



Annual Report

2024





We aspire to initiate a new era of Private education characterized by development and creativity, and achieving the national transformation plan and the vision of our beloved kingdom, relying on the combined national efforts with our accumulated experience over the past decades and diversity our knowledge and learning resources.



Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

————— God save him —————



His Royal Highness

Prince Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince and Prime Minister

————— God save him —————

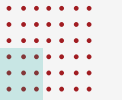
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01

Overview





Introduction..

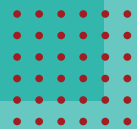
In implementation of its comprehensive development strategy, the National Company for Learning and Education has succeeded in contributing to providing the pre-university private education sector in the Kingdom with advanced national educational environments that enrich the journey of students with more advanced academic and cognitive capabilities and competencies, which make their higher educational experience richer, more integrated and more advanced, according to the highest required standards of quality and efficiency, which qualify them to be pioneers in shaping a brighter, safer and more prosperous future for the coming generations in our dear and beloved homeland.

This establishes its presence and pioneering position year after year in this vital and important sector, which contributes to enhancing the Track of community development in the Kingdom towards achieving the goals of the programs of the Kingdom's Vision 2030 to build an ambitious, dear and prosperous homeland.



Annual Report | National Company for Learning and Education 2024

■ Promising facts and figures



(28.2 thousand) students

The total number of students during the year 2023/2024G



(37.4 thousand) students

The capacity of existing educational complexes during the year 2023/2024G



(3.7 thousand) employees

The total number of company employees during the year 2023/2024G



(254 thousand m²)

The total area of land on which educational complexes and facilities are built during the year 2023/2024G



(4) Educational stages

(Kindergarten, primary, intermediate, secondary) stages covered by the company's schools



(2) Two approved curricula

(National and international curriculum) in the company's schools



(4) Cities

Covered by the company's schools (Riyadh - Buraidah - Al-Dhahran - Al-Khobar)



(13) Existing educational complex

During the school year 2023/2024G

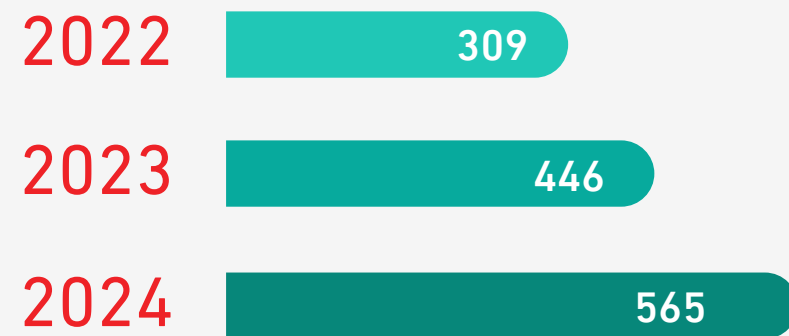


(4) New educational complexes

Opened at the beginning of the academic year 2024/2025G.

Growth Highlights

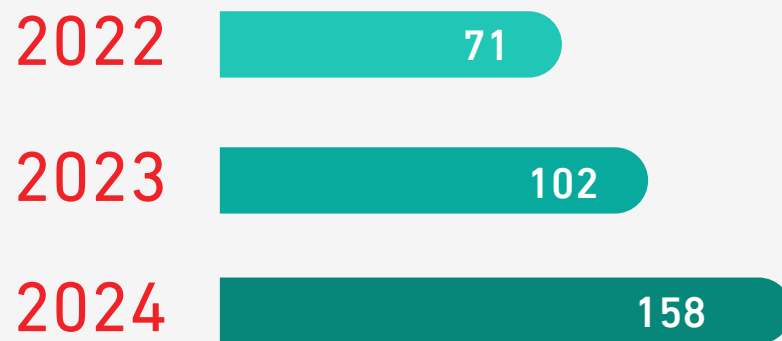
Revenues (million Saudi riyals)



27 %

Revenue growth rate compared to 2023G

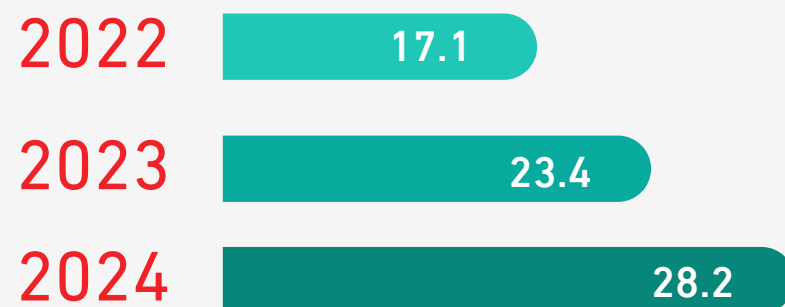
Net income (million Saudi riyals)



55 %

Net income growth rate compared to 2023G

Number of students (Thousand)



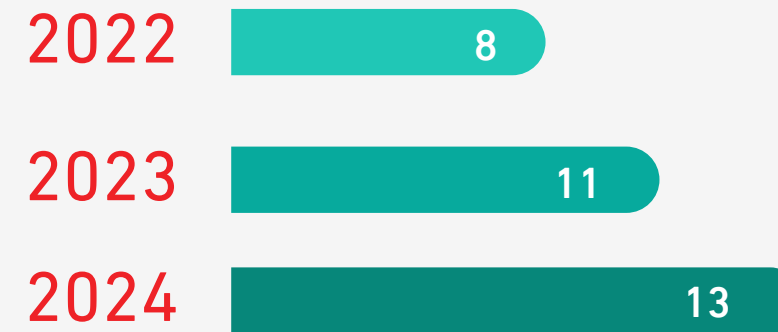
21 %

Growth rate of the number of students compared to 2023G.

Number of existing educational complexes



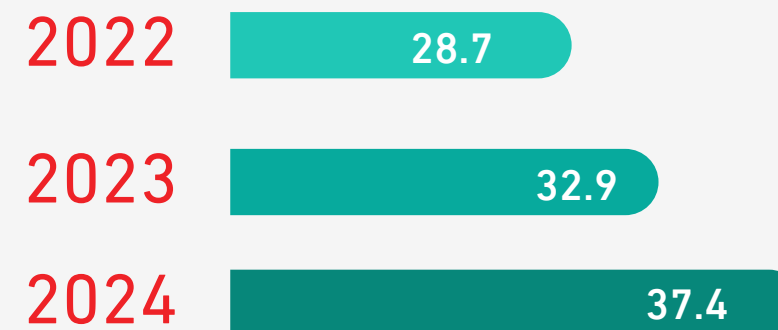
Existing educational complexes



18 %

Growth rate of existing educational complexes compared to 2023G.

Student capacity (Thousand)



14 %

Growth rate of student capacity compared to 2023G

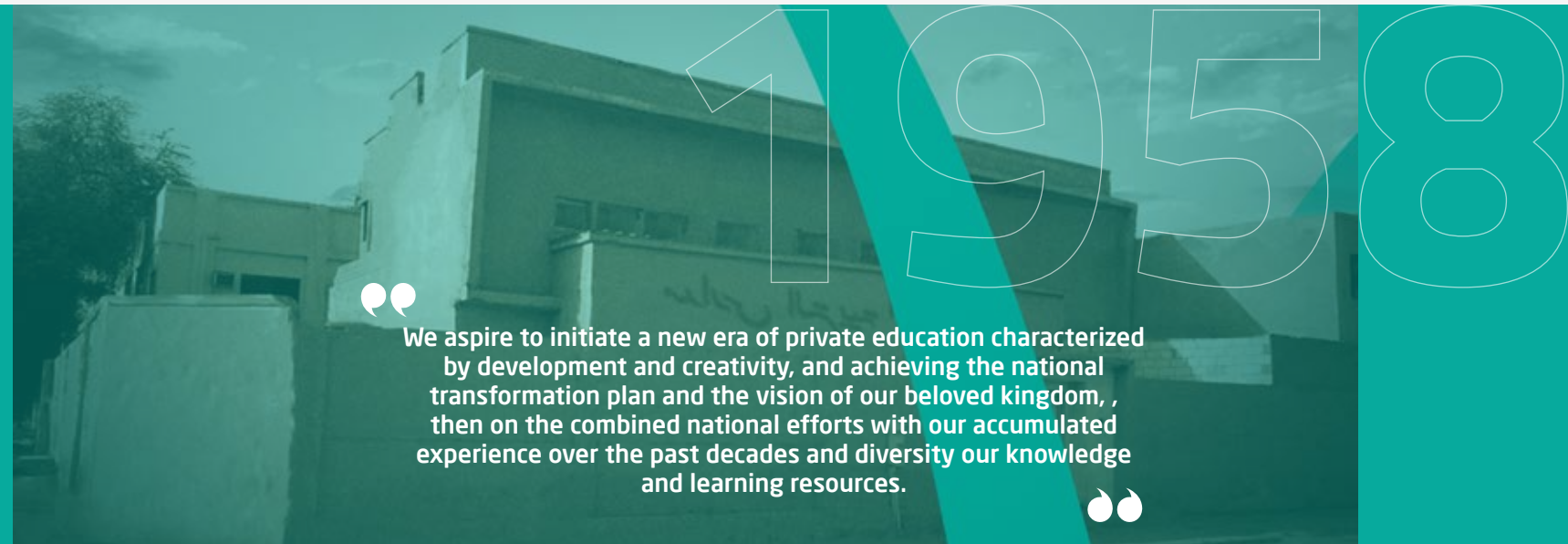


Our Story

With the launch of the “Namoushajiyah Education Schools” in 1378H corresponding to 1958G in the city of Riyadh, the founding father, Sheikh Mohammed bin Ibrahim Al-khudair, left a distinctive mark on the reality of pre-university education for boys and girls in the Kingdom, in parallel with the successive, tireless government efforts to bring about a qualitative shift in the reality of education and its development, which has become one of the most prominent Tracks to achieving the goals of the Kingdom’s Vision 2030, which was established by the government of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and his faithful Crown Prince, His Royal Highness Prince Mohammed bin Salman Al Saud, Prime Minister.

This ambitious step by the founding father came as a result of his study and deep understanding of the reality of society with its unique cultural specificity, and the necessities of its development, which begins with developing the concept of education and providing the appropriate environment for that. From establishing the first girls’ school in Riyadh with about 50 female students in rented buildings at its first headquarters in Al-Malaz district on Salahuddin Street, then on Jarir Street, until in 1400H / 1980G, school buildings were constructed in Al-Rayan district with integrated facilities that accommodate all levels. As a culmination of its achievements, the qualitative shift occurred in 1423H / 2002G with the transformation of this educational entity into the first closed joint-stock company in the education sector under the name “National Company for Learning and Education and Learning” registered in the Kingdom of Saudi Arabia under Ministerial Resolution No. (346).

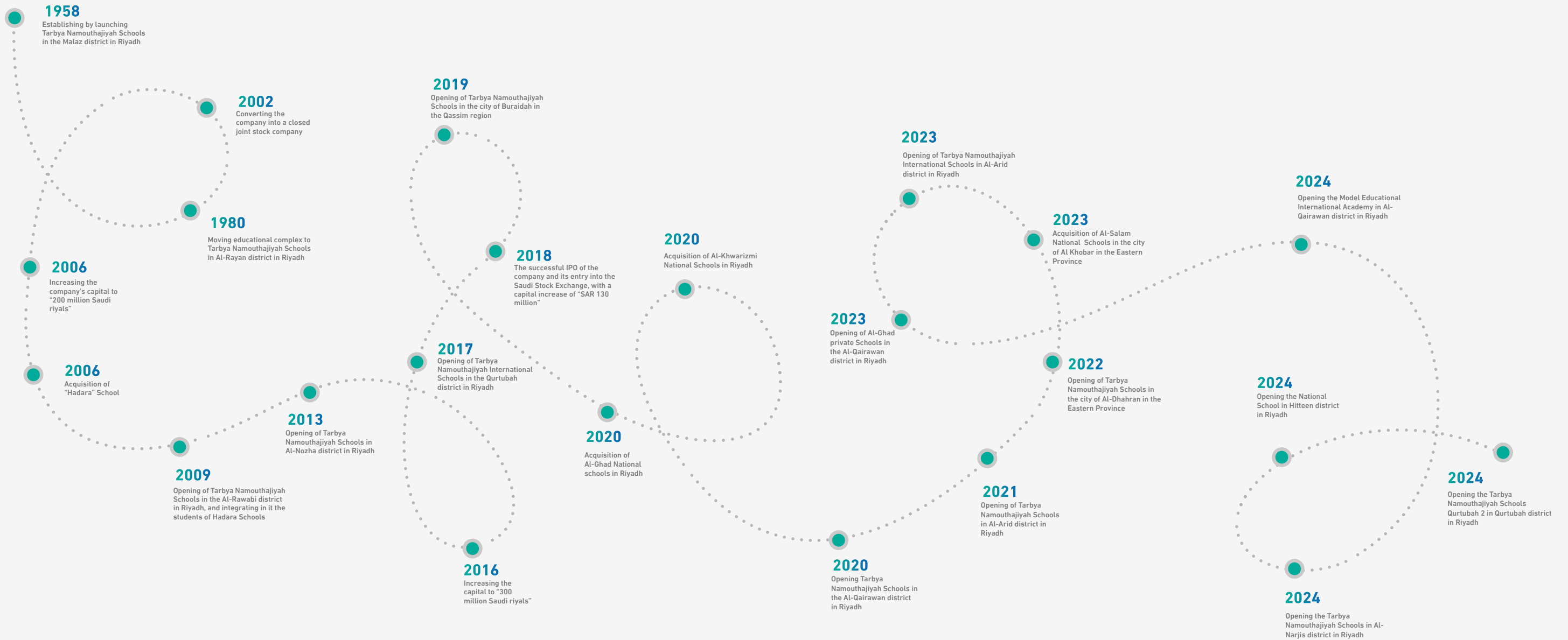
In continuation of this honourable journey, and under the slogan “Investing in the Future”, the National Company for Learning and Education has attained major qualitative achievements that are added to its record of successes to become a prominent player in the private education sector in the Kingdom of Saudi Arabia. Today, the company includes giant, advanced educational complexes that can accommodate more than 37 thousand students, distributed across all levels, from kindergarten, primary, intermediate, secondary, and international education program students. These complexes are staffed by a human cadre of more than 3.7 thousand, in school buildings built according to the highest specifications, combining educational and cultural halls, laboratories, and scientific laboratories on the one hand, and entertainment facilities and sports clubs on the other hand, on an area estimated at more than a



quarter of a million square meters. In the context of its work, the company has been keen to develop the educational process and qualify its human resources by signing many partnership agreements with major international educational institutions. It has also obtained several accredited international certificates, awards, participation medals, and shields of excellence, such as the Excellence Award for Leadership and Management for consecutive years. The company has also received the Ministry of Labor Award in localization, in addition to the sustained and honourable presence of its students, representing the Kingdom, and winning many awards in a group of national, regional, and international events.

In line with the acceleration of the community development movement at all levels in the Kingdom, and the dedication of the concept of quality of life, the company implements its sustainable development strategy, with all efficiency and competence, towards further growth and development, by investing in the available rewarding opportunities, by acquiring and expanding in the education sector in the Kingdom, and establishing a number of educational complexes, so that its advanced qualitative services reach new geographical areas, according to the strategic economic studies that it conducts on an ongoing basis, and in a manner consistent with its position and pioneering presence that is increasing and strengthening day after day in this vital and important sector.

Company Milestones





Vision

To become the national reference in operating schools and empowering future leaders



Mission

We seek to provide qualitative education to build the character of our students around leadership, research and innovation by providing an attractive and safe environment and developing educational competencies



Values





02

**Strategic
Track**

Chairman's Statement

Khaled bin Mohammed Al-Khudair



Dear Valued Shareholders

The National Company for Learning and Education continued its integrated development efforts, making great strides in enhancing its pioneering role by contributing to the development of the pre-university education sector in the Kingdom of Saudi Arabia. This is reflected in the set of results it has achieved during its journey of giving in 2024G. It gives me immense pleasure to shed light on such achievements in this annual report, hoping that it will be a real addition to the company's position, strength and pioneering presence in this vital and important sector.

Since the beginning of the signs of the strategy of the Royal Commission for the Development of Riyadh, which targeted double growth in the total population of Riyadh, the Board of Directors has developed a comprehensive strategy that included focusing on expansion in Riyadh, where we succeeded, in opening two educational complexes affiliated with the company; namely the Tarbya Namouthajiyah International Schools in Al-Arid district and Al-Ghad National schools in Al-Qairawan district, north of Riyadh, at the beginning of the fiscal year 2023/2024G, the financial impact

of which appears in this report. The company has also begun expanding with four additional educational complexes in Riyadh to be operated during the 2024/2025G academic year, the financial impact of which will appear in the first quarter ending on October 31, 2024. Thus, the company has created more than 12 thousand seats in capacity within two years, in line with its strategic approach in tandem with the growth of Riyadh.

In addition to achieving growth in our investment operations, the company has continued, to develop its educational operations in a way that has been reflected in the excellence of students in local, regional and international competitions, where they managed to score advanced positions, in a manner that is consistent with the efficiency and quality of the company's high educational and learning outputs, in line with its presence and prestigious leadership position in this sector in the Kingdom in general. The company also continued its diligent investment in building internal capabilities in the field of technology to support educational processes in a way that serves our students to refine their leadership and innovative personality.

Here, I must extend my sincere thanks and gratitude to our wise leadership under the banner of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud and his loyal Crown Prince, His

Royal Highness Prince Mohammed bin Salman Al Saud, Prime Minister, for their great and sustainable efforts to support the education sector in all its categories, which contributes to the advancement and development of our beloved Kingdom. Thanks are extended also to our esteemed shareholders for their precious trust and great support, and to the members of the Board of Directors and the Executive Management of the company, and to all our employees at various job levels for their dedication and sustained keenness to achieve the company's strategic goals with more distinction, efficiency and mastery.

Khaled bin Mohammed Al-Khudair

Chairman of the Board of Directors

CEO's Statement

Mohammed bin Khalid Al-khudair



Dear Valued Shareholders

During the fiscal year 2023/2024G, the National Company for Learning and Education continued to advance its achievements that are narrated by a wide range of promising facts and figures with further development and excellence in its long journey of giving, in line with its sustainable efforts to implement its ambitious strategy, consolidate its leadership position as one of the most prominent providers of pre-university education services, the most developed and growing in the Kingdom of Saudi Arabia.

The company was able to enhance its operational and educational capabilities by opening two new educational complexes in Al-Qairawan and Al-Arid districts. The company now operates (13) educational complexes by the end of the fiscal year ending on July 31, 2024G, in addition to four new educational complexes that will be operated at the beginning of the 2024/2025G academic year, bringing the total number of complexes of the company to seventeen educational complexes.

In parallel, the total number of students enrolled in the company schools by the end

of the fiscal year ending on July 31, 2024G grew by (21%), to reach (28.2) thousand boys and girls students compared to (23.4) thousand students in the previous year 2022/2023G, which in turn reflected a growth in profits as a result of an increase in revenues at the end of the fiscal year 2023/2024G, compared to the previous fiscal year 2022/2023G.

The company has made great strides in its sustainable journey in digital transformation, on the administrative and educational levels by completing the construction and operation of its internal electronic platform, which will bring about a qualitative shift, in the educational process, especially with the expansion witnessed by the world in artificial intelligence (AI) software in the field of education. In terms of human resources, the company has achieved significant progress in implementing the localization program, as the localization rate has increased by (54%), in parallel with its progress in developing the career path program for each male and female employee according to the specialization, through which all means of support and empowerment are provided to develop competencies and capabilities, to qualify leaders according to their efforts in various specializations and departments in the company. The company

has activated the job satisfaction standard and applied it with all merit, aiming to raise the quality and efficiency of performance and enhance achievement rates according to the previously approved plans.

In conclusion, I am pleased to extend my sincere thanks to all shareholders and partners for their great confidence, and to the Board of Directors, whose directives, great confidence, direct and continuous follow-up, and coordination with all committee members, played a major role in the success of all executive departments and their employees at all levels and functional specializations, in enhancing the achievements and successes in all diverse performance tracks in the company.

Mohammed bin Khalid Al-khudair

Chief Executive Officer



Company's Strategy

The National Company for Learning and Education is implementing an ambitious strategy through which it works to provide high-level quality educational services and enhance its competitive edge in the Kingdom by expanding its portfolio of investment projects and increasing its educational complexes, in a way that contributes to achieving the highest profitable returns for shareholders and partners, and to serve the largest possible number of students, and support them with its various educational, pedagogical, cultural and recreational services and activities.



Pillars for Implementing the Strategy

In implementing its strategy, the company relies on the following pillars:

First pillar Leading educational outcomes

The company relies on the following basic pillars to implement its strategy:

- Promoting the values of mastery and discipline
- Enhancing basic skills
- Enhancing technical skills and contemporary sciences
- Promoting sports and cultural activities
- Enhancing critical and creative thinking skills and effective communication
- Improving the ranking of the company's schools in classifications and competitions
- Involving the parents in the educational process

Second pillar Establishing a stimulating institutional environment

The company is developing the administrative and educational work environment in its various educational complexes in a way that keeps pace with its sustainable leadership presence, through the following integrated procedures:

- Ensuring safety is a priority for the company community
- Operations governance to ensure institutionalization
- Improving the technical environment and its systems
- Professional development of human capital
- Improving services supporting the educational process

Third pillar Achieving sustainable financial results

The Company applies a solid investment and financial strategy, through which it works to achieve all of the following:

- Growth in the number of students and schools affiliated with the company
- Improving the level of financial results
- Increasing revenues from supporting activities.



Linking the company's strategic objectives to the objectives of the Kingdom's Vision 2030 programs

Programs of Vision 2030

Vision 2030 Program Targets

Targets of the Strategy of National Company for Learning and Education



Human Capacity Development Program

- Building an integrated educational journey.
- Improving equal access to education.
- Improving basic education outcomes.
- Improving the ranking of educational institutions.
- Ensuring alignment between education outcomes and labour market needs.

Promoting the values of mastery and discipline:

- Promoting technical skills and modern sciences.
- Promoting sports and cultural activities.
- Promoting critical thinking skills and modern sciences.
- Promoting critical and creative thinking skills and effective communication.
- Improving the company's schools' ranking in classifications and competitions.



Digital Transformation Program

- Improving the quality of services provided to citizens.
- Enhancing companies' social responsibilities.
- Facilitating the practice of business.

Establishing a stimulating institutional environment through:

- Governing operations to ensure comprehensive institutional governance.
- Improving the technical environment and its systems.
- Professional development of human capital.
- Improving services supporting the educational process.



Quality of Life Program





Competitive Advantages

Over the past years, the company has achieved major progress in building distinguished operational and administrative work environments, in accordance with the highest standards of globally advanced institutional work, and within a comprehensive governance framework, which enhances the company's leading position and presence in the Kingdom in general, according to real competitive advantages, the most important of which are:

Governance

Where there are internal laws and regulations that guarantee the development of sound administrative structures that outline how decisions are taken within internally, the distribution of responsibilities, authorities and duties and the clarification of the relationship between the concerned parties represented in the Board of Directors, management, shareholders and stakeholders, in a manner that leads to creating no conflict of interest among these parties, but rather leads to realizing the interests of investors and ensures the Company's steady growth, supports its competitiveness, and helps provide financing and generate profits. Governance mechanisms are applied, the most important of which are:

- Accounting standards mechanisms.
- Quality measurement mechanisms.
- Information production control mechanisms.

Expansive future vision

Strategic orientation, definition of the Company's field of activity and the beneficiaries of its services, clarity of the organizational structure, policies and philosophical frameworks that govern decision-making to reach continuous superior performance.

The Company's distinguished experiences

Company's long and deep experience in the private public education sector, More than sixty years old, qualifies it to be one of the largest companies specialized in developing and managing private educational projects in the Kingdom of Saudi Arabia and a leading and reliable national reference in the transfer of knowledge and education.





Unique school model

The National Company for Learning and Education is distinguished by unique schooling model for the availability of distinctive infrastructure, modern buildings, equipment, facilities, technological support and all requirements to achieve the objectives of the educational process.

Attracting competent human resources

The Company's human resources are its most important assets and it is in constant pursuit to attract the best educational and administrative talents and experiences, that are trained and equipped with academic and professional qualifications according to the best standards, and characterized with their cumulative and deep experience and optimal practices that qualify them to achieve the Company's vision and goals in light of the performance indicators specified in the successive strategic plans.

Strategic partnerships

The Company is keen on building partnerships with the best national and international houses of expertise on one hand, and with beneficiaries and stakeholders on the other hand, and working closely with them to achieve the common goals.

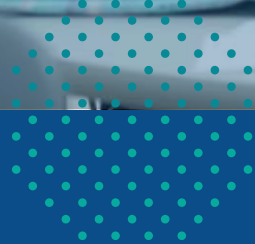
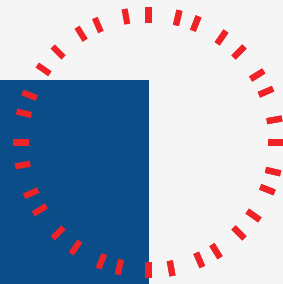
Self-growth

The Company is achieving steady profits during its course, which provided the necessary financial resources, liquidity and sufficient flexibility for expansion, development and spread operations which enables it to achieve its vision and future goals in a secure manner.

Talent enhancement

Our belief in the skills and abilities of the students in our schools and their enhancement represents our greatest competitive value as it is the foundation of our being an advanced educational institution. We are determined to hone the individual and his skills to earn him a confident personality, that can drive us to a shining world with the ideas of innovators and creators, and with them and their talents, we always take steady steps towards excellence.





Company plans and expansion strategy

NCLE's strategy is based on providing high-quality educational services and enhancing its competitive position through expansion and growth of the student base. The company applies a flexible expansion investment strategy, based on selecting the best investment opportunities that achieve profitable returns and the best value for all shareholders and partners, in accordance with the highest standards of quality and efficiency, as the company intends to continue expanding its activity by establishing and operating educational complexes and through acquisitions of existing schools.

During the year 2023/2024, the Al-Ghad National schools Complex in Al-Qairawan district was opened in August 2023, with an estimated capacity of 1,720 students. In addition to the opening of the Tarbya Namouthajiyah International Schools Complex in Riyadh - Al-Arid district in August 2023, with an estimated capacity of 2,520 students.

2

Opening of two educational complexes in Riyadh in 2023/2024

4,240

Students capacity of the two educational complexes

While four educational complexes were operated starting from the academic year 2024/2025G, in the districts of in the city of **Al-Qairawan, Qurtubah, Hetteen and Al-Narjis in the city of Riyadh** bringing the total number of educational complexes of the company to seventeen educational complexes.

4

Educational complexes were operated starting from the academic year 2024/2025G

17

Total number of educational complexes of the company during the academic year 2024/2025G





03

**Operational
Track**



Operational Report



Integrated Operational Practices

The company's main activity is to own, establish and manage private schools in general education (pre-university). The company operates 17 educational complexes during 2024/2025G through which it provides education for boys and girls in its two sections: private according to the Saudi national curriculum, and the American international curriculum. Meanwhile, the company manages a private company for operation and maintenance, which works as an operational arm specialized in providing educational support services such as cleaning and maintenance work and other various services.

The National Company for Learning and Education applies the best advanced and integrated global operational practices in all its learning and educational activities and events; starting with equipping its facilities with the most advanced global technologies in this field, and moving on to attracting an elite group of the best global and local learning and educational competencies and expertise. The company also continues to provide the highest levels of efficiency and excellence for its educational environments by applying the highest levels of security and safety in all its facilities and working to provide integrated services to students, which enhances their belonging and loyalty to the company's schools in a sustainable manner.

Meanwhile, the company is committed to adopting research, planning, development and benefiting from local and global lessons and experiences, as a fundamental pillar for developing its methodology in a sustainable manner that supports its prominent vital role in providing distinguished educational complexes according to industry best standards, which enriches the educational environment with modernity, development and integration at the level of the Kingdom in general. The company is providing integrated sports clubs in a number of its educational complexes, with the aim of achieving the message of the integrated curriculum that it aspires to, and the educational role that is consistent with its authenticity and antiquity, as it provides its services during the morning and evening periods to students, parents, and the local community. In an effort to provide an appropriate educational environment for practicing various physical activities for students, discovering sports talents among students and working to refine and develop them, and qualifying them to participate in local and international championships, in addition to providing the opportunity for parents to practice various activities.

Based on the company's keenness to provide an integrated educational environment with all its comprehensive professional solutions and services, to ensure the best educational experience for its students, NCLE is committed to developing an integrated school transportation system supported by a fleet of more than **70** buses of the latest advanced school buses equipped with the highest standards of quality, efficiency and safety from surveillance cameras, bus tracking system and route identification system.



The company's brands

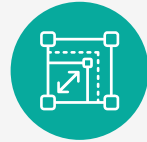
The group owns Five companies, Four of which are educational companies through which it provides education for boys and girls in two sections: private education following the Saudi national curriculum, and the international American curriculum. While it manages a private company for operation and maintenance, which works as an operational arm specialized in providing educational support services, i.e. cleaning and maintenance work and other various services. The following are the company's trademarks during the year 2023/2024G:



9 Educational complexes in Riyadh, Qassim and the Eastern Province during the year 2023/2024G



23.4 Students during the year 2023/2024G thousand



217 Square meters is the area of the land on which the educational complexes are built thousand

It is a distinguished name and an outstanding educational edifice in the field of education and teaching. It is one of the largest private schools in the city of Riyadh. It was established in 1378H corresponding to 1958G. It has gained a good reputation and the trust of parents students during its educational and pedagogical journey, and as a result of the schools' distinguished performance since its establishment, many generations of the best boys and girls students have graduated from it, who joined the most prominent local, Arab and international universities, and some of them have held the most important distinguished leadership positions in major companies and government agencies. The schools offer two educational tracks:

National Track

In this program, the company adopts the curricula approved by the Ministry of Education, developed in light of the best standards approved in the Kingdom of Saudi Arabia, according to the educational plans specified for each level (grade) in all subjects. Although all national schools teach the prescribed curricula, the most important feature of our schools is an innovative set of support programs that are the result of global expertise and experiences that work to develop the teaching staff and enhance student learning, through integrated enrichment curricula in the English language through intensive classes in addition to teaching the French language, computer skills, teaching mathematics and science in English MathSciences applied in some of our educational complexes, and teaching through the application of the STEM methodology.

International Track

It is an educational system that relies on teaching in English as a medium of instruction for all subjects except for Arabic language and Islamic education. The schools also adopt the American Diploma Program AHSD to provide the best educational opportunities that enhance students' thinking and abilities, based on the strongest curricula following the best Saudi, American and British educational practices, especially the Common Core State Standards.

The main goal of the program is to prepare students to pass the admission tests at the most prestigious American and Canadian universities and other preferred international colleges and universities, especially SAT1&SAT2, GAT, MAP Tests, SAAT, and aptitude and achievement tests. At the end of the program, after passing the twelfth grade, the student obtains an American diploma certificate that qualifies its holder to join all international universities outside the Kingdom, and provides an opportunity to obtain the EQUIVALENCY of the American diploma with the secondary school certificate issued by the Ministry of Education in the Kingdom of Saudi Arabia and thus join prestigious Saudi universities as well.





Model Education International Academy (MEIA) 

Model Education International Academy (MEIA) is an international school, an extension of the prestigious Tarbya Namouthajiyah Schools. The academy is distinguished by providing advanced educational services with high-quality international standards, through which it follows the full-day system from 7:30 to 4:30 pm, in addition to focusing on extracurricular activities after school hours, which focus on enhancing confidence and developing the creative, critical and analytical side in addition to enhancing the social side of students. The academy is distinguished by allocating a specific time daily to complete homework during the school day, which aims to remove the burden of homework from students and parents. The school day includes a healthy and complete lunch suitable for their age group.

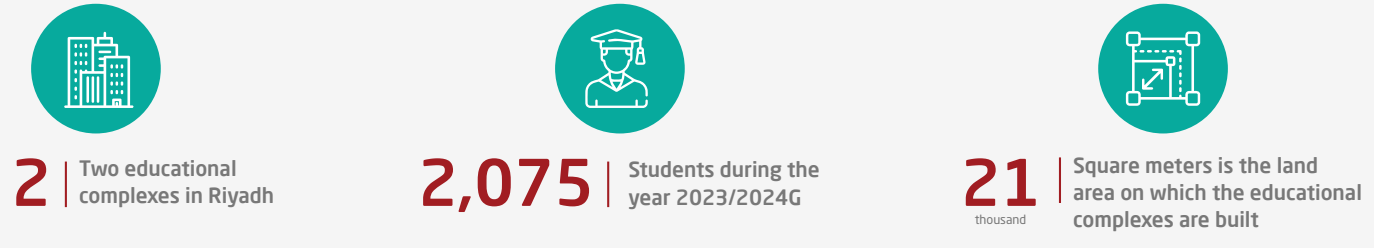


The academy applies an educational system based on teaching in English as a medium of instruction for all subjects except for Arabic language and Islamic education. The schools also adopt the American Diploma Program AHSD, which is based on the best educational practices, especially Common Core State Standards.

The main goal of the program is to prepare students to pass the admission tests at the most prestigious international universities. Especially SAT1 & SAT2 tests, GAT, MAP Tests, SAAT and aptitude and achievement tests. At the end of the program, the student obtains an American diploma certificate that qualifies its holder to join all international universities in addition to prestigious Saudi universities after the American diploma is equated with the secondary school certificate issued by the Ministry of Education in the Kingdom of Saudi Arabia.



✓ Al-Ghad National schools



Al-Ghad National schools seek to prepare boys and girls students to be creative individuals in their output, endowed with knowledge, culture, strong will and self-confidence, interacting with their communities with ability, determination, knowledge and impartiality, and with a great deal of distinction with what they have acquired of knowledge, skills and facts that protect them and establish their feet in the present and future.

Al-Ghad National schools are keen to learn and enhance leadership, responsibility and decision-making in addition to the importance of effective communication through implementing initiatives and programs designed for this purpose directly.

Students at Al-Ghad National schools receive high-quality education in an environment that inspires students and enables them to succeed in the face of challenges through the schools' implementation of a bilingual curriculum providing the Saudi national curriculum enhanced by a curriculum that enhances the English language in English, (mathematics and science), in addition to enrichment curricula in the kindergarten stage and intensive classes in computer skills.

✓ Al-Khwarizmi National Schools



Al-Khwarizmi National Schools represent a distinguished addition to the company's chain of educational complexes, through its keenness to apply the highest levels of quality and efficiency in the educational process. The company relies in Al-Khwarizmi National Schools on the curricula approved by the Ministry of Education, developed in light of the best standards approved in the Kingdom of Saudi Arabia, according to the educational plans specified for each level (grade) in all subjects, in addition to enrichment curricula in the English language through intensive classes, in addition to computer skills. The schools apply to the primary grades a national curriculum specialized in the foundation based on innovative education, and building character in its various aspects, as stimulating creativity among students is one of the most important values of Al-Khwarizmi National Schools, which believes that every student has something that distinguishes him, and seeks through this value to discover talents from the beginning and work continuously to nurture and develop them, and this is the approach followed by it.

✓ Al-Salam National Schools



Al-Salam National Schools provide distinguished education at all levels, in an effort to achieve sustainable development for the school community, through the optimal use of technology, and the creation of a safe and stimulating environment for learning. The complex adopts the private education system for the kindergarten, primary, intermediate and secondary stages for boys and girls. Al-Salam National Schools adopt the ministerial curricula as basic curricula in education, in addition to enrichment curricula that develop the individual's mental and social skills. In addition to programming and robotics. The teaching staff employs twenty-first century strategies in the educational process. The schools also provide a set of enrichment materials to provide students with skills for self-development and qualify them to face emerging challenges.

Rifan Company

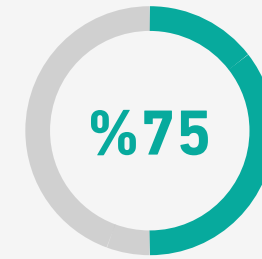
It is a private company for operation and maintenance, which works as an operational arm specialized in providing support services to all educational facilities of the company, from cleaning and maintenance work and other various services, according to the highest standards of quality and efficiency in this field.



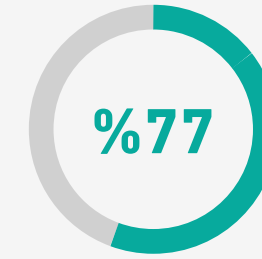


Company Projects

The company has managed to increase the number of its complexes and schools that are distinguished by the efficiency and quality of their integrated educational and learning services, in several regions of the Kingdom, as the number of its existing projects amounts to **(13)** integrated educational complexes during the academic year 2023/2024G, as shown below::



Occupancy rate in educational complexes



Percentage of students in the national curriculum



Percentage of students in the international curriculum

Complex	Foundation	Location	Curriculum	Optimum Capacity	Number of students	Occupancy rate
Al-Rayan	1980	Riyadh	National-International	5,250	4,452 *	85%
Al-Rawabi	2009	Riyadh	National-International	4,375	4,155	95%
Al Nozha	2013	Riyadh	National-International	4,375	3,346*	76%
Qurtubah	2017	Riyadh	National-International	1,280	1,263	99%
Buraidah	2019	Qassim	National-International	2,625	2,038	78%
Al-Ghad - King Abdullah	1990	Riyadh	National	2,200	1,690	77%
Al-Khwarizmi	2010	Riyadh	National	1,220	1,193	98%
Al-Qairawan	2020	Riyadh	National-International	4,550	3,924	86%
Al-Arid National	2021	Riyadh	National	3,000	2,376	79%
Al-Dhahran	2022	Al-Dhahran	International	2,300	846	37%
Al Salam	1984	Al-Khobar	National	1,950	1,486	76%
Al-Ghad - Qairawan	2023	Riyadh	National	1,720	385	22%
Al-Arid International	2023	Riyadh	International	2,520	1,003	40%

* Includes the numbers of Model Education International Academy (Al-Rayan Academy 447 and Al-Nozha Academy 644).

Existing educational complexes

1. Tarbya Namouthajiyah Schools Complex | Al-Rayan



5,250 boys and girls students



60 thousand square meters

The complex is located in the Al-Rayan district in Riyadh, on a land area of (60,000 square meters), with an optimal capacity of (5,250 boys and girls students). The complex was opened in 1980G. The educational complex provides private education services according to the national curriculum for the kindergarten, primary, middle and secondary levels for boys and girls. The complex also includes the Model Education International Academy (MEIA), which is a school that adopts the full school day system in accordance with the American International Curriculum. Its most prominent feature is its interest in extracurricular activities through enrichment programs, doing school assignments, and providing healthy lunches.

2. Tarbya Namouthajiyah Schools Complex | Al-Rawabi



4,375 boys and girls students



35.8 thousand square meters

The complex is located in the Al-Rawabi district in Riyadh, on a land area of (35.8 thousand square meters), with an optimal capacity of (4,375 boys and girls students). It is worth noting that the company acquired Al Hadara Schools in 2006, which was transformed after the construction of the complex in 2009 into the Tarbya Namouthajiyah Schools Complex Al-Rawabi. The complex provides private education services according to the national curriculum as well as the American international curriculum, for both the kindergarten, primary, middle, and secondary levels for boys and girls.

3. Tarbya Namouthajiyah Schools Complex | Al-Nozha



4,375 boys and girls students



29.3 thousand square meters

The complex is located in Al-Nozha district in Riyadh, on a land area of (29.3 thousand square meters), with an optimal capacity of (4,375 boys and girls students). The complex was opened in 2013G. The educational complex provides private education services in accordance with the national curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls. The complex also includes the Model Education International Academy (MEIA), which is a school that adopts the full school day system in accordance with the American international curriculum. What distinguishes MEIA Academy is the interest in extracurricular activities through enrichment programs, solving school assignments, and providing healthy lunches.

4. Tarbya Namouthajiyah International Schools Complex | Qurtubah



1,280 boys and girls students



5.4 thousand square meters

The complex is located in the Qurtubah district in Riyadh, on a land area of (5.4 thousand square meters), with an optimal capacity of (1,280 boys and girls students). The complex was opened in the academic year 2017-2018G. This complex for American international education only starting from the academic year 2024-2025G as it serves the kindergarten, primary, middle, and secondary levels for girls. This is due to the opening of the Tarbya Namouthajiyah Schools Complex in the Qurtubah district (Qurtubah 2) which provides private education services according to the national curriculum for the kindergarten, primary, middle and secondary levels for boys and girls, as well as according to the American international curriculum to the primary, middle and secondary levels for boys.

5. Tarbya Namouthajiyah Schools Complex | Buraidah



2,625 boys and girls students



12.7 thousand square meters

The complex is located in Buraidah in the Qassim region, on a land area of (12.7 thousand square meters), with an optimal capacity of (2,625 boys and girls students). The complex was opened in the academic year 2019-2020G. The educational complex provides private education services according to the national curriculum as well as the American international curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls.

6. Al-Ghad National schools Complex | King Abdullah District



2,200 boys and girls students



11.3 thousand square meters

The complex is located in King Abdullah district in Riyadh, on a land area of (11.3 thousand square meters), with an optimal capacity of (2,200 boys and girls students). It is worth noting that the company acquired Al-Ghad National schools in 2020. The educational complex provides private education service according to the national curriculum, for the stages of kindergarten, primary, middle and secondary levels for boys and girls.

7. Al-Khwarizmi National Schools Complex | Al-Nada



1,220 boys students



6.2 thousand square meters

The complex is located in Al-Nada district in Riyadh, on a land area of (6.2 thousand square meters), with an optimal capacity of (1,220 boys students). It is worth noting that the company acquired Al-Khwarizmi National Schools in 2020G. The educational complex provides private education services according to the national curriculum for the kindergarten, primary, middle and secondary levels for boys only.

8. Tarbya Namouthajiyah Schools Complex | Al-Qairawan



4,550 boys and girls students



29 thousand square meters

The complex is located in Al-Qairawan district in Riyadh, on a land area of (29 thousand square meters), with an optimal capacity of (4,550 boys and girls students). The complex was opened in the academic year 2020-2021G. The educational complex provides private education services according to the national curriculum as well as the American international curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls.

9. Tarbya Namouthajiyah Schools Complex | Al-Arid



3,000 boys and girls students



19.6 thousand square meters

The complex is located in the Al-Arid district in Riyadh, on a land area of (19.6 thousand square meters), with an optimal capacity of (3,000 boys and girls students). The educational complex was opened in the academic year 2021G-2022G, and this complex was designated for national education only starting from the academic year 2023/2024G, as it serves the kindergarten, primary, middle, and secondary levels for boys and girls, due to the opening of the Tarbya Namouthajiyah International Schools complex in the Al-Arid district (Al-Arid 2) which provides private education services according to the American curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls.

10. Tarbya Namouthajiyah International Schools Complex | Al-Dhahran



2,300 boys and girls students



9.9 thousand square meters

The complex is located in the city of Al-Dhahran in the Eastern Province, on a land area of (9.9 thousand square meters), with an optimal capacity of (2,300 boys and girls students). The complex was opened in the academic year 2022-2023G. The educational complex provides private education services according to the American international curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls.

11. Al Salam National Schools Complex | Al Khobar



1,950 boys and girls students



10.5 thousand square meters

The complex is located in the Olaya district of Al-Khobar, on a land area of (10.5 thousand square meters), with an optimal capacity of (1,950 boys and girls students). It is worth noting that the company acquired Al Salam National Schools in 2023G. The educational complex provides private education services according to the national curriculum for the kindergarten, primary, middle, and secondary levels for boys and girls.

12. Tarbya Namouthajiyah International Schools Complex | Al-Arid 2



2,520 boys and girls students



14.8 thousand square meters

The complex is located in Al-Arid district in Riyadh on a land area of 14.8 thousand square meters and an optimal capacity of 2,520 boys and girls students. The complex was opened in the academic year 2023-2024G. The educational complex provides private education services according to the American international curriculum for kindergarten, primary, middle, and secondary levels for boys and girls.

13. Al-Ghad National School Complex | Al-Qairawan



1,720 boys and girls students



9.7 thousand square meters

The complex is located in Al-Qairawan district in Riyadh on a land area of (9.7 thousand square meters), with an optimal capacity of (1,720 boys and girls students). The complex was opened in the academic year 2023-2024G. The complex provides private education services according to the national curriculum for kindergarten, primary, middle, and secondary levels for boys and girls.



Education Complexes in progress (Operation in August 2024G)

In the context of its development strategy, the National Company for Learning and Education is working to complete and equip an important group of projects under implementation within the specified timetables, to add them to the list of its distinguished educational complexes, in an effort to achieve its strategic goals in strengthening its distinguished leadership position and presence in the private educational sector in the Kingdom of Saudi Arabia. Below we provide an overview of these projects:

1. Tarbya Namouthajiyah Schools Complex | Qurtubah 2



2,500 boys and girls students



13.2 thousand square meters

The complex was opened in the academic year 2024-2025G in the Qurtubah district in Riyadh on a land area of (13.2 thousand square meters) and an optimal capacity of 2,500 students. This complex aims to complement the services of Qurtubah 1 Complex. This complex provides private education services according to the national curriculum for kindergarten, primary, middle, and secondary levels for boys and girls, as well as according to the American international curriculum for primary, middle, and secondary levels for boys only.

2. National School | Hetteen



2,000 boys and girls students



12.7 thousand square meters

The complex was opened in the academic year 2024-2025G in Hetteen district in Riyadh on a land area of 12.7 thousand square meters. The complex capacity is estimated at 2,000 boys and girls students. Through this educational complex, the company aims to raise a generation that is proud of its Saudi identity and Islamic values through an innovative educational curriculum and an integrated daily program (full-day system). The interest in extracurricular activities in this school is one of its most prominent competitive advantages, through its adoption of enrichment programs, solving school assignments, and providing healthy meals.

3. Tarbya Namouthajiyah Schools Complex | Al-Narjis



2,000 boys and girls students



10 thousand square meters

The complex was opened in the academic year 2024-2025 in Al-Narjis district in Riyadh on a land area of 10 thousand square meters. The complex's capacity is estimated at 2,000 students. The complex provides private education services according to the national curriculum for kindergarten, primary, middle, and secondary levels for boys and girls.

4. Model Education International Academy (MEIA) | Al-Qairawan



1,400 boys and girls students



5.3 thousand square meters

This complex was opened in the academic year 2024-2025G in Al-Qairawan district in Riyadh on an area of 5.3 thousand square meters and an ideal capacity of 1,400 students. It is a school that adopts the full-day school system according to the American international curriculum. The MEIA Academy is distinguished by its interest in extracurricular activities through enrichment programs, solving school assignments, and providing healthy meals.

Future educational complexes (under study)

1. Tarbya Namouthajiyah Schools Complex | Al Qasr 1



11.8 thousand square meters

The project calls for the establishment of an educational complex in Al-Qasr district in the city of Al-Khobar on a land area of 11.8 thousand square meters. The project is within the re-study phase and setting out the timeline as previously disclosed

2. Tarbya Namouthajiyah Schools Complex | Al Qasr 2



14.9 thousand square meters

The project calls for the establishment of an educational complex in Al-Qasr district in the city of Al-Khobar on a land area of 14.9 thousand square meters. The project is within the re-study phase and setting out the timeline as previously disclosed.



Educational Excellence

The company applies a sustainable strategy, through which it works to invest the best practices and achievements of the education and learning industry and align them with the requirements of school operations in all its distinguished educational complexes. The company also applies the national educational curriculum and the international education curriculum, in addition to enhancing the educational process with more supportive development programs such as enrichment curricula in Arabic and English, extracurricular programs, and equipping educational facilities with laboratories and scientific laboratories. The company develops many sports, entertainment, cultural and professional programs and activities, through which it seeks to devote the spirit of competition and prepare students for practical life and the labour market, stimulate innovation, and prepare leaders who embody high values. The company also meets the educational and technical needs of its complexes by fully investing its financial resources, and optimally employing academic cadres and administrative expertise. This ensures achieving the highest levels of efficiency and quality in all stages and school categories throughout the year. The following are the most prominent of these distinguished activities and events:

1. Enrichment curricula and the English language

It includes cognitive curricula that support the approved curricula, and is concerned with teaching the English language from the primary grades until the end of secondary level, through selected curricula and modern strategies in partnership with specialized international centers.

2. Extracurricular activities

The schools aim to prepare the student for practical life through physical activities, artistic meetings, scientific groups, and handicrafts, to stimulate the students' talents, develop their confidence and communication skills, and enhance the spirit of teamwork.

3. Integrating technology into education

In keeping pace with the rapid developments in knowledge, technology, and science and developing interactive learning environments, the company has been keen to provide the latest educational technologies and training programs necessary to integrate technology into the educational/scientific process through the Blended Learning strategy, and has equipped its educational complexes with the highest educational technologies; such as smart boards, projectors, mathematics labs, computers, and training, and has created an electronic follow-up system that enables the teacher, student, and guardian to extract performance reports and follow up on attendance, absence, study plans, and classroom and homework assignments through the LMS system and application.

4. Measurement and Testing Center

It aims to enable educators to apply achievement and psychological tests to improve the students' learning process and support their psychological growth, such as "Education Quality Monitoring" tests and "Hassin" tests.

In line with its development strategy, the National Company for Learning and Education works to build the best strategic partnerships with the most prominent prestigious global and local centers and institutions, with the aim of transferring educational and learning expertise, capabilities and knowledge, and integrating them into its ongoing educational and learning processes, in a way that achieves the highest levels of value and benefit for all stakeholders, including administrators, teachers and students in an integrated manner. Following are the most prominent of these strategic partnerships:

- In its keenness to attract and support talented students through "Mawhiba Classes", NCLE has established a partnership with the **King Abdulaziz and His Companions Foundation for Giftedness and Creativity**, where Tarbya Namouthajiyah Schools Al Al-Rayan Complex were chosen to be a center for attracting talented students in the advanced stage, and providing them with integrated educational services. "Mawhiba Classes" are distinguished by applying multiple additional curricula, internationally accredited, in addition to the curricula approved by the Ministry of Education.
- Partnership with the **Classera platform** to provide an electronic educational platform to provide e-learning and support students and teachers through enrichment and training programs.
- Partnership with **School Voice platform** to facilitate communication service between teachers, parents, students and administrative staff via an electronic application with the schools' identity.
- Partnership with **Anab platform**, which is an electronic educational platform concerned with providing specialized training courses in the field of professional development for teachers and educators, presented by distinguished academics and teachers from all over the world.
- Agreement with **training centers to qualify employees' expertise** in providing training courses and preparing training packages through TOT courses.
- Contracting with **educational trainers to qualify competencies** for the second row of leadership, as the leadership qualification initiative contributed to benefiting from qualified teachers for the agency and deputies qualified for leadership.

Honoring the Achievement



Continuing its journey full of a great record of successes and achievements, the company achieved a prominent pioneering presence in the most important local and international forums in 2023/2024, by crowning a group of its outstanding students, honouring them by winning several important and diverse competitions, the most prominent of which are mentioned below:

- Crowning the students of the Tarbya Namouthajiyah Schools with first place during the finals of the "Classera Hackathon 2024" competition, at the Middle East level.
- Honouring His Royal Highness Faisal bin Bandar bin Abdulaziz, Governor of Riyadh Region, in the presence of his deputy and the Director General of Riyadh Education, to two female students from schools affiliated with NCLE, for winning the Ministry of Education's "Monafs" award, during the closing ceremony of the World Robot Olympiad competitions in Riyadh.





- Honouring a student from the schools affiliated with NCLE, for winning the category of Distinguished Student at the Hamdan Bin Rashid Al Maktoum Award for Medical and Educational Sciences in the United Arab Emirates.
- The National Company for Education shone at the Tamayouz Forum 2024, where it achieved a remarkable achievement by winning 5 awards for excellence at the level of the Kingdom. This success comes within the framework of the National Program for School Evaluation, Classification and Accreditation, which reflects the commitment of National Education Schools to excellence and quality in the educational process for the year 2024.
- Crowning a student from the schools affiliated with NCLE with the gold medal during the participation of the Company in the International Exhibition of Inventions and Technical Innovations "ITEX 2024" in Malaysia.

- Crowning two students from the schools affiliated with the NCLE with two medals in the "Azkaa Olympiad for Programming and Artificial Intelligence" competition in the presence of His Excellency the Minister of Education, Mr. Yousef bin Abdullah Al-Bunyan, and His Excellency the President of the Saudi Data and Artificial Intelligence Authority (SDAIA), Dr. Abdullah bin Sharaf Al-Ghamdi.
- The National Company for Learning and Education received a letter of congratulations and thanks from His Excellency the Minister of Education, Mr. Yousef bin Abdullah Al-Bunyan, on the occasion of the excellence of the students of its schools during their participation in the International Science Exhibition in Taiwan "TISF2024" organized by the Taiwan National Center for Science Education.





A distinguished pioneering presence locally and globally

In line with its strategy to enhance its presence in order to activate its participation in events related to its activity in the education and learning sector, NCLE continued to participate in some local events as a sponsor or participant, based on its keenness to follow up on everything new and useful in this sector, and to integrate it after adapting it to all its various educational activities, in addition to organizing some important events in its educational environments and complexes, based on encouraging, empowering and supporting all its employees and students, in an effective manner.

- Participation of students of the Tarbya Namouthajiyah Schools in the closing ceremony of Prince Faisal bin Bandar Award for Excellence and Creativity in its third session, which was held at Prince Sultan University in the presence of Prince Faisal bin Bandar bin Abdulaziz Al Saud, Governor of Riyadh Region, and Dr. Nayef Al-Zari', Director of Education in Riyadh Region.
- Participation of the National Company for Learning and Education as a gold sponsor in the closing ceremony of the activities of the "49th Arab Deaf Week".
- Under the slogan "Empowering Growth", the National Company for Learning and Education participated, as a gold sponsor, in the Saudi Stock Market Forum.
- The National Company for Learning and Education received a letter of congratulations and thanks from His Excellency the Minister of Education, Mr. Yousef bin Abdullah Al-Bunyan, on the occasion of the excellence of our students during their participation in the International Science Fair in Taiwan "TISF2024" organized by the Taiwan National Center for Science Education.
- Hosting the traditional fashion program at the level of the Education Office.
- Hosting the Martial Arts and Olympic Academy Course.
- Hosting athletics at the level of the Education Office.
- Sponsoring and implementing the World Space Day activities in the Education Department.
- Receiving the Director of Education in the Riyadh Region for the meeting of private and foreign education at the company.
- Hosting the final qualifiers for the English Language Olympiad competition.

Our Human Resources Our Partners in Success

The National Company for Learning and Education is committed to developing a comprehensive strategy to continuously develop its employees and expand and diversify their knowledge base, based on its deep belief that its human capital is one of its most prominent assets and most important and vital strengths, to consolidate its leading position in the Kingdom in the private education sector.

Work Award

His Excellency the Minister of Human Resources and Social Development, Mr. Ahmed Suleiman Al-Rajhi, honoured the National Company for Learning and Education for winning the localization track in appreciation of the company's efforts to raise localization rates and develop human capabilities. This honour came based on the progress achieved by the company in the field of localization and the growth of the number of national cadres of Saudi male and female employees, which exceeded **2,000** male and female employees during the year 2023.

The company pays great attention to developing and improving the efficiency of its human resources, by continuing its orientation programs, developing internal training programs, and signing many partnership agreements with major prestigious international educational institutions in this field. This strategy revolves around the following pillars:



✓ Employment Programs

In line with the programs provided by the Ministry of Human Resources, represented by the Human Resources Development Fund (Hadaf), which was and still is one of the most important enablers that contributed to increasing the number of Saudis in the private sector and raising the rates of localization, The National Company for Learning and Education was able to benefit from these programs that had a distinctive impact, including:

- Employment Support Program.
- Tamheer Program (On-the-Job Training).



✓ Localization (Nationalization)

The National Company for Learning and Education realizes the importance of its role as an educational company in supporting localization initiatives in the Kingdom of Saudi Arabia. In order to develop the educational process in the Kingdom of Saudi Arabia, the company is committed to attracting distinguished national cadres in its branches and departments, as the localization rate exceeded **54%** and the number of Saudi employees reached more than **2,000** male and female employees. This is our steadfast commitment towards localization and achieving sustainable development in the field of education. This is according to the following criteria:

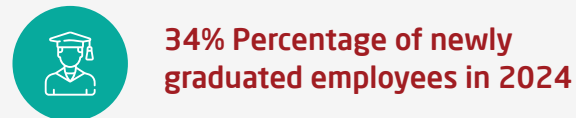
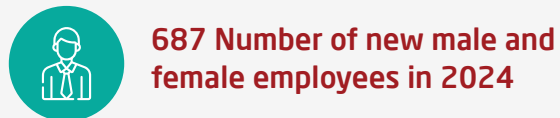
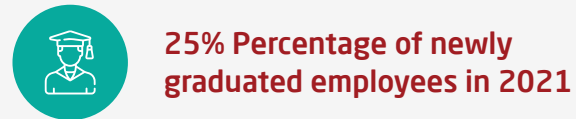
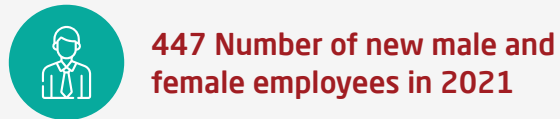
This is according to the following criteria:

First Criterion | Localization Rate:

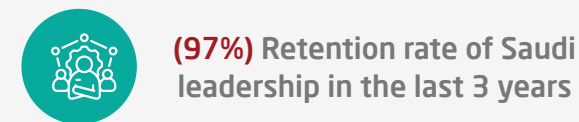
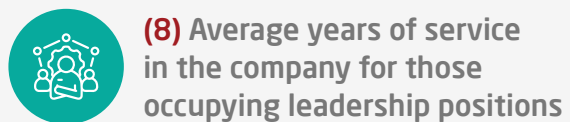


Second Criterion | Employment Rate of Saudis from fresh Graduates

Based on its national sense, the National Company for Learning and Education realizes the importance of contributing to driving the wheel of employment for fresh graduates due to its great importance in reducing unemployment rates and providing the opportunity for professional growth for such graduates. The company has contributed in an ideal way to raising employment rates for recent Saudi graduates during the past three years.



Third Criterion | Sustainability of national leadership in the company



The company is keen to implement its expansion development strategy and its various programs, through which it is committed to raising the rates of job stability for Saudi leadership in the company, by providing all means to support them at all levels, which motivate them to give and excel in their career paths, during which their professional and administrative conditions are developed in a manner that is consistent with their competitive capabilities, according to an integrated professional program. This has contributed, to the steady increase in these rates, which are among the highest in the private sector in the Kingdom.





The most prominent initiatives that contributed to employing Saudis and raising the quality of localization in the company

The company has taken ambitious expansion steps during the past three years, which came as a result of pumping promising investments within the context of its comprehensive development strategy, which contributed to the opening of educational complexes for employees and beneficiaries, which led to the growth of the employment rate of Saudis in the company and its subsidiaries schools.

The training program ending with employment

It is a program that starts every year starting from the second semester, which receives hundreds of recent graduates who undergo a training program that combines theoretical education and practical application for a period of three months in the company's schools, and approximately 60% of graduates are employed annually.

Employment support programs provided by (Hadaf)

The programs provided by the Ministry of Human Resources, represented by the Human Resources Development Fund (Hadaf), were and still are one of the most important enablers that contribute to increasing the number of Saudis in the private sector and raising localization rates. The company is among the companies that benefited from these programs, which had a distinctive impact.



Professional Development Programs

Based on the importance of the number of hours in professional development as one of the main performance indicators in the company, all our national cadres are subject to specialized training programs that contribute to their professional development at all levels, as each male and female teacher in the company's schools are subject to an average of approximately 24 training hours annually per employee. As the company realizes the importance of the continuous professional development role of employees, and one of the most prominent aspects that it has worked in this field is the following projects: internal training programs, external training programs, and remote training programs through the company's 'Nawat' platform and the "Anaab" platform.

A stimulating competitive work environment

The company is committed to creating a stimulating, competitive and sustainable work environment, in accordance with distinguished standards that contribute to improving and developing institutional work and raising the productivity of its employees. It seeks also to develop the work environment and follows-up mechanisms by preparing scientific standards in behavioural aspects that are compatible with the international best practices to raise the level of efficiency and professional engagement of employees.

National Education Award

Last year, the National Company for Learning and Education launched the National Education Award, an annual award given to distinguished male and female educational and administrative cadres in the company's schools, aiming to honour the company's and schools' distinguished male and female employees, by supporting them with generous financial rewards. This is through 5 main tracks:





✓ Women's Empowerment

57 %
the percentage of female cadres

The National Company for Learning and Education is committed to implementing the Tamouh program, through which it aims to integrate the principle of women's empowerment into all its work paths and provide appropriate job opportunities for national female competencies and enable them to achieve the company's strategic goals, as the percentage of female cadres in the company and its branches during the current year reached (57%).

✓ Job Satisfaction Scale

92 %
Job Satisfaction Rate for 2024G

In an effort to improve the quality of work in its various activities and events, the company conducts an annual assessment of the level of satisfaction of all employees, including administrators, teachers and technicians, with all services provided by the administration, to work on bridging the gaps and enhancing the positives, which contributes to mobilizing all resources and energies in an effort to achieve the company's strategic goals, and enhances its leading position in the education and learning sector in the Kingdom of Saudi Arabia.



An institutional culture with a comprehensive value system

The National Company for Learning and Education has managed to establish an inclusive institutional culture, through which it contributes to helping and supporting all its employees at various levels and job roles in assuming their responsibilities and implementing their tasks in an optimal manner, in all work Tracks. The company continues also to motivate them to achieve the highest levels of quality of performance, achievement and excellence with the required speed, accuracy and efficiency, by enabling them to translate the priorities and professional directions specified by the management. The company's management believes that devoting a matrix of institutional values in all its activities and events increases the employees' confidence in their colleagues and leaders, helps build a distinguished work team, and contributes to achieving the organization's vision and strategic goals. The company based its corporate values matrix on the following dimensions:



Credibility

This dimension measures the extent to which employees view management as honest, persuasive, and trustworthy, by assessing employees' perception of management's communication practices, their importance, and integrity.



Respect

This dimension measures the extent to which employees feel respected by the management, by assessing the levels of support, cooperation, and care that employees receive in the context of management's dealings with them of various patterns and types.



Justice

It measures the extent to which employees perceive the fairness of management practices and policies, by assessing the extent of equality, impartiality and fairness that employees find in the workplace.



Pride

The pride dimension measures the extent to which employees feel proud of their work, by assessing their feelings toward their jobs, work team or group, and the organization's workplace.



Fellowship

The dimension of fellowship measures employees' sense of fellowship in the workplace by assessing the quality of familiarity, the warmth of reception at meetings, and the work environment in general.



Digital Transformation

The company continued to enhance the digital transformation journey in all its educational and operational activities alike, through an advanced process that began several years ago and continues until today, according to the following pillars:

Improving operational efficiency

Automating all routine operations and procedures contributes to facilitating access to them and linking them with all stakeholders in the company from departments and sections, and dealing with them with the touch of a button, by implementing a series of simplified procedures with ease, smoothness and security. This ensures achieving the greatest amount of tasks and completing them quickly, accurately and with high efficiency. This ensures the safety of performance and speed of completion to a large extent, which is positively reflected in the overall productivity of all activities and work tracks in the company.

Enhancing the user experience

The process of automating all basic services such as registration, payment and direct access to information ensures an easy and safe experience for users, whether they are students, parents, teachers or employees, due to the speed, smoothness and accuracy it provides in obtaining the service without delay or slowdown.

Optimal use of resources

The comprehensive automation of all operations and procedures through easy-to-use digital interfaces and direct access to them quickly and simply, enables the ability to manage, unify and direct all the company's financial and human resources, and employ them optimally to implement more strategic and value-added tasks with high quality and efficiency, instead of draining them in long and complex routine operations.

Decision-making support

The process of digital transformation and dispensing with all paperwork and routine procedures ensures the possibility of obtaining accurate and immediate data on various aspects of the work, in a way that gives the ability to make decisions and track their implementation across all departments and sections in the company, and ensures their credibility because they are based on reliable digital information.



Ensuring data privacy and protection

The company invests in the latest advanced digital infrastructure, applications and software, which ensure the privacy of personal and institutional information sources, and their sustainable protection, to combat all forms of cyber piracy in all its forms, under the management of an experienced and expert human cadre.

In line with its deep belief that digital transformation in education has become an urgent necessity to continue the path of sustainable development, the National Company for Learning and Education has been keen to expand the use of modern technologies and digital means with its various applications and programs, to improve the learning process and provide an advanced and innovative educational environment. This is done by adding all of the following:

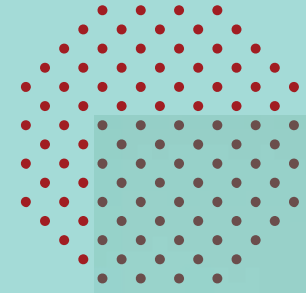
- The company has adopted an advanced concept for managing education technically, and implementing a specialized program for the education management system in its schools by developing its own internal educational platform that aims to enhance the educational experience and facilitate communication between students, teachers and administration. The currently activated services include user management, school and class structure, attendance and absence monitoring, in addition to advertising via posts and text messages. The platform also provides the feature of direct chats and groups, and management of materials and content including videos, attachments, assignments and tests. It also provides detailed reports and allows support tickets to provide assistance.
- The company has partnered with enrichment platforms that provide electronic educational and enrichment content for students as platforms that enhance reading among primary school students.
- In an effort to develop the capabilities and skills of its students in the upper grades, the company has entered into a partnership with advanced platforms that enhance programming in the upper grades in its schools.
- The company has been keen to provide teachers and administrative staff in its schools with the opportunity to benefit from various interactive training and development courses through an advanced electronic platform.
- The company has equipped more than 1,300 interactive electronic screens in classrooms in most of its schools.
- The company continues to use the school planning system, to calculate its need for teachers according to the study plan and the specified quota for teachers, which contributes to increasing the efficiency of operation in its affiliated schools.
- The company continued to use an advanced tracking system, which was applied to all buses and vehicles transporting students to and from its affiliated schools, in order to monitor and manage their routes with all efficiency, safety and security.
- In line with its continuous efforts to enrich the experience of students, parents and other stakeholders, the company has developed an integrated online store, which facilitates and simplifies the user's journey with safety.





04

**Sustainability
Track**



Sustainability

The concept of sustainability represents a clear direction for the strategy and work of The National Company for Learning and Education, as it is adopted in the smallest details of its various activities. The company is committed to designing and building work environments in it to be an ideal place for giving and sustainable work that is commercially and socially fair and environmentally safe. While its responsibilities go beyond contractual performance and legislative compliance, the company maintains a sustainable business that benefits its customers, shareholders, partners, employees and the local communities in which it operates by devoting a culture of managing health, safety and clean environment in all its businesses, supply chains and partners. The approach of integrating the value of sustainability into all our businesses and activities clearly identifies all the necessities, objectives, priority areas and goals in a way that contributes to meeting the legislative requirements of work and managing the risks associated with our business. It takes into account the social, environmental and economic impacts, which include ethical values, occupational health and safety, good work practices, employee and community rights, and environmental protection.

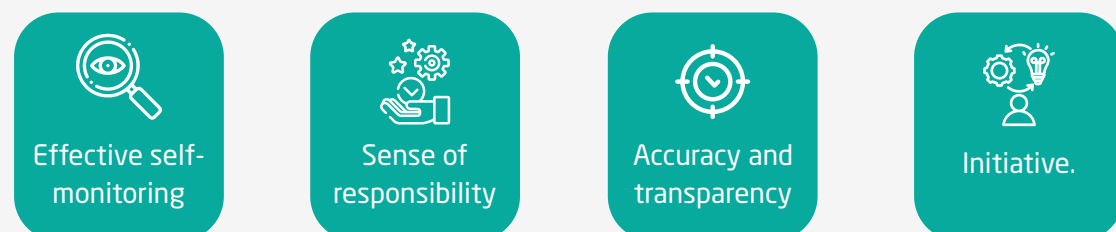
Quality and Safety Management

The company is committed to enhancing its capabilities in managing security and safety in all its various work environments and service facilities. The company also makes strenuous efforts to provide a safe and healthy professional environment for all its employees. It is committed to implementing an advanced school safety management system with the aim of providing a safe and healthy environment for all its employees. It applies the highest standards and indicators of school safety performance. The National Company for Learning and Education has been keen to set school safety standards to measure the extent of the commitment of complexes at all educational levels to school safety requirements, which include the implementation of emergency evacuation plan drills, first aid, the availability of fire and alarm systems, safety of games and playgrounds, safety of transportation and school buses, etc. The company's safety department provides training and monitoring services, along with controlling procedures to ensure the implementation of an effective safety system by a team experienced in the field of security services, supported by the latest equipment, facilities and related systems.

Risk Management

The Board of Directors of the National Company for Learning and Education is committed to adopting deliberate procedures to confront various risks that could hinder the company's operational performance, and promoting a culture of awareness of the responsibilities of all relevant parties in the company, so that they are fully informed and aware of its responsibilities towards these risks. Meanwhile, the company endeavours to enhance the effectiveness of internal control and implement corporate governance controls in accordance with the highest standards of transparency.

The company's risk management policy is based on the following pillars:



In an effort to achieve the highest possible efficiency in dealing with risks, ensuring a balance between achieving the company's objectives and preserving value and sustainability, work is carried out according to the following mechanism:

- Identifying and determining the potential risks that the company may face. These include all types of risks, such as financial risks, operational risks, environmental risks, etc.
- Assessing risks by measuring their impact and likelihood of their occurrence. Risks are then classified according to priority level into high, medium, or low risks.
- Developing and implementing risk management strategies, including identifying appropriate control procedures to limit the impact of risks and reduce the likelihood of their occurrence, and allocating the necessary resources to implement these strategies.
- Continuously monitoring and evaluating risks to ensure the effectiveness of procedures and assessing any emergency changes.

The Company is also exposed to the following risks through its use of financial instruments:

Market risk

The private education sector is witnessing an increasing competition from other educational institutions, with the growing awareness of Saudi families to the value that private schools add to their sons and daughters. The expectations of these families increase in high-quality educational and learning services. In this context, the company focuses on providing a distinguished educational experience, through continuous investment in improving educational facilities, developing curricula, and qualifying educational cadres to ensure the provision of distinguished educational services.



Interest rate risk

Fair value and cash flow interest rate risks represent exposure to various risks associated with the impact of fluctuations in prevailing interest rates on the company's financial position and cash flows. The Company is mainly exposed to interest rate risk as a result of Murabaha transactions with commercial banks. The company manages its financing costs by optimizing available liquidity and reducing lending.

Currency risk

Currency risk is the risk of change in the value of financial instruments due to changes in foreign exchange rates. However, the majority of the Company's transactions are in Saudi Riyals. Management closely monitors fluctuations in currency rates on an ongoing basis and based on its experience and market reaction. The management does not believe it is necessary to hedge against foreign currency risks as most foreign commission risks are relatively limited in the medium term.

Credit risk

Credit risk is the inability of a counterparty to a financial instrument to fulfil its contractual obligations. The Company is exposed to credit risk primarily from cash and cash equivalents and accounts receivable. The book value of financial assets represents the maximum credit risk.

Liquidity risk

Given the fact that the company's income and liquidity depend primarily on revenues generated from school fees, if some parents are unable, late or procrastinate in paying their children's school fees on their due dates, this will have a negative and material impact on the company's cash flows. The company's approach to liquidity management is to ensure, as much as possible, that it has sufficient liquidity to meet its obligations when due without incurring unacceptable losses or risking the company's reputation.



Environmental, Social and Governance Practices (ESG)

The National Company for Learning and Education continues its commitment to implementing a long-term approach based on the concept of comprehensive long-term governance, and acting responsibly and with great care towards all its communities and stakeholders, its activities and businesses in addition to its integrated environmental commitment. These practices have been primarily dedicated as a pillar of its ambitious plans and business growth, to form the vision of sustainability that it adopts and drives its business forward, to be the leading company in the field of educational services in the Kingdom of Saudi Arabia. While the company confirms that an individual who receives a good education guarantees better job opportunities, it believes that raising the efficiency and quality of educational services in society leads to achieving long-term economic growth. The National Company for Learning and Education, as one of the largest leading educational companies in the Kingdom, also realizes the priority of comprehensively applying corporate governance, by focusing on environmental, social and sustainability practices that contribute to providing high-quality services, which NCLE has given great attention to in its educational facilities.

First | Environmental practices

Our efforts aim to enhance environmental awareness and develop sustainable practices within the learning environment and encourage students and faculty members to take action to preserve the environment and reduce its negative impacts. This system can be represented in three main parts: i.e. identifying the environmental impact, programs to mitigate its negative impact, and a monitoring and readiness plan to reduce it in the best possible way. The company's management has intensified awareness campaigns and participatory initiatives in its business environments.



Contributing to environmental protection

In line with its commitment to enhancing the role of society in preserving and protecting the environment, the company's school students, during the reporting year, and within the "Scout Volunteering" event, planted the planters and areas surrounding the company's educational Schools complexes and the surrounding external environment. Training courses were held to enhance students' awareness of environmental conservation and cleanliness.

In addition to participating in the Our Green Land Exhibition event hosted by the Riyadh Green Authority in the company's schools.



Water resources management

The National Company for Learning and Education is committed to applying the highest levels of efficiency in water resources management in all its administrative and educational complexes and facilities, according to a precise regulatory framework that combines the application of strict procedures to spread the culture of personal and public hygiene according to advanced health and technical controls, with the rational use of water in personal service facilities such as bathrooms and sinks, and the use of advanced water control systems that control the amounts of water flowing through taps and hoses with great accuracy in a way that limits water waste with very high efficiency.



Electrical energy consumption management

The National Company for Learning and Education has committed in all its educational complexes and administrative offices to reducing electricity consumption, by replacing all traditional lighting systems with those that save energy with (LED) technology by (80%) compared to regular lamps, in addition to their long operational life expectancy of up to more than (15,000) hours, which greatly reduces the costs of replacing these systems and their accessories.



Reducing harmful vehicle emissions

Based on the National Company's concern for the environment, it has improved the movement of school buses and its vehicles within specific ranges and set bus speeds not exceeding 80 km as a maximum on expressways, in order to reduce harmful gas emissions to the environment resulting from the movement of buses and cars belonging to the company and its employees. On the other hand, the company has adopted fuel monitoring cards in all of the company's vehicles and educational facilities. The company has also purchased a fleet of modern school buses, which are characterized by the efficiency of their engines to reduce harmful gas emissions, in addition to a significant decrease in their fuel consumption cost.



Waste management

In order to manage waste in all its forms and types in the correct manner for the sake of reducing the harmful environmental effects resulting from hazardous waste, the Company is committed to dedicating more practical procedures and activating them with the aim of reducing them by signing contracts and agreements with companies and institutions specialized in this field, to manage waste in all its forms, especially hazardous waste, resulting from all administrative and educational operations and their facilities such as laboratories with their biological and chemical experiments, by following the instructions of the SDS safety bulletins when disposing of chemicals.



Environmental complaints and lawsuits

Thanks to the Company's commitment to applying strict and systematic procedures to preserve the environments in which it operates at all its sites, there are no environmental issues or problems with its neighbouring communities.



Quality insurance of customers service

In line with its strategy to provide the highest levels of quality, speed, and efficiency in all its services provided to students, their parents, and all customers and partners, the company has activated a package of distinguished quality services, such as developing a call centre equipped with state-of-art-technologies and modern equipment, while using all digital communication systems. Means of other developed communication , as text messages addressed to parents, shareholders and partners, have been activated. It also implements periodic questionnaires with customers seeking their feedback and views, and take them into account with the aim of developing its services and raising their quality and efficiency in an optimal manner.



Second | Social practices



Human capital

In line with its ambitious strategy, the National Company for Learning and Education is making unremitting efforts to establish its leadership in the sector of high-quality and efficient educational services, as it continues to develop competitive and stimulating work environments through which it attracts the elite of distinguished competencies, experiences and qualifications, retains them and provides them with all integrated work capabilities. The company implements an environmental health system to maintain the health of employees and students, by complying with safety standards in its buildings and educational facilities, in addition to publishing measures and policies for security and safety therein, while ensuring the provision of all pillars, foundations and requirements of civil defence. The company has also implemented a comprehensive employee insurance system and contracted with specialized medical companies to provide medical insurance for all employees in its educational complexes and facilities.



Training and development of employees

The National Company for Learning and Education is committed to implementing an integrated strategy to develop all employees in its educational complexes and facilities, as it has continued to implement many programs for developing, qualifying and training employees, in addition to holding various courses in the field of education, financial, administrative and service affairs, in addition to holding specific seminars in agreement with specialized and prestigious training companies. The employees attended more than (38,000) training hours in 2024.



Equal opportunities

In line with its advanced institutional approach, the National Company for Learning and Education continues to be committed to implementing the principle of equal opportunities, by giving the opportunity to both genders according to the required qualifications and specializations, as the percentage of male employees reached 43% ,and the percentage of female employees reached 57%. Whereas the number of female employees in leadership positions reached 125 employees during 2024G.



Promoting social and economic development

The National Company has also committed itself to always participating in community and economic development, employing approximately **(127)** saudi employees annually, and creating more job opportunities. The company also conducts cooperative training for graduates of Saudi universities.



Youth employment

The National Company is committed to ensuring the employment of young people of both genders, as it employs approximately **(1,000)** male and female employees with an average age not exceeding 30 years. This has contributed to activating the company's role, not only educationally, but also developmentally, enabling social responsibility programs and communicating with community partners, especially since the Kingdom of Saudi Arabia in general realizes that building an ambitious and integrated society is achieved through effective partnerships with private society in all sectors to maximize the social impact in building a nation that is stable in various aspects and developed economically, socially and educationally.





Community contribution

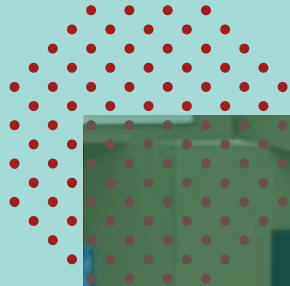


NCLE paid great attention to community partnerships, as it established many partnerships with several entities, and organized a group of distinguished community programs and events. The following are the most prominent community participations carried out by the company during the year 2024G:

- Holding the "My Toy is My Gift" event to donate children's toys in cooperation with the "Binyan" Association
- Holding a fundraising event in cooperation with the "Al-Birr Association in North Riyadh", on the International Volunteer Day.
- Visiting high school students to the nursing home in Riyadh, to enhance the humanitarian aspect towards the elderly segment of society.
- The "Hearing and Obedience" exhibition - organized by the Education Office in the region.
- The Dental Health Exhibition - organized by Rafal Clinics at Sheikh Mohammed Al-Khudair Theatre in the company.
- Holding a Winter Clothing event - organized by Fayed Association as part of the "Ramadan Giving" program in the company's schools.
- Holding a seminar on (Combating Obesity) inside schools - organized by the Supervision Department at Al-Naseem Education Office. And the Therapeutic Nutrition Specialist at Al-Salam Health Hospital, at Sheikh Mohammed Al-Khudair Theatre.

- Healthy Food Exhibition - Hosting parents in the company's schools.
- Ideal School Bag Exhibition, organized by King Saud University in the company's schools.
- Healthy Food Exhibition, organized by SADAFCO in the company's schools.
- World Book Day Exhibition, organized by Brilliant Minds at Sheikh Mohammed Al-Khudair Theatre.
- Oral and Eye Health Detection Event, organized by the Ministry of Health in the company's schools.
- First Aid Course, organized by the National Guard Hospital in the company's schools.
- Photography Skills Workshop, organized by King Saud University in the Learning Resources Hall at the secondary level.
- Sponsoring the Masdar Football Tournament in partnership with Masdar Oil Company on the secondary level fields.
- Holding the Character Building Course, organized by the Da'wah Center on the company's internal theatre.
- Holding the Foreign Universities Forum, organized by UKUNE in the company's schools.
- The World First Aid Day, organized by the Saudi Red Crescent Authority at Sheikh Mohammed Al-Khudair Theatre.
- Memorandum of Understanding with the Saudi Federation for Sitting and Wheelchair Game Support and care for people with disabilities and facilitating sports events.
- Cooperation agreement with the Saudi Down Syndrome Charitable Association (DSCA): Preparing classrooms and hosting events for the association's members.
- Cooperation agreement with the Farah Clothing Association: Distributing school uniforms to support needy families and promote social solidarity.
- Memorandum of Cooperation to implement the Breaks and Points Program for Adolescents Child Care 12-week adolescent behaviour development program.
- Community partnership with Mizan Abdul Hakim Al-Odhaib: Teaching high school students the skills of dealing with vehicle breakdowns and safe driving.
- Cooperation agreement with the Anti-Smoking Association (Naqaa): Spreading awareness of the dangers of smoking and organizing volunteer programs and events.





Sustainable Nutrition and Health Quality

In an effort to ensure the highest levels of school health in all its administrative and educational environments and facilities, The National Company for Learning and Education applies strict standards for food hygiene and safety, through its development and preparation of seminars that provide students and educational staff, with meals and beverages that are subject to accurate health and nutritional control, in line with the health standards and controls in force in this field. This is in line with its strategic vision towards ensuring a safe and sound educational environment for all students, in a way that contributes to taking full care of their health to build a healthy and healthy body in a sustainable manner.



Privacy and Data Security

The National Company for Learning and Education is committed to adopting and implementing the latest programs, applications and procedures specialized in protecting and securing personal information for all employees in the company in their various job roles, and all external stakeholders and related parties from suppliers, contractors and others, in a way that ensures the preservation of their privacy and the protection of all their personal data, in an effective and responsible manner.



Impact of products and services on society

In line with its vision and strategic objectives, to be one of the most prominent leading companies that provide the latest integrated educational complexes with their modern facilities and equipment supported by a group of the best competencies, experiences and administrative and educational qualifications, through which it provides a national and international educational curriculum for male and female according to the highest standards of efficiency, quality and excellence, which had the greatest impact on its educational outcomes, as evident from its graduates who are holding key positions in major companies and government agencies.



Localization

The National Company for Learning and Education realizes the importance of its role as an educational company in supporting localization initiatives in the Kingdom of Saudi Arabia, and has committed to attracting distinguished national cadres in all branches and departments of the company, where the nationalization rate exceeded 57% and the number of Saudi employees reached more than (2,000) male and female employees. This is our steadfast commitment towards localization and achieving sustainable development.



Responsible relations with suppliers

In the context of its efforts to contribute to the national local content, the National Company for Learning and Education is committed to implementing an integrated policy for the mechanism of contracting with suppliers in all their specializations and fields, through which it ensures the priority of choosing national suppliers and products by ensuring the highest levels of quality and efficiency, within a special mechanism for contracting with them in all its sectors and businesses, within the requirements of the work and its needs for continuous products and services, such as furniture, equipment, supplies and consumables necessary for the educational and administrative process and related services such as cleaning, maintenance and others. The Shared Services Department at the National Company submits periodic reports on this.



Third | Corporate Governance

The National Company for Learning and Education is committed to implementing good governance as the cornerstone for the development and advancement of its work, which has contributed to clarifying the foundations and logical procedures for making objective and rational decisions related to its work, in an effort to achieve its desired strategic objectives, according to the specified employees' terms of responsibilities and rights, and the nature and form of communication relations between them, in a way that enhances justice, transparency, integrity and accountability, reaching credibility in the work environment, which develops trust towards the institution and within it.

This provides protection for the interests of the company's members and assets, and achieves alignment between strategic and operational responsibilities in an organized and thoughtful manner in an effective and sound manner. It helps also in achieving the goals and making decisions in the best possible ways based on commitment to the company's strategic plan, standards, laws, regulations and internal bylaws, in addition to distributing powers, responsibilities and tasks in line with the desired roles and goals, enhancing the standards of transparency, trust and credibility in the work environment, and building bridges of correct and effective relationships between all levels of work on the basis of integration and partnership, especially since, through the company's vision, providing good education in society is crucial to achieving comprehensive development and improving the quality of life for individuals, and it is of great importance in several aspects, the most important of which are:



Developing skills and knowledge

A good education can help individuals gain the skills needed to succeed in lives. By providing quality education, individuals can learn basic skills such as reading, writing and arithmetic, as well as mental and social skills such as critical thinking and effective communication.



Promoting economic development

Quality education is key to promoting economic development in a community. When individuals have the opportunity to obtain good education, they can be more productive at work, thus increasing the productivity of the society in general. Education can also help develop advanced and innovative economic skills that contribute to the development of new industries and sectors.



Improving job opportunities

Good education can open new doors of employment opportunities for individuals. People with higher educational qualifications can find better job opportunities and higher wages. In addition, individuals who receive a good education are more prepared to continuously learn and develop their skills, which enhances their chances of obtaining better job opportunities in the future.



Promoting critical thinking and active citizenship

A good education can help individuals develop critical thinking and the ability to analyse information logically and critically. It can also contribute to enhancing civic awareness and community participation. When individuals have good knowledge of social and economic issues, they can effectively participate in shaping society and make good decisions.



The National Company for Learning and Education is committed to applying the highest standards and best professional practices in governance, and ensuring the integration of the concepts of disclosure and transparency in all the company's events and activities, and spreading the culture of commitment to the highest levels of integrity and honesty in all its professional practices, in its various main work environments and its subsidiaries, in a sustainable manner. The company emphasizes its constant keenness to adhere to all the systems, regulations and instructions issued by the official authorities related to the company's work and activity, which preserves its reputation and credibility, and enhances the confidence of shareholders and partners in its successful approach according to all standards of efficiency, quality and mastery. We note here that the governance report was prepared and published in accordance with the Corporate Governance Regulations issued by the Capital Market Authority.

✓ Governance mechanisms Board of Directors

The National Company complied with the standards and conditions for the members of the Board of Directors, where half of the members are independent. The roles of the Chairman of the Board of Directors, board members, and the CEO are also segregated, and the power of authority matrix was approved, which defines the tasks and powers granted to shareholders represented by the General Assembly, the Board of Directors, its committees, and the executive management. The attendance rate at Board of Directors meetings was 100%. The Board of Directors is also interested in discussing several topics of interest to the company, especially issues related to sustainability.

✓ Audit and Internal Control

All members of the Audit Committee are considered independent and have sufficient experience. The committee meets periodically at least four times during the company's fiscal year, and it may hold additional meetings whenever necessary, based on the request of the Board of Directors or the internal auditor. The committee's work is concerned with examining the interim and final financial statements, and annual reports before presenting them to the Board of Directors and expressing an opinion and recommendation regarding them, as well as studying any important issues included in the financial reports, examining the accounting policies adopted by the company and expressing an opinion and recommendation regarding them, in addition to reviewing the efficiency of the internal and financial control and risk management system. The company was also keen to have an approved internal control system, and there is an internal auditor who carries out internal audits of the company's departments and submits reports to the audit committee.

✓ Shareholders' equity

The Company has committed to continuous annual distributions of dividends to shareholders. The Company also has a special policy regarding reporting violations and a shareholder relations department concerned with communication through an official specialized in tasks related to shareholders in order to achieve effective communication between the company and shareholders.

✓ Remunerations

The National Company is committed to a remuneration policy approved by the Board of Directors based on performance indicators achievement standards covering the results of the annual assessment and the results of achieving goals.

✓ Transparency and business protection

The Company is committed to transparency in all its work, which is clearly evident in the periodic reports on the official website of the Exchange (Tadawul) and by holding periodic conferences with investors every financial quarter to discuss the company's results, as well as working on sustainability and social responsibility. The company works to enhance sustainability in all of its work and its projects.





✓ Governance practices framework

The National Company for Learning and Education is committed to applying governance according to an integrated professional framework, taking into account the best practices followed by companies listed on the Exchange. The company's general governance framework is based on the following:

1. Protecting the rights of the company's shareholders in a way that ensures their and the company's best interests.
2. Protecting the rights of all stakeholders and providing stability and functional sustainability through the company's good financial performance.
3. Providing accurate and comprehensive and timely disclosures to the company's shareholders, related parties and relevant regulatory authorities.
4. Identifying, reporting, disclosing and dealing with cases of conflict of interest that may arise between the company and its stakeholders, which may adversely affect the interests of the company and its shareholders.
5. Enabling employees to report any concerns or wrong behaviour observed within the company, by providing an objective, confidential and independent reporting and investigation mechanism until appropriate corrective action is taken.
6. Regulating transactions with related parties, whether between the company and its employees, or between the company and members of its board of directors, executive management, subsidiaries, or other related parties.
7. Aligning the company's values and strategy with social and economic needs, by ensuring that responsible and ethical practices are applied in all company activities while continuing to provide the necessary support to the community.
8. Establishing reliable communication channels with investors to enhance the company's position in the market and attract shareholders and investments.

✓ Pillars of governance implementation



Transparency

The Board of Directors must explain to shareholders the reasons of making key decisions



Responsibility

Each member of the Board of Directors is responsible for carrying out his/her duties with the highest



Accountability

Board members must be accountable before shareholders for any mistakes they committed, if any.



Justice

All shareholders are equal before members of the Board of Directors and executive management.

05

Financial Track





The approval of the company’s general assembly was issued on July 4, 2024 to change the end of the company’s fiscal year to July 31 of each year instead of August 31, and accordingly, the financial statements for the fiscal year 2024 were issued from September 1, 2023 until July 31, 2024 as a short fiscal year (11 months), while the comparative figures for the fiscal year 2023 were (12 months).

The Company’s Main Activities and Revenues

The company and its subsidiaries provide educational services to students at all educational levels, including kindergarten, primary, middle and secondary levels. The company has two main programs: the National Education curriculum and the International Education curriculum. The company provides sports clubs in a number of its educational complexes, based on its desire to achieve the message of the integrated curriculum that the company aspires to and seeks, and the educational role that is consistent with its originality and heritage. The company also provides school transportation services to its students in several educational complexes.



Statement	2024	Relative weight
Tuition fees	557,479,862	98.59%
School transportation fees	5,022,696	0.89%
Sports club revenues	2,967,578	0.52%
Total	565,470,136	100%

*The above statement includes information about the National Education and Learning Company and its subsidiaries. Revenues from mutual operations among the group companies were excluded.

Geographic analysis of the total revenues of the company and its subsidiaries

The company’s business and revenues were concentrated in Riyadh region, Qassim region, and the Eastern region, as shown in the following table:

Year	Central Region	Eastern Region	Total
2024	514,984,658	50,485,478	565,470,136

* The above statement includes information about the National Education and Learning Company and its subsidiaries

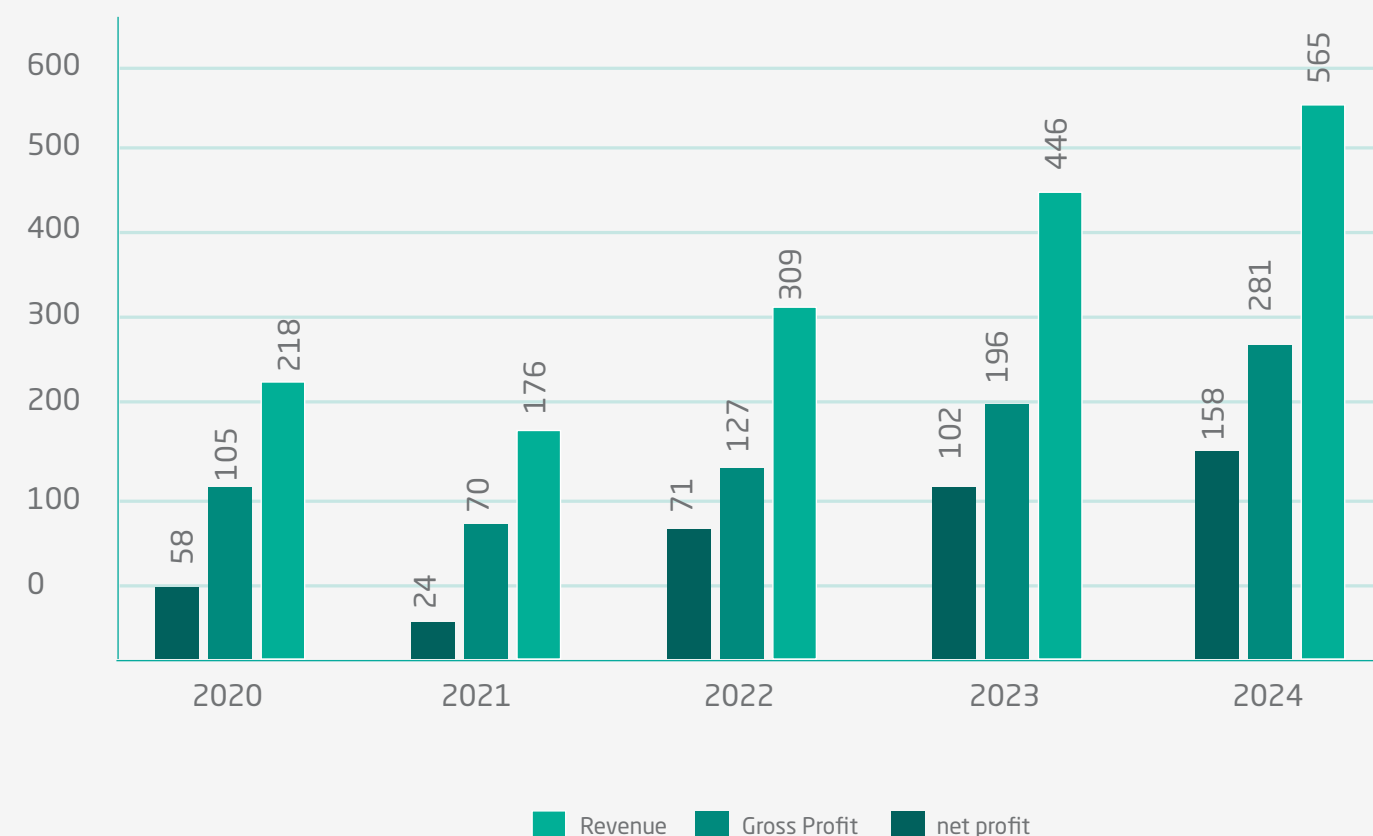


Statement of assets, liabilities and shareholders' equity for the last five financial years (SAR'000)

Statement	2020	2021	2022	2023	2024	Change between 2023-2024
Current assets	165,467	194,578	222,975	236,255	134,459	(43%)
Non-current assets	671,523	666,042	780,708	1,097,545	1,165,026	6%
Total assets	836,990	860,620	1,003,683	1,333,800	1,299,485	(3%)
Current liabilities	65,949	113,210	172,664	270,633	163,869	(39%)
Non-current liabilities	146,187	132,412	180,472	358,445	342,294	(5%)
Total liabilities	212,136	245,622	353,135	629,078	506,163	(20%)
Paid-up Capital	430,000	430,000	430,000	430,000	430,000	0 %
Premium	100,986	100,986	100,986	100,986	100,986	0 %
Statutory reserve and retained earnings	93,868	84,013	119,562	173,736	262,337	51%
Total equity	624,854	614,999	650,548	704,722	793,323	13%

Statement of income for the last five financial years (SAR'000)

Statement	2020	2021	2022	2023	2024	Change between 2023-2024
Revenues	217,841	176,088	308,531	446,493	565,470	27%
Governmental Grants and subsidies	7,434	11,104	7,154	15,466	13,463	(13%)
Cost of revenues	(120,042)	(116,782)	(189,179)	(266,046)	(297,702)	12%
Gross profit	105,233	70,410	126,506	195,913	281,231	44%
Net profit	57,798	24,458	71,047	101,784	157,833	55%



*Figures are shown in millions of Saudi Riyals

■ Substantial differences in operating results this year compared to the previous year (SAR'000)

Statement	2023	2024	Changes	Percentage of change
Revenues	446,493	565,470	118,977	27%
Government grants and subsidies	15,466	13,463	(2,003)	(13%)
Cost of revenue	(266,046)	(297,702)	(31,656)	12%
Total profit	195,913	281,231	85,318	44%
Advertising and publicity expenses	(8,864)	(7,238)	1,626	(18%)
General and administrative expenses	(71,101)	(89,299)	(18,198)	26%
Expected credit loss	(4,200)	(6,950)	2,750	65%
Other income	2,439	2,974	535	22%
Operating profit	114,187	180,718	66,531	58%
Financing costs, net	(9,207)	(17,450)	(8,243)	90%
Zakat	(3,196)	(5,435)	(2,239)	70%
Net profit	101,784	157,833	56,049	55%

The company's fiscal year has been changed to start on August 1 and end on July 31 of each year. Accordingly, the financial statements for the fiscal year 2024 were prepared from September 1, 2023G to July 31, 2024 (11 months), while the comparative figures for the fiscal year 2023G were (12 months). As a result, tuition revenues for the academic year 2023-2024G were fully recognized, while costs and expenses were recognized for 11 months.

The increase in net profit during the current period compared to the previous year is due to:

The increase in revenues during the current period compared to the previous year by 27%, which is mainly due to the increase in the number of students enrolled in the company's schools by 21% from 23.4 thousand students in the previous year to 28.2 thousand students during the financial period ending in July 2024G.

This is in addition to the effect of the change in the fiscal year of the company explained which resulted in recording tuition revenues for 2023/2024 academic year in full and recording costs and expenses for 11 months.

The financing costs have increased during the current year compared to the previous year due to the impact of lease contract for low educational campuses that were opened at the beginning of the current year and the lease contract related to the company's new project in the districts of Hetteen, Qurtubah and Al-Narjis in the city of Riyadh.

■ Subsidiaries, their capitals, the company's ownership percentage in them, their main activities, countries where their main operations are located, and the countries of incorporation

Subsidiary name	Its capital (SAR)	Company ownership percentage	Revenues (SAR'000)	Its main activity	Country if its main operations	Country of incorporation
Al-Khwarizmi Educational Company	100,500	100%	18,605	General education	Saudi Arabia	Saudi Arabia
Al-Ghad National schools Company Limited	1,200,000	100%	43,118	General education	Saudi Arabia	Saudi Arabia
Revan Operation and Maintenance Company	200,000	100%	7,209	Operation and maintenance	Saudi Arabia	Saudi Arabia
Al Salam Education and Training Company Limited	30,050,00	100%	30,001	General education	Saudi Arabia	Saudi Arabia

* Revenues from mutual operations among the group companies have not been excluded.



LEARNING IS NOT A PREPARATORY
STAGE OF LIFE, LEARNING IS THE
ESSENCE OF LIFE.

Loans and Murabaha (SAR'000)

Name of the loan provider	Principal amount of the loan	Loan term	Repayments from the loan during the year	Remaining amount of the loan	Total indebtedness of the company and its subsidiaries	Notes
Al-Rajhi Bank	40,698	6 years	4,070	-	-	Financing the purchase of the land of Al-Qairawan complex
Al-Rajhi Bank	16,976	6 years	3,253	3,253	3,253	Financing the purchase of lands in Al Qasr complexes 1 and 2
Saudi Awwal Bank (SABB)	47,491	5 years	10,326	31,828	31,828	Partial financing of the acquisition of Al Salam Complex
Total	105,165		17,649	35,081	35,081	

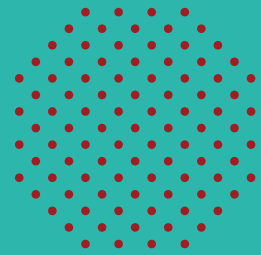
Regulatory payments to government agencies (SAR'000)

statement	Paid Amont	Due until the end of the annual financial period and not paid	Brief description of it
Zakat	3,065	5,435	Represents the Zakat due for the financial period ending July 31, 2024
Value added tax	-	(16,184)	It represents the difference between the tax collected from parents and the tax deducted from purchases. According to the royal decree, the state bears the tax amounts for Saudis on tuition fees, so the balance appears due to the company.
General Organization for Social Insurance	25,342	2,170	Represents the social insurance payable for the month of July 2024
Visa and passport costs	910	-	-
Labor office fees	9,119	-	-
Total	38,436	(8,579)	-



06

**Board of
Directors**



Formation of the Board of Directors

The Board of Directors is appointed by the shareholders, and the Board of Directors has the broadest powers to manage the company, direct its business to achieve its objectives, and set plans, policies, strategies, and main objectives for the company, taking into account the long-term interest of shareholders. The Board of Directors includes six members, who are elected by the General Assembly of the National Company for Learning and Education. The table below shows the names and positions of the members, and their membership classification:

Member Name	Membership Position and Classification (Executive-/ Non-Executive/ Independent)
Khaled bin Mohammed Al-Khudair	Chairman of the Board Non-Executive
Ibrahim bin Abdelrahman Al-Derei	Deputy Chairman of the Board - Independent
Abdullaziz bin Mohammed Al-Swailem	Board Member - Independent
Abdullaziz bin Hamoud Al-Thiab	Board Member - Independent
Mohammed bin Khalid Al-khudair *	Board Member - Executive
Mohammed bin Ibrahim Al-khudair *	Board Member - Non-executive
Saad bin Abdulaziz Al-Hogail **	Board Member - Independent
Nawal bint Mohammed Al-Ghunaiman **	Board Member - Independent

*Appointed as a member of the Board of Directors on 28/02/2024

** The Membership in the Board of Directors has ended on 27/02/2024

Biographies of members of the Board of Directors and its committees



Khaled bin Mohammed Al-Khudair

- Chairman of Board of Directors,
- Chairman of the Investment Committee

Current Positions

- Chairman of the Board of Directors of the National Company for Learning and Education.
- Chairman of the Investment Committee of the National Company for Learning and Education.
- Chairman of the Board of Directors of Aaj Real Estate Investment Company.
- Chairman of the Board of Trustees at Al Yamamah University.
- Chairman of the Board of Directors of Yamami Company.
- Member of the Board of Trustees of Prince Faisal bin Bandar bin Abdulaziz Award for Excellence and Creativity in Riyadh.
- Endowment supervisor at the endowment of Mohammed bin Ibrahim Al-khudair .
- Supervisor of Endowments of Al-Yamamah University.
- Supervisor of Endowments Munira Hassan Al-Naeem.
- Chairman of the Board of Trustees of the Al-Khudair Family Fund.
- Member of the Advisory Council of Private Higher Education Institutions.
- Chairman of the Board of Trustees, Hassan Al-Naeem Center for the Sciences of the Holy Quran.
- Member of the Board of Trustees of the Qassim Scientific Center.

Previous Positions

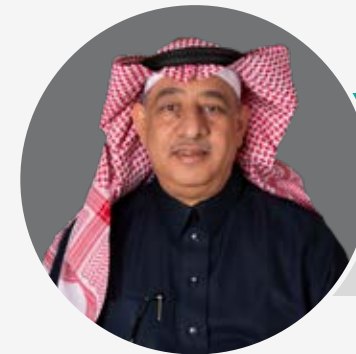
- Deputy Chairman and Managing Director of NCLE .
- CEO of the NCLE .
- Member of the Nominations and Remunerations Committee at the NCLE.
- Managing Director for the Board of Aaj Real Estate Investment Company .
- Director of Al-Mabani Specialized Buildings Company.
- General Manager of Tarbya Namouthajiyah School.
- Director of endowment of Mohammed bin Ibrahim Al-khudair Company.
- Member of the Board of Directors of the Saudi Paralympic Committee.
- Chairman of the Marketing and Resource Development Committee of the Paralympic Federation for the West Asian Region.
- Member of the Board of Directors of the Saudi Celiac Patients Association.
- Member of the Board of Directors of the Qassim Region Council.
- Member of the Board of Directors of the Private Education Committee of the Chamber of Commerce and Industry in Riyadh.
- Member of the Board of Directors of the National Committee for Education and Training, Council of Saudi Chambers.

Qualifications

- Bachelor's degree, Mass Communication, Imam Mohammed Ibn Saud Islamic University, Riyadh, Saudi Arabia.
- Executive Management Program, California University.

Experience

- Accumulated administrative experience in several profit and charitable fields such as general education and university education,



Ibrahim bin Abdelrahman Al-Derei

- Deputy Chairman of the Board
- Member of the Nominations and Remuneration Committee
- Chairman of the Governance Committee

Current Positions

- Deputy Chairman of the Board of Directors of the National Company for Learning and Education.
- Member of the Nominations and Remunerations Committee at the National Company for Learning and Education.
- Chairman of the Governance Committee at the National Company for Learning and Education.
- Member of the Board of Directors of RFUFCO.

Previous Positions

- Executive Vice President of the NCLE .
- General Director of Complexes for the NCLE .
- Educational Supervisor at Ministry of Education.
- Director of many public and private schools.
- Teacher in public schools.

Qualifications

- He holds a BA in History in 1984 from King Saud University, Riyadh, Saudi Arabia.

Experience

- Accumulated experiences in education and administrative and educational supervisory experiences, long experience in the NCLE as Executive Vice President.



Abdullaziz bin Mohammed Al-Swailem

- Member of the Board of Directors,
- Member of the Audit Committee
- Member of the Investment Committee

Current Positions

- Member of the Board of Directors of the NCLE.
- Member of the Audit Committee at the NCLE .
- Member of the Investment Committee at the NCLE.
- Chairman of the Board of Directors of Mohammed Al-Ali Al-Suwailem Investment Company.
- Member of the Board of Directors of Mohammed Al-Ali Al-Suwailem Trading and Contracting Company.
- Deputy Chairman of the Board of Trustees of the Mohammed Al-Ali Al-Suwailem Charitable Foundation.
- General Manager of the Middle East Factory for Metal and Plastic Molds.

Previous Positions

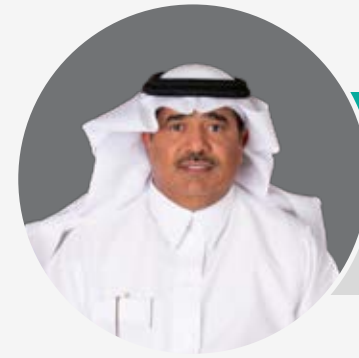
- General Manager of the Springs Factory for Beverage and Packaging Company.

Qualifications

- Master of Business Administration, Colorado University of Technology in 1999, Denver, USA.
- Bachelor of Economics, Imam Mohammed bin Saud University in 1990, Riyadh, Saudi Arabia.

Experience

- Administrative and technical experiences in several fields, most notably education, industry, contracting and trade.



Abdullaziz bin Hamoud Al-Thiab

- Member of the Board of Directors
- Chairman of the Nominations and Remuneration committee
- Member of the Governance Committee

Current Positions

- Member of the Board of Directors of the NCLE.
- Chairman of the Nominations and Remunerations Committee of the National Education and Learning Company.
- Member of the Governance Committee at the NCLE .
- Chairman of the Board of Directors of Abdul Aziz Al-Diab & Brothers Company.
- Chairman of the Board of Directors of the Next Millennium Telecom Company.
- One of the directors of Rowad Al-Watan Real Estate Investments Ltd.
- Member of the Board of Directors of Hammoud Ibrahim Al-Diab Sons Transport Company.
- Member of the Board of Directors of Al-Diab Company for Industry and Agriculture.

Previous Positions

- Director of real estate investment at Al-Diab Company for Industry and Agriculture.
- Director of Farms Department at Al-Diab Company for Industry and Agriculture.
- Member of the Board of Directors of the United Real Estate Investment Company.

Qualifications

- General Secondary Certificate, Tarbya Namouthajiyah Schools in 1994, Riyadh, Kingdom of Saudi Arabia.

Experience

- Administrative and technical experiences in several fields, most notably education, industry, contracting and trade.





Mohammed bin Khalid Al-khudair*

- Board Member
- Governance Committee Member
- Investment Committee Member

Current Positions

- Board Member of the NCLE.
- Member of the Investment Committee of NCLE.
- Member of the Governance Committee at the NCLE .
- CEO of NCLE.
- Deputy Chairman of the Private Education Committee of the Federation of Saudi Chambers of Commerce.
- Member of the Private Education Committee of the Riyadh Chamber of Commerce.

Previous Positions

- Assistant CEO of NCLE.
- Director of NCLE's IPO Project.
- General Manager of Strategy and Business Development at Al Yamamah University.
- Senior Analyst at McKinsey & Company.
- Member of the Board of Trustees at Al Yamamah University.

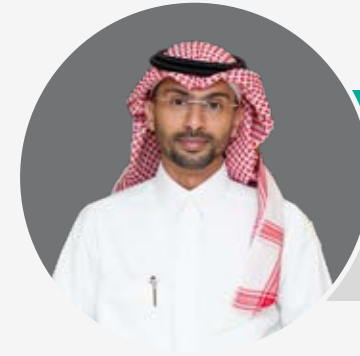
Qualifications

- Master of International Management from Hult International Business School in San Francisco, USA.
- Master of Business Administration from Washington State University, USA.
- Bachelor of Financial Management from Al Yamamah University Riyadh, Saudi Arabia.

Experience

- Project manager for the company's IPO in November 2018, becoming the assistant CEO in the same month. Before joining The National Company for Learning and Education, he worked at Al Yamamah University as the General Manager of Strategy and Business Development, and also worked at McKinsey & Company as a senior analyst, through which he participated in many consulting projects for the public and private sectors.

*Appointed as a member of the Board of Directors on 28/02/2024



Mohammed bin Ibrahim Al-khudair*

- Board Member
- Nominations and Remuneration Committee Member
- Investment Committee Member

Current Positions

- Board Member of NCLE.
- Member of the Nominations and Remuneration Committee of NCLE.
- Member of the Investment Committee at the NCLE .
- Head of Legal Affairs Government Sector.

Previous Positions

- Legal Affairs Manager Diriyah Gate Development Authority.
- Legal Advisor Public Investment Fund.
- Legal Advisor Saudi Railway Company (SAR).

Qualifications

- Master's degree, Corporate Law Syracuse University (New York) USA 2016.
- Bachelor's, Law King Saud University, Kingdom of Saudi Arabia 2014.

Experience

- Extensive experience in legal and commercial fields including company formation and structuring, mergers and acquisitions, corporate governance, and sustainability.

* Appointed as a member of the Board of Directors on 28/02/2024




Saad bin Abdulaziz Al-Hogail**

Current Positions

- Member of the Board of Directors of the National Gas and Industrialization Company.
- Member of the Investment Committee of the National Gas and Industrialization Company.
- Member of the Board of Directors of Sinmar Company.
- Head of Marketing Department Al Faisal University.
- Founder and Chairman of the Board of Directors of Dahaa Advertising and Publicity Company.
- Founder and Member of the Board of Directors of Saravand Restaurants Company.
- Founder and Vice Chairman of the Board of Directors of the Marketing Association.
- Founder and Chairman of the Board of Trustees of the Marketing Pioneers Award.
- Member of the Board of Directors of the Celiac Association.

Previous Positions

- Member of the Board of Directors of NCLE
- Member of the Investment Committee of NCLE
- Chairman of the Finance Committee of the 2019-2020 Think Tank Group.
- Member of the Advisory Committee of the Aljazira Capital Diwan Fund.
- Visiting Professor at Texas State University, USA.
- Marketing Researcher at the Supreme Commission for Tourism.
- Chairman of the Investment Committee at the Celiac Association.
- Member of the Supreme Media Committee at the Ministry of Municipal and Rural Affairs and Housing.
- Member of the Teacher Testing Quality Committee at the Ministry of Education.

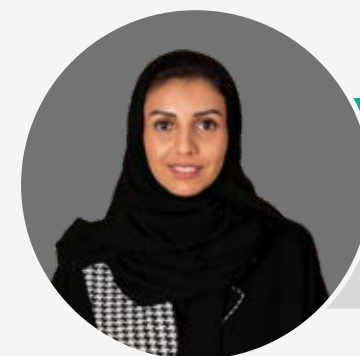
Qualifications

- PhD in Business Administration Marketing from Texas State University, USA.
- MBA Marketing from Colorado State University, USA.
- Bachelor's degree in Business Administration, Marketing, from King Saud University.

Experience

- Accumulated administrative experience in several areas, most notably: boards of directors, investment and marketing committees, corporate structuring, higher education and research.

** The membership in the Board of Directors has ended on 27/02/2024


Nawal bint Mohammed Al-Ghunaiman**

Current Positions

- Director of the Strategic Initiatives Office at the Public Pension Agency.

Previous Positions

- Member of the Board of Directors of NCLE,
- Member of the Nominations and Remuneration Committee of NCLE
- Member of the Governance Committee of the NCLE
- Executive Officer, International Aluminium Company
- Finance specialist at Riyadh Bank.

Qualifications

- MBA from Shippensburg University in Pennsylvania, USA.
- Executive MBA from Hult International Business School, Cambridge, USA.
- Bachelor of Economics from King Saud University.
- Diploma in Strategy Implementation from INSEAD Business School in Fontainebleau, France.

Experience

- Member of a number of committees, and expertise in several fields, most notably strategic and operational planning, implementing technical initiatives and projects, monitoring and implementing performance indicators, in addition to various administrative consultations.

**The membership in the Board of Directors has ended on 27/02/2024



Khalid bin Saad Saleh Al-Sabti

- Chairman of the Audit Committee

Current Positions

- Chairman of the Audit Committee of NCLE.
- Partner at Saad Saleh Al-Sabti & Partners, Chartered Accountants and Auditors, Member of the ECOVIS Global Group.
- Board Member of Rana Investment Company.
- Chairman of the Audit Committee at Saudi Sports Company .
- Member of the Audit Committee at Saudi Coffee Company
- Member of the Audit Committee at the Company "Undisclosed" (One of the Public Investment Fund Companies).
- Member of the Audit Committee at Integrated Solutions Holding Company .

Previous Positions

- Part-time consultant for internal audit at the Saudi Accreditation Center.
- Audit Manager at Saad Al-Sabti Office, Certified Public Accountants and Auditors.
- Lead Auditor at Deloitte & Touche & Co.
- Chairman of the Audit Committee at Rana Investment Company.
- Member of the Audit Committee at the Saudi Company for Tri-Generation of Energy .
- Member of the Audit Committee at The National Company for Learning and Education.

Qualifications

- Master's degree in Finance, Texas A&M University, Dallas, USA.
- Bachelor's degree in Accounting Sciences, King Saud University, Riyadh, Kingdom of Saudi Arabia.
- Certified Internal Auditor (CIA) (SOCPA) .
- Public Accountant Saudi Organization for Certified Public Accountants.
- (CPA) Certified Public Accountant Council of Certified Accountants New Hampshire.

Experience

- Accumulated experience in internal audit, risk, financial management and statutory accounting.



Bandar bin Suliman Al-Bohairy*

- Audit Committee Member

Current Positions

- Member of the Audit Committee of NCLE.
- Member of the Board of Directors and CEO of Al-Othaim Holding Company,
- Chairman of the Board of Directors of Mueen Human Resources Company,
- Vice Chairman of the Board of Directors of Abdullah Al-Othaim Investment Company,
- Member of the Board of Directors of "Abdullah Al-Othaim Markets Company Saudi Arabia, Abdullah Al-Othaim Markets Company Egypt, Riyadh Food Industries Company, and Mobi Industry Company",
- Member of the Board of Directors of Ejmal Limited Company,
- Member of the Board of Trustees of Abdullah bin Saleh Al-Othaim and Sons Charitable Foundation,
- Chairman of the Audit Committee of "Riyadh Food Industries Company, and Mobi Industry Company",
- Member of the Audit Committee of Abdullah Al-Othaim Investment Company,
- Member of the Nominations and Remuneration Committee of "Abdullah Al-Othaim Investment Company, and Mobi Industry Company",
- Member of the Executive Committee of "Abdullah Al-Othaim Markets Company Saudi Arabia, and Abdullah Al-Othaim Investment Company, and Ejmal Limited Company".

Previous Positions

- Member of the Remuneration and Nominations Committee at Abdullah Al Othaim Markets Company,
- Chairman of the Audit Committee, and Member of the Executive Committee at Mueen Human Resources Company,
- Manager of the Internal Audit Department at Al Othaim Trading Company.

Qualifications

- Bachelor of Accounting - College of Administrative Sciences - King Saud University 2001G.

Experience

- Accumulated experience of more than (24) years in various fields of management, finance, strategic planning, investment, corporate governance and business development.

*Appointed as a member of the Audit Committee on 28/02/2024


Mohammed bin Farhan bin Nader**

Current Positions

- CEO at (RSM) United Accountants Company.
- Member of the Audit Committee at Sipchem.
- Member of the Audit Committee at Extra.
- Member of the Audit Committee at Al-Bilad Bank.
- Member of the Board of Directors of Tuwaiq Academy.
- Member of the Board of Directors of Princess Noura bint Abdulrahman University Endowments Company.
- Member of the Audit Committee at Sulaiman Al-Rajhi Holding Company.

Previous Positions

- Chairman of the Audit Committee of The National Company for Learning and Education
- CFO for Suleiman Al Rajhi Holding Company.
- Member of the Board of Directors of Chemanol Company and Chairman of the Audit Committee.

Qualifications

- Fellowship of the Saudi Organization for Certified Public Accountants (SOCPA) in 2010.
- Fellowship of the American Certified Public Accountants (CPA) in 2007.
- Master of Business Administration and Finance, Heriot-Watt University in 2004, Britain.
- Bachelor of Accounting, King Saud University in 2001, Riyadh, Kingdom of Saudi Arabia.

Experience

- Accumulated experience in the field of legal accounting, financial and administrative affairs.

** The membership in the Audit Committee has ended on 27/02/2024


Abdullah bin Ahmed Balsharaf

- Member of the Investment Committee

Current Positions

- Member of the Investment Committee of NCLE
- Deputy CEO of NCLE
- CFO for NCLE.
- Chairman of the Audit Committee at Solutions Holding Company.
- Member of the Audit Committee at Riyadh Food Industries Company.
- Member of the Audit Committee at Moeen Human Resources Company.
- Member of the Audit Committee of the National Chemical Fertilizer Manufacturing Company.

Previous Positions

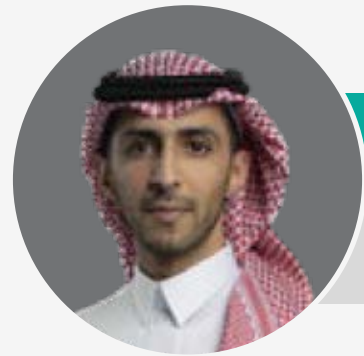
- Deputy CEO for Financial and Administrative Affairs of NCLE.
- Member of the Audit Committee at the Saudi Manpower Solutions Company.
- Director of the Internal Audit Department at NCLE.
- Director of Internal Audit at the Saudi Manpower Solutions Company.
- Audit supervisor at Deloitte & Touche Bakr Abu Al-Khair & Partners.

Qualifications

- Executive Master of Business Administration, Al Yamamah University Riyadh, Kingdom of Saudi Arabia.
- Master of Business Administration, University of Incik, France.
- Higher Diploma in International Leadership, Washington State University.
- Bachelor of Financial Management, Al Yamamah University Riyadh, Kingdom of Saudi Arabia.
- Fellowship of the American Institute of Internal Auditors(CIA).

Experience

- Accumulated experience in the field of finance, internal auditing and external auditing.



Rakan bin Abdullah Al-Aboudi**

- Member of the Investment Committee

Current Positions

- Deputy General Manager of Investments in the Middle East and North Africa at the Public Investment Fund.

Previous Positions

- Member of the Investment Committee of NCLE.
- Member of the Executive Committee of the National Grain Company.
- Manager of the Investment Department of NCLE.
- Director of Investment Portfolios of the Saudi Agricultural and Livestock Investment Company (SALIC).
- Specialist in Investments, Mergers and Acquisitions at SABIC.

Qualifications

- Master of Science in Finance University of St. Thomas Texas, USA.
- CFA Chartered Financial Analyst (CFA) Institute of Financial Analysts, USA.
- Bachelor of Business Administration, Finance, Al Yamamah University, Riyadh, Saudi Arabia.

Experience

- Technical and administrative expertise in the field of finance, investment, mergers and acquisitions, planning and strategic partnerships.

** The membership in the Investment Committee has ended on 27/02/2024



Mohammed bin Abdulaziz Al-Naeem**

Current Positions

- A licensed, independent and full-time health services management consultant.

Previous Positions

- Member of the Governance Committee of NCLE.
- Member of the Board of Directors of Al-Sagr Cooperative Insurance Company.
- Member of the Nominations and Remuneration Committee Al Sagr Cooperative Insurance Company.
- Member of the Audit Committee Al Sagr Cooperative Insurance Company.
- Director of the Accreditation Department, the General Secretariat of the Council of Cooperative Health Insurance.
- Director of the Technical Affairs Department. The General Secretariat of the Council of Cooperative Health Insurance.
- Consultant of Obstetrics and Gynaecology, Armed Forces Hospital, Riyadh, Kingdom of Saudi Arabia.

Qualifications

- German Fellowship (PhD) February 1989G North Rhine - Germany specializing in obstetrics and gynaecology.
- Bachelor of Medicine and Surgery, November 1975G, Cairo University, CMA
- Diploma in Social Health Insurance. 2002, International Training Center. International Labor Organization. Turin, Italy.

Experience

- Accumulated experiences in the health field and various administrative experiences.

**The membership in the Governance Committee has ended on 27/02/2024

Biographies of members of executive management



Mohammed bin Khaled Al-Khudair

- CEO

Current Positions

- Chief Executive Officer (CEO) of the NCLE.
- Member of the Governance Committee of NCLE.
- Board member of NCLE.
- Member of the Investment Committee of NCLE.
- Deputy Chairman of the Private Education Committee of the Federation of Saudi Chambers of Commerce.
- Member of the Private Education Committee of the Riyadh Chamber of Commerce.
- Member of the Board of Trustees at Al Yamamah University.

Previous Positions

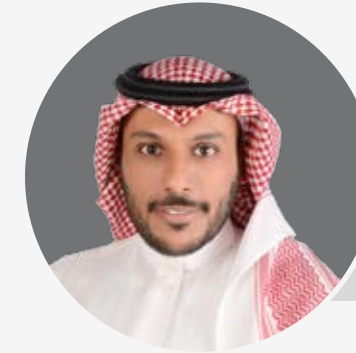
- Assistant CEO of NCLE.
- Project Manager of the NCLE's IPO on the Exchange.
- General manager of Strategy and Business Development at Al Yamamah University.
- Senior Analyst at McKinsey & Company.
- Member of the Board of Trustees at Al Yamamah University.

Qualifications

- Master of International Management from Hult International Business School in San Francisco, USA.
- Master of Business Administration from Washington State University, USA.
- Bachelor's degree in Financial Management from Al Yamamah University Riyadh, Kingdom of Saudi Arabia.

Experience

- Director of the Company's public offering project in the financial market, which took place in November of 2018, and in the same month became an assistant to the CEO. Prior to joining the NCLE, he worked at Al Yamamah University as General Manager of Strategy and Business Development, and also worked at McKinsey & Company as a Senior Analyst, through which he participated in many consulting projects for the public and private sectors.



Abdullah bin Ahmed Balsharaf

- Deputy CEO

Current Positions

- Deputy CEO Of NCLE.
- Member of the Investment Committee of NCLE.
- CFO for NCLE.
- Chairman of the Audit Committee at Solutions Holding Company.
- Member of the Audit Committee at Riyadh Food Industries Company.
- Member of the Audit Committee at Moeen Human Resources Company.
- Member of the Audit Committee of the National Chemical Fertilizer Manufacturing Company.

Previous Positions

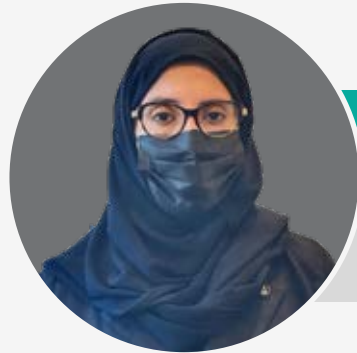
- Deputy CEO for Financial and Administrative Affairs of NCLE.
- Member of the Audit Committee at the Saudi Manpower Solutions Company.
- Director of the Internal Audit Department at NCLE.
- Director of Internal Audit at the Saudi Manpower Solutions Company.
- Audit supervisor at Deloitte & Touche Bakr Abu Al-Khair & Partners.

Qualifications

- Executive Master of Business Administration, Al Yamamah University Riyadh, Kingdom of Saudi Arabia.
- Master of Business Administration, University of Incik, France.
- Higher Diploma in International Leadership, Washington State University.
- Bachelor of Financial Management, Al Yamamah University Riyadh, Kingdom of Saudi Arabia.
- Fellowship of the American Institute of Internal Auditors (CIA).

Experience

- Accumulated experience in the field of finance, internal auditing and external auditing



Maryam bint Abdulrahman Al-Sakhiber

- Director General of Educational Affairs

Current Positions

- General Manager of Educational Affairs at NCLE.
- Director of Al-Ghad National schools Company.

Previous Positions

- Executive Director of the International Model Education Academy.
- General Supervisor of the International Program in Tarbya Namouthajiyah Schools.
- Director of Tarbya Namouthajiyah Schools International Program.
- Deputy for the International program in Tarbya Namouthajiya.
- English Language Teacher.

Qualifications

- Bachelor of Arts and Education, English Language from the College of Education in Al-Kharj.

Experience

- She has accumulated experience in education and supervisory educational administrative experience. She also has long experience in all Tarbya Namouthajiyah Schools branches.



Issa bin Abdullah Al-Dhafyan

- General Manager of Shared Services

Current Positions

- General Manager of Shared Services at NCLE.

Previous Positions

- Executive Director of Al-Khwarizmi National Schools Complex, affiliated with NCLE.
- Executive Director of the Tarbya Namouthajiyah Schools Complex in the Al-Nozha and Qurtubah districts.
- Executive Director of the Tarbya Namouthajiyah Schools Complex in the Qortoba and Qurtubah districts.
- Assistant General Supervisor of Tarbya Namouthajiyah Schools, Al-Rawabi Complex.
- Collaborator with King Saud University to teach the history of the Kingdom of Saudi Arabia.
- Director of the Education Office in Diriyah Governorate.
- Assistant Director of the Education Office in central Riyadh.

Qualifications

- PHD in History from King Saud University, Riyadh, Kingdom of Saudi Arabia.
- Master's degree in History, Imam Mohammed bin Saud Islamic University Riyadh, Kingdom of Saudi Arabia.
- Bachelor's degree in History from Imam Mohammed bin Saud Islamic University Riyadh, Kingdom of Saudi Arabia.

Experience

- He has accumulated experience in education and supervisory educational administrative experience. He also has long experience in NCLE.



Mohamed Bin Mubarak Bubshit

- General Manager of Business Development

Current Positions

- General Manager of Business Development at NCLE.

Previous Positions

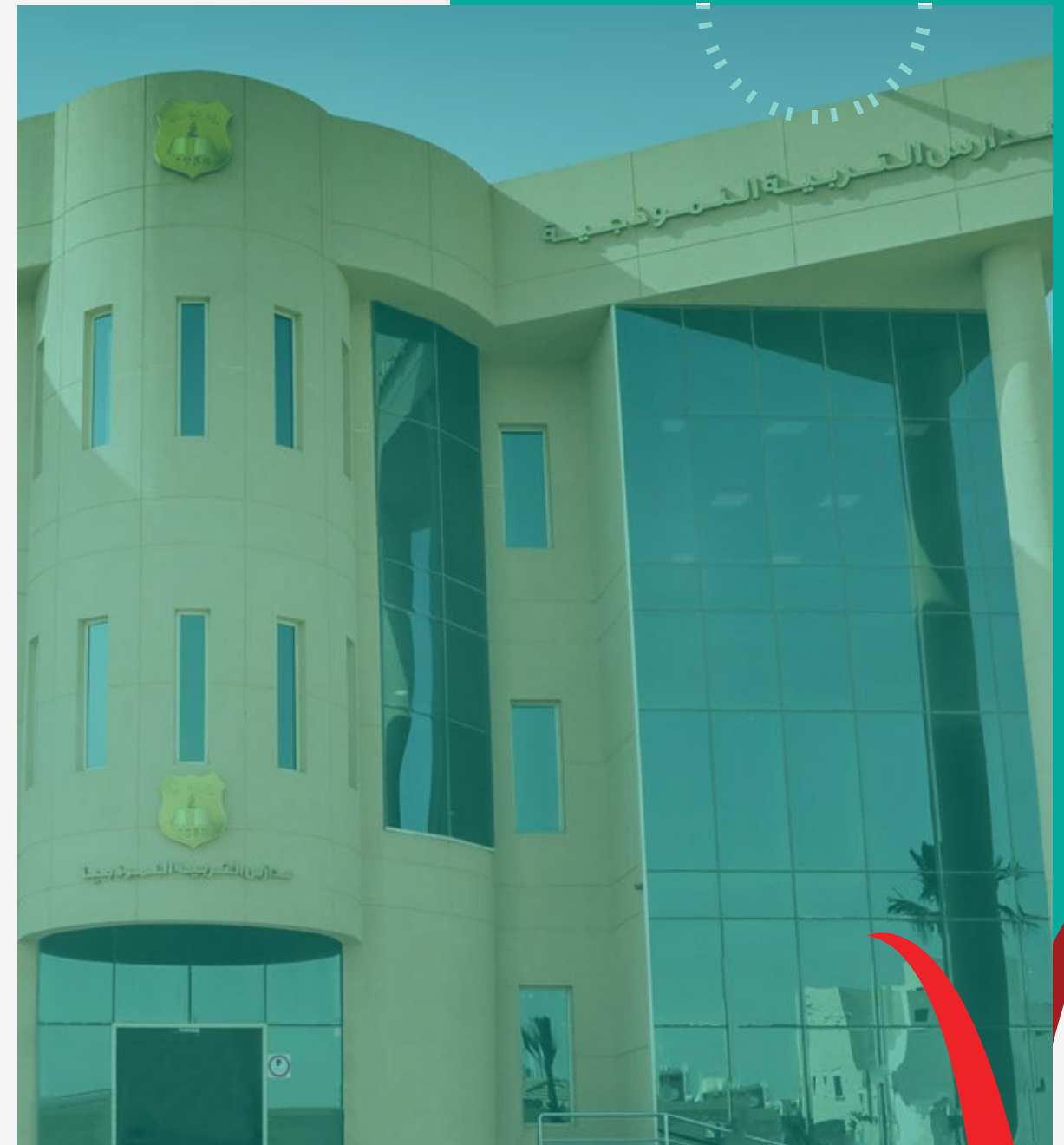
- Regional General Manager, Saudi Arabia & Iraq, Noon Education.
- Data Strategy Consultant, Sari Company.
- Business Development Leader, Thiqa Company.
- Product Unit Leader, Sinai Health (Centre for Phenogenomics).

Qualifications

- Master of Industrial Engineering (Product Development) from the University of Toronto, Canada.
- Bachelor of Science (Honors) in Information Technology Management from York University, Canada.

Experience

- Extensive experience in business and product development in the education, technology and health sectors.



Companies inside or outside the Kingdom in which a director is a member of its boards currently or previously

Member Name	Names of companies inside or outside the Kingdom in which a member of the company's board of directors is a member of their current or previous boards of directors or one of their managers	Inside / Outside the kingdom	Board Membership or Manager (current/previous)	Legal entity (listed joint stock/unlisted joint stock/limited liability/.etc.)
Khaled bin Mohammed Al-Khudair	Aaj Real Estate Investment Company	Inside	Current	Closed Joint stock
	Al Yamamah University	Inside	Current	Limited Liability
	Yamami Company	Inside	Current	Limited Liability
	Almabani Specialized Company	Inside	Previous	Limited Liability
	Mohammed bin Ibrahim Al-khudair Real Estate Development and Investment Company	Inside	Previous	Limited Liability
	Mohammed Ibrahim Al-Khudair Endowment Company	Inside	Previous	Limited Liability
Ibrahim bin Abdelrahman Al-Derei	National Rows Factory Company	Inside	Current	Closed joint stock
Abdullaziz bin Mohammed Al-Swailem	Mohammed Al Ali Al Swailem Investment Company	Inside	Current	Closed joint stock
	Mohammed Al Ali Al Swailem Trading and Contracting Company	Inside	Current	Closed joint stock
	Middle East Metal Mold Factory Company	Inside	Current	Limited Liability
	Mohammed Al-Ali Al-Suwailem Charitable Foundation.	Inside	Current	Charitable
	Al Yanabi Factory Company for Refreshments & Packaging	Inside	Previous	Limited Liability
Abdullaziz bin Hamoud Al-Thiab	Abdul Aziz Al Diab & Brothers Company	Inside	Current	Limited Liability
	Next Millennium Telecom. Company	Inside	Current	Limited Liability
	Rowad Al-Watan Real Estate Investment Co. Ltd	Inside	Current	Limited Liability
	Al Diab Company for Industry and Agriculture	Inside	Current	Limited Liability
	Hammoud Ibrahim Al-Diab Sons Company for Transport	Inside	Current	Closed Joint stock
	United Real Estate Investment Company	Inside	Previous	Closed Joint stock
	Hana Food Industries Company	Inside	Previous	Closed Joint stock
Mohammed bin Khalid Al-khudair*	None	None	None	None
Mohammed bin Ibrahim Al-khudair*	None	Closed Joint stock	None	None
Saad bin Abdulaziz Al-Hogail**	Dahha Advertising and Publicity Company	Inside	Current	Limited liability
	Sinmar Company	Inside	Current	Limited liability
	National Gas and Industrialization Company	Inside	Current	Joint stock
	Sarawnd Restaurants Company	Inside	Current	Limited liability
	National Company For Learning and Education	Inside	Previous	Joint stock
Nawal bint Mohammed Al-Ghunaiman**	National Company For Learning and Education	Inside	Previous	Joint stock

* Appointed as a member of the Board of Directors on 28/02/2024G

** The membership of the Board of Directors has ended on 27/02/2024G



Board meetings held during the fiscal year

Number of meetings (6)						
	1st meeting 26/ 11/ 2023	2nd meeting 27/ 02/ 2024	3rd meeting 29/ 02/ 2024	4th meeting 04/ 04/ 2024	5th meeting 02/ 06/ 2024	6th Meeting 30/ 07/ 2024
Khaled bin Mohammed Al-Khudair	✓	✓	✓	✓	✓	✓
Ibrahim bin Abdelrahman Al-Derei	✓	✓	✓	✓	✓	✓
Abdulaziz bin Mohammed Al-Swailem	✓	✓	✓	✓	✓	✓
Abdullaziz bin Hamoud Al-Thiab	✓	✓	✓	✓	✓	✓
Saad bin Abdulaziz Al-Hugail **	✓	✓	-	-	-	-
Nawal bint Mohammed Al-Ghunaiman **	✓	✓	-	-	-	-
Mohammed bin Khalid Al-khudair*	-	-	✓	✓	✓	✓
Mohammed bin Ibrahim Al-khudair*	-	-	✓	✓	✓	✓
Attendance Percentage (%)	100 %	100 %	100 %	100 %	100 %	100 %

* Appointed as a member of the Board of Directors on 28/02/2024

** The membership of the Board of Directors has ended on 27/02/2024



Board of Directors Committees

Audit Committee

The Audit Committee consists of (3) members. The tasks and functions of the Audit Committee include, but not limited to, studying the interim and annual financial statements of the Company before presenting them to the Board of Directors, expressing its opinion and recommendation in this regard, studying the accounting policies used in the Company, and expressing an opinion and recommendation to the Board of Directors in this regard, monitoring and supervising the performance and activities of the internal auditor, studying and reviewing internal control systems and internal audit reports, recommending to the Board of Directors to nominate and dismiss auditors, determine their fees, evaluate their performance, follow up on their work, and study their observations, reviewing the results of the reports of the supervisory authorities, verifying that the company has taken the necessary measures in this regard, and verifying the company's compliance with the relevant laws, regulations, policies and instructions. The following table shows the committee's membership and its meetings during the fiscal year 2024G

Name	Type of Membership	Meeting number and date						
		1st meeting 16/11/2023	2nd meeting 22/11/2023	3rd meeting 07/01/2024	4th meeting 25/02/2024	5th meeting 27/02/2024	6th Meeting 02/04/2024	7th Meeting 03/07/2024
Mohammed bin Farhan bin Nader**	Chairman of the Committee	✓	✓	✓	✓	✓	-	-
Khalid bin Saad Al-Sabti***	Chairman of the Committee	✓	✓	✓	✓	✓	✓	✓
Abdul Aziz bin Mohammed Al-Suwailem	Committee member	✓	✓	✓	✓	✓	✓	✓
Bandar bin Suliman Al-Bohairy*	Committee member		-	-	-	-	✓	✓

* Appointed as a member of the Audit Committee on 28/02/2024G

** The membership of the Audit Committee has ended on 27/02/2024G

*** The membership status was changed to the committee chairman on 28/02/2024G

Results of the annual audit 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 Internal Audit provides assurance and advisory services independently and objectively to add value, improve operations and achieve the company's objectives. The Internal Audit assists the company in achieving its objectives by adopting a systematic approach to assessing and improving the effectiveness of the internal control system. The Audit Committee studies and discusses the periodic reports of the Internal Audit, In Addition to studying and discussing the external auditors' reports and the result of the audit work and following up on the implementation of correction plans. During the fiscal year 2024G, the internal audit worked on implementing the internal audit plan approved by the committee and implementing audit operations in order to provide the necessary assurances regarding the effectiveness and efficiency of the company's internal control procedures. The results of the audit work indicate that there are no material deficiencies in the internal control systems that require disclosure, although there are some aspects that require improvement and development of the internal control system.

Nominations and Remunerations Committee

The Nomination and Remunerations Committee consists of (3) members. The tasks and functions of the Nomination and Remunerations Committee include, but are not limited to, preparing and updating the policies necessary for the remuneration of the members of the Board of Directors and the committees emanating from the Board and the executive management an periodically reviewing them and evaluating their effectiveness in achieving the objectives assigned to them, and clarifying the relationship between the remuneration granted and the applicable remuneration policy, indicating any material deviation from this policy; proposing clear policies and criteria for membership in the Board of Directors and executive management; recommending to the Board of Directors to nominate members for Board membership, annually verifying the independence of independent members; identifying weaknesses and strengths in the Board of Directors and proposing solutions to address them in accordance with the interest of the Company, reviewing the structure of the Board of Directors and the executive management; making recommendations regarding the changes that can be made, and studying the issues that are relevant to it or referred to it by the Board of Directors and submitting its recommendations to the Board to take the appropriate decision regarding them. The following table shows the committee's membership and its meetings during the fiscal year 2024G.

Name	Type of Membership	Meeting number and date	
		First meeting 23/11/2023	Second meeting 28/01/2024
Abdullaziz bin Hamoud Al-Thiab	Chairman of the Committee	✓	✓
Ibrahim bin Abdelrahman Al-Derei	Committee member	✓	✓
Mohammed bin Ibrahim Al-khudair*	Committee member	-	-
Nawal bint Mohammed Al-Ghunaiman**	Committee member	✓	✓

*Appointed as a member of the Nominations and Remunerations Committee on 28/02/2024G

**The membership of the Nominations and Remunerations Committee has ended on 27/02/2024G

Investment Committee

The Investment Committee consists of (5) members. The tasks and competencies of the Investment Committee include, but not limited to, setting the Company's strategic objectives and ensuring their achievement; reviewing the Company's strategic plan and updating it periodically, taking into account new business; reviewing feasibility studies and other studies related to expansionary projects; reviewing the progress of the expansion projects and the beginning of their operation; reviewing the available investment opportunities and verifying their economic feasibility; following up the progress of work in the implementation of investment deals and submitting the necessary recommendations and reports to the Board of Directors; reviewing the Company's marketing plan and various activities that will make the marketing campaigns successful; identifying trends investment outside the main activity of the Company; The following table shows the committee's membership and its meetings during the fiscal year 2024:

Name	Type of Membership	First meeting 03/04/2024	Second meeting 30/05/2024	Third meeting 29/07/2024
Khaled bin Mohammed Al-Khudair	Chairman of the Committee	✓	✓	✓
Abdulaziz bin Mohammed Al Suwailem*	Committee member	✓	✓	✓
Mohammed bin Khaled Al-Khudair	Committee member	✓	✓	✓
Mohammed bin Ibrahim Al-khudair*	Committee member	✓	✓	✓
Abdullah bin Ahmed Balsharaf	Committee member	✓	✓	✓
Rakan bin Abdullah Al-Aboudi**	Committee member	-	-	-
Saad bin Abdulaziz Al-Hogail**	Committee member	-	-	-

* Appointed as a member of the Investment Committee on 28/02/2024G

**The membership on the Investment Committee has ended on 27/02/2024G

Governance Committee

The Governance Committee consists of (3) members. The tasks and functions of the Governance Committee include, but not limited to, reviewing and updating the Company's governance rules in accordance with the regulations and laws of the regulatory and supervisory authorities; verifying the Company's compliance with the rules of governance in order to regulate the various relations between the Board of Directors, executives, shareholders and owners interests; and setting special rules and procedures to facilitate the decision-making process and give it a character of transparency and credibility in order to protect the rights of shareholders and stakeholders. The following table shows the committee's membership and its meetings during the fiscal year 2024G:

Name	Type of Membership	Meeting number and date	
		First meeting 23/11/2023	Second meeting 27/11/2023
Ibrahim bin Abdelrahman Al-Derei	Chairman of the Committee	✓	✓
Nawal bint Mohammed Al-Ghunaiman**	Committee member	✓	✓
Mohammed bin Abdulaziz Al-Naeem**	Committee member	✓	✓
Mohammed bin Khalid Al-khudair*	Committee member	-	-
Abdul Aziz bin Hamoud Al-Diab*	Committee member	-	-

* Appointed as a member of the Governance Committee on 28/02/2024G

**The membership of the Governance Committee has ended on 27/02/2024G



■ Procedures taken by the Board of Directors to inform its members - especially the non-executives - pursuant to the shareholders' proposals and comments regarding the Company and its performance

The Investor Relations Department was formed, which is the link between the Board of Directors and the shareholders. Many direct meetings were held with the shareholders, and they participated in a number of conferences, including individual and group meetings with investors on the local and international levels. Shareholders can also contact the Investor Relations Department by sending an e-mail to:

investor.relations@edu.com.sa

The Corporate Governance Regulation also included the work procedures of the Board of Directors, which gave special attention to hearing and responding to shareholders' proposals and inquiries. In addition, the Company shall provide the Board members with the minutes of the General Assemblies' meetings that include shareholders' inquiries.

■ Means of assessment adopted by the Board t evaluating its performance, performance of its committees and members, and the external agency that carried out the assessment and its relationship with the Company

The Board conducts a general performance assessment of itself and of the Company's committees through a questionnaire submitted to the Nominations and Remunerations Committee. The Company will appoint a third party to carry out the assessment in the future whenever the need arises

Remuneration of the Members of the Board, Committees and Executive Management

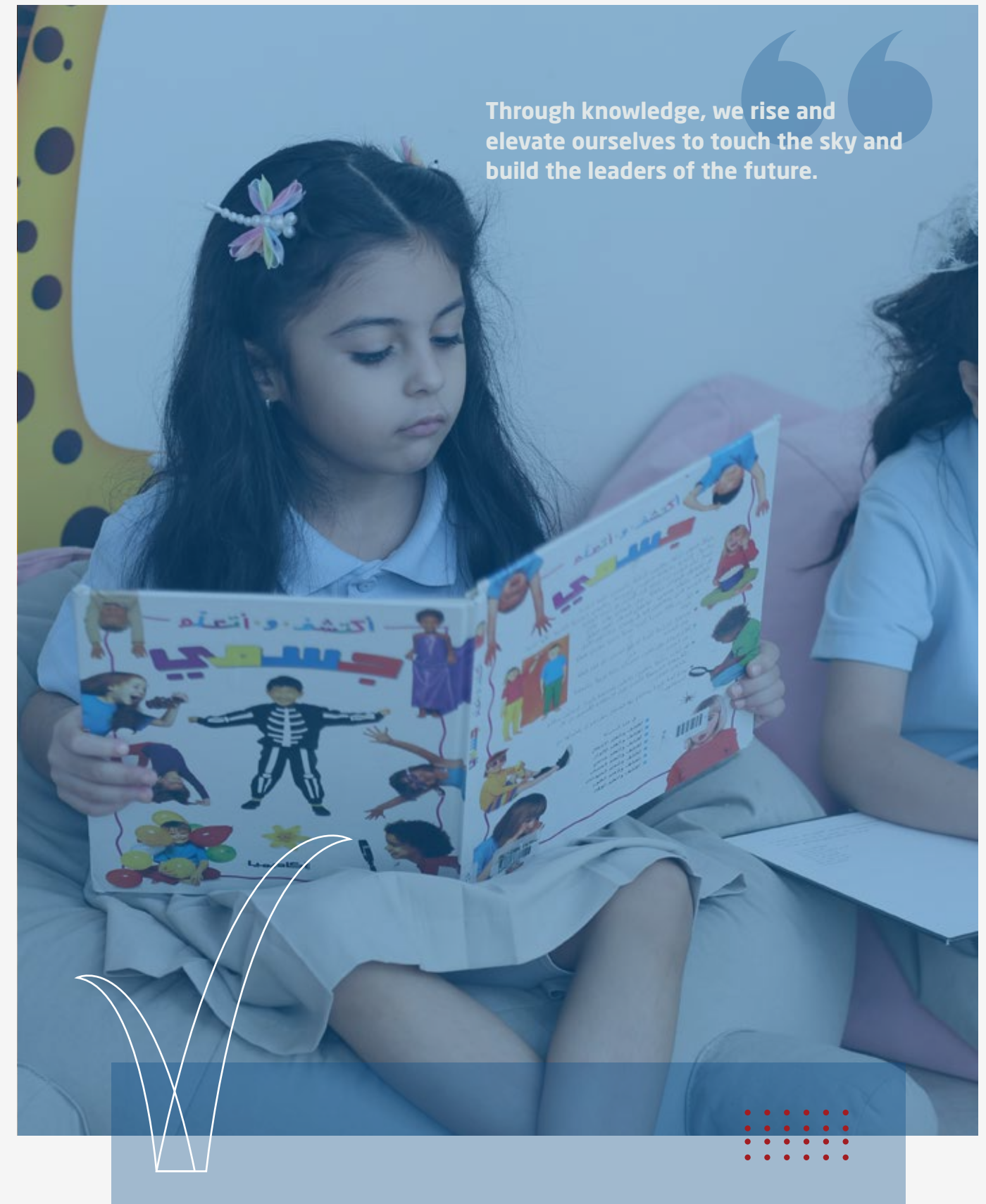
Standards and principles for the remuneration of Board members and committees:

- 01** The remuneration should be fair and commensurate with the skills and competencies of the member and the work and responsibilities he performs. It may vary from one member to another based on the member's experience, the tasks assigned to him by the Board, the number of sessions he attended, and any other considerations that are in the interest of the Company.
- 02** The remuneration may be a certain amount of money, attendance allowance for meetings, or in-kind benefits. Two or more of these benefits may be combined in accordance with the regulations set out by the competent regulatory authorities.
- 03** The remuneration should be consistent with the Company's strategy and objectives.
- 04** The remuneration shall be provided for the purpose of urging the members of the board to make the Company successful and ensure a long-term development, i.e. linking the variable part of the remuneration to the long-term performance.
- 05** It shall take into account its consistency with the size and nature of the work and profitability of the Company, along with considering the level of risks surrounding the Company.
- 06** Taking into account the practices of other companies in determining the remuneration, while avoiding the unjustified rise in remuneration and compensation that might result from that.
- 07** The remuneration shall aim to attract professional competencies and maintain their motivation, and not to exaggerate the amount of the remuneration.
- 08** The remuneration of independent board members shall not be a percentage of the profits achieved by the Company or be directly or indirectly based on the profitability of the Company.
- 09** The remuneration shall become due to a member of the Board of Directors or a member of the committee at the end of each financial year.
- 10** A member of the Board of Directors may be granted a remuneration for any additional work, executive, technical, administrative or advisory positions assigned to him by the company, pursuant to a professional license, in addition to the remuneration he receives in his capacity as a member of the Board of Directors or any of the committees formed by the Board in accordance with the Companies Law and the Company's Articles of Association.
- 11** The remuneration shall be calculated until the date of membership expiration. If it is decided to terminate the member's membership according to the regulations due to his failure to attend three consecutive meetings or five separate meetings during his membership period without a legitimate excuse, then this member shall not be entitled to any remuneration for the period following the last meeting he attended and he must return all remuneration paid to him for that period and the company has the right to demand them from him.

Mechanism of disbursing the remuneration of members of the Board of Directors, committees and executive management:

✓ Board Of Directors Remuneration:

- 01** Remuneration for (non-independent) members of the Board of Directors: The remuneration is paid to the executive and non-executive members of the Board of Directors based on the annual net profit of the Company, excluding capital gains and profits resulting from financial operations, according to the following:
- In the event that the annual net profit without capital gains and profits resulting from financial operations is less than SAR 75 million, a remuneration due of SAR **(250,000)** is disbursed to the chairman of the Board of Directors and SAR **(150,000)** is disbursed to the rest of the members of the board.
 - In the event that the annual net profit excluding capital gains and profits resulting from financial operations is SAR 75 million or more, a remuneration of SAR **(450,000)** is due and will be paid to the chairman of the Board of Directors and SAR **(250,000)** will be paid to the rest of the members of the board.
- 02** Remuneration for independent board members: An annual lump sum of SAR **(200,000)** is disbursed as an annual remuneration for the independent board member.
- 03** Allowances: An attendance allowance for meetings in the amount of (SAR **2,000**) is paid as an attendance allowance to the director who is not an employee for each meeting he/she attended.
- 04** Additional benefits
- Medical insurance for members of the Board of Directors and their families, according to the company's medical insurance policy.
 - Deducting full tuition fees in the company's schools for the children of Board of Directors members.
- 05** Remuneration of the Secretary of the Board of Directors: An annual remuneration of SAR **(10,000)** is paid to the Secretary of the Board of Directors.
- 06** The remuneration is withheld from any member of the Board who fails to attend more than **50%** of the Board's meetings during the year.
- 07** In the event of the resignation or appointment of a member during the fiscal year, the amount of the remuneration shall be calculated in proportion to the term of the Board.





✓ Remunerations and allowances for board committees:

- 01** Remuneration of the Audit Committee: An amount of SAR **(100,000)** is disbursed as an annual basic remuneration for the chairman of the committee and an amount of SAR **(90,000)** for a committee member who is not a member of the Board of Directors, and an amount of SAR **(20,000)** is disbursed as an annual basic remuneration for a member of the committee from among the members of the Board of Directors.
- 02** Remuneration and Nominations Committee Reward: An amount of SAR **(20,000)** is disbursed as an annual basic reward for the committee member.
- 03** Remunerations of other committees emanating from the Board of Directors. An amount of SAR **(20,000)** is disbursed as a basic annual reward for each member.
- 04** Allowances: An attendance allowance for meetings in the amount of **(SAR 2,000)** will be paid to each committee member who is not an employee of the company for each meeting.
- 05** The remuneration is withheld from any member of the sub-committees who is absent more than **50%** of the committee's meetings during the year.
- 06** In the event of the resignation or appointment of a member during the fiscal year, the amount of the remuneration is calculated in proportion to the period of his work in the committee.
- 07** Remuneration of secretaries of committee: An annual remuneration of **(SAR 5,000)** is paid to the secretary of each committee.

✓ Remunerations of the Company Management

An annual bonus is paid to the Company's Executive Management based on criteria related to the achievement of performance indicators for the results of the annual evaluation and the results of achieving goals.

✓ The relationship between the remunerations granted and the applicable remuneration policy

The remunerations granted are consistent with the approved remunerations policies. The principles and standards related to calculating and entitlement to remunerations have been taken into account.

Board Members' Remunerations

A statement of payments to the Board members in their capacity as employees or administrators, or payments in return for technical, administrative or consulting work:

Members	Fixed remunerations							Variable remunerations						End of Service benefit	Grand Total	expense allowance
	Specific Amount	Allowance for attending council sessions	Total Remunerations and allowances for attending committee sessions	In-kind benefits	A statement of what the board members received in their capacity as workers or administrators, or what they received in return for technical or administrative work or consultancy	Remuneration of the Chairman, Managing Director, or Secretary, if he is a member	Total	percentage of profits	Regular remunerations	short term incentive plans	long term motivational plans	The value of the shares granted	Total			
First: independent members																
Khalid bin Mohammed bin Ibrahim Al Khudair	183,014	12,000	46,739	25,000	-	-	266,753	-	-	-	-	-	-	-	266,753	-
Abdul Aziz Hamoud Al-Thiab	183,014	12,000	30,739	-	-	-	225,753	-	-	-	-	-	-	-	225,753	-
Saad bin Abdulaziz Al-Hogail**	98,630	4,000	9,863	-	-	-	112,493	-	-	-	-	-	-	-	112,493	-
Nawal bint Mohammed Al-Ghunaiman**	98,630	4,000	27,726	-	-	-	130,356	-	-	-	-	-	-	-	130,356	-
Ibrahim bin Abdulrahman Al-Derea ***	207,672	12,000	44,602	32,057	-	-	296,331	-	-	-	-	-	-	-	296,331	-
Total	770,960	44,000	159,669	57,057	-	-	1,031,686	-	-	-	-	-	-	-	1,031,686	-
Second: Non-executive members																
Khalid bin Mohammed bin Ibrahim Al Khudair	-	12,000	24,301	-	-	411,781	448,082	-	-	-	-	-	-	-	448,082	-
Mohammed bin Ibrahim bin Mohammed Al Khudair*	105,479	8,000	22,876	-	-	-	136,355	-	-	-	-	-	-	-	136,355	-
Total	105,479	20,000	47,177	-	-	411,781	584,437	-	-	-	-	-	-	-	584,437	-
Third: Executive members																
Mohammed bin Khalid bin Mohammed Al Khudair*	105,479	-	26,739	37,500	4,580,000	-	4,749,718	-	-	-	-	-	-	-	4,749,718	-
Grand Total	105,479	-	26,739	37,500	4,580,000	-	4,749,718	-	-	-	-	-	-	-	4,749,718	-
Total	981,918	64,000	233,585	94,557	4,580,000	411,781	6,365,841	-	-	-	-	-	-	-	6,365,841	-

* Appointed as a member of the Board of Directors on 28/02/2024G

**The Membership of the Board of directors has ended on 27/02/2024G

***The membership status was changed from non-executive to independent on 28/02/2024G

Remunerations of the Senior Executives

Members	Fixed remunerations				Variable remunerations				End of Service Benefits	Total executive remuneration for the board, if any	Grand Total	
	Salaries	Allowances	In-kind benefits	Total	Regular remunerations	Profits	long-term motivational plans	Granted shares				Total
Compensation and compensation paid to the top five executives, including the Chief Executive Officer and Chief Financial Officer	4,510,300	-	238,514	4,748,814	6,295,040	-	-	-	6,295,040	444,177	105,479	11,593,510

Remunerations of Board Committee Members

Members	Fixed Remuneration Except for Attendance Allowance	Allowance for Attending Sessions	Total
Members of the Audit committee			
Khalid bin Saad Al-Sabti ***	86,576	14,000	100,576
Abdullaziz bin Mohammed Al-Swailem	18,301	14,000	32,301
Mohammed bin Farhan bin Nader**	49,315	10,000	59,315
Bandar bin Suliman Al-Bohairy*	37,973	4,000	41,973
Total	192,165	42,000	234,165
Members of the Nominations and Remunerations Committee			
Abdullaziz bin Hamoud Al-Thiab	18,301	4,000	22,301
Ibrahim bin Abdelrahman Al-Derei	18,301	4,000	22,301
Nawal bint Mohammed Al-Ghunaiman**	9,863	4,000	13,863
Mohammed bin Ibrahim Al-khudair*	8,438	-	8,438
Total	54,903	12,000	66,903
Members of the Investment committee			
Khaled bin Mohammed Al-Khudair	18,301	6,000	24,301
Saad bin Abdulaziz Al-Hugail**	9,863	-	9,863
Rakan bin Abdullah Al-Aboudi**	9,863	-	9,863
Abdulaziz bin Mohammed Al Suwailem*	8,438	6,000	14,438
Mohammed bin Khaled Al-Khudair	18,301	-	18,301
Mohammed bin Ibrahim Al-khudair*	8,438	6,000	14,438
Abdullah bin Ahmed Balsharaf	18,301	-	18,301
Total	91,505	18,000	109,505
Members of the Governance Committee			
Ibrahim bin Abdelrahman Al-Derei	18,301	4,000	22,301
Mohammed bin Khalid Al-khudair*	8,438	-	8,438
Abdul Aziz bin Hamoud Al-Diab*	8,438	-	8,438
Nawal bint Mohammed Al-Ghunaiman**	9,863	4,000	13,863
Mohammed bin Abdulaziz Al-Naeem**	9,863	4,000	13,863
Total	54,903	12,000	66,903

*Appointed as a member of the Committee on 28/02/2024

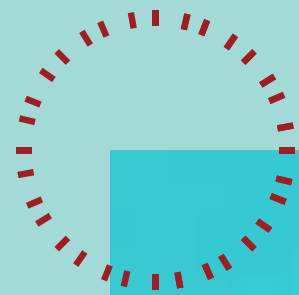
**The membership of the Committee has ended on 27/02/2024

***The membership status was changed to the committee chairman on 28/02/2024

The background is a teal-tinted photograph of a modern building with large windows. Overlaid on the right side are several white, curved, overlapping lines that resemble stylized grass or abstract architectural elements. The text '07' is rendered in a white, hollow, sans-serif font.

07

Board Of Directors & Shareholders Relations



Shareholders Relations

Based on its awareness of the importance of effective communication with shareholders, the Company is committed to making constructive use of the annual general assembly meeting by having the Board of Directors, its Chairman and members, meet with the shareholders to hear their opinions and answer their inquiries. Therefore, we are keen to encourage shareholders in advance to participate in the annual general assembly meeting by attending and voting, whether on their own behalf or by proxy. The company also seeks to maximize shareholders' ability to participate in the General Assembly meeting through:

01

Appropriate arrangements for the General Assembly to motivate a larger number of shareholders to participate, including specifying the appropriate place and time.

Enabling Board members, chairs of Board committees, executive management, and auditors to attend the shareholders in the General Assembly.

02

03

Providing shareholders with a reasonable opportunity while attending the General Assembly meeting to raise inquiries regarding agenda items, including asking questions to the external auditor regarding the conduct of the audit process and the preparation and content of the auditor's report.

The company may call for a general assembly of shareholders using contemporary technology methods.

04

05

The company invites the General Assembly of shareholders to vote electronically on the work agenda items through the Tadawulaty services portal.

Shareholders are motivated to participate in the General Assembly or appoint their proxies to attend and vote at the meetings in their favour and on their behalf in the event that they are unable to attend the meetings.

06

The National Company for Learning and Education held three meetings during the fiscal year 2024G for the General Assembly of Shareholders. The following table shows a statement of the names of the members of the Board of Directors who attended this meeting:

Attendance Record			
Name	Ordinary Assembly meeting on 27/12/2023	Ordinary Assembly meeting on 26/02/2024	Ordinary Assembly meeting on 04/07/2024
Khaled bin Mohammed Al-Khudair	✓	✓	✓
Ibrahim bin Abdelrahman Al-Derei	✓	✓	✓
Abdulaziz bin Mohammad Al-Swailem	✓	✓	✓
Abdulaziz bin homoud Al Diab	✓	✓	✓
Mohammed bin Khalid Al-khudair*	-	-	✓
Mohammed bin Ibrahim Al-khudair*	-	-	✓
Saad bin Abdulaziz Al-Hogail**	✓	✓	-
Nawal bint Mohammed Al-Ghunaiman**	✓	✓	-
Attendance (%)	100 %	100 %	100 %

* Appointed as a member of the Board of Directors on 28/02/2024G

**The membership of the Board of Directors has ended on 27/02/2024G





Dividends Distribution Policy

The dividend distribution policy is based on the following:

- A. The company may distribute at any time profits to its shareholders, whether in the quarterly, semi -annual or annual profits, according to the audited or dedicated financial lists and according to the regulations issued by the competent authorities.
- B. The Board of Directors shall issue its decision to distribute interim profits in accordance with the authorization issued by the General Assembly or the recommendation of the General Assembly to distribute profits.
- C. The shareholder deserves his share in profits in accordance with the decision of the General Assembly or the decision of the Board of Directors-as the case may be-issued in this regard. The decision shows the date of entitlement and distribution, and the right of profits for shareholders registered in the company's shareholders register at the end of the day specified for the entitlement.
- D. The distribution of profits will be announced to the company's shareholders when the Board's decision to distribute or recommend the assembly to do so.
- E. The company is distributed amounts from distributable profits, and the distribution shall be as recommended by the Board of Directors based on the financial status of the company, available liquidity, capital expenditures and financial obligations.

Following is a statement off percentages of dividends distributed to shareholders during the fiscal year 2024, in addition to the ratio of dividends proposed to be distributed after the end of the fiscal year 2024G, and the total of these dividends (in Riyals)

Capital	No. of shares	Percentage of Dividends distributed during the fiscal year 2024G		Proposed Dividends to be distributed after the end of the fiscal year 2024G	Total dividends distributed and proposed to be distributed
		Distribution date	07/ 01/ 2024G		
430,000,000	43,000,000	Percentage	16.5%	21%	161,250,000
		Total	70,950,000	90,300,000	



✓ The Company's applications for the shareholders' register

Application No.	Property File Date	Reason for Request
1	04/09/2023	Corporate Actions
2	16/10/2023	Corporate Actions
3	27/11/2023	Corporate Actions
4	21/12/2023	Corporate Actions
5	27/12/2023	General Assembly
6	21/01/2024	Corporate Actions
7	31/01/2024	Corporate Actions
8	20/02/2024	Corporate Actions
9	26/02/2024	General Assembly
10	02/04/2024	Corporate Actions
11	30/06/2024	Corporate Actions
12	04/07/2024	General Assembly

✓ A statement of the names, number of shares, and ownership percentages of the main shareholders in the company

Shareholder's name	Nationality	Number of shares at the beginning of 2024G	Ownership percentage at the beginning of 2024G	Number of shares at the end of 2024G	Ownership percentage at the end of 2024G	Net change	Change percentage by the end of 2024G
Waqf Company Mohammed Ibrahim Al-Khudair	Saudi	9,580,711	22.28 %	6,060,850	14.10%	(3,519,861)	(37%)
Awqaf Mohammed Ibrahim Al-Khudair	Saudi	-	-	3,519,980	8.18%	3,519,980	-
Khalid Mohammed Ibrahim Al-Khudair	Saudi	326,992	0.76%	3,274,450	7.62%	2,947,458	901%
Fahd Mohammed Ibrahim Al-Khudair	Saudi	289,800	0.67%	3,249,940	7.56%	2,960,140	1021%
Ibrahim Mohammed Ibrahim Al-Khudair	Saudi	97,689	0.23%	3,000,970	6.98%	2,903,281	2972%

✓ Interests in shares and debt instruments of the Board members and senior executives

1. A description of any shares and debt instruments of the company 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 the change that occurs to it during the year 2024G

name of the person to whom the interest, contractual papers or subscription rights belong	Beginning of year Number of Shares	End of year Number of Share	Net Change	Percentage of Change	Debt Instruments
Khaled bin Mohammed Al-Khudair	326,992	3,274,450	2,947,458	901%	None
Ibrahim bin Abdelrahman Al-Derei	11,000	11,000	-	0%	None
Abdulaziz bin Mohammed Al-Swailem	102,000	92,896	(9,104)	(9%)	None
Abdullaziz bin Hamoud Al-Thiab	-	-	-	0%	None
Mohammed bin Khalid Al-khudair *	-	-	-	0%	None
Mohammed bin Ibrahim Al-khudair *	-	10	10	100%	None
Saad bin Abdulaziz Al-Hugail **	10	-	(10)	(100%)	None
Nawal bint Mohammed Al-Ghunaiman **	-	-	-	0%	None

* Appointed as a member of the Board of Directors on 28/02/2024G

**The membership of the Board of Directors has ended on 27/02/2024G

2. There is no interest for senior executives or their relatives in the shares or debt instruments of the Company or any of its subsidiaries during the year 2024G.



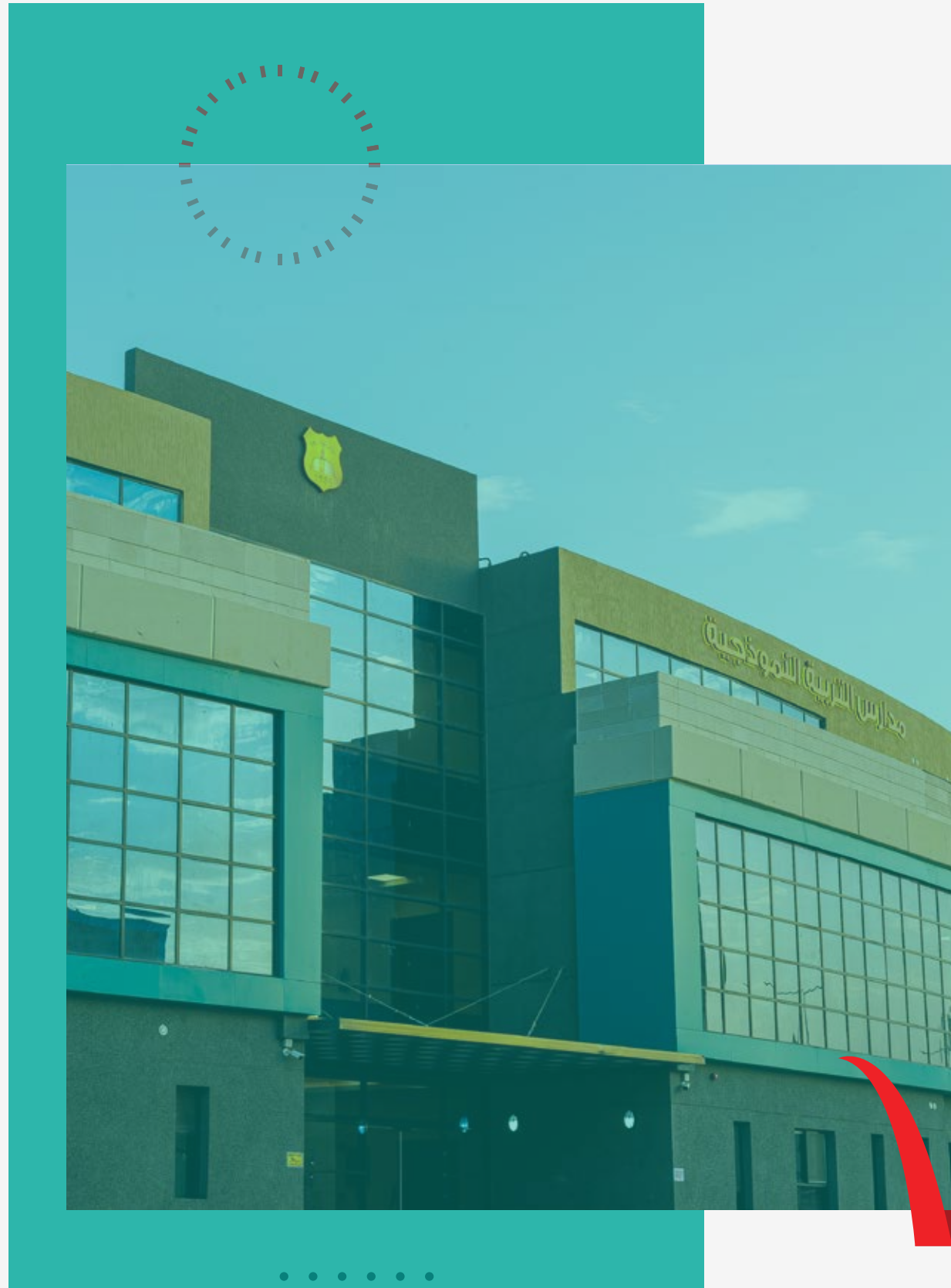
Information about the business or contracts to which the Company is a party with related parties

Related parties	Nature of the work or contract	Contract Amount	Contract Period	Name of the member/ senior executives or related person
Yamami Company	Lease contract for an educational building (Al-Arid District)	84,500,000	10 year renewable for a similar period	Khaled bin Mohammed Al-Khudair Mohammed bin Khalid Al-khudair
Yamamah Private University Company Limited	Lease Contract of theatres	455,000	13 days	Khaled bin Mohammed Al-Khudair Mohammed bin Khalid Al-khudair

Applied and not applied provisions of the of the Corporate Governance Regulations

In implementation of the requirements of provisions of Corporate Governance Regulations issued by the Capital Market Authority, which requires the company to disclose the applied and not applied provisions of this regulation, along with a statement of the reasons for non-compliance, in the Board of Directors report. It should be noted here that the National Company for Learning and Education has prepared its governance regulations in accordance with the provisions of the Corporate Governance Regulations issued by the Capital Market Authority. The company has committed to implementing all the provisions contained in these regulations, with the exception of the following articles:

Reasons for non-compliance	Article text	Paragraph Status	Article/paragraph number
37	guiding	Training and Preparation of the Board of Directors and Executive Management	The company is working on preparing programs specifically for this purpose.
39/e	guiding	The Board of Directors shall make the necessary arrangements to obtain an assessment of the Board's performance from a competent external party every three years.	The article is guiding and is being worked on. The Remuneration and Nominations Committee also evaluates the performance of the Board of Directors at the end of each fiscal year.
67, 68, 69	guiding	Forming the risk management committee, determining its competence and its meetings	This has not been approved by the Board of Directors and is still under study.
82	guiding	Motivating employees The company shall develop programs to develop and motivate the participation and performance of the company's employees, which shall include in particular the following: • Programs to grant employees shares in the company or a share of the profits achieved by the company, retirement programs, and the establishment of an independent fund to spend on these programs. • Establishing social institutions for the company's employees.	The company carries out many programs to motivate employees and develop rewards and incentives policies linked to performance, but the programs mentioned in the text of this article have not been approved.
84/85/a	guiding	Developing a policy that ensures a balance between its objectives and the objectives that society seeks to achieve in order to develop the social and economic conditions of society. In addition to developing measurement indicators that link the company's performance to the initiatives it provides in social work, and comparing that to other companies with similar activities.	The company contributes to the field of social responsibility and carries out many community initiatives, but there is no policy or performance indicators for this.



Board Declarations:

1. The board declares that the account records have been properly prepared.
2. The board declares that the internal control system was prepared on sound foundations and implemented effectively.
3. The board declares that there is no doubt about its ability to continue its activities.
4. There is no interest in the class of priority voting shares which belong to persons who informed the Company of those rights under Article (68) of the Rules on the Offer of Securities and Continuing Obligations issued by the Capital Market Authority.
5. There are no classes or numbers of any convertible debt instruments or any contractual securities or memoranda of subscription right or similar rights issued or granted by the Company during the fiscal year.
6. There are no transfer or subscription rights under convertible debt instruments, contractual securities, subscription right memoranda, or similar rights issued or granted by the Company.
7. There is no redemption, purchase or cancellation by the Company of any redeemable debt instruments
8. There are no arrangements or agreements under which a member of the Company's Board of Directors or a senior executive has assigned any remuneration.
9. There are no arrangements or agreements under which one of the Company's shareholders has assigned any rights to profits.
10. There are no investments or reserves or provisions established for the benefit of the Company's employees.
11. There are no competing businesses with the company or any of the branches of activity it carries out, which are carried out or were carried out by any member of the Board of Directors.



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