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Takween

Takween
Advanced Industries
Annual Report
2025

Report of the Board of Directors
for the financial year ended
31-12-2025

Leading Innovation Since 1993

Innovative and eco-friendly
plastic packaging solutions catering to diverse
industries in Saudi Arabia and beyond.

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Decades of Excellence

+30
years

₹764.6
Capital
(In Millions)

4
Subsidiaries
2 Countries

+800
Families

About Takween

Takween Advanced Industries is one of the leading companies in the basic materials sector in the Kingdom of Saudi Arabia. The Company provides integrated plastic packaging solutions through its specialized subsidiaries, which manufacture preforms, plastic bottles, caps, containers, plastic bags and films, flexible packaging products, as well as plastic crates and pallets. In addition, the Company holds a 30% stake in an associate company specialized in the production of nonwoven fabrics used in hygienic, industrial, and medical applications, thereby enhancing the diversity of its portfolio and its ability to serve multiple markets.

Takween operates across five main sectors, including dairy, food, beverages, home and personal care, and the industrial sector. Across these sectors, the Company offers a comprehensive range of packaging solutions and plastic products designed to meet requirements for operational efficiency, safety, and quality. Through its commitment to innovation and sustainability, Takween delivers reliable products that support supply chains, preserve product quality, and strengthen brand identity, reinforcing its position as a key partner in the manufacturing industry.

Main Activities

Plastic Packaging and Bottling Sector:



Saudi Plastic Packaging Systems (PLASTICO)

The Company's Headquarters Is Located in Al-Ahsa, Kingdom of Saudi Arabia, And It Specializes in Manufacturing and Selling Plastic Packaging Products to Customers Both Inside and Outside the Kingdom. The Company Serves Major Bottling Companies in the Fields of Mineral Water, Soft Drinks Dairy Products, Juices, And Oils in The Kingdom of Saudi Arabia and the Mena Region. It Has Achieved Significant Growth Due To the Increasing Demand for Lightweight Transparent and Opaque Packaging Materials That Help Preserve Product Quality for Longer Periods. The Company Operates Group Of Independent Branches, Including a factory In Al-Jarn Specializing In The Production Of Polystyrene Sheets And Plastic Bottles, A Factory In Al-Oyun Producing Preforms And Plastic Bottles In Various Sizes, As Well As Bottle Caps, A Factory In Jeddah Focusing On The Production Of Preforms In Various Sizes, Bottle Caps, Cups, And Plastic Rolls, And A Factory In Riyadh Specializing In The Production Of Plastic Bottles, Which Enhances The Company's Ability To Meet The Needs Of Local And Regional Markets



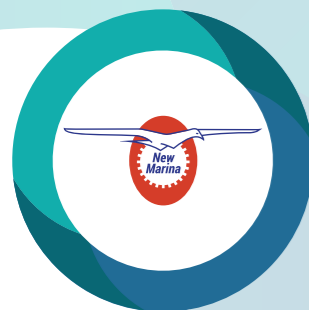
Al Sharq Plastic Industries

The company's headquarters is located in Riyadh, Kingdom of Saudi Arabia. It specializes in the manufacturing and sale of plastic products to customers within the Kingdom and across the Middle East. Its factory is located in the Second Industrial City on the Al-Kharj Road in Riyadh, specializing in the production of plastic containers and polyethylene bags, as well as waste bins, boxes, pallets, and plastic rolls used in industrial packaging. The company also exports its products to meet the needs of local and regional markets



PET Preform Manufacturing LTD

The company's Headquarters Is Located In Al Khobar, Kingdom of Saudi Arabia. The company Provides Investment Services and Business Management Related to the Industries Served by Takween Advanced Industries and Its Subsidiaries, Supporting Integration and Development Operations Within the Group



New Marina Plastic Industries

The company's headquarters is located in the New Borg El Arab Industrial City, Alexandria, Egypt. It specializes in manufacturing preforms in various sizes, as well as bottle caps, and the production of various types of plastic products. The company serves local markets in Egypt and exports its products to North and Central Africa



Non-Core Activities:

Nonwoven Fabrics Sector:



Advanced Fabrics Factory Company (SAAF)

The Company's Headquarters Is Located in Al-Ahsa, Kingdom of Saudi Arabia. It Operates in the Production of Nonwoven Fabrics for Health, Industrial, And Medical Uses. The Company Offers a Wide Range of Products, Including Surgical Covers, Medical and Protective Clothing, And Fabrics Resistant to Alcohol and Anti-Static Fabrics. The Company Operates Two Main Factories: A Factory In Al-Ahsa With Two Production Lines Specialized In Producing Composite Fabrics For Health, Industrial, And Medical Applications, And A Factory In Rabigh With A Third Production Line Focused On Advanced Composite Fabrics And Processing Lines, Making The Company A Key Player In Meeting The Needs Of The Health And Industrial Sectors Both Locally And Regionally.



A SUBSIDIARY IN WHICH TAKWEEN OWNS **99.6%** OF IT'S CAPITAL.



Alexandria

Egypt

A SUBSIDIARY IN WHICH TAKWEEN OWNS **100%** OF IT'S CAPITAL.



A SUBSIDIARY IN WHICH TAKWEEN OWNS **100%** OF IT'S CAPITAL.



AN ASSOCIATE IN WHICH TAKWEEN OWNS **30%** OF IT'S CAPITAL.



Al Khobar

A SUBSIDIARY IN WHICH TAKWEEN OWNS **100%** OF IT'S CAPITAL.



Al-Ahsa

Kingdome of Saudi Arabia

Riyadh

Products

Innovative and eco-friendly plastic manufacturing solutions catering to diverse industries in Saudi Arabia and beyond

Takween operates across five key sectors: Dairy, Food, Beverages, Home & Personal Care, and Industrial. Through these sectors, the company delivers comprehensive packaging and plastic manufacturing solutions, including PET and HDPE bottles, closures, printed films, shrink wraps, crates, and plastic pallets. Each sector is supported with tailored products such as customized shopping bags, thermoformed containers, and industrial drums. Takween is committed to providing high-quality, efficient, and reliable solutions that meet the operational and safety standards of its diverse customer base.



PET Preforms

Takween manufactures premium PET preforms, designed for efficiency, strength, and sustainability. Our preforms are optimized for bottle manufacturing in the food, beverage, and dairy industries, ensuring consistent wall thickness, durability, and superior clarity. We offer preforms with various neck finishes, weights, and colors, including standard 38mm, PCO 1881, and 29/25mm neck finishes, with weights ranging from 7.45g up to 60g. Our preforms are engineered with low acetaldehyde (AA) content to preserve product quality and support rPET integration, promoting eco-friendly and sustainable packaging solutions. Designed for high-speed blow molding production, our preforms provide exceptional dimensional stability, transparency, and material efficiency, making them ideal for mass production and lightweight packaging solutions.



Plastic Bottles

Through our subsidiaries, we provide PET and HDPE bottles designed for dairy, beverages, food, and personal care applications. Our PET bottles range from 140ml to 1,750ml, while our HDPE bottles are available from 100ml to 5,000ml, offering durability, lightweight efficiency, and chemical resistance.



Closures

To ensure a secure, leak-proof seal, we offer a range of high-performance premium closures designed for reliability and product safety. Our portfolio includes 38mm closures in 3 Start, SLTO, and SOSO configurations, as well as 29/25mm water closures and tethered water closures. The 38mm closures are available in weights ranging from 3g to 14g, catering to various packaging needs. Our 29/25mm water closures are offered in both standard options (1.15g, 1.27g, and 1.32g) and high-ribbed designs (1.35g) for added strength. All closures are precision-engineered to deliver optimal sealing performance and tamper-proof protection, ensuring product integrity and extended shelf life.



Thermoformed & IML Products

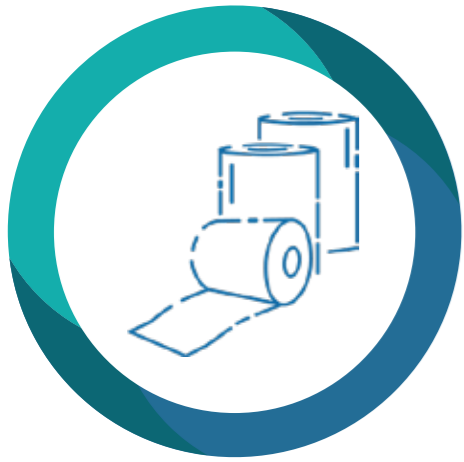
We manufacture high-quality thermoformed, and In-Mold Labeling (IML) packaging solutions designed to meet the evolving needs of the food and consumer goods industries. Our thermoforming process involves softening plastic sheets at precise heating stations, then shaping them using a combination of air pressure and core plugs to achieve consistent, durable forms. IML technology offers a cost-effective and visually impactful way to integrate branding and product information directly into the packaging. Our solutions are available in a variety of sizes, ranging from 100g to 500g, making them ideal for a wide range of applications.



Shrink Films Solutions

Our high-quality shrink films provide ultimate protection and branding appeal for food, beverage, and industrial applications. We offer plain, printed (up to 7 colors), and barcoded shrink films, ensuring high flexibility, clarity, and strength. Designed for high shrink performance and puncture resistance, our films enhance product security and aesthetic value.





PS & PP Sheet Rolls

We manufacture PS and PP sheet rolls with thicknesses ranging from 210 to 2200 microns, making them ideal for thermoformed food and industrial packaging applications. These sheets offer high durability, formability, and compatibility with various packaging technologies, ensuring superior performance in food-grade and industrial use.



Flexible Packaging & Custom

Our flexible packaging solutions include custom plastic bags for food, retail, and industrial applications. We manufacture packaging bags for poultry, bakery, and shopping needs, as well as wicketed bags designed for food-grade use. Additionally, we offer custom shopping bags with two-sided printing in up to 7 colors (or 3+3 as per production requirements), ensuring enhanced branding and product protection. Our wicketed bags and flexible packaging solutions are manufactured using high-barrier materials, ensuring moisture resistance, extended shelf life, and superior strength for food and retail applications.



Durable Plastic Crates

Takween provides high-strength plastic crates and pallets for efficient logistics and storage across multiple industries. Our plastic pallets measure 120, 100 cm, weigh 16.4 kg, and support loads up to 3,000 kg (static) and 1,000 kg (dynamic). We also offer custom plastic crates, available in various sizes and designs, making them suitable for multiple industries, including agriculture, beverage distribution, and industrial logistics. These solutions provide exceptional load-bearing capacity, reusability, and resistance to chemicals and environmental conditions, making them a sustainable and cost-effective alternative to traditional wooden or metal pallets.



Specialized Industrial Plastic

For industrial applications, Takween offers high-performance plastic products designed for durability, safety, and compliance with international regulations. Our UN-certified drums are available in 220L capacities (Single & Double L-ring), ensuring safe chemical storage and transportation. We also manufacture Jerry cans in 5L to 32L sizes, open-top drums ranging from 30L to 228L, and form-fill & seal (FFS) film with 4-color printing, supporting various industrial packaging applications. Our HDPE insulation film, available in thicknesses from 7 to 25 microns, provides high-performance thermal insulation for industrial and agricultural use. Additionally, we offer greenhouse plastic rolls with 80 to 200-micron thickness, designed to enhance crop protection and optimize growing conditions for agriculture and farming applications.





Company History

1993

Takween was founded by Mr. Mohammed Abdullah Zaid Al-Othman as Al-Othman Plastic Products Factory, beginning as a small enterprise with a bold vision to deliver quality and innovation in the plastic packaging industry in the Kingdom of Saudi Arabia. It quickly established itself as a leading player in the sector, earning a strong reputation built on a steadfast commitment to excellence.

2012

Takween marked a significant milestone in its history with its listing on the Saudi Stock Exchange (Tadawul), where it offered 30% of its shares to the public. The IPO attracted strong investor demand, strengthening the company's financial position and enabling it to pursue ambitious expansion plans.

2020

Takween entered into a strategic partnership with JOFO Nonwoven Fabrics Co. Ltd., through the sale of 70% of its stake in (SAAF) while retaining a 30% share as a strategic partner. This partnership opened new avenues for global collaboration while maintaining Takween's significant presence in the nonwoven fabrics sector.

2002

Takween expanded its operations by establishing the Advanced Fabrics Factory Company (SAAF), adding nonwoven fabrics to its product portfolio. This strategic expansion enabled Takween to meet the needs of multiple sectors, ranging from food packaging to advanced medical applications.

2015

In a strategic move to maximize value and enhance operational integration, Takween acquired Savola Packaging Systems and merged its operations into Saudi Plastic Packaging Systems Company. This integration resulted in the unification of supply chains, improved operational efficiency, and an expanded range of products and solutions—reinforcing our market leadership and supporting the growth of our customers across the region.

2023

Takween reduced its share capital from SAR 950 million to SAR 464.6 million to address accumulated losses and improve the efficiency of its capital structure. This reduction represented a strategic step in restructuring the company's financial position, facilitating its ability to return to profitability, and laying a solid foundation for the next phase of sustainable growth.

2010

Takween underwent a major transformation when it became Takween Advanced Industries, a closed joint-stock company. Through strategic acquisitions—such as the acquisition of (Ultrapak)—the company strengthened and expanded its market presence.

2016

Takween implemented a major expansion initiative by increasing its share capital from SAR 300 million to SAR 950 million through a rights issue. This capital increase aimed to strengthen the company's financial position, support the expansion of its plastic packaging operations, enhance production capabilities, and enable growth in new markets both within and outside the Kingdom.

2024

Takween increased its share capital to SAR 764.6 million through a rights issue valued at SAR 300 million, with the objective of supporting operational activities, strengthening liquidity, and funding initiatives related to enhancing manufacturing efficiency and product development. This capital increase represents a fundamental pillar in the company's ongoing transformation and growth journey, reinforcing its competitive position in the manufacturing sector.

Takween's Stock Information

Industry

Materials

ISIN

SA130G5010H8

Tadwal Symbol

1201

Capital

ﷲ 764,646,060

Number of Shares

76,464,606

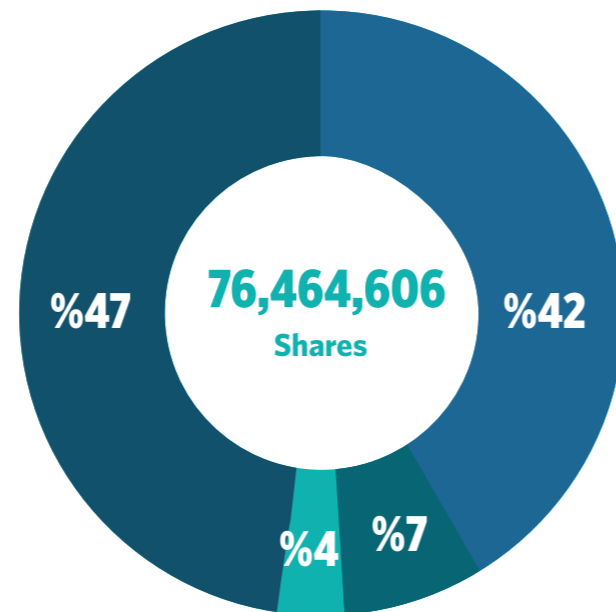
Par value

ﷲ 10

Listing Date

2012

- AL-OTHMAN HOLDING
- BOD MEMBERS
- FOREIGN SHAREHOLDING
- OTHER LOCAL SHAREHOLDING



Company Values

At Takween, we believe that our impact extends beyond investing in the plastic manufacturing sector; it encompasses enhancing sustainability, innovation, and operational excellence. Through our well-thought-out strategies and sound governance, we empower our subsidiaries to provide high-quality, environmentally friendly plastic solutions that meet the needs of various sectors while minimizing environmental impact. Our commitment to complying with regulatory standards and ethical best practices ensures not only meeting market demands but also contributing effectively to building a more sustainable future. By promoting sustainable manufacturing, improving resource efficiency, and maximizing value for stakeholders, Takween plays a pivotal role in supporting the Kingdom of Saudi Arabia's development journey and contributing to a more diversified and sustainable economy in line with the goals of Vision 2030.

Impact Statement



Integrity and Respect

The company is committed to working with integrity and transparency, fostering relationships based on trust and mutual respect with customers and partners.



Quality and Excellence

Enhancing the company's production efficiency according to the highest quality standards to improve its financial performance and returns, while providing the best services to customers both within the Kingdom and abroad, and enhancing their level of satisfaction.



Unified Team

Attracting highly qualified employees, ensuring a healthy and cohesive work environment, providing comfort for its staff, and training them to perform their duties optimally. The company focuses on developing its human resources and providing training to employees to uphold sound management principles that balance the company's growth with the well-being of its partners.



Effectiveness and Efficiency

Utilizing resources in the most effective and efficient ways to avoid waste and achieve the best results.

Board of Directors

Mr. Abdulmohsen Al-Othman

Chairman

Non-Executive



Mr. Saleh Al-Afaleq

Deputy Chairman

Independent

Chairman of the Audit
Committee



Mr. George Abraham

Board Member

Non-Executive

Chairman of the Executive
Committee



Mr. Khalid Al-Muammar

Board Member

Independent

Chairman of the
Nomination &
Remunerations
Committee



Eng. Abdulaziz Al-Othman

Board Member

Non-Executive



Mr. Hassan Kabbani

Board Member

Independent



Mr. Amar Zahid

Board Member

Independent



Chairman Statement

Dear Shareholders,

The year 2025 marked an important phase in Takween Advanced Industries' transformation journey, as the Company continued to execute its strategy adopted at the end of 2023, which aims to enhance operational efficiency and rebuild the foundations for sustainable growth. Throughout the year, the Board of Directors maintained close oversight of the execution of this strategy, ensuring alignment between management performance and the approved strategic direction.

One of the key milestones during the year was the election of a new Board of Directors for the upcoming term. This reflects the confidence of our shareholders in the Company's direction and strategy, and reaffirms our ongoing commitment to the highest standards of governance, transparency, and accountability. The Board will continue to play its role in providing effective oversight and strategic guidance to support the achievement of the Company's objectives and enhance its long-term value.

Corporate governance remains a fundamental pillar of the Company's operations. Takween is committed to applying best governance practices and complying with all relevant laws and regulations, including the requirements of the Capital Market Authority.

During the year, the Board and its committees continued to enhance governance frameworks, strengthen internal controls and risk management systems, and ensure the integrity and reliability of financial reporting, while promoting greater transparency.

From a strategic perspective, the Board supported management in executing several key initiatives, including operational consolidation, enhancement of manufacturing capabilities, and optimization of the Company's capital structure, with the objective of strengthening resilience and supporting sustainable growth.

The Company also places increasing importance on its social responsibility, remaining committed to contributing positively to social development and supporting initiatives that promote sustainability, in alignment with Saudi Vision 2030. Takween continues to adopt responsible practices that balance economic performance with environmental and social considerations.

Looking ahead, the Board is confident that the foundations established over the past period provide a strong platform for the next phase of growth, despite ongoing challenges, particularly related to financing costs and market dynamics. The Company is well positioned to capitalize on emerging opportunities and further enhance its performance in the coming years.

In closing, the Board of Directors extends its sincere appreciation to our shareholders for their continued trust, and to the executive management and all employees for their dedication and commitment, which have been instrumental in achieving the progress witnessed during the year. We look forward to continuing our journey toward delivering sustainable value for all stakeholders.

Mr. Abdulmohsen Al-Othman
Chairman



CEO Statement

Dear Shareholders

The year 2025 represents a pivotal turning point in Takween Advanced Industries' journey, as we continued executing the transformation strategy adopted at the end of 2023. This strategy is designed to reshape our business model, enhance operational efficiency, and build a solid foundation for sustainable long-term growth.

The capital increase completed in 2024 served as a key enabler of this transformation, as it was directed toward modernizing our manufacturing infrastructure and investing in advanced technologies and equipment. This has allowed the Company to accelerate the execution of its operational initiatives and improve overall efficiency.

During the year, the Company undertook several critical operational decisions, most notably the implementation of an operational consolidation program. This included the closure of the Jeddah facility and the transfer of operations to the Al Oyoum plant, where the Preforms & Closures Center of Excellence was established and brought into operation. In parallel, we executed a comprehensive upgrade of our manufacturing base by introducing modern technologies and replacing legacy equipment with more efficient systems. These efforts have contributed to increased productivity, improved product quality, and enhanced cost efficiency. The impact of these initiatives has already started to materialize, and we expect further improvements as the facility reaches full operational capacity in 2026.

From a financial perspective, the Company adopted a deliberate strategic approach focused on improving the quality of revenues rather than their volume. As a result, revenues declined to by 10.4% compared to the previous year, reflecting a conscious shift away from lower-margin business and toward higher value-added products.

At the same time, this strategic shift delivered a clear improvement in profitability, with the gross profit margin increasing to 11.75% compared to 10.6% in the previous year, supported by an improved product mix, disciplined pricing strategies, and ongoing cost optimization efforts. EBITDA also improved to SAR 43.3 million in 2025 with a margin of 7.19%, compared to SAR 16 million with a margin of 2.42% in 2024, reflecting the strengthening of the Company's underlying operational performance.

Despite this progress, the Company reported a net loss of SAR 202.03 million, reflecting continued pressure from financing costs, in addition to an increased share of losses from an associate of SAR 18.9 million during 2025, and the recognition of a goodwill impairment loss of SAR 115 million. This performance reflects the non-cash impact of the impairment, alongside the Company's ongoing transitional phase as it works to rebalance its capital structure and enhance its financial resilience.

In this context, the Company has initiated a debt restructuring program aimed at optimizing its capital structure and reducing financing costs over the medium to long term, thereby supporting more sustainable financial performance and strengthening the Company's financial position.

Strategically, we continued to reinforce our position by expanding our partnerships, including the signing of a Memorandum of Understanding with Amcor China, as well as progressing the re-acquisition of SAAF, strengthening our presence in the nonwoven segment and opening additional avenues for growth.

Building on these foundations, we enter 2026 with greater confidence and clarity. Our focus will be on translating the initiatives implemented over the past two years into sustainable financial and operational results. We expect the full ramp-up of the Al Oyoum Center of Excellence to further enhance operational efficiency and profitability margins.

We will also continue to improve revenue quality, advance the execution of our debt restructuring program, and selectively pursue growth opportunities that strengthen our position in key strategic segments.

Mr. Majed Nofal
CEO



Environment, Social & Governance (ESG)

Takween Advanced Industries recognizes that adopting Environmental, Social, and Governance (ESG) standards is no longer just a regulatory commitment, but a strategic approach that enhances business sustainability and delivers long-term value for shareholders and stakeholders. Based on this understanding, the company continued its efforts to reduce its environmental impact by improving resource efficiency, reducing emissions, and increasing the use of recycled materials in production. The company also adopted sustainable manufacturing technologies that support the circular economy, reflecting its commitment to transitioning towards a more sustainable economy in line with Saudi Vision 2030.

On the social front, Takween focused on promoting a fair and inclusive work environment by investing in training and development programs aimed at empowering local talent. The company also supported community initiatives that contribute to sustainable development.

In terms of governance, the company continued to enhance transparency and compliance by updating governance policies and applying the highest standards of financial and non-financial disclosure, which boosts investor and stakeholder confidence. These achievements reflect Takween's ongoing commitment to sustainability and corporate responsibility, strengthening its position as a leading company in the sector.

Environment

Environmental Commitment



المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

At Takween, sustainability is not just a commitment; it is a core pillar of our growth strategy and corporate responsibility. In alignment with Saudi Vision 2030, we focus on enhancing resource efficiency, reducing carbon emissions, and expanding recycling initiatives. Our investments in the latest machinery and advanced technologies have improved energy consumption efficiency and boosted operational performance. Through an integrated approach, we are diligently working to reduce our carbon footprint by developing production processes, applying stringent environmental standards, and launching initiatives that support achieving carbon neutrality. Improving waste recycling is a top priority for Takween, as we aim to increase the percentage of recycled waste while adhering to the highest environmental standards in the disposal of industrial waste. Additionally, our Center of Excellence in preform and cap manufacturing plays a key role in developing sustainable manufacturing technologies, including the use of recycled PET (rPET) material and improving raw material consumption, which enhances production efficiency and reduces environmental impact. As part of our commitment to implementing global best practices in sustainability, Takween plans to collaborate with an international organization specializing in sustainability in 2025. This collaboration will contribute to enhancing our performance in Environmental, Social, and Governance (ESG) areas, reinforcing our position as leaders in sustainable plastic manufacturing. Moreover, the ISO certifications we have obtained reflect our unwavering commitment to quality, sustainability, and operational excellence, which enhances the confidence of our partners and customers while delivering innovative, environmentally responsible solutions.

Social Responsibility

Human Capital: A Strategic Driver of Sustainable Performance



Human capital remains a core pillar of Takween's long-term success and sustainability. The company continues to invest in building a stable, skilled, and engaged workforce that supports operational excellence while enabling future growth. By fostering a work environment that promotes development, innovation, and alignment with strategic objectives, Takween ensures that its people remain a key competitive advantage across all business units. Takween's workforce consists of more than 800 employees, with the majority based in the Kingdom and supported by an international presence that strengthens the company's global operations. As an industrial organization, operational and field roles constitute most of the workforce, accounting for more than 85% of total employees. This reflects the nature of the industry and Takween's strong focus on operational execution and industrial capabilities. This operational strength is supported by qualified administrative and professional functions, forming an integrated workforce model that enables effective day-to-day execution while maintaining alignment with long-term strategic priorities. Together, this structure drives efficiency, productivity, and sustainable performance across the organization.

National Talent Development



In alignment with Saudi Vision 2030, Takween places job localization and national talent development at the center of its human capital strategy. The company remains committed to attracting, developing, and retaining Saudi professionals by offering sustainable career pathways and structured development opportunities across its operations. Through targeted training and capability-building initiatives, Takween strengthens national competencies, supports workforce readiness, and contributes to the broader development of the industrial and economic sectors, reinforcing its role as a responsible corporate partner in national workforce development.

Occupational Safety and Workforce Well-Being

Occupational safety is embedded within Takween's operational culture and governance framework. The company applies robust safety standards and proactive risk management practices to safeguard employee health and well-being across all locations.

Continuous safety awareness initiatives and comprehensive training programs ensure workforce preparedness and reinforce a strong safety culture. These efforts support operational continuity, protect human capital, and reflect Takween's commitment to maintaining a safe and sustainable working environment.



Inclusive Workforce Development



Takween's human capital strategy is grounded in inclusion and equal opportunity. The company is committed to creating an enabling work environment where all employees can contribute effectively and develop their capabilities in line with business needs and sustainability objectives.

By promoting inclusive policies, targeted development initiatives, and a culture of engagement, Takween continues to build a resilient, adaptable, and future-ready workforce that supports long-term value creation

Empowering People with Disabilities: A True Partnership in Success



At Takween views the inclusion of people with disabilities as a strategic and social responsibility. All business units and subsidiaries are fully accredited and equipped to provide accessible and supportive work environments, ensuring equal opportunities for participation and professional growth.

This commitment reflects Takween's broader approach to inclusion, governance, and social impact, reinforcing its belief that a diverse and inclusive workforce strengthens organizational performance and contributes to sustainable success.

Governance

Takween places the highest importance on the principles of sound corporate governance and are committed to applying the highest standards in line with the Companies Law and the regulations of the Capital Market Authority (CMA). The Board of Directors is composed of seven members, including four independent directors and three non-executive directors, with a Vice Chairman serving alongside the Chairman. The Board meets at least four times a year to oversee overall performance and guide the company's strategic direction.

The Board is supported by three active and specialized committees. The Audit Committee meets no less than four times annually and includes members from outside the Board who possess strong financial expertise and professional experience, ensuring effective oversight of financial reporting and internal control systems. The Executive Committee holds monthly meetings to follow up on the execution of approved plans and Board decisions, supporting the achievement of operational and strategic goals. The Nominations and Remuneration Committee convenes at least twice a year to review nomination and remuneration policies and ensure the efficiency of both the Board and executive management.

Takween affirms its full compliance with all mandatory corporate governance requirements issued by the Capital Market Authority, in addition to implementing the provisions of the applicable Companies Law in the Kingdom.

Information on Board Members, Committees, and Executive Management

7
BoD Members

4
Independent Members

3
BoD Committees

Board of Directors

#	Name	Position	Nature	Committee Membership		
				Audit Committee	Nominations and Remuneration Committee	Executive Committee
1	Mr. Abdulmohsen Al-Othman	Chairman	Non-Executive	-	-	-
2	Mr. Saleh Al-Afaleq	Deputy Chairman	Independent	Chairperson	Member	-
3	Mr. George Abraham	Board Member	Non-Executive	-	-	Chairperson
4	Eng. Abdulaziz Al-Othman	Board Member	Non-Executive	-	-	-
5	Mr. Khalid Al-Muammar	Board Member	Independent	-	Chairperson	-
6	Mr. Hassan Kabbani	Board Member	Independent	-	Member	-
7	Mr. Amar Zahid	Board Member	Independent	-	-	Member

Non-Board (External) Committees' Members

#	Name	Nature	Committee Membership		
			Audit Committee	Nominations and Remuneration Committee	Executive Committee
1	Dr. Sulaiman Al-Sakran	External Member	Member	-	-
2	Mr. Waleed Al-Othaimen	External Member	Member	-	-
3	Mr. Majed Nofal	The CEO, External Member	-	-	Member



First: Board of Directors:

Mr. Abdulmohsen Al-Othman

Chairman - Non-Executive

Mr. Abdulmohsen Mohammed Al-Othman is a graduate of King Fahd University of Petroleum and Minerals, Kingdom of Saudi Arabia, holding a degree in Accounting Management in 1998. He has held the position of Chairman of the Board at Takween Advanced Industries (a Saudi Joint Stock Company) since January 2020. He started his role at the company as Vice Chairman and Managing Director from 2011 until 2017. He is also a member of the Board of Directors and CEO of Al-Othman Holding Group since 2006 to date. The Al-Othman Group includes companies in various sectors such as oil and gas, iron industries, plastic industries, hospitality services (Kempinski Hotel in Khobar), dairy and juice products, and more. Mr. Abdulmohsen joined Al-Othman Agricultural Production and Manufacturing Company (Nada Dairy) as General Manager in September 2002. In the educational field, Mr. Abdulmohsen has been the Chairman of the Board of Nada International School in Al-Ahsa since 2002. Additionally, Mr. Abdulmohsen has been a member of the National Committee for Fresh Dairy Producers since 2001. Over the years, Mr. Abdulmohsen has made various contributions to many non-profit and charitable organizations, including the Saudi Chambers Council, the Local Council of Al-Ahsa, the National Committee for Plastic Industries, the General Organization for Technical and Vocational Training, and Al-Ahsa Development Company, among others.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chief Executive Officer	Al-Othman Holding	Closed Joint Stock	Kingdom of Saudi Arabia	Chairman	Al-Salam Medical Services	Closed Joint Stock	Kingdom of Saudi Arabia
Chairman	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Chairman	Al-Ahsa Medical Services	Closed Joint Stock	Kingdom of Saudi Arabia
Chairman	New Marina Plastic Industries	Closed Joint Stock	Outside the Kingdom	Managing Director	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia
Chairman	Nada International School	Single Entity	Kingdom of Saudi Arabia	Board Member	Bayan Real Estate	Closed Joint Stock	Kingdom of Saudi Arabia
Director	Ta'ziz Advanced Industries	Limited Liability	Kingdom of Saudi Arabia	Board Member	Al-Ahsa Development (EYAN)	Listed Joint Stock	Kingdom of Saudi Arabia
Director	Strategic Business Solutions Systems	Limited Liability	Kingdom of Saudi Arabia	General Manager	Gulf Chemical Desert	Limited Liability	Kingdom of Saudi Arabia
General Manager	Rabou Al-Nada Livestock	Limited Liability	Kingdom of Saudi Arabia	Director	Al-Sharq Plastic Industries	Limited Liability	Kingdom of Saudi Arabia
Director	Al-Othman Agricultural Production Manufacturing (NADA)	Limited Liability	Kingdom of Saudi Arabia	Director	Saudi Plastic Packaging - (PLASTICO)	Limited Liability	Kingdom of Saudi Arabia
Board of the National Committee for Dairy Producers	Saudi Chambers	Government Entity	Kingdom of Saudi Arabia	Director	Advanced Fabrics Factory Company (SAAF)	Limited Liability	Kingdom of Saudi Arabia
				General Manager	Al-Othman Industrial Marketing (AMCO)	Limited Liability	Kingdom of Saudi Arabia
				General Manager	Mohammed Al-Othman Plastic	Limited Liability	Kingdom of Saudi Arabia
				Board Member	Saudi Commission for Tourism and Antiquities - Al-Ahsa Governorate	Government Entity	Kingdom of Saudi Arabia
				General Manager	Al-Othman Development Group	Limited Liability	Kingdom of Saudi Arabia
				General Manager	Al-Othman Advanced Group	Limited Liability	Kingdom of Saudi Arabia
				Director	Tilal Real Estate	Limited Liability	Kingdom of Saudi Arabia
				Board Member	Eastern Province	Government Entity	Kingdom of Saudi Arabia

Mr. Saleh Al-Afaleq

Deputy Chairman - Independent

Mr. Saleh Hassan Al-Afaleq is a member of the Board of Directors and Vice Chairman of Takween Advanced Industries. He also serves as the Managing Director of First Finance Company and as a Board Member of Al Kifah Holding. Mr. Saleh holds a Bachelor's degree in Administrative Sciences from King Faisal University 1988, and a Master's degree in Human Resources Development from Seattle Pacific University 1990. Throughout his professional career, he has held several prominent leadership positions, including Chairman of Al-Ahsa Chamber, Vice Chairman of Saudi Chambers, and Member of the Shura Council, in addition to his current membership on the Board of Directors of Noor Capital. Mr. Saleh is regarded as a distinguished national leader with extensive experience in administration, finance, and business development. His expertise contributes significantly to strengthening the governance framework and enhancing the effectiveness of the Board of Directors at Takween.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Board Member	Al Kifah Holding	Limited Liability	Kingdom of Saudi Arabia	Deputy Chairman	Arbah Capital	Closed Joint Stock	Kingdom of Saudi Arabia
Managing Director	First Finance	Closed Joint Stock	Kingdom of Saudi Arabia	Executive Committee Member	Arbah Capital	Closed Joint Stock	Kingdom of Saudi Arabia
Board Member	Noor Capital	Closed Joint Stock	Outside the Kingdom	Investment Committee Member	Ibdar Bank	Closed Joint Stock	Outside the Kingdom
Deputy Chairman	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Board Member	Ibdar Bank	Closed Joint Stock	Outside the Kingdom
Audit Committee Chairman	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Chairman	Al-Ahsa Chamber	Government Entity	Kingdom of Saudi Arabia
NRC Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Board Member	National Agricultural Development (NADEC)	Listed Joint Stock	Kingdom of Saudi Arabia
				Board Member	Shura Council	Government Entity	Kingdom of Saudi Arabia

Mr. George Abraham

Board Member, Non - Executive

Mr. George Antonius Abraham is a member of the Board of Directors of Takween Advanced Industries. He is recognized as a prominent leader in the industrial and financial sectors, with extensive experience in business development and institutional leadership. Mr. George holds a Bachelor's degree in Finance and Business Administration from Saint Joseph University of Beirut 1981. Throughout his career, his strategic insight has contributed to notable achievements for the organizations in which he has held senior leadership positions. In addition to his role at Takween, Mr. George serves as a Board Member of Al Othman Holding, where he contributes his expertise and vision to enhancing the Group's industrial and financial performance within the Kingdom and internationally.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Board Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	General Manager	Al-Othman Plastic Industries	Limited Liability	Kingdom of Saudi Arabia
Board Member	Al-Othman Holding	Closed Joint Stock	Kingdom of Saudi Arabia	Executive Committee Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia
Executive Committee Chairman	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Board Member	New Marina Plastic Industries	Closed Joint Stock	Outside the Kingdom
Director	Advanced Fabrics Factory Company (SAAF)	Limited Liability	Kingdom of Saudi Arabia	General Manager	Al-Othman Agricultural Production & Manufacturing (NADA)	Limited Liability	Kingdom of Saudi Arabia
				General Manager	Poly King Marketing	Limited Liability	Outside the Kingdom
				Projects Manager	Al-Mutlaq Furniture	Limited Liability	Kingdom of Saudi Arabia
				Accountant	Saudi Oger	Limited Liability	Kingdom of Saudi Arabia

Eng. Abdulaziz Al-Othman

Board Member, Non - Executive

Eng. Abdulaziz Mohammed Al-Othman holds a Bachelor's degree in Manufacturing Engineering Technology from Wentworth Institute of Technology 2001. He is recognized as a distinguished business leader with over two decades of experience across multiple sectors, including oil and gas, chemical industries, and environmental technologies. He currently serves as Chief Executive Officer of several leading companies, including Gulf Chemical Desert (GDC) and Clean Environment Technologies (CET). He is also the Founder and Managing Director of Oil & Gas Technologies (GOTech). In addition, Eng. Abdulaziz holds and chairs multiple board positions, is a member of the Eastern Province Chamber, and serves as a Managing Director of Al-Othman Holding. He has played a pivotal role in fostering innovation and transferring global technologies to the Kingdom through building strategic partnerships with leading international companies. Eng. Abdulaziz is also a member of several prestigious professional associations, including the Society of Petroleum Engineers and the Young Presidents' Organization. He is actively committed to supporting sustainability initiatives and promoting social responsibility.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Managing Director	Al-Othman Holding	Closed Joint Stock	Kingdom of Saudi Arabia				
Board Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia				
Executive Director	Excellence Lounge Saudi Arabia Ltd	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Altera Arabia Ltd	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Secor Marine Arabia Ltd	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Axon Arabia Ltd	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Clean Environment Technologies	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Oil & Gas Technologies (GOTech)	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Strategic Business Solutions Systems	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Advanced Metrics Laboratories	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Al-Othman Industrial Marketing (AMCO)	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Gulf Chemical Desert (GDC)	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Al-Othman Wooden Industries	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Kempinski Al-Othman Ltd	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Abdulaziz Mohammed Abdullah Al-Othman Engineering Consultancy	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Abdulaziz Mohammed Al Othman Consulting Engineers	Limited Liability	Kingdom of Saudi Arabia				
Executive Director	Al-Othman Hotel	Limited Liability	Kingdom of Saudi Arabia				
Board Member	Eastern Province Chamber	Government Entity	Kingdom of Saudi Arabia				

Mr. Khalid Al-Muammar

Board Member, Independent

Mr. Khalid Nasser Al-Muammar is a distinguished leader with extensive experience in accounting, financial management, and corporate governance. Mr. Khalid holds a Bachelor's degree in Accounting from King Fahd University of Petroleum & Minerals 1994. He currently serves on the boards of several leading companies, including Takween Advanced Industries, Ata Education Company, and Riyal Investment Company. He also serves as Chief Executive Officer of King Abdullah bin Abdulaziz Foundation for Giftedness and Creativity (Mawhiba). Throughout his professional career, Mr. Khalid has held several prominent leadership positions in the banking and investment sectors, including General Manager for Small and Medium Enterprises at Saudi British Bank, and Chief Executive Officer of Saudi Holland Capital. Mr. Khalid is recognized for his broad expertise in institutional management and business development, making him one of the prominent figures in the Kingdom's financial and economic sectors.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chief Executive Officer	King Abdullah bin Abdulaziz Foundation for Giftedness and Creativity (Mawhiba)	Government Entity	Kingdom of Saudi Arabia	Relationship Manager	Saudi French Bank	Listed Joint Stock	Kingdom of Saudi Arabia
Board Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Senior Auditor	Arthur Andersen & Co.	Consultancy	Kingdom of Saudi Arabia
NRC Chairman	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Relationship Manager and Head of Corporate Banking Department	Saudi Holland Bank	Joint Stock	Kingdom of Saudi Arabia
Board Member	Rial Investment and development	Closed Joint Stock	Kingdom of Saudi Arabia	Head of Corporate and Institutional Banking, Eastern Region	Saudi British Bank	Joint Stock	Kingdom of Saudi Arabia
Board Member	Al Jazeera Vehicles Agencies	Closed Joint Stock	Kingdom of Saudi Arabia	General Manager of the Eastern Region	Saudi Holland Bank	Joint Stock	Kingdom of Saudi Arabia
Board Member	Ata'a Educational	Listed Joint Stock	Kingdom of Saudi Arabia	Chief Executive Officer	Saudi Holland Financial	Joint Stock	Kingdom of Saudi Arabia
Executive Committee Member	Ata'a Educational	Listed Joint Stock	Kingdom of Saudi Arabia	General Manager of Corporate Banking	Al-Awwal Bank	Listed Joint Stock	Kingdom of Saudi Arabia
Board Member	Excellence Application Solutions for Information Technology	Closed Joint Stock	Kingdom of Saudi Arabia				
Executive Committee Member	Excellence Application Solutions for Information Technology	Closed Joint Stock	Kingdom of Saudi Arabia				

Mr. Hassan Kabbani

Board Member, Independent

Mr. Hassan Essam Mohammed Kabbani is a prominent Saudi businessman with extensive experience in management and entrepreneurship. He holds specialized qualifications in Business Administration from Pepperdine University 1988. He currently serves as Chairman of Essam Khairi Kabbani Group, one of the Kingdom's leading groups operating across diversified sectors including industry, trade, and contracting—reflecting his broad expertise and strategic leadership in guiding organizations toward sustained success. In addition to his role at Takween, Mr. Kabbani chairs the Board of Saudi Sailing Federation, serves as the Honorary Consul of the Kingdom of Belgium in the Western Region of the Kingdom of Saudi Arabia, and is a member of the Young Presidents' Organization. Mr. Kabbani's diverse leadership roles and international exposure contribute meaningfully to strengthening governance practices and enhancing the effectiveness of the Board at Takween.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chairman	Essam Khairi Kabbani Group	Closed Joint Stock	Kingdom of Saudi Arabia	Acting Chairman	Essam Khairi Kabbani & Partners Group	Closed Joint Stock	Kingdom of Saudi Arabia
Board Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Deputy Chairman	Essam Khairi Kabbani & Partners Group	Closed Joint Stock	Kingdom of Saudi Arabia
NRC Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Director of Finance and Credit Facilities	Essam Kabbani Construction Group	Closed Joint Stock	Kingdom of Saudi Arabia
				Director of Business Development	Essam Kabbani & Partners Contracting and Maintenance Ltd.	Closed Joint Stock	Kingdom of Saudi Arabia
				Director of Business Development	Essam Kabbani & Partners Construction Materials Ltd.	Closed Joint Stock	Kingdom of Saudi Arabia

Mr. Amar Zahid

Board Member, Independent

Mr. Amar Zahid is a distinguished leader in management and business, with extensive international experience in senior executive roles. He holds a Master's degree in Ship Production Technology from University of Strathclyde 1990. Mr. Zahid currently serves as a Member of the Board of Directors and a Member of the Executive Committee of Takween Advanced Industries. Throughout his professional career, Mr. Zahid held several prominent leadership positions at Tetra Pak, including Regional Managing Director and General Manager. He also led operations across key strategic regions, including Northeast Asia and Oceania, as well as the Middle East and Africa. Mr. Zahid is recognized for his strategic vision and his ability to lead multicultural teams, which has contributed to achieving sustainable success at both regional and international levels.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Board Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	General Manager	Tetra Pak Saudi	Limited Liability	Kingdom of Saudi Arabia
Executive Committee Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Regional Managing Director	Tetra Pak Arabia	Limited Liability	Kingdom of Saudi Arabia
				Regional President for Northeast Asia & Oceania	Tetra Pak Arabia	Limited Liability	Kingdom of Saudi Arabia
				Regional President for the Middle East & Africa (Northern Region)	Tetra Pak Arabia	Limited Liability	Kingdom of Saudi Arabia

Second: Non-Board (External) Committees' Members:

Dr. Sulaiman Al-Sakran

External Audit Committee Member

Dr. Sulaiman bin Abdullah Al-Sukran is a Saudi academic and economic expert with decades of experience in economics, finance, and investment. He holds a PhD in Economics and Statistics from University of Houston 1994, in addition to a Master of Business Administration 1987 and a Bachelor's degree in Industrial Management 1985 from King Fahd University of Petroleum & Minerals. Throughout his professional career, Dr. Al-Sukran has held numerous leadership and advisory positions in prominent financial and economic institutions. Through his research and applied expertise, he has contributed to advancing understanding of financial markets and international trade. Dr. Al-Sukran is regarded as an influential figure in corporate governance and economic planning in the Kingdom of Saudi Arabia, combining strong academic foundations with strategic insight to support informed decision-making.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Board Member	National Agricultural Development (NADEC)	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Riyad Bank	Listed Joint Stock	Kingdom of Saudi Arabia
Board Member	Middle East Financial Investments	Closed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Saudi Exchange (Tadawul)	Closed Joint Stock	Kingdom of Saudi Arabia
Audit Committee Member	Saudi Arabian Amiantit	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Saudi Electricity	Listed Joint Stock	Kingdom of Saudi Arabia
Audit Committee Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Salama Cooperative Insurance	Listed Joint Stock	Kingdom of Saudi Arabia
Audit Committee Member	Walaa Cooperative Insurance	Closed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Taqa	Listed Joint Stock	Kingdom of Saudi Arabia

Mr. Waleed Al-Othaimen

External Audit Committee Member

Mr. Waleed bin Mohammed Al-Othaimen is the Chief Executive Officer of Saudi Factory for Gas Cylinders Company, with over 30 years of experience in financial management, strategy, and auditing. Throughout his career, he has held several senior leadership positions and achieved tangible successes in improving operational efficiency and strengthening financial performance. Mr. Al-Othaimen holds a Bachelor's degree in Industrial Management (Accounting specialization) from King Fahd University of Petroleum & Minerals, from which he graduated in 1989. He is well regarded for his ability to lead organizational transformations and develop innovative strategies that enhance efficiency and operational excellence.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chief Executive Officer	Saudi Factory for Gas Cylinders	Closed Joint Stock	Kingdom of Saudi Arabia	Head of Budgeting and Cost Control	Eastern Petrochemical	Closed Joint Stock	Kingdom of Saudi Arabia
Board Member	Salama Cooperative Insurance	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Al Khuzama Management	Closed Joint Stock	Kingdom of Saudi Arabia
Audit Committee Member	Saudi Arabian Amiantit	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Chemical Development	Closed Joint Stock	Kingdom of Saudi Arabia
Audit Committee Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Audit Committee Member	Welspun Pipes Middle East	Closed Joint Stock	Kingdom of Saudi Arabia
				Audit Committee Member	Walaa Cooperative Insurance	Listed Joint Stock	Kingdom of Saudi Arabia
				Audit Committee Member	Milkiya Investment	Closed Joint Stock	Kingdom of Saudi Arabia
				Board Member	Education Fund	Closed-Ended Fund	Kingdom of Saudi Arabia



Third: Executive Management:

Majed Nofal

Chief Executive Officer
Executive Committee Member

Mr. Majed Nofal is an experienced executive leader with over 30 years of expertise in executive management, finance, and operations. He currently serves as the CEO of Takween Advanced Industries, where he leads efforts to drive innovation and achieve sustainable growth in the manufacturing sector. Nofal began his career in auditing and accounting with Ernst & Young, where he gained extensive experience in financial auditing. He has held prominent leadership roles, including the CEO of Almarai and CEO of Pure Beverages Industry, where he played a pivotal role in developing and implementing growth strategies and improving operational efficiency. Nofal holds a bachelor's degree in business administration, with a specialization in accounting, from King Saud University, graduating in 1992. He is considered a role model for a leader who combines deep expertise with a forward-thinking vision to achieve institutional excellence.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chief Executive Officer	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Chief Executive Officer	Western Bakeries (L'usine)	Limited Liability	Kingdom of Saudi Arabia
Executive Committee Member	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Chief Financial Officer	Western Bakeries (L'usine)	Limited Liability	Kingdom of Saudi Arabia
Board Member	Modern Mills	Listed Joint Stock	Kingdom of Saudi Arabia	Chief Executive Officer	Almarai	Listed Joint Stock	Kingdom of Saudi Arabia
NRC Chairman	Modern Mills	Listed Joint Stock	Kingdom of Saudi Arabia	Head of Central Procurement	Almarai	Listed Joint Stock	Kingdom of Saudi Arabia
Board Member	New Marina Plastic Industries	Closed Joint Stock	Outside the Kingdom	General Manager – New Business Development	Almarai	Listed Joint Stock	Kingdom of Saudi Arabia
				Chief Executive Officer	Pure Beverages Industry	Limited Liability	Kingdom of Saudi Arabia
				Chief Executive Officer	Daily Food	Limited Liability	Kingdom of Saudi Arabia
				Chairman	Beyti Food Industries	Joint Stock	Outside the Kingdom
				Chairman	International Dairy and Juice	Joint Stock	Outside the Kingdom

Mohamed Abdelrasoul

Chief Financial Officer

Mr. Mohamed Abdelrasoul is a Chief Financial Officer with over 20 years of professional experience in financial management, corporate finance, and strategic planning across various sectors in Saudi Arabia and Egypt. He has held senior leadership roles in major companies and business groups, where he led financial transformations, implemented control and reporting systems, and contributed to enhanced financial performance and growth achievement. He possesses strong expertise in financial analysis, risk management, investment structuring, and the development of sustainability-driven financial policies. He is also highly skilled in building leadership teams, engaging with stakeholders, and supporting strategic decision-making. Mr. Mohamed holds a bachelor's degree in accounting from Alexandria University 1999, along with a Higher Diploma in Finance and Taxation.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Chief Financial Officer	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Chief Financial Officer	Al-Salam Hospital Medical Services	Closed Joint Stock	Kingdom of Saudi Arabia
				Chief Financial Officer	Seha Hospitals Group	Closed Joint Stock	Outside the Kingdom
				Chief Financial Officer	Apex Business Solutions	Limited Liability	Outside the Kingdom
				Chief Financial Officer	Andalusian Healthcare Group	Closed Joint Stock	Kingdom of Saudi Arabia

Mohamad Faik

Internal Audit Director

Mr. Mohamad Fayek Mostafa serves as Chief Internal Audit at Takween Advanced Industries. He brings over 20 years of professional experience across internal audit, risk management, compliance, anti-money laundering (AML), and corporate governance. Throughout his career, Mr. Mohamad has held senior leadership roles at prominent financial institutions, including National Bank of Abu Dhabi and Jordan Kuwait Bank, where he contributed to strengthening control frameworks and enhancing the effectiveness of compliance and governance functions. Mr. Mohamad holds a Master of Business Administration (MBA) in International Business from Coventry University 2005, a Bachelor's degree in Financial and Banking Sciences (Banking Management) from Applied Science University 2004, and a Higher Diploma in Compliance Management and Monitoring from University of Manchester 2007. He also holds several internationally recognized professional certifications, including GRCP, GRCA, IAAP and IRMP. Mr. Mohamad is distinguished by his extensive hands-on experience in leading teams, developing internal control programs, and enhancing institutional efficiency, thereby supporting the achievement of the Company's strategic objectives in line with the highest standards of corporate governance.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Internal Audit Director	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Secretary of the Board	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia
Secretary of the Audit Committee	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Operational and Market Risk Officer	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia
Chairperson Reporting and Anti-Fraud Committee	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Risk & Compliance Manager	National Bank of Abu Dhabi	Listed Joint Stock	Outside the Kingdom
Member of the Internal Risk Management Committee	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Compliance & AML Monitoring Officer	Jordan Kuwait Bank	Listed Joint Stock	Outside the Kingdom
				Compliance & AML Monitoring Officer	Investment Bank	Listed Joint Stock	Outside the Kingdom

Moazz Shakra

Investor Relations & Corporate Governance Manager Secretary of the Board

Mr. Moazz Shakra holds the position of Investor Relations and Governance Manager and Secretary of the Board of Directors at Takween Advanced Industries. He has over two decades of experience in investor relations and governance within regional and international companies and institutions. Mr. Moazz has held similar roles in leading companies, including Misr Cement Group, Prime Holding, and Orascom Development Holding in Egypt and Switzerland. Additionally, he has worked in the corporate listing and continuous disclosure sector at the Egyptian Stock Exchange. Mr. Moazz holds a bachelor's degree in actuarial science January 2002 from Cairo University and is known for his expertise in applying the highest standards of governance and transparency, ensuring regulatory compliance.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Investor Relations & Corporate Governance Manger	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Investor Relations Manger	Misr Cement Group	Listed Joint Stock	Outside the Kingdom
Secretary of the Board	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Secretary of the Board	Prime Holding & Subsidiaries	Listed Joint Stock	Outside the Kingdom
Secretary of the Executive Committee	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Corporate Governance & Compliance Manger	Orascom Development Holding AG - Switzerland	Listed Joint Stock	Outside the Kingdom
Secretary of the NRC	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Corporate Governance & Compliance Manger	Orascom Development Holding LLC - Egypt	Listed Joint Stock	Outside the Kingdom
Member of Reporting and Anti-Fraud Committee	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Senior Officer - Listing & Continuous Disclosure	The Egyptian Exchange	Public Sector	Outside the Kingdom

Firas Massoud

Group Sales Director

Mr. Firas Massoud holds a bachelor's degree in business administration, Major Finance, from the Lebanese Canadian University in 2010. He has extensive experience in sales, business development, and packaging industries, which he gained through his work in leading companies in Saudi Arabia. He currently serves as the Head of Sales at Takween Advanced Industries, where he leads sales strategies to enhance growth and expansion in the packaging sector. Previously, he held leadership positions, including Commercial Manager at Albic Polyester, Business Development & Product Manager at Octal, and Regional Sales Manager at NAPCO, which provided him with vast experience in leading operations and achieving growth objectives in competitive markets.



Current Positions	Company/Entity	Legal Form	Location	Previous Positions	Company/Entity	Legal Form	Location
Sales Director	Takween Advanced industries	Listed Joint Stock	Kingdom of Saudi Arabia	Commercial Manager	Albic Polyester	Limited Liability	Kingdom of Saudi Arabia
				Business Development & Product Manager	Octal	Limited Liability	Kingdom of Saudi Arabia
				Regional Sales Manager	NAPCO	Limited Liability	Kingdom of Saudi Arabia

Changes in Board of Directors' Membership During the Year 2025

The Ordinary General Assembly Meeting of the shareholders was held on 17 December 2025, during which the Board of Directors was elected for its sixth term, which shall extend for a period of four (4) years, commencing on 21 January 2026 and ending on 20 January 2030. The voting results resulted in the election of the same current Board members for the new term.

Following the General Assembly Meeting, and on 22 December 2025, the Board of Directors convened and elected the Chairman of the Board and the Vice Chairman from among its members, in accordance with the applicable laws and regulations.

It is worth noting that the current Board of Directors (fifth term: from 21 January 2023 to 20 January 2026) continued to perform its duties until the end of its term, without any material changes to its composition during the year 2025.

Changes in Board Committees' Membership During the Year 2025

The Board of Directors approved on 22 December 2025, the formation of its committees for the sixth term, in accordance with the Corporate Governance Regulations and the requirements governing the work of each committee.

The mandates of the committees under their new formation shall commence as of 21 January 2026, being the start date of the sixth Board term. Meanwhile, the existing committees continued to carry out their duties until the end of the fifth term on 20 January 2026, without any material changes to their composition during the year 2025.

Changes in Executive Management During the Year 2025

- On 30 March 2025, Mr. Nassar Ahmed resigned from his position as Chief Financial Officer of the Company for personal reasons.
- On 01 July 2025, Mr. Mohamed Abdelrasoul was appointed as Chief Financial Officer of the Company, based on the recommendation of the Nomination and Remuneration Committee.
- On 30 September 2025, Mr. Jeroen van der Meer resigned from his position as Chief Operating Officer for personal reasons.
- The Nomination and Remuneration Committee recommended the appointment of Mr. Josep Teruel as Chief Operating Officer, effective as of January 2026.

Board Practices and Disclosures During 2025

Board Practices and Disclosures During 2025

1) Number of Board of Directors' meetings held during the year 2025, the dates on which such meetings were convened, and the attendance record for each meeting:

#	Name	Meeting 1 No. (56) 17/03/2025	Meeting 2 No. (57) 19/05/2025	Meeting 3 No. (58) 03/09/2025	Meeting 4 No. (59) 17/12/2025
1	Mr. Abdulmohsen Al-Othman	Present	Present	Present	Present
2	Mr. Saleh Al-Afaleq	Present	Present	Present	Present
3	Mr. George Abraham	Present	Excused	Present	Present
4	Eng. Abdulaziz Al-Othman	Present	Present	Present	Present
5	Mr. Khalid Al-Muammar	Present	Present	Present	Excused
6	Mr. Hassan Kabbani	Present	Present	Present	Present
7	Mr. Amar Zahid	Present	Present	Present	Present

2) Dates of the General Assembly meetings held during the year 2025 and the names of the Board of Directors' members who attended such meetings:

#	Name	Meeting 1 Ordinary General Meeting 19/05/2025	Meeting 2 Ordinary General Meeting 17/12/2025
1	Mr. Abdulmohsen Al-Othman	Present	Present
2	Mr. Saleh Al-Afaleq	Present	Present
3	Mr. George Abraham	Present	Present
4	Eng. Abdulaziz Al-Othman	Present	Present
5	Mr. Khalid Al-Muammar	Present	Present
6	Mr. Hassan Kabbani	Present	Present
7	Mr. Amar Zahid	Present	Present

3) A description of any interests, contractual securities, and subscription rights held by the Company's Board members, senior executives, and their relatives in the shares or debt instruments of the Company or any of its subsidiaries, as well as any changes in such interests or rights during the year 2025:

#	Name	No. of Shares In 01/01/2025	Percentage In 01/01/2025	Net change In 2025	Net change Percentage In 2025	No. of Shares In 31/12/2025	Percentage In 31/12/2025
Board of Directors:							
1	Mr. Abdulmohsen Al-Othman	4,501,412	5.8869%	-	-	4,501,412	5.8869%
2	Eng. Abdulaziz Al-Othman	991,754	1.2970%	-	-	991,754	1.2970%
3	Mr. George Abraham	1,090	0.0014%	-	-	1,090	0.0014%
4	Mr. Khalid Al-Muammar	489	0.0006%	-	-	489	0.0006%
Executive Management							
	None	-	-	-	-	-	-
Relatives of Board Members & Executive Management :							
1	Mr. Abdullah Al-Othman	3,227,297	4.2206%	-	-	3,227,297	4.2206%

- Except as disclosed above, there were no interests, contractual securities, or subscription rights held by the Company's Board members, senior executives, or their relatives in the shares or debt instruments of the Company or any of its subsidiaries during the year 2025.

4) Information relating to any business competing with the Company or any of its lines of business, which is or was carried out by any member of the Board of Directors.

The Board of Directors of Takween Advanced Industries Company confirms that, during the year 2025, no member of the Board of Directors was engaged in any business competing with the Company or any of its lines of business, whether directly or indirectly.

5) A description of any interest in the class of shares carrying voting rights held by persons other than the Company's Board members, senior executives, and their relatives, who have notified the Company of such rights pursuant to Article (85) of the Rules on the Offer of Securities and Continuing Obligations, and any changes in such interests during 2025.

There were no interests in the class of shares carrying voting rights held by any persons (other than the Company's Board members, senior executives, and their relatives) who notified the Company of such rights pursuant to Article (85) of the Rules on the Offer of Securities and Continuing Obligations, nor were there any changes thereto during 2025.

6) Measures Taken by the Board of Directors to Inform Its Members - Particularly Non-Executive Directors - of Shareholders' Proposals and Remarks Regarding the Company and Its Performance :

During 2025, the Company received a number of inquiries from shareholders regarding the Company's financial results upon their quarterly publication on the Tadawul website. The Investor Relations Department responded to shareholders within the scope of the permitted disclosure and in accordance with the information announced on the Saudi Exchange (Tadawul) website.

Members of the Board of Directors, including non-executive members, are kept informed of material proposals and observations received from investors regarding the Company's performance.

The Company encourages its shareholders to engage, participate, and attend General Assembly meetings. The Company provides shareholders with the opportunity to discuss and raise their questions during the meetings, and the Board of Directors responds to shareholders during the Assembly while taking their comments into consideration. All questions and responses are recorded in the minutes of the General Assembly, which are subsequently published on the Company's website.

7) A description of any transaction between the Company and a related party, and details of any business or contracts to which the Company is a party, or in which any member of the Board of Directors, any senior executive, or any related person had an interest, during the period from 01 January 2025 to 31 December 2025.

#	Contracting Party	Company Name Nature of Relationship	Contract (Transaction) Terms	Nature of the Contract /(Transaction)	Name of Board Member / Executive	Approval Term and Authority	Term of Contracts and Transactions		SAR		
							Start date	End date	Total Contracts / Transactions Value	Amounts Paid During 2025	Balance as at 31 December 2025
1	Al-Othman Agricultural Production & Manufacturing (NADA)	A subsidiary of Al Othman Holding Company, which is one of the Company's major shareholders	The related party procures bottles and packaging solutions from the Company's subsidiaries pursuant to duly issued purchase orders and in accordance with clearly defined delivery terms, pricing mechanisms and delivery terms.	Supply Agreement - Plastic Bottles and Packaging Solutions	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	106,898,581	(68,231,141)	(105,437,994)
2	Al-Othman Agricultural Production & Manufacturing (NADA)	A subsidiary of Al Othman Holding Company, which is one of the Company's major shareholders	The related party renders the following services to the Company's subsidiaries: 1)Employee accommodation lease services 2)General support and maintenance services 3)Pest and reptile control services	Services Agreement - General Services	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(1,675,322)	-	(4,913,392)
3	Al-Othman Holding	One of the major shareholders of Takween	Takween's subsidiary (Saudi Plastic for Packaging Systems) leases factory land within land owned by Al Othman Holding Company in Al-Jann.	Lease Agreement-Factory Land of Saudi Plastic Company for Packaging Systems in Al-Jann	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	04/01/2005	04/02/2026	(230,000)	(230,000)	(230,000)
4	Al-Othman Holding	One of the major shareholders of Takween	Takween leases its head office at Al Othman Tower from Al Othman Company on fair market terms, inclusive of Holding maintenance.	Lease Agreement - Takween Head Office Premises	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(603,563)	603,563	-
5	Al-Othman Holding	One of the major shareholders of Takween	The related party renders insurance policy administration services to Takween and its subsidiaries on fair market rates.	Services Agreement Insurance Policy - Management	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(728,902)	1,274,489	(184,952)
6	Al-Othman Holding	One of the major shareholders of Takween	The related party has provided financed to support Takween's working capital.	Financing Agreement	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(99,074,326)	99,074,326	-
7	Mohammed Abdullah Al-Othman Contracting Company	A company owned by the Chairman of Al Othman Holding Company, a major shareholder of Takween	The related party renders construction and fit-out services to Takween's subsidiary factories based on duly issued purchase orders and under clearly defined pricing mechanisms and delivery terms.	Services Agreement-Construction Works	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(4,448)	4,448	-
8	Kempinski Al-Othman Ltd.	A subsidiary of Al Othman Holding Company, which is one of the Company's major shareholders	The related party renders accommodation and hospitality services to Takween's guests at fair market rates.	Services Agreement - Accommodation and Hospitality Services	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(39,578)	36,106	(3,472)
9	Clean Environment Technologies	A subsidiary of Al Othman Holding Company, which is one of the Company's major shareholders	The related party renders environmental consultancy and study services to assist in obtaining environmental licenses for Takween's subsidiary factories.	Financing Agreement	1)Abdulmohsen Al-Othman - Chairman 2)George Abraham - Board Member 3)Abdulaziz Al Othman - Board Member	Annually, by the General Assembly	01/01/2025	31/12/2025	(158,125)	112,125	(46,000)
10	Advanced Fabrics Factory Company (SAAF)	An associate company in which Takween holds a 30% ownership stake.	Takween is providing the following services to the related party: 1) Purchases of SABIC resin materials. 2) Management shared services i.e. IT, audit, treasury. 3) Working capital loan.	Financing Agreement	1)George Abraham - Board Member	Annually, by the General Assembly	01/07/2023	30/06/2024	3,813,847	(1,640,073)	52,408,313

8) Means Adopted by the Board of Directors to Evaluate Its Performance, the Performance of Its Committees and Members, and the External Party Conducting the Evaluation, if Any

1) The Board of Directors was briefed by the Nomination and Remuneration Committee on the evaluation of the Board members and Board committees, which was prepared under the supervision of the Nomination and Remuneration Committee. The Committee's recommendation was submitted to the Board of Directors and approved by the Board on 03 March 2026. The evaluation results were retained by the Board Secretary as part of the Board meeting minutes.

2) No external party was engaged to conduct the evaluation. The Company believes that there is currently no need to appoint an external evaluator, particularly given that the Chairman of the Nomination and Remuneration Committee is an Independent Member.

3) The Nomination and Remuneration Committee submits to the Board of Directors the criteria and policies for the annual remuneration of Board members in accordance with the Board of Directors', Committees', and Executive Management Remuneration Policy, as approved by the General Assembly on 19 May 2025, together with the results of the annual evaluation.

4) The Committee conducts the evaluation in accordance with the following mechanism:

- Verifying the alignment of the required competencies and qualifications for Board membership and executive management positions.
- Ensuring that the time required to be devoted by each member to Board duties is appropriately determined.
- Conducting an annual review of the skills and expertise required for Board membership and executive management positions.
- Reviewing the structure of the Board of Directors and executive management and submitting recommendations regarding any proposed changes.
- Annually verifying the independence of independent members and the absence of any conflict of interest where a member serves on the board of another company.
- Establishing job descriptions for executive members, non-executive members, independent members, and senior executives.
- Establishing procedures to be followed in the event of a vacancy in the position of any Board member or senior executive.
- Identifying strengths and weaknesses within the Board of Directors and proposing appropriate remedial actions in the best interest of the Company.
- Ensuring that the composition of the Board committees complies with the requirements of the Corporate Governance Regulations, in terms of membership classification and number of members.
- Ensuring that each committee performs the duties assigned to it as stipulated in the Corporate Governance Regulations, the Companies Law, and their respective implementing regulations.

9) Recommendation to Change the External Auditor Prior to the End of the Appointed Term

There was no recommendation to change the external auditor prior to the end of its appointed term.

Board Committees: Mandates, Composition, and Activities (2025)

First: The Audit Committee

1) Committee Composition, Meetings and Attendance (2025)

Committee Composition			Meetings and Attendance (2025)				
#	Name	Committee Position	Meeting 1 No. (57) 26/02/2025	Meeting 2 No. (58) 26/03/2025	Meeting 3 No. (59) 11/05/2025	Meeting 4 No. (60) 07/08/2025	Meeting 5 No. (61) 06/11/2025
1	Mr. Saleh Al-Afaleq	Committee Chairman	Present	Present	Present	Present	Present
2	Dr. Sulaiman Al-Sakran	Committee Member	Present	Present	Present	Present	Present
3	Mr. Waleed Al-Othaimen	Committee Member	Present	Present	Present	Present	Present

2) Committee Mandates and Responsibilities:

The Audit Committee is responsible for overseeing the Company's operations and ensuring the integrity and accuracy of its financial reports and financial statements, as well as the effectiveness of its internal control systems. In particular, the Committee's responsibilities include the following:

First: Financial Reports:

- Reviewing the interim and annual financial statements of the Company prior to their submission to the Board of Directors, and providing opinions and recommendations thereon to ensure their integrity, fairness, and transparency.
- Providing a technical opinion—upon request of the Board of Directors—on whether the Board of Directors' report and the Company's financial statements are fair, balanced, and understandable, and whether they include information that enables shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
- Reviewing any significant or unusual matters included in the financial reports.
- Carefully examining any matters raised by the Company's Chief Financial Officer or his designee, the Compliance Officer, or the external auditor.
- Verifying the accounting estimates related to material matters included in the financial reports.
- Reviewing the accounting policies applied by the Company and providing opinions and recommendations to the Board of Directors thereon.

Second: Internal Audit:

- Reviewing and examining the Company's internal, financial control, and risk management systems.
- Reviewing internal audit reports and following up on the implementation of corrective actions related to the observations contained therein.
- Monitoring and supervising the performance and activities of the internal auditor and the internal audit function of the Company—if any—to verify the availability of the necessary resources and their effectiveness in carrying out the assigned duties and responsibilities. If the Company does not have an internal auditor, the Committee shall submit its recommendation to the Board regarding the need to appoint one.
- Recommending to the Board of Directors the appointment of the Head of the Internal Audit Unit or Department, or the internal auditor, and proposing his/her remuneration.

Third: External Auditor:

- Recommending to the Board of Directors the nomination, dismissal, and determination of the fees of the external auditors, as well as evaluating their performance, after verifying their independence and reviewing the scope of their work and the terms of engagement.
- Verifying the independence, objectivity, and fairness of the external auditor, and the effectiveness of the audit work, taking into consideration the relevant rules and standards.
- Reviewing the audit plan of the Company's external auditor and his/her work, and verifying that the auditor does not provide technical or administrative services beyond the scope of audit services, and expressing its views in this regard.
- Responding to inquiries of the Company's external auditor.
- Reviewing the external auditor's report and his/her observations on the financial statements, and following up on the actions taken in this regard.

Fourth: Compliance Assurance:

- Reviewing the results of reports issued by regulatory authorities and verifying that the Company has taken the necessary actions in respect thereof.
- Verifying the Company's compliance with the applicable laws, regulations, policies, and related instructions.
- Reviewing contracts and transactions proposed to be entered into by the Company with related parties, and providing its views thereon to the Board of Directors.
- Submitting to the Board of Directors any matters that the Committee deems require action, and providing its recommendations on the actions to be taken.

3) Results of the Annual Review of the Effectiveness of the Company's Internal Control Procedures, in addition to the Audit Committee's opinion on the adequacy of the Company's internal control system.

The Internal Audit Department at Takween Group provides independent and objective assurance and consulting services aimed at adding value to, or improving, specific operational processes. It also assists the Company's management in achieving its approved strategic objectives through adopting a systematic approach to evaluating and enhancing the effectiveness of internal control processes, strengthening the role of the Internal Audit Department, and assessing and overseeing the implementation of the internal control system.

Organizationally, the Internal Audit Department reports to the Audit Committee emanating from the Board of Directors and submits its reports and the results of its work directly to the Audit Committee. An Internal Audit Manual and Charter have been prepared in accordance with international best practices, the most notable features of which include the independence of the Internal Audit function and the fact that it does not perform any executive duties, in addition to its full right to access information and communicate with individuals within the Company or its subsidiaries.

The scope of work of the Internal Audit Department covers all work centers, activities, and operations of the Company and its subsidiaries, including subsidiaries outside the Kingdom of Saudi Arabia, in a manner that enables the Internal Audit Department to assess the adequacy and effectiveness of internal control systems, risk management processes, and governance practices, and to carry out all assigned duties and responsibilities. In this regard, the Internal Audit Department mainly undertakes the following:

1. Carrying out periodic audit and review activities based on the priorities of the risk-based audit plan approved by the Audit Committee as part of its strategy approved by the Audit Committee emanating from the Board of Directors.
2. Performing any special assignments or providing technical consulting services based on directives from the Audit Committee or requests from executive management, in accordance with international auditing standards and global best practices in this field.

During the year 2025, the Internal Audit Department carried out a number of audit and review activities covering the Company's head office and its subsidiaries inside and outside the Kingdom of Saudi Arabia, in accordance with the annual audit plan approved by the Audit Committee and within the planned objectives. This included the following:

1. Reviewing and evaluating operational processes at the head office and subsidiaries, and providing reasonable assurance on the adequacy and efficiency of administrative procedures and systems of these entities, in a manner that supports the achievement of the Company's strategic objectives.
2. Reviewing and evaluating the extent of the Company's and its subsidiaries' compliance with applicable laws and regulations, and providing reasonable assurance on the adequacy and efficiency of the Company's internal procedures and systems that ensure such compliance.
3. Reviewing and evaluating the availability of procedures and systems that ensure the protection of the Company's various assets, and providing reasonable assurance on the adequacy and efficiency of such procedures and systems.
4. Reviewing and evaluating risk management processes within the Company and their ability to identify high risks facing the Company through the procedures used to identify and control such risks, and providing reasonable assurance on the adequacy and efficiency of these processes.
5. Periodic follow-up with the main departments and divisions to ensure the implementation of corrective actions in accordance with what has been agreed with such entities and within the specified timeframes.

Audit activities within the scope of the planned and limited assignments that were approved and tested by the Internal Audit Department. Following discussions with the external auditor and executive management regarding the quarterly and annual financial results, the Audit Committee is able to provide reasonable assurance regarding the effectiveness of the Company's internal control systems.

The Audit Committee did not identify any matters that require disclosure or indicate the existence of any material weakness or significant deficiency in the Company's internal control, financial control, or risk management systems and policies. However, it should be noted that no internal control or audit system can provide absolute assurance regarding its effectiveness.

4) Recommendation of the Audit Committee to appoint an internal auditor, if such recommendation was made during 2025.

Not applicable - as the Company has an Internal Audit Department that performs audit and review activities.

5) Recommendations of the Audit Committee that conflict with the resolutions of the Board of Directors, or that were not adopted by the Board, in relation to the appointment, dismissal, determination of fees, or evaluation of the performance of the Company's external auditor, or the appointment of the internal auditor, along with the justifications for such recommendations and the reasons for not adopting them.

There were no conflicts between the recommendations of the Audit Committee and the resolutions of the Board of Directors regarding the appointment, dismissal, determination of fees, or evaluation of the performance of the Company's external auditor, or the appointment of the internal auditor.

Second: The Nomination and Remuneration Committee

1) Committee Composition, Meetings and Attendance (2025)

Committee Composition			Meetings and Attendance (2025)		
#	Name	Committee Position	Meeting 1 No. (43) 12/03/2025	Meeting 2 No. (44) 17/09/2025	Meeting 3 No. (45) 09/11/2025
1	Mr. Khalid Al-Muammar	Committee Chairman	Present	Present	Present
2	Mr. Saleh Al-Afaleq	Committee Member	Present	Present	Present
3	Mr. Hassan Kabbani	Committee Member	Present	Present	Present

2) Committee Mandates and Responsibilities:

First: Nomination-Related Responsibilities:

- Proposing clear policies and criteria for membership of the Board of Directors and the executive management.
- Recommending to the Board of Directors the nomination and re-nomination of its members in accordance with the approved policies and criteria, taking into consideration that no person previously convicted of a crime involving dishonesty or breach of trust shall be nominated.
- Preparing a description of the capabilities and qualifications required for membership of the Board of Directors and for holding executive management positions.
- Determining the time required for a Board member to devote to the duties of the Board of Directors.
- Conducting an annual review of the required needs in terms of appropriate skills or experience for Board membership and executive management positions.
- Reviewing the structure of the Board of Directors and the executive management and submitting recommendations regarding any changes that may be made.
- Verifying annually the independence of independent members, and the absence of any conflict of interest in the event that a member holds membership on the board of another company.
- Developing job descriptions for executive members, non-executive members, independent members, and Executive Management.
- Establishing the procedures to be followed in the event of a vacancy in the position of a Board member or a senior executive.
- Identifying strengths and weaknesses within the Board of Directors and proposing solutions to address them in a manner consistent with the interests of the Company.

Second: Remuneration-Related Responsibilities:

Preparing a clear policy for the remuneration of members of the Board of Directors, the committees emanating from the Board, and the executive management, and submitting it to the Board of Directors for consideration in preparation for its approval by the General Assembly, provided that:

- Such policy takes into account performance-based standards, disclosure requirements, and verification of its implementation.
- Clarifying the relationship between the remuneration granted and the applicable remuneration policy, and disclosing any material deviation from such policy.
- Conducting periodic reviews of the remuneration policy and assessing its effectiveness in achieving the intended objectives.
- Recommending to the Board of Directors the remuneration of the members of the Board of Directors, the committees emanating therefrom, and the Executive Management of the Company in accordance with the approved policy.

Third: The Executive Committee

1) Committee Composition, Meetings and Attendance (2025)

Committee Composition			Meetings and Attendance (2025)							
#	Name	Committee Position	Meeting 1 No. (101) 24/02/2025	Meeting 2 No. (102) 13/03/2025	Meeting 3 No. (103) 21/04/2025	Meeting 4 No. (104) 11/05/2025	Meeting 5 No. (105) 10/07/2025	Meeting 6 No. (106) 24/08/2025	Meeting 7 No. (107) 14/10/2025	Meeting 8 No. (108) 27/11/2025
1	Mr. George Abraham	Committee Chairman	Present	Present	Present	Present	Present	Present	Present	Present
2	Mr. Amar Zahid	Committee Member	Present	Present	Present	Present	Present	Present	Present	Present
3	Mr. Majed Nofal	Committee Member	Present	Present	Present	Present	Present	Present	Present	Present

2) Committee Mandates and Responsibilities:

First: With respect to the Company's strategy and objectives:

- Reviewing the Company's strategic planning procedures and processes.
- Ensuring that the Company's strategic plans are translated into actual actions and activities aimed at achieving the Company's objectives.
- Reviewing the Company's operational and capital budgets prior to their submission to the Board of Directors, as they represent part of the Company's plans, and submitting recommendations to the Board in this regard.
- Reviewing the Board's recommendations regarding the allocation of the Company's resources aimed at achieving alignment between the Company's strategic plans and its long-term operational objectives.
- Conducting periodic reviews of the strategic plans of the Company and its subsidiaries and their operational objectives to ensure alignment with the Company's mission and objectives.
- With respect to the Company's operational priorities, the Committee reviews and prepares recommendations to the Board of Directors regarding strategic decisions related to operational priorities, including expansion into new markets and countries or exit from existing markets and countries.

Second: With respect to the Company's financial planning activities and dividend distribution policy:

- Preparing and reviewing recommendations to the Board of Directors related to the Company's annual and long-term financial objectives and strategies, as well as the performance indicators associated therewith.
- Reviewing significant financial matters of the Company and its subsidiaries, such as matters related to the Company's capital, credit rating, cash flows, borrowing activities, and investment deposits.
- Preparing and reviewing recommendations submitted to the Board of Directors relating to the Company's dividend distribution policy and the manner of its implementation.
- Conducting periodic reviews of actual capital expenditures and comparing them with the previously approved budgets.
- With respect to assessing the Company's long-term productivity and the effectiveness of its operational processes, the Committee reviews and prepares recommendations to the Board of Directors regarding strategic decisions related to opportunities available to the Company aimed at improving the quality of the products and services provided by the Company and rationalizing related costs.

Third: With respect to investment activities:

- Assisting the Board of Directors in carrying out its duties related to reviewing investment policies and criteria.
- Studying investment opportunities and their alignment with the Company's strategy.
- Exploring investment opportunities with higher returns, including but not limited to (contracting for the management of local equity portfolios – purchasing units in local equity funds – purchasing units in real estate funds – participating in subscriptions of new companies and initial public offerings – buying and selling real estate, etc.).
- Monitoring and evaluating the Company's existing and prospective investments and overseeing advisory activities related to the Committee's scope of work.
- Approving amendments to budget items and granting final approval of capital expenditure items in accordance with the Committee's authorities as stipulated in the Financial and Administrative Authority Matrix.
- Approving the Company's policies and work procedures and recommending their submission to the Board of Directors.
- Monitoring the performance of executive management and senior management and submitting recommendations in this regard.
- Submitting a periodic report on its activities at each Board of Directors meeting, and informing the Board of Directors in the event of the existence or emergence of any conflict of interest resulting from the decisions taken by the Committee.

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

1) Remuneration Policy for the Board of Directors, Board Committees, and Executive Management , as approved by the Company's General Assembly on 19/05/2025:

First: Introduction

The "Remuneration Policy of the Board of Directors, its Committees, and Executive Management of Takween Advanced Industries Company (Takween)" has been prepared pursuant to the Corporate Governance Regulations in the Kingdom of Saudi Arabia issued by the Board of the Capital Market Authority "Authority") under Resolution No. (8/16/2017) dated 16/5/1438H (corresponding to 13/2/2017), based on the Companies Law issued by Royal Decree No. (M/3) dated 28/1/1437H, as amended by the Board of the Capital Market Authority Resolution No. (8/5/2023) dated 25/6/1444H (corresponding to 18/1/2023), and based on the Companies Law issued by Royal Decree No. (M/132) dated 12/1/1443H.

The Regulations stipulate that "the Nomination and Remuneration Committee shall prepare a clear policy for the remuneration of members of the Board of Directors, the committees emanating from the Board, and executive management, and submit it to the Board of Directors for consideration in preparation for its approval by the General Assembly, in accordance with the regulatory controls and procedures issued in implementation of the Companies Law applicable to listed joint stock companies, provided that such policy shall take into account performance-related criteria, disclosure thereof, and verification of its implementation."

Second: Objective

This policy aims to determine clear standards for the remuneration of members of the Board of Directors, its committees, and Executive Management, taking into consideration the requirements of the applicable laws and regulations issued by other regulatory authorities. The Board of Directors shall, when determining and disbursing remuneration to its members, observe the relevant provisions set out in the Companies Law and the Corporate Governance Regulations. The policy also aims to attract individuals with appropriate competence, capability, and talent to serve on the Board of Directors, its committees, and executive management by adopting incentive-based, performance-linked remuneration plans and programs, thereby contributing to improving the Company's performance and achieving the interests of its shareholders. In addition, this policy aims to clarify the relationship between the remuneration granted and the applicable remuneration policy, and to disclose any material deviation from this policy on an annual basis in the Board of Directors' report to shareholders.

Third: General Remuneration Criteria

The Nomination and Remuneration Committee is responsible for recommending to the Board of Directors the remuneration of Board members, committee members, and Executive Management of the Company, in accordance with the approved criteria, as follows:

- (1) Ensuring consistency between the policy and remuneration with Takween's strategy, objectives, size, nature of activities, and level of risk.
- (2) Remuneration shall be based on the recommendation of the Nomination and Remuneration Committee.
- (3) Remuneration shall be commensurate with the Company's activities and the skills required to manage them.

- (4) Taking into consideration the sector in which the Company operates, its size, and the experience of Board members.
- (5) Remuneration shall be reasonably sufficient to attract, motivate, and retain qualified and experienced Board members and Executive Management to ensure the Company's success and long-term growth.
- (6) Taking into account linking the variable portion of remuneration to long-term performance.
- (7) Remuneration shall be determined based on the job level, assigned duties and responsibilities, performance level, academic qualifications, practical experience, and skills.
- (8) The Company shall consider market practices and prevailing labor market conditions when determining remuneration, while avoiding any unjustified increase in remuneration and compensation.
- (9) Remuneration shall be fair and proportionate to the powers, duties, and responsibilities of Board or committee members, in addition to the objectives determined by the Board of Directors to be achieved during the financial year.
- (10) The remuneration of Board members may vary to reflect the member's experience, specialization, assigned duties, independence, number of meetings attended, and other considerations.
- (11) Payment of remuneration may be suspended or recovered if it is proven that such remuneration was determined based on inaccurate information provided by a Board member or executive management member, in order to prevent abuse of position to obtain undue remuneration.
- (12) In the event of developing a share-based incentive program for Board members, executive management, or employees—whether through new issuance or shares purchased by the Company—such program shall be implemented under the supervision of the Nomination and Remuneration Committee and in accordance with the Company's bylaws and the relevant laws and regulations of the Capital Market Authority.
- (13) Remuneration shall be prepared in coordination with the Nomination and Remuneration Committee in relation to new senior executive appointments if their contracts include fixed or percentage-based remuneration.

Fourth: Remuneration of Board of Directors' Members

- (1) The remuneration of Board members of Takween Advanced Industries Company (Takween) shall consist of a fixed amount, meeting attendance allowance, expense allowance, in-kind benefits, or a percentage of profits. Two or more of these benefits may be combined, provided that they do not exceed the limits stipulated in the Companies Law and its regulations, in accordance with the remuneration provisions set out in this policy and any subsequent amendments approved in accordance with the applicable regulations.
- (2) The remuneration of independent Board members shall not include a percentage of the Company's profits, nor shall it be directly or indirectly linked to the Company's profitability.
- (3) Such remuneration may vary in amount in accordance with a policy issued by the Nomination and Remuneration Committee and approved by the General Assembly. The annual Board of Directors' report to the General Assembly of shareholders shall include a comprehensive statement of all remuneration, expense allowances, and other benefits received by Board members during the financial year. It shall also include a statement of any amounts received by Board members in their capacity as employees, executives, or for technical, administrative, or consulting services (if any), as well as the number of Board meetings held and attended by each member since the date of the last General Assembly meeting. The salary and benefits of the Managing Director for his executive role shall be disclosed ضمن senior executive remuneration.

(4) Clause Eight of this policy clarifies the remuneration items and values as set out in the Company's bylaws.

- **Summary of Board Members' Remuneration**
- **Fixed Remuneration**
 - Fixed amount – Board meeting attendance allowance – in-kind benefits
 - Remuneration for technical, administrative, and consulting work
 - Remuneration of the Chairman or the Secretary, if a Board member
- **Variable Remuneration**
 - Percentage of profits – periodic bonuses – short-term incentive plans
 - Long-term incentive plans – granted shares

Fifth: Remuneration of Committee Members

- (1) The Board of Directors shall determine and approve the remuneration of its committees, meeting attendance allowances, and other entitlements based on a recommendation from the Nomination and Remuneration Committee.
- (2) Committee membership remuneration shall consist of an annual fixed amount, meeting attendance allowances, and other entitlements as specified in this policy in accordance with Clause Eight.
- (3) This policy includes the remuneration of the Audit Committee membership.
- (4) This policy, whether standalone or as part of the Company's governance framework, shall be submitted for approval by the General Assembly of shareholders upon recommendation of the Board of Directors.
- (5) When forming committees, consideration shall be given to the number of committees in which a Board member may serve.
 - **Summary of Committee Remuneration**
 - Fixed remuneration (excluding meeting attendance allowance)
 - Meeting attendance allowance
 - Annual remuneration approved under this policy

Sixth: Executive Management Remuneration

The Nomination and Remuneration Committee shall annually review and approve the salary scale for all employees and Executive Management, as well as incentive programs and plans, based on a recommendation from executive management. Executive management remuneration includes the following:

- (1) Basic salary as stipulated in the employment contract, payable monthly at the end of each Gregorian month.
- (2) Contractual bonus, which forms part of the wage and may not be breached.
- (3) Allowances stipulated in the approved HR policies, including but not limited to housing allowance, transportation allowance, education allowance, and telephone allowance.
- (4) Medical insurance benefits for the employee and his/her family in accordance with the approved policy.
- (5) Social insurance coverage pursuant to the General Organization for Social Insurance system.
- (6) Annual performance-based bonus in accordance with annual performance evaluation.

- (7) Short-term incentive plans linked to exceptional performance, and long-term incentive plans such as stock option programs (if any).
- (8) Other benefits including annual leave, annual air tickets, airport services, and end-of-service benefits in accordance with labor law and approved HR policies.
- (9) Sales commissions or incentives under approved Company programs (Hadaaf) and (Kafa'a).

Remuneration plans and general guidelines for Executive Management shall be approved by the Nomination and Remuneration Committee, while the CEO shall implement the remuneration policy in accordance with the approved plans and guidelines.

- **Summary of Executive Management Remuneration**

- **Fixed Remuneration**

- Salaries – allowances – fixed contractual bonus – in-kind benefits

- **Variable Remuneration**

- Periodic bonuses – profit-based incentives – short-term incentive plans
- Long-term incentive plans – granted shares

Seventh: Additional Remuneration Controls and Disbursement Mechanism

- (1) Board members may not vote on the item relating to Board remuneration at the General Assembly meeting.
- (2) A Board member may receive compensation for additional executive, technical, administrative, or consulting roles assigned to him/her under a professional license, in addition to Board remuneration, in accordance with the Companies Law and the Company's bylaws.
- (3) If the General Assembly decides to terminate the membership of a Board member due to absence from three consecutive Board meetings without a valid excuse, such member shall not be entitled to any remuneration for the period following the last meeting attended and shall refund any remuneration received for that period.
- (4) If it is established by the Audit Committee or the Authority that remuneration paid to any Board member was based on incorrect or misleading information presented to the General Assembly or included in the annual Board report, such remuneration shall be refunded to the Company.
- (5) The Board of Directors shall disclose in its annual report the details of remuneration policies, determination mechanisms, amounts, and financial and in-kind benefits paid to each Board member for any executive, technical, administrative, or consulting roles in accordance with applicable laws and CMA regulations.
- (6) A member shall be entitled to remuneration from the date of joining the Board or committee and in proportion to the duration of membership.
- (7) Disbursement procedures for Board and committee remuneration shall be prepared by the Board Secretary and submitted to the CEO for approval in accordance with the Financial and Administrative Authority Matrix.
- (8) Board meeting attendance allowances shall be paid after each meeting based on attendance records prepared by the Secretary.

- (9) Committee remuneration shall be paid during December of each year, and may be disbursed in installments at the end of each Gregorian half-year.
- (10) Annual Board remuneration shall be paid after approval in accordance with the remuneration policy approved by the General Assembly.

Eighth: Details of Board and Committee Remuneration Items

- (1) In accordance with the Company's bylaws, the General Assembly shall determine the maximum limit of Board remuneration based on a recommendation from the Board of Directors derived from the Nomination and Remuneration Committee's proposal.
- (2) The Board of Directors may suspend or reduce remuneration based on the Company's performance and prevailing circumstances.
- (3) A meeting attendance allowance of SAR 3,000 shall be paid to each Board member for each meeting attended.
- (4) The Board Secretary shall receive SAR 3,000 per meeting.
- (5) A fixed amount of SAR 75,000 shall be paid to each member participating in one or more Board committees, proportionate to the number of meetings attended.
- (6) A meeting attendance allowance of SAR 3,000 shall be paid for each Board or committee meeting.
- (7) The Committee Secretary shall receive SAR 3,000 per meeting.
- (8) The Company shall bear accommodation, subsistence, local transportation, and travel costs (first or business class) for non-resident Board or committee members, which shall not be included in the total remuneration calculation.

Ninth: Remuneration Disbursement Provisions

- (1) Remuneration of Board members, committees, and Executive Management shall be paid only after obtaining the recommendation of the Nomination and Remuneration Committee and approval of the Board of Directors.
- (2) The Committee shall recommend the total annual remuneration amount for all employees based on submissions from the Executive Committee prior to disbursement.
- (3) The Nomination and Remuneration Committee shall prepare a report clarifying the relationship between remuneration granted and the applicable remuneration policy, and any material deviation therefrom. The CEO shall submit periodic reports to the Committee detailing all remuneration paid.

Tenth: Final Provisions (Review, Amendment, and Publication)

- (1) This policy shall be effective and binding as of the date of its approval by the General Assembly of shareholders.
- (2) This policy shall be published on the Company's website to enable shareholders, the public, and stakeholders to review it.
- (3) This policy shall be reviewed periodically, as needed, by the Nomination and Remuneration Committee, and any proposed amendments shall be submitted to the Board of Directors for review and recommendation to the General Assembly for approval.

2) Remuneration of the Board of Directors, Committees, and Executive Management During the Year 2025

First: Remuneration and Allowances of the Board of Directors' Members

Name	Fixed Remuneration							Variable Remuneration						Amounts in Saudi Riyals (SAR)		
	Fixed Amount	Board Meeting Attendance Allowance	Committee Meeting Attendance Allowance	In-Kind Benefits	Remuneration for Technical, Administrative, and Consulting Services	Remuneration of the Chairman, Managing Director, or Board Secretary (if a Board Member)	Total	Percentage of Profits	Periodic Bonuses	Short-Term Incentive Plans	Long-Term Incentive Plans	Value of Granted Shares	Total	End-of-Service Gratuity	Grand Total	Expense Allowance
First: Independent Members																
Mr. Saleh Al-Afaleq	-	12,000	24,000	-	-	-	36,000	-	-	-	-	-	-	-	36,000	-
Mr. Khalid Al-Muammar	-	12,000	9,000	-	-	-	21,000	-	-	-	-	-	-	-	21,000	3,084
Mr. Hassan Kabbani	-	9,000	9,000	-	-	-	18,000	-	-	-	-	-	-	-	18,000	-
Mr. Amar Zahid	-	12,000	24,000	-	-	-	36,000	-	-	-	-	-	-	-	36,000	66,030
Total	-	45,000	66,000	-	-	-	111,000	-	-	-	-	-	-	-	111,000	69,114
Second: Non-Executive Members																
Mr. Abdulmohsen Al-Othman	-	12,000	-	-	-	-	12,000	-	-	-	-	-	-	-	12,000	-
Mr. George Abraham	-	9,000	24,000	-	-	-	33,000	-	-	-	-	-	-	-	33,000	-
Eng. Abdulaziz Al-Othman	-	12,000	-	-	-	-	12,000	-	-	-	-	-	-	-	12,000	-
Total	-	33,000	24,000	-	-	-	57,000	-	-	-	-	-	-	-	57,000	-
Third: Executive Members																
N/A (No Executive Members)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Second: Remuneration and Allowances of Committee Members

Name	Fixed Remuneration	Attendance Allowance	Total	Amounts in Saudi Riyals (SAR)
First: Audit Committee				
Mr. Saleh Al-Afaleq	75,000	15,000	90,000	
Dr. Sulaiman Al-Sakran	75,000	15,000	90,000	
Mr. Waleed Al-Othaimeen	75,000	15,000	90,000	
Total	225,000	45,000	270,000	
Second: Nomination and Remuneration Committee				
Mr. Khalid Al-Muammar	75,000	9,000	84,000	
Mr. Saleh Al-Afaleq	-	9,000	9,000	
Mr. Hassan Kabbani	75,000	9,000	84,000	
Total	150,000	27,000	177,000	
Third: Executive Committee				
Mr. George Abraham	75,000	24,000	99,000	
Mr. Amar Zahid	75,000	24,000	99,000	
Total	150,000	48,000	198,000	

Third: Remuneration of Executive Management:

	Fixed Remuneration				Variable Remuneration						Amounts in Saudi Riyals (SAR)		
	Salaries	Allowances	In-Kind Benefits	Total	Periodic Bonuses	Profits	Short-Term Incentive Plans	Long-Term Incentive Plans	Value of Granted Shares	Total	End-of-Service Gratuity	Total Remuneration of Executive Board Members	Grand Total
Total Executive Management, including the CEO and CFO	7,224,937	2,349,998	-	9,574,934	667,859	-	-	-	-	667,859	308,619	-	10,551,412
Total	7,224,937	2,349,998	-	9,574,934	667,859	-	-	-	-	667,859	308,619	-	10,551,412

3) The relationship between the remuneration granted and the applicable remuneration policy, and disclosure of any material deviation from this policy.

Takween is committed to applying the remuneration policy in accordance with the applicable laws and regulations when granting remuneration, and no material deviations from such policy have been identified, as illustrated in the remuneration table above.

4) Disclosure of any arrangements or agreements under which any member of the Company's Board of Directors or any Executive Management waived any remuneration.

The Board of Directors, pursuant to its resolution, approved the recommendation of the Nomination and Remuneration Committee not to grant any remuneration to the Board members for the year 2025, in line with the prevailing practice given the weak performance achieved during the year.

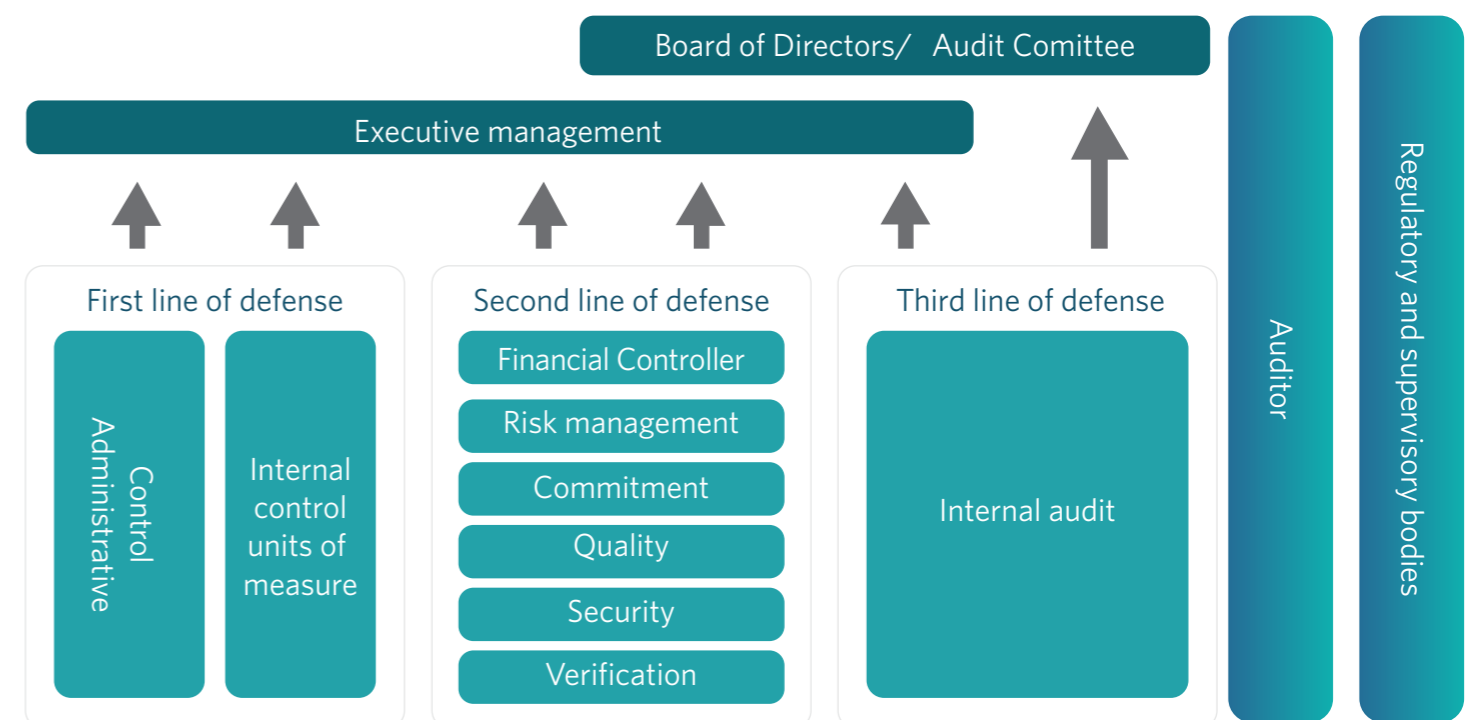
Risk Management

1) Information related to any risks faced by the Company, whether operational, financial, or market risks, and the policy for managing and monitoring such risks.

Given the importance of the role played by the risk management function within the Company, and in recognition by the Board of Directors and its emanating committees of the significance of this function, the Board of Directors approved the establishment of a Risk Management Unit responsible for identifying, monitoring, and mitigating the Company's key risks. To this end, the Board approved the Risk Management Policy, which defines the general framework governing this function and the procedures for implementing the policy, in addition to approving the Risk Appetite, which determines the level of risk acceptance based on the classifications adopted under the policy and its procedures. The key responsibilities of the Risk Management Unit are summarized as follows:

- (1) Reviewing the risk management framework prior to its approval by the Board of Directors.
- (2) Developing methodologies for identifying, measuring, monitoring, and controlling various types of risks.
- (3) Implementing the risk management strategy, in addition to developing policies and procedures to address all types of risks.
- (4) Studying and analyzing all types of risks faced by the Company.
- (5) Promoting risk awareness among the Company's employees and its subsidiaries.

Coordination is maintained between the Risk Management Unit and the Internal Audit Department with respect to the risks identified in internal audit reports and the measures taken to mitigate them. The Risk Management Unit performs its role as part of the Company's second line of defense and works, in coordination with a number of other departments and functions, to protect the Company from strategic risks, operational risks, financial risks, and other related risks.



The following are the types of risks that the Company may face based on its operational activities and the nature of its business. These include risks related to the Company's business and operations, market-related risks, and risks related to the legislative, regulatory, and legal environment.

A) Risks Related to the Company's Business and Operations:

1) Risks related to the Group's ability to implement its expansion strategy:

The Group's future performance depends on the effective implementation of its business plans and growth strategies, which include manufacturing new products and expanding the range of products produced by the Group through the construction, preparation, and development of production lines. The Group's failure to properly implement its business plans and growth strategies or to establish the required production lines in an appropriate manner, or the withdrawal or negligence of supervising companies, may have a material adverse impact on the Group's operations and financial position.

2) Transportation-related risks:

The Company does not own a dedicated transportation fleet to deliver its products to customers and therefore outsources this activity to specialized transportation companies. Any amendments or changes to transportation regulations or statutory requirements applicable to the transportation of the Company's products may affect its ability to supply products to markets and customers, which would have a negative impact on its results, operations, future prospects, and financial position.

3) Customer concentration risks:

The Group's business relies primarily on sales to a number of key customers. Any decrease in demand from these key customers would lead to a decline in sales, which would negatively affect the Company's net profits. This, in turn, would adversely impact the Group's future position, financial results, outlook, financial condition, and share price.

4) Risks related to reliance on key suppliers:

The Group relies largely on a limited number of key suppliers for the supply of raw materials (such as polypropylene, polystyrene, polyethylene, and polyethylene terephthalate). Such reliance on key suppliers may have a negative impact, whether in terms of pricing or the Company's ability to manufacture its products in the event that suppliers cease to provide the required raw materials.

5) Risks related to machinery and equipment:

The Group's industrial facilities comprise several highly complex production lines and machinery used in the manufacture of plastic products and non-woven fabrics. Any malfunction, breakdown, or sudden interruption in the operation of these lines or machinery may negatively affect the Company's production during the period of such malfunction, breakdown, or interruption, and consequently adversely impact the Company's business, outlook, and operating results throughout the production stoppage period. Such impact would be material if the disruption continues for an extended period or if more than one production line ceases operation simultaneously.

6) Risks related to volatility in the prices of raw materials, energy, and water relied upon by the Company:

The Company's sales and profitability depend on the cost of raw materials, which are subject to price fluctuations and availability. An increase in prices would lead to higher raw material costs, and the Company's performance will depend in part on its ability to pass such cost increases on through product pricing. The Company cannot guarantee stability or non-increase in raw material prices, and any such increases would negatively affect its business, future outlook, financial position, and operating results.

B) Market-Related Risks:

1) Risks related to fluctuations in foreign exchange rates:

The results of the Company's subsidiary in the Arab Republic of Egypt, New Marina, may be adversely affected if the value of the Egyptian pound declines following the flotation decisions taken by the Egyptian government during 2022. Such decisions had a negative impact on the availability of U.S. dollars to secure raw materials and contributed to an increase in the cost of the Company's products. Any change in monetary policy may further increase the difficulty of maintaining the Company's ability to purchase imported materials required for production operations (paid in U.S. dollars) or to conclude commercial transactions efficiently, which may negatively affect the Company's profitability and operating results. This would also be reflected in the value of the Company's assets denominated in Egyptian pounds.

2) Risks related to changes in the plastics industry market:

Fluctuations in a number of market factors may adversely affect the Company's results. Such factors include local economic conditions and consumption patterns. In particular, periods of economic recession or weak sustainable growth may limit demand for food, juice, or dairy products, thereby reducing demand for plastic packaging products produced by the Company, which would negatively impact the Company's sales and results.

3) Competition-related risks:

The Company operates in a highly competitive environment, in addition to the impact of the Group's pricing policies on its financial performance in light of competitors' pricing. Furthermore, an increase in the supply of the products manufactured by the Company compared to demand may exert downward pressure on prices, thereby adversely affecting the Company's business, future prospects, operating results, and financial position. The Company's competitive ability depends on the differentiation of its subsidiaries' products from other products available in the market by offering high-quality products at competitive prices. The Company cannot guarantee its ability to keep pace with and rapidly adapt to evolving industry trends or changing market requirements, which may negatively affect its financial results and profitability.

C) Risks Related to the Legislative, Regulatory, and Legal Environment:

1) Risks related to amendments to laws and regulations:

The Company's operations are subject to the applicable laws and regulations in the countries in which it operates, most notably the Kingdom of Saudi Arabia and the Arab Republic of Egypt. The regulatory environment in which the Company operates may be subject to changes that could affect the Company's operations and limit the development of its business. If new laws or regulations impose additional requirements, or require the Company or its subsidiaries to amend their products or operations to comply with such requirements, this would result in increased product costs and would negatively impact the Company's profits, cash flows, business, future prospects, operating results, and financial position.

2) Risks related to environmental laws and standards:

The Group's activities in the manufacturing sector require compliance with environmental laws, regulations, and instructions governing various aspects, including environmental standards, occupational health, and the safety of industrial facilities and their employees. The Group's manufacturing operations may generate waste and pollutant emissions which, if not properly controlled, could pose risks of water contamination and adverse impacts on air quality, resulting in harm to the environment and human health. Failure to fully comply with environmental laws and regulations may expose the Group to violations, fines, or penalties imposed by regulatory authorities, which could negatively affect its operations by limiting revenue growth or suspending operations or licenses.

3) Risks related to non-compliance with new laws and procedures:

The current Companies Law imposes certain new requirements with which the Group must comply. The Company has amended its bylaws to comply with the requirements of such law. The Capital Market Authority and the Ministry of Commerce continue to issue new corporate governance regulations and procedures relating to general assemblies and boards of directors. Failure or delay in compliance may expose the Company to penalties for violating mandatory rules and regulations issued by regulatory authorities, which may have a material adverse effect on the Group's business, financial position, and operating results.

4) Litigation and legal disputes:

In the ordinary course of business, the Group may be subject to claims and lawsuits related to its operations. The Company cannot guarantee that disputes will not arise between it and other parties, such as suppliers, distributors, customers, or others, which may result in legal proceedings before competent judicial authorities. Accordingly, the Group may be exposed to legal claims before judicial and quasi-judicial bodies. Naturally, the Company cannot predict the outcomes of such claims when they arise, nor can it guarantee that they will not have a material adverse effect on its business, financial position, and operating results. In addition, the Company cannot accurately estimate the cost of litigation, particularly in light of the introduction of a new system imposing court fees payable upon filing a claim, borne by the losing party, or shared equally by both parties in the event of settlement. Such fees amount to 5% of the claim value, subject to a maximum of SAR 1 million, and became effective as of 13/03/2022. The Company cannot be certain of the legal proceedings that may be initiated by or against it, nor of their final outcomes or the judgments issued therein, including any compensation or penalties. Any adverse outcomes of such cases may negatively affect the Company.

5) Risks related to agreements governed by foreign laws and subject to foreign courts or international arbitration:

In the course of its business, the Group has entered into several agreements governed by foreign laws other than Saudi law, and such agreements provide that any disputes arising therefrom shall be referred to foreign courts or international arbitration. In the event of a dispute with any contracting party and the issuance of a foreign court judgment or arbitration award against the Company or its subsidiaries pursuant to the applicable foreign law, the legal and financial consequences arising from such judgment or award may be greater than if the judgment had been issued by Saudi courts under applicable Saudi law, which would negatively affect the Company's operating results and financial position.

Dividend Distribution

1) Description of the Company's Dividend Distribution Policy:

First: Dividend Distribution

1. The Company's annual net profits shall be distributed after deducting all general expenses and other costs, in addition to reserves (if any), and the remuneration and compensation of the Board of Directors.
2. The General Assembly shall determine the percentage to be distributed to shareholders from the net profits after deducting reserves (if any).
3. The Ordinary General Assembly, based on a proposal by the Board of Directors, may allocate a certain percentage of net profits to form one or more reserves for specific purposes to be determined in the General Assembly's resolution, and the competent authority may set controls for the formation of such reserves. In all cases, the allocation percentage shall not exceed (10%) of the net profits.
4. The Ordinary General Assembly, when determining the share of profits per share, may decide to form additional reserves to the extent that serves the Company's interest or ensures, as far as possible, the distribution of stable dividends to shareholders.
5. The General Assembly may also deduct from net profits amounts to achieve social purposes for the Company's employees, such as establishing social institutions for employees or supporting existing such institutions.

Second: Dividend Entitlement

1. A shareholder shall be entitled to dividends in accordance with the resolution of the General Assembly in this regard, which shall specify the entitlement date and the distribution date. Dividend entitlement shall be for shareholders registered in the shareholders' register at the end of the day specified for entitlement.
2. The Board of Directors shall implement the General Assembly's resolution regarding dividend distribution to registered shareholders within a period not exceeding fifteen (15) days from the dividend entitlement date specified in the General Assembly's resolution, or the Board of Directors' resolution approving interim dividend distribution, as applicable.

Third: Annual and Interim Dividend Distribution

1. The Company may distribute annual or interim dividends (semi-annual or quarterly) from distributable profits to shareholders, subject to the following:
 - a. The General Assembly authorizes the Board of Directors, through an annual resolution, to distribute interim dividends.
 - b. The Company has reasonable liquidity and is able to reasonably forecast its profit levels.
 - c. The Company has distributable profits based on the latest financial statements sufficient to cover the proposed dividends after deducting any dividends previously distributed or allocated from such profits after the date of those financial statements.

2. If dividends are distributed from profits that are not distributable, the Company's creditors may claim against the Company, and the Company may claim against each shareholder—even if acting in good faith—for the refund of the amounts received. A shareholder shall not be required to refund dividends distributed to him/her even if the Company incurs losses in subsequent periods.

2) Disclosure of any arrangements or agreements under which any shareholder of the Company waived any dividend rights.

There were no arrangements or agreements under which any shareholder of the Company waived any dividend rights during the year 2025.

Financial, Operational, and Structural Results of the Company in 2025

1) Description of the Company's Significant Plans and Decisions and Future Outlook

Execution of the Transformation Strategy

During 2025, the Company continued the execution of its transformation strategy adopted at the end of 2023, which spans over a five-year horizon and aims to unlock the Company's full operational and financial potential. The year witnessed clear and tangible progress across several key strategic pillars.

Operational Consolidation

The Company implemented an operational consolidation program, which included the closure of the Jeddah facility and the transfer of production to the Al Oyoun plant, where the Preforms & Closures Center of Excellence was established. Fully commissioned and operational during 2025, this platform is expected to reach its full operational capacity in 2026, enhancing efficiency and reducing costs.

Enhancement of Manufacturing Capabilities

The Company invested in upgrading its manufacturing capabilities through the installation of advanced production systems in collaboration with leading global suppliers. This supports expansion across dairy, beverage, and petrochemical sectors, in addition to replacing legacy technologies with modern, high-performance machinery, improving product quality, increasing output, and enhancing operational efficiency.

Sustainability and Advanced Technologies

The Company ensured that its investments incorporate sustainability-driven technologies, equipping new machinery with recycling capabilities in line with its sustainability agenda and Saudi Vision 2030 objectives.

Pricing and Revenue Enhancement Strategy

The Company advanced its pricing strategy to enhance the quality and sustainability of revenues, focusing on delivering greater value to customers while strengthening long-term relationships.

Product Portfolio Optimization

The Company restructured its product portfolio, prioritizing value-added products supported by a refined go-to-market strategy aligned with evolving customer needs, thereby enhancing competitiveness.

Efficiency Improvement and Cost Optimization

The Company continued to implement efficiency and cost optimization initiatives through procurement rationalization, supplier diversification, and the adoption of advanced hedging mechanisms, strengthening cost stability and creating value for both the Company and its customers.

Expansion of Strategic Partnerships

The Company expanded its strategic partnerships, including the signing of a Memorandum of Understanding with Amcor China, enabling representation in Saudi Arabia and the wider Middle East, and supporting the expansion of its product offering and regional presence.

Re-acquisition of SAAF and Strengthening Presence in the Nonwoven Segment

The Company signed a Memorandum of Understanding with Jofo Nonwovens to support the re-acquisition of a 70% stake in SAAF, reinforcing its strategic focus on the nonwoven segment.

Business Development and Growth Opportunities

The Company established a dedicated Business Development function to identify new growth opportunities and develop value-added projects, supporting sustainable expansion and leveraging internal capabilities.

Strengthening Market Presence

The Company enhanced its market presence by participating in key international and regional exhibitions, including K Show, Gulfood Manufacturing, and Saudi Manufacturing Expo, showcasing its capabilities and renewed corporate identity.

Capital Structure

From a financial perspective, the Company initiated a debt restructuring program aimed at optimizing its capital structure. Despite ongoing financing cost challenges, operational performance, including gross margin and EBITDA, demonstrated a positive upward trend, reflecting the impact of the Company's strategic and operational initiatives.

2026 Outlook

The Company looks ahead to 2026 with a focus on building upon the progress achieved in 2025, aiming to translate its strategic and operational initiatives into sustainable financial and operational results. Continued improvements in operational efficiency are expected, supported by the full ramp-up of the Al Oyoum Center of Excellence, which is anticipated to positively impact cost structure and profitability margins.

The Company will also continue to enhance revenue quality by focusing on value-added products and refined pricing strategies, while strengthening relationships with existing customers and capturing new market opportunities.

As part of its financial strategy, the Company will continue executing its debt restructuring program to improve its capital structure and reduce financing cost pressures over the medium to long term.

In parallel, the Company will continue to explore growth and expansion opportunities, including advancing the SAAF transaction and strengthening its position in the nonwoven segment.

2) Description of the Company's principal activities and those of its subsidiaries, including the impact of each activity on the Company's business volume and contribution to results, as well as the name of each subsidiary, its capital, the Company's ownership percentage therein, its principal activity, the country of its main operations, and the country of incorporation.

Takween Advanced Industries Company is one of the leading companies in the basic materials sector in the Kingdom of Saudi Arabia. Its principal activity is the manufacture of plastic containers and packaging through four subsidiaries engaged in the production of preforms, plastic bottles of various capacities, bottle caps and closures, packaging systems, as well as plastic bags, cups, and films to meet the needs of local and regional markets.

In addition, as a non-core activity, Takween holds a 100% stake in a Saudi associate company specialized in the production of nonwoven fabrics used in healthcare, industrial, and medical applications, such as surgical drapes and medical garments. This investment enhances the diversification of the Company's portfolio and its ability to serve a wider range of market requirements.

Takween is an ambitious company that continuously seeks to develop its products and services in line with market needs, thereby reinforcing its position as a trusted partner in the manufacturing and converting industries.

Main Activities: Plastic Packaging and Bottling Sector:

Company Name	Legal Form	Principal Activity	Share Capital	Ownership Structure	Country of Incorporation	Country of Main Operations
Saudi Plastic Packaging Systems (PLASTICO)	One-Person Limited Liability Company	Plastic Packaging and Bottling Sector	SAR 342.4 million	100% - Takween Advanced Industries Company	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
Al Sharq Plastic Industries	One-Person Limited Liability Company	Plastic Packaging and Bottling Sector	SAR 61.7 million	100% - Takween Advanced Industries	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
PET Preform Manufacturing LTD	One-Person Limited Liability Company	Plastic Packaging and Bottling Sector	SAR 1.0 million	100% - Takween Advanced Industries Company	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia
New Marina Plastic Industries	Closed Egyptian Joint Stock Company	Plastic Packaging and Bottling Sector	EGP 90 million	99.60% - Takween Advanced Industries Company 0.20% - Saudi Plastic Packaging Systems Company 0.20% - Sharq Plastic Industries Company	Egypt	Egypt

Non-Core Activities: Nonwoven Fabrics Sector

Company Name	Legal Form	Principal Activity	Share Capital	Ownership Structure	Country of Incorporation	Country of Main Operations
Advanced Fabrics Factory Company (SAAF)	Limited Liability Company	Manufacturing of nonwoven fabrics for healthcare, industrial, and medical applications, such as surgical drapes, medical garments, and alcohol-resistant fabrics	SAR 184.8 million	30% - Takween Advanced Industries Company 70% - Jofo Nonwovens Co., Ltd. (Chinese Limited Liability Company)	Kingdom of Saudi Arabia	Kingdom of Saudi Arabia

Main Activities and Their Impact on Business Volume and Results

SAR ('000)

Net Profit / (Loss) of the Activity	Percentage of the Company's Net Profit / (Loss)
Main Activities: Plastic Packaging and Bottling Sector: (59,687)	89%
Non-Core Activities: Nonwoven Fabrics Sector (27,270)	11%
Net Profit / (Loss) of the Company (86,957)	100%

The results exclude the goodwill impairment loss of SAR 115 million.

3) A summary of the Company's assets, liabilities, and operating results over the last five financial years.

Balance Sheet

SAR ('000)

Item	2025	2024	2023	2022	2021
Assets					
Non-Current Assets	729,367	862,243	862,624	941,296	1,025,512
Current Assets	371,388	339,722	441,776	710,360	662,102
Total Assets	1,115,306	1,244,025	1,304,400	1,651,656	1,687,614
Equity and Liabilities					
Total Equity	190,854	391,637	203,753	434,626	606,968
Liabilities					
Non-Current Liabilities	284,456	155,140	69,749	113,182	160,189
Current Liabilities	639,996	697,248	1,030,898	1,103,848	920,457
Total Liabilities	924,452	852,388	1,100,647	1,217,030	1,080,646
Total Equity and Liabilities	1,115,306	1,244,025	1,304,400	1,651,656	1,687,614

Income Statement

SAR ('000)

Item	2025	2024	2023	2022	2021
Revenue	601,625	671,735	818,163	1,045,399	838,556
Cost of Revenue	(530,917)	(600,399)	(817,266)	(1,012,849)	(786,641)
Gross Profit	70,708	71,336	897	32,550	51,915
Administrative Expenses	(37,997)	(40,177)	(58,613)	(41,042)	(54,758)
Selling, Marketing, and Distribution Expenses	(32,173)	(40,952)	(54,223)	(58,523)	(57,430)
Movement in expected credit loss, net	4,524	-	-	-	-
Goodwill impairment loss	(115,073)	-	-	-	-
Impairment of property, plant, and equipment	-	-	(42,086)	(50,048)	-
Operating Profit/ (loss)	(112,381)	(25,270)	(154,025)	(117,063)	(60,273)
Finance Costs	(67,091)	(55,590)	(64,437)	(36,710)	(19,096)
Other Income, Net	3,514	14,747	2,311	3,394	19,718
Loss from an Associate	(27,270)	(8,385)	(6,223)	(8,470)	26,262
Loss before Zakat and Income Tax	(203,228)	(74,498)	(222,374)	(158,849)	(33,389)
Zakat and Income Tax	1,198	(1,337)	(959)	(67)	(700)
Net Profit / (Loss) for the Year	(202,030)	(75,835)	(223,333)	(158,916)	19,026

4) Geographical Analysis of Total Revenues of the Company and Its Subsidiaries.

Takween Group Sales

SAR ('000)

Total	Exports	Egypt	Western Region	Central Region	Eastern Region
601,625	93,841	13,862	89,148	295,721	109,053

Saudi Plastic Packaging Systems (PLASTICO) Sales

Total	Exports	Egypt	Western Region	Central Region	Eastern Region
451,543	30,161	13,463	83,584	222,444	101,891

Al Sharq Plastic Industries Sales

Total	Exports	Egypt	Western Region	Central Region	Eastern Region
112,854	26,453	399	5,564	73,277	7,160

New Marina Plastic Industries Sales

Total	Exports	Egypt	Western Region	Central Region	Eastern Region
37,228	37,228	-	-	-	-

5) Explanation of any material differences in operating results in 2025 compared to the results of 2024.

SAR ('000)

Item	2025	2024	Change +/-	Change %
Revenue	601,625	671,735	(70,110)	-10%
Cost of revenue	(530,917)	(600,399)	69,482	-12%
Gross profit	70,708	71,336	(628)	-1%
Administrative expenses	(37,997)	(40,177)	2,180	-5%
Selling, marketing and distribution expenses	(34,543)	(40,952)	6,409	-16%
Movement in expected credit loss, net	4,524	(15,477)	20,001	-
Goodwill impairment loss	(115,073)	-	(115,073)	-
Operating profit/(loss)	(112,381)	(25,270)	(87,111)	345%
Finance charges	(67,091)	(55,590)	(11,501)	21%
Other income, net	3,514	14,747	(11,233)	-76%
Share of loss from an associate	(27,270)	(8,385)	(18,885)	225%
Loss before zakat and income tax	(203,228)	(74,498)	(128,730)	173%
Zakat and income tax	1,198	(1,337)	2,535	-
Net loss for the year	(202,030)	(75,835)	(126,195)	166%

1) The decline in revenues during 2025 compared to 2024 is primarily attributable to lower sales volumes, in addition to changes in selling prices, which are linked to raw material prices that witnessed a decline during 2025.

2) The increase in net loss during 2025 compared to 2024 is primarily attributable to lower revenues, higher finance costs, and a decline in other income, in addition to an increase in the share of losses from an associate amounting to SAR 18.9 million during 2025, as well as the recognition of a goodwill impairment loss of SAR 115 million. Despite a decrease in the cost of sales as a percentage of revenues, a reduction in selling, marketing and distribution expenses, and a decrease in general and administrative expenses, in addition to the reversal of expected credit loss provisions and the recognition of a reversal of Zakat provision related to prior years.

3) As disclosed in Note (30) to the financial statements, the loss per share for the financial year ended 31 December 2025 was calculated by dividing the net loss for the period amounting to SAR 202,030 million by the weighted average number of shares of 76,465 million shares, resulting in a loss per share of SAR 2.64. The loss per share for the financial year ended 31 December 2024 has also been restated by dividing the net loss for the period amounting to SAR 75,835 million by the weighted average number of shares of 72,510 million shares, resulting in a loss per share of SAR 1.05.

4) Accumulated losses reached 65.43% of the Company's share capital, primarily due to the losses incurred during the financial year ended 31 December 2025, which include a goodwill impairment loss of SAR 115 million, as well as an increase in the share of losses from the associate SAAF amounting to SAR 18.9 million during 2025. In this regard, the Company confirms its compliance with the instructions issued by the Capital Market Authority concerning listed companies whose accumulated losses reach 50% or more of their share capital. The Company also complies with the provisions of Article (132) of the Companies Law, which stipulates that if the losses of a joint stock company reach half of its issued capital, the Board of Directors shall disclose this fact and its recommendations regarding such losses within (60) days from the date it becomes aware thereof, and shall call for an Extraordinary General Assembly meeting within (180) days from the date of such knowledge to consider the continuation of the Company and to take any necessary measures to address such losses or to dissolve the Company.

The Board of Directors was notified of the accumulated losses on 28 April 2026. Accordingly, the deadline for the Board to disclose its recommendations is 27 June 2026, while the deadline to call for an Extraordinary General Assembly meeting to address the accumulated losses is 27 October 2026.

6) Disclosure of any deviation from the accounting standards approved by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

There were no deviations in the procedures applied in preparing the Company's financial statements from the accounting standards approved by the Saudi Organization for Chartered and Professional Accountants (SOCPA) for the year ended 31 December 2025.

7) Details of shares and debt instruments issued by each subsidiary.

The subsidiaries of Takween did not issue any shares or debt instruments during the financial year 2025.

8) Information on the Company's Borrowings.

Name of Loan Gruantor	Principal Amount of Loan	Opening balance	Term of Loan	Amounts (Paid)/received of the Loan within the year	Loan Remaining Amount	Total Indebtedness if the company and its Subsidiaries
Saudi Awwal Bank (SAB)	35,000	(43,367)	1 year(Renewal)	11,854	(31,513)	(31,513)
Saudi National Bank (SNB)	100,000	(115,000)	1 year(Renewal)	15,000	(100,000)	(100,000)
Bank of Bahrain & Kuwait (BBK)	85,000	(83,833)	1 year(Renewal)	7,712	(76,121)	(76,121)
Saudi Exim	55,000	(55,000)	-	55,000	-	-
Banque Saudi Fransi (BSF)	40,000	(40,000)	1 year(Renewal)	-	(40,000)	(40,000)
Riyadh Bank	37,000	(37,000)	1 year(Renewal)	-	(37,000)	(37,000)
Riyadh Bank	31,451	(31,451)	5 years	7,398	(24,053)	(24,053)
Banque Saudi Fransi (BSF)	30,000	(30,000)	4 years	5,000	(25,000)	(25,000)
Emirates NBD	80,000	(78,000)	4 years	17,500	(60,500)	(60,500)
Saudi National Bank (SNB)	15,000	-	1 year	(7,530)	(7,530)	(7,530)
SUKUK	83,336	(40,000)	4 years	(43,336)	(83,336)	(83,336)
Bank Albilad	110,503	-	5 years	(110,503)	(110,503)	(110,503)
TOTAL	702,290	(553,651)	-	(41,905)	(595,556)	(595,556)

9) Description of the classes and numbers of any convertible debt instruments and any contractual securities, warrants, subscription rights, or similar rights issued or granted by the Company during the year 2025.

The Company did not issue or grant during the year 2025 any convertible debt instruments, contractual securities, warrants, subscription rights, or similar rights.

10) Description of any conversion or subscription rights under any convertible debt instruments, contractual securities, warrants, or similar rights issued or granted by the Company.

The Company did not grant any conversion or subscription rights under any convertible debt instruments, contractual securities, warrants, or similar rights issued or granted during the year 2025.

11) Description of any redemption, purchase, or cancellation by the Company of any redeemable debt instruments, and the value of the remaining securities.

There were no redemption, purchase, or cancellation transactions by the Company or its subsidiaries of any redeemable debt instruments during the year 2025.

12) Disclosure of the value of statutory payments paid and payable in respect of Zakat, taxes, fees, or any other dues that remained unpaid as at the end of the year 2025.

Item	2025		Description	Justifications
	Paid in 2025	Outstanding as at 31/12/2025		
Zakat	-	-	No Zakat payable	-
Value Added Tax	35,389,388	5,671,472	Value Added Tax (VAT)	Withholding tax for the year 2025
General Organization for Social Insurance (GOSI)	3,443,158	306,610	Employees' social insurance contributions	Pension and occupational hazards contributions for the year 2025
Saudi Customs	3,119,820	8,750	Customs duties payment	Import duties payable
Visa and Passport Fees	1,001,473	-	Recruitment / visas / sponsorship transfer	Government fees
Saudi Exchange (Tadawul)	180,425	-	Shareholders' register maintenance fees	Service fees under the Saudi Capital Market Law
Saudi Exchange (Tadawul)	400,000	-	Listing fees	Service fees under the Saudi Capital Market Law

13) If the external auditor's report includes any qualifications on the annual financial statements, the Board of Directors' report shall disclose such qualifications, the reasons thereof, and any related information.

The auditor has issued an unmodified opinion on the Company's financial statements as of 31 December 2025.

14) Disclosure of the value of any investments or reserves established for the benefit of the Company's employees.

There were no investments or reserves established for the benefit of the Company's employees during the year 2025.

Other Information

1) The number of the Company's requests for the shareholders' register, the dates of such requests, and the reasons thereof.

Number	Date	Justifications
1	19/05/2025	Company Procedures
2	01/10/2025	Company Procedures
3	17/12/2025	General Meeting

2) Applied and non-applied provisions of the Corporate Governance Regulations.

Guiding Provisions Not Applied and the Reasons for Non-Application:

Article / Clause Number	Article Title	Article/ Clause Provision	Reasons for Non-Application
Articles 67, 68, and 69	Formation of the Risk Management Committee, Its Mandates, and Meetings	A committee titled the "Risk Management Committee" shall be formed by a resolution of the Company's Board of Directors. The Chairman and the majority of its members shall be non-executive members of the Board of Directors, and its members shall possess an appropriate level of knowledge in risk management and financial matters.	An executive committee chaired by the Chief Executive Officer, named the Risk Monitoring Committee, has been formed and comprises senior executives. The Committee submits its periodic reports to the Audit Committee. The Committee is composed of the following members: Chief Executive Officer – Chairman Chief Financial Officer – Member Head of Investor Relations and Corporate Governance – Member Head of Internal Audit – Observer The Company's corporate governance framework includes a dedicated Risk Committee Charter approved by the General Assembly. Where necessary, the Board of Directors shall form a Risk Committee, the Chairman and the majority of whose members shall be members of the Board of Directors.
Article 82	Employee Incentives	The Company establishes development and incentive programs to enhance employee participation and performance. Such programs shall, in particular, include the following: 1. Forming committees or holding specialized workshops to listen to employees' views and engage them in discussions on matters and topics related to significant decisions. 2. Employee share ownership programs or profit-sharing schemes, retirement programs, and the establishment of an independent fund to finance such programs. 3. Establishing social institutions for the Company's employees.	Partially applied. Paragraph (1) has been applied, and a Reporting Committee has been formed to carry out the role of listening to employees' views and engaging them in discussions on matters and topics related to significant decisions. Paragraphs (2) and (3) will be applied when the need arises and once the Company is ready to meet the requirements of the Article.
Article 85	Social Responsibility Initiatives	The Board of Directors establishes programs and determines the necessary means for launching the Company's social responsibility initiatives, including the following: 1. Developing performance indicators that link the Company's performance to the social responsibility initiatives it undertakes, and benchmarking such performance against companies with similar activities. 2. Disclosing the social responsibility objectives adopted by the Company to its employees and raising their awareness and understanding thereof. 3. Disclosing plans for achieving social responsibility in periodic reports related to the Company's activities. 4. Establishing community awareness programs to promote the Company's social responsibility initiatives.	The Company has several initiatives currently underway aimed at implementing comprehensive programs that cover the full scope of social initiatives and corporate social responsibility.
Article 92	Formation of the Corporate Governance Committee	If the Board of Directors forms a committee specialized in corporate governance, it shall delegate to it the powers prescribed under Article Ninety-One of these Regulations. Such committee shall monitor matters related to the application of corporate governance and provide the Board of Directors, at least annually, with the reports and recommendations it reaches.	The Company has a Corporate Governance Department under the Investor Relations function, which is responsible for implementing effective corporate governance practices and submitting periodic reports to the Board of Directors. The Company is prepared to meet the requirements of this Article.

3) Any penalty, sanction, precautionary measure, or provisional restriction imposed on the Company by the Authority or by any supervisory, regulatory, or judicial body.

There were no penalties, sanctions, precautionary measures, or provisional restrictions imposed on the Company by the Authority or by any supervisory, regulatory, or judicial body.

4) Company Declarations:

The Board of Directors of Takween Advanced Industries Company declares the following:

1. The accounting records have been properly prepared.
2. The internal control system has been established on sound bases and has been implemented effectively.
3. There is no material doubt regarding the Company's ability to continue as a going concern.