



الشركة الوطنية للتربية والتعليم  
NATIONAL COMPANY FOR LEARNING & EDUCATION

# Annual Report 2025





Education Today ..  
Investment in the  
Future

শিক্ষা





## King Salman bin Abdulaziz Al Saud

The Custodian of the Two Holy Mosques

may God preserve him

My primary goal is to be an exemplary and leading nation in all aspects, and I will work with you in achieving this endeavour.



His Royal Highness Prince

## Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince and Prime Minister

may God preserve him

It is my pleasure to present to you a vision of the present for the future—one we aim to begin working on today for tomorrow—expressing our shared ambitions and reflecting the capabilities of our nation.







**“We strive for the company’s schools to remain a center of cultural radiation that spreads awareness, enlightens the mind, and meets the educational and pedagogical demands of society at all levels”**

### **Mohammed bin Ibrahim Al-Khudair**

(May God have mercy on him)

Founder of Tarbya Namouthajiyah Schools and the  
National Company for Learning and Education



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# First: Introduction

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Growth with a sustainable development strategy





# Introduction

This year was marked by significant growth and qualitative development, during which the National Company for Learning and Education has managed to achieve strategic accomplishments that boosted its position as a leading educational company in developing the education sector in the Kingdom. Through the planned expansion of its educational complexes, the activation of local and international partnerships, and the application of the latest technologies in education and management, the company consolidated its role in supporting the program's objectives of Saudi Vision 2030 and contributing to building an advanced educational system that enhances the quality of outcomes and keeps pace with future aspirations.



# 2025G Performance Highlights

## Promising facts and figures



### (31.9 thousand) students

the total number of students during the year 2024/2025G.



### (45.3 thousand) students

the capacity of existing educational complexes during the year 2024/2025G.



### (4.3 thousand) employees

the total number of company employees during the year 2024/2025G.



### (296) thousand m<sup>2</sup>

the total area of land on which educational complexes and facilities are built during the year 2024/2025G.



### (4) Educational stages

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



### (3) Approved curricula

in the company's schools (the national curriculum, the American international curriculum, in addition to the bilingual curriculum of NCLE)



### (4) Cities

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



### (17) Existing educational complexes

during the school year 2024/2025G.



### (4) New educational complexes

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



### (4) Educational complexes

under construction



## Highlights of Financial Indicators

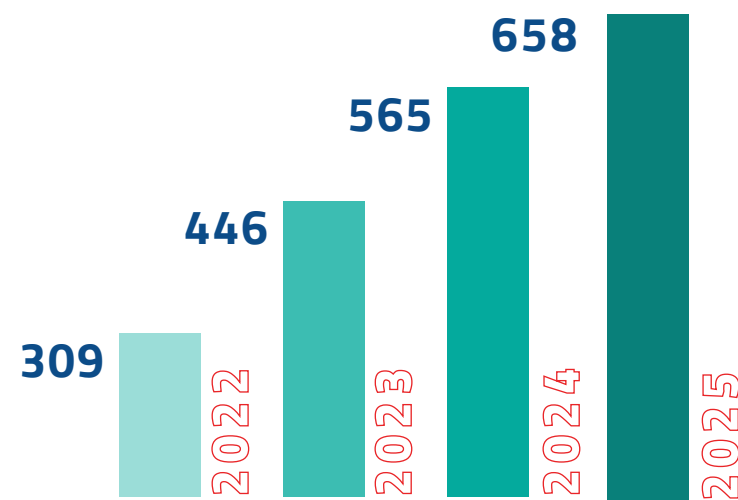


### Revenue

(million Saudi Riyals)

**16%**

Revenue growth rate  
compared to 2024G



### Net Profit

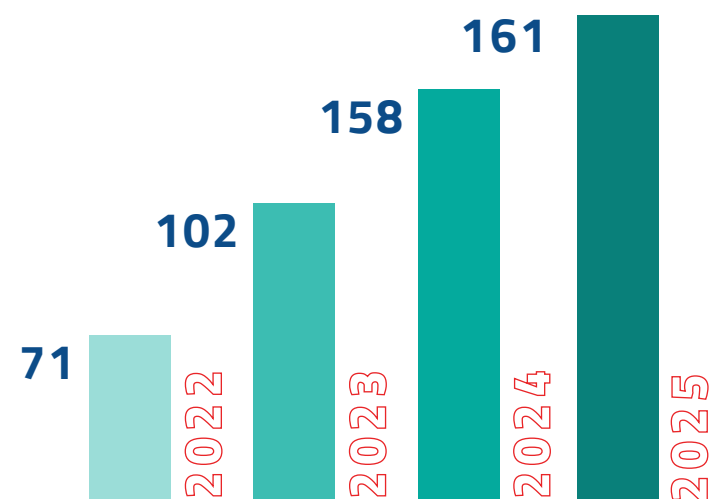
(million Saudi Riyals)

**2%**

Net Profit growth rate  
compared to audited  
financial statements of  
2024G

**22%**

22% Net income growth rate  
compared to internally prepared  
financial statements of 2024G  
considering 12 months (131  
million Saudi Riyals)



## Highlights of Operational Indicators

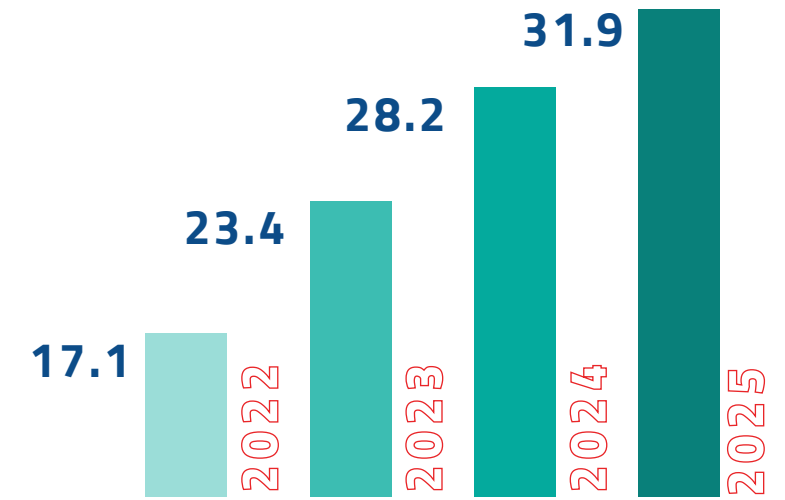


### Number of students

(thousand)

**13%**

Growth rate in the number of  
students compared to 2024G

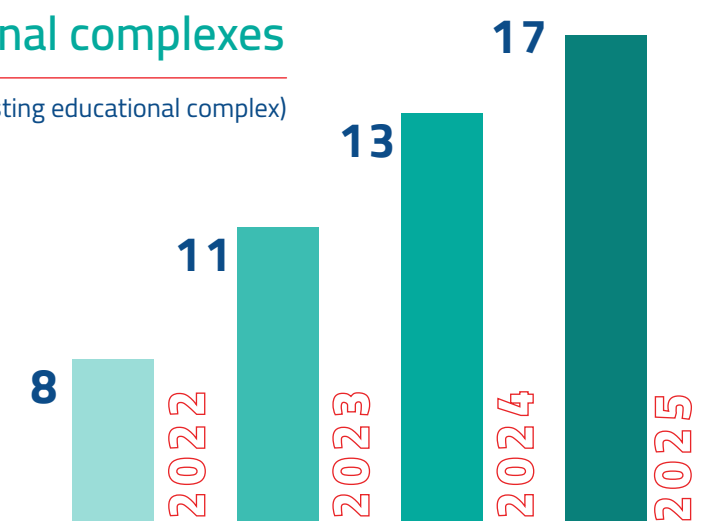


### Number of existing educational complexes

(Existing educational complex)

**31%**

Growth rate in existing  
educational complexes  
compared to 2024G

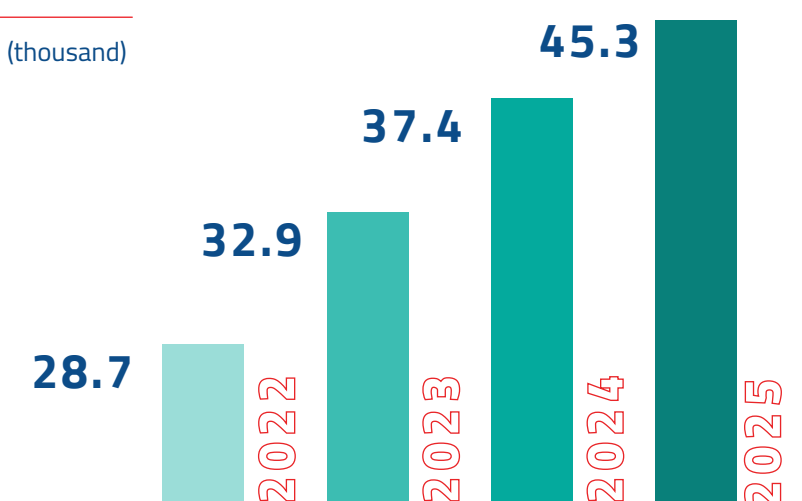


### Student capacity

(thousand)

**21%**

Capacity Growth Rate  
compared to 2024G





# Second: Overview

2



A pioneering success story...  
with a promising strategic vision

# Historical Background



**Mohammed bin Ibrahim Al-Khudair**

(May God have mercy on him)

With the launch of "Tarbya Namouthajiyah" schools in 1378H (1958G) in Riyadh, the founding father, Sheikh Mohammed bin Ibrahim Al-Khudair- may God have mercy on him- , left a distinct mark on pre-university education for boys and girls in the Kingdom. This was paralleled by the government's tireless efforts to achieve a qualitative shift in the educational landscape and its development. This has become one of the most prominent paths to achieving the program's objectives of the Saudi Vision 2030 Vision 2030, established by the government of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, may God preserve him, and his loyal Crown Prince His Royal Highness Prince Mohammed bin Salman Al Saud, Prime Minister, may God preserve him.

This ambitious step by the founding father was the result of his deep study and understanding of the societal reality of society with its unique cultural identity and the necessities of its development, which begins with developing the concept of education and providing an appropriate environment for it. From establishing the first girls' school in

  
**Year of establishment 1958**

Launching the first private school in Riyadh

  
**male and female students 45.3+**

Educational absorption capacity according to modern standards

  
**male and female employees 4000+**

Academic competencies and educational talents operate the complexes.

Riyadh, with approximately 50 female students in rented buildings at its initial headquarters in Al Malaz district on Sitteen Street, and later on Jarir Street, to the construction of school buildings in Al Rayyan district in 1400H (1980G), with fully equipped facilities for all levels, the company's achievements culminated in a qualitative shift in 1423H (2002G) when this educational entity became the first closed joint-stock company in the education sector, under the name "National Company for Learning and Education," registered in the Kingdom of Saudi Arabia pursuant to Ministerial Resolution No. (346).

Continuing this honourable journey, and under the slogan "Education Today... Investment in the Future," The National Company for Learning and Education has achieved major qualitative accomplishments, adding to its long record of successes, becoming one of the most prominent players in the private education sector in the Kingdom of Saudi Arabia. Today, the company boasts state-of-the-art educational complexes, accommodating more than 45.3 thousand male and

female students across all levels, including kindergarten, primary, intermediate, secondary, and international education program students.

These complexes employ a human cadre of more than 4,000 male and female employees, housed in school buildings constructed to the highest standards. These buildings combine educational and cultural halls, science laboratories, and entertainment facilities and sports clubs, spanning an area of more than a quarter of a million square meters. The company has been committed to developing the educational process and developing its human resources by signing numerous partnership agreements with major international educational institutions. It has also received 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 King Abdulaziz Quality Award. Furthermore, its students have consistently demonstrated outstanding student presence,

representing the Kingdom and winning numerous awards at national, regional, and international events.

In line with the accelerating community development movement at all levels in the Kingdom, and in consolidating the concept of quality of life, the company is implementing its sustainable development strategy, with all efficiency and competence, towards further growth and development, by investing in the available lucrative opportunities, through acquisitions and expansion in the education sector in the Kingdom, and establishing a number of educational complexes, so that its advanced, qualitative services reach new geographical areas, in accordance with the strategic economic studies it conducts on an ongoing basis, and in a manner consistent with its leading position and presence, which is increasing and strengthening day after day in this vital and important sector.



# Milestones in the Company's Success Journey

Evolution and distinction with growing leadership



**1958**

Establishing the company and launching the Tarbya Namouthajiyah Schools in Al Malaz District of Riyadh.

**1980**

Moving to Tarbya Namouthajiyah Schools complex in Rayan district in Riyadh.

**2002**

Converting the company into a closed joint stock company.

**2006**

- Increasing the company's capital from (122.8) million Saudi Riyals to (200) million Saudi Riyals.
- Acquisition of Hadara Schools.

**2009**

Opening of Tarbya Namouthajiyah Schools complex in the Rawabi district in Riyadh, and integrating in it the students of Hadara Schools.

**2013**

Opening of Tarbya Namouthajiyah Schools complex in Al Nozha District in Riyadh.

**2017**

Opening of Tarbya Namouthajiyah International Schools in the Qurtubah district in Riyadh

**2016**

Increasing the company's capital from (200) million Saudi Riyals to (300) million Saudi Riyals.

**2018**

Listing of the company on the Saudi Stock Exchange, with a capital increase from 300 million Saudi Riyals to 430 million Saudi Riyals

**2019**

Opening of Tarbya Namouthajiyah Schools complex in the city of Buraidah in the Qassim region.

**2020**

- Acquisition of Al-Khwarizmi Private Schools Company in Riyadh.
- Acquisition of Al-Ghad Private Schools Company in Riyadh.
- Opening of Tarbya Namouthajiyah Schools in Al- Qairawan District, Riyadh.

**2021**

- Opening of Tarbya Namouthajiyah Schools complex in Al-Arid District of Riyadh.
- Opening the Model Education International Academy in Rayan and Nozha Districts in Riyadh, with dedicated section established for each within Nozha and Rayyan educational complexes.

**2022**

Opening Tarbya Namouthajiyah International Schools complex in the city of Dhahran.

**2023**

- Acquisition of Al Salam Schools Company in the city of Al Khobar.
- Opening of Al-Ghad National schools complex in Al- Qairawan district, Riyadh.
- Opening of Tarbya Namouthajiyah International Schools in Al-Arid district, Riyadh.

**2024**

- Opening the Model Education International Academy complex in Al-Qairawan district, Riyadh.
- Opening the National School complex in Hetteen district, Riyadh.
- Opening Tarbya Namouthajiyah Schools complex in Qurtubah district in Riyadh, And operating the former complex in the Qurtubah district as Tarbya Namouthajiyah International Schools, Riyadh.
- Opening the Tarbya Namouthajiyah Schools complex in Al- Narjes District, Riyadh.

**2025**

- Announcing Al Rabie District Project in Riyadh, scheduled to open in the 2026-2027 academic year.
- Announcing Ishbilia District Project in Riyadh, scheduled to open in the 2026-2027 academic year.
- Announcing Northern Obhur District Project in Jeddah, scheduled to open in the 2026-2027 academic year.
- Announcing the signing of a lease contract for a plot of land in the Dhahrat Laban District in Riyadh, to be used for the construction of an educational complex scheduled to open in the 2027-2028 academic year.







## A year of excellence in the company's journey

October 14, 2024G



The National Company for Learning and Education has received 5 excellence awards at the Kingdom's level in the National Program for School Evaluation, Classification, and Accreditation of 41 schools from the Education and Training Evaluation Commission, represented by the National Center for School Evaluation and Excellence (Tamayoz). This recognition is a culmination of the company's ongoing efforts to develop its educational complexes and ensure their compliance with approved national standards.



October 28, 2024G

Signing a community partnership agreement with the Down Syndrome Charitable Association (DSCA), which includes equipping a classroom with its contents at the association's headquarters and hosting some of the association's activities and celebrations at the NCLE's school theatres.



December 30, 2024G

Inaugurating the "Tarbya Namouthajiya Park" project in Dhahran, strengthening the company's leadership position in the education sector and its role in society, contributing to achieving sustainability, and Instilling environmental concepts among youth.



January 29, 2025G

For the second consecutive time, the National Company for Learning and Education has been awarded the 2024 Labor Award - Localization Track for Al Salam Private Schools. This achievement is solid evidence of the company's success in its ongoing commitment to empowering and developing national talent and enhancing their performance.



## May 25, 2025G



- Announcement of the project to establish a Tarbya Namouthajiya Schools Complex on a land plot located in the Ishbilia District of Riyadh. The complex has an estimated capacity of 2,000 students, and scheduled to open in the 2026-2027G academic year.
- Announcement of the project to establish a Tarbya Namouthajiya Schools Complex on a land plot located in the Northern Obhur District of Jeddah. The complex has an estimated capacity of 2,100 students, and scheduled to open in the 2026-2027G academic year.
- Announcement of the project to establish a Tarbya Namouthajiya Schools Complex on a land plot located in the Al-Rabi' District of Riyadh. The complex has an estimated capacity of 2,100 students, and scheduled to open in the 2026-2027G academic year.

### Announcement of the Project for Establishing the Tarbya Namouthajiya Schools Complex

<b>Riyadh</b> Ishbilia District	<b>Jeddah</b> Northern Obhur District	<b>Riyadh</b> Al-Rabi' District	<b>Riyadh</b> Dhahrat Laban District
<b>2,000</b> male and female students	<b>2,100</b> male and female students	<b>2,100</b> male and female students	<b>3,300</b> male and female students
<b>2026/2027G</b>	<b>2026/2027G</b>	<b>2026/2027G</b>	<b>2027/2028G</b>



## June 01, 2025G



Announcement of signing a lease agreement for land in the Dhahrat Laban District in Riyadh with Tatweer Buildings Company which later announced the establishment of the Tarbya Namouthajiya Schools Complex project on the land, with an estimated capacity of 3,300 male and female students, which will open in the 2027- 2028G academic year.

## June 19, 2025G



Opening the "National Education Institute" in June 2025G to train and develop company staff and the sustainable development of their performance, in collaboration with local and international entities, aiming to expand its impact and provide more comprehensive and in-depth training services based on modern teaching strategies, pedagogical practices, and functional needs.



June 23, 2025G



The National Company for Learning and Education was honoured with the King Abdulaziz Quality Award in its seventh edition, under the patronage of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud - may God protect him - and in the presence of His Royal Highness Prince Mohammed bin Abdulrahman bin Abdulaziz Al Saud, Deputy Governor of Riyadh Region. This achievement embodies the company's pioneering position in the private education sector and its ability to achieve the highest levels of institutional excellence.



July 02, 2025G



Signing a community partnership agreement between the Ministry of Education and the National Company for Learning and Education. This agreement includes the National Company for Learning and Education's supervision of developing the educational and administrative environment in a number of selected public schools in the Kingdom of Saudi Arabia.



July 14, 2025G



The National Company for Learning and Education's schools have been awarded the global Cognia accreditation until 2031G, extending its unwavering commitment to excellence and its commitment to providing an advanced and reliable educational environment. This international recognition reflects its deep commitment to implementing the highest standards of education and continuous development.

THIS IS TO CERTIFY THAT  
**The National Company for Learning and Education**  
has met the criteria for educational quality  
established by the Cognia Global Commission  
and is hereby presented this  
**Certificate of Accreditation**  
by the North Central Association Commission on Accreditation and School  
Improvement, the Northwest Accreditation Commission, and the Southern  
Association of Colleges and Schools Council on Accreditation and  
School Improvement.







## Our Vision

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



## Our 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.



## Our Values

### Patriotism

While providing our services, we focus on instilling national values and characteristics that are compatible with Saudi Vision 2030



### Credibility

We are committed with credibility in dealing with our partners, including investors, teachers, students, and parents, along with protecting their rights.

### Sustainable development

We strive to develop the latest educational methods and activities and continuing to upgrade our performance and competencies.



### Teamwork

We believe teamwork by enabling our employees to make decisions and achieve the goal based on standard criteria.

### Discipline

We are keen to provide educational services within an educational environment that is coupled with discipline and respect for regulations and laws.



### Safety and Security

We are committed to applying the highest standards of security and safety in our educational facilities.

### Transparency

We observe transparency as we say what we do and disclose our results clearly.



# Chairman's Statement



**Khaled bin Mohammed Al-Khudair**

Chairman of the Board of Directors



Number of new educational complexes during 2024-2025G



Capacity of new and under-construction projects



Total number of Saudi employees in the company

Dear Valued shareholders ,

Your Company, the National Company for Learning and Education, turns another page in its renewed success story, adding a wealth of promising achievements that promise further growth across all its diverse business lines. I am pleased to share with you these achievements through highlighting a set of operational and financial facts and figures in the pages of our annual report for this year, 2025G. We hope this report will serve as a cornerstone for a more productive and prosperous launch in our Company's sustainable, pioneering journey.

In this context, the company has managed to launch and open four educational complexes in Riyadh during the 2024-2025G academic year. These are the Tabiya Namouthajiyah Schools in Qurtoba District (Qurtoba 2), the Tabiya Namouthajiyah Schools in Al Narjis District, the Model Education International Academy in Al Qairawan District, and the National School in the Hetteen District. Their financial impact is reflected in this report. The company is also embarking on expansion with

four new educational complexes under construction in the Al-Rabie, Ishbilia, and Dhahrat Laban Districts in Riyadh, and in Northern Obhur District in Jeddah, with a capacity of approximately (9,500 male and female students).

In terms of institutional excellence, the company received the King Abdulaziz Quality Award this year, the most prestigious award in the field of quality and institutional excellence in the Middle East. The company was honoured by His Highness the Deputy Emir of Riyadh Region in recognition of its pioneering role in developing institutional performance standards and enhancing the quality of educational services. As part of its commitment to qualifying and empowering national cadres, the total number of Saudi employees in the company reached (2,250) male and female employees, a growth rate of (10%) compared to the previous year. This qualified the company to win the Labor Award (Localization Track) under the patronage of His Excellency the Minister of Human Resources and Social Development in its fourth

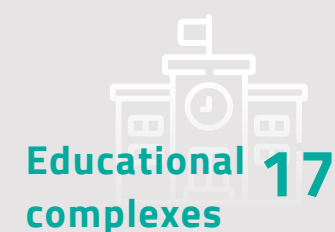
session, in recognition of its efforts to raise localization quality and empower national competencies in the private education sector.

In conclusion, it gives me immense pleasure to extend my deepest gratitude to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud - may God preserve him - and His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister - may God preserve him - for their great interest and unlimited support in achieving social development, particularly in the field of education in all its aspects.

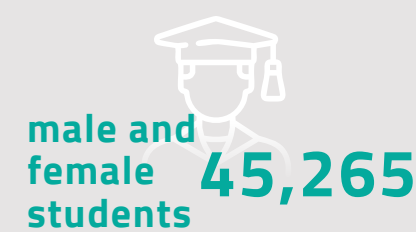
I also extend my wholehearted thanks to all shareholders and partners for their valuable trust in us, and to all my colleagues on the Board of Directors and Executive Management, as well as to all employees, at all levels, for their great loyalty and continuous dedication, which has bolstered the company's efforts to achieve its strategic goals with full efficiency and competence.



# CEO's Statement



Total number of educational complexes



The capacity of educational complexes



Total number of new employees in the company



**Mohammed bin Khalid bin Mohammed Al Khudair**

Chief Executive Officer

Dear valued shareholders,

Building on its successful implementation of its comprehensive development strategy, the National Company for Learning and Education has scored high growth rates across all its business segments, as reflected in the figures and data as we share with you in our annual report for 2024-2025G.

In line with the company's success during the year 2024-2025G, a number of educational projects have been completed, while others are progressing at high rates within the specified timelines and budgets. (4) New educational complexes have been added, with a growth rate of (31%) compared to 2024G, bringing the total number of complexes to (17).

As a result of this expansion, the number of male and female students in the company schools increased to (31,921) this year, a growth rate of (13%) compared to the previous year, while the total capacity reached (45,265) male

and female students. Financial performance also witnessed a significant improvement, with annual revenues reaching (658 million Saudi Riyals) compared to (565 million Saudi Riyals) in 2024G, with a growth rate of (16%). This led to achieving a net income of 161 million Saudi Riyals for the year 2025G.

This growth has led to an increase in the number of Saudi employees to (2,250) male and female employees, including more than (550) new employees, of whom fresh graduates constituted (32%), with a Saudization rate of (53%).

In this regard, the company launched the "National Education Institute" in Riyadh this year, as an internal training center dedicated to the continuous professional development of the company and its affiliated schools' employees. The center contributes to preparing and qualifying new employees according to the

highest educational and administrative standards.

Finally, I would like to extend my deepest gratitude and appreciation to all shareholders and partners for their continuous support of the company, and to all members of the Board of Directors, whose wise leadership, ongoing oversight and support for the executive management have had a significant impact on our success in achieving many distinguished accomplishments at all levels and business segments in the company. I would also like to extend my sincere thanks to all our employees for their outstanding efforts and continuous passion to always provide the best and highest quality, which contributes to supporting the path of giving and growth in the Company.





## Promising Awards with Sustainable Leadership

Performance efficiency and achievement excellence

The National Company for Learning and Education continued its remarkable presence at various awards and recognition events, in recognition of its excellence and high competitiveness, which has enabled it to excel and win numerous distinguished awards on both the professional and operational levels, most notably:

### The King Abdulaziz Quality Award



The National Company for Learning and Education received the King Abdulaziz Quality Award in its seventh session in 2025G. This award is the national benchmark for institutional excellence standards and the primary motivating factor for driving excellence among major companies and organizations across various fields. This is the second time the company has won this award; as Tarbya Namouthajiyah Schools previously won the award in its third session in 2016-2017G as the first private school to receive this award in the private educational complexes category. This affirms its leading position in the education sector and is a culmination of its continuous efforts to achieve the highest standards of quality and institutional excellence.

### School Excellence and Accreditation Awards from the Education and Training Evaluation Commission



The Excellence Award, which was won by five schools affiliated with the National Company for Learning and Education, is a culmination of their efforts in the educational process. The award was achieved after achieving excellence in all four criteria of the National Program for School Evaluation and Excellence. The company schools were honoured by His Excellency the Minister of Education and His Excellency the Chairman of the Education and Training Evaluation Commission. The National Company for Learning and Education's schools won 5 excellence awards and 41 school accreditations in the National Program for School Evaluation, Classification, and Accreditation, launched by the Education and Training Evaluation Commission.

### Labour Award - Fourth Edition (Localization Track)



The Labour Award is an initiative of the Ministry of Human Resources and Social Development aimed at honouring distinguished private sector entities across several tracks and encouraging other organizations to adopt pioneering models and approved standards to build an attractive and distinguished labour market. For the second consecutive time, one of the subsidiaries of the National Company for Learning and Education won the Labour Award in the Nationalization (Localization) Track where Al Salam Private Schools received the Labor Award for the year 2024G, which culminates its efforts to attract and qualify national talent, empowering them to play leadership and influential roles within the workplace.

# Company Brands

"Enriching Paths to Excellence and Growth"

The National Company for Learning and Education has embarked on implementing an integrated development strategy based on a sustained study of the private and public education market in the Kingdom. This strategy aims to explore promising opportunities and enhance its project portfolio to achieve measured growth and expand its customer base, based on its operational capabilities and potential. The company continues to capitalize on unique investment opportunities and transforming them into value-added educational initiatives, operating under its umbrella as leading institutions and pioneering brands. This approach is based on a unique institutional approach encompassing economic, administrative, and operational aspects. This approach enables the company to meet the aspirations of its stakeholders, including shareholders, partners, and customers, with high efficiency and sustainable quality, reflecting its commitment to institutional excellence and responsible growth. The company 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 Diploma 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.

## 01 Tarbya Namouthajiyah Schools



11

Educational complexes



25,676

Male and female students

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 of 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 Tarbya Namouthajiyah 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 computer skills, teaching mathematics and science in English, and teaching through the application of the STEM methodology.



### International Track

In this educational program, the company relies on teaching in English as a medium of instruction for all subjects except for materials relating to National Identity: Arabic language, Islamic and social studies. 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 national and international 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 universities worldwide 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.



## 02

### Model Education International Academy (MEIA)



03\*

Educational complexes in Riyadh city



1,439

Male and female students

An extension of the long-established Tarbya Namouthajiyah schools, Model Education International Academy (MEIA) is an international school distinguished by providing advanced educational services with high-quality international standards, through which it follows the full-day system from 7:30 to 04:00 pm, in addition to focusing on extracurricular activities after school hours, focusing on boosting students' confidence, fostering creativity, critical thinking, and analytical skills, as well as enhancing their social development. The academy also dedicates daily time during the school day for completing homework, aiming to reduce the burden on both students and parents. In addition, it provides students with a healthy, balanced 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 social 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.

This system aims 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 EQUIVALENCY of the American diploma is equated with the secondary school certificate issued by the Ministry of Education in the Kingdom of Saudi Arabia.

\* This number includes Al-Nuzha and Al-Rayyan branches, both of which operate within the Tarbya Namouthajiyah School complexes.



## 03

### Al-Ghad National schools



02

Educational complexes in Riyadh city

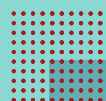


2,037

Male and female students

Al-Ghad Schools adds a unique strategic dimension to the educational services provided by the company in its facilities and educational complexes. They work to prepare students to be creative individuals, endowed with knowledge, culture, strong will, and self-confidence. They engage with their communities with ability, determination, study, and impartiality, and with a great deal of distinction, thanks to the knowledge, skills, and facts they have acquired that protect and strengthen their position now and in the future. Al-Ghad Schools is committed to promoting leadership, responsibility, and decision-making, as well as the importance of effective communication, through the implementation of initiatives and programs specifically designed for these schools. Students at Al-Ghad Schools receive a high-quality education in an environment that inspires and empowers them to succeed in the face of challenges. This is achieved through the application of a bilingual curriculum that combines the Saudi national curriculum and a curriculum that supports the English language in the subjects of English, mathematics, and science. This is in addition to enrichment curricula in the all stages and intensive computer skills classes.





04

## Al-Khwarizmi National Schools



01

educational complex  
for boys in Riyadh city



1,149

male students

Al-Khwarizmi National Schools is a distinguished addition to the company's chain of educational complexes, where it relies 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 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.

05

## Al Salam National Schools

مدارس السلام  
Al Salam Schools



01

One educational complex in  
Al Khobar city in the Eastern  
Province



1,543

Male and  
female students

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.





## 06 The National School



01

One educational complex in Riyadh city



77

Male and female students

The National School is a unique model of private education. It adopts the national curriculum and offers its students the British Cambridge Curriculum as an enrichment curriculum. This enrichment curriculum provides a bilingual education aimed at building a solid foundation for Saudi identity, Islamic values, and the Arabic language, in addition to enhancing English language skills. The school also strives to build character and hone physical and social skills through skills clubs, which are an integral part of the learning process. This curriculum is supported by a full-day program from 7:30 a.m. to 4:00 p.m. The National School's educational system is based on the 30/70 rule. Kindergarten students study 30% of their subjects in English and 70% in Arabic. This ratio then gradually increases through the academic stages until secondary school, with 70% of subjects in English and 30% in Arabic. In addition, the school implements a differentiation strategy, where students progress at the teacher's and group's pace, and an individualization strategy, where students progress at their own pace.

## 07 Refan Company



In implementation of its development strategy aimed at enhancing the efficiency of all operational services provided across its educational facilities and complexes, the National Company for Learning and Education has developed its subsidiary, which specializes in cleaning and maintenance services. This subsidiary will serve as a dedicated operational arm for providing support services to all of the company's facilities, in accordance with the highest standards of quality, efficiency, and commitment.





# Third: Strategic Track

3



Growth with integrated  
Development Vision





## Company's Strategy

The National Company for Learning and Education continues to implement its development strategy, which strengthens its competitive edge and enhances the strength of its main and subsidiary brands. This strategy relies on expanding its investment projects and attracting opportunities to acquire and develop existing successful educational projects. This ensures the sustainability of providing high-quality educational services and achieves the highest levels of satisfaction among all stakeholders, including partners, shareholders, students, and parents. This contributes to ensuring the highest returns on profits for all shareholders and partners, meeting the needs of the largest possible number of male and female students, and supporting them with its diverse educational, cultural, and recreational services and activities on a wide scale.



## Pillars for Implementing the Strategy

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

### 01 First pillar Leading educational outcomes

The company relies on the following basic outcomes 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

### 02 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 actions:

- 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

### 03 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 revenue from supporting activities.

## The company's strategy's connection to the goals of Saudi Vision 2030 programs



### Vision 2030 Program Targets

### Targets of the Strategy of National Company for Learning and Education

برنامج تنمية  
القدرات البشرية  
Human Capability  
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.

Ensuring leading educational outcomes through:

- 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.

برنامج جودة  
الحياة



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

برنامج التحول  
الوطني



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.





## The company's competitive advantages



The National Company for Learning and Education is making continuous efforts to maintain its leading role in the private education sector and to support government efforts to advance the education sector in the Kingdom, meeting the ambitions and achieving the objectives of the Kingdom of Saudi Vision 2030 programs. It has achieved numerous major accomplishments in building distinguished operational and administrative work environments, in accordance with the highest global standards of institutional work and governance. This has given it a leading position, presence, and clear competitive advantages, most notably:

# 01

## Comprehensive Corporate Governance

The Company has implemented the best international practices to manage its operations efficiently and effectively, within a comprehensive corporate governance framework, while adhering to the implementation of internal laws and regulations, and establishing sound administrative structures that clarify the procedures for making decisions within it, the distribution of responsibilities, authorities, and duties, and clarifying the relationship between the concerned parties represented by the Board of Directors, the executive management, shareholders, and stakeholders, in a manner that leads to the absence of conflicts of interest between these parties, protecting the interests of investors and the sustainable development of the company, and supporting its competitiveness.

# 02

## Expansive Future Vision

The Company is driven by an integrated expansion vision aimed at strengthening its presence in the education sector across the Kingdom of Saudi Arabia. This is achieved through the planned expansion of educational complexes, diversification of curricula (national - international), and the provision of flexible educational models that include full-day and traditional schools.

This vision is not limited to geographical growth alone; it also includes infrastructure development, investment in teaching staff, and the adoption of the latest educational technologies. This gives the company a unique ability to meet the needs of diverse segments of society and strengthens its position as a leading education provider characterized by reliability, innovation, and sustainability.



# 03

## Distinctive Experiences

The Company boasts over sixty-seven years of deep-rooted experience in the private public education sector, qualifying it to be one of the largest educational companies. Its active role in developing and managing private educational projects in the Kingdom of Saudi Arabia enhances its standing as a leading and trusted national authority in knowledge transfer and education.

# 04

## Unique School Model

The National Company for Learning and Education adopts a unique school model that combines an integrated learning environment with quality programs such as skills clubs, sports activities, STEM programs, and project-based learning. This creates a comprehensive educational experience based on innovation and quality, meeting the needs of students at various levels and curricula.

# 05

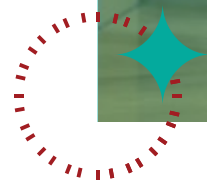
## Attracting Distinguished Talents and Human Resources

The National Company for Learning and Education believes that human resources are its most important assets. Therefore, it constantly strives to attract the best talents and educational and administrative expertise, trained and equipped with the academic and professional qualifications that qualify them to achieve the company's vision and objectives, based on specific performance indicators and precise standards.

# 06

## Building Fruitful 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.



# 07

## Sustainable Self-Growth

The Company continues to achieve sustainable financial growth, reflecting its operational efficiency and ability to adapt to market changes. This provides a solid financial base to support its expansion and development plans. This sustainable growth enables the company to steadily implement its future vision, enhances its ability to invest and innovate, improve the quality of its educational services, expand its presence, and maintain its excellence and influence.

# 08

## Supporting and Enhancing Talents and Competencies

The National Company for Learning and Education is distinguished by its firm belief that true investment begins with the student. It places talent development and skills development at the heart of its educational strategy, contributing to the development of leaders and conscientious individuals capable of innovation and future competitiveness. This approach reflects the company's commitment to graduating a generation qualified in knowledge and skills, contributing to the advancement of national development and strengthening its position as a leading educational institution in building human capital.



# Stakeholder Engagement

As part of enhancing corporate governance and improving performance efficiency, the company has adopted an advanced strategy to engage direct and indirect stakeholders through interactive procedures that ensure transparency and foster a culture of accountability and active participation. This strategy aims to enable stakeholders to contribute to formulating strategic decisions, submit proposals, and monitor performance. This positively impacts the quality of operations and supports the implementation of plans and projects within the specified financial time frame , in accordance with the approved corporate matrix:



Segment of stakeholders	How does NCLE interact with it?	Participation pattern	How NCLE creates value for stakeholders
<b>Employees</b>	<ul style="list-style-type: none"> <li>Employee Handbook</li> <li>Performance Management and Evaluation</li> <li>Training and Development Programs</li> <li>Newsletters</li> <li>Website</li> <li>Employee Services App</li> <li>Employee Satisfaction Surveys.</li> </ul>	Intense interaction	The company seeks to enhance corporate loyalty and motivate performance by building a positive work environment based on transparency and appreciation. This results in increased employee productivity, stable competencies, and enhanced capabilities, while enhancing the quality of educational services and operational efficiency within the company.
<b>Customers (Parents and Students)</b>	<ul style="list-style-type: none"> <li>Social media platforms</li> <li>Customer suggestions and feedback.</li> <li>Parent Relations Department.</li> <li>Student and parent communication apps.</li> <li>Parent meetings and gatherings.</li> <li>Student and parent advisory councils.</li> </ul>	Intense interaction	The National Company for Education is working to enhance the experience of its clients—parents and students—by improving communication channels and continuously developing educational services. This reinforces their trust in the company, enhances their satisfaction, and sustains their relationship within a high-quality educational environment.
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Supplier Management Team.</li> <li>Monitoring and reviewing performance through contract and procurement management.</li> <li>Regular and face-to-face meetings.</li> </ul>	Monthly	Supplier management and performance monitoring mechanisms contribute to building reliable partnerships that ensure quality outputs and efficient supply chains. This enhances the continuity of educational and operational processes and achieves optimal resource utilization, supporting the company's financial efficiency.
<b>Community</b>	<ul style="list-style-type: none"> <li>Awareness campaigns for students and parents.</li> <li>Student volunteer programs.</li> <li>Partnerships and collaborations.</li> <li>Corporate social responsibility activities.</li> </ul>	Intense interaction	NCLE enhances its community role through sustainable community and educational programs and initiatives that aim to raise awareness and promote community participation. These efforts contribute to spreading awareness, promoting values of solidarity and belonging, and instilling the values of citizenship and social responsibility, in line with the program's objectives of Saudi Vision 2030.
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>NCLE's annual report.</li> <li>Ongoing Disclosures.</li> <li>Quarterly Investor Conferences.</li> <li>Regular Investor Meetings.</li> <li>Annual General Meeting.</li> <li>Board and Committee Meetings.</li> <li>Investor Relations Department.</li> <li>Website.</li> </ul>	Intense interaction	Achieving value for shareholders, keeping them informed of all significant developments with high transparency, and continuously engaging them in all matters related to the company's business through a variety of events and activities, including the General Assembly, conferences, and meetings.



## The Company's Expansion Strategy

The National Company for Learning and Education continued to implement its development strategy aimed at providing high-quality educational services and strengthening its competitive position through planned expansion and growing its student base. It was keen to select highly feasible investment opportunities that deliver added value to shareholders and partners, in accordance with the highest standards of efficiency and quality.

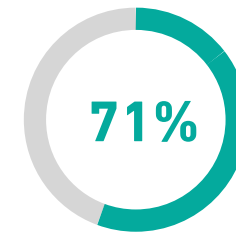
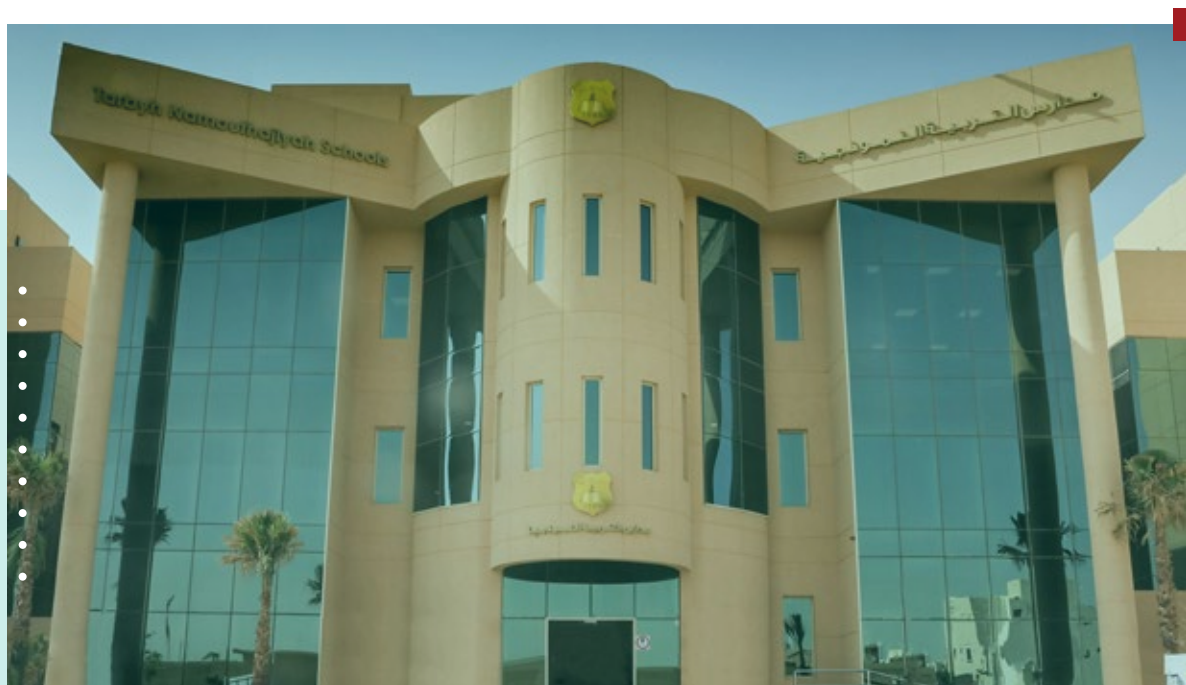
Within this framework, the Company intends to continue expanding and strengthening its geographic presence by establishing and operating new educational complexes through the purchase or lease of suitable land and buildings, equipping and operating them according to its integrated educational model, in addition to expanding through the acquisition of existing schools.

### Educational Projects and Complexes

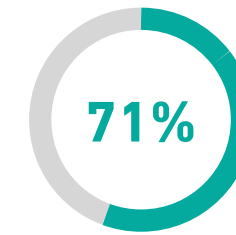


The National Company for Learning and Education operates a wide network of schools and educational complexes across the Kingdom. "Tarbya Namouthajiyah Schools" are the company's historical starting point, forming the foundation upon which its pioneering educational journey was built. Thanks to its outstanding academic performance and the trust of parents, the company has established itself as one of the most prominent private education providers in Riyadh, achieving numerous educational awards and achievements.

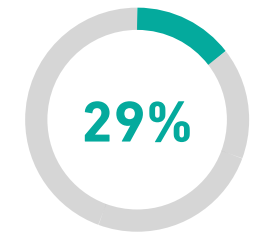
Continuing this growth, the Company has successfully expanded its operations to include integrated educational complexes offering high-quality educational services. The number of existing projects by the 2024-2025G academic year has reached (17) educational complexes, as shown below:



The utilization rate in educational complexes



The percentage of male and female students enrolled in the national curriculum



The percentage of male and female students enrolled in the international curriculum

Complex	Foundation	Location	Curriculum	Optimum Capacity	Number of students	Occupancy rate
Al Rayan	1980	Riyadh	National-International	5,250	4,829*	92%
Al Rawabi	2009	Riyadh	National-International	4,375	4,447	+100%
Al Nozha	2013	Riyadh	National-International	4,375	3,311*	76%
Qurtubah International	2017	Riyadh	International	1,280	731	57%
Buraidah	2019	Qassim	National-International	2,625	2,156	82%
Al-Ghad – King Abdullah	1990	Riyadh	National	2,200	1,560	71%
Al-Khwarizmi	2010	Riyadh	National	1,220	1,149	94%
Al-Qairawan	2020	Riyadh	National-International	4,550	4,125	91%
Al-Arid National	2021	Riyadh	National	3,000	2,706	90%
Al Dhahran	2022	Dhahran	International	2,300	1,035	45%
Al Salam	1984	Al-Khobar	National	1,950	1,543	79%
Al-Ghad - Qairawan	2023	Riyadh	National	1,720	477	28%
Al-Arid International	2023	Riyadh	International	2,520	1,368	54%
Al-Narjis	2024	Riyadh	National	2,000	793	40%
Qurtubah 2	2024	Riyadh	National-International	2,500	1,507	60%
National School	2024	Riyadh	National	2,000	77	4%
Academy (MEIA)- Al-Qairawan	2024	Riyadh	International	1,400	107	8%

\* Includes the numbers of the Model Education International Academy (MEIA) Al-Rayyan Academy 602 and Al-Nozha Academy 730.





## Existing educational complexes and facilities



### 1- Tarbya Namouthajiyah Schools Complex | Al-Rayan District

The complex is located in Al-Rayan district in Riyadh, on a land area of (60 thousand square meters), with an optimal capacity of (5,250 male and female students). The complex was opened in 1980G. The educational complex provides private education services according to the national curriculum for the kindergarten, primary, intermediate and secondary levels for boys and girls. The complex also includes the Model Education International Academy (MEIA), which follows the full 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, while offering nutritious lunch options.



5,250 male and female students



60 thousand square meters

### 2- Tarbya Namouthajiyah Schools Complex | Al-Rawabi District

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 male and female students). It is worth noting that the company acquired Al Hadara Schools in 2006G, which was transformed after the construction of the complex in 2009G into the Tarbya Namouthajiyah Schools Complex. The complex provides private education services according to the national curriculum as well as the American international curriculum, for both the kindergarten, primary, intermediate, and secondary levels for boys and girls.



4,375 male and female students



35.8 thousand square meters

### 3- Tarbya Namouthajiyah Schools Complex | Al-Nozha District

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 male and female students). The complex was opened in 2013G. The educational complex provides private education services in accordance with the national curriculum for the kindergarten, primary, intermediate, and secondary levels for boys and girls. The complex also includes the Model Education International Academy (MEIA), which follows 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, while offering nutritious lunch options.



4,375 male and female students



29.3 thousand square meters



### 4- Tarbya Namouthajiyah International Schools Complex | Qurtubah District

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 male and female students). The complex was opened in the academic year 2017-2018G. This complex is for American international education only starting from the academic year 2024-2025G as it serves the kindergarten, primary, intermediate, 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, intermediate and secondary levels for girls, as well as the international track for boys following the American curriculum for the primary, intermediate and secondary levels for boys.



1,280 male and female students



5.4 thousand square meters

### 5- Tarbya Namouthajiyah Schools Complex | Buraidah City

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 male and female 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, intermediate, and secondary levels for boys and girls.



2,625 male and female students



12.7 thousand square meters

### 6- Al-Ghad National Schools Complex | King Abdullah District

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 male and female students). It is worth noting that the company acquired Al-Ghad National Schools in 2020G. The educational complex provides private education service according to the national curriculum, for the stages of kindergarten, primary, intermediate and secondary levels for boys and girls, along with intensive English based on the British Cambridge curriculum.



2,200 male and female students



11.3 thousand square meters



## 7- Al-Khwarizmi National Schools Complex | Al-Nada District

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 male 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 primary, intermediate and secondary levels for boys only.



1,220 male students



6.2 thousand square meters

## 8- Tarbya Namouthajiyah Schools Complex | Al-Qairawan District

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 male and female students). The complex was opened in the academic year 2020–2021G. The educational complex provides private education and international track according to the international curriculum as well as the international curriculum for the kindergarten, primary, intermediate, and secondary levels for boys and girls.



4,550 male and female students



29 thousand square meters

## 9- Tarbya Namouthajiyah Schools Complex | Al-Arid District

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 male and female students). The educational complex was opened in the academic year 2021G–2022G, and this complex is designated for national education only starting from the academic year 2023/2024G, as it serves the kindergarten, primary, intermediate, and secondary grades for boys and girls, due to the opening of the International Tarbya Namouthajiyah Schools complex in the Al-Arid district, which provides private education services according to the American curriculum for the kindergarten, primary, intermediate, and secondary grades for boys and girls.



3,000 male and female students



19.6 thousand square meters

## 10- Tarbya Namouthajiyah International Schools Complex | Al-Dhahran City

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 male and female 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, intermediate, and secondary levels for boys and girls.



2,300 male and female students



9.9 thousand square meters



## 11- Al-Salam National Schools Complex | Al-Khobar City

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 male and female 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, intermediate, and secondary levels for boys and girls.



1,950 male and female students



10.5 thousand square meters

## 12- Tarbya Namouthajiya International Schools Complex | Al-Arid District 2

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 male and female 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, intermediate, and secondary levels for boys and girls.



2,520 male and female students



14.8 thousand square meters

## 13- Al-Ghad National School Complex | Al-Qairawan District

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 male and female 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, intermediate, and secondary levels for boys and girls, along with intensive English language instruction based on the British Cambridge curriculum.



1,720 male and female students



9.7 thousand square meters

## 14- Tarbya Namouthajiyah Schools Complex | Qurtubah District 2

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 male and female students). This complex was constructed close to Qurtubah 1 Complex and aims to complement its services. This complex provides private education services according to the national curriculum for kindergarten, primary, intermediate, and secondary levels for boys and girls, as well as according to the American international curriculum for primary, intermediate, and secondary levels for boys only.



2,500 male and female students



13.2 thousand square meters



## 15- National School | Hetteen District

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) and an optimal capacity of (2,000 male and female 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, while offering nutritious lunch options.



2,000 male and female students



12.7 thousand square meters

## 16- Tarbya Namouthajiyah Schools Complex | Al-Narjis District

The complex was opened in the academic year 2024-2025G in Al-Narjis district in Riyadh on a land area of (10 thousand square meters) and an optimal capacity of (2,000 male and female students). The complex provides private education services according to the national curriculum for kindergarten, primary, intermediate, and secondary levels for boys and girls.



2,000 male and female students



10 thousand square meters

## 17- Model Education International Academy (MEIA) | Al-Qairawan District

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 optimal capacity of (1,400 male and female 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, while offering nutritious lunch options.



1,400 male and female students



5.3 thousand square meters





## Education Complexes - In progress



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 is a brief overview of these projects, which are part of the company's strategy to expand and grow its student base, achieving growth and returns consistent with its strategic objectives:

### 1- Tarbya Namouthajiyah Schools Complex | Ishbilia District

The complex is located in the Ishbilia district of Riyadh, on a land area of 9 thousand square meters. It has an optimal capacity of 2,000 male and female students. The educational complex is expected to open at the beginning of the 2026/2027 academic year.



2,000 male and female students



9 thousand square meters

### 2- Tarbya Namouthajiyah Schools Complex | Al-Rabie District

The complex is located in Al-Rabie, Riyadh, on a land area of 9.4 thousand square meters. It has an optimal capacity of 2,100 male and female students. The educational complex is expected to open at the beginning of the 2026/2027 academic year.



2,100 male and female students



9.4 thousand square meters

### 3- Tarbya Namouthajiyah Schools Complex | Northern Obhur District

The complex is located in Northern Obhur district of Jeddah, on a land area of 10.6 thousand square meters. With an optimal capacity of 2,100 male and female students. The educational complex is expected to open at the beginning of the 2026/2027 academic year.



2,100 male and female students



10.6 thousand square meters



## 4- Tarbya Namouthajiyah Schools Complex | Dhahrat Laban District

The complex is located in Dhahrat Laban District of Riyadh, on a land area of 15.5 thousand square meters. It has an optimal capacity of 3,300 male and female students. The educational complex is expected to open at the beginning of the 2027/2028 academic year.



3,300 male and female students



15.5 thousand square meters

## Future educational complexes - Under study



### 1- Tarbya Namouthajiyah Schools Complex | Al Qasr District 1

The project entails the development of an educational complex in the Al-Qasr district of Al Khobar city, on a land area of 11,8 thousand square meters. The project is currently under review and the timeline is being reassessed, as previously disclosed.



11.8 thousand square meters

### 2- Tarbya Namouthajiyah Schools Complex | Al Qasr District 2

The project entails the development of an educational complex in the Al-Qasr district of Al Khobar city, on a land area of 14,9 thousand square meters. The project is currently under review and the timeline is being reassessed, as previously disclosed.



14.9 thousand square meters



# Fourth: Operational Performance Track

4



The essence of performance  
is achievement with impact.



## Educational Excellence



The National Company for Learning and Education's primary activity is the ownership, establishment, and management of private pre-university schools. The company has adopted a sustainable development approach based on the latest local and international educational trends and practices. These initiatives serve students, parents, and the local community across 17 educational complexes, offering academic services to both boys and girls. The company provides private education based on the Saudi national curriculum, as well as international education following the American curriculum.

The educational excellence at the company's schools is based on a precise system for monitoring student performance and providing individual support through academic supervisors and specialized teachers, using advanced educational resources and enrichment programs.

The National Company for Learning and Education has adopted the most advanced, and integrated global operational practices across its educational activities and operations. This begins by equipping its facilities with the latest global technologies applied in this field, and continues with attracting an elite group of the best international and local educational competencies and expertise. The Company also continues to provide of efficiency and excellence in its educational environments by applying security and safety across all its facilities, and working to provide integrated services to male and female students, enhancing their sense of belonging and loyalty to the Company's schools on a sustainable basis.



## Integrating Technology Into Education

By keeping pace with rapid developments in knowledge, technology, and science, and by developing interactive learning environments, the company ensures to provide the latest educational technologies and training programs necessary to integrate technology into the educational process, **including:**

- Implementing blended learning by equipping its educational complexes with the latest educational technologies, including smart boards, projectors, equipped labs, and computer labs.
- Developing a digital system to manage the educational process, enabling electronic monitoring and student performance for teachers, students, parents, and school administration. This system includes reports on student performance, attendance, discipline, study plans, and class and homework assignments, all delivered through the Nex app via mobile.
- Partnering with the Kutubee platform to enhance students' reading skills. The platform provides a digital library rich in stories and educational books in both Arabic and English. It provides students with the opportunity to explore and read in an interactive environment that supports vocabulary development, reading comprehension, and a love of learning, contributing to building a generation of readers and linguistically proficient learners using modern technological tools.



## Enrichment Curricula

The Company offers locally and internationally accredited curricula in its schools, ensuring that English is taught at all levels of education. It implements curricula carefully selected by qualified experts, in partnership with specialized international centers. It has also diversified its enrichment curricula, including Cambridge and other enrichment courses for teaching ICT, science, and mathematics in English for the national track and bilingual education. It also strives to innovate curricula to develop social skills and promote Saudi culture and Islamic values among students.



## Measurement and Evaluation Center



The Company has allocated an independent center for measurement and evaluation to play a pivotal role in evaluating learning outcomes and measuring the quality of the educational outputs. This is achieved by implementing standardized tests covering various academic levels. The center administers several types of central assessments, including diagnostic, formative, and simulated tests aligned with national assessment programs such as Nafis, General Aptitude Test (GAT), and Scholastic Achievement Test (SAAT) tests. These tests are designed to cover all core subjects, with active participation from all of the company's educational complexes. The goal is to identify educational gaps and address them through academic support plans and targeted training for teaching staff.

The center continues to develop measurement tools using the latest digital technologies, ensuring accurate assessments and rapid reporting, enhancing the company's ability to make educational decisions based on reliable data.



### Strategic Programs and Partnerships

**The National Company for Learning and Education offers a wide range of specialized academic programs, aiming to enrich students' learning journeys in accordance with the latest advanced global practices. The most prominent of these programs are:**

01

#### Partnership with the King Abdulaziz and His Companions Foundation for Giftedness and Creativity

The partnership enables the establishment of "Mawhiba" classes within a number of the company's schools to provide enrichment programs and development activities for gifted students that enhance their academic and creative abilities.

02

#### Partnership with the American MAP test application in international schools

This partnership aims to enhance the continuous measurement and evaluation of students' academic performance. The American MAP test provides accurate tools to identify each student's strengths and opportunities for improvement, enabling teachers to design personalized educational plans based on test results. This application also supports regular monitoring of individual student progress, ensuring enhanced academic achievement and the achievement of the best results both locally and internationally.

03

#### Partnerships With National, Arab, and International Universities to Enhance University Major Selection.

Strategic partnerships were established with national, Arab, and international universities to implement the University Specialization Forum, which is held annually that aims to enable students to learn about diverse university options and choose the most appropriate major based on their interests and academic abilities. This partnership also provides direct experience with university representatives, helping align students' aspirations with the requirements of the labour market and local and international educational environments, enhancing their chances of making informed educational and professional decisions.

04

#### Partnership with Aanab platform

This partnership aims to raise and improve student outcomes: Leverage the Aanab platform's achievement books to support NCLE's students in preparing for achievement tests and achieving the highest academic results. Teacher development: Provide specialized training programs for teachers through the Aanab platform to enhance their teaching and pedagogical skills, which will positively impact student performance.



05

## Partnership with the Child Care Association

The partnership with the Child Care Association aims to cooperate in developing joint plans, programs, events, and activities related to family, community, and caregiver care, in a way that enhances their prominent role in serving the community, in light of the approved instructions and regulations.

06

## Partnering With the "Kutubee" Platform to Develop Arabic and English Language Skills

The partnership with Kutubee Platform aims to enhance students' reading and language skills. The platform offers more than 1,600 stories categorized according to international standards for graded reading. This platform enables students to gradually develop their linguistic understanding and enhance their reading, comprehension, vocabulary skills in both Arabic and English, supporting academic achievement and promoting educational excellence.



## Extracurricular Activities



The National Company for Learning and Education is committed to developing the personal and social skills of male and female students across all educational tracks and curricula adopted at its facilities, through an advanced educational environment that encourages innovation and instils the values of cooperation and discipline.

To this end, it has implemented a set of guidance programs and extracurricular activities within the school schedule. These programs aim to support students, discover and nurture their talents, develop their leadership and social skills, and enhance their academic and personal success.

It also encourages participation in scientific, sports, and cultural competitions, given their impact on developing thinking skills, building character, and broadening students' horizons in various fields.

These extracurricular activities aim to enhance multiple aspects of students' lives, **including the following:**

01

## Cultural and Social Activities

The Company encourages its students to participate in cultural and social competitions and events at the local and international levels, **including the following:**

- The Princess Seeta Award, which promotes the values of cooperation, volunteerism, tolerance, environmental and food awareness, and the promotion of human values and community solidarity.
- The Sheikha Latifa bint Mohammed Award from the UAE, which aims to instil noble humanitarian values, the love of goodness, patriotism, and giving among young participants. To help deepen the impact of humanitarian and charitable work, students from the company's schools participated, achieving medals and advanced positions.
- The Hamdan Bin Rashid Al Maktoum Award for Distinguished Academic Performance in its 27th session, in which a student from Tarbya Namouthajiyah Schools at the level of the Kingdom of Saudi Arabia qualified.
- Organizing the 2034G World Cup Hosting Festival, attended by the Undersecretary of the Ministry of Education for Private Education, Dr. Mohammed Al-Odhaib, with the participation of students to celebrate the global sporting event, foster a spirit of competition and teamwork, and develop their athletic and social skills.
- University Major Selection Forum (The company organizes an annual university major selection forum to guide the Kingdom's students, as a community partnership, toward choosing the major that best suits their academic and professional future. This forum aims to raise their awareness of educational and professional opportunities and promote informed decision-making.)
- "Young National Writers" exhibition and event, where school students creatively wrote their own stories, signed copies, and gifted them to visitors.



## 02 Sports Activities

The Company supports a wide range of sports activities, including martial arts, ball games, swimming, running, chess, and e-sports. Students have earned top rankings and medals at national and international levels, reflecting the Company's commitment to athletic excellence and student development, these include:

- The Arab Karate Championship in Jordan.
- Saudi Karate Federation Championship.
- The National Day Equestrian and Show Jumping Championship in Riyadh.
- The Kingdom's Golden Fencing Championship.
- The Kingdom's Gymnastics Championship.
- Organizing skiing competitions, in cooperation with the Saudi Federation for Adventure and Thrill Sports.
- Organizing badminton competitions, in cooperation with Al-Ettifaq Club.
- Sports Olympiad (an annual program organized by schools to promote sports participation among all students through competitions and championships in various sports, with the goal of developing physical fitness, fostering a spirit of fair competition, discipline, and teamwork, and enhancing their participation in international sports competitions).



## 03 Scientific Activities and Competitions

The Company encouraged its talented students to participate in scientific activities and competitions at a local and international level, and dedicated its scientific cadres' expertise and specialized competencies to provide them with the necessary support, care, and training. It invested in international days and weeks to activate activities that contribute to developing their scientific skills, such as Chemistry Week, World Space Week, Innovation Week, etc.. It also encouraged the organization of various events (programming, robotic applications, Meccano activities, and artificial intelligence). It also supported its students and focused on preparing them for scientific competitions, and they won awards and advanced positions in scientific competitions locally and internationally, including:

- The Kangaroo (Mawhiba) Competition, in which 234 students achieved advanced positions and medals worldwide.
- The Bebras Mawhiba Informatics Competition, in which 107 students achieved advanced positions and medals nationwide.
- The English Language Olympiad, in which over 100 school students participated and achieved advanced positions nationwide.
- The National Olympiad for Scientific Creativity (Ibdaa): Many talented students from the company's schools participated in it, and more than 10 of them achieved advanced positions, awards, and medals at the Kingdom level with innovative scientific projects. They then qualified, after judging and qualifiers, to compete in international scientific exhibitions, such as the ISEF exhibition in the United States of America, the Geneva Exhibition of Innovations, the International Exhibition of Inventions, Innovations, and Technology (ITEX), and other local and international scientific forums.

## Recognition and Honouring of Promising Achievements



Building on its established track record of successes and accomplishments, the company enjoys a prominent leadership presence in key local and international forums in 2024-2025G, honouring a group of its outstanding male and female students for winning several important competitions. The most notable of these are:

Contest	Level	No. of winners
Qualified to attend and participate in the ISEF exhibition in the United States of America	Worldwide	1
Bronze medal at ITEX and participate in Malaysia	Worldwide	1
Participation in the Geneva International Conference on Innovation and Invention	Kingdom	3
Bronze medal at the Balkan Mathematical Olympiad	Worldwide	1
First place in the Codeavour 6.0 International competition in programming, artificial intelligence, and robotics	Kingdom	1
Second place in the E-Games Challenge at the Tuwaiq Academy	Kingdom	2
Second place globally in the Afro-Asian International Innovation Competition	Worldwide	1
Best Idea Award at the Afro-Asian International Competition	Worldwide	5
WRO Robotics Competition	Kingdom	4
Fifth place in the VEX IQ International Robotics Competition	Kingdom	3
Second place in the Kingdom in the Riyadi Entrepreneurship Program	Kingdom	1
Third place in the World Pencak Silat Martial Arts Championship	Worldwide	1
Second place in the WAMAS Mental Arithmetic Championship	Worldwide	1
Second place in the World Kickboxing Championship in Thailand	Worldwide	1
First place in the Kingdom's Kung Fu Sanda Championship	Kingdom	1
First place in the Kingdom's Women's Taekwondo Championship for Institutions and Academies	Kingdom	1
First place and cup at the Kingdom's Under-17 Football Clubs Championship	Kingdom	1
First and third place in the Kingdom's Archery Championship	Kingdom	2
First and third place in the Kingdom's Women's Under-14 Fencing Championship	Kingdom	2



# Accreditation and Reliability Certificates

Sustainable Support and Empowerment

As part of its efforts to enhance its diverse workflows across all its operational environments, the National Company for Learning and Education has successfully obtained several international accreditation certificates in various fields. The most prominent of these certificates are listed below:

## School Accreditation from the Education and Training Evaluation Commission



School accreditation is issued by the Education and Training Evaluation Commission and is an official recognition granted by the Commission to schools that adhere to comprehensive quality standards in education and management. This accreditation is granted after a rigorous evaluation process that includes self-reviews of the school and field visits by specialized teams to ensure the readiness of the educational environment and the efficiency of its outcomes. It aims to continuously improve educational performance and raise the level of confidence among parents and the community in the level of education provided.

## International Accreditation Certificate (Cognia)



Cognia accreditation is one of the most important international accreditations in the field of education and is granted by Cognia (formerly AdvancED), an American non-profit organization specializing in evaluating the quality of educational institutions around the world. It is based on rigorous standards covering all aspects of school operations, from academic plans and teaching methods, to the quality of the school environment and infrastructure, to the efficiency of leadership and management, and the satisfaction of parents and students. Obtaining Cognia accreditation means that the school has passed rigorous evaluations and comprehensive site visits, demonstrating its ongoing commitment to continuous development and improvement. The impact of this accreditation extends to students and parents, enhancing the school's credibility on a local and global level, reassuring parents that their children are receiving an education of internationally recognized standards.





# Human Capital

The pillar of success and development



Believing that its human capital is one of its most prominent assets and its most vital strengths, the National Company for Learning and Education continues to develop its employees on an ongoing basis, enhancing and diversifying their skills and experiences. This enriches their career paths with greater empowerment and motivation, promotes the values of loyalty and giving with passion and innovation, and contributes to achieving the company's strategic objectives with the highest levels of quality, efficiency, and commitment. This empowers employees, providing them with high competitiveness, qualifies them to compete and win in competitions and events launched by relevant government agencies.

This year, the National Company for Learning and Education employs approximately 4,280 male and female employees, working at various levels. The company, in turn, works to protect the rights of each employee, regardless of their specialization or the nature of their work, and is committed to implementing approved policies, systems, and regulations that ensure a healthy and balanced working relationship.



## Rehabilitation and development initiatives and programs

The National Company for Learning and Education has focused on developing and enhancing the efficiency of its human resources by continuing its orientation programs, developing internal training and professional development programs, and signing numerous partnership agreements with major prestigious international educational institutions in this field. This is achieved through the implementation of the following programs:

01

### Employment programs

The National Company for Learning and Education has aligned its employment needs with the programs offered by the Ministry of Human Resources, represented by the Human Resources Development Fund (HRDF), as it is one of the most important enablers that has contributed to increasing the number of Saudis in the private sector and raising the quality of Saudization. These include:

- Employment Support Program.
- Tamheer Program (on-the-job training).

02

### Localization

The National Company for Learning and Education recognizes the importance of its role in supporting localization initiatives in the Kingdom of Saudi Arabia. Eager to develop the educational process in the Kingdom, the company is committed to attracting distinguished national cadres across all its branches and departments. The localization rate has reached 53%, with the number of male and female Saudi employees exceeding 2,250. This reflects its unwavering commitment to localization and achieving sustainable development in the field of education, according to the following criteria:



## First: | Localization Rate

This reflects the company's keen interest in promoting Saudization in the education sector. The high Localization rate among its teaching and administrative staff reflects its commitment to the Saudi Vision 2030 in empowering national competencies. The company is committed to attracting qualified Saudi teachers and providing ongoing training and development programs that ensure improved performance and sustainability in national human resources. This contributes to building a pioneering educational environment led by the sons and daughters of the nation.



## Second | Saudi employment rate of fresh graduates



These numbers, relative to the total number of employees in the company, demonstrate the National Company for Learning and Education's national sense of the importance of contributing to the acceleration of employment for new graduates, given its critical role in reducing unemployment rates and providing opportunities for professional growth for new graduates. This has contributed significantly to attracting young people and raising employment rates for fresh Saudi graduates. Male and female employees under the age of 30 in 2025G constituted (32%) of the company's total workforce, which confirms the company's keenness to attract young talent from recent graduates and employ them within a stimulating and growth-supportive work environment.

## Third | Sustainability of national leadership in the company

The company is committed to implementing its expansion strategy and diverse programs, which aim to raise the job stability rate for Saudi leaders within the company. This is achieved by providing them with all the support they need at all levels, motivating them to contribute and excel in their career paths. Through this, their professional and administrative positions are developed in line with their competitive capabilities, according to an integrated professional program. This has contributed, to a steady increase in these rates, making them among the highest in the private sector in the Kingdom. As a culmination of these efforts and precise standards, the National Company for Learning and Education received the Labor Award " localization" track for the second year in a row, in appreciation of its continuous efforts to support and empower national cadres, and its keenness to contribute effectively to achieving the program's objectives of the Saudi Vision 2030G. It has been able to raise the participation rates of Saudi men and women in the labor market within its educational facilities, so that the number of its national competencies exceeds (2,250) male and female employees, which reflects its firm commitment to building an attractive and stimulating work environment based on investing in human capital and developing its capabilities, as one of the most prominent national institutions committed to promoting localization and developing competencies in line with the comprehensive renaissance witnessed by the Kingdom in various fields.





## The most notable procedures for employing Saudis and raising the quality of Localization in the company



The National Company for Learning and Education has implemented a set of strategic initiatives aimed at attracting, qualifying, and integrating national talent into the labor market through employee training programs, activating these programs with educational and training entities, and developing internal career paths to enable Saudi cadres to advance to supervisory and leadership positions. Additionally, it has implemented incentive policies that enhance Saudi employee stability in the workplace, contributing to raising Saudization quality and improving quality on a sustainable basis. Over the past three years, the company has taken ambitious steps toward expansion and growth, borne out by promising investments within the context of its comprehensive development strategy. These initiatives have contributed to the opening of educational complexes that have benefited both employees and customers, helping to grow the employment rate of Saudis in the company and its affiliated schools. Prominent among these measures are:

01

### Training program ending with employment

The company has implemented an annual training-to-employment program that begins during the second semester. It welcomes recent graduates, who enrol in a comprehensive, 3 month-long training program that combines theoretical learning with practical application at the company's schools. The program aims to hone their educational and administrative skills, familiarize them with the company's culture and policies, and prepare them to work efficiently within a real educational environment. Their performance is closely monitored and feedback is provided to ensure maximum benefit from the training experience. 60% of them were hired after the program's completion, confirming its effectiveness in developing competencies and attracting outstanding individuals in continuously relevant academic disciplines.

02

### Employment support programs provided by (HRDF)

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 quality. The National Company is among the companies that benefited from these programs, which had a distinctive impact.



03

### Launch of the National Education Institute

Calculating the number of professional development hours is considered one of the key performance indicators of the company. Therefore, all our staff members undergo specialized training programs aimed at enhancing their professional growth at all levels. Each teacher in the schools affiliated with the company receives an average of approximately 24 training hours annually per employee. During 2025G, the company implemented more than 24,463 training hours, contributing to the enhancement of employees' efficiency and the development of their professional skills, in line with the best practices in on-the-job training. To achieve continuous professional development for its employees, the company has implemented several specialized projects in this field. Accordingly, the National Education Institute was established as a specialized center dedicated to training and developing the company's employees and those of its affiliated educational complexes. In addition, the company cooperates with specialized training firms in various academic, administrative, and service fields.

## A competitive, attractive and stimulating work environment



The National Company for Learning and Education enjoys a competitive, sustainable, and attractive work environment based on the principle of empowerment and providing the foundations for professional and personal growth for all its employees. These standards are based on clear criteria that contribute to improving and developing institutional work and raising employee productivity, ensuring organizational loyalty and long-term job stability. The Company has ensured a work environment that stimulates creativity, supports collaboration between work teams, and is based on the values of mutual respect, transparency, and continuous appreciation for achievements. The attractiveness of this environment is confirmed by the continued longevity of a large percentage of the company's employees, with 17% of employees having served for more than 10 years, reflecting their satisfaction and strong connection to the organization. This is due to the Company's competitive advantages, including ongoing professional development programs, flexible benefit packages, opportunities for advancement and growth, and employee well-being through health and social initiatives. This combination of professional support and moral and material incentives has made the company a model work environment capable of attracting and retaining talent, which positively impacts the quality of educational outcomes and the company's success in achieving its strategic goals.



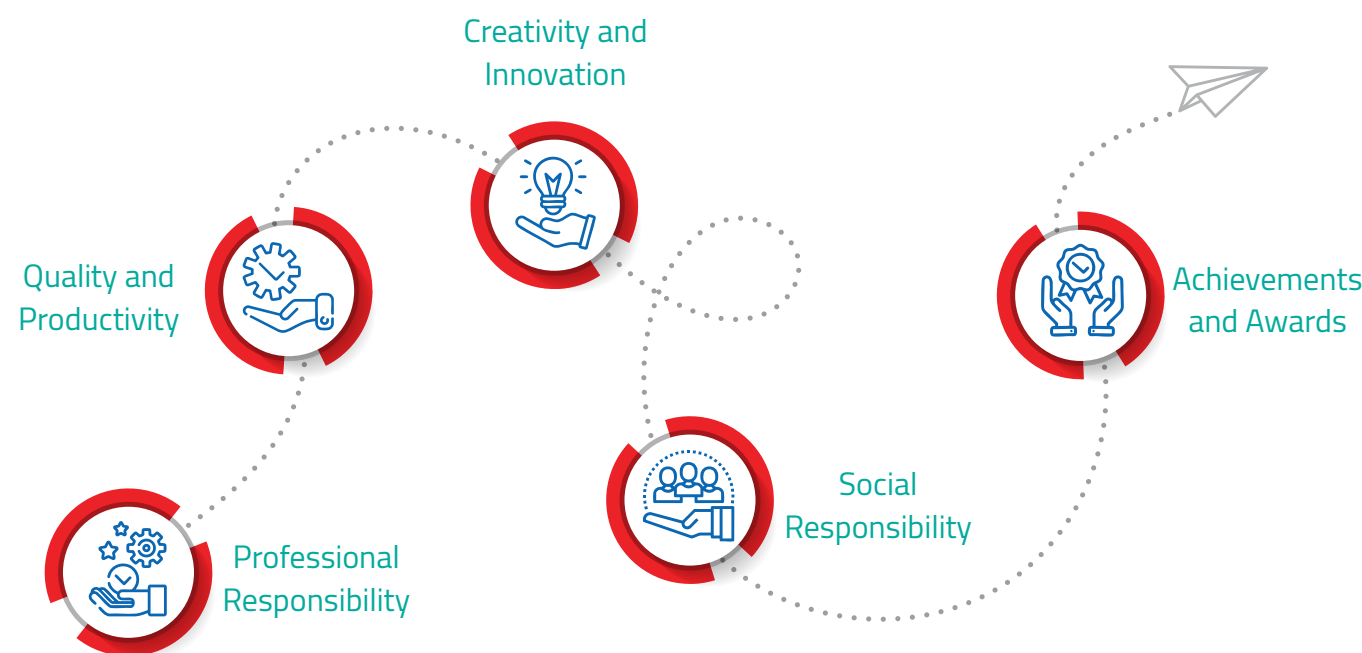
## National Education Award



The National Company for Learning and Education is committed to fostering a work environment enriched with opportunities for both professional and personal growth for all its employees. This creates an environment that stimulates creativity, supports collaboration between work teams, and is based on the values of mutual respect, transparency, and continuous appreciation for achievements. To affirm this, the company launched the National Education Award in 2023G, an annual award that aims to honour distinguished male and female teaching and administrative staff in the company's schools. This award is one of the most prominent incentive initiatives that reflects the company's commitment to appreciating its employees, fostering a spirit of positive competitiveness among them, and highlighting inspiring models that contribute to raising the quality of education and developing its environment. The award aims to:

- Strengthening corporate affiliation among company employees.
- Disseminating a culture of excellence, creativity, and quality in the educational work environment.
- Motivating human resources to contribute their best expertise and initiatives.
- Supporting the company's efforts to achieve its strategic objectives, aligned with Saudi Vision 2030 in the field of education.

According to five main tracks:



The NCLE Award has contributed to instilling a culture of excellence among the company's employees. It has become a key driver for increasing institutional loyalty, raising aspirations, and achieving qualitative and sustainable performance, reflected in the quality of education provided to male and female students. The award also reflects the company's commitment to appreciating its staff and its belief that human resources are the most important capital in the process of growth and expansion.



## Women's Empowerment Program



The National Company for Learning and Education is committed to implementing an ambitious 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 (66%).



**66%** Percentage of female staff in the company and its branches by 2025

## Job Satisfaction



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.



**92%** Job Satisfaction Rate for 2025G

## Advanced Internal Communication Strategy



The Company has adopted an internal communication policy aimed at strengthening ties between employees and senior management. This is achieved by involving them in various social, cultural, national, and international events recognized in the Kingdom. It also celebrates their special occasions and organizes events and competitions dedicated to them, with prizes awarded to winners. The most significant of these are presented below:

- Events and occasions: This includes congratulating employees on personal occasions such as birthdays, weddings, the arrival of a new baby, and others.
- Congratulating employees on various personal and public occasions.
- The annual closing ceremony of the fiscal year, which serves as an occasion to celebrate achievements, honour employees, and present rewards.
- Health, cultural, and community initiatives.
- Giving employees and their families the opportunity to perform Umrah as company guests.
- Organizing an annual Ramadan football tournament and providing prizes for the winners.
- Holding an annual group Ramadan Iftar for company employees and schools.
- Holding special greetings and events for support services workers, accompanied by cash rewards.



## Corporate Culture with a Comprehensive Value System



The National Company for Learning and Education has succeeded in establishing a comprehensive corporate culture, through which it helps and supports all its employees, at all levels and job roles, in assuming their responsibilities and executing all their tasks optimally across all work streams. It also continues to motivate them to achieve the highest levels of performance, achievement, and excellence with the required speed, accuracy, and efficiency, by empowering them to translate the priorities and professional directions set by management into reality. The Company's management believes that embedding a corporate values matrix in all its activities and events increases employees' confidence in their colleagues and leaders, helps build a distinguished work team, and contributes to achieving the organization's vision and strategic objectives. The Company builds its corporate values matrix on the following dimensions:







# Digital Transformation Journey

## Sustainable Development Strategy

Stemming from its deep belief that digital transformation is an urgent necessity for continuing the journey of sustainable development, the National Company for Learning and Education has been keen to expand the use of modern technologies and digital tools, with their diverse applications and programs, to improve the learning process and provide an advanced and innovative educational environment. It has continued to enhance the digital transformation journey across all its educational activities and operational processes, through a process that began several years ago and continues to this day, in accordance with the following pillars:

### Improving Operational Efficiency

The Company is making great efforts to automate all routine processes and procedures, facilitating access and connecting them to all stakeholders across the company's departments and divisions. This allows for faster processing and handling, by implementing a series of streamlined procedures with ease, smoothness, and security. This ensures the greatest possible number of tasks are accomplished quickly, accurately, and efficiently, ensuring safe performance and speedy completion, which significantly impacts overall productivity across all activities and workflows within the Company.



### Enhance User Experience

The automation of all essential services, such as registration, payment, and direct access to information, ensures a smooth and secure experience for all users, whether students, parents, teachers, or employees, providing speed, smoothness, and accuracy in accessing services without delay or slowdown. In addition, classrooms are equipped with interactive electronic screens.

The company also continues to use an advanced school bus tracking system, which helps monitor student transportation to and from its schools and manage routes efficiently, safely, and securely.

### Optimal Use of Resources

Automating processes and procedures enables the management of a company's financial and human resources through easy-to-use digital interfaces, allowing direct access to them quickly and simply. These resources are then optimally deployed to carry out more strategic and value-added tasks with high quality and efficiency, rather than being consumed by lengthy and complex routine processes.

### Decision Support

The digital transformation process ensures accurate and immediate data on various aspects of the business, facilitating decision-making and tracking across all departments and divisions of the Company, while ensuring its credibility as it is based on reliable digital information.

### Ensuring Data Privacy and Protection

The Company invests in state-of-the-art digital infrastructure, applications, and software that ensure the privacy and sustainable protection of information sources and personal and corporate data. This is part of its corporate responsibility and digital governance strategy to combat all forms of cyber piracy. This system is efficiently managed by a highly experienced and specialized human cadre. The company is committed to complying with relevant laws and regulations, including the Personal Data Protection Law issued in the Kingdom of Saudi Arabia, and clearly communicates its policies to ensure transparency with stakeholders. Internal awareness and training programs are implemented to promote a culture of cybersecurity among employees, which instils digital governance practices, contributes to business sustainability, and protects information assets.



## The Company's Digital Initiatives:

In support of its digital transformation journey, the company has implemented a number of initiatives and measures to improve all operational and educational processes, most notably:

### nx Platform

It is a digital solution owned by the National Company for Learning and Education. It was developed internally with the aim of providing an advanced educational and administrative experience within its schools. The platform combines educational process management, such as curriculum and class monitoring and student assessment, with facilitating effective communication between teachers, administrators, students, and parents. Currently active services include user management, school and class structure, attendance tracking, and announcements via posts and text messages. The platform also offers live chat and group chats, and content management, including videos, attachments, assignments, and interactive tests. It also provides detailed reports and accurate analysis to support educational and administrative decision-making and allows support tickets to be submitted for assistance, enhancing the quality of education and encouraging the participation of all stakeholders in the educational process.

#### The notable features of the "nx" platform



##### Educational Process Management:

To accurately monitor curricula, classes, and tests, and evaluate student and teacher performance.



##### Enhanced Communication:

It serves as a direct channel between teachers, administrators, students, and parents, contributing to the rapid resolution of problems and increasing transparency.



##### Decision Support:

It provides accurate analytics that help administrators make educational and administrative decisions based on accurate data.



##### Stimulate Self-Learning:

It provides additional educational resources, including interactive tests and enrichment exercises, to support students in continuous learning.



##### Integration of administrative and educational systems:

The platform helps unify information across different school departments to facilitate management and improve operational efficiency.



##### Automated call-out system:

Allows parents to notify the school in advance when picking up their children, so they can be ready on time. This enhances safety and organization and ensures seamless communication between the school and the family.



### Online Store



10,800  
customers



16,000  
completed  
shipments



%99  
completed order  
percentage on the  
online store

In line with its relentless efforts to enrich the experience of students, parents, and other stakeholders, the National Company for Learning and Education has developed an integrated online store that facilitates and simplifies the user journey with complete security. Launched in early August 2024, the store allows parents to easily and quickly purchase school and sports uniforms online. Students and parents can browse the product range, select their needs, and pay online, either using coupons for free uniforms or various payment methods if they wish to purchase additional uniforms. The store offers a range of operational and service advantages, including:

- Official school and sports uniforms are available throughout the year.
- A variety of products to suit student needs at all levels, from kindergarten to high school, for boys and girls.
- Ease of use and quick online store ordering, providing a seamless online shopping experience that saves parents time.
- Flexible and clear exchange and return policies.
- Ease of tracking and organizing orders and invoices accurately.

### Other Digital Initiatives

- Establish partnerships with platforms that provide online educational and enrichment content, such as reading promotion platforms for primary school students and programming education platforms for upper grades. This is in addition to partnering with an advanced electronic platform to train its staff on the latest teaching strategies and educational technologies.
- Equip more than 1,600 interactive electronic screens in classrooms and train teachers on their use.
- Develop a school planning system to calculate the company's teacher needs according to the curriculum and teacher quota, contributing to increased operational efficiency at its affiliated schools.
- Develop a school bus tracking system to monitor student transportation to and from its affiliated schools and manage their routes efficiently, safely, and securely.



# Sustainability

## Report - ESG

Promising institutional maturity



## Sustainability



Sustainability is a key pillar of the National Company for Learning and Education's strategy. The company has developed a comprehensive strategy to integrate sustainability into its activities and events. It works to preserve the environment, develop human capital, implement governance in its practices, and adhere to sustainability standards in its operations. It also applies these standards to its facilities and complexes by setting clear criteria and precise performance indicators to monitor compliance and submit periodic reports in line with the standards approved by the United Nations and Saudi Vision 2030. It publishes annual sustainability reports on its official website, confirming its commitment and measuring its performance annually.

## Sustainability Governance



The National Company for Learning and Education implements a sustainability governance model that combines strategic directions and sustainability objectives with field-based practices. Through the Governance Committee, the company's board of directors oversees sustainability policies, establishes rules and procedures in accordance with the regulations and systems of regulatory and supervisory bodies, and monitors the company's compliance.

### First: | Environmental Practices

The company has implemented a strategic approach to integrate environmental sustainability into its operations at all levels, from investment policies and decision-making to daily practices across all its branches and educational complexes. It has worked to spread environmental awareness and promote a culture of natural resource conservation among students and employees. Due to the Company's strong commitment to implementing strict and systematic procedures to preserve the environments in which it operates across all its sites, there are no reported environmental issues or concerns with neighboring communities. **Among the most notable environmental practices and procedures are the following:**





## Contribute to Environmental Protection

In line with its commitment to enhancing the community's role in preserving and protecting the environment, students from the company's schools participated in the "Green Riyadh" project and supported "Tree Week" or "Environment Week" to protect the environment and raise environmental awareness among students and staff. School students also participated in the launch ceremony of Environment Week 2025G, organized by the Ministry of Environment, Water and Agriculture. Additionally, the company implemented the 2,800 square-meter Model Education Park in Dhahran, one of the city's humanization projects, according to a memorandum of agreement and community partnership with the Eastern Province Municipality.



## Water Resources Management

The National Company for Learning and Education is committed to implementing the highest standards of water resource management efficiency across its campuses and various facilities, within a regulatory framework that combines environmental commitment and social responsibility. This includes implementing precise procedures aimed at promoting a culture of personal and public hygiene, adhering to advanced health and technical regulations, and rationalizing water use in personal service facilities such as restrooms, sinks, swimming pools, and sports clubs.

The company also relies on advanced systems to control water flow in taps, water-saving toilets, and water hoses, in addition to implementing awareness programs targeting students and employees to enhance their awareness of the importance of preserving this vital resource.

**Among the most prominent initiatives implemented in this regard are:**

- 01.** Organizing training courses on water conservation for campus workers, ensuring optimal water use during cleaning and maintenance operations.
- 02.** Relying on desalination plants in a number of educational complexes to reduce reliance on traditional water sources and achieve sustainability.



## Electrical Energy Efficiency:

The National Company for Learning and Education has committed to reducing electricity consumption across all its educational complexes and administrative offices by replacing traditional lighting systems with energy-efficient LED lighting in schools. This move aims to reduce consumption and promote sustainability, achieving energy savings of up to 80% and an operational lifespan of more than 15,000 hours. The company also relied on natural lighting in the design of the new educational complexes to achieve further energy savings. It also implemented a comprehensive replacement plan for old air conditioning units, replacing approximately 800 of the 1,040 units, representing 90% of the total number of units targeted by the plan.





## Reducing Harmful Vehicle Emissions

In line with the National Company for Learning and Education's commitment to reducing the environmental impact associated with student and employee transportation and its commitment to protecting the environment, the company has worked to improve the movement plans of school buses and its vehicles, regulating their movement within specific zones, and setting speed limits not exceeding 80 km/h to help reduce toxic gas emissions. The company also encouraged the use of school buses for students and shuttle buses for employees to and from the metro station, reducing emissions from individual transportation and supporting sustainable public transportation.

Furthermore, the company has adopted fuel monitoring cards for all its vehicles of the company and its educational complexes. The company has also purchased a fleet of modern school buses, featuring efficient engines that reduce harmful gas emissions and significantly lower fuel costs.



## Waste Management

In order to ensure the proper management of hazardous and non-hazardous waste in all its forms and types, and to reduce the harmful environmental impacts resulting from hazardous waste, the National Company for Learning and Education is committed to devoting more practical measures and activating them to reduce this 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 facilities such as laboratories and scientific facilities with their biological and chemical experiments, by following the instructions of the safety bulletins (SDS) when disposing of chemical materials.

### Several measures have been implemented, the most notably are:

- It implemented digital transformation in its educational processes and administrative transactions to reduce printing and paper consumption.
- It provided waste sorting containers (paper, plastic, and metal) in its educational complexes to facilitate recycling.
- It encouraged the use of paper cups and utensils instead of plastic ones to protect the environment.
- It provided waste compactors to reduce waste volume, lower transportation costs, and reduce emissions resulting from frequent waste truck trips.
- It launched awareness campaigns for students and staff on the importance of waste reduction, recycling, pollution control, and organized waste management.

The company is committed to transparency and disclosure of its environmental efforts, reducing the environmental impacts of its operations, supporting initiatives that protect the environment, integrating sustainability concepts into student programs and activities, and encouraging the implementation of educational programs on clean energy, conservation, recycling, and waste management as part of its mission of education and social responsibility.

The company will continue its commitment to environmental practices that ensure the optimal use of resources, in line with its vision of building a sustainable educational environment.



## Second | Social Practices

Stemming from its deep belief that sustainable development is incomplete without human empowerment, the company has developed a strategic approach to enhance its social impact across all its operations, from internal human resources policies to community initiatives targeting students, employees, and members of the local community. It has been committed to instilling a culture of inclusion and equality and providing a safe and stimulating work environment that safeguards employee rights and supports their professional growth. It has also placed special emphasis on developing educational and training programs that enhance the quality of education and contribute to building a knowledgeable and qualified generation.

Due to its commitment to social governance standards, it has not recorded any violations related to human rights, discrimination, or occupational safety, despite the wide scope of its operations and the diversity of its staff across 17 educational complexes spread across multiple urban areas. This responsibility has prompted it to adopt a number of pioneering social practices, many of which were previously mentioned in the Human Capital section, including:



## Responsible Customer Relations

In line with its strategy to provide the highest levels of quality, speed, and efficiency in all services provided to students, their parents, and all customers and partners, the company has implemented a range of distinguished, quality services, including the development of a call center equipped with the latest technologies and modern equipment. It utilizes all advanced digital communication systems with customers, and has developed an internal digital platform, "nx," to facilitate interaction and communication with parents by sending them periodic reports and communicating directly with the school administration and teaching staff. It also conducts periodic customer surveys to gather their feedback and opinions, which are then incorporated into its services to optimize their quality and efficiency. The company also aims to ensure the quality of service provided to students by establishing an independent center to measure and evaluate learning outcomes and educational performance.



## Responsible Relationship with Suppliers

The company applies strict criteria when selecting suppliers for its office, educational, and service supplies. This ensures priority is given to local suppliers and national products, ensuring the highest levels of quality and efficiency. Contracts are only concluded with the best, without price being the sole criterion in decision-making. Quality, commitment, and responsibility are considered. The company's supply chain includes suppliers of furniture and educational equipment, consumables, cleaning and maintenance companies, food and cafeteria providers, school uniform and labour uniform suppliers, educational technology and software companies, and construction and renovation contractors. Driven by its commitment to sustainability principles, the company adopts a responsible sourcing approach that ensures all suppliers adhere to ethical, social, and environmental standards. Local suppliers account for 99%, and imports from abroad are avoided whenever possible. The General Administration of Shared Services at the National Company for Learning and Education submits periodic reports on suppliers and their performance.

## Impact of Products and Services on Society



The company continued its commitment to actively contributing to social development through quality initiatives aimed at improving quality of life and enhancing educational opportunities. To this end, it was keen to provide the community with full-day schools (from 7:30 a.m. to 4:00 p.m.) in four educational complexes in various districts of Riyadh, with the aim of meeting the needs of the community and maximizing the positive impact of its educational products.

In line with its vision and strategic objectives, to be one of the leading companies providing the latest integrated educational complexes with modern facilities, equipment and supplies, supported by a group of the finest competencies, expertise and administrative and educational qualifications, through which it provides a national and international educational curriculum for boys and girls according to the highest standards of efficiency, quality and excellence. This has had the greatest impact on its educational outcomes, as its graduates have held positions in major companies and government agencies.



## Community Participation



NCLE has paid great attention to community engagement, establishing numerous partnerships with various entities and organizing a number of distinguished community programs, events, and participations. The most notable ones are:

- In partnership with the Child Care Association, the company's schools held several programs and events dedicated to caring for families, the community, and caregivers.
- In partnership with the "Keswat Farah" Association, families in need of school uniforms were supported.
- Community participation from school students raised awareness of the importance of early breast cancer detection at Dr. Sulaiman Al-Habib hospital.
- Support for the Down Syndrome Charitable Association (DSCA), in accordance with the partnership agreement signed between both sides, by utilizing its theater facilities and resources to support the association.
- Cooperation with the National Council for Occupational Safety and Health, in line with their community partnership, to support occupational health and safety within the company.
- Community partnership with the Eastern Province Municipality in the company's 2,800-square-meter Tarbya Namouthajiyah Park project in Dhahran, a Humanizing Cities-building project.
- School students participated in the launch ceremony of Environment Week 2025, organized by the Ministry of Environment, Water and Agriculture, in the presence of His Excellency the Minister, Abdulrahman Al-Fadhli.
- Students from Tarbya Namouthajiyah Schools participated in the launch ceremony of the Madaris platform, in the presence of His Excellency the Minister of Education and a number of Their Excellencies ministers and dignitaries.
- The School Students' Media Club met with His Excellency the Assistant Minister of Education, Engineer Iyad Al-Qarawi, to discuss their ideas regarding the Kingdom's hosting of the 2034 World Cup.
- Female students participated in the National Day celebration in Riyadh, attended by the prince of Riyadh.
- The schools hosted Ministry of Education events to celebrate the International Day of Tolerance, in coordination with the General Administration of Intellectual Awareness and the Saudi School Sports Federation.
- Female students participated in the Riyadh Education Department's celebration of Saudi Founding Day, where they performed the operetta "A Tale of Glory."
- School students organized an exhibition for International Literacy Day under the theme "Smart Learning for an Illiterate Tomorrow," in cooperation with the Riyadh Education Department.
- School students participated in the operetta "The Melody of Glory and Creativity" during the ceremony honouring the winners of His Royal Highness Prince Faisal bin Bandar's Award for Excellence and Creativity.
- Hosting an event to celebrate the National Day at the Higher Education Office, with the participation of school students and the presence of the office director.
- The schools participated in School Expo 2025.
- Producing a distinctive national operetta on the occasion of the Founding Day, performed by school students, to embody the spirit of belonging and pride in our rich history and reflect the creativity of the younger generations in expressing their pride in the nation's roots and achievements.
- Partnership with the Ministry of Education to oversee public schools (Partnership Schools) by providing studies and consultations aimed at enhancing the educational performance of beneficiary schools and improving the quality of educational outcomes.



### Third | Corporate Governance

The National Company for Learning and Education recognizes that governance is a solid foundation for corporate success and sustainability. It is an institutional approach that regulates relationships among stakeholders and enhances confidence in operational and administrative performance. It has developed policies and regulatory frameworks that enhance transparency, consolidate principles of accountability, and guide decision-making processes toward achieving strategic objectives. The company has therefore ensured constant compliance with the rules, regulations, and instructions issued by the official authorities relevant to its activities and operations. This ensures fairness, transparency, integrity, and accountability, activates internal oversight, and ensures full compliance with ethical and regulatory standards to protect the interests of shareholders and stakeholders. This preserves its reputation and credibility and enhances the confidence of shareholders and partners in its successful approach, adhering to all standards of efficiency, quality, and mastery. The company has consistently disseminated a culture of commitment, integrity, and honesty across all its professional practices, both in its primary operating environments and across its subsidiaries. The governance report was prepared and published in accordance with the standards of the Corporate Governance Regulations issued by the Capital Market Authority and the supporting manuals guidelines.

#### Board of Directors

The National Company for Learning and Education adheres to the standards and conditions for board members, with half of the members considered independent. The roles of the chairman, board members, and CEO have also been separated. A matrix of powers has been adopted, defining the duties and authorities granted to each of the shareholders represented by the company's general assembly, the board of directors and its committees, and the executive management. The board's attendance rate reaches 100%. The board also discusses several topics of interest to the company, particularly issues related to sustainability. The board members possess diverse expertise and competencies in various fields, including education, finance, law, and others. The National Company for Learning and Education has established a clear policy for the professional development of board members and its committees, and programs have been implemented accordingly.

#### 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 and sustainable communication between the company and shareholders.

#### Remunerations

Most members of the Nominations and Remuneration Committee are independent and have sufficient experience. The committee meets periodically to review relevant issues, including remuneration policies and implementation mechanisms. NCLE is committed to an approved remuneration policy based on performance indicators, annual evaluation results, and goal achievement results.

#### Transparency and business protection

The National Company for Learning and Education is committed to applying the highest standards of transparency in all its operational and financial activities, enhancing investor confidence and protecting the interests of stakeholders. This commitment is demonstrated through the regular disclosure of business results and significant developments on the official website of the Saudi Stock Exchange (Tadawul), in accordance with the approved rules and regulations. The company also holds periodic conferences with investors after the end of each financial quarter to discuss financial and operational performance and provide accurate and up-to-date information reflecting the company's current situation and future directions. This approach is part of the company's corporate governance system, which integrates the principles of sustainability and social responsibility into its operations and projects, ensuring business protection and enhancing its continuity in a competitive and changing environment.





## ■ Governance practices framework

The National Company for Learning and Education has adopted an integrated professional framework for corporate governance practices, aiming to consolidate the principles of transparency, accountability, fairness, and independence across all aspects of corporate work. This framework includes clear policies and procedures that govern the relationship between stakeholders and ensure sound decision-making that aligns with the company's objectives and long-term strategies. This framework also takes into account compliance with the rules and regulations issued by the Capital Market Authority and Tadawul, and is integrated with sustainability practices to ensure a balance between economic growth and social and environmental impact. The company is committed to periodically reviewing and updating this framework to keep pace with global best practices, enhance the company's ability to adapt to changes, and achieve sustainable value for all stakeholders.

The company's general governance framework is based on the following:

- 01 Protecting the rights of the company's shareholders in a way that ensures their and the company's best interests.
- 02 Protecting the rights of all stakeholders and providing stability and functional sustainability through the company's good financial performance.
- 03 Providing accurate and comprehensive and timely disclosures to the company's shareholders, related parties and relevant regulatory authorities.
- 04 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.
- 05 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.
- 06 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.
- 07 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.
- 08 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 for making key decisions.

### Responsibility



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

### Accountability



Board members must be accountable to shareholders for any mistakes (they may commit).

### Justice



All shareholders are treated equally by the Board of Directors and executive management.





## Health and Safety Management

The National Company for Learning and Education is committed to implementing strict measures to ensure security and safety across all its administrative, operational, and service facilities. It has established an advanced technical system, monitored by the School Safety Department, to provide a safe and healthy environment for all employees. The system also applies the highest school safety standards, based on accurate performance indicators and daily and weekly reports to measure the extent to which schools at all educational levels comply with school safety requirements. This includes implementing emergency evacuation plans, ensuring the safety of school buses and swimming pools, monitoring surveillance cameras, and providing first aid. The company's Security and Safety Department provides the necessary support and training, as well as continuous monitoring and compliance with policies and procedures, through a team of experienced security services personnel equipped with the latest equipment, systems, and other relevant systems.

The company has implemented a set of initiatives and procedures that reflect its commitment to safety as a priority for the corporate community. These initiatives are based on the pillars of sustainability, represented by a stimulating corporate environment and sustainable financial results. The most prominent of these include:



## Product Quality and Safety



In an effort to ensure the highest levels of school and occupational health and safety in its administrative and educational environments and facilities, and in line with its strategic vision to ensure a safe and sound educational environment for all students, to ensure student's well-being and build a healthy and sustainable body, the National Company for Learning and Education applies strict standards for food hygiene and safety, providing students with meals and beverages that are subject to strict health and nutritional oversight, adhering to the applicable health standards and regulations in this field. It also ensures continuous and strict monitoring of food safety standards in schools.

On the other hand, the National Company for Learning and Education is committed to selecting the finest materials and specifications for school uniforms for its students. It has been committed to ensuring quality in the selection of uniforms for support services workers across all its complexes and facilities.

## Enhancing the Technical Environment and Surveillance Systems



The company has developed a precise surveillance system in its schools, equipped with the latest technology and surveillance devices, including cameras and communication devices linked to a central control room connecting the complexes, to enhance the efficiency of communication between the security department and the field. Furthermore, it has provided the necessary support and equipment for security guards and safety coordinators in schools, ensuring rapid response and raising safety levels.

## Health and Safety in the Workplace



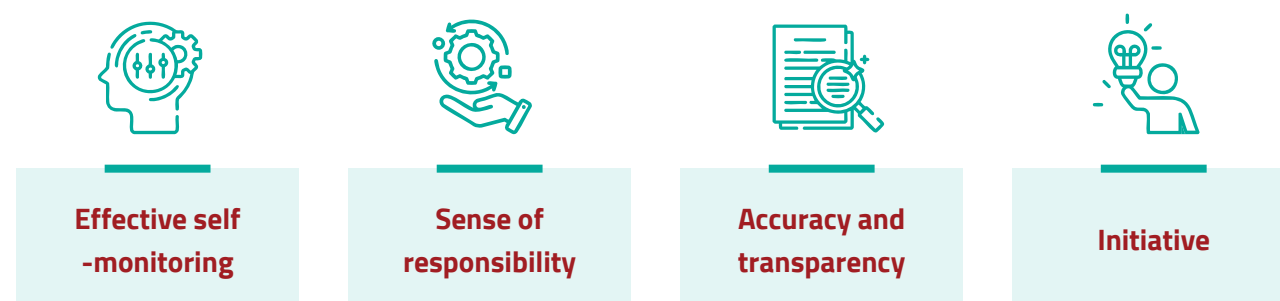
The company is committed to implementing health and safety standards to ensure a safe and healthy environment for all its employees and students. It implements strict preventive measures and effective response systems for accidents and emergencies, in addition to periodic awareness programs that promote a culture of safety in the workplace. It provides appropriate medical insurance for all employees and healthcare, which underscores its commitment to health and safety in the workplace and enhances the quality of work life. It also ensures that school clinics are fully prepared and staffed with doctors, equipment, and medical supplies to receive and respond to emergency medical cases.

# Risk Management and Business Continuity

Guarantee of sustainable development

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 related parties of 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. The Company has adopted 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 exposed, also through its use of financial instruments, to the following risks:

## Market risk

The private education sector is witnessing intensive 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

The National Company for Learning and Education's exposure to currency risk is relatively limited, given that most of its transactions are in Saudi Riyals, which mitigates the risk of changes in the value of financial instruments due to changes in foreign exchange rates. However, the company closely and continuously monitors fluctuations in currency rates. Based on its experience and market reactions, the management does not believe it is necessary to hedge against foreign currency risk, as most foreign currency risks are relatively limited in the medium term.

## Liquidity risk

The company's income and liquidity depend primarily on revenue generated from school fees. Therefore, if some parents are unable, late, or procrastinate in paying their children's school fees on the due dates, this will have a significant negative impact on the company's cash flow. The company's approach to liquidity management is based on ensuring sufficient liquidity to meet its obligations when due without incurring unacceptable losses or risking the company's reputation.

## Credit Risk

Credit risk is the risk that a counterparty to a financial instrument will fail to meet its contractual obligations. The Company's exposure to credit risk is primarily cash and cash equivalents, accounts receivable, advance payments and other receivable balances. The carrying amount of financial assets represents the maximum credit risk.



# Fifth: Financial Track

5



Growth with promising facts and figures



## Financial Highlights For the year 2024-2025G

The Company's General Assembly approved on 4 July 2024G, a change in the Company's fiscal year end to July 31 of each Gregorian year instead of August 31. Accordingly, the financial statements for the previous fiscal year 2024G were prepared for the period from 1 September 2023G to 31 July 2024G as a short fiscal year of (11 months), while the figures for the fiscal year 2025G represent a period of (12 months ).

### ■ The Company's Main Activities and Revenue

The company and its subsidiaries provide educational services to students at all educational stages, including kindergarten, primary, intermediate 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	2025	Relative weight
<b>Tuition fees</b>	645,566,487	98.13%
<b>School transportation fees</b>	8,109,480	1.23%
<b>Sports club revenues</b>	4,220,599	0.64%
<b>Total</b>	657,896,566	100%

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

### ■ Geographic analysis of the total revenue of the company and its subsidiaries

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

Year	Central Region	Eastern Region	Total
<b>2025G</b>	601,176,215	56,720,351	657,896,566

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





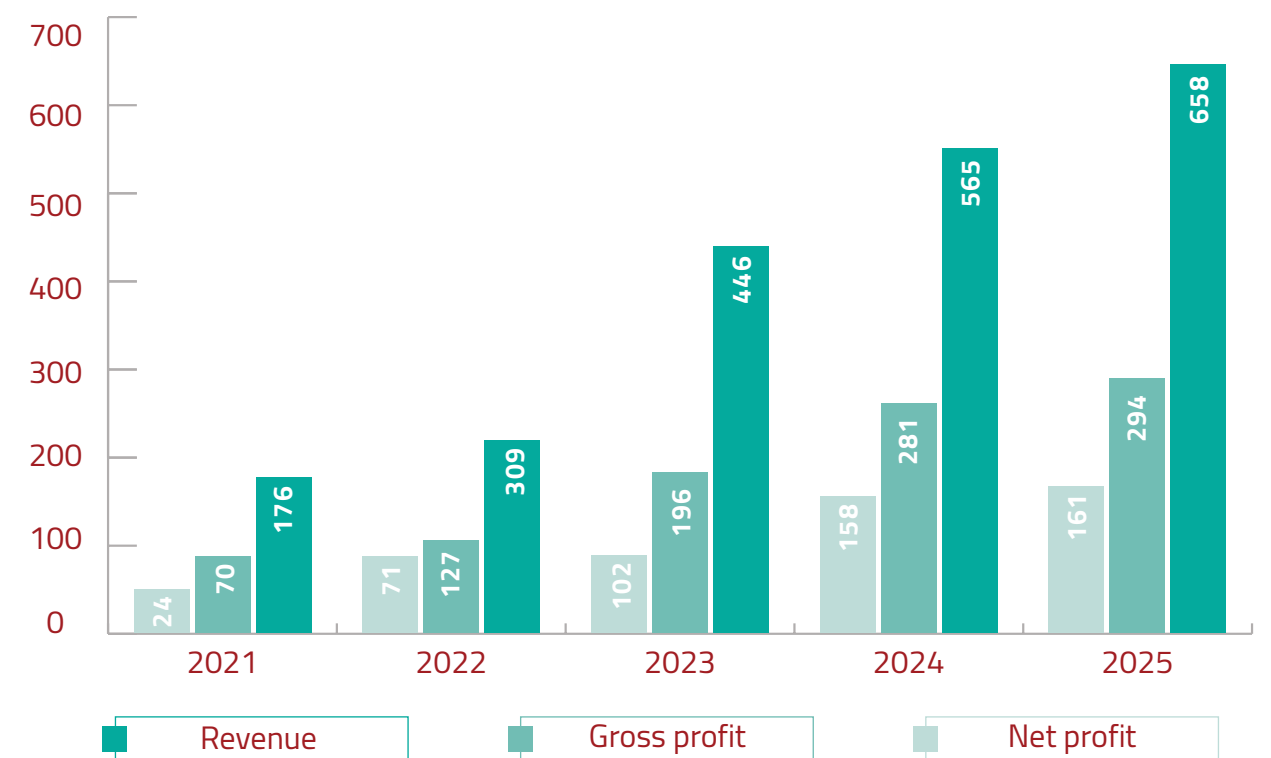
## ■ Statement of assets, liabilities and shareholders' equity for the last five financial years (SAR'000)

Statement	2021	2022	2023	2024	2025	Change between 2024-2025G
<b>Current assets</b>	194,578	222,975	236,255	134,459	150,125	12%
<b>Non-current assets</b>	666,042	780,708	1,097,545	1,165,026	1,339,173	15%
<b>Total assets</b>	860,620	1,003,683	1,333,800	1,299,485	1,489,297	15%
<b>Current liabilities</b>	113,210	172,664	270,633	163,869	173,242	6%
<b>Non-current liabilities</b>	132,412	180,472	358,445	342,294	454,064	33%
<b>Total liabilities</b>	245,622	353,135	629,078	506,163	627,306	24%
<b>Paid-up Capital</b>	430,000	430,000	430,000	430,000	430,000	0%
<b>Premium</b>	100,986	100,986	100,986	100,986	100,986	0%
<b>Statutory reserve and retained earnings</b>	84,013	119,562	173,736	262,337	331,006	26%
<b>Total equity</b>	614,999	650,548	704,722	793,323	861,991	9%



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

Statement	2021	2022	2023	2024	2025	Change between 2024-2025G
<b>Revenue</b>	176,088	308,531	446,493	565,470	657,897	16%
<b>Governmental Grants and subsidies</b>	11,104	7,154	15,466	13,463	11,914	(12%)
<b>Cost of revenue</b>	(116,782)	(189,179)	(266,046)	(297,702)	(376,160)	26%
<b>Gross profit</b>	70,410	126,506	195,913	281,231	293,650	4.4%
<b>Net profit</b>	24,458	71,047	101,784	157,833	160,711	1.8%



Figures are shown in millions of Saudi Riyals.



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

Statement	2024	2025	Changes	Percentage of change
Revenue	565,470	657,897	92,426	16%
Government grants and subsidies	13,463	11,914	(1,549)	(12%)
Cost of revenue	(297,702)	(376,160)	(78,458)	26%
Gross profit	281,231	293,650	12,419	4%
Advertising and marketing expenses	(7,238)	(9,991)	(2,753)	38%
General and administrative expenses	(89,299)	(103,092)	(13,793)	15%
Reversal of the allowance (Provision) for expected credit losses	(6,950)	1,730	8,680	(125%)
Other income	2,974	3,911	937	32%
Operating profit	180,718	186,208	5,490	3%
Financial costs and returns, net	(17,450)	(24,088)	(6,637)	38%
Zakat expenses	(5,435)	(1,409)	4,026	(74%)
Net profit	157,833	160,711	2,879	1.8%



The increase in revenue during this year by 16% compared to the previous year is mainly due to the increase in the number of students enrolled in the company's schools by 13% from 28.2 thousand students in the previous year to 31.9 thousand students by the end of this year, resulting in a net profit of SAR 161 million for the year.

The financing costs have also increased during this year compared to the previous year. This increase is due to the impact of the lease contract for the educational campus building of MEIA in Al-Qairawan district, which was opened at the beginning of the academic year 2024–2025G, in addition to the financing costs related to the loan used to partially fund the purchase of land plots in Al-Rabie District – Riyadh and Obhur Al-Shamaliyah District – Jeddah.

It should be noted that the net profit for the previous fiscal year 2024G, based on the internally prepared financial statements, which included the recognition of full revenues and expenses for a 12-month period, is estimated at SR 131 million. Accordingly, the growth in net profit for this year represents 22% compared to the previous fiscal year.

As the change in the Company's fiscal year-end affected the results of the previous fiscal year, the financial statements for that year were prepared as a short fiscal year of 11 months. Consequently, the full tuition revenues for the 2023–2024G academic year were recognized, while costs and expenses were recorded for a period of 11 months only.

## ■ 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	Revenue (SAR'000)	Its main activity	Country where its main operations are located	Country of incorporation
Al-Khwarizmi Educational Company	100,500	100%	18,150	General education	Saudi Arabia	Saudi Arabia
Al-Ghad National Schools Company Limited	1,200,000	100%	42,860	General education	Saudi Arabia	Saudi Arabia
Refan Operation and Maintenance Company	200,000	100%	7,869	Operation and maintenance	Saudi Arabia	Saudi Arabia
Al Salam Education and Training Company Limited	30,050,000	100%	31,497	General education	Saudi Arabia	Saudi Arabia

\*Revenue from mutual operations among the group companies have not been excluded





## Loans and Murabaha (SAR'000)

Name of the loan provider	Loan amount	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	16,976	6 years	3,254	-	-	Financing the purchase of lands in Al Qasr 1 and 2 complexes
Saudi Awwal Bank (SABB)	47,491	5 years	9,776	22,052	22,052	Partial financing of the acquisition of Al Salam Complex
Saudi Awwal Bank (SABB)	32,699	4 years	4,466	28,233	28,233	Financing the purchase of land in Al-Rabie
Saudi Awwal Bank (SABB)	25,552	4 years	-	25,552	25,552	Financing the purchase of land in Northern Obhur
Saudi Awwal Bank (SABB)	23,080	4 years	-	23,080	23,080	Financing new projects (Al-Rabie, Northern Obhur, and Ishbilila)
<b>Total</b>	<b>145,798</b>		<b>17,496</b>	<b>98,917</b>	<b>98,917</b>	



## Regulatory payments to government agencies (SAR'000)

statement	Paid Amont	Due until the end of the annual financial year and not paid	Brief description of it
<b>Zakat</b>	4,618	3,396	Represents the Zakat due for the financial year ending July 31, 2025G
<b>Value added tax</b>	-	(11,661)	The balance 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.
<b>General Organization for Social Insurance</b>	29,926	2,327	Represents the social insurance payable for the month of July 2025G
<b>Visa and passport costs</b>	1,486	-	-
<b>Labor office fees</b>	15,538	-	-
<b>Total</b>	<b>51,569</b>	<b>(5,938)</b>	<b>-</b>

# Sixth: Board of Directors and Shareholders Relations

# 6



Growing Institutional Maturity



# Board of Directors

Inspired leadership is the foundation of sustainable premiership.



## Composition of the Board of Directors

The Board of Directors is appointed by the shareholders, and the Board of Directors shall have 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:

S/N	Member Name	Member position and classification
		Executive / Non-Executive / Independent
1	Khaled bin Mohammed Al-Khudair	Chairman of the Board - Non-Executive
2	Ibrahim bin Abdel Rahman Al-derei	Deputy Chairman of the Board – Independent
3	Abdullaziz bin Mohammed Al-Swailem	Board Member - Independent
4	Abdullaziz bin Hamoud Al-Theyab	Board Member - Independent
5	Mohammed bin Khalid Al-Khudair	Board Member - Executive
6	Mohammed bin Ibrahim Al-Khudair	Board Member -Non-Executive

## ■ 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 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.
- Trustee of the Endowments of Muhammad bin Ibrahim Al-Khudair.
- Trustee of the Endowments of Al Yamamah University
- Trustee of the Endowments of 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 National Company for Learning and Education
- Chairman of the Board of Aaj Real Estate Investment Company.
- Manager of Specialized Buildings Company.
- Director of Mohammed bin Ibrahim Al-Khudair Real Estate Development and Investment Company.
- General Manager of the Tarbya Namouthajiya Schools.
- Director of the Endowment Mohammed 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 West Asia Paralympic Federation.
- Member of the Board of Directors of the Saudi Celiac Disease Association.
- Member of the Qassim Region Council.
- Member of the Private Education Committee of the Riyadh Chamber of Commerce and Industry.
- Member of the National Committee for Learning and training of the Council of Saudi Chambers.



#### Qualifications

- Bachelor's degree, Mass Communication, Imam Mohammed Ibn Saud Islamic University, Riyadh, Kingdom of Saudi Arabia.
- Executive Management Program, California University.
- Endowment Advisor Fellowship - Saudi Judicial Scientific Society (General Authority for Endowments).



#### Experience

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



### Ibrahim bin Abdel Rahman 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 AL-SOFOUF AL WATANIYA FACTORY CO.



#### Previous Positions

- Deputy CEO 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

- BA in History in 1984G from King Saud University, Riyadh, Kingdom of Saudi Arabia.



#### Experience

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





## 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 Al Yanabee' Factory for Beverages and Flexible Packaging.



### Qualifications

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



### Experience

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



## Abdullaziz bin Hamoud Al-Theyab

- 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 Company for Learning and Education.
- Member of the Governance Committee at the NCLE.
- Chairman of the Board of Directors of Abdullaziz Al-Theyab and 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 Hamoud Ibrahim Al- Theyab Sons Transport Company.
- Member of the Board of Directors of Al- Theyab Company for Industry and Agriculture.



### Previous Positions

- Director of real estate investment at Al- Theyab Company for Industry and Agriculture.
- Director of Farms Department at Al- Theyab Company for Industry and Agriculture.
- Member of the Board of Directors of the United Real Estate Investment Company.
- Deputy Chairman of the Board of Directors of Hanaa Food Industries Company.
- General Manager of Abdullaziz Al-Theyab and Brothers 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.
- Chairman of the Board of Aaj Investment Company.
- 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, Kingdom of 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.

## 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

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





## 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 of the National Interactive Entertainment Company "Qisas".
- Member of the Audit Committee at Sultan Holding Company.
- Member of the Audit Committee at Addax Contracting, Maintenance, and Operations Company.
- 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) – The Institute of Internal Auditors.
- Certified Public Accountant (CPA) – Saudi Organization for Chartered and Professional Accountants (SOCPA).
- Certified Public Accountant (CPA) – New Hampshire Board of Accountancy.



### 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,
- Deputy 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 Alpha Capital",
- 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 Endowment Mohammed Al-khudair 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, and Abdullah Al-Othaim Investment Company, and Ejmal Limited Company".



### Previous Positions

- 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.
- Member of the Audit Committee at Abdullah Al-Othaim Investment Company.
- Member of the Remuneration and Nominations Committee at Abdullah Al-Othaim Investment Company.
- Member of the Board of Directors of Mobi Industry 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.



## 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 Mueen Human Resources Company.
- Member of the Audit Committee at Mobi Industry 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, INSEEC Business School, 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.





## ■ 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.
- Member of the Governance Committee at NCLE.
- Chairman of the Board of Directors of Aaj Investment Company.
- 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.
- 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 Mobi Industry 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, INSEEC Business School, 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

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



### Previous Positions

- Executive Director of the Model Education International 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

- Extensive experience in education, most notably contributing to the establishment of the international program across all branches of Tarbya Namouthajiyah Schools.



## Dr. Issa bin Abdullah Al-Dhafyan

- Director General of Shared Services



### Current Positions

- Director General of Shared Services at NCLE.



### Previous Positions

- Executive Director of Al-Khwarizmi National Schools Complex, affiliated with NCLE.
- Executive Director of Tarbya Namouthajiya Schools Complex – Al-Nozha.
- Executive Director of the Tarbya Namouthajiya Schools Complex – Qurtubah.
- Assistant General Supervisor of Tarbya Namouthajiya Schools Complex – Al-Rawabi.
- 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

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





## ■ Companies inside or outside the Kingdom in which a Board Member currently or previously served as a board member or manager

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.)
<b>Khaled bin Mohammed Al-Khudair</b>	Al Yamamah University	Inside	Current	LLC
	Yamami Company	Inside	Current	LLC
	Aaj Investment Company	Inside	Previous	Closed joint stock
	Specialized Buildings Company	Inside	Previous	LLC
	Mohammed bin Ibrahim Al Khudair Real Estate Development and Investment Company	Inside	Previous	LLC
	Mohammed Ibrahim Al Khudair Endowment Company	Inside	Previous	LLC
<b>Ibrahim bin Abdel Rahman Al-derei</b>	Al-Sofuf National Factory Company	Inside	Current	Closed joint stock
<b>Abdullaziz bin Mohammed Al-Swailem</b>	Mohammed Al-Ali Al-Suwailem Investment Company	Inside	Current	Closed joint stock
	Mohammed Al-Ali Al-Suwailem Trading and Contracting Company	Inside	Current	Closed joint stock
	Middle East Metal Molds Factory Company	Inside	Current	LLC
	Mohammed Al-Ali Al-Suwailem Charitable Foundation	Inside	Current	Charity Organiza-tion
	Al-Yanabi' Factory for Beverages and Packaging Company	Inside	Previous	LLC



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.)
<b>Abdullaziz bin Hamoud Al-Theyab</b>	Abdullaziz Al- Theyab & Brothers Company	Inside	Current	LLC
	Next Millennium Telecommunications Company	Inside	Current	LLC
	Ruwad Al-Watan Real Estate Invest-ments Limited Company	Inside	Current	LLC
	Al-Theyab Industry and Agriculture Company	Inside	Current	LLC
	Hamoud Ibrahim Al-Dhiyab Sons Transport Company	Inside	Current	Closed joint stock
	United Real Estate Investment Company	Inside	Previous	Closed joint stock
	Hana Food Industries Company	Inside	Previous	Closed joint stock
<b>Mohammed bin Khaled Al-Khudair</b>	Aaj Investment Company	Inside	Current	Closed joint stock
<b>Mohammed bin Ibrahim Al-Khudair</b>	None	None	None	None



## ■ Board meetings held during the last fiscal year

Members	Number of Meetings (5)				
	1 <sup>st</sup> meeting 30/10/2024	2 <sup>nd</sup> meeting 11/12/2024	3 <sup>rd</sup> meeting 08/01/2025	4 <sup>th</sup> meeting 25/05/2025	5 <sup>th</sup> meeting 20/07/2025
Khaled bin Mohammed Al-Khudair	✓	✓	✓	✓	✓
Ibrahim bin Abdel Rahman Al-derei	✓	✓	✓	✓	✓
Abdullaziz bin Mohammed Al- Swailem	✓	✓	✓	✓	✓
Abdullaziz bin Hamoud Al-Theyab	✓	✓	✓	✓	✓
Mohammed bin Khalid Al-Khudair	✓	✓	✓	✓	✓
Mohammed bin Ibrahim Al-Khudair	✓	✓	✓	✓	✓
Attendance Percentage (%)	100%	100%	100%	100%	100%

## Board of Directors' Committees



### 01 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 2025:

Name	Type of Membership	Meeting number and date			
		1 <sup>st</sup> meeting 29/10/2024	2 <sup>nd</sup> meeting 10/12/2024	3 <sup>rd</sup> meeting 12/03/2025	4 <sup>th</sup> meeting 21/05/2025
Khalid bin Saad Al-Sabti	Chairman of the Committee	✓	✓	✓	✓
Abdullaziz bin Mohammed Al-Swailem	Committee member	✓	✓	✓	✓
Bandar bin Suliman Al-Bohairy	Committee member	✓	✓	✓	✓

## ■ 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 function provides independent and objective assurance and advisory services 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 reviews and discusses the internal audit's periodic reports, in addition to reviewing and discussing the external auditor's reports and the results of the audit work, and monitors the implementation of corrective plans. During the fiscal year 2025G, Internal Audit implemented the internal audit plan approved by the committee and conducted audits to provide the necessary assurances regarding the effectiveness and efficiency of the company's internal control, financial, and risk management procedures. The audit results indicate that there are no significant deficiencies in the internal control, financial, and risk management systems that require disclosure, although there are some areas that require improvement and development of the internal control system.





## 02 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 2025G.

Name	Type of Membership	Meeting number and date	
		First meeting 29/10/2024	Second meeting 30/07/2025
<b>Abdullaziz bin Hamoud Al-Theyab</b>	Chairman of the Committee	✓	✓
<b>Ibrahim bin Abdel Rahman Al-derei</b>	Committee member	✓	✓
<b>Mohammed bin Ibrahim Al-Khdair</b>	Committee member	✓	✓

## 03 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 2025:



Name	Type of Membership	First meeting 05/01/2025	Second meeting 08/04/2025	Third meeting 07/07/2025
		✓	✓	X
<b>Khaled bin Mohammed Al-Khudair</b>	Chairman of the Committee	✓	✓	X
<b>Abdullaziz bin Mohammed Al-Swailem</b>	Committee member	✓	✓	✓
<b>Mohammed bin Khalid Al-Khdair</b>	Committee member	✓	✓	X
<b>Mohammed bin Ibrahim Al-Khdair</b>	Committee member	✓	✓	✓
<b>Abdullah bin Ahmed Balsharaf</b>	Committee member	✓	✓	✓

## 04 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 2025G:

Name	Type of Membership	Meeting number and date	
		First meeting 29/10/2024	Second meeting 14/11/2024
<b>Ibrahim bin Abdel Rahman Al-derei</b>	Chairman of the Committee	✓	✓
<b>Abdullaziz bin Hamoud Al-Theyab</b>	Committee member	✓	✓
<b>Mohammed bin Khalid Al-Khudair</b>	Committee member	✓	✓



■ **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](mailto: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 to evaluate 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 an assessment that is raised 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



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

**01**

**Board of Directors Remuneration:**

- 01 An annual remuneration of **(450,000)** four hundred and fifty thousand Saudi riyals shall be paid to the Chairman of the Board of Directors, and **(250,000)** two hundred and fifty thousand Saudi riyals to each of the remaining members of the Board of Directors.
- 02 The Board of Directors may grant a member of the Board a remuneration for any additional work, executive, technical, administrative, or advisory positions (based on a professional license) assigned to him by the Company, in addition to the remuneration he may receive as a member of the Board of Directors or any of the Board's committees.
- 03 An independent member of the Board of Directors may not receive any financial amounts from the Company in addition to the remuneration for membership in the Board of Directors or any of its committees that exceed **(200,000)** two hundred thousand Saudi riyals or **(50%)** of his remuneration in the previous year received for membership in the Board of Directors or any of its committees, whichever is less.
- 04 Allowances: An attendance allowance for meetings in the amount of **(2,000)** two thousand Saudi riyals is paid as an attendance allowance to the director who is not an employee for each meeting he/she attended.
- 05 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.
- 06 Remuneration of the Secretary of the Board of Directors: An annual remuneration of **(10,000)** ten thousand Saudi riyals is paid to the Secretary of the Board of Directors.
- 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.





## 02

### Remunerations and allowances for board committees

- 01 Remuneration of the Audit Committee: An amount of **(100,000)** one hundred thousand Saudi riyals is disbursed as an annual basic remuneration for the chairman of the committee and an amount of **(90,000)** ninety thousand Saudi riyals for a committee member who is not a member of the Board of Directors, and an amount of **(20,000)** twenty thousand Saudi riyals is disbursed as an annual basic remuneration for a member of the committee from among the members of the Board of Directors.
- 02 Remuneration of the Remuneration and Nominations Committee: An amount of **(20,000)** twenty thousand Saudi riyals is disbursed as an annual basic remuneration for the committee member.
- 03 Remunerations of other committees emanating from the Board of Directors: An amount of **(20,000)** twenty thousand Saudi riyals is disbursed as a basic annual remuneration for each member.
- 04 Allowances: An attendance allowance for meetings in the amount of **(2,000)** two thousand Saudi riyals will be paid to each committee member who is not an employee of the company for each meeting.
- 05 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.
- 06 Remuneration of secretaries of committee: An annual remuneration of **(5,000)** five thousand Saudi riyals is paid to the secretary of each committee.

## 03

### Remunerations of the Company Management

The company's management bonus is paid based on the company's performance and the results of an annual evaluation conducted using appropriate methods and evaluation tools.

## 04

### Timing of remuneration payment

Remuneration and allowances are paid to Board and committee members annually or periodically for any part of the year.

## 05

### Suspension and refund of remuneration payments

If a member's membership on the Board of Directors is terminated due to their failure to attend three consecutive meetings or five separate meetings during their term of membership without a valid excuse or in accordance with the relevant regulations, they will not be entitled to any bonuses for the period following the last meeting they attended and must return all bonuses paid to them for that period.

### ■ 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

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	Remunerations for technical, administrative, and consulting work	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																
Abdullaziz bin Mohammed Al-Swailem	250,000	10,000	54,000	25,000	-	-	339,000	-	-	-	-	-	-	-	339,000	-
Abdullaziz bin Hamoud Al-Theyab	250,000	10,000	48,000	-	-	-	308,000	-	-	-	-	-	-	-	308,000	-
Ibrahim bin Abdel Rahman Al-derei	250,000	10,000	48,000	34,892	-	-	342,892	-	-	-	-	-	-	-	342,892	-
Total	750,000	30,000	150,000	59,892	-	-	989,892	-	-	-	-	-	-	-	989,892	-
Second: Non-executive members																
Khaled bin Mohammed Al-Khudair	-	10,000	24,000	-	-	450,000	484,000	-	-	-	-	-	-	-	484,000	-
Mohammed bin Ibrahim Al-Khudair	250,000	10,000	50,000	-	-	-	310,000	-	-	-	-	-	-	-	310,000	-
Total	250,000	20,000	74,000	-	-	450,000	794,000	-	-	-	-	-	-	-	794,000	-
Third: Executive members																
Mohammed bin Khalid Al-Khudair	250,000	-	40,000	88,727	-	-	378,727	-	-	-	-	-	-	-	378,727	-
Total	250,000	-	40,000	88,727	-	-	378,727	-	-	-	-	-	-	-	378,727	-
Grand Total	1,250,000	-	264,000	148,619	-	450,000	2,162,619	-	-	-	-	-	-	-	2,162,619	-





## ■ 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	Long-term incentive plans	Granted shares	Total		

Compensation and compensation paid to the top five executives, including the Chief Executive Officer and Chief Financial Officer

4,890,500	-	253,152	5,143,652	6,364,003	-	-	-	-	-	11,507,655	-	250,000	11,757,655
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## ■ 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	100,000	8,000	108,000
Abdullaziz bin Mohammed Al-Swailem	20,000	8,000	28,000
Bandar bin Suliman Al-Bohairy	90,000	8,000	98,000
Total	210,000	24,000	234,000
Members of the Nominations and Remunerations Committee			
Abdullaziz bin Hamoud Al-Theyab	20,000	4,000	24,000
Ibrahim bin Abdel Rahman Al-derei	20,000	4,000	24,000
Mohammed bin Ibrahim Al-Khudair	20,000	4,000	24,000
Total	60,000	12,000	72,000
Members of the Investment committee			
Khaled bin Mohammed Al-Khudair	20,000	4,000.0	24,000
Abdullaziz bin Mohammed Al-Swailem	20,000	6,000.0	26,000
Mohammed bin Khalid Al-Khudair	20,000	-	20,000
Mohammed bin Ibrahim Al-Khudair	20,000	6,000	26,000
Abdullah bin Ahmed Balsharaf	20,000	-	20,000
Total	100,000	16,000	116,000
Members of the Governance Committee			
Ibrahim bin Abdel Rahman Al-derei	20,000	4,000.0	24,000
Mohammed bin Khalid Al-Khudair	20,000	-	20,000
Abdullaziz bin Hamoud Al-Theyab	20,000	4,000	24,000
Total	60,000	8,000	68,000

# Shareholders Relations



Inspiring loyalty and commitment to giving

Based on The National Company for Learning and Education's 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 (comprising its Chairman and members), meet with the shareholders to hear their opinions and answer their inquiries. Therefore, NCLE is 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.
- 02 Enabling Board members, chairs of Board committees, executive management, and external auditors to attend the shareholders in the General Assembly.
- 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.
- 04 The company may call for a general assembly of shareholders using contemporary technology methods.
- 05 The company invites the General Assembly of shareholders to vote electronically on the work agenda items through the Tadawulaty services portal.
- 06 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.





The National Company for Learning and Education held one meeting during the fiscal year 2025G 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:

Name	Attendance Record
	First Ordinary Assembly meeting on 15/12/2024
Khaled bin Mohammed Al-Khudair	✓
Ibrahim bin Abdel Rahman Al-derei	✓
Abdullaziz bin Mohammed Al-Swailem	✓
Abdullaziz bin Hamoud Al-Theyab	✓
Mohammed bin Khalid Al-Khudair	✓
Mohammed bin Ibrahim Al-Khdair	✓
<b>Total Attendance (%)</b>	<b>100%</b>

## Description of the Company's Dividends Distribution Policy

### The dividend distribution policy is based on the following:

- The company may distribute at any time profits to its shareholders, whether in the quarterly, semi-annual or annual basis, from distributable profits, according to the audited or reviewed financial statements and according to the regulations issued by the competent authorities.
- 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.
- 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.
- 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.
- 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.

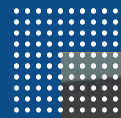


Following is a statement off percentages of dividends distributed to shareholders during the fiscal year 2025G, in addition to the ratio of dividends proposed to be distributed after the end of the fiscal year 2025G, and the total of these dividends (in Saudi Riyals):

Capital	No. of shares	Percentage of Dividends distributed during the fiscal year 2025G		Proposed Dividends to be distributed after the end of the fiscal year 2025G	Total dividends distributed and proposed to be distributed
		Distribution date	26/12/2024G		
430,000,000	43,000,000	Percentage	21%	25%	197,800,000
		Total	90,300,000	107,500,000	

## The Company's applications for the shareholders' register

Application No.	Property File Date	Reason for Request
1	01/08/2024	Corporate Actions
2	25/08/2024	Corporate Actions
3	15/12/2024	General Assembly
4	12/01/2025	Corporate Actions
5	13/07/2025	Corporate Actions
6	31/07/2025	Corporate Actions



## A statement of the names, number of shares, and ownership percentages of the substantial shareholders in the company

Shareholder's name	Nationality	Number of shares at the beginning of 2025G	Ownership percentage at the beginning of 2025G	Number of shares at the end of 2025G	Ownership percentage at the end of 2025G	Net change	Change percentage by the end of 2025G
Mohammed Ibrahim Al Khudair Endowment	Saudi	6,060,711	14.10%	6,060,711	14.10%	-	-
Endowments of Mohammed Ibrahim Al Khudair	Saudi	3,520,000	8.19%	3,520,000	8.19%	-	-
Khalid Mohammed Ibrahim Al-Khudair	Saudi	3,274,394	7.61%	3,698,280	8.60%	423,886	13%
Fahd Mohammed Ibrahim Al-Khudair	Saudi	3,250,072	7.56%	3,171,031	7.37%	( 79,041)	(2%)
Ibrahim Mohammed Ibrahim Al-Khudair	Saudi	3,000,804	6.98%	2,978,481	6.93%	( 22,323)	(1%)

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



**01** 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 2025G

S-N	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
1	Khaled bin Mohammed Al-Khudair	3,274,394	3,698,280	423,886	13%	None
2	Ibrahim bin Abdel Rahman Al-derei	11,000	11,000	-	-	None
3	Abdullaziz bin Mohammed Al-Swailem	92,896	76,554	(16,342)	(18%)	None
4	Abdullaziz bin Hamoud Al-Theyab	-	-	-	-	None
5	Mohammed bin Khaled Al-Khudair	-	-	-	-	None
6	Mohammed bin Ibrahim Al-Khudair	10	10	-	-	None

**02** 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 2025G





## ■ Information about the business or contracts to which the Company was a party with related parties

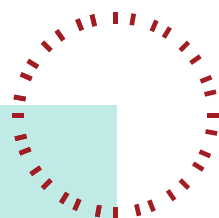
S/N	Related parties	Nature of the work or contract	Contract Amount	Contract Period	Name of the member/ senior executives or related person
1	Yamami Holdong Company	Lease contract for an educational building (Al-Arid district )	84,500,000	10 years renewable for a similar period	Khaled bin Mohammed Al-Khudair Mohammed bin Khalid Al-Khudair

## ■ The provisions of the Corporate Governance Regulations that have been implemented, those that have not been implemented, and the reasons for non-implementation

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:

Article/ paragraph number	Paragraph Status	Article text	Reasons for non-compliance
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.
68, 69, 67	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

- 01** The board declares that the account records have been properly prepared.
- 02** The board declares that the internal control system was prepared on sound foundations and implemented effectively.
- 03** The board declares that there is no doubt about its ability to continue its activities.
- 04** There is no interest in the class of priority voting shares which belong to persons who informed the Company of those rights under Article (85) of the Rules on the Offer of Securities and Continuing Obligations issued by the Capital Market Authority.
- 05** 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.
- 06** 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.
- 07** There is no redemption, purchase or cancellation by the Company of any redeemable debt instruments
- 08** 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.
- 09** 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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NATIONAL COMPANY FOR LEARNING & EDUCATION

