (KPMG Professional Services) from among the candidates based on the Audit Committee's recommendation, for a period of two years starting from the second quarter of 2025. This appointment is to examine, review, and audit the financial statements for the second and third quarters, as well as the annual statements for the fiscal year 2025, the first, second, third, and annual statements for the fiscal year 2026, and the first quarter of 2027, for a total fee of ₪ 3,940,500 (three million, nine hundred and forty thousand Riyals).

During 2025, the Company considered expanding the scope of implementing mandatory governance regulations and addressing the implementation of some guiding articles. This initiative aims to enhance the effectiveness of governance within the Company, as well as the effectiveness of the Board of Directors, its affiliated committees, and the Company's Audit Committee.

Statutory Payments Paid and Payable for the Settlement of any Zakat, Taxes, Fees, or any other Dues

Item	Paid (₪)	Payable until the end of the period and not paid (₪)	Description	Statement of Reasons
Zakat	13,124,039.90	-	Zakat paid during the period ended December 2025	-
General Organization for Social Insurance (GOSI)	15,358,143	-	Employees' subscriptions for December 2025	-
Saudi Food and Drug Authority (SFDA) Fees	4,939,570	-	SFDA fees include product registration (which includes, but is not limited to, new registrations and portfolio maintenance through renewals and variations) and research and study fees (such as bioequivalence studies).	According to the final operating expenses for 2025: Classification of actual expenses for 2025 (₪) Product Registration: Studies and Research:

Penalties, Sanctions, and Precautionary Restrictions

In 2025, the Company did not receive any penalties, sanctions or precautionary restrictions from the Saudi Food and Drug Authority.

Compliance with Corporate Governance

Generally, SPIMACO applies all the provisions contained in the Corporate Governance Regulations issued by the Capital Market Authority (CMA), with the exception of the provisions detailed below:

Article / Paragraph Number	Text of the Article / Paragraph	Reasons for Non-Application
39	Assessment.	This article is a guiding article.
68	Formation of a Risk Management Committee: A committee called the "Risk Management Committee" shall be formed by a resolution of the Company's Board of Directors, with its chairman and a majority of its members being non-executive Board members. Its members must possess an appropriate level of knowledge in risk management and financial affairs.	This article is a guiding article. A Governance and Risk Committee was formed by a resolution of the Company's Board of Directors on April 7, 2025.
80	Organizing the Relationship with Stakeholders: The Board of Directors shall establish clear and written policies and procedures to organize the relationship with stakeholders to protect them and preserve their rights, provided that they specifically include the following: How to compensate stakeholders in the event of a breach of their rights established by regulations or protected by contracts. How to settle complaints or disputes that may arise between the Company and stakeholders.	This article is a guiding article. This is addressed within the terms included in the contracts between the Company and stakeholders, and there is also a Conflict of Interest Policy to limit and manage conflict of interest situations.

Article / Paragraph Number	Text of the Article / Paragraph	Reasons for Non-Application
82 / (2-3)	Motivating Employees: The Company shall establish programs to develop and motivate the participation and performance of its employees, provided that they specifically include the following: <ul style="list-style-type: none"> Programs for granting employees shares in the Company or a share of the profits it achieves, retirement programs, and establishing an independent fund to spend on these programs. Establishing social institutions for the Company's employees. 	This article is a guiding article.
84	Social Responsibility: The Ordinary General Assembly - based on a proposal from the Board of Directors - sets a policy that ensures a balance between its objectives and the objectives that society aspires to achieve; for the purpose of developing the social and economic conditions of society.	This article is a guiding article. The Company continuously engages in various social activities to ensure their sustainability and achieve their desired goals, which also aim to develop the social and economic conditions of society.
85	Social Work Initiatives: The Board of Directors establishes programs and determines the necessary means to launch the Company's initiatives in the field of social work, which includes the following: Establishing performance indicators that link the Company's performance with its social work initiatives, and comparing this with other companies with similar activities.	This paragraph is guiding. Work is underway to establish a specific policy for social work, and the mentioned points will be taken into consideration.
86 / 3	Disclosure Policies and Procedures: The Company's website must include all information required to be disclosed, and any other data or information published through other disclosure channels.	This paragraph is guiding. Work is currently underway to update the Company's website.
87 / 8 & 90 / B	Disclosing in the Board's report the remuneration of five of the Senior Executives in detail in accordance with the table attached in the Corporate Governance Regulations.	The Company adhered to disclosing the elements of the senior executives' remuneration in aggregate in accordance with the statutory requirements stipulated in Sub-paragraph (4/b) of Paragraph (a) of Article (90) of the Corporate Governance Regulations. However, to protect the interests of the Company, its shareholders, and its employees, and to avoid any harm that may result from disclosing the details by names according to position, the details were not presented as stated in Appendix (1) concerning the remunerations of senior executives of the Corporate Governance Regulations.
92	If the Board of Directors forms a committee specialized in corporate governance, it must delegate to it the competencies stipulated under Article 94 of these Regulations, and this committee must follow up on any matters regarding governance applications, and provide the Board of Directors, at least annually, with the reports and recommendations it reaches.	This article is a guiding article. A Governance and Risk Committee was formed by a resolution of the Company's Board of Directors on April 7, 2025.

Additional Declarations

It is also worth noting the following:

- There was no arrangement or agreement under which any member of the Board of Directors waived any remuneration.
- There was no arrangement or agreement under which any of the Senior Executives waived any remuneration.
- There was no arrangement or agreement under which any of the Company's shareholders waived any rights to dividends.
- There is no conflict between the recommendations of the Audit Committee and the resolutions of the Board of Directors regarding the appointment of the Company's auditor, their dismissal, determination of their fees, performance evaluation, or the appointment of the internal auditor.

Board of Directors' Declarations

The Board of Directors declares the following:

- Proper books of account have been maintained.
- The system of internal control is sound in design and has been effectively implemented.
- There are no significant doubts concerning the Company's ability to continue as a going concern.

Key Material Events and Important Company Decisions during 2025

During 2025, the Board of Directors made several decisions that positively impacted the Company's business and activities, which in turn enhanced shareholders' rights and interests. Among the most prominent important decisions and achievements of the Company are:

Date	Event
January 2025	Signing a contract with Ibrahim Al-Hudaithi Universal Company for the purpose of selling and distributing several medical products.
March 2025	Signing a cooperation agreement with CNBG regarding the supply, manufacturing, and marketing of influenza vaccines in the markets of the Kingdom of Saudi Arabia and the GCC countries.
March 2025	Signing a cooperation agreement with CanSinoBIO regarding the supply, manufacturing, and marketing of the (MCV4) quadrivalent meningococcal conjugate vaccine in Saudi Arabia and select markets in the Middle East and North Africa (MENA) region.
March 2025	Inauguration of a specialized manufacturing facility for oncology and highly toxic drugs, at a total cost of 272 million, covering an area of 2,800 square meters within the SPIMACO Pharmaceutical plant in the Qassim region, in collaboration with major global companies specialized in the pharmaceutical and biopharmaceutical industry.
October 2025	Signing a contract with Boston Oncology Arabia Ltd. for the purpose of technology transfer and local manufacturing of four specific oral oncology products at the SPIMACO Pharmaceutical plant for manufacturing oncology and highly toxic drugs in the Kingdom of Saudi Arabia.

Key Structural and Organizational Changes in the Company

In its endeavor to develop business, complete the transformation project, and increase operational improvement opportunities, the Executive Management has focused on developing and structuring the organizational framework to align with the Company's plan, objectives, and strategy. This was achieved by attracting highly competent professionals, which in turn reflected on the Company's performance to achieve sustainable growth and initiate a healthy work environment that positively impacts employee productivity.

Future Outlook SPIMACO is moving forward in consolidating its industrial position by enhancing its production capabilities, expanding local manufacturing, and elevating the level of innovation in vital therapeutic areas. Through continuous investment in research and development, enhancing localization, and establishing strategic partnerships, the Company seeks to achieve sustainable growth and increase its exports, in support of the objectives of the Kingdom's Vision 2030.

The Board of Directors expresses its deepest gratitude to the shareholders, regulatory authorities, customers, business partners, and all executive employees for their trust and continuous efforts in driving SPIMACO's successful journey. We look forward to achieving further progress and milestones during 2026 and beyond.

Conclusion

The Board of Directors of the Saudi Pharmaceutical Industries and Medical Appliances Corporation (SPIMACO) is pleased to extend its thanks and gratitude to all the Company's shareholders for their contribution to the continuation of its business. The Board is also pleased to express its thanks and appreciation to the Executive Management of SPIMACO for their exerted efforts and support in achieving the Company's transformation across all aspects.

In conclusion, the Board of Directors would like to thank all the Company's customers for placing their trust in us, affirming the Company's commitment to developing this relationship, continuously providing the best services, and adhering to the highest standards and the finest performance for its customers.



06

Appendix

Details of Retained Treasury Shares and their Purpose for 2025

Treasury shares maintained by the company as of December 31, 2025	Value of the Retained Treasury Shares	Date of Maintenance**	Purpose for Keeping the Shares as Treasury Shares
645,000	19,937,000	14/11/2023	To allocate treasury shares under a long-term incentive scheme to eligible employees

** The company's employee stock ownership plan (long-term incentive plan) was established on 11/14/2023 based on the approval of the Extraordinary General Assembly.



Overview of the total loan portfolio of SPIMACO and its subsidiaries as of 31/12/2025

Company	Creditor	Loan Balance as of 31 December, 2024	Additions during the 2025	Repayments during the year 2025	Loan Balance as of 31 December, 2025
SPIMACO KSA	Riyadh Bank	550,000,000	200,000,000	700,000,000	50,000,000
	SABB Bank	297,192,394	200,000,000	161,478,108	335,714,286
	Gulf International Bank	20,700,000	55,800,000	40,000,000	36,500,000
	Al Bilad	-	100,000,000	-	100,000,000
	Banque Saudi Fransi	280,051,698	-	280,051,698	-
	Inma	-	200,000,000	200,000,000	180,000,000
	Saudi EXIM Bank	-	150,000,000	-	150,000,000
	SNB	-	200,000,000	-	200,000,000
Dammam Pharmaceutical Company	Bank Al Bilad	65,889,365	-	10,833,333	55,056,032
	Banque Saudi Fransi	22,032,396	67,000,000	74,000,000	15,032,396
	GIB	-	20,000,000	-	20,000,000
	Saudi Industrial Development Fund (SIDF)	29,754,989	-	14,000,000	15,754,989
ARACOM Medical Company	Gulf International Bank	90,959,647	23,000,000	90,959,647	23,000,000
	Banque Saudi Fransi	25,000,000	14,000,000	25,000,000	14,000,000
ARAC Healthcare	Gulf International Bank	72,967,519	302,390,871	204,560,038	170,798,352
	Riyadh Bank	30,000,000	80,000,000	90,000,000	20,000,000
SPIMACO Morocco for Pharmaceutical Industries	BMCE Bank	13,149,923	-	2,585,626	10,564,296
	ATTIJARI Bank	37,828	-	37,828	-
	ARAB Bank	3,395,588	-	259,070	3,136,518
Total borrowings of the Company and its subsidiaries (مليارات ريال)		1,501,133,347	1,612,190,871	1,713,765,348	1,399,556,869

List of Subsidiaries, Associates, and Joint Ventures

The following table details the Company's ownership interests and activities:

Company Name	CR Number and Country of Incorporation	Principal Place of Business	Principal Activity	Direct & Indirect Ownership %
ARAC Company for Healthcare	1010075320, Riyadh	Kingdom of Saudi Arabia	Pharmaceutical products distributor	100%
Aracom Medical Company	1010438142, Riyadh	Kingdom of Saudi Arabia	Pharmaceutical products distributor	100%
Dammam Pharmaceutical Company	2050088711, Dammam	Kingdom of Saudi Arabia	Pharmaceutical Manufacturer	100%
Qassim Medical Services Company	1131011745, Buraidah	Kingdom of Saudi Arabia	Healthcare Service Provider	57.27%
Pharmaceutical Industries Company for Distribution	1010219722, Riyadh	Kingdom of Saudi Arabia	Pharmaceutical products distributor	100%
SPIMACO Saudi Foundation Algeria	00B0011047 16/00, Republic of Algeria	Republic of Algeria	Pharmaceutical products distributor	100%
SPIMACO Morocco for Pharmaceutical Industries	15555, Kingdom of Morocco	Kingdom of Morocco	Pharmaceutical Manufacturer	78.68%
SPIMACO Misr for Pharmaceutical Industries	137914, Alexandria, Arab Republic of Egypt	Arab Republic of Egypt	Pharmaceutical Manufacturer	90.59%
SPIMACO Misr for Distribution	35176, Arab Republic of Egypt	Arab Republic of Egypt	Pharmaceutical products distributor	100%

Company Name	CR Number and Country of Incorporation	Principal Place of Business	Principal Activity	Direct & Indirect Ownership %
SPIMACO Misr for Marketing	35177, Arab Republic of Egypt	Arab Republic of Egypt	Pharmaceutical products distributor	100%
SPIMACO Egypt	36022, Arab Republic of Egypt	Arab Republic of Egypt	Pharmaceutical products distributor	100%
Arab Medical Products Manufacturing Company (ENAYAH)	Saudi Arabia	Kingdom of Saudi Arabia	Manufacturing of Healthcare Products	51%
CAD Middle East Pharmaceutical Industries Company	1010221859, Issued from Riyadh	Kingdom of Saudi Arabia	Active Pharmaceutical Ingredients Manufacturing	46.08%
Tassili Arab Pharmaceutical Company (TAPHCO)	00 B 0011047, Republic of Algeria	Republic of Algeria	Pharmaceutical Manufacturer	22%



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