

# 2024

Annual Report

Saudi  
Tadawul  
Group

Towards a  
**Growing  
Future**





## **King Salman Bin Abdulaziz Al Saud**

Custodian of the Two Holy Mosques



His Royal Highness

**Mohammed Bin Salman Bin Abdulaziz Al Saud**

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Crown Prince, Prime Minister, Chairman of the Council of  
Economic and Development Affairs

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**In a year of decisive progress, Saudi Tadawul Group achieved transformative milestones, accelerating towards its vision of becoming a world-leading holding group bridging global investors and regional economies. Through strategic expansion, infrastructure enhancement, and financial innovation, the Group reinforced its catalytic role in advancing the Kingdom's capital markets and contributing to the goals of Vision 2030. Forging global partnerships and embracing cutting-edge technologies, Saudi Tadawul Group is propelling the Kingdom towards its ambition to be a premier global financial hub.**

## Reporting Period and Boundary

This Annual Report is focused on the 12-month period from 1 January 2024 to 31 December 2024, which is consistent with the conventional annual reporting cycle. The Report covers the financial and operational aspects of the Saudi Tadawul Group, including its subsidiaries portfolios; The Saudi Exchange Company (Saudi Exchange), the Securities

Depository Center Company (Edaa), the Securities Clearing Center Company (Muqassa) and Tadawul Advanced Solutions Company (WAMID). The Report has been issued in both Arabic and English, and in the event of any discrepancy the Arabic version shall prevail.



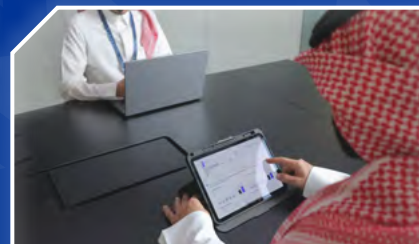
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## Annual Report Content Channels

The end-to-end interactive online HTML version of the Annual Report is identical to the PDF version, while it includes features for ease of finding, extracting, and sharing information.



The PDF version of the Annual Report, which may be downloaded from the website.

<https://annualreport.tadawulgroup.sa/Resources/AnnualReport2024/>

# Overview

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01



Saudi Tadawul Group has established itself as a regional leader, driving growth through innovation, strategic expansion and global partnerships. With a clear vision for the future, the Group continues to enhance market infrastructure, unlock new opportunities and solidify Saudi Arabia's position as a leading global financial hub. Aligned with the Kingdom's ambitious Vision 2030, it remains committed to evolving its offerings and shaping the future of the financial sector.



# Towards a Growing Future

**Saudi Tadawul Group's journey in 2024 was marked by bold expansion, groundbreaking achievements and an unwavering commitment to shaping the future of global capital markets.**

With a clear vision and a relentless drive for progress, the Group deepened its international presence, strengthened market infrastructure and advanced financial innovation, reinforcing its role as a catalyst for economic transformation. By harnessing cutting-edge technology, establishing strategic global partnerships and expanding its market offerings, it propelled towards its ambition of positioning the Kingdom of Saudi Arabia as one of the world's leading financial hubs.

This year marked the Group broadening its horizons across multiple frontiers - bridging capital flows between East and West, enhancing connectivity through landmark acquisitions and strengthening the Saudi capital market's stature on the global stage. The successful launch of new financial instruments, major infrastructure enhancements and increased international investor participation highlighted the

strength of its strategic direction. From driving liquidity and diversification in the debt and equity markets to spearheading sustainability and digital transformation, Saudi Tadawul Group set new benchmarks for excellence, adaptability and resilience.

As the Group accelerates towards the next phase of its vision, it remains committed to fostering a dynamic, transparent and inclusive financial ecosystem. By continuing to innovate, strengthen global partnerships and create value for issuers, investors and Stakeholders, Saudi Tadawul Group is going beyond responding to market trends - it is shaping them. Looking ahead, it is poised to further its ambitions, unlocking new opportunities that will solidify the Kingdom's position as a premier global financial center and a driving force behind the Kingdom's economic future.



# About the Group

**Saudi Tadawul Group is working to develop an advanced capital market as part of its commitment towards realizing the objectives of the Financial Sector Development Program (FSDP), and its efforts to create a thriving financial sector that contributes to supporting and achieving the ambitious Kingdom Vision 2030. The Group's transformation in 2021 into a Holding Group represented a key milestone in this initiative.**



## Vision

To be a world leading holding group fostering the development of a diverse Saudi capital market, and a bridge between global investors and regional economies.



## Mission

As part of its 2030 Vision, Saudi Tadawul Group is helping the Kingdom build a thriving economy with a technologically advanced and integrated capital market at its center.



## Values

### Look ahead

We keep things moving, staying focused on the future and what it has to offer. We anticipate change and are one step ahead of others.

### Aim high

Raising the bar means improving and adapting as we go. We operate with integrity and commit to progress in every way. We are always striving to advance our thinking and capabilities.

### Challenge conventions

We are inquisitive, ask questions and challenge the status quo, never afraid to find new ways to create what's different and better.

### Make things happen

Our heads are in the sky, but our feet are on the ground. We build high levels of trust and follow through to get things done. We keep our promises.

Following the transformation into a Holding Group structure, Saudi Tadawul Group became the parent company with a portfolio of 4 fully owned subsidiaries including the Saudi Exchange Company (Saudi Exchange), the Securities Depository Center Company (Edaa), the Securities Clearing Center Company (Muqassa) and the Tadawul Advanced Solutions Company (WAMID), an applied technology services business and the innovation arm of Saudi Tadawul Group.

In alignment with the Group's growth strategy and diversification ambitions as outlined in its strategic plan, the Group announced in June 2024 the completion of its acquisition of a 32.6% strategic stake in DME Holdings Limited. Subsequently, DME Holdings Limited has been rebranded as Gulf Mercantile Exchange (GME). This step supports the Group's strategic move towards leveraging the Middle East's geographic proximity to both key commodity production hubs and end-markets. This transaction will unlock further opportunities in the energy, metals and agricultural commodity markets and will support the ongoing transition to a sustainable economy through the launch of next-generation derivative contracts.

As previously announced in May 2023, the Group announced the completion of its first inorganic growth towards achieving

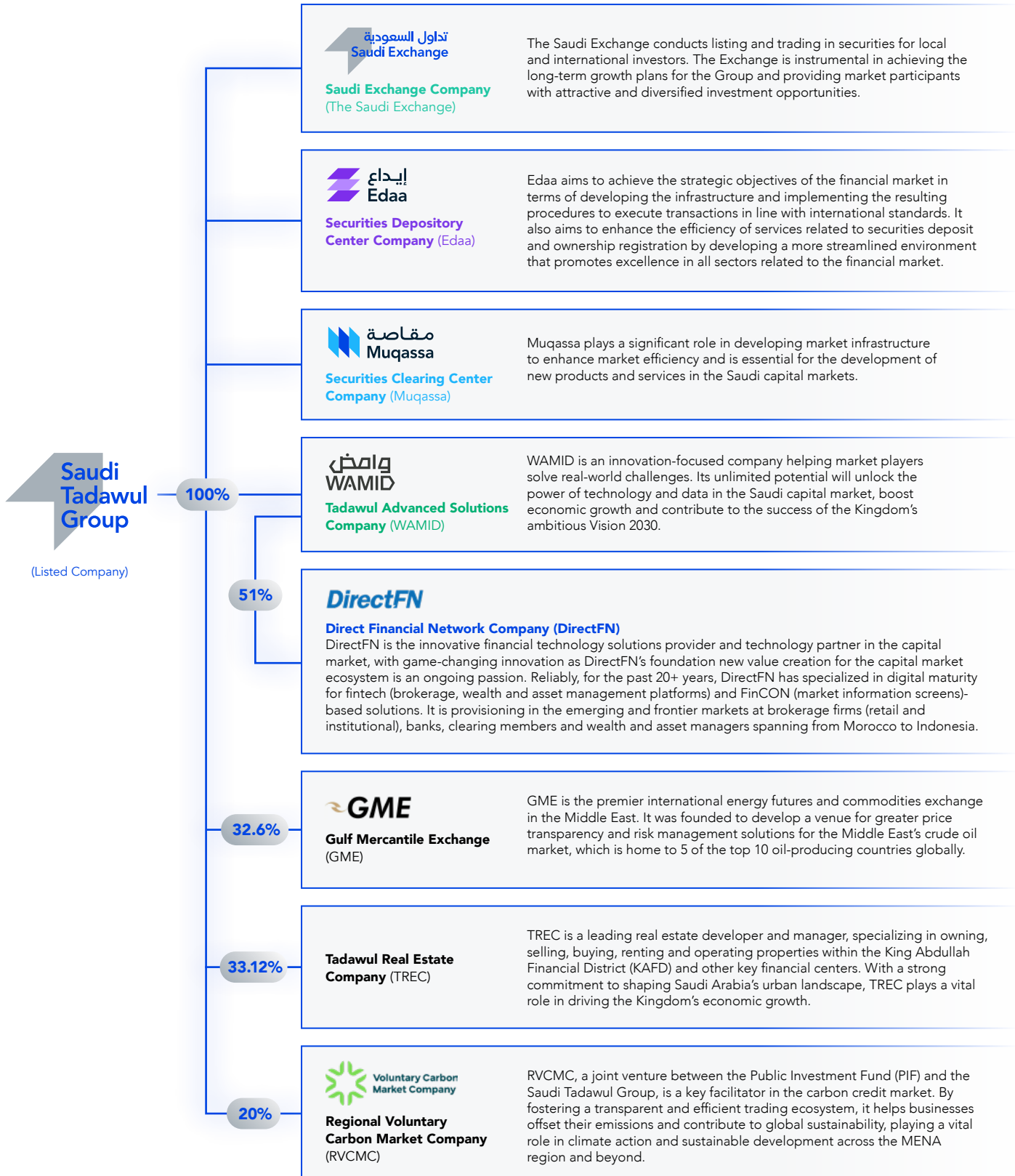
sustainable growth by acquiring a 51% stake in Direct Financial Network Company (DirectFN) by WAMID, which reflects the Group's ambitious strategy to create an opportunity to build new capabilities, elevate innovation in the regional capital markets and diversify revenue.

The Group benefits from its vertically integrated and diversified business model between its subsidiaries, ensuring efficient operations and the independence of each subsidiary. This facilitates the introduction of best-in-class services to all market participants, diversification of investment opportunities and the continued development of the Saudi capital market.

Advancing the Saudi capital market's infrastructure is one of the Group's objectives, in line with global best practices, while solidifying Saudi Arabia's position as an emerging market leader, a technologically advanced and attractive sophisticated global investment destination, and the gateway to the Middle East and North Africa (MENA) region.

The Group will remain one of the enabling forces for the Saudi economy and one of the main pillars for implementing the Financial Sector Development Program (FSDP) objectives to boost economic growth and diversify the economy.

## Our Subsidiaries



# At a Glance

Saudi Tadawul Group continued to set new benchmarks, driving forward with ambition, innovation and a clear vision for the future. Through strategic progress, diversification and growth initiatives, and a steadfast commitment to excellence, we reinforced our position as a leading financial hub. With new milestones, global recognition and accelerated growth, we remain dedicated to shaping the future of capital markets. As we look ahead, we remain focused on unlocking new opportunities, driving progress and redefining what is possible.

## Operational Highlights

Acquired a **32.6% stake** in Dubai Mercantile Exchange (DME), rebranding it as Gulf Mercantile Exchange (GME), to strengthen regional commodities trading and enhance Saudi Arabia's role in global energy markets.

Completed the second phase of the **Post-Trade Transformation Program's (PTTP) enhancements**.



**9th**

Largest stock market globally and **1<sup>st</sup> in the MENA region**, by market capitalization.

Over **4,000** Qualified Foreign Investors (QFI).

Launched the **TASI 50** Index.



Launched **Omnibus accounts** in the Saudi debt market to enhance market attractiveness and operational efficiency.



Maintained a **100% settlement ratio** with zero clearing-member defaults.



Enhanced the **Data Monetization Program**, a cornerstone to transform data into value-added products and services.



## Financial Highlights

Operating revenue (ﷲ million)

**1,446.6** 34.8% YoY

EBITDA (ﷲ million)

**647.2** 60.5% YoY

EBITDA margin (%)

**44.7%** 19.1% YoY

Investment income (ﷲ million)

**151.1** 19% YoY

Net profit after zakat (ﷲ million)

**621.8** 59.4% YoY

Free cash flow (ﷲ million)

**532.1** 46.8% YoY

## Sustainability Highlights



**267**

training programs, with an average of 57 training hours per employee



**32%**

female workforce



**92%**

Saudization



Established the **Net Zero** 2050 project



**110**

sustainability-focused events and training sessions



Launched the

**"STG Green Initiative"**

At a Glance continued

## 2024 Awards



### 1<sup>st</sup> Place - Best Digital Annual Report for 2023 - In the Middle East

Saudi Tadawul Group was recognized for excellence in digital reporting, securing first place in the Best Digital Annual Report category at the 2023 MEIRA Conference and Awards, reaffirming the Group's commitment to enhancing transparency.



### 2<sup>nd</sup> Place - Best Printed Annual Report for 2023 - In the Middle East

Saudi Tadawul Group earned second place in the Best Printed Annual Report category at the 2023 MEIRA Conference and Awards, reflecting the Group's dedication to high-quality corporate reporting.



### Silver Excellence Award

Saudi Tadawul Group's Procurement & Facility Management Department received the Silver Excellence Award from the Human Resources Development Fund (HRDF) for the second consecutive time, reaffirming its commitment to operational excellence and talent development.

## 2024 Certificates



### ISO 20000-1:2018 IT Service Management Systems

### ISO 9001:2015 Quality Management Systems

Saudi Tadawul Group's Information Technology Division has successfully passed the annual surveillance audits for ISO 20000-1:2018 (IT Service Management Systems) and ISO 9001:2015 (Quality Management Systems), reaffirming its commitment to operational excellence.

### ISO 9001:2015 Quality Management System

### ISO 41001:2018 Facilities Management System

Saudi Tadawul Group's Procurement & Facility Management Department has reinforced its adherence to global standards by meeting the requirements for ISO 9001:2015 (Quality Management System) and ISO 41001:2018 (Facilities Management System) during the latest annual surveillance audits.

### ISO 9001:2015 Quality Management System

The Securities Clearing Center Company (Muqassa) successfully completed the annual audit and review process for ISO 9001:2015 (Quality Management System), highlighting its dedication to quality management.

# The Group Journey

**2008**

CMA approved the entry of foreign investment through swap agreements.

**2007**

- Incorporation of the Saudi Stock Exchange (Tadawul), as the sole authorized entity for securities exchange in the Kingdom of Saudi Arabia.
- Establishment of the "Main Market".

**2003**

Came under the supervision of the Capital Market Authority (CMA) as the sole regulator.

**1983**

A ministerial committee was formed to regulate and develop the market.

**1926**

Commenced as an informal financial market.

**2016**

- Incorporation of the Securities Depository Center Company (Edaa).
- Launch of the Real Estate Investment Traded Funds' (REITs) platform.

**2015**

- Qualified Foreign Investors (QFIs) are allowed to invest through the QFI framework.
- Launch of the Independent Custody framework in alignment with the best international practices and listing requirements for international indices.
- The Saudi Exchange deploys "X-Stream" trading platform in cooperation with Nasdaq.

**2010**

Launch of the Exchange Traded Funds (ETFs) platform.

**2018**

- Incorporation of the Securities Clearing Center Company (Muqassa).
- MSCI, S&P and FTSE announce the intention to include the Exchange in their emerging markets indices.
- Listing of government Sukuk and bonds on the debt instruments market.

**2009**

Establishment of the fixed- income market.

## 2017

- Establishment of Nomu - Parallel Market for the SME sector.
- Agreement with Nasdaq to revamp the Exchange's post-trade infrastructure.
- Launch of securities borrowing and lending and short selling frameworks.
- Registration of all government bonds and Sukuk in Edaa.

## 2019

- The Exchange became one of the world's 10 largest exchanges in terms of total market capitalization, with the listing of the Saudi Arabian Oil Company (Saudi Aramco).
- Complete inclusion of the Exchange in MSCI and S&P emerging markets indices and partial inclusion in the FTSE Russell Emerging Index.
- Allowing foreign listed companies to list (on a dual listing basis) on the Main Market.

## 2021

- The Saudi Stock Exchange is reorganized, whereby the Company is converted into a holding company and changes its name to Saudi Tadawul Group Holding Co. and established a new company under the name Saudi Exchange to assume all listing and trading services.
- Launch of WAMID, focused on solutions and pioneering technologies.
- Launch of the Close-Ended Funds (CEFs) platform.
- Linking Clearstream with Edaa as the first International Central Securities Depository (ICSD), which allows foreign investors to invest in local listed bonds and Sukuk.

## 2020

- Muqassa obtained the CMA license as a qualified central counterparty (QCCP).
- Activated clearing derivatives with the launch of the derivatives market.
- Funds allowed to be listed on Nomu - Parallel Market.
- Completed the inclusion of the Exchange in the FTSE Emerging Index.
- Edaa launches REPO collateral transfer services.
- Listing, for the first time, Sukuk and Exchange Traded Funds (ETFs).
- Incorporation of Tadawul Advanced Solutions Company (WAMID), a subsidiary focused on technology and innovation.

## 2022

- The Saudi capital market ranked as the 9th largest global exchange in terms of market capitalization, which reached  $\text{R} 9.9$  trillion at the end of 2022.
- Completion of the first dual listing on the Saudi Exchange and Abu Dhabi Securities Exchange.
- Saudi Tadawul Group, in collaboration with the Public Investment Fund (PIF), established the Regional Voluntary Carbon Market Company.
- The completion of the enhancements to develop post-trade infrastructure, the largest bundle in the history of the Saudi capital market.

## 2023

- Completion of the 51% acquisition of DirectFN.
- Hosting the second edition of the Saudi Capital Market Forum.

# Year in Review

Saudi Tadawul Group advanced its vision through groundbreaking initiatives, global partnerships and technological innovation throughout the year, driving the Saudi capital market's growth and alignment with the Kingdom's ambitious Vision 2030 while strengthening its position as a leading global financial hub.

## January

- The **Saudi Exchange** launched the TASI 50 Index, offering both local and foreign investors broader access to a wide range of investment opportunities in Saudi Arabia's dynamic capital market.

## March

- Saudi Tadawul Group** signed an MoU with Prince Mohammed bin Salman College of Business & Entrepreneurship (MBCS) to strengthen collaboration in multiple development areas.
- Saudi Tadawul Group** was recognized as one of Saudi Arabia's 50 most socially responsible businesses by Forbes Middle East and the National Center for Responsibility and Studies.
- Edaa** signed an MoU for a strategic partnership with Ebana to develop digital solutions and explore potential collaboration areas to strengthen the capital market.

## February

- Saudi Tadawul Group** hosted the third edition of the Capital Markets Forum in Riyadh, bringing together financial sector leaders to foster collaboration and advance capital markets in line with the Kingdom's strategic vision.
- Saudi Tadawul Group** and Bahrain Bourse signed a landmark cooperation agreement to strengthen the integration between the 2 financial entities. The agreement focuses on developing infrastructure to enhance connectivity and boost liquidity across both markets.
- Edaa** contributed to the launch of Saudi Arabia's first government-backed Saving Sukuk product for individuals, initiated by the Ministry of Finance and the National Debt Management Center (NDMC).
- WAMID** expanded its co-location service, offering market participants the opportunity to co-locate their servers and equipment within the Group's Tier IV Data Center. This expansion provides the fastest access to the Saudi Exchange, ensuring the lowest latency route possible and enhancing the infrastructure of the Saudi capital market.

## April

- The **Saudi Exchange** celebrated its 400<sup>th</sup> listed security, a significant milestone in its mission to diversify and strengthen the Saudi capital market.
- Muqassa** became the first Saudi Arabian member of the International Swaps and Derivatives Association (ISDA), demonstrating its ongoing commitment to aligning risk management processes and settlements with international best practices.

## June

- **Saudi Tadawul Group** completed the acquisition of a 32.6% stake in DME Holdings, the parent company of Dubai Mercantile Exchange (DME), which was then rebranded to become Gulf Mercantile Exchange (GME).

## September

- **Saudi Tadawul Group** signed an MoU with the Qatar Stock Exchange to strengthen collaboration and drive growth across key areas of the Saudi financial market.

## November

- **Saudi Tadawul Group** launched the "STG Green Initiative", demonstrating its commitment to environmental stewardship and alignment with the Kingdom's ambitious Vision 2030.
- **Saudi Tadawul Group** successfully implemented the second bundle of its Post-Trade Transformation Program's enhancements across its subsidiaries, including Saudi Exchange, Edaa and Muqassa.
- **Saudi Tadawul Group** strengthened Saudi Arabia's financial prominence by listing Asia's first and the world's largest Saudi-focused ETF on the Hong Kong Stock Exchange, alongside strong debuts of 2 Saudi ETFs in Shanghai and Shenzhen.

## May

- **Saudi Tadawul Group** signed an MoU with the Johannesburg Stock Exchange aimed at driving growth and connecting global capital markets.
- **Saudi Tadawul Group** launched the first international edition of the Capital Markets Forum in Hong Kong, in collaboration with Hong Kong Exchanges.
- **Saudi Tadawul Group** and Sahn Capital launched the "Invest Wisely" Program, providing participants with a virtual platform to experience realistic stock market stimulations.
- **Muqassa** achieved compliance with the Principles for Financial Market Infrastructures, as assessed by Thomas Murray in the CPMI-IOSCO self-assessment, reflecting its adherence to global best practices across cash and derivatives markets, as well as the Repurchase Agreement (Repo) market.

## August

- **Saudi Tadawul Group** signed an MoU with the Children with Disability Association to support the association in its work to empower children with disabilities in the Kingdom.

## October

- **Edaa** signed an MoU with The General Authority of Awqaf to foster collaboration, combining efforts to drive innovation and achieve shared objectives.

## December

- **Saudi Tadawul Group** received 1<sup>st</sup> and 2<sup>nd</sup> place for its 2023 Annual Report in the digital and print categories respectively at the MEIRA IR Awards.
- **Saudi Tadawul Group** won the Human Resources Development Fund 'Silver Excellence Award' for the second time, underscoring its commitment to developing a highly skilled Saudi workforce.

# Investment Case

**Saudi Tadawul Group stands as a pioneering paradigm of transformative financial capital markets, embodying a bold vision that is innovative yet deeply rooted in the rich cultural and economic heritage of Saudi Arabia.**

## National Champion Integral to the Kingdom's Ambitious Vision 2030 Delivery



- The Group plays a crucial role in realizing the objectives of the Kingdom's ambitious Vision 2030 and developing an advanced capital market, which is foundational for the delivery of the Financial and Sector Development Program (FSDP).
- Through advanced technology and seamless infrastructure, the Group fosters the development of a diverse Saudi capital market that acts as a bridge between global investors and regional economies.
- The Privatization Program supports strong levels of trading activity on the

Saudi Exchange by creating a robust listing pipeline and encouraging further foreign direct investment (FDI) into the Kingdom.

- The inclusion in international indices like MSCI, S&P and FTSE Emerging Markets underscores the Exchange's growing international significance and attractiveness.
- The QFI ownership journey since 2018 not only reflects heightened international investor confidence, but also positions the Group as a key player in the global investment landscape.

## Robust and Rapidly Modernizing Core Market



- A diversified capital markets group - offering a complete suite of services covering listing, trading, post-trade and data and technology services - ranked 9th globally and 1st among GCC countries by market capitalization.
- Strong IPO pipeline through continuous enhancements to build a diversified and resilient capital

market, as evidenced by the record number of listings and the sectors now represented across the Main Market and Nomu - Parallel Market.

- Continuous technological investments and development to create an advanced capital market, introducing new products and services and implementing best practices to drive market efficiencies.

## Resilient Superior Financial Performance and Strategic Progress



- New growth strategy oriented towards propelling the Kingdom's emergence as a global financial hub, accelerating the Group's transition from a position of regional leadership towards global significance.
- Successful delivery of the diversification strategic plan through expansion into financial derivatives with the launch of index futures,

enhancement of debt markets trading infrastructure and delivery of large-scale post-trade capabilities, strengthening the Group's position as an emerging integrated market with high liquidity and market capitalization opportunities.

- Proven track record of collaborating with numerous important regional and international partners.

**This unique investment proposition is spearheaded by an experienced Saudi leadership team and supported by a dedicated workforce, each of whom are committed to creating robust and sustainable value for its Shareholders and key Stakeholders.**

### Seasoned Leadership Team with a Track Record of Delivery



- Experienced and visionary Management team with strong capital markets expertise and proven record of delivery.
- Strong performance-driven culture of shared responsibility and accountability.
- Driving the transformation of the Group to achieve global leadership and deliver sustainable value creation for all Stakeholders.

### Accelerating International Growth and Diversification



- Continuous focus to significantly expand the Group's footprint and diversify its revenue streams to further capture material Shareholder value and create sustainable value for all Stakeholders.
- Steady development of the region's largest capital market through the Group's existing regionally focused franchises, fueled by economic transformation in the Kingdom and its associated market expansion.
- Pursuit of self-deterministic global development initiatives and mutually beneficial partnerships to deliver breakthrough growth and expansion on the international stage.
- Relentless efforts to lead the market's strategic development to make it more diverse, attractive and sophisticated.



# Investor Relations and Shareholders' Information

## Leading the Way in Shareholder Communications

At Saudi Tadawul Group, our Investor Relations play a pivotal role in driving Shareholder value through a strategic, transparent and globally aligned approach. By adhering to best practices and the highest governance standards, we reinforce trust in the Group, enhance market confidence and solidify our leadership position both regionally and globally.



**Engagements and meetings**

**473**

meetings held with the investment community's Stakeholders



**Site visits**

**17**

meetings held at the Group's headquarters with the investment community's Stakeholders



**Sell-side reports**

**50**

reports published by global and local sell-side analysts



**Global and local conferences**

Participated in **9**

global and local conferences



**Sell-side coverage**

**8**

global and local sell-side analysts covering the Group



Learn more about our commitment to investor engagement in our Global Reach and Partnerships chapter [page 42]

Since our landmark IPO in 2021, we have continuously expanded our capabilities to ensure seamless engagement with local, regional and global investors. Our priority remains providing timely, transparent and accurate insights into the Group's strategic direction, financial performance and operational progress. In addition, we have enhanced the clarity and impact of our financial communications to deepen investor understanding and appreciation of our market innovations and strengths.

As part of our strategic priorities, we have strengthened our participation in high-profile international investor events, reinforcing the Group's market visibility and deepening engagement with global investors. These initiatives complement our ongoing Investor Relations efforts, ensuring a robust presence in the global financial landscape. By leveraging

our platform at international forums, we continue to enhance our position as a gateway to one of the world's most dynamic and evolving markets.

In line with our commitment to Shareholder value creation, we have intensified our investor outreach efforts by strengthening relationships with current and potential investors, enhancing our market presence and reinforcing the Group's investment case. Throughout the year, we hosted quarterly earnings calls and participated in numerous global investor conferences, ensuring direct and open dialogue with the investment community. By upholding the highest standards of communication and disclosure, we continue to position Saudi Tadawul Group as a trusted and globally recognized financial hub that drives long-term and sustainable value for our Shareholders.

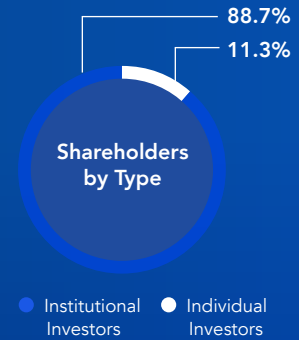
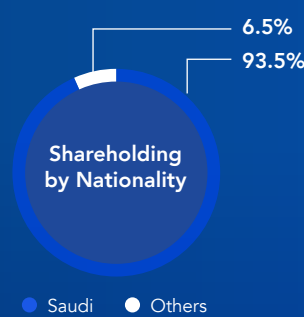
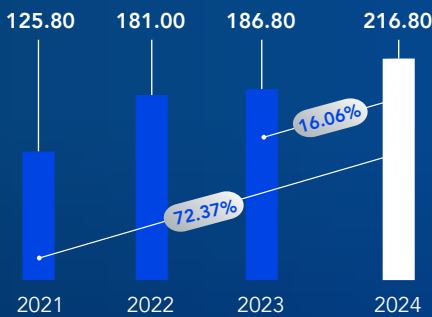
## Share Price Performance vs. Tadawul All Share Index (TASI)



## Shareholder Information

Listing date	Exchange	Symbol	Industry	ISIN	
<b>08 December 2021</b>	<b>Saudi Exchange</b>	<b>1111</b>	<b>Financial Services</b>	<b>SA15DHKGHBH4</b>	
Number of shares issued	Par value	Closing price as of 31 December 2024	Market cap as of 31 December 2024	Foreign ownership as of 31 December 2024	Free float
<b>120 mn</b>	<b>ﷲ 10.00</b>	<b>ﷲ 216.80</b>	<b>ﷲ 26.02 bn</b>	<b>10.16%</b>	<b>40%</b>

### Share Price (ﷲ)



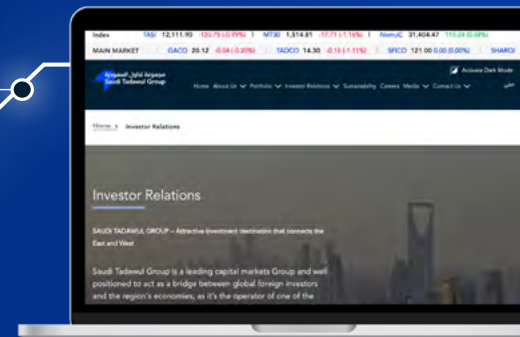
### Substantial Shareholders

Ownership of 5% or More of the Issued Shares	Number of shares	Ownership (%)
Public Investment Fund (PIF)	72,000,000	60%
Public	48,000,000	40%
<b>Total</b>	<b>120,000,000</b>	<b>100%</b>

### Investor Relations Financial Calendar 2024-2025

	2024	2025
Q1 Interim Consolidated Financial Results	05 May 2024	27 April 2025
Q2 Interim Consolidated Financial Results	21 July 2024	27 July 2025
Q3 Interim Consolidated Financial Results	20 October 2024	26 October 2025
Annual Annual Consolidated Financial Results	02 March 2025	01 March 2026

Investor Relations Website



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# Strategic Review

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# 02



With a clear vision and ambitious growth strategy, Saudi Tadawul Group is accelerating growth, expanding its global presence and enhancing market efficiency. Our strategic initiatives drive long-term value creation, positioning the Group as a key enabler of financial transformation.



# Chairperson's Statement

## Towards a Growing Future

**As one of the world's most influential and dynamic capital market organizations, Saudi Tadawul Group is playing a central role in achieving some of the objectives of the Financial Sector Development Program (FSDP) and the broader national economic diversification goals of the Kingdom's ambitious Vision 2030. Our purposeful direction and strategic initiatives are creating a vibrant capital market ecosystem that catalyzes the Kingdom's economic transformation and sustainable development.**

2024 marked a transformative year for Saudi Tadawul Group as we accelerated our diversification agenda following the launch of our new growth strategy in 2023. We remained focused on expanding our market presence, forging strategic partnerships, enhancing our product offerings and cultivating a culture of innovation and excellence. The pace at which we moved is indicative of our commitment to delivering sustainable growth and creating value.

### Unlocking Potential through Strategic Diversification

Our acquisition of 32.6% strategic stake in the Gulf Mercantile Exchange (GME), was a defining moment in the execution of our strategy and gave us a firm foothold in one of the most important asset classes globally, in addition to support the ongoing transition to a sustainable economy through the launch of next-generation derivative contracts.

Similarly, the announcement made by our technology arm WAMID to acquire the 49% of the entire remaining shares move in Direct Financial Network Company (DirectFN) underscores our belief in the tremendous potential of the information and data sectors.

Meanwhile, we have intensified our efforts to accelerate the growth of the debt capital market in collaboration with the Capital Market Authority (CMA), the National Debt Management Center (NDMC) and other ecosystem partners. In November 2024, the Capital Market Authority (CMA) announced its approval to the largest set of regulatory enhancements since the launch of the sukuk and debt instruments Market to create greater depth and liquidity in the

market. We are paving the way for a more robust, diversified and globally competitive financial sector.

### Delivering Success through Ambition

This year marked a significant milestone in the growth and diversification of the Saudi capital market, with a robust pipeline of IPOs driving economic expansion, unlocking new investment opportunities, and enhancing market liquidity. The sustained momentum in listings reflects the strong confidence of both domestic and international investors in the market's long-term potential and reinforces its role in achieving the Kingdom's ambitious Vision 2030 objectives of economic diversification, increased private sector participation and positioning Saudi Arabia as a leading global financial hub.

As part of our ongoing efforts to enhance market accessibility and efficiency, we have implemented significant regulatory and technological advancements that support both issuers and investors. These include simplified listing processes for international companies, more efficient mechanisms to boost market liquidity and continued enhancements to market infrastructure, ensuring alignment with global best practices.

The rapid growth in investor activity, particularly from foreign institutional investors, highlights the expanding global appeal of the Saudi capital market. These developments further solidify Saudi Tadawul Group's role as a leading financial hub, facilitating greater international capital flows and reinforcing our contribution to the Kingdom's economic transformation.

### A Global Financial Center on the Rise

Saudi Arabia's transformation into a global financial center has continued to accelerate, with strategic milestones reinforcing our position as a bridge between global capital markets. Through targeted international engagements and cross-border partnerships, we are deepening Saudi Arabia's integration into the global financial ecosystem, fostering new investment flows, and enhancing market accessibility.

A key highlight of this progress has been the expansion of the Capital Markets Forum (CMF) into a truly international platform. The third edition in Riyadh demonstrated its growing impact, and we successfully extended its reach with the inaugural CMF Hong Kong and the CMF London. These events served as pivotal opportunities to engage with global investors, issuers and policymakers, further strengthening the Kingdom's role as a premier investment destination.

Additionally, our expanding suite of investment products, including exchange-traded funds (ETFs), has provided greater international market connectivity. By enabling access to Hong Kong-listed stocks and facilitating cross-border investment opportunities, we continue to enhance the depth and competitiveness of the Saudi capital market. These achievements reflect our commitment to driving global collaboration and supporting the Kingdom's vision of becoming a leading financial hub, attracting investors and capital from around the world.



**402.0 million**

2024 Total Declared Dividends



**3.35 per share**

2024 Declared Dividend

### Leading Practices in Women's Empowerment and Sustainability

This year, we marked a significant milestone in our commitment to inclusion and gender diversity with the appointment of Hanan Al Shehri as CEO of Edaa, making her the first female CEO of the Group subsidiary. Her leadership reflects our dedication to empowering women in the workplace, demonstrated by the fact that 11% of our senior leadership positions are now held by women; an achievement we take pride in and remain committed to further advancing.

In parallel, sustainability remains a core priority in our corporate strategy, as we continue to integrate environmental, social and governance (ESG) principles across all aspects of our operations, reinforcing Saudi Arabia's position as a globally competitive capital market. In this regard, we have taken significant steps to embed sustainability at both the Group and market level, culminating in the publication of our first Sustainability Report in 2023.

As part of our commitment to environmental responsibility and alignment with national sustainability objectives, we are integrating our efforts with the Saudi Green Initiative by developing sustainable financial solutions, promoting enhanced environmental disclosures for listed companies and

supporting investments that accelerate the transition to a low-carbon economy. This commitment is further reflected in our ongoing efforts to equip issuers and investors with the tools, frameworks and reporting standards needed to adopt responsible investment practices, ensuring adherence to the highest levels of transparency and disclosure.

With the guidance and support of our Board of Directors, we will continue implementing our sustainability strategy, which is anchored in best-in-class ESG practices, market integrity, and promoting sustainable investment, in alignment with the "Saudi Green Initiative".

### Looking Forward with Ambition and Confidence

In 2025, we will drive continued growth across all our markets and introduce innovative products and services that cement our reputation as one of the world's most influential and dynamic capital market groups.

I extend my deepest gratitude to The Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al-Saud, and His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud, Crown Prince and Prime Minister, for their

steadfast belief in our vision and their unwavering support of the Kingdom's Vision 2030. I also express my sincere appreciation to our Board of Directors for their leadership and guidance throughout a year filled with opportunity and achievement.

My heartfelt thanks go to our Executive Management team and the talented individuals across the Group and its subsidiaries. Their exceptional efforts and innovative spirit have been pivotal to our growth and value creation. Lastly, to our Shareholders, issuers, investors, brokers, custodians and partners, your continued support and trust are foundational to our success and inspire us as we advance toward our ambitions.

**Mrs. Sarah Jammaz Al-Suhaimi**  
Chairperson

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**Our acquisition of 32.6% strategic stake in the Gulf Mercantile Exchange (GME), was a defining moment in the execution of our strategy, giving us a firm foothold in one of the most important asset classes globally.**”



# GCEO's Message

## Pioneering Progress and Global Impact

**Saudi Tadawul Group continues its pioneering journey to advance, develop, and reshaping the Saudi capital market into a globally recognized financial hub through strategic diversification, innovation and international collaboration. By expanding product offerings, advancing sustainability initiatives and fostering global partnerships, we are driving economic growth and unlocking new opportunities that align with the Kingdom's ambitious Vision 2030.**

### Driving Growth, Expanding Connectivity

Our evolution into a global financial center is no longer an aspiration but a reality. Today, we are one of the world's most dynamic and rapidly growing markets, marked by an expanding base of issuers, a broader suite of instruments and heightened investor demand. By investing in advanced trading technologies and infrastructure upgrades, we have created a more efficient, secure and resilient trading environment.

International participation is at unprecedented levels. The appeal lies not only in the variety of financial instruments - ranging from fixed income products and ETFs to derivatives - but also in the increasing number of listed securities, surpassing 400 and more than 100 on Nomu - Parallel Market.

### Strong Financial Momentum

The Group delivered robust financial results in 2024, reflecting the success of our strategic initiatives and diversification efforts. Operating revenue reached ₪ 1,446.6 million, a substantial growth of 34.8% year-over-year, driven by strong contributions from the Group's all segments, that's include Capital Market, Post-Trade Services, and data and technology services. Net income after zakat soared by 59.4% to ₪ 621.8 million.

Our strategic focus on diversification and innovation drove growth, expanded our range of financial products, and significantly enhanced our post-trade infrastructure. These initiatives, including the deployment of new technologies, were instrumental in enhancing market efficiency and security, ultimately attracting unprecedented international participation.

### Delivering Strategic Progress and Diversification

This year marked significant progress in executing our strategy across the 7 identified pillars, as we continued to innovate, diversify and strengthen our position in global markets.

Total market capitalization across the Main Market and Nomu - Parallel Market reached ₪ 10.2 trillion (USD 2.7 trillion) by the end of 2024, supported by a 39.91% year-over-year increase in total value traded, which stood at ₪ 1,876 billion. The average daily traded value grew by nearly 39.4%, highlighting the sustained dynamism of the Saudi capital market. Capital raised through IPOs reached ₪ 15.5 trillion, driven by 19 new listings on the Main Market, 30 on Nomu - Parallel Market and 6 new debt instruments.

The Group's portfolio of products and services, including derivatives, ETFs, REITs and Sukuk, attracted both domestic and international investors, with foreign ownership increasing to 11.01% of free float shares in main market. Institutional investors remained dominant, accounting for 95.54% of issued shares in main market, underscoring strong confidence in the market. The total number of investor portfolios reached 13.16 million, reflecting growing participation and engagement.

The Saudi Exchange also introduced the "TASI 50" Index, providing a benchmark to track the performance of the top 50 companies listed on the Saudi stock market. Additionally, we launched a new Capital Management System, designed to streamline the subscription process and facilitate investor participation in new issuances, further enhancing market accessibility.

### Collaborating for Global Scale

Strategic partnerships and international collaborations have significantly strengthened our global position and connectivity. These partnerships have facilitated knowledge sharing, the adoption of best practices, reinforcing Saudi Arabia's role as a premier investment destination and a hub for global capital flows.

Our international editions of the Capital Markets Forum in Hong Kong and London exemplified our ability to connect global markets. These initiatives, combined with our efforts to attract foreign participation, led to a milestone achievement as the number of Qualified Foreign Investors (QFIs) reached 4,181 by 2024 year-end.

We have witnessed a significant expansion in our global partnership network, extending our activities to promising markets through unique initiatives. In Asian markets, we have successfully launched innovative ETFs tracking Saudi stocks in China and Chinese stocks in Saudi Arabia, providing investors tracking indices in both markets with mutual investment opportunities. Alongside formalized agreements at the institutional level, with exchanges such as the Johannesburg Stock Exchange and Qatar Stock Exchange.

These efforts were complemented by the introduction of a new ETF tracking Hong Kong-listed stocks on the Saudi Exchange, following the success of Saudi Arabia's first ETF tracking the Hong Kong equity market last year and two ETFs launched in China in July.

### Championing Sustainability and Financial Literacy

We are committed to embedding sustainability into the fabric of our operations as well as the broader Saudi capital market. We are advising company

leaders on how to enhance ESG reporting and overall ESG profiles by adopting best practices that promote sustainable business operations.

Significant progress is evident. Today, 40% of companies listed on the Saudi Exchange's Main Market issue ESG disclosures, up from just 8% in 2021 when we introduced ESG disclosure guidelines. This growth reflects the effectiveness of our initiatives in fostering a culture of accountability and transparency across the market.

Additionally, we are championing financial literacy and early education for Stakeholders through our Invest Wisely platform, which has expanded its reach, delivering sustainability-focused training and financial education to meet the growing demand for knowledge and skills in these areas. To date, more than 180,000 participants have benefited from the program.

Lastly, we are not just advocating for sustainable practices and disclosures; we are actively embedding sustainability into our operations and commitments. As part of the STG Green Initiative, we are taking tangible steps toward environmental stewardship by expanding green spaces across the Kingdom, ensuring we are fostering a greener future.

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**Today, we are one of the world's most dynamic and rapidly growing markets, marked by an expanding base of issuers, a broader suite of instruments and heightened investor demand. By investing in advanced trading technologies and infrastructure upgrades, we have created a more efficient, secure and resilient trading environment.**

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### Leadership and Recognition

We at the Saudi Tadawul Group, and our subsidiaries, are committed to excellence, innovation and impactful contributions across the financial sector. The Group also received the 'Silver Excellence Award' from the Human Resources Development Fund, acknowledging our efforts in supporting SMEs through the FORSAH platform, as well as being honored at the Middle East Investor Relations Association (MEIRA) Awards, achieving first place for the 'Best Digital 2023 Annual Report - Mid-Cap' and second place for the 'Best Printed 2023 Annual Report - Mid-Cap'.

### Leading Growth in 2025

As we look forward to a new year that holds promising prospects for growth and prosperity, we continue our ambitious journey to grow our business and diversify our revenue. Developing, strengthening, and deepening the Saudi capital market remains a key focus of our strategy, contributing to enhancing its efficiency, strengthening its position, and expanding opportunities for participation.

Reflecting on our journey of success, I would like to take this opportunity to express my sincere gratitude to all those who have contributed to our achievements over 2024. I extend my deepest appreciation to our Board of Directors for their wise leadership and

strategic guidance, which has paved the way for continued progress amid an evolving market landscape. I also wish to recognize the dedication, expertise and unwavering commitment of our employees, whose efforts have been a fundamental pillar of our success.

We extend our gratitude to the market's members and issuers for their unwavering trust and valuable partnership, to our esteemed shareholders for their continued support and valuable confidence, and to the entire Saudi capital market eco-system for their fruitful cooperation and commitment to innovation and development.

As we move forward, we remain steadfast in our mission to enhance the Saudi capital market's position as a globally competitive financial hub, delivering long-term value for all Stakeholders.

### Eng. Khalid Abdullah Al-Hussan

Group Chief Executive Officer,  
Member of the Board of Directors



# The Kingdom's Ambitious Vision 2030

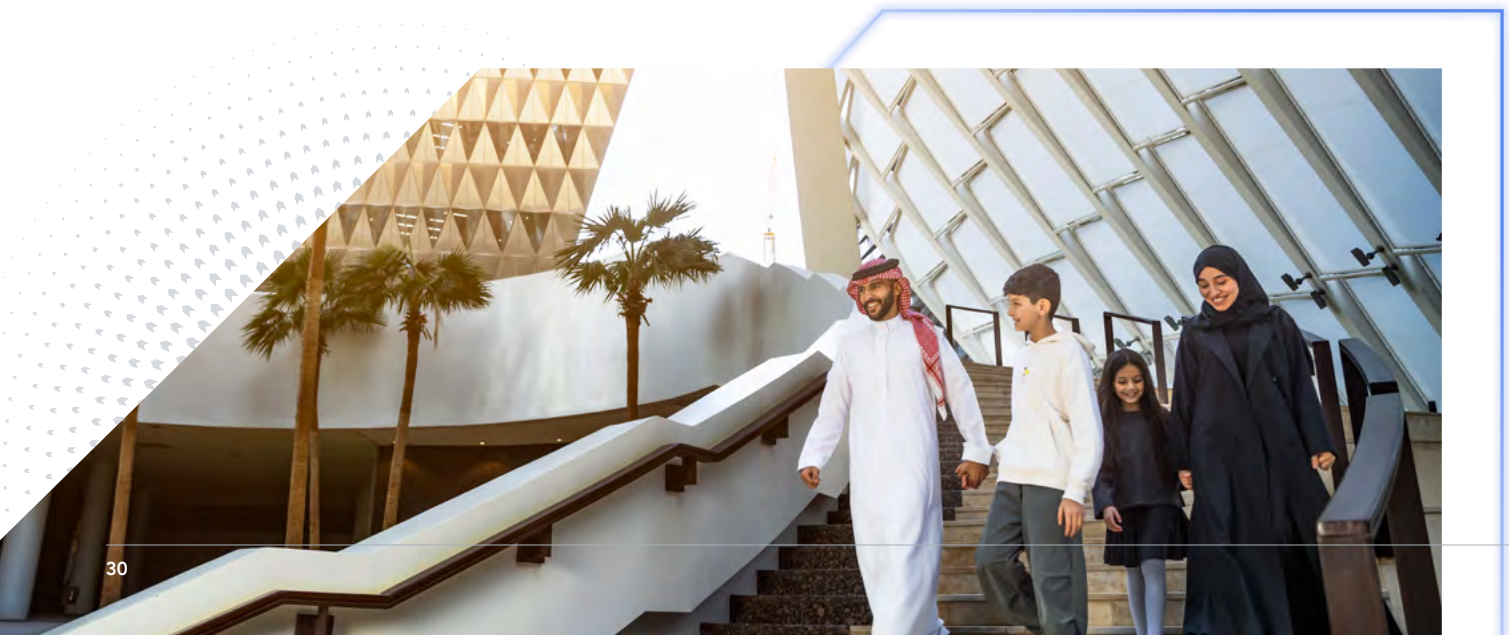
**The Kingdom's Vision 2030 is a transformative framework aimed at diversifying the Kingdom's economy by reducing its reliance on oil and enhancing the private sector's contribution. It emphasizes the role of the Public Investment Fund while advancing key strategic sectors such as health, education, infrastructure, recreation, tourism and more. Built on the pillars of a vibrant society, thriving economy and an ambitious nation, Vision 2030 charts a course for a prosperous future for Saudi Arabia.**

To support the realization of the Kingdom's ambitious Vision 2030, the Financial Sector Development Program (FSDP) was established to build a diversified and effective financial sector. This program aims to stimulate savings, finance and investment by enhancing financial institutions and services while transforming the Saudi Exchange into an advanced capital market. The FSDP outlines key objectives, including expanding and deepening Saudi Arabia's capital markets, positioning the Kingdom as the leading capital market in the Middle East, achieving global recognition as one of the top 10 financial markets and creating a world-class investment environment that attracts participation. Additionally, it's emphasis is on developing financial institutions and fostering private sector growth.

At the heart of these efforts is Saudi Tadawul Group, whose strategic initiatives drive the development of a technologically advanced and integrated capital market. The Group's transformation into a holding structure in 2021 marked a pivotal milestone, underlining its commitment to modernizing the Saudi capital market, enhancing competitiveness and aligning with international standards. By fostering economic diversification and growth, the Group aligns seamlessly with Vision 2030's objectives, positioning Saudi Arabia as a global financial hub and a leader among emerging markets.

Saudi Tadawul Group's strategic objectives include enhancing market infrastructure, introducing cutting-edge services, facilitating investment diversification and creating a dynamic environment responsive to global and regional trends. Initiatives such as the development of Nomu - Parallel Market for SMEs and facilitating foreign investments across all listed securities underscore the Group's comprehensive approach to capital market development. These efforts are supported by the Group's subsidiaries, driving innovation, offering value added solutions and leveraging technology to address market challenges.

The Group's leadership in promoting and handling the largest number of IPOs in the Kingdom's history - including Saudi Tadawul Group Holding Company in December 2021 - highlights its role as a national champion in advancing the FSDP's goals. Continued growth in Qualified Foreign Investors further illustrates its impact on expanding the Saudi capital market. By driving innovation, fostering investment and building infrastructure, Saudi Tadawul Group plays an essential role in supporting the Kingdom's economic transformation while elevating its stature in the global financial community.





## Financial Sector Development Program

### Financial Sector Development Program (FSDP)

The FSDP serves as a pivotal enabler of Vision 2030, driving economic transformation through diversification, empowering the private sector and fostering global integration. At its core, the program aligns with Level 1 objectives of Vision 2030 by focusing on growing and diversifying the economy, increasing employment opportunities and fostering a culture of social responsibility.

Within the capital markets, the FSDP supports Vision 2030's Level 2 objectives by amplifying the role of the private sector, unlocking the potential of the non-oil economy and deepening Saudi Arabia's regional and global economic ties. This initiative underpins efforts to attract foreign investment, enhance market sophistication and strengthen the Kingdom's economic competitiveness on the world stage.

At a more granular level, the FSDP is directly tied to Vision 2030 Level 3 objectives, emphasizing reforms to enhance the ease of doing business, privatize state-owned assets and develop an advanced capital market. These measures aim to elevate Saudi Arabia's financial sector into a globally connected, investor-friendly hub that accelerates national growth and ensures long-term economic resilience.

Built on 4 strategic pillars, the FSDP provides a robust framework to strengthen financial institutions, develop advanced capital markets, enhance financial planning and position Saudi Arabia as a global fintech hub.

Efforts to **Enable Financial Institutions to Support Private Sector Growth**, the first pillar, have focused on broadening financial services, building innovative infrastructure and enhancing talent capabilities. This approach has bolstered the Kingdom's ability to manage risks while driving financial inclusivity and sectoral expansion. The second pillar, **Ensure the Formation of an Advanced Capital Market**, emphasizes expanding financing sources for the national economy, fostering investment through diversified products and ensuring a safe and transparent infrastructure for the Saudi market participants.

**Promote and Enable Financial Planning**, the third pillar, aims to strengthen demand for savings products, expand financial literacy and enhance the savings ecosystem. Finally, the **Fintech Strategy** underscores Saudi Arabia's ambition to establish itself as a global fintech hub by developing a supportive regulatory environment, enhancing infrastructure, and fostering partnerships to catalyze innovation.

Complementing the FSDP, the Saudi Central Bank (SAMA) and the Capital Market Authority (CMA) have set ambitious 2024 targets. These include advancing digital supervision solutions, launching licensed digital banks and amending key governance frameworks. Additionally, the CMA has facilitated financing in the capital market, and enhanced its contribution to the national economy by increasing the pace of listings in the capital market and listing 24 companies in 2024, increasing micro and small enterprise representation to 45% of total listings, and increasing the market's attractiveness to foreign investors and raising their ownership share of the total market value of free-float shares to 17% by the end of 2024. These initiatives collectively underscore Saudi Arabia's commitment to economic transformation and its emergence as a global financial powerhouse.

## The Kingdom's Ambitious Vision 2030 continued

### Saudi Tadawul Group's Progress and Impact in 2024

During 2024, Saudi Tadawul Group played a central role in driving the realization of Vision 2030 and the objectives of the FSDP. Key initiatives focused on expanding market diversity and efficiency through a broad and wide range of new listings, enhanced trading infrastructure, an expanded product portfolio, colocation services, the Data Monetization Program, advancements in the Post-Trade Transformation Program and innovative offerings like Omnibus accounts in the Saudi debt market. These served to strengthen the Kingdom's financial sector, support economic growth, enhance the Group's position as a global financial hub and modernize market infrastructure, solidifying the Group's status as a transformative leader in regional markets and showcasing its capacity to compete on a global scale.

#### Launch of Single Stock Options on

# 10

Saudi companies, paving the way for market expansion

**WAMID launched a Data Monetization Program** accelerating innovation in market data services and analysis

# 55

**New listings in 2024** including 54% on Nomu, the Group exceeded CMA targets for the year

**Nomu's market capitalization rose to**

# 58.86

billion

#### Develop the Financial Sector

Saudi Tadawul Group continued to strengthen its efforts to advance and transform Saudi Arabia's financial market by fostering derivative markets and diversifying financial products. The Group's subsidiaries - Saudi Exchange, the Saudi Exchange Company, Muqassa, the Group's clearing subsidiary and Edaa, the securities depository center - established a task force to further propel the Saudi market's derivatives activity through the launch of Single Stock Options on 10 underlying Saudi companies, paving the way for market expansion.

Complementing this, the advancement of the Post-Trade Transformation Program (PTTP 2.0) and enhanced Muqassa risk management frameworks provided a foundation for sustainable growth. The Saudi Tadawul Group promoted investment diversification by broadening its range of services related not only to equities but also funds and debt securities, and actively worked to internationalize and institutionalize the derivatives market to attract domestic and global participants. These initiatives reflected the Group's commitment to creating a resilient and dynamic financial ecosystem.

#### Drive Economic Growth

The Group contributed significantly to regional economic growth by enhancing market depth, liquidity and efficiency. Muqassa secured approvals from CMA and SAMA for its Recovery Plan and participated in global cyber resilience simulations, ensuring operational excellence. Additionally, it facilitated the formation of the Risk Working Group, aligning with global guidelines and best practices to strengthen risk management frameworks. It also introduced a full list of government Sukuk and bonds as acceptable collateral to expand financial flexibility, ensuring broader risk management options for members.

The Saudi Exchange expanded its network of market makers, upgraded trading mechanisms and actively engaged with investors. With 55 new listings in 2024, including 54% on Nomu, the Group exceeded the targets set by the FSDP for the year. It boosted global and domestic engagement through over 1,300 visits, 45 workshops and roadshows in major financial hubs, educating Stakeholders about the listing process and creating pathways for greater participation in the Saudi capital market. It also strengthened

investor relationships and facilitated international participation with its Foreign Companies Listing Guide.

These proactive initiatives led to increased trading volumes and a more vibrant market environment, as Qualified Foreign Investors (QFIs) surpassed 4,000 for the first time, contributing to 25% of the average daily trading value (ADTV). Liquidity was further bolstered by enhanced trading mechanisms, 3 new market makers and optimized market-making frameworks. Nomu's market capitalization rose by 22% to 58.86 billion, while total traded value increased by 41.7% to 9.01 billion. High-frequency traders accounted for 25% of the ADTV, reaching up to 40% on peak days. Additionally, derivatives trading saw remarkable growth, with volumes up by 593% and value increasing by 76%.

#### Position Saudi Arabia as a Global Financial Hub

The Group strengthened Saudi Arabia's position as a global financial hub through strategic global engagement and partnerships. The Capital Market Forum attracted over 4,200 participants in 2024, including 640 investors and 41



corporates, showcasing investment opportunities and strengthening international ties. The international edition of the forum in Hong Kong facilitated collaborations with HKEX to enhance connectivity with Asian markets, while the London Forum drove awareness and connectivity in the UK and beyond.

Additional partnerships were formalized through MoUs with exchanges in Bahrain, Qatar and Johannesburg, emphasizing the Group's role in bridging global capital flows. The acquisition of a 32.6% stake in DME Holdings Limited, the parent company of Dubai Mercantile Exchange (DME), which was subsequently rebranded as Gulf Mercantile Exchange (GME) aligns with the Group's growth strategy and Vision 2030 objectives, enabling diversification through commodities trading and unlocking new opportunities in energy, metals and agricultural markets. The partnership also supports the transition to a sustainable economy with the introduction of innovative derivative contracts. Furthermore, strengthened ties with foreign depository centers underscored the Group's commitment to expanding its global footprint and creating cross-border opportunities.

#### **Enhance Capital Markets Infrastructure**

Modernizing the infrastructure of Saudi Arabia's capital markets remained a

cornerstone of the Group's strategy in 2024, WAMID enhanced the Data Monetization Program based on a Google Cloud solution, accelerating innovation in market data services and analysis.

Edaa, another key subsidiary, launched a Savings Sukuk Program in partnership with NDMC, fostering financial inclusion and encouraging responsible investment. Edaa's approval for its fund platform marked a major step forward in creating a robust and diversified investment landscape.

The Group also played a pivotal role in facilitating the introduction of Aramco's secondary offering transaction, a significant milestone in the company's financial journey, as well as the accelerated bookbuild offering of stc shares worth 3.8 billion to local and international institutional investors. These initiatives highlight the Group's commitment to enhancing market efficiency and demonstrates its expertise in navigating complex financial landscapes. Additionally, infrastructure upgrades further enhanced market accessibility and operational efficiency, positioning the Saudi capital market to meet the evolving needs of local and international participants.

Through its achievements across these pillars, Saudi Tadawul Group demonstrated its unwavering commitment to advancing Vision 2030.

By driving innovation, expanding market connectivity and fostering sustainable growth, the Group laid a solid foundation for continued success in transforming Saudi Arabia's financial sector into a global powerhouse.

#### **Promoting Sustainable Finance and ESG Integration**

Saudi Arabia is making significant strides in integrating ESG principles into its financial sector. These efforts are part of the Kingdom's broader strategy to promote sustainable development and diversify its economy. By embedding ESG criteria, Saudi Arabia is paving the way for a more accountable and transparent financial landscape, aligned with global sustainability goals.

The continued growth, accelerating innovation and enhanced sustainability in 2024 highlight Saudi Arabia's commitment to shaping a forward-thinking, globally competitive financial sector. Saudi Tadawul Group continues to play a pivotal role in driving economic growth and transforming the Kingdom's capital markets. By championing fintech innovation, fostering sustainable finance and attracting global investment, the Group is shaping a resilient, diversified and globally competitive financial ecosystem, ensuring the Kingdom's financial sector remains a cornerstone of its ambitious Vision 2030 transformation.

# Business Model

## Operating Environment



### Listing

- Evaluating and processing applications for IPOs
- Allocating shares to investors following an IPO
- Updating data, information and analytics
- Transferring cash and securities
- Updating depository
- Updating registry

**Saudi Tadawul Group creates sustainable value for its Stakeholders through its robust and proven business model that leverages its unique strengths and proposition across its growing portfolio of subsidiaries, services and solutions**



**Trading**

- Buy and sell orders placed through members
- Match, buy and sell orders
- Generate trades
- Work out obligations of both parties
- Minimize counterparty risk
- Netting of transactions

# Strategic Aspiration with Ambitious Vision

## Driving Global Ambitions

Saudi Tadawul Group is dedicated to realizing its mission of becoming a global financial hub by further solidifying its core market activities in the region and advancing as a central access point for global competition. As a world-leading holding group, it is committed to fostering a diverse and robust Saudi capital market while serving as a vital bridge between global investors and regional economies.

Aligned with the objectives of the Financial Sector Development Program (FSDP), part of the Kingdom's ambitious Vision 2030, the Group aims to develop an advanced capital market that supports economic growth and diversification. Its transformation into a holding group marked a pivotal milestone in its journey, enabling it to

enhance its market infrastructure, diversify its offerings and position Saudi Arabia as a global investment destination.

The Group continues to drive strategic initiatives that strengthen its regional leadership and global connectivity. Through innovation, collaboration and a relentless focus on excellence, Saudi Tadawul Group is shaping the future of capital markets and contributing to the Kingdom's broader vision of economic transformation.

The strategic pillars and their key enablers are all directed towards driving growth and diversification and achieving operational efficiency across the Group.



## Aspiration



We have big aims to get Saudi Arabia among the top 3 largest stock markets globally, fostering the development of a diverse Saudi capital market, and a bridge between global investors and regional economies.

## Strategic Goals



Growth and  
diversification



Integrated  
and connected



Capable  
and agile

## Strategic Aspiration with Ambitious Vision continued

### Strategic Pillars

#### 1 Equity and capital formation

##### Strategic Multiyear Goals

- Facilitate listings and issuer services to domestic and international issuers.
- Enhance market liquidity.
- Nurture SMEs by facilitating capital markets access.

##### 2024 Achievements

- Listings **+425**.
- Derivative products **3**.
- Foreign investors **ﷲ 1 trillion** value traded market share in the ADTV **24%**.
- **54%** turnover velocity.
- **+100** Nomu listings.
- **50%** increase in #ETFs.
- **70%** annual ADTV growth since 2021.
- Increase in number of listed companies since 2021 is **#1** globally among World Federation of Exchanges (WFE).
- Continued institutionalization of the Saudi Exchange, as per FSDP targets.
- Diversified with non-ADTV-driven revenue.

#### 2 Global debt hub

##### Strategic Multiyear Goals

- The venue of choice for domestic issuers.
- A global Sukuk/ Islamic finance center.
- Attract international financial institution issuers.

##### 2024 Achievements

- Added Zakat Treatment Disclosure for listed corporate debt on the Saudi Exchange website.
- Enhanced the level of data through financial information providers, such as Bloomberg and Refinitiv, and addressed any efficiency challenges in data access.
- Encouraged Exchange members to enable electronic trading through Order Management Systems (OMS) and enabled seamless online trading, especially for retail investors.
- Listed first Sukuk from the healthcare sector, offered by Saudi German Hospital with an amount of **ﷲ 1 billion**.
- Conducted awareness sessions for broader investor engagement.
- Enhanced closing price calculation with mid-point price, in line with global best practices.
- Contributed to the launch of the first government backed saving Sukuk product.
- Launched Omnibus account for debt market.

#### 3 Global commodities

##### Strategic Multiyear Goals

- A global source of MENA commodities valuation.
- Globally relevant venue for commodities trading.
- Globally relevant venue in sustainability communication and carbon markets.

##### 2024 Achievements

- **32.6%** strategic acquisition of Dubai Mercantile Exchange (DME), renamed Gulf Mercantile Exchange (GME).

## 4 Derivatives and OTC

### Strategic Multiyear Goals

- MENA's leading listed derivatives market.
- Capture domestic over-the-counter (OTC) derivatives flows.
- MENA's service provider of choice for OTC clearing

### 2024 Achievements

- Launch of the initial phase of SSO project with 10 SSO listed.

## 5 Global securities services

### Strategic Multiyear Goals

- Expand domestic post-trade offerings.
- A global custodian of choice for geographically relevant investors.

## 6 Data and analytics offering

### Strategic Multiyear Goals

- MENA's data hub for local and global market participants.
- Unlock the full potential of information, data and analytics.

### 2024 Achievements

- Launched level 2 end of day tick data to clients.
- Completed internal activities and initiated client testing for real time full order data feed (ITCH) .
- Launched the Group's Data Program; a multi- year transformation program to create and launch new market data products for participants in the Saudi capital markets.

## 7 Global unique IP

### Strategic Multiyear Goals

- MENA's leading and globally relevant index brand.
- Develop unique IP to solidify leadership across MENA.

### 2024 Achievements

- Launched TASI 50 Index.
- Introduces index benchmark licensing.

## Strategic Enablers

### Next generation technologies

- Enhance operational efficiency and customer experience through best-in-class technological connectivity and infrastructure.
- Invest in emerging technologies and incubate select use cases to capture "white space" business opportunities.

### Customer-centric selling

- Widen client base to regional and global participants (e.g. members, investors, issuers and service users).
- Achieve high customer satisfaction with best-in-class services (e.g. commodities specialized team).

### 2024 Achievements

- Group-wide commercial organization established to support transformation and enhance client-centric engagement.

### M&A capabilities

- Invest in or acquire relevant businesses to enable the delivery of the strategy pillars.
- Support the Group's publicly stated financial objectives on revenue growth.

### 2024 Achievements

- Acquired DME (now named GME).

Success Story

# GME Stake Acquisition

## Unlocking Regional Potential through Commodities Leadership



Saudi Tadawul Group undertook a strategically significant step by acquiring a 32.6% strategic equity stake in Dubai Mercantile Exchange (DME) Holdings Limited, the premier energy-focused commodities exchange east of the Suez, creating Gulf Mercantile Exchange. This investment, completed in June 2024, was part of the Group's broader vision to diversify its operations and align with the Kingdom's ambitious Vision 2030 by creating a resilient regional commodity marketplace. By addressing the historical reliance on external markets for pricing regional commodities, the move aimed to position Saudi Arabia as a globally preeminent leader in energy, metals and agricultural commodities trading.



### Establishing Gulf Mercantile Exchange

The investment marked a pivotal step for DME, which was rebranded as Gulf Mercantile Exchange (GME) in September 2024. GME is home to the Oman Crude Oil Futures Contract (OQD), the world's third-most important crude oil benchmark and the largest source of physically delivered crude oil globally.

The investment brings together world-class strategic partners and expertise to accelerate GME's growth potential, including CME Group, the Oman Investment Authority and Dubai Holding alongside global financial and commercial Shareholders.

In 2024 total traded volume increased 12% reaching 1,318 million contracts with average daily volumes increasing by 8%. Physical delivery volumes amounted to 205 million barrels of oil. These achievements cemented GME's standing as a critical player in pricing over 5 million barrels of crude oil daily for Asian markets.



### Accelerating Growth and Global Connectivity

This investment substantially enhanced GME's capabilities and growth trajectory, supported by its world-class trading and clearing infrastructure in partnership with CME Group. With regulatory recognition and a proven physical market delivery framework, GME expanded its trading ecosystem while benefiting from Saudi Tadawul Group's strategic leadership. The partnership reinforced regional competitiveness in commodities markets and will unlock further opportunities in energy, metals and agricultural commodity markets; supporting the transition towards a sustainable economy with next-generation derivative contracts.



**Our investment in GME is a pivotal milestone that will unlock further opportunities in the energy, metals and agricultural commodity markets, solidifying its position as the key regional commodities exchange in the Middle East with global relevance. It demonstrates our commitment to positioning Saudi Arabia as a leader in global commodities markets and reflects our strategy to align with the Kingdom's ambitious Vision 2030 goals through innovation, diversification and substantial growth.**



# Global Reach and Partnerships

## Strategic Partnerships Driving Market Integration

A landmark achievement was Saudi Tadawul Group's acquisition of a 32.6% stake in **Dubai Mercantile Exchange (DME) Holdings Limited**, now rebranded as **Gulf Mercantile Exchange (GME)**. This strategic move extended the Group's presence into the commodities sector and further diversified its revenue streams. The partnership is a significant opportunity to leverage world-class capabilities and expertise to accelerate GME's growth and position the exchange to capture global commodities demand.

Collaboration with **Hong Kong Exchanges and Clearing Limited (HKEX)** marked another milestone in advancing cross-border investment opportunities. The partnership strengthened connectivity between Saudi Arabian and Asian capital markets, leading to the launch of Saudi Arabia's first ETF designed to track the MSCI China Hong Kong Index, which raised over USD 1.2 billion. This collaboration fostered knowledge exchange and innovation, ensuring both markets benefitted from shared best practices and technological advancements.

Saudi Tadawul Group and **Bahrain Bourse** signed a landmark cooperation agreement focused on strengthening connectivity and integration between the 2 markets. A cross-listing agreement was subsequently signed by Saudi Exchange and Bahrain Bourse, reinforcing the strength of the strategic ties between both exchanges.

In Africa, Saudi Tadawul Group signed an MoU with **Johannesburg Stock Exchange** to bolster economic ties and enhance financial market collaboration. The agreement is designed to serve as a catalyst for growth, innovation and technological advancement in both markets. Specifically, the collaboration has opened up new opportunities for both exchanges and their clients in key areas such as cross-listings and ESG investments.



Collaborated with Hong Kong Exchanges and Clearing Limited (HKEX)



Hosted the Capital Markets Forum (CMF) Hong Kong

Throughout 2024, Saudi Tadawul Group expanded its global presence and strengthened its role as a bridge between emerging ambition and global potential. Through high-impact partnerships, groundbreaking events and active participation in global forums, the Group enhanced its connectivity, diversified its market offerings and reinforced Saudi Arabia's position as a dynamic global financial hub.

### Key Events Showcasing Global Leadership

Saudi Tadawul Group hosted several flagship events that demonstrated its leadership in global financial markets. The **Capital Markets Forum (CMF) Saudi** was held in Riyadh under the patronage of His Excellency Mohammed Al-Jadaan, Minister of Finance and Chairman of the Financial Sector Development Program Committee. The forum attracted over 4,000 participants, including more than 640 investors and 41 corporates. Over the course of 2 days, the forum spotlighted the Saudi capital market's growth and innovation, offering a platform for regional and international investors to explore new opportunities.

Saudi Tadawul Group took CMF beyond Saudi borders for the first time when it hosted CMF Hong Kong to further strengthen ties with Asian markets. It facilitated the signing of pivotal MoUs and partnerships, including those with HKEX, enhancing cross-border collaboration and promoting Saudi Arabia as a premier investment destination. The event attracted over 600 participants, highlighting its significance and international appeal.

Later in the year, the **CMF Saudi-UK Dialogue** in London fostered bilateral relationships with the UK financial market, deepening collaboration and increasing market integration between the 2 nations. The event brought together over 350 participants, underscoring its role as a platform for strengthening ties and enhancing cooperation.



The CMF Saudi-UK Dialogue in London



The HSBC GCC Conference in London

## Global Reach and Partnerships continued

“ Saudi Tadawul Group plays a pivotal role in engaging with international investors, highlighting the region’s investment opportunities, and positioning the GCC as a thriving global financial hub. ”

### Engaging at Global Forums

Saudi Tadawul Group’s active participation in leading global forums amplified its international presence and influence.

Through the Group’s leadership and support, the **HSBC GCC Conference** has become a premier annual flagship capital markets event in London, bringing together all GCC exchanges to showcase the region’s dynamic market developments. As a driving force behind this initiative, Saudi Tadawul Group plays a pivotal role in engaging with international investors, highlighting the region’s investment opportunities, and positioning the GCC as a thriving global financial hub.

At the **JP Morgan Saudi Arabia Investment Forum** in New York, the Group reinforced its positioning as a global financial hub and engaged with key Stakeholders on emerging opportunities in the Middle East. Participation in the **Global CSR Forum** aligned Saudi Tadawul Group with international best practices in sustainability, strengthening its competitiveness in the evolving global financial landscape. The **S&P Indices Thought Leadership Seminar** further supported diversification efforts, exploring opportunities in the Asia-Middle East corridor and multi-asset investment strategies.

Through these strategic initiatives, the Group succeeded in strengthening its international partnership network this year, while also showcasing its ability to connect capital markets, foster cross-border collaboration and drive innovation in alignment with the Kingdom’s ambitious Vision 2030.



Participation in the Global CSR Forum



The S&P Indices Thought Leadership Seminar



Success Story

# Capital Markets Forum Hong Kong



## Saudi Tadawul Group's Inaugural International Capital Markets Forum in Hong Kong

Saudi Tadawul Group's inaugural international edition of the Capital Markets Forum (CMF) took place in Hong Kong, underscoring its commitment to deepening ties with key markets such as Asia. With Saudi Arabia emerging as an important global hub, the event aimed to highlight strategic opportunities within the Saudi capital market, cultivate regulatory collaboration and position the Group as a leader in the emerging markets. Hong Kong was chosen as the venue to strengthen the connection between 2 thriving economic hubs and promote substantive dialogue on capital market growth.

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nnectivity in Expanding  
ond Borders

Eng. Khalid AlHussan  
Chief Executive Officer  
Saudi Tadawul Group

Tom Morrow  
Chairman of FICC & Equities in  
Goldman Sachs  
MODERATOR



“ **This landmark event attracted over 650 participants and facilitated more than 1,000 strategic meetings, highlighting the growing appeal of Saudi Arabia’s capital market and setting the stage for deeper collaboration and cross-border investment between 2 dynamic markets.** ”



### Powering Connections

Held on 9 May 2024, the forum, in partnership with Hong Kong Exchanges and Clearing Limited (HKEX), attracted over 650 financial experts from across the globe. The event featured a corporate access roadshow, facilitating more than 1,000 meetings between investors and issuers.

**The forum effectively showcased a wide range of investment opportunities across Saudi Arabia, Hong Kong and Mainland China.**



### Enhancing Integration

The forum focused on several key developments, including the strengthening partnership between Saudi Tadawul Group and HKEX through joint initiatives in fintech, sustainability and cross-listings. The forum also spotlighted the success of Asia’s first ETF tracking Saudi shares and delved into plans for a Saudi ETF tracking Hong Kong shares. Meanwhile, the Group announced a collaboration with Sahn Capital to sponsor “Invest Wisely”, a new program to promote financial literacy.



### Global Reach

Following the success of the Hong Kong Forum and subsequent CMF Saudi-UK Dialogue in London, Saudi Tadawul Group is preparing to host further international editions of CMF to complement the flagship CMF Riyadh. Through these international events, the Group is aiming to expand its global reach and build deeper connections with Stakeholders around the world. Upcoming forums will focus on promoting cross-listings, supporting the growth of ETFs and advancing fintech and ESG innovation. These efforts align with the Group’s mission to build a globally connected, resilient and innovative capital market in Saudi Arabia.

# Technology and Innovation

## Technology Applied with Strategy Purpose

Saudi Tadawul Group's technology and innovation strategy is anchored in driving operational excellence, fostering continuous improvement and delivering forward-looking solutions that strengthen the financial market ecosystem. This strategy is purposefully aligned with the Group's vision to enhance Saudi Arabia's capital markets, promote economic diversification and establish global competitiveness.

In 2024, Saudi Tadawul Group's approach demonstrated tangible success by:



### Ensuring uninterrupted operations

By achieving 99.99% systems availability, the Group delivered uninterrupted service delivery, significantly enhancing user satisfaction and fostering trust among Stakeholders. This reliability drove user engagement and strengthened investor confidence, critical to the Group's corporate objectives.



### Building resilient and scalable infrastructure

Comprehensive infrastructure upgrades and adherence to international standards positioned Saudi Tadawul Group as a trusted and resilient marketplace. These enhancements improved scalability and operational efficiency, enabling the Group to meet the evolving needs of its clients and support long-term growth strategies.



### Adhering to global standards

Successfully renewing ISO certifications in 2024, including ISO 9001, ISO 20000-1 and ISO 14644, underscored the Group's commitment to adopting industry best practices. These certifications highlighted its dedication to quality, service excellence and operational integrity, reinforcing its reputation among investors and Stakeholders.

Through these initiatives, Saudi Tadawul Group reinforced its commitment to innovation, operational resilience and Stakeholder trust. By integrating technology with strategic intent, the Group not only optimized market infrastructure but also strengthened Saudi Arabia's position as a globally competitive financial hub.

### Measurable Performance and Progress

Saudi Tadawul Group has demonstrated exceptional alignment between measurable performance and strategic objectives, underpinned by targets that focus on systems availability, scalability and service quality. In 2024, the Group exceeded its targets in systems uptime, met its infrastructure scalability benchmarks and maintained high levels of customer satisfaction.

Strategic milestones this year included the successful completion of annual certifications, adherence to international standards and the launch of the Post-Trade Transformation Program Phase 2 (PTTP 2.0). This transformative platform enhanced market efficiency, scalability and competitiveness, aligning with the Group's vision of supporting a resilient and advanced financial ecosystem.

The Group's resilience was notably evident during global disruptions, as it maintained seamless operations amidst external challenges, underscoring its leadership in ensuring market stability and reliability. These accomplishments further cement Saudi Tadawul Group's reputation as a technology-driven leader, playing a pivotal role in driving innovation, fostering growth and powering the Kingdom's ambitious Vision 2030 transformation.

## Demonstrating Unyielding Resilience

**In 2024, Saudi Tadawul Group achieved a landmark in technology and innovation by delivering unmatched operational excellence and resilience. The IT Division maintained an unprecedented 99.99% systems availability for all of its services, even during massive and critical deployments such as the Post-Trade Transformation Program Phase 2 and major infrastructure upgrades. This achievement underscores the Group's unwavering commitment to excellence, adaptability and robust governance.**

The strength of its systems and processes was put to the ultimate test on 19 July 2024, when the world experienced one of the largest global IT outages in history. This outage disrupted critical sectors, including hospitals, airports and banks worldwide. Despite this global crisis, Saudi Tadawul Group operated efficiently, with no disruption to services. This resilience highlights the Group's investment in cutting-edge technologies, thorough planning and a culture of innovation.

These accomplishments align with Saudi Tadawul Group's strategic objectives of enhancing market stability, ensuring operational reliability and fostering trust among investors and Stakeholders. By achieving such remarkable outcomes, we continue to position Saudi Arabia as a leader in the global financial markets while supporting the Kingdom's ambitious Vision 2030's goals of economic diversification and technological advances.



## Technology and Innovation continued

### Accelerating Innovation in 2025

In the year ahead, the IT Division will reinforce its commitment to supporting the Group's ambitious plans and initiatives with a focus on innovation and transformative value creation. It will expand the adoption of advanced technologies to develop resilient and scalable systems capable of meeting future market demands. By leveraging data-driven insights and digital transformation capabilities, the Group aims to enhance decision-making, operational efficiency and customer engagement across the financial market ecosystem.

Saudi Tadawul Group will also strengthen partnerships and collaborations to introduce groundbreaking products and services that align with evolving market needs and strategic objectives. Its unwavering focus on operational excellence and continuous improvement will ensure adaptability and readiness to seize emerging opportunities. Through these initiatives, the Group will drive innovation, foster trust and solidify its position as a global leader in financial markets, playing a pivotal role in realizing the Kingdom's Vision 2030 aspirations.



## Pioneering Innovation and Data Monetization

**WAMID plays a pivotal role in transforming the capital market experience by unlocking the power of technology and data solutions tailored to the needs of market participants. As the innovation arm of Saudi Tadawul Group, WAMID develops dynamic solutions that address real-world challenges while supporting revenue diversification and financial stability.**

In 2024, WAMID made substantial progress with its Data Monetization Program, leveraging Saudi Tadawul Group's extensive data resources to develop impactful products. By adopting advanced technologies and integrating artificial intelligence (AI), the program streamlined the development and monetization of data assets, meeting the evolving needs of the market and unlocking new growth opportunities.

Looking forward, AI remains central to WAMID's strategy, with a focus on implementing high-impact solutions that enhance efficiency and user experiences. It will seek to advance its AI capabilities and accelerate its Data Monetization Program, ensuring its continued contributions to a resilient, efficient and future-ready capital market ecosystem.



“

**By leveraging data-driven insights and digital transformation capabilities, the Group aims to enhance decision-making, operational efficiency and customer engagement across the financial market ecosystem.**

”

Success Story

# Post-Trade Enhancements

## Advancing Market Sophistication with Post-Trade Enhancements

Saudi Tadawul Group successfully implemented its second bundle of Post-Trade Transformation Program enhancements, marking a significant milestone in the modernization of the Saudi capital market. This initiative supports the Kingdom's ambitious Vision 2030 and aims to position Saudi Arabia as a premier global financial hub. Building on the achievements of the first phase launched in 2022, this comprehensive package introduced critical infrastructure improvements across the Group's subsidiaries to align with global best practices and enhance operational efficiency.

“

With remarkable advancements in market infrastructure and alignment with international standards, we have **enhanced the market's efficiency, strengthened its global appeal and created unrivaled opportunities for investors and Stakeholders**, underscoring our commitment to driving innovation and building a resilient, competitive financial ecosystem.

”

## Comprehensive Upgrades across the Ecosystem

With significant updates across the Saudi Exchange, Edaa and Muqassa, the enhancements are the most extensive post-trade enhancements in the history of the Saudi capital market:

### Saudi Exchange

implemented an **order flagging mechanism** to ensure trading continuity during disconnections, while market makers benefited from the automation and synchronization of bid-ask quotes, fostering tighter spreads and improved liquidity.

### Edaa

adopted the **ISO 20022 messaging standard**, facilitating better communication and aligning with international standards, while also upgrading reporting capabilities for securities depository operations.

### Muqassa

advanced its **multi-asset clearing engine to support seamless clearing** for equities, bonds, Sukuk, Repo, exchange-traded derivatives and OTC derivatives, further strengthening risk management frameworks and enabling better margining capabilities.

## Driving Market Growth and Investor Confidence

These enhancements yielded significant benefits, including a reduction in systemic risk, streamlined market operations and diversified investment opportunities. By improving market stability and transparency, the program increased participation from domestic and international investors,

helping the Saudi capital market achieve global prominence. The advancements facilitated better liquidity provision, supported higher trading volumes and strengthened investor confidence in the reliability and resilience of the market infrastructure, fortifying the Saudi capital market's role as a driving force for economic growth and a hub for global investment.



# Financial Review

**Saudi Tadawul Group delivered a robust financial performance leveraging its ambitious expansion strategy and growing investor confidence in the Saudi capital market. The market demonstrated high resilience in navigating rising interest rate challenges, resulting in increased trading volumes and stronger investor participation.**

The year 2024 marked a significant milestone in the Group's journey, where the synergy between our strategic investments, financial strength and the expansion in listings reinforced the Group's position as a key driver of financial sector growth. Our business model offers unique investment advantages that further enhance our leadership position and support our strategic objectives.

Moreover, we continued to strengthen the Saudi capital market's position as a regional and global financial hub, contributing to the Kingdom of Saudi Arabia's economic growth in alignment with Vision 2030 objectives.

The Group's strategy has resulted in diversified revenue growth across 3 core pillars: expanding listings and enhancing market efficiency and liquidity, diversifying revenue streams, and developing data and technology services.

Additionally, our commitment to advanced technologies and customer-focused strategies has improved operational efficiency, optimized costs and reinforced sustainable profitability.

## Diversified and Sustained Market Growth

In 2024, the Saudi capital market witnessed strong momentum in new listings across both the Main Market and Nomu - Parallel Market, reaching 55 new listings and recording an 11% increase in the number of listed securities. This expansion played a key role in diversifying listed sectors and making the market more attractive to investors. The Group also ended the year with a strong pipeline of upcoming IPOs that will further drive the growth of the Saudi capital market.

Additionally, the fixed-income market expanded significantly, with the number of listed sukuk and bonds reaching 65 debt instruments, with issuance volumes exceeding **ﷲ 630 billion**, a 15.3% year-over-year increase. Trading in debt instruments also surged by 14%, reflecting growing investor demand for fixed-income products.

This growth momentum has made the Saudi capital market more appealing to international investors. The number of Qualified Foreign Investors (QFIs) reached 4,181 investors by the end of the year, reflecting 12% year-over-year growth. Additionally, their ownership in the Main Market amounted to approximately **ﷲ 340 billion** (USD 90 billion) by the end of 2024.



## Strategic Investment in Diversification

As part of its strategy to diversify its business operations and strengthen its position in global markets, the Group acquired a strategic 32.6% stake in the Gulf Mercantile Exchange (GME, formerly Dubai Mercantile Exchange) in June 2024. This acquisition reinforces the Group's presence in regional and global commodities markets while supporting long-term revenue diversification objectives.

Further advancing its commitment to technological innovation, the Group's innovation arm, WAMID, acquired the remaining stake in DirectFN, a strategic

move to enhance its technological and data capabilities. These investments form part of a broader strategy aimed at enhancing operational and technological capabilities, enabling long-term expansion across local and international markets.

## Robust Financial Performance Driven by Growth

The Group's net profit after zakat soared by 59% to **ﷲ 621.8 million** (USD 165.8 million), compared to **ﷲ 390.1 million** (USD 104.0 million) the previous year. Revenue demonstrated a dramatic improvement of 35% from **ﷲ 1,072.8 million** (USD 286.1 million) in 2023 to **ﷲ 1,446.6 million** (USD 385.7 million).



This growth was based on the expansion of trading revenue by 40% and non-trading revenue by 29%, reflecting progress in our diversification strategy and the market's robust expansion. It was also supported by our strong cash flow conversion rate of 82%, as well as higher market interest rates, raising our investment income by 19%.

The post-trade segment represented 52.9% of Group revenue, while capital markets represented 31.9%, and data and technology services represented 15.2%. All 3 segments registered impressive improvements with post-trade revenue increasing by 33.7% and capital markets and data and technology services, increasing by 37.5% and 33.5%, respectively.

EBITDA also increased significantly by 60.5% from ₪ 403.1 million (USD 107.5 million) to ₪ 647.2 million (USD 172.6 million). The EBITDA margin reached 44.7% compared to 37.6% the previous year.

The net profit margin reached 43% in 2024 compared to 36.4% in 2023. Gross profit improved to ₪ 911.8 million (USD 243.1

million) compared to ₪ 606.8 million (USD 161.8 million), representing a 50% change.

Total assets stood at ₪ 9,141.2 million (USD 2,437.7 million) at the end of 2024 compared to ₪ 7,665.4 million (USD 2,044.1 million), a 19% improvement. Total liabilities increased by 25% from ₪ 4,507.9 million (USD 1,202.1 million) to ₪ 5,649.4 million (USD 1,506.5 million). Total equity

reached ₪ 3,491.7 million (USD 931.1 million) compared to ₪ 3,157.5 million (USD 842.0 million) the previous year, representing an 11% increase.

“

**Our commitment to advanced technologies and customer-focused strategies has improved operational efficiency, optimized costs and reinforced sustainable profitability.**

”

**Mr. Shahrukh Qureshi**  
Group Chief Financial Officer



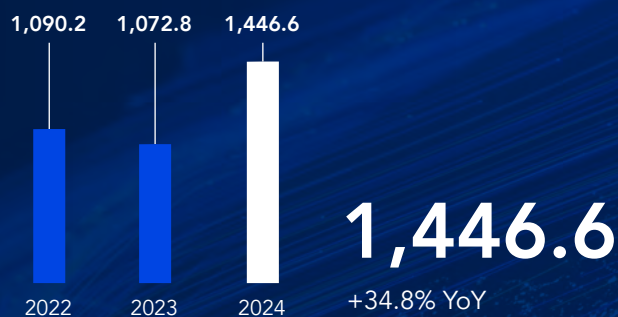
## Financial Review continued

### Profit and Loss and Key Ratios Snapshot

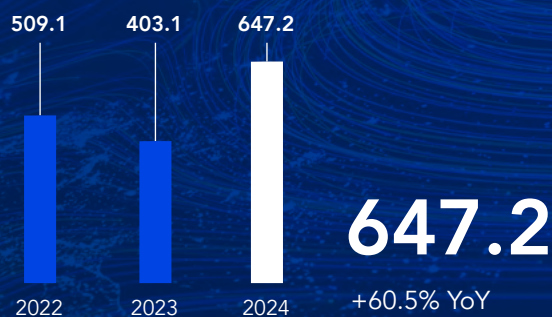
ﷲ million Year ended 31 December	2022	2023	2024	YoY %
Trading revenues	666.5	537.9	754.2	40.2%
Non-trading revenues	423.7	534.9	692.3	29.4%
Operating revenues	1,090.2	1,072.8	1,446.6	34.8%
Operating expenses (excluding depreciation and amortization)	581.1	669.7	799.4	19.4%
EBITDA	509.1	403.1	647.2	60.5%
EBITDA margin (%)	47	38	45	19.1%
Depreciation and amortization	63.2	74.8	81.0	8.4%
EBIT	445.9	328.3	566.1	72.4%
EBIT margin (%)	41	31	39	27.9%
Investment income and other income / (expenses), net	56.3	125.8	144.3	14.7%
Share of results of associates and reversal of impairment	(9.9)	(17.2)	(29.7)	73.2%
Zakat	67.7	55.5	59.8	7.8%
Net profit after zakat*	424.6	390.1	621.8	59.4%
Net profit margin (%)	39	36	43	18.2%
Earnings per share (ﷲ)	3.54	3.25	5.18	59.4%

\* Attributable to the Ordinary Shareholders of the parent company

#### Operating revenues (ﷲ million)



#### EBITDA (ﷲ million)



## Financial Position Snapshot

₹ million Year ended 31 December	2022	2023	2024	YoY %
Cash equivalents and time deposits	2,118.8	2,050.6	1,586.4	-22.6%
Investments	674.4	660.3	1,374.7	108.2%
Other assets	4,896.8	4,954.4	6,180.1	24.7%
Total assets	7,690.0	7,665.4	9,141.2	19.3%
Total liabilities	4,510.4	4,507.9	5,649.5	25.3%
Total equity	3,179.7	3,157.5	3,491.7	10.6%

### Positioned for Further Growth in 2025

Looking ahead, the Group is well-positioned for growth, building on a strong strategic foundation of the financial and operational achievements of 2024. The Group will continue to focus on implementing strategic initiatives that drive sustainable value creation, while expanding its offering of innovative products and services that support revenue diversification and higher trading volumes. Additionally,

the Group remains committed to investing in advanced technologies to enhance operational efficiency, allowing it to provide cutting-edge market data solutions that meet the evolving needs of market participants.

As part of its commitment to sustained growth, the Group continues to strengthen its competitive position, driven by a solid operational performance and an ambitious expansion strategy.

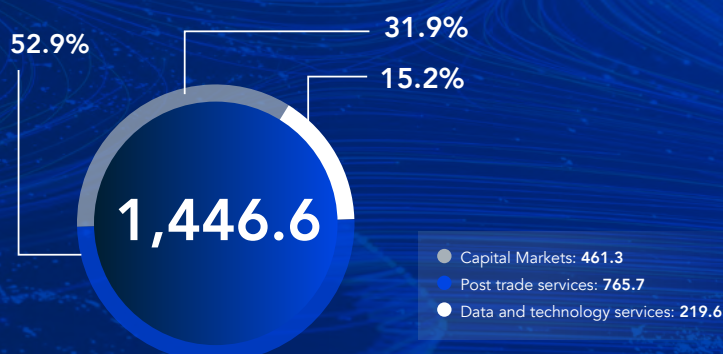
We take this opportunity to express our deep appreciation to our Shareholders, issuers, investors and all market participants, for their continued trust and support, both of which remain fundamental pillars of our ongoing success.

#### Mr. Shahrukh Qureshi

Group Chief Financial Officer

### Operating revenue segmental snapshot

(₹ million)



### Net profit margin



# 43%

+18.2% YoY

# Risk Management

**The Group's Risk and Security Division plays a pivotal role in governing and managing processes that identify, evaluate and prioritize key risks and cybersecurity threats that could impact the Group's operational resilience and strategic objectives. With its strong governance model and deeply embedded culture of risk and cybersecurity awareness, the division ensures a coordinated approach across its 3 departments: Enterprise Risk Management, Cybersecurity and Business Continuity and Environmental Security.**

By proactively addressing both existing and emerging challenges, the division enables the Group to mitigate threats, enhance adaptability in a dynamic environment and protect its assets. Whether through strengthening cybersecurity defenses, ensuring business continuity during disruptions or integrating environmental security considerations, the division's work underpins the Group's ability to execute its corporate strategy and maintain Stakeholder confidence.

Through a holistic and collaborative approach, the Risk and Security Division ensures that risk management and cybersecurity considerations are embedded into decision-making. This not only fortifies operational resilience but also supports sustainable growth, positioning the Group to create long-term value for its Stakeholders while achieving its strategic vision.

## Enterprise Risk Management

The Enterprise Risk Management (ERM) Department ensures the Group is prepared to navigate a complex environment by proactively identifying, evaluating and mitigating risks across the Group, including operational, technology, strategy, compliance, financial, business continuity, cybersecurity and business environment risks.

### Core activities include:

- Developing and maintaining the ERM policy and framework, which outlines principles, responsibilities and methodologies for managing risks across the Group.
- Collaborating with Senior Management and the Board of Directors to establish risk appetite and tolerance levels that align with the Group's strategic objectives.
- Conducting qualitative and quantitative risk assessments to evaluate key risks, prioritize them and allocate resources effectively.
- Establishing measurable metrics to monitor emerging risks and enable timely responses.
- Collaborating with project managers to assess risks associated with projects and initiatives, providing guidance on mitigation strategies.
- Promoting a risk-aware culture by delivering training programs that integrate risk considerations into decision-making processes.
- Preparing regular risk reports for Senior Management and the Board, summarizing the risk landscape, key risks and mitigation effectiveness.



## ERM Framework

The Group's ERM framework provides a systematic process for identifying, assessing, treating, monitoring and reporting risks. It includes:

### Risk Strategy and Culture

The ERM strategy aligns risk management with the Group's objectives to enhance decision-making and foster sustainable success. A strong risk culture ensures shared values and practices that prioritize risk awareness at all levels of the organization.

### Risk Governance (Three Lines Model)

The Three Lines Model aims to outline the structures, processes and responsibilities to facilitate strong governance of risk management:

#### 1<sup>st</sup> Line

**Business and operational units manage risks and controls directly**

#### 2<sup>nd</sup> Line

**The ERM Department supports risk management efforts**

#### 3<sup>rd</sup> Line

**Internal Audit provides independent assurance of risk management effectiveness**



### ERM Policy and Procedure

The ERM policies and procedures provide a structured framework for identifying, assessing, monitoring and controlling risks across the Group.

### Risk Appetite and Tolerance

The risk appetite and tolerance levels help the Group make decisions that contribute to achieving its strategic objectives. Risk appetite and risk tolerance levels are determined on the basis of the Group's direction, objectives, culture and external environment.

### Risk Management Process

A structured process encompassing risk identification, measurement, treatment and continuous monitoring and reporting. The output is a risk register that logs all identified risks and their treatments.

### Principal Risks and Categories

The Group's Risk Universe encompasses 7 principal risk categories: operational risks, technology risks, corporate risks, financial risks, cybersecurity risks, business continuity risks and business environment risks.

## Risk Management continued



### Cybersecurity

The Cybersecurity Department ensures the confidentiality, integrity and availability of the Group's data, systems and networks, enabling business objectives while mitigating security risks. Comprising Cybersecurity Governance and Cybersecurity Operations, the department safeguards assets without disrupting business operations through proactive threat management and regulatory compliance.

#### Core activities include:

- Deploying robust security measures to protect the Group from potential threats and vulnerabilities.
- Continuously monitoring for vulnerabilities and promptly responding to incidents.
- Ensuring alignment with all relevant cybersecurity regulations and standards.

#### Compliance with NCA Frameworks

The department adheres to the National Cybersecurity Authority (NCA) frameworks, ensuring high standards of cybersecurity across the Group. These include:

- Essential Cybersecurity Controls (ECC)
- Critical Systems Cybersecurity Controls (CSCC)
- Cloud Cybersecurity Controls (CCC)
- Telework Cybersecurity Controls (TCC)
- Organization Social Media Accounts Cybersecurity Controls (OSMACC)
- Data Cybersecurity Controls (DCC)

**Through proactive threat management and regulatory compliance, we are committed to safeguarding assets without disrupting the Group's business operations.**

## Business Continuity and Environmental Security

The Business Continuity and Environmental Security Department ensures the Group maintains critical functions during and after disruptive events while promoting sustainability and resilience against environmental challenges.

Core activities include:

### Policy and Framework Development

- Establishing the Business Continuity Management framework and strategy for approval by the relevant committee.
- Developing and implementing strategies, sub-policies and standards required for policy execution.
- Maintaining and communicating the latest versions of the Business Continuity policy and framework to all relevant parties.

### Business Continuity Management Plan

- Coordinating with Business Continuity Champions to implement the policy and framework.
- Ensuring regular testing and exercising of continuity plans, incorporating lessons learned to enhance effectiveness.
- Conducting exhaustive assessments of new initiatives or major service/system changes to ensure proper continuity plans are developed.

### Risk and Impact Assessments

- Collaborating with the ERM Department to identify potential threats and assess their operational impacts.
- Analyzing business impact and risk data to develop resilient strategies, including alternative operating methods, relocation plans and dependency solutions.

### Incident Review and Continuous Improvement

- Reviewing post-incident and management reports, applying lessons learned to strengthen continuity measures.
- Evaluating business continuity capabilities of members, suppliers and service providers based on the nature of their businesses.

## Stakeholder Collaboration

- Planning, scheduling and developing exercise objectives, scope and scenarios in partnership with Stakeholders.
- Ensuring alignment with organizational priorities, reducing risks to acceptable levels for unmitigated disruptions.

## Business Continuity Strategy

The Group's Business Continuity strategy ensures prioritized activities and services continue following disruptions. It leverages insights from business impact analyses, risk assessments and Stakeholder evaluations to develop robust, scalable and resilient continuity measures.

## Risk and Security Highlights and Achievements

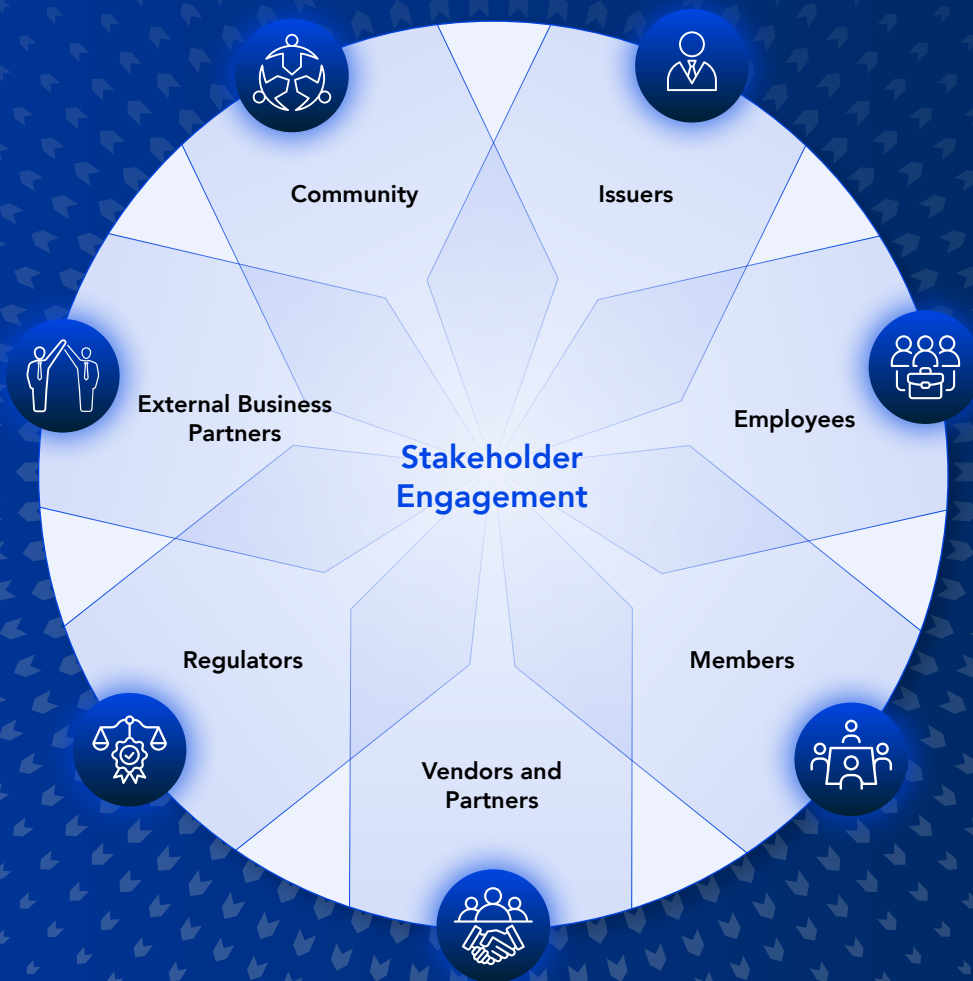
The Risk and Security Division achieved significant milestones this year, reflecting its comprehensive approach to safeguarding the Group's resilience and strategic goals. Key highlights and achievements include:

- Reviewed and updated Enterprise Risk Management, Cybersecurity and Businesses Continuity Management policies, methodologies and processes to align with evolving industry standards and strategic objectives of the Group.
- Ensured continuous evaluation of the Key Risk Indicators (KRIs) to reflect the strategic changes and ensuring proactive risk monitoring and identification of emerging risks.
- Ensured continuous support and evaluation of the Group's projects and initiatives through identifying, assessing and mitigating risks throughout their lifecycle.
- Achieved ISO 27001 certification and maintained high compliance with all national cybersecurity regulations, including NCA controls across applicable frameworks.
- The cybersecurity program excelled in monitoring assessments, increasing awareness and enhancing overall effectiveness. These efforts resulted in no critical or high cybersecurity incidents.
- Enhanced the Business Continuity framework to ensure the continuous maintenance of a robust, enterprise-wide framework that supports all aspects of the Group's core operations and projects.

# Stakeholder Engagement

## Creating Lasting Value through Strategic Engagement

Saudi Tadawul Group takes a proactive and holistic approach to engaging with all Stakeholders, ensuring that each interaction fosters growth, trust and market development. By maintaining open communication, delivering tailored solutions and continuously evolving its offerings, the Group strengthens the capital market ecosystem while advancing the Kingdom's ambitious Vision 2030. Whether through issuers, business partners, employees, regulators or the broader financial community, Saudi Tadawul Group's commitment to collaboration drives innovation, enhances market resilience and unlocks new opportunities for sustainable economic growth.



## Issuers



How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We manage our relationships with issuers with one-on-one meetings, phone calls, conferences, workshops, regular check-ins and email exchanges.</p>	<ul style="list-style-type: none"> <li>• Continuous and dynamic engagement.</li> <li>• Regular meetings, workshops and feedback sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosures and compliance with listing rules.</li> <li>• Adhering to restriction (blackout) periods.</li> <li>• New incentives for issuers.</li> <li>• Market developments and upcoming events.</li> <li>• Changes in fees, processes and products related to market development.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting workshops to enhance issuers' understanding of products and services.</li> <li>• Regularly engaging with issuers through surveys and meetings in collaboration with the CMA.</li> <li>• Addressing feedback on fees, processes and product offerings.</li> <li>• Implementing educational initiatives to improve market understanding and compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Supported issuers in governance, continuity and succession planning.</li> <li>• Ensured issuers remained agile and prepared for market changes.</li> <li>• Provided clarity on compliance and regulatory requirements.</li> <li>• Enhanced issuers' experience and success within the Group's ecosystem.</li> </ul>



## Stakeholder Engagement continued

Employees 				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We prioritize effective and continuous engagement with our employees to foster a culture of collaboration, innovation and professional growth. Our engagement approach includes structured programs, feedback mechanisms, training initiatives and direct communication channels that ensure employees are actively involved in shaping the organization's future. We engage through social events, training programs, surveys and internal communication activities across the Group's divisions and its subsidiaries.</p>	<ul style="list-style-type: none"> <li>• Daily, weekly or monthly basis based on the activity.</li> <li>• Annual Organizational Health Index (OHI) Assessment to measure employee satisfaction and workplace effectiveness.</li> <li>• Regular and effective town halls and leadership Q&amp;A sessions to provide transparency and address employee concerns.</li> <li>• Facilitate quarterly performance feedback for hires from the Graduate Development Program, and regular surveys for the new employees to support continuous enhancement and professional growth.</li> <li>• Align the Training and Leadership Development Programs with the organization's strategy and needs, also offering group learning experience to promote engagement, upskill employees against actual needs and enhance career growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Female empowerment: Strengthening female representation among our workforce and supporting their career progression.</li> <li>• Talent development and retention: Enhancing training and development programs, internal mobility and leadership development.</li> <li>• Workplace culture and employee well-being: Improving engagement, satisfaction and mental health support.</li> <li>• Performance management: Transitioning to a dynamic, feedback-driven performance management system.</li> <li>• Strategic workforce planning: Aligning HR policies with business growth and market demands.</li> <li>• Work-life balance and employee benefits: Expanding support for employees and their families.</li> </ul>	<ul style="list-style-type: none"> <li>• Female representation now stands at 32% of our workforce, with 51% of new graduate hires being women under the Graduate Development Program.</li> <li>• Launched the second edition of the Future Leaders Program and the High-Potential Development Program with highly recognized training institutes globally.</li> <li>• Optimized reporting lines and streamlined decision-making for better collaboration.</li> <li>• Shifted to a continuous feedback model aligned with strategic goals.</li> <li>• Implemented an AI-driven recruitment platform to enhance hiring and candidate experience.</li> <li>• Signed MoU with Prince Mohammed Bin Salman College offering tuition fee discounts of higher education programs to the employees and their families.</li> <li>• Partnering with local and international schools and kindergartens offering benefits and tuition discounts to employees' families.</li> <li>• Launched the Summer Internship Program for 20 students (56% female), equipping them with market-ready skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Career growth and learning: Provided structured leadership, technical and soft skills training, empowering employees at all levels to advance in their careers.</li> <li>• Workforce agility and internal mobility: Encouraged cross-functional movement and job rotation to foster a dynamic, growth-oriented environment.</li> <li>• Recognition and retention strategies: Strengthened employee motivation through enhanced performance rewards and engagement activities.</li> <li>• Support for work-life balance: Extended well-being programs and expanded flexible work arrangements where applicable.</li> <li>• Fostering a collaborative culture: Through strategic HR initiatives, STG continues to create a thriving, inclusive and forward-thinking workplace where employees are empowered to contribute to the organization's long-term success.</li> </ul>

## Members




How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>Regular meetings, email updates, calls and in-person visits to their offices. We also host workshops and forums to address specific topics and maintain open communication. The introduction of the new Members Committee that will engage the high-level individuals and decision makers in the capital market.</p>	<ul style="list-style-type: none"> <li>Daily contact with members through calls to ensure ongoing support.</li> <li>Monthly reviews, quarterly performance meetings.</li> <li>Visits as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on market changes and initiatives.</li> <li>Market-making performance and obligations.</li> <li>Operational challenges or specific concerns.</li> <li>System readiness and integration.</li> <li>Onboarding new members.</li> <li>Business growth opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Developing new business, or consulting on new initiatives and providing feedback to the Market Development teams.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened relationships through direct support and regular visits.</li> <li>Provided tailored solutions to improve efficiency and performance.</li> <li>Enhanced liquidity and member satisfaction by addressing feedback promptly.</li> </ul>

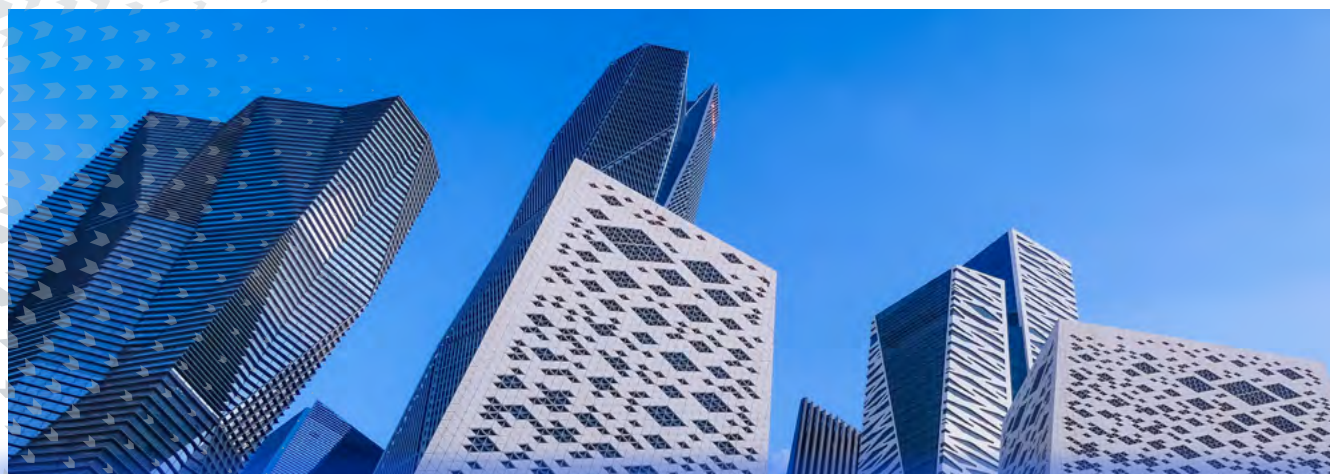
## Vendors and Partners



How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We manage existing relationships to address various types of requests, queries and issues that cover over 350 clients, including issuers, fund managers and members of the Exchange.</p> <p>We also communicate with potential clients to promote our offerings in addition to obtain feedback which helps in enhancing/introducing solutions that respond to their demands.</p>	<ul style="list-style-type: none"> <li>Interactions on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Available data and products' specifications as well as negotiating licenses' terms.</li> <li>Key account management and support activities.</li> </ul>	<ul style="list-style-type: none"> <li>Anticipate customers' demands and develop products and solutions to meet future client requirements.</li> <li>Enhancing existing solutions based on client feedback.</li> <li>Strengthening key account management to improve service efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Providing products and solutions that add value and help clients to effectively and efficiently access and trade the Saudi markets.</li> <li>Ensuring products and services meet evolving client needs.</li> <li>Strengthening relationships through responsive engagement and tailored support.</li> </ul>

## Stakeholder Engagement continued

Regulators 				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We uphold strong compliance practices through ongoing legal consultations, continuous governance enhancements and active participation in specialized committees, public discussions and regulatory reform initiatives.</p> <p>We maintain open communication with regulatory authorities, including regular audits and reviews, timely written responses, proactive legal support and meeting any additional relative regulatory requirements.</p>	<ul style="list-style-type: none"> <li>Ongoing communication with regulators, with a tailored approach to shifts in the regulatory environment. The engagement intensifies when new rules come into effect or when governance documents require updating, as well as during audits and inspections. This outreach can include providing clarification on current projects, addressing market concerns or submitting necessary data.</li> <li>The Legal Department, through its Compliance Division, serves as the key intermediary with regulatory bodies to ensure that all guidelines and requirements are effectively met when needed.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with the new Companies Law.</li> <li>Updates to governance documents and foundational regulations of subsidiaries.</li> <li>Amendments to listing, trading, settlement, investor definitions and market maker regulations.</li> <li>Development and regulation of the debt instruments market, including refining rules for Sukuk, bonds and other debt instruments.</li> <li>Legal consultations, audits and responses to regulatory authorities.</li> <li>Secondary offering amendments to increase free-floating shares, improve market liquidity and expand investment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Ensured subsidiaries' compliance with the Companies Law by redefining Board roles, improving reporting, strengthening accountability and enhancing transparency.</li> <li>Improved post-trade infrastructure by refining settlement, investor definitions and market maker rules, aligning with global standards.</li> <li>Strengthened debt market regulations by reducing issuance sizes, exempting government funds and clarifying aggregated account mechanisms.</li> <li>Implemented compliance training, including the Code of Professional Conduct, to reinforce best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened market integrity through enhanced regulatory compliance.</li> <li>Increased market liquidity by refining listing, settlement and market-making rules.</li> <li>Expanded investment opportunities, supporting the growth and diversification of the Saudi capital market.</li> <li>Strengthened investor protection through governance updates and regulatory adherence.</li> <li>Reduced costs while maintaining quality through efficient legal handling and risk mitigation.</li> <li>Built a knowledgeable, compliant workforce with strong ethical standards.</li> </ul>



## External Business Partners



How we engage	How often we engage	Key topics discussed	Key actions	Value created
Regular meetings, strategic forums, collaborative partnerships, industry conferences, media engagement and educational programs, fostering knowledge exchange, innovation and market development.	<ul style="list-style-type: none"> <li>Frequently.</li> </ul>	<ul style="list-style-type: none"> <li>Market trends, regulatory updates, investment opportunities, technological advancements and capital markets transformation.</li> <li>Joint ventures, cross-border trading, digital transformation and market integration.</li> <li>Global economic issues, investment strategies, capital market development, ESG integration and sustainability.</li> <li>Financial literacy, market structure updates, ESG frameworks and evolving regulatory changes.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing new trading technologies, regulatory enhancements, launching innovative financial products and strengthening Saudi Arabia's position as a global capital markets hub.</li> <li>Forming strategic alliances with global exchanges and financial institutions.</li> <li>Hosting and participating in major industry events such as the Capital Markets Forum, roadshows and investor roundtables to share insights and best practices.</li> <li>Developing and delivering training programs and workshops for partners.</li> <li>Interviews, special articles, press releases and digital engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced market efficiency, ensured regulatory compliance, strengthened Saudi Arabia's positioning as a global capital market hub and provided diverse opportunities.</li> <li>Increased market access facilitated cross-border investments and promoted market integration.</li> <li>Strengthened industry relationships, increased global investor interest, enhanced knowledge exchange and promoted sustainable investment practices.</li> <li>Enhanced partner knowledge, increased market participation and ensured compliance with regulatory standards.</li> <li>Increased global investor interest and increased understanding of the Group's role in the global financial ecosystem.</li> </ul>

## Community



How we engage	How often we engage	Key topics discussed	Key actions	Value created
We amplify our impact through media coverage, community support initiatives, financial contributions to social causes, educational workshops and strategic partnerships with academic institutions and charitable foundations.	<ul style="list-style-type: none"> <li>Ongoing through media channels.</li> <li>Regular community initiatives and campaigns.</li> <li>Regular workshops and programs.</li> <li>Continuous collaboration with institutions and foundations.</li> </ul>	<ul style="list-style-type: none"> <li>Financial literacy and investment awareness.</li> <li>Education and skills development.</li> <li>Sustainable local procurement.</li> <li>Employment for Saudi nationals (particularly youth).</li> <li>Health and well-being support.</li> <li>Investment awareness and financial literacy.</li> <li>Career development in capital markets.</li> <li>Women and youth participation in industry.</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness campaigns on diverse investment topics.</li> <li>Supporting local small and medium enterprises.</li> <li>Virtual workshops on investment topics.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public awareness and financial literacy.</li> <li>Enhanced educational and employment opportunities for Saudi nationals.</li> <li>Stronger local businesses through SME support.</li> <li>Greater investor confidence and knowledge.</li> <li>Improved health and well-being through community initiatives.</li> <li>Contribution to the Kingdom's ambitious Vision 2030 goals.</li> </ul>

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# 03



As the region's premier capital market enabler, Saudi Tadawul Group set new benchmarks for excellence, resilience and investor confidence in 2024. By driving liquidity, expanding investment opportunities and enhancing market infrastructure, the Group continues to strengthen Saudi Arabia's financial ecosystem while fostering innovation and growth.





Saudi Exchange Company "Saudi Exchange"

### A New Standard of Market Diversity and Dynamism

**"Saudi Exchange" as one of the top capital markets globally, contributes to laying the foundations for the growth and development of the Saudi capital market, offering a world-class infrastructure that protects market participants and meets the expectations of various local and international Stakeholders through its tailored services.**

Saudi Exchange Company (the Exchange) achieved remarkable progress and growth in 2024, with liquidity rising significantly from the previous year, game-changing new partnerships, and 55 new listings introduced. The expansion of market makers, improved trading mechanisms and increased participation from domestic and international investors drove higher trading volumes and reinforced the Exchange's role as a leading regional financial hub".

**Mr. Mohammed Sulaiman Al-Rumaih**  
CEO, Saudi Exchange



Scan the QR  
code to view  
the website

**Ownership****100%**

Owned by the Saudi Tadawul Group

**Headquarters****Riyadh, Kingdom of  
Saudi Arabia****Paid up share capital****ﷲ 600  
million****Number of shares****60 million**

(ﷲ 10 each)

**Key activities and services**

Providing listing services

Providing order matching  
and trading servicesProviding market  
information and indices  
services

This year saw the number of Qualified Foreign Investors (QFIs) surpass 4,000 for the first time, highlighting strong global interest in the Saudi market. International investors contributed 25% of daily liquidity on average, accompanied by a record number of trades and a 39.70% increase in overall traded value for the year. Enhanced infrastructure supported a further improvement in efficiency, while the Exchange also welcomed new members catering to diverse investor needs, facilitating better market access for local and international participants.

By driving innovation and broadening market access, the Exchange set the stage for sustained growth and global recognition. With a focus on enhancing infrastructure, attracting diverse investors and fostering a more efficient trading environment, the Exchange continues to play a pivotal role in shaping the future of Saudi Arabia's capital markets and solidifying its position as a gateway for regional and international investment.

**Vision**

Shaping what comes next in capital market development in Saudi Arabia, by providing best-in-class financial instruments across all asset classes - supported by a strong, innovative and technologically advanced market infrastructure.

**Mission**

Providing markets that are reliable, resilient, transparent and efficient. Protecting market participants and offering tailored services that are attractive to domestic and international stakeholders.

**Strategy**

The Exchange's strategic objectives focus on building:

- Trusted markets that consistently deliver for international and regional companies and investors, as well as Saudi Arabia's economy.
- A dynamic business with pioneering product and service innovation, information and analytics.
- An agile, digitized and collaborative culture driven by excellence.

## Saudi Exchange continued

### Strategic Priorities

Saudi Exchange plays a pivotal role in shaping the growth and evolution of Saudi Arabia's financial market. With a robust, world-class infrastructure, it ensures a secure and efficient trading environment while delivering tailored services that align with the expectations of local and global Stakeholders, reinforcing its position as a key driver of market development.

### Creating Value for the Group and the Kingdom

In 2024, the Exchange reinforced its role at the core of the "Create an Advanced Capital Market" objective within the Financial Sector Development Program (FSDP) under the Kingdom's ambitious Vision 2030. Through strategic initiatives, the Exchange played a key part in advancing the Kingdom's financial sector and fostering a globally competitive investment environment.

A major focus was and continues to be on enhancing market infrastructure to improve accessibility and efficiency. Upgrades to trading systems and operational frameworks aligned with the FSDP's goal of building a robust financial sector that supports sustainable economic growth. In addition, successful onboarding of further market makers during the year directly contributed to enhanced liquidity. These efforts also facilitated smoother participation for local and international investors, ensuring a more seamless and efficient trading experience.

The Exchange also emphasized the diversification of financial instruments to broaden investment opportunities. By expanding its offering to include more debt instruments and other innovative products, the Exchange has encouraged greater investment diversification. This diversification aligns with the Kingdom's Vision 2030's goal of creating a more dynamic and resilient economy, making Saudi Arabia's capital markets increasingly attractive to global investors.

The Exchange expanded its international presence through global index inclusions such as MSCI Emerging Markets Index, and partnerships with 1 major exchange, further solidifying its position as a gateway to regional and global capital markets. With over 400 listed securities, including more than 100 on Nomu - Parallel Market, the Exchange surpassed significant milestones in market development. The completion of 42 IPOs facilitated by Capital Market Institutions using the Tadawul Capital Management System underscores the Exchange's ability to deliver innovative solutions that meet the growing needs of issuers and investors alike.

Through these targeted initiatives, the Exchange continues to position itself as a catalyst for the Kingdom's economic transformation, supporting both the growth of the financial sector and the broader ambitions of Vision 2030.

### Growing Volumes and Market Capitalization

Overall, the Exchange delivered a strong performance in 2024, underpinned by a strategic focus on diversification and the development of the debt market. These efforts have significantly boosted participation and broadened investment opportunities, fostering a more balanced and resilient capital market.

Compared to the previous year, the Exchange's intensified focus on the debt market stands out as a defining achievement. By promoting and developing debt instruments, the Exchange successfully attracted a wider range of investors, enhancing liquidity across multiple asset classes. This diversification strategy has not only improved market stability but also positioned the Exchange for long-term growth, further cementing its role as a cornerstone of the regional financial ecosystem.

In addition, the Exchange has prioritized the enhancement of the derivatives market by actively collaborating with market participants, including through the implementation of SSO, to identify and implement key improvements. These initiatives aim to strengthen the derivatives market's efficiency and attractiveness, ensuring its alignment with the evolving needs of investors and supporting the Exchange's broader strategic objectives.

Overcoming market challenges, TASI increased in 2024 by 0.58% compared to year-end 2023, driven by the Utilities industry, which impacted TASI by 263.91 points or 2.21%, Capital Goods with 84.45 points or 0.71% and Real Estate Management and Development with 78.97 points or 0.66%.

Traded value increased by 39.70% during 2024 while overall market capitalization decreased by 9.41%. Meanwhile, the number of trades showed positive growth, rising 36.76% for the year.

In 2024, the Saudi Exchange onboarded 2 market makers for 12 different securities, to close the year of 2024 with 5 market makers for 25 different securities.

**Saudi Exchange  
in 2024**

**55**

New listings

**72%**

of total GCC  
market value

**2**

New indices  
launched

**ﷲ 10,259.10  
billion**

Market capitalization  
(Main Market and Nomu -  
Parallel Market)

**-45.65%**

in derivatives volume

**-75.60%**

in derivatives value

**40%**

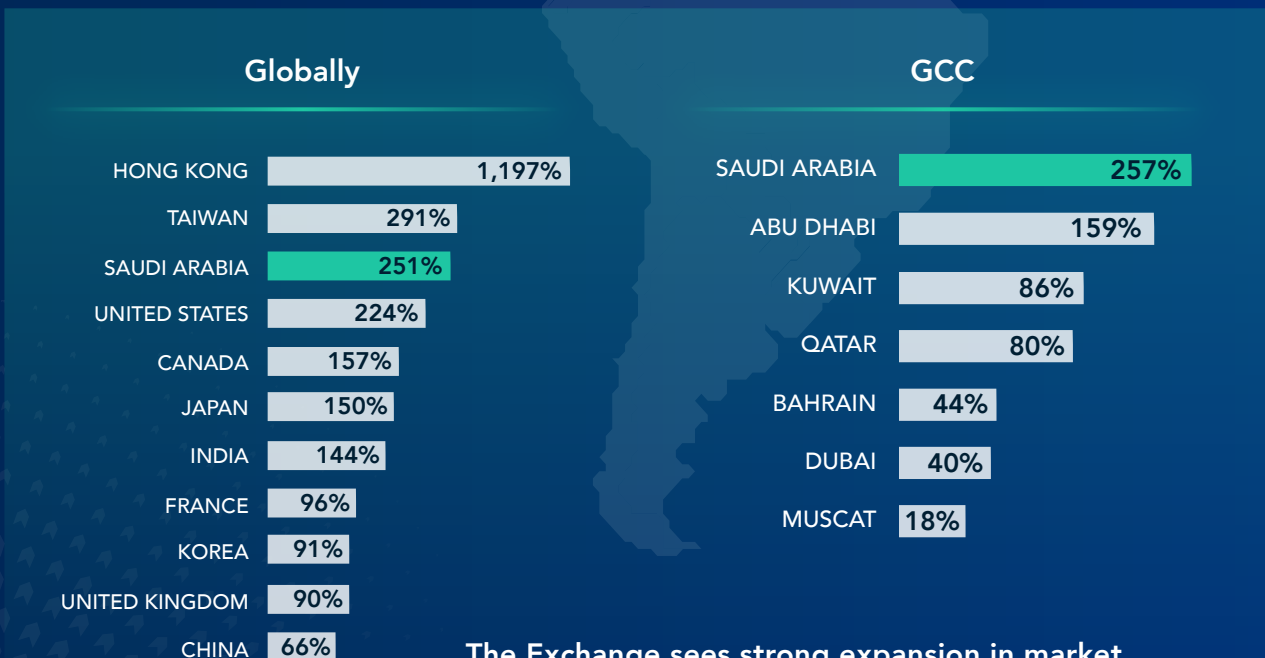
ESG reporting by  
issuers



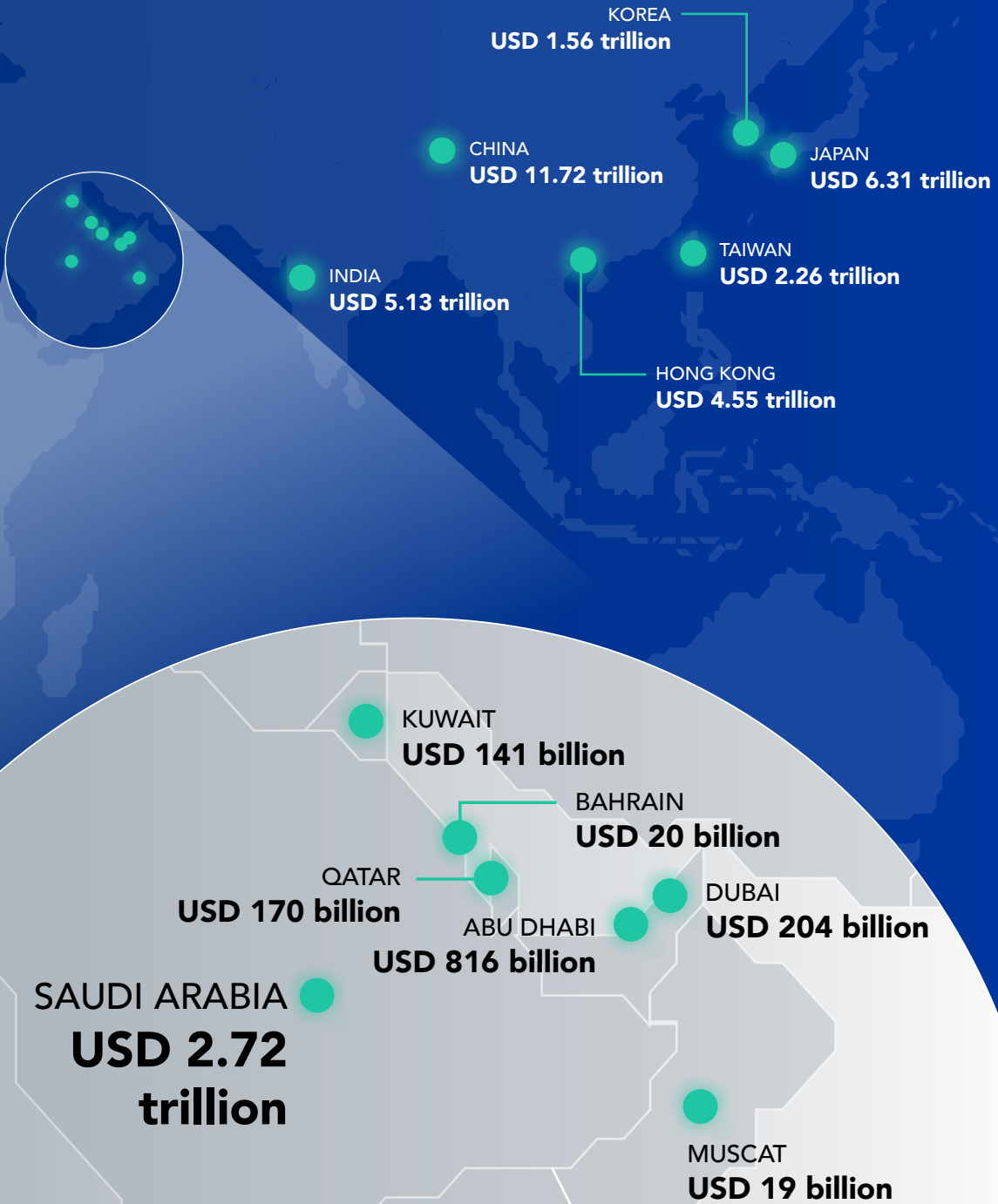
## Saudi Exchange continued



## The Saudi capital market ranks 9<sup>th</sup> globally by Market Cap



The Exchange sees strong expansion in market capitalization to GDP ratio across emerging markets.



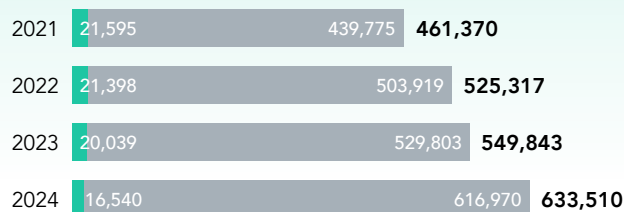
## Saudi Exchange continued

### Number of Listed Corporate and Government Sukuk and Bonds



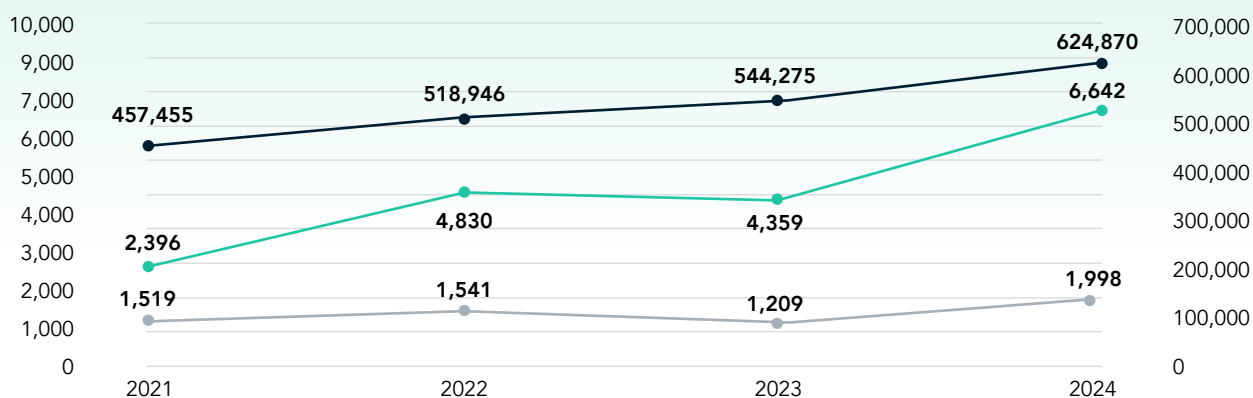
- Listed Government Sukuk and Bonds
- Listed Corporate Sukuk and Bonds

### Total Listed Issuance for Corporate and Government Sukuk and Bonds (ﷲ million)



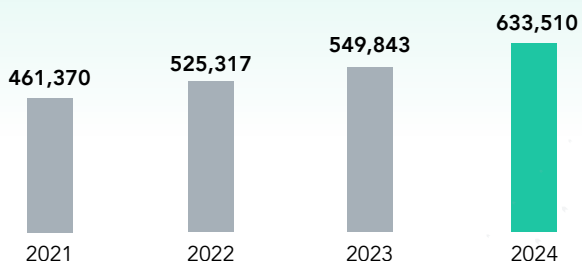
- Listed Government Sukuk and Bonds
- Listed Corporate Sukuk and Bonds

### Amount of Holding per Nationality for Listed Corporate and Government Sukuk and Bonds (ﷲ million)



- GCC
- Foreign
- Saudi

### Total Amount of Holding per Nationality for Listed Corporate and Government Sukuk and Bonds (ﷲ million)



## New Listings and Innovative Propositions

In another landmark year for the Exchange, there was a total of 55 new listings, including 19 listings in the Main Market (includes Funds: 1 REIT listing, 2 CEF listings and 3 ETF listings), 30 new listings in Nomu - Parallel Market, and in terms of debt we had 1 corporate and 5 government Sukuk and bonds listings.

The biggest listings of the Main Market in 2024 were Dr. Soliman Abdel Kader Fakeeh Hospital Co., with a market cap of ₪ 13.34 billion, and MBC Group Co. with a market cap of ₪ 8.3 billion. While on Nomu Market, First Avenue for Real Estate Development Co. was the largest listing with a market cap of ₪ 1.23 billion, and Arabian United Float Glass Co. with a market cap of ₪ 0.91 billion.

In 2024, the Exchange achieved several key milestones that reinforced its position as a dynamic and innovative capital market operator. The launch of the TASI 50 Index on 7 January marked a significant development in the Exchange's offering. This new index, tracking the top 50 companies ranked by total market capitalization, provides investors with a focused benchmark to navigate the Saudi capital market effectively.

The Exchange also advanced its technological capabilities by developing the new Capital Management System, a centralized platform for subscription and offer management. This platform, launched in 2024, strengthens the Exchange's role in the capital market, providing issuers and investors with a streamlined and efficient tool to manage their subscription process.

To enhance market liquidity and operational efficiency, the Exchange introduced a major enhancement to the market-making framework. This initiative optimized incentives and

operations for market makers, creating a more dynamic and efficient trading environment and further supporting the development of Saudi Arabia's capital markets.

From the investor perspective, the Exchange has been actively engaging with the investment community to gather feedback, raise awareness of the Saudi growth story and position itself as the first point of contact for investors. Through roadshows and events conducted across various geographic regions, the Exchange has strengthened its relationships with investors while broadening its reach and showcasing the opportunities within the Saudi capital market. These efforts continue to reinforce the Exchange's role as a trusted gateway for global investors.

As part of its strategy to expand international reach, the Exchange strengthened its position as a global financial hub through inclusion in international indices, enhanced market infrastructure and partnerships with 2 global exchanges. This year also saw the publication of the Foreign Companies Listing Guide, providing clear guidance for international issuers, further highlighting global confidence in the Saudi capital market.

The Exchange reached a new milestone with over 400 listed securities, including more than 100 on Nomu, on the market with more flexible listing requirements. Offering value across all platforms exceeded ₪ 23.37 billion, excluding government Sukuk, with 13 listings hosted on the Main Market, 30 on Nomu (including 3 direct listings), 6 funds (2 CEFs, 3 ETFs, 1 REIT) and 6 debt securities (1 corporate, 5 government). To promote listing activity, the Exchange publishes a periodical report detailing IPOs, listings and secondary capital raising activities, highlighting the achievements of listed securities using one of the most liquid emerging market platforms to fuel their growth.

## Building Strength, Driving Innovation & Pursuing Excellence Across Markets

### Number of Listed Securities

#### Main Market

247

(including 19 REITs)

#### Nomu – Parallel Market

106

(including 1 REIT)

#### REITs

20

(19 in Main Market, 1 in Nomu Market)

#### CEFs

4

#### ETFs

11

#### Sukuk and Bonds

65

(4 Corporate Sukuk and 61 Government Sukuk)

## Saudi Exchange continued

Nomu experienced remarkable growth, with market capitalization rising by 21.86% year-over-year to  $\text{S}58.86$  billion by Q4 2024. Total traded value increased by 75.03% year-over-year, reaching  $\text{S}14.12$  billion over the same period. The rise in IPOs and direct listings on Nomu has been driven by continuous efforts to support SMEs and provide flexible listing opportunities tailored to their needs.

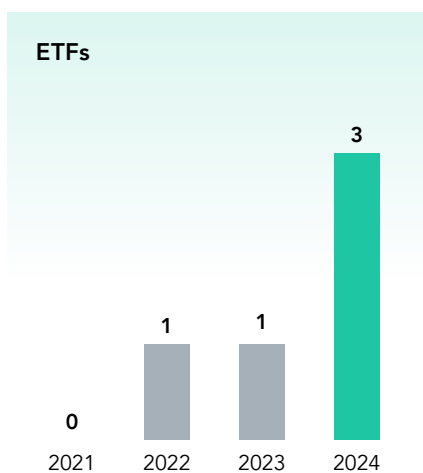
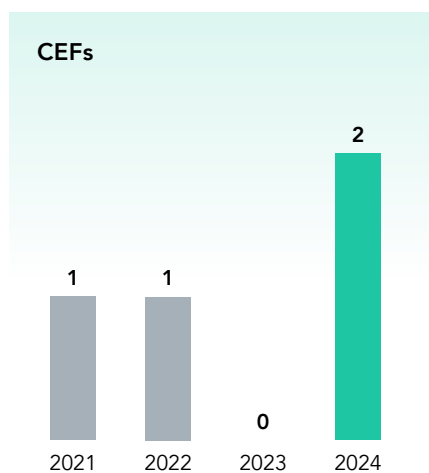
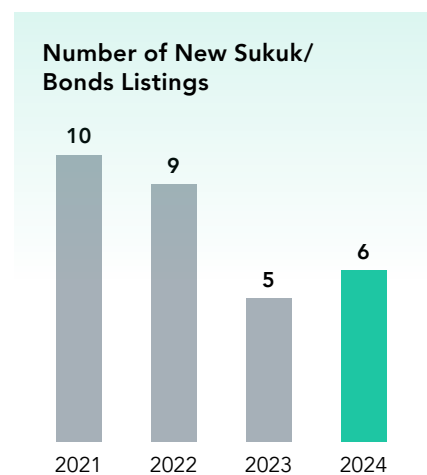
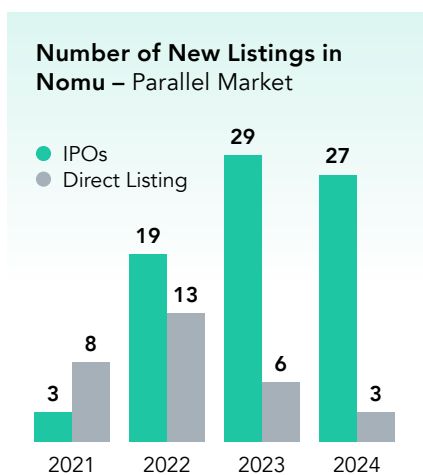
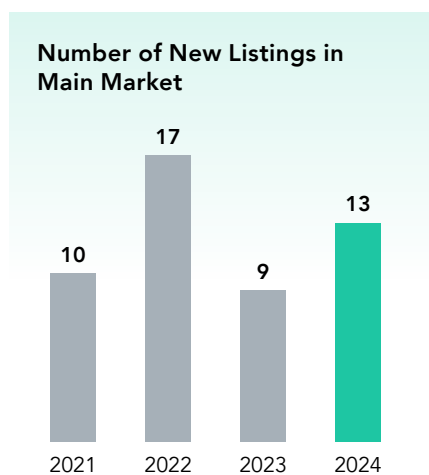
The Exchange actively incentivized both the debt and equity capital markets. For the debt market, the minimum issuance size was reduced to encourage issuers, including SMEs, to raise funds publicly and enhance

flexibility in structuring securities. The launch of the Capital Management System (CMS) marked a historical change in offerings management, streamlining the process for issuers and investors alike. The CMS reduced time-to-market for IPOs from 20 days to 14 days, increased trading activity by 32% during the first 3 trading days, and improved coverage ratios for IPOs by 217% compared to traditional methods.

A robust outreach program, conducted over 1,300 visits and 44 workshops, to educate private companies and family businesses in the listing process, further strengthened the pipeline of potential issuers. This initiative, combined with

sector-specific listing incentives aligned with the Financial Sector Development Program (FSDP), supported the growth of family businesses and SMEs, showcasing the benefits of access to capital markets and strong governance frameworks.

To support continued innovation, the Exchange introduced enhancements across its offerings. These included improved listing mechanisms, the introduction of SPACs and preferred shares, and refined processes for tradable rights. Additionally, the Exchange is preparing to expand into new instruments and share classes to further diversify its market offerings.



## Capital Raised

Year	2021	2022	2023	2024	Comments
Main Market	17,179,160,744	37,512,544,092	11,896,810,330	14,399,307,455	Including funds
Nomu – Parallel Market	1,893,469,550	1,289,992,376	1,094,356,424	1,113,001,788	
Tradable Rights	2,384,500,000	11,995,284,640	2,885,000,000	7,981,499,990*	

\*including 1 Right Issue with Suspension of Rights Issue Shares.

## Market Cap (兆)

Year	2021	2022	2023	2024	Comments
Main Market	10,009,151,361,041	9,878,101,398,976	11,259,319,837,837	10,200,236,084,247	Including 19 REITs
Nomu - Parallel Market	19,025,273,000	35,085,565,047	48,297,238,173	58,860,015,410	Including 1 REIT
CEFs	409,930,345	850,324,747	1,220,698,437	1,316,958,071	
ETFs	1,597,731,800	1,503,387,900	644,772,260	6,686,516,196	
Sukuk/Bonds	461,370,215,860	525,316,925,120	549,843,238,000	633,509,699,000	Issuance size

### Strengthening Ties with Global Exchanges

Throughout the year, the Exchange signed 3 new agreements and partnerships with regional and international entities to support the Group's strategic goals and ambitions.

**Dubai Mercantile Exchange** – The Group acquired a 32.6% stake in DME Holdings Limited, rebranding it as Gulf Mercantile Exchange (GME), to drive growth as a regional commodities leader and expand into energy, metals and agricultural markets, while supporting sustainability through innovative derivatives.

**Johannesburg Stock Exchange** – The Group signed an MoU - its 18th MoU spanning partnerships across GCC countries and global markets - focused on fostering dual listing opportunities, further strengthening the Exchange's

global presence and creating new pathways for international collaboration.

**Bahrain Bourse** – The Group signed a cooperation agreement aimed at enhancing market integration, developing new investment products and streamlining trading mechanisms to create more opportunities for investors and issuers in both countries.

### Expanding the Cash Market

In 2024, the Exchange's cash market demonstrated significant progress, contributing to the strategic success of the Group through a series of impactful initiatives. These efforts centered on launching innovative products, enhancing existing services and implementing key microstructural enhancements to boost liquidity, foster investor confidence and improve market efficiency.

The Exchange introduced a range of innovative offerings designed to align with market demands and uplift direct revenue streams. These initiatives expanded revenue opportunities while addressing the evolving needs of market participants. Simultaneously, existing products and services were refined to increase liquidity, with enhancements shaped by user feedback and market trends. A revamped market-making framework for equities served as a cornerstone of these improvements, optimizing liquidity provision strategies and market maker incentives. This framework bolstered price discovery, tightened spreads and elevated overall market liquidity, creating a more robust and efficient equity market.

## Saudi Exchange continued

High-frequency traders (HFTs) also played a significant role, contributing approximately 25% of the average daily trading value (ADTV) and up to 46% on peak trading days.

The expansion of market makers across listed equities was a defining milestone. By enabling a more efficient trading environment, market makers facilitated tighter spreads and improved liquidity. Securities with active market makers experienced increased trading volumes and greater market depth, benefiting both issuers and investors. These advancements were instrumental in fostering investor confidence and cultivating a more dynamic and accessible equity market.

The cash market also saw transformative participation from algorithmic traders, who now contribute up to 40% of daily liquidity. This marked increase underscores the success of targeted enhancements designed to accommodate high-frequency trading (HFT) strategies. The result has been a significant improvement in market depth, tighter spreads and enhanced price discovery, which collectively strengthen the overall market ecosystem.

Several new initiatives were launched to streamline operations and improve market functionality:

- Enhanced trading system access via streamlined FIX connection fees
- Murabaha product enhancements
- Market-making obligation and incentives enhancements for equities

The debt market delivered a strong performance in 2024, with the total size of issuances reaching approximately ٦٣٣.5 billion, reflecting robust activity and investor confidence. Trading activity was equally notable, with a total value traded of ٢١.59 billion across 44,624 trades. These figures underscore the debt market's resilience and its critical role in Saudi Arabia's financial ecosystem.

Trading velocity showed sustained momentum, with year-to-date (YTD) and year-over-year (YoY) velocity reaching 18.26%, up from 11.84% in 2023. Although slightly above 2022's 17.29%, these figures, inclusive of Aramco, highlight the Exchange's continued efforts to promote market efficiency and enhance liquidity.

Through these achievements, the Exchange continued to build strong momentum, creating value for a diverse range of market participants while reinforcing its role as a dynamic and resilient capital market operator in the region.

### Strengthening the Derivatives Market

In 2024, the Exchange made significant strides in advancing its derivatives market by enhancing liquidity, offering competitive pricing and deepening the order book, reinforcing its strategic role in the broader development of the Saudi capital market. These efforts were complemented by enabling and supporting market makers and driving the internationalization and institutionalization of the derivatives market to attract a broader range of participants, both domestic and international.

Derivatives play a pivotal role in enabling both local and international investors to effectively hedge portfolio risks and diversify their trading strategies, thereby enhancing the overall market's resilience and attractiveness. The Exchange delivered on its commitment to providing sophisticated and innovative derivatives products and services tailored to meet the needs of both local and global investors. By expanding diversified offerings and introducing advanced hedging tools, the derivatives market further supported the advancement of the Saudi capital market, empowering investors to manage risks and limit losses during adverse market conditions.

Several critical initiatives were introduced to improve market functionality and efficiency, ensuring a seamless experience for participants. An automated process was implemented to cancel orders in the event of the Exchange's members being disconnected from the trading engine, reducing operational risks. A drop copy service was introduced, allowing the Exchange's members to track and manage trade and order activities with greater precision. Market makers benefited from automated synchronization of bid/ask quotes, increasing liquidity and operational efficiency while streamlining quoting activities. Members were also enabled to use their own order management systems to place and accept bilateral trades, fostering greater flexibility and accessibility.

The derivatives market continued to gain traction, with Qualified Foreign Investors (QFIs) expressing a growing interest in trading derivatives products. This interest is underpinned by the requirement of active retail participation to support a vibrant derivatives market. The availability of standardized derivatives contracts has contributed significantly to market development, equipping participants with sophisticated tools to hedge risks and elevate the level of trading expertise in the market.

Looking ahead, the Exchange is focused on enhancing the existing derivatives offering by expanding the range of underlyings and providing services that support liquidity and pricing, such as market making for Single Stock Options. Plans to drive the internationalization and institutionalization of the derivatives market will aim to attract a broader range of domestic and global participants, further strengthening the Saudi capital market's global competitiveness.

These developments position the derivatives market as a critical component of the Exchange's growth strategy, enabling it to deliver innovative solutions that align with the needs of modern investors and reinforce its status as a regional and global financial leader.

The Exchange also continued to play a pivotal role in fostering global engagement this year by actively participating in and organizing corporate access events.

These events facilitated meaningful interactions between investors and issuers, showcasing the diverse

investment opportunities available through the Exchange both locally and globally. These engagements were key to strengthening investor confidence and generating increased interest in the Saudi market.

To further advance ESG awareness, the Exchange hosted multiple webinars throughout the year, covering a wide range of sustainability topics. Featuring insights from industry experts, these sessions provided valuable guidance on ESG principles, equipping issuers and investors with the tools to adopt and implement best practices in sustainability.

The Exchange's strategic efforts in 2024 underscored a commitment to diversifying market participants, driving global engagement and promoting ESG practices.

### Enhancing Experience for Investors and Issuers

In 2024, the Exchange made significant progress in improving the experience for both investors and issuers, focusing on growth, engagement and sustainability. A key highlight was the onboarding of 4 new members across the cash and derivatives markets, strengthening market capacity and

## Saudi Exchange's Investor Roadshows in 2024

- The Sustainability Forum Middle East (SFME), Bahrain
- GCC BDI. Topic: Saudi Exchange ESG Guidelines (part 1), Riyadh
- Fixed Income Roadshow in collaboration with JP Morgan, London/NY
- Saudi Capital Market Forum, Riyadh
- UAE Investors Roadshow, Dubai, Abu Dhabi
- e& enterprise and Saudi Exchange Sustainability Workshop, Riyadh
- HSBC MENAT Future Forum, Dubai
- GCC BDI. Topic: Saudi Exchange ESG Guidelines (part 2), Riyadh
- Citi Fixed Income Webinar, Virtual
- Trade Tech Buy-Side Equity Conference, Paris
- Saudi Exchange in collaboration with HSBC Debt Committee Roadshow, London/ NY
- Goldman Sachs - Saudi Exchange Day, Singapore
- Goldman Sachs Debt Committee Roadshow, Singapore
- Capital Market Forum, Hong Kong
- Green Bonds Round Table Discussion – Ministry of Finance, Riyadh
- JP Morgan Frontier Markets Conference, London
- HSBC GCC London Exchanges Conference, London
- Saudi Exchange in collaboration with Bloomberg Fixed Income Roadshow, London
- Saudi Exchange x MSCI: Building your Sustainability Journey Workshop, Riyadh
- Saudi Sustainability Club – Bank AlJazira. Sustainability Dialog, Riyadh
- EFG Hermes 10th Annual London Conference, London
- Saudi Exchange UAE Roadshow with Morgan Stanley, Dubai, Abu Dhabi
- JPM Saudi Conference, New York
- GCC BDI. Topic: Saudi Exchange ESG Guidelines (part 2)
- HFM Middle East Symposium: London edition
- Mizuho Bank: Japan Corporate Day, Tokyo
- Saudi Exchange x S&P Global Sustainable Finance Workshop, Riyadh
- STG Ring the Bell for Climate, Riyadh
- Post Listing Support Workshop – ESG Introduction, Virtual
- Sustainability Excellence GHG workshop, Virtual

## Saudi Exchange continued

diversity. This was complemented by an expansion in international participation, with high-frequency traders (HFTs) and quantitative firms playing a more prominent role in the ecosystem. The Exchange also facilitated access for international retail and institutional investors through partnerships, including interactive brokers joining the Saudi market.

The Exchange deepened its outreach efforts, partnering with members to attract QFI assets under management from global financial hubs such as London, New York, Singapore, Tokyo and Hong Kong. Fixed-income roadshows held in London, New York and Hong Kong were instrumental in promoting the Saudi market, boosting both investor engagement and liquidity. These efforts contributed to rising foreign direct investment inflows, reflected in increased daily liquidity and greater ownership by international investors.

In May, the Exchange reached a significant milestone with the publication of the Foreign Companies Listing Guide. This comprehensive resource is designed to assist foreign companies in understanding the criteria for offering and listing on the Main Market, reflecting the Exchange's commitment to facilitating international participation and expanding its market base.

Sustainability remained a priority, with the Exchange leading initiatives to enhance ESG reporting and disclosure practices. ESG-focused consultations and educational efforts reinforced the Exchange's commitment to promoting responsible investment and sustainable growth.

To further improve market functionality and accessibility, the Exchange introduced the IPO Participation Management (IPM) system, simplifying retail investor access to IPOs and enhancing overall participation. Other advancements included streamlined

support for electronic traders, improvements in trading systems and expanded product offerings tailored to market needs.

The Saudi capital market's growing international reputation was further solidified by the inclusion of additional companies in the MSCI Emerging Markets Index. Performance metrics demonstrated strong liquidity and investor inflows, positioning the Exchange among the top emerging markets. With 2 new members added to the cash market and 2 in the derivatives market, the Exchange strengthened its ability to cater to diverse investor needs.

### Creating Value through Market Data

The Exchange made significant advancements this year in leveraging analytics and data to deliver value across the Group and its Stakeholders. With a strategic focus on diversifying revenue streams and enhancing transparency, the Exchange continues to strengthen its position as a data-driven, innovative market leader.

As part of the Group's Pillar 6 strategy to reduce reliance on trading activity, the Exchange is actively developing a data analytics and distribution platform. This cutting-edge initiative will consolidate, analyze and deploy multiple data products, enabling the Group to quickly identify and launch offerings that align with evolving market requirements.

The Exchange demonstrated its commitment to transparency by progressing the launch of the Historical Order Book feed. Designed to enhance market data services, this initiative will provide participants with valuable insights and greater visibility into market activity. Currently in the testing phase, the feed is scheduled for launch in early 2025. Additionally, the introduction of Tick Data products, tailored for institutional clients analyzing level 2 order book data, reflects the

Exchange's focus on meeting the sophisticated needs of global investors. Client engagement is ongoing, pending regulatory approval from the Capital Market Authority (CMA).

The Exchange continued to refine and expand its indices offerings, launching the TASI 50 Index in January 2024. Tracking the top 50 companies by total market capitalization, the index provides investors with a focused benchmark for navigating the Saudi capital market. Further advancements included enhancements to index calculation methodologies to address diverse needs and deliver deeper market insights. A new Index Use License under the Index Creation Agreement framework was also introduced, enabling greater flexibility for benchmarking and analytics.

The Exchange achieved a 26% year-over-year increase in clients subscribing to its Market Information services, bringing the total to 335 clients. This growth reflects the Exchange's commitment to providing high-quality data and analytics services that meet the diverse needs of issuers, fund managers and institutional clients.

By integrating analytics and data into its strategic initiatives, the Exchange is creating significant value for the Group and its Stakeholders. These efforts not only enhance transparency and market functionality but also position the Exchange as a forward-thinking, data-driven leader in the global capital markets landscape. As these initiatives progress into 2025, the Exchange is set to unlock new opportunities, driving sustainable growth and innovation across its ecosystem.

### Saudi Exchange in 2025

In 2025, the Exchange will focus on building upon its successes to enhance its offerings and deepen its engagement with Stakeholders across all facets of the market. A primary objective is to advance liquidity and efficiency in cash markets,

implementing key initiatives that improve market dynamics and encourage greater participation.

The Exchange plans to extend trading hours for negotiated deals, allowing transactions to occur beyond current timings. This change is expected to provide greater flexibility for market participants, boosting transaction volumes and enhancing overall market efficiency. Additionally, revising fluctuation limits and price tick sizes will promote more efficient price formation, driving increased trading activity and improving market dynamics. Efforts to onboard market makers in the debt market will further bolster liquidity, creating a more competitive and vibrant trading environment.

In market data, the Exchange aims to develop and launch innovative data products through its Data Link platform, providing Stakeholders with advanced tools to analyze and utilize market insights effectively. Strengthening its index franchise remains a priority, with plans to introduce more indices tailored to meet diverse investor needs, enhancing transparency and accessibility in the market.

Global engagement will remain central to the Exchange's strategy, with a continued focus on fostering partnerships and attracting international participants. These efforts will ensure the Exchange's role as a gateway for global capital, positioning it as a leader in the regional and international financial ecosystem. Signing the Net Zero commitment further underscores the Exchange's dedication to sustainability, aligning its operations and goals with the global shift toward a greener economy.

By driving innovation, advancing liquidity and fostering sustainable growth, the Exchange is poised to solidify its standing as a dynamic and forward-thinking financial hub, creating value for all Stakeholders while pursuing long-term excellence.





The Securities Depository Center Company "Edaa"

**"Edaa" is committed to achieving the strategic objectives of the financial market by developing the infrastructure and implementing the necessary procedures to execute transactions in accordance with international standards. It also strives to enhance the efficiency of services related to securities deposit and ownership registration by developing a more streamlined environment that promotes excellence in all sectors related to the financial market.**

"The Securities Depository Center Company (Edaa) continued its transformation journey in 2024, building on the previous year's foundation by diversifying revenue streams and reducing reliance on exchange trading flows. It significantly expanded its product offerings, launching initiatives in the funds and bonds sectors while enhancing services in securities financing, including collateral management and securities lending, positioning it for greater diversification and value creation moving forward".

**Mrs. Hanan Mohammad Alshehri**  
CEO, Edaa



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the website

**Ownership****100%**

Owned by the Saudi Tadawul Group

**Headquarters****Riyadh, Kingdom of  
Saudi Arabia****Paid up share capital****ﷲ 400  
million****Number of shares****40 million**

(ﷲ 10 each)

**Key activities and services**

Operating and maintaining the Depository and Settlement System (DSS).

Other value-added services such as management of issuers' general assemblies (AGM) including remote voting services (e-voting), reporting, notifications and maintenance of critical core data.

During a year of progress and achievements, Edaa achieved significant milestones as part of its alignment with the Group's refreshed strategy, undertaking a comprehensive re-evaluation of its medium- and long-term goals. This re-assessment paved the way for the expansion of its domestic product portfolio, while also enabling Edaa to identify and target new geographical regions and asset classes, reinforcing its position as a key player in the evolving capital markets landscape.

From a financial perspective, Edaa demonstrated remarkable progress in diversifying its revenue base. Although its revenues remained influenced by market trends and its connection to the Saudi Exchange, Edaa successfully reduced its dependence on trading activities by broadening its income streams. This diversification was achieved through the execution of strategic initiatives and a strong focus on enhancing its range of products and services. These efforts not only drove substantial revenue growth but also bolstered Edaa's financial stability, ensuring a more resilient and adaptable business model for the future.

**Vision**

Post-trade service provider of choice, building bridges between issuers and investors domestically and internationally.

**Mission**

Offer trusted and innovative post-trade products and services in line with highest international standards that create value for clients.

## Edaa continued

### Driving Accessibility, Innovation and Growth in Saudi Capital Markets

Edaa serves as a cornerstone of the Group's efforts to enhance access to the Saudi capital market, providing seamless opportunities for existing and potential investors as well as other market participants. Edaa has taken significant steps to improve access to the Saudi market by establishing linkages with foreign depository centers and investing in cutting-edge infrastructure, making the market more accessible and efficient.

Aligned with the Kingdom's ambitious Vision 2030, Edaa's strategic objectives focus on strengthening domestic financial infrastructure, positioning the Saudi capital market as a regional liquidity hub across multiple asset classes, and driving the growth of the Saudi Exchange. A key achievement in 2024 was the successful implementation of the second bundle of the Post-Trade Transformation Program enhancements, the launch of the second phase of these enhancements comes as a continuation of the first phase launched in 2022, marking the largest enhancement of its kind in the history of the Saudi capital market, aiming to increase investment opportunities, enhance access to a variety of financial instruments and introduce new products. Edaa has upgraded its post-trade infrastructure, bolstering market efficiency and stability through improved governance, creating a seamless and secure post-trade environment that attracts both domestic and international investors by aligning with global best practices. Key enhancements include support for the new ISO 20022 messaging standard, expanded functionality for Transfer of Title Pledge and enhanced reporting capabilities. These improvements, elevate the experience for capital market institutions, custodians, settlement agents and investors.

Other achievements include Edaa's partnership with the National Debt Management Center (NDMC) in launching their innovative Savings Sukuk Program. This initiative supports the Financial Sector Development Program (FSDP) by promoting financial inclusion and offering individuals a responsible savings option that encourages investment and fosters economic growth. The program empowers participants to build their savings while contributing to sustainable development projects, further advancing community progress.

Moreover, Edaa has launched Omnibus accounts in the Saudi debt market to enhance market attractiveness and operational efficiency. Through this initiative, Edaa is pioneering a new custody model, offering a more efficient and flexible way for Capital Market Institutions (CMIs) to manage multiple investors' assets.

Edaa also played a critical role in facilitating Aramco's secondary offering transaction, a landmark achievement that underscored its expertise in executing complex financial transactions and its commitment to enhancing market efficiency. This milestone demonstrated Edaa's ability to support high-profile transactions that strengthen the Saudi capital market's global standing.

Furthermore, Edaa secured approval from the Capital Market Authority (CMA) for "Edaa Connect". This platform represents a transformative step toward broadening investment opportunities, and it is in line with the strategic objective of the FSDP to stimulate saving, finances and investments. Introducing a distribution mechanism will bridge a gap in the accessibility of the fund's market and it will foster a more diversified and resilient financial ecosystem.

### Strengthening Partnerships and Driving Strategic Innovation

In 2024, Edaa made noteworthy progress in advancing its strategic priorities through key investments, partnerships and collaborative agreements, further solidifying its position as a cornerstone of Saudi Arabia's capital market infrastructure.

A major focus was on strengthening connections with international central securities depositories (CSDs), including an indirect link with Clearstream and a direct connection with Euroclear. Edaa worked diligently to enhance these connections, actively incorporating feedback from Stakeholders to implement improvements. One notable achievement was the upgrade to the Tadawulaty system, allowing international CSDs to seamlessly upload holding and transaction reports. This innovation streamlined processes and enhanced operational efficiency, reinforcing Edaa's commitment to improving market accessibility and aligning with the Group's objective of establishing Saudi Arabia as a premier global investment hub.

Edaa also entered into several key agreements. A partnership agreement with Ebana was signed to develop shared solutions and explore collaborative opportunities in support of the mutual ambitions of both organizations. Additionally, an MoU was signed with the General Authority for Awqaf to foster cooperation in knowledge sharing and experience exchange. This partnership focused on raising awareness and providing educational resources for beneficiaries, further demonstrating Edaa's commitment to supporting broader community and financial education initiatives.

## Edaa in 2025

In 2025, Edaa will embark on a transformational journey as it continues to evolve into a commercially oriented depository capable of competing with international market players. The year will be marked by the implementation of key long-term projects aimed at enhancing its product offerings, geographical reach and market competitiveness.

Edaa will focus on expanding its portfolio of products and services by enhancing "Edaa Connect" and enhancing other existing services such as the paying agent. Additionally, Edaa will roll out Collateral Management (CM) and Securities Borrowing and Lending (SBL) solutions to enhance market liquidity. Edaa's CM and SBL platform will work as a catalyst in increasing the bilateral SBL transactions and will also facilitate clients in their management of collateral. In addition, Edaa is working on the introduction of Omnibus Account Structure in the equity market, designed to streamline operations and provide greater flexibility for market participants.

Geographically, Edaa will intensify its collaboration with peer depository centers to accelerate cross-listings and broaden its reach. It aims to offer its services on international assets owned by local and regional investors, further strengthening its position as a global enabler in the capital markets. These initiatives will solidify Edaa's role in driving innovation and growth within the Saudi capital market while reinforcing its international presence.

## Key Operational Highlights

**1,575,229**

**New Account Openings**

**430**

**Corporate Action**

**3,460**

**Pledges**

**753,227**

**Securities Transfer**

**105**

**New Issuance**

**12,345 billion**

**Assets under Custody**





The Securities Clearing Center Company "Muqassa"

**"Muqassa" is one of the key pillars of Saudi Arabia's Financial Sector Development Program (FSDP), where it plays a significant role in developing market infrastructure to enhance market efficiency and is essential for the development of new products and services in the Saudi capital markets.**

"During a year of growth and achievements, Muqassa demonstrated its ability to innovate, adapt and strengthen its role within Saudi Arabia's capital market infrastructure, delivering impactful results that solidified its reputation as a trusted and forward-thinking clearinghouse. This commitment to excellence and strategic growth set the stage for continued success and expanded influence both locally and regionally".

**Mr. Wael Abdullah Al-Hazzani**  
CEO, Muqassa



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**Ownership****100%**

Owned by the Saudi Tadawul Group

**Headquarters****Riyadh, Kingdom of  
Saudi Arabia****Paid up share capital****ﷲ 600  
million****Number of shares****60 million**

(ﷲ 10 each)

**Key activities and services**

Central counterparty clearing services for all cash market securities traded on the Saudi Exchange (equities, Sukuk and bonds, ETFs, REITs).

Central counterparty clearing services for all derivatives and securities traded on derivatives market (Index Futures, Single Stock Futures and Single Stock Option).

Repo clearing services.

In 2024, the Securities Clearing Center Company (Muqassa) demonstrated its strength as an innovative and purpose-driven organization, achieving significant milestones that reinforced its role as a cornerstone of Saudi Arabia's capital market infrastructure. The Go-Live of the second phase of the Post-Trade Transformation Program (PTTP) was a defining achievement, delivering numerous enhancements to the post-trade structure, emphasizing efficiency, market integrity and adherence to best practices. This ambitious upgrade boosted Muqassa's ability to support a well-balanced, high-performance market environment while meeting regulatory standards.

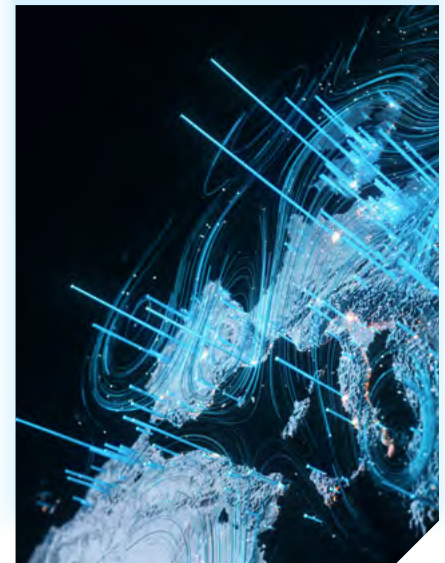
A major success was Muqassa's pivotal role in the smooth execution of the Saudi Aramco fully marketed offer (FMO), clearing transactions valued at ﷲ 42.1 billion. Muqassa also successfully cleared transactions valued at ﷲ 3.8 billion related to Saudi Telecom Company's Accelerated Bookbuild Offering. This showcased its capabilities in handling large-scale, high-stake transactions seamlessly. Further cementing its commitment to market resilience, Muqassa successfully participated in the Cyber Resilience Exercise (CRE), enhancing its readiness to address potential cyber threats, while also completing a compliance assessment with the Committee on Payments and Market Infrastructures (CPMI) and the International Organization of Securities Commissions (IOSCO).

**Vision**

To be a leading clearing house that fosters stability in Saudi and regional financial markets.

**Mission**

To provide reliable, efficient and innovative clearing services.



## Muqassa continued

Strategically, Muqassa took steps to expand its market offerings, including the approval from the Capital Market Authority (CMA) to amend its rules and procedures, paving the way for new functionalities and greater operational efficiency. The introduction of the full list of government Sukuk and bonds as acceptable collateral expanded financial flexibility, ensuring broader risk management options for members. In addition, Muqassa received SAMA and CMA approvals for its recovery plan, a critical component for market stability, ensuring the organization can maintain operations during times of crisis and thereby uphold confidence in the financial system.

Muqassa also demonstrated its proactive approach to risk management by establishing a Risk Working Group to support its Risk Management Committee with strategic advisory inputs, ensuring alignment with international best practices. Throughout 2024, Muqassa maintained a perfect track record with zero clearing member defaults and consistent, smooth operations, further underscoring its commitment to reliability. These accomplishments, paired with Muqassa's adherence to international standards and continuous operational enhancements, underline its mission of driving innovation, ensuring stability and contributing meaningfully to the growth of Saudi Arabia's capital markets.

### Derivatives Market

13

**Derivatives Clearing Members<sup>1</sup>**

DCMs: 4 | NCMs: 4 | GCMs: 5

121

**MT30 Index Futures Contracts Cleared**

3,501

**Single Stock Futures (SSFs) Contracts Cleared**

59

**Single Stock Options (SSOs) Contracts Cleared**

₹ 39.21 million

**Value of Cleared Products**

69.24 million

**Collateral under Management<sup>2</sup>**

### Cash Market

40

**Cash Market Clearing Members<sup>1</sup>**

DCMs: 10 | NCMs: 23 | GCMs: 7

₹ 1,574.2 billion

**Value of Cleared Products**

4.56 billion

**Collateral under Management**

1. Includes General Clearing Members (GCM), Direct Clearing Members (DCM) and Non-Clearing Members (NCM)

2. Considering collaterals relating to the derivatives market only



Muqassa maintained stability and consistency across its organizational, structural and strategic frameworks. Muqassa chose to focus on refining its existing service structure and ensuring the continued delivery of high-quality clearing services. This approach enabled Muqassa to build upon its established operational strengths and deliver seamless, reliable support to market participants.

Muqassa maintained a 100% settlement ratio, ensuring no trades required in the cash substitution process, which highlights the efficiency and reliability of their clearing services. The average settlement ratio on the intended settlement day (ISD) stood at 99.93%, with only a minimal 0.07% of transactions settling within ISD+1 to ISD+8. Through strategic initiatives, strict regulatory compliance and a dedication to maintaining robust clearing processes, Muqassa continues to uphold its reputation and actively supports the stability and growth of Saudi Arabia's capital markets. Muqassa also successfully passed the annual audit and review processes for its ISO certification for the year 2024 - ISO 9001:2015 Quality Management System.

This exceptional performance significantly contributed to Saudi Tadawul Group's strategic progress, underscoring its robust financial contributions and the effectiveness of its operational improvements. Muqassa's impact was further amplified through strategic initiatives such as the launch of PTPP Phase 2.0, the expansion of accepted collateral options and enhanced clearing services. These efforts not only strengthened Muqassa's role within the Group but also strengthened the overall market position of the Group, reflecting a solid alignment with the Group's growth and performance objectives.

Muqassa also played a vital role in supporting the Kingdom's ambitious Vision 2030 and the Financial Sector Development Program (FSDP) by aligning closely with the Group's strategic objectives. As a key contributor to the financial markets' growth and stability, Muqassa ensured the efficiency of its clearing and settlement processes while effectively managing risks. These efforts are instrumental in creating a robust infrastructure that underpins the broader development goals of the Saudi Financial Sector Development Program, contributing to a more resilient and diversified economy.

### Expanding Services for Greater Impact

This year Muqassa expanded its portfolio with a range of new offerings, each designed to enhance its value proposition for clients and strengthen its role within the Group. Building on the successful launch of the Single Stock Options (SSO) in 2023, Muqassa extended its clearing services to cover 6 additional SSOs for listed companies. This move reinforced Muqassa's leadership in providing diverse derivative products tailored to market needs.

Another notable launch was PTPP 2.0, introduced in November, which brought numerous new features to meet both local and international market requirements, further solidifying Muqassa's role in facilitating efficient market operations.

Muqassa also made significant developments in expanding collateral options. The acceptance of non-SAR cash collateral, along with extending non-cash collateral to all listed government bonds and Sukuks - while doubling the accepted percentage per security from 5% to 10% - increased overall market participation and usage of these options.

Additionally, Muqassa joined the International Swaps and Derivatives Association (ISDA) as part of its ongoing commitment to service excellence and strategic alliances. Muqassa also successfully maintained the ISO 9001:2015 certification, underscoring its ongoing commitment to high-quality operational standards. These initiatives collectively reflect Muqassa's drive to innovate and add tangible value for its clients and the Group as a whole.

### Muqassa in 2025

Looking ahead to 2025, Muqassa aims to achieve international recognition, reinforcing its commitment to excellence and establishing a global presence. Muqassa plans to evolve from a national champion to a MENA regional hub for clearing, expanding its capabilities to clear non-domestic products across various asset classes.

Muqassa will also pursue new MoUs and partnerships, both regionally and globally, to enhance its collaborative footprint and strengthen its position in the international financial landscape. Strategic initiatives for the coming year include the introduction of new products and services, such as Tri-Party Repo and the launch of the Derivatives Program, which aims to establish Muqassa as the venue of choice for trading MENA derivatives. This program will focus on building a liquid and resilient market with transparent price discovery, backed by a robust and trusted central counterparty clearing house (CCP).

These strategic moves are expected to contribute significantly to diversifying the Saudi Tadawul Group's offerings, fostering financial growth and driving innovation. Muqassa's vision for 2025 emphasizes its ongoing transformation into a key regional player, continuously enhancing services, expanding market reach and contributing to the broader goals of the Saudi financial ecosystem.



Tadawul Advanced Solutions Company (WAMID)

**WAMID was established to support the Saudi financial market through innovation, in line with the Kingdom's ambitious Vision 2030. It is a leading company in creating new products and services, developing the latest technologies to provide value-added solutions to market participants and businesses, and helping them deal with real-world challenges by optimizing the use of modern technology and data capabilities. WAMID is also committed to grow the Saudi financial market, increasing acquisition operations and supporting initiatives to digitize products and services available in the market.**

"Tadawul Advanced Solutions Company (WAMID) reaffirmed its role as a transformative force in the Saudi and regional capital markets, blending innovation with strategic vision to address evolving market demands. With a relentless focus on leveraging emerging technologies and delivering impactful solutions, WAMID advanced its mission to reimagine the market experience for participants, while contributing to the growth and resilience of the broader financial ecosystem"

**Mr. Mohammed Talal Al-Nory**  
CEO, WAMID



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**Ownership****100%**

Owned by the Saudi Tadawul Group

**Headquarters****Riyadh, Kingdom of  
Saudi Arabia****Paid up share capital****ﷲ 75  
million****Number of shares****30 million**

(ﷲ 10 each)

**Key activities and services**

Enhance the experience for investors in the Saudi capital market.

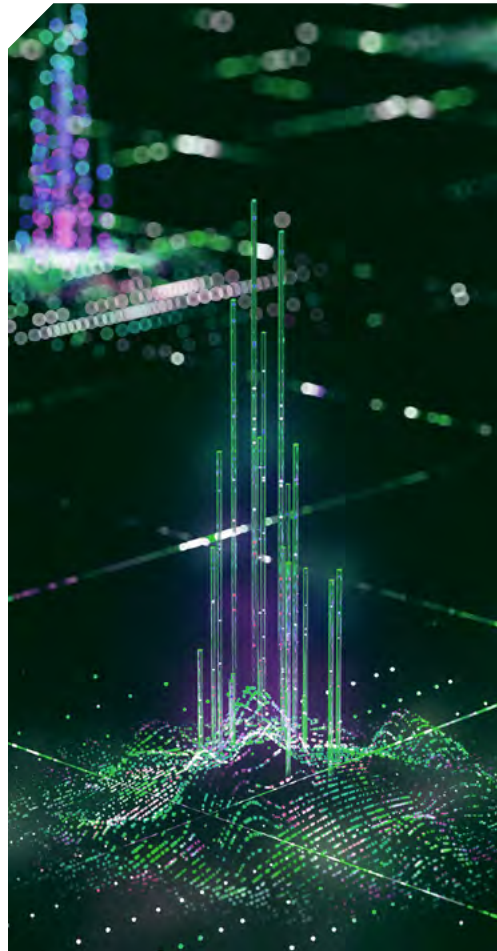
Create the technology infrastructure required for new products and services.

Build partnerships to drive innovation in Saudi Arabia and the region.

**Delivering Growth while  
Laying a Solid Foundation  
for the Future**

In 2024, WAMID achieved notable progress in advancing the capital market experience for all market participants by leveraging data and technology. Its efforts were integral to the Group's strategy and supported the Kingdom's ambitious Vision 2030, focusing on creating a modern, efficient and globally competitive financial ecosystem.

WAMID played a key role in enhancing market infrastructure for both local and international participants. The introduction of colocation services improved the capabilities of authorized persons, increased liquidity in the market and provided advanced infrastructure to support trading efficiency. Additionally, DirectFN's extensive market reach enabled WAMID to expand its offerings and strengthen support for international market players, further solidifying its position as a vital driver of market innovation.

**Vision**

WAMID is Saudi Tadawul Group's technology innovation subsidiary targeting Saudi and regional capital markets, providing innovative services focusing on data and AI, market infrastructure and disruptive technologies.

**Mission**

To partner with capital market participants, and the wider business community, to build ambitious and dynamic solutions that leverage emerging technologies to address real-world challenges.

## WAMID continued

WAMID's contributions extended to the financial stability of Saudi Tadawul Group, with recurring revenues from non-trading activities bolstering the Group's performance.

The announcement of the acquisition of the remaining 49% stake in DirectFN marked a pivotal moment in WAMID's growth strategy. This strategic move enhanced innovation in regional capital markets, diversified revenue streams and laid the groundwork for the development of new capabilities to drive the advancement of the capital market.

A highlight of 2024 was the launch of the Data Monetization Program, a cornerstone of WAMID's efforts to transform data into value-added products and services. Tremendous progress was achieved in developing this program, with a focus on meeting market needs and ensuring seamless monetization of the Group's extensive data resources. As part of this initiative, WAMID actively identified and assessed high-impact use cases for AI solutions to enhance efficiency and improve the experience for market participants.

Strategic partnerships in 2024 also played a crucial role in advancing WAMID's technological capabilities, enabling the development of innovative solutions and supporting the broader objectives of Tadawul Group. These efforts underline WAMID's commitment to fostering innovation, driving growth and laying a strong foundation for the future of the Saudi capital market.

### WAMID in 2025

In the year ahead, WAMID will focus on implementing strategic initiatives to drive growth, diversify revenue streams and align with the Group's broader strategy. It will continue to leverage DirectFN to accelerate expansion while scaling the Liqaa platform to enhance engagement and market impact.

WAMID will also activate its Data Monetization Program, a cornerstone of its strategy, to consolidate, analyze and deploy innovative data products that create significant value for the Group. The program's first products are set to launch, with enhanced AI capabilities playing a pivotal role in this effort. These advancements will enable more sophisticated data analysis and deliver actionable insights, empowering market participants and fostering informed decision-making.

WAMID plans to also explore cutting-edge technologies like artificial intelligence, blockchain, data analytics and tokenization to unlock new opportunities for transforming and evolving the financial market. Additionally, the Company aims to enhance its hosting solutions for sales, reaffirming its commitment to driving innovation and achieving transformative growth across its operations.

Through these initiatives, WAMID aims to solidify its position as a leader in market innovation, technology and data-driven solutions, contributing to the Group's mission of building a resilient, efficient and globally competitive capital market.





# Sustainability Review

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04



**Sustainability is a strategic imperative at Saudi Tadawul Group, driving long-term value and competitive distinction. We are building a leading global exchange by embedding sustainability into our core operations, aligning with the highest international standards.**



# Sustainability Approach in Saudi Tadawul Group

## Driving Sustainable Growth and Impact

**Saudi Tadawul Group recognizes that embedding sustainability into its operations is not just a responsibility and commitment but a key driver of long-term value creation and competitive differentiation. Its sustainability approach is fully aligned with its strategic vision, reinforcing the Group's ambition to rank among the world's leading exchange groups. By integrating sustainability principles across its ecosystem, the Group enhances resilience, fosters market confidence and strengthens Saudi Arabia's position as a global financial hub.**

The Group is continuously refining its internal sustainability framework to align with the highest international standards, making sustainability a core pillar of its corporate strategy rather than just a compliance requirement. Beyond its own practices, it plays a key role in driving the broader market's transition toward sustainable financial practices. By expanding its range of sustainability-focused products, the Group enables investors to access opportunities that align with their sustainability goals, reinforcing market stability and long-term attractiveness.

Collaborating closely with issuers, it promotes stronger sustainability management, greater transparency and enhanced disclosures. Additionally, by integrating sustainability into investment decision-making, the Group helps direct capital toward responsible and forward-looking businesses. Through these efforts, Saudi Tadawul Group strengthens its position as a sustainability leader while shaping the future of financial markets.





# Sustainability Framework

## A Structured Approach to Sustainability

Saudi Tadawul Group integrates 3 core opportunity areas across 6 key thematic pillars of responsibility, forming the foundation of its sustainability framework. This structured approach ensures that the Group's most significant sustainability opportunities and impacts are captured and addressed effectively.

By embedding these focus areas into its operations, the Group reinforces its commitment to driving sustainable growth, fostering resilience within the financial ecosystem and aligning with evolving market expectations. This framework provides a clear roadmap for advancing sustainability practices across the Group and the broader capital market.



### Pillar 6

Support the talent that drives market progress



### Pillar 5

Address climate change and foster a circular carbon economy



### Pillar 4

Lead the market towards ESG adoption and disclosure



**Our Sustainability strategic framework aligns with global best practices and Vision 2030, driving ESG integration and sustainable finance to build a more resilient and inclusive economy.**



### Pillar 1

Continuously elevate the sophistication of the Saudi capital market



### Pillar 2

Promote integrity



### Pillar 3

Become a global hub for debt-related sustainable finance



# Material Topics

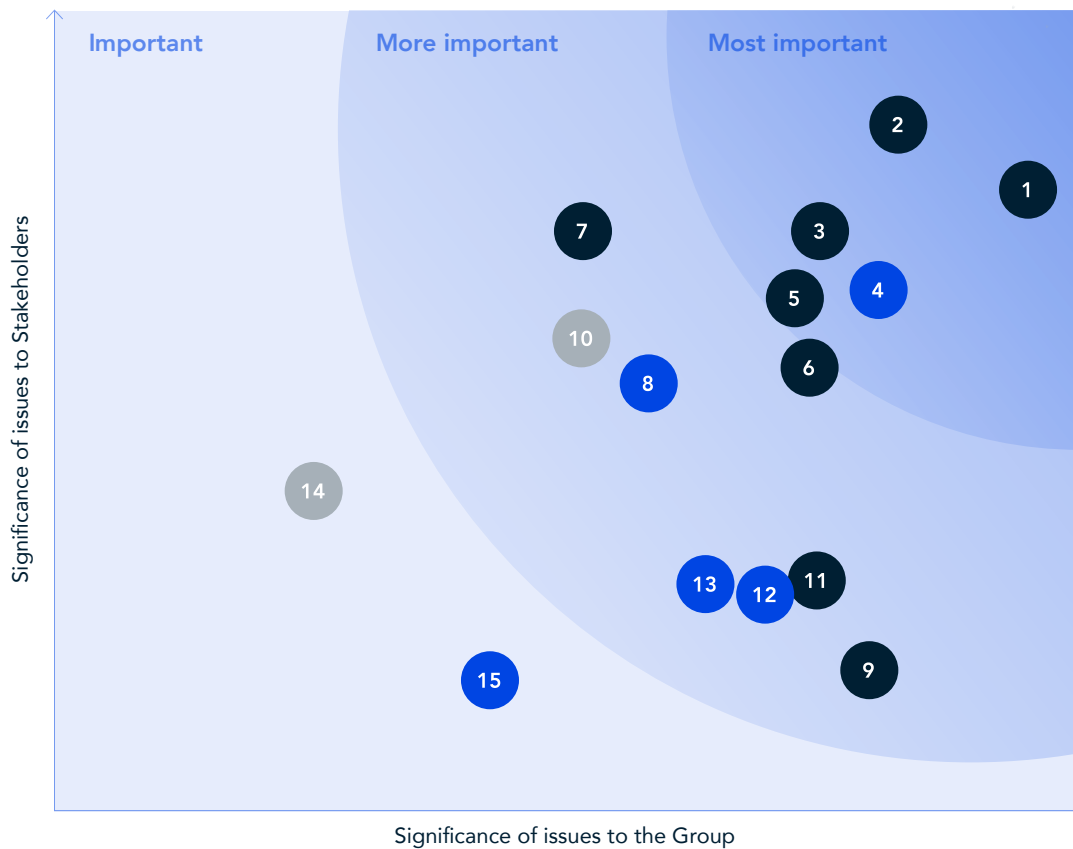
## Identifying Key Sustainability Priorities

Saudi Tadawul Group conducted a comprehensive assessment to define the sustainability issues most critical to its business and Stakeholders, shaping the foundation of its sustainability strategy. This process was guided by extensive consultations and a thorough review of national, regional and global sustainability priorities.

As a result of this rigorous assessment, the Group identified 15 sustainability-related issues that are most relevant to its business and Stakeholders. These priorities are directly linked to its sustainability framework and ongoing strategy development. The Group remains committed to regularly reviewing and updating its materiality matrix to ensure alignment with market developments and evolving Stakeholder expectations.



## Materiality Matrix



- 1** Corporate governance
  - 2** Market transparency, stability and performance
  - 3** Data privacy and cybersecurity
  - 4** Talent development, attraction and retention
  - 5** Ethical business operations
  - 6** Promotion of ESG practices among listed companies
  - 7** Sustainable products and services
  - 8** Diversity, equity and inclusion
  - 9** Digitalization and innovation
  - 10** Climate action
  - 11** Risk management
  - 12** Stakeholder engagement
  - 13** Employee health and well-being
  - 14** Environmental impact management
  - 15** Financial literacy and local community development
- Environmental   ● Social   ● Governance

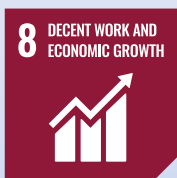
# Sustainability Pillars

## Pillar 1

### Continuously elevate the sophistication of the Saudi Capital Market



Saudi Tadawul Group is committed to advancing Saudi Arabia’s capital market in alignment with Vision 2030 and the Financial Sector Development Program (FSDP). By strengthening its world-class infrastructure, the Group ensures the efficient operation of both equity and debt capital markets, fostering greater market depth and resilience. A key priority is expanding access for small and medium-sized enterprises (SMEs), enabling their participation in the capital markets as a vital driver of economic diversification. The Group also continues to enhance Saudi Arabia’s appeal as a global investment destination, attracting increased foreign capital and reinforcing the Kingdom’s position as a leading financial hub.



#### UN SDG Contribution

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.

#### Progress and Achievements

Saudi Tadawul Group advanced its market-wide product and service offerings by introducing a capital management system in Nomu, with plans to expand it to the Main Market. It also published proposed amendments to the Saudi depositary receipts framework, aiming to diversify investment options and enhance market accessibility. To support foreign issuers, the Group launched an initial validation application service, ensuring companies are prepared before assigning a financial adviser.

Strengthening its global reach, the Group published the Foreign Companies Listing Guide, outlining criteria for international issuers to access the Saudi Exchange. It also facilitated Central Securities Depository (CSD) connectivity, ensuring the infrastructure is ready to support cross-listings and enhance market integration.

In the debt market, Saudi Tadawul Group introduced exempt offers for select instruments in compliance with IOSCO regulations, contributing to record capital raised – the highest in the Middle East. Additional initiatives in securitization, multi-currency settlements and collateral

management solutions are set to further enhance market liquidity and expand Saudi Arabia’s position as a global financial hub.

#### Expanding the Participation of Companies on the Saudi Exchange

Saudi Tadawul Group is a cornerstone of Saudi Arabia’s financial sector, powering economic expansion and market development as the operator of the region’s largest and most liquid stock exchange. A driving force behind Vision 2030 and the FSDP, the Group plays a key role in privatization efforts, SME capital access and attracting foreign investment.

Its comprehensive platform enables businesses to raise capital, investors to trade and diversify, and market participants to leverage a broad range of financial instruments, including equities, debt securities, derivatives and real estate investment traded funds. By continuously enhancing transparency, strengthening regulatory frameworks and providing robust market data services, the Group fosters confidence, liquidity and long-term growth in Saudi Arabia’s capital markets.

Key Performance Indicators (KPIs) <sup>1</sup>	2024	2023	2022	2021	2020
<b>Market Performance: Main Market</b>					
Total market capitalization (¥ billion)	10,200.24	11,259.32	9,878.10	10,009.15	9,101.81
Total number of listed companies	247	231	223	210	203
Number of new listings	19	9	19	9	6
<b>Customer Satisfaction</b>					
Customer satisfaction rate	90%	82%	84%	90%	N/A

### Enhancing Market Transparency, Stability and Performance

By integrating sustainability into investment decisions and promoting responsible corporate behavior, Saudi Tadawul Group is strengthening the attractiveness and financial performance of the Saudi capital market, in alignment with the objectives of the FSDP.

Market integrity and stability remain a priority, with ongoing efforts to enhance transparency and reduce post-trade risk. The Group continuously implements regulatory reforms to reinforce investor confidence and protection. Encouraging employees and Stakeholders to report concerns through confidential channels further supports these objectives, ensuring accountability and trust in the market.

### 2025 Focus

The Group will continue to enhance market infrastructure, expand liquidity solutions and embed ESG principles to strengthen transparency and investor confidence. By attracting new listings, deepening market participation and enhancing data insights, the Group aims to drive market growth while advancing post-trade infrastructure and risk management. With a strong focus on global connectivity, the Group will introduce new data solutions, indices and investment tools, further solidifying the Kingdom's position as a competitive and internationally integrated financial hub.

## Sustainability Pillars continued

### Pillar 2

#### Promote integrity



Integrity and trust are the foundation of a thriving financial market, and Saudi Tadawul Group upholds these values through strict governance standards that ensure transparency, strong oversight and market credibility. By balancing regulatory compliance with innovation, the Group adapts to evolving market needs while maintaining stability. Its commitment to safeguarding market integrity fosters investor confidence, attracts investment and drives sustainable economic growth, reinforcing a resilient and high-performing financial ecosystem.



#### UN SDG Contribution

Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.

### Progress and Achievements

#### Corporate Governance

Saudi Tadawul Group prioritizes diversity across its Board of Directors and Sustainability Committee, ensuring a broad range of perspectives that enhance strategic decision-making and drive sustainable growth. The Sustainability Committee plays a key role in integrating ESG principles into the Group's strategy, reinforcing its commitment to responsible governance and long-term value creation.

For further details, please visit the [Corporate Governance](#) section of this Annual Report.

#### Strengthening Market Integrity and Regulatory Excellence

Saudi Tadawul Group maintained the integrity of the Saudi capital market through rigorous oversight, regulatory enforcement and ongoing engagement with market participants. The Group implemented a risk-based on-site inspection program to assess operational practices, compliance and risk management frameworks, prioritizing resources to address potential issues before they impacted

market stability. Clear communication with market members, including compliance teams and Senior Management, ensured a shared understanding of regulatory expectations. Inspection findings were documented in detailed reports, with necessary improvements closely monitored. Additionally, workshops were organized to raise awareness of regulatory obligations, further enhancing transparency and trust within the market.

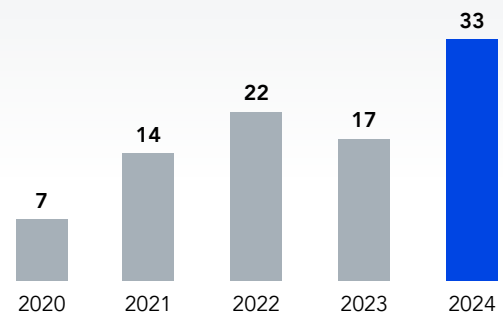
Through its Regulatory Oversight & Authorization Division (ROAD), the Group works closely with the Capital Market Authority (CMA) to uphold compliance with listing rules and maintain efficiency. Nomu, while a distinct market segment, adheres to the same rigorous standards as the Main Market, ensuring consistency in governance and oversight.

#### Data Protection and Regulatory Independence

Maintaining the highest standards of cybersecurity, Saudi Tadawul Group continued to safeguard sensitive data in full compliance with internal security policies. Since 2020, the Group has successfully prevented any data breaches, demonstrating its commitment to protecting market participants and investors from cyber risks.

Regulatory oversight remained a priority, with ROAD conducting 2 regulatory inspections across the Group and subsidiaries, reviewing 135 obligations, and participating in the CMA's "Regulatory Obligations Assessment Model" to evaluate 437 obligations. In 2024, the division efficiently processed over 320 listing applications, approving 183 across the Main Market, Nomu and direct listings, while facilitating the transfer of 5 companies from Nomu to the Main Market. Efforts to enhance disclosure mechanisms included workshops that improved issuer communication and reduced corrective announcements.

#### Total Members Inspected for Compliance



#### Advancing Sustainability Risk Management

Saudi Tadawul Group reinforced its commitment to sustainability by integrating sustainability considerations into its risk management framework, aligning with ISSB guidelines and Saudi Vision 2030's sustainability goals. Through comprehensive sustainability risk assessments, the Group engaged Stakeholders to identify climate-related risks and develop mitigation strategies while leveraging

opportunities in operational efficiency. By maintaining a strong regulatory framework, fostering transparency and adopting sustainability best practices, the Group strengthened market trust and positioned itself as a leader in financial market sustainability, governance and investor protection.

For further details, please visit the [Risk Management](#) chapter of this Annual Report.

#### 2025 Focus

Looking ahead, the Group is set to enhance its role in maintaining market integrity and efficiency. It will focus on ensuring the timely and seamless processing of all listing and membership requests, adhering strictly to the timelines outlined in the listing, trading and membership rules.

Additionally, the Group will further strengthen its monitoring efforts to uphold fairness, efficiency and transparency in the implementation of the Group's regulatory mandates. By reinforcing these principles, the division will continue to safeguard trust in the Saudi capital market while supporting its long-term growth and global competitiveness.

## Sustainability Pillars continued

### Pillar 3

#### Become a global hub for debt-related sustainable finance



Saudi Tadawul Group is committed to advancing and expanding its debt capital market capabilities while strengthening its global appeal. By advocating for and facilitating sustainable finance issuances, the Group aims to accelerate market development, attract international investment and reinforce Saudi Arabia's position as a leading financial hub.



#### UN SDG Contribution

Strengthen the means of implementation and revitalize the global partnership for sustainable development.



## Sustainable Products and Services

Saudi Arabia's investment momentum, aligned with Vision 2030, is driving a growing demand for sustainability-related financing. With increasing interest in issuing green and sustainability-linked Sukuk, Saudi Tadawul Group is focused on creating an enabling environment to support and capture this expanding market.

In collaboration with the CMA, the Group is finalizing the Saudi Exchange Sustainable Finance Issuance Guidelines. These guidelines aim to promote the issuance of green, social and sustainability-focused financial debt instruments, ensuring greater alignment with sustainability objectives and strengthening the market's role in driving sustainable economic growth. The guidelines are expected to be published in 2025, marking a significant step toward integrating sustainability into the Kingdom's capital markets.

The Group took strategic steps during the year to help companies capitalize on sustainability-related opportunities and drive the evolution of the debt capital market. In July, the Listing team proposed amendments to the listing rules

for public consultation, including reducing the minimum listing size for Sukuk and bonds and excluding offered debt instruments through exempt offers in accordance with IOSCO standards. These changes aim to stimulate Sukuk and bond issuances, enhance market activity and expand financing opportunities while maintaining investor protection.

To further raise awareness and promote sustainable finance, the Group engaged directly with investors and clients through one-on-one meetings and industry collaborations. In partnership with S&P Global, it hosted a workshop focused on sustainable finance principles and best practices, equipping market participants with the knowledge needed to navigate and leverage sustainability-driven investment opportunities.

In addition, the Saudi Exchange proposed listing rule amendments to lower the minimum listing size for Sukuk and bonds, stimulating debt capital market expansion while maintaining investor protection, to further embed sustainability principles across market segments.

## 2025 Focus

Saudi Tadawul Group is committed to rapidly expanding the sustainability-themed debt market to become a significant part of the overall landscape. By accelerating the adoption of sustainable finance instruments, the Group enables forward-thinking companies to secure financial and strategic advantages while empowering investors to drive long-term environmental and social impact. These initiatives not only promote market stability but also integrate sustainability into everyday investment decisions, reinforcing the Kingdom's transition to a greener economy.

With ambitions to make its capital markets a global destination for sustainability-linked debt, the Group is finalizing new frameworks for sustainable bonds and Sukuk to build a liquid and transparent market. Leveraging its leadership in climate innovation and Shariah-compliant green finance, Saudi Tadawul Group is poised to become one of the world's largest hubs for sustainable finance, setting a new global benchmark for ethical and responsible investing.

## Sustainability Pillars continued

### Pillar 4

## Lead the market towards sustainability adoption and disclosure



Saudi Tadawul Group is advancing sustainability in Saudi capital markets, linking strong sustainability performance to resilience and market appeal. By enhancing transparency, expanding sustainability guidance and setting a benchmark with its own disclosures, it strengthens investor confidence and drives adoption of sustainability management. Improved access to sustainability data empowers investors and fosters a competitive market, ensuring Saudi Arabia remains a leading global investment hub aligned with its economic and sustainability goals.



#### UN SDG Contribution

Encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

### Progress and Achievements

Saudi Tadawul Group advanced its commitment to sustainability in 2024, reinforcing its leadership in sustainability integration and sustainable finance.

The Group conducted around 110 dedicated events since launch in late 2022 – including one-on-one advisory sessions, webinars and specialized training for issuers – focused on raising awareness among participants/issuers about relevant rules and procedures.

The **Saudi Exchange** joined the Net Zero Financial Service Providers Alliance (NZFSPA) at COP29, underscoring its commitment to driving a global net zero transition. Sustainability disclosure adoption among Saudi-listed companies gained momentum, with 40% of issuers on the Main Market now reporting their sustainability performance, exceeding the 2024 target of 35%. It also expanded its sustainability advisory services, conducting 75 one-on-one sessions since 2022, and hosted 15 sustainability-focused events and workshops to enhance market awareness and adaptability.

The Saudi Exchange conducted over 35 sustainability awareness webinars and training sessions, helping issuers adopt best practices. In May, it published the Foreign

Companies Listing Guide, setting clear criteria for international issuers seeking to access the Saudi Exchange. It also aligned sustainability disclosure requirements with global standards, including the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations, ensuring transparency and consistency for investors.

Strategic partnerships and infrastructure enhancements have further strengthened the Group's sustainability impact. The Group signed MoUs with multiple international exchanges and financial institutions, enhancing sustainability standards and facilitating cross-listings. Edaa introduced Omnibus accounts in the Saudi debt market, improving operational efficiency and increasing market attractiveness.

Edaa supported the National Debt Management Center (NDMC) in launching a Savings Sukuk Program, broadening financial inclusion and providing responsible investment options aligned with global sustainability goals. In collaboration with the Saudi Exchange and Muqassa, it also implemented the second bundle of Post-Trade Transformation enhancements, improving efficiency and aligning with global best practices. Additionally, partnerships with Clearstream and Euroclear are facilitating cross-border sustainability investments, positioning Saudi Arabia as a regional leader in sustainable finance.

“ **The Saudi Exchange expanded its sustainability advisory services, conducting 75 one-on-one sessions since 2022, and hosted 15 sustainability-focused events and workshops to enhance market awareness and adaptability.** ”

WAMID's Data Monetization Program is transforming sustainability data accessibility by integrating sustainability-related financial data into the market ecosystem. This initiative, along with strategic partnerships in sustainability data monetization, ensures that sustainability considerations remain central to investment decision-making.

Meanwhile, **Muqassa** continued to uphold global financial infrastructure standards by maintaining full compliance with CPMI-IOSCO principles, while expanding acceptable collateral options to strengthen liquidity and market

participation and introduced the Muqassa Risk Work Group to enhance collaboration with its clearing members and to be aligned with global standards.

These collective efforts mark a decisive step toward embedding sustainability principles across Saudi Arabia's capital markets. By enhancing sustainability disclosures, expanding product offerings and fostering global partnerships, Saudi Tadawul Group is positioning the Kingdom as a premier hub for sustainable investment and responsible market development.

## 2025 Focus

Saudi Tadawul Group will accelerate its sustainability agenda, reinforcing its leadership in sustainable finance and integration. The Saudi Exchange aims to increase sustainability disclosure among listed companies, targeting 45% of Main Market issuers by year-end, while developing a new sustainability reporting platform to streamline disclosures. Additionally, sustainability data monetization initiatives will expand, offering deeper insights for investors. WAMID will drive these efforts by leveraging partnerships to enhance sustainability reporting and market accessibility.

Muqassa will focus on market resilience, conducting its first Recovery Plan testing and participating in the CCP Default Simulation to strengthen risk preparedness. Muqassa is also set to launch a new suite of products aimed at further enhancing its offerings and services, with a particular focus on the derivatives and repo markets. Edaa will enhance market liquidity through expanded Collateral Management (CM) and Securities Borrowing and Lending (SBL) solutions, while launching Edaa Connect to improve market accessibility and investment transparency. Strengthening cross-border collaboration with global depository centers will remain a priority to align with best practices in sustainable finance.

Through these strategic initiatives, Saudi Tadawul Group will continue shaping a capital market ecosystem that promotes sustainability excellence, fosters sustainable investment and aligns with Vision 2030's long-term economic and environmental goals.

## Sustainability Pillars continued

### Pillar 5

## Address climate change and foster a circular carbon economy



Saudi Tadawul Group is committed to creating the market infrastructure for a net zero, circular carbon economy, positioning Saudi Arabia as a global hub for carbon trading. In 2022, it launched the Regional Voluntary Carbon Market Company (RVCMC) in partnership with PIF (20% ownership) to drive liquidity and transparency in carbon credit markets. By expanding sustainable finance solutions and developing carbon trading frameworks, the Group is accelerating the Kingdom's climate transition and strengthening its role in global sustainability efforts.



#### UN SDG Contribution

Improve education, awareness raising, human, and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

### Progress and Achievements

#### Advancing Climate Action and Sustainable Operations

Saudi Tadawul Group is embedding sustainability into its operations, advancing climate action, energy efficiency and responsible procurement. The Net Zero 2050 project was initiated to align with long-term climate transition goals, with emissions and energy-related data now tracked annually to measure progress toward decarbonization.

Saudi Tadawul Group reinforced its commitment to sustainability with the launch of the STG Green Initiative, aligning with Saudi Vision 2030's environmental goals. As part of this initiative, the Group signed an MoU with Morooj, a non-profit governmental foundation under the Ministry of Environment, Water and Agriculture, to drive awareness, expand green spaces and enhance vegetation cover across the Kingdom. Through this collaboration, Saudi Tadawul Group is actively supporting national sustainability efforts, demonstrating leadership in environmental responsibility and contributing to the Kingdom's broader green transformation.

Furthermore, the transition to KAFD is expected to generate significant energy savings, with precise reductions to be reported in 2025. Energy-efficient systems, including motion-sensor lighting in all offices and corridors, were implemented at the new King Abdullah Financial District (KAFD) premises, aiming to reduce electricity consumption.

Additionally, the Group monitors its energy use via electricity meters and tracking rent bills while exploring further optimization opportunities in data centers and infrastructure. The LEED certification process was also launched to ensure office buildings meet international sustainability standards.

Saudi Tadawul Group is enhancing sustainable procurement by requiring all new suppliers to sign the Supplier Code of Conduct and obtaining ISO 20400 certification. It integrates sustainability due diligence into supplier audits, focusing on local content and responsible sourcing. Through operational efficiency, emission reductions and responsible procurement, the Group supports Saudi Arabia's transition to a circular carbon economy and aligns with the Vision 2030 sustainability goals.

### Developing a Regional Voluntary Carbon Market

Saudi Tadawul Group reinforced its role as a leader in sustainable finance through its strategic involvement in the Regional Voluntary Carbon Market Company (RVCM), established in partnership with PIF in 2022. With a capital investment of 500 million (USD 133 million), RVCM played a pivotal role in facilitating carbon credit auctions that align with Saudi Arabia's ambitious climate objectives. The Group's 20% stake underscores its commitment to supporting PIF's mission to develop 70% of the nation's green energy capacity – an essential component of Vision 2030 and the Kingdom's path to achieving net zero emissions by 2060.

In 2024, RVCM advanced its vision of spearheading high-integrity climate action from the Global South, channeling investment into critical carbon reduction initiatives across the Middle East, Africa and beyond. With a focus on harnessing blue carbon opportunities and integrating carbon credits into financial instruments, RVCM is not only driving emission reductions but also paving the way for Islamic finance to play a greater role in the climate transition.

### Strengthening Waste and Water Management

Saudi Tadawul Group is advancing its waste and water management practices to align with sustainability goals and reduce environmental impact. Efforts to enhance water consumption tracking are underway, improving monitoring capabilities to ensure more efficient use of resources. The Group is utilizing KAFD's greywater recycling system to manage water discharge sustainably, supporting conservation efforts within its operations.

Waste management strategies have also been refined, resulting in a notable reduction in total waste generated. While recycling initiatives remain limited, the Group is exploring opportunities to expand waste recycling efforts and implement third-party verification to enhance transparency and accountability in its waste metrics.

By focusing on resource efficiency, conservation and responsible waste management, Saudi Tadawul Group is laying the groundwork for more sustainable operational practices, reinforcing its role in driving environmental responsibility within Saudi Arabia's financial sector.

## 2025 Focus

Saudi Tadawul Group is advancing its sustainability efforts with a comprehensive Net Zero 2050 roadmap, incorporating Scope 3 emissions tracking, targeted reduction strategies, and feasibility assessments for on-site renewable energy solutions. To enhance resource efficiency, the Group is strengthening waste and water data collection while implementing measures to reduce electricity consumption and improve energy efficiency. As part of its commitment to global best practices, it continues to elevate building sustainability through its LEED Certification journey. These initiatives reinforce Saudi Tadawul Group's environmental leadership, supporting Saudi Arabia's Vision 2030 and the global transition to a low-carbon economy.

## Sustainability Pillars continued

### Pillar 6

#### Support the talent that drives market progress



Saudi Tadawul Group is committed to developing national talent, advancing gender balance and promoting financial literacy to sustain Saudi Arabia's transformation. Through significant investments in training, the Group equips its workforce with knowledge, skills and expertise to drive market growth and global integration. To foster an inclusive financial ecosystem, the Group is intensifying efforts to empower women and expand financial education programs. With sustainability principles shaping investment decisions, it is also scaling up sustainability-focused training to equip Stakeholders with the knowledge needed to drive a more resilient and sustainable market.



#### UN SDG Contribution

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.

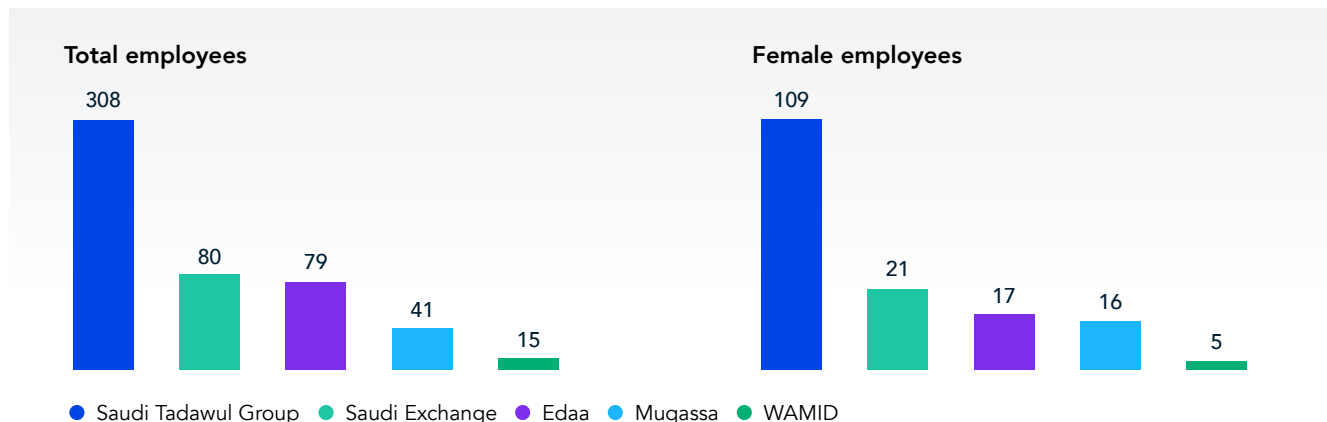
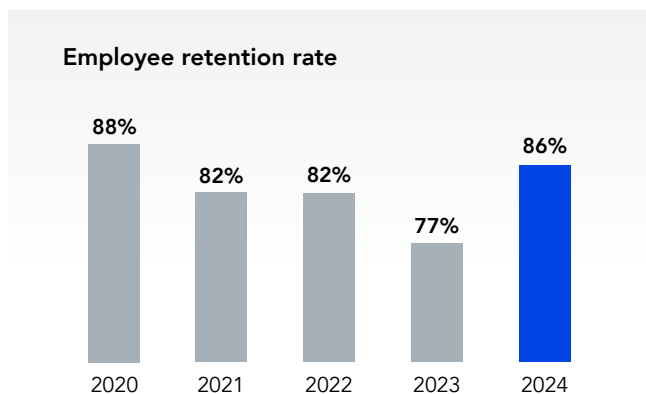
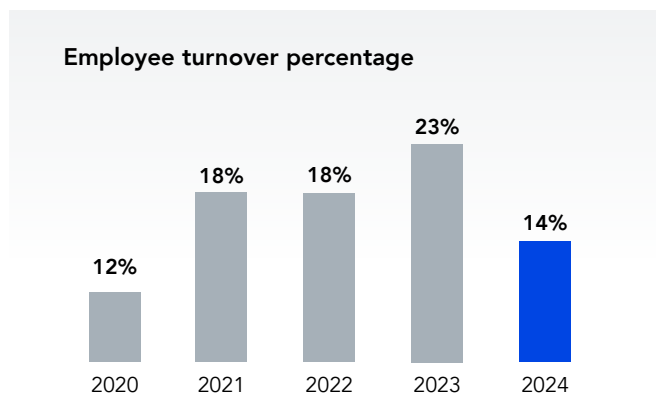


## Workforce

Saudi Tadawul Group's workforce has been instrumental in driving its success. As the Group expands, it continues to attract diverse talent, strengthening its capabilities and advancing its strategic priorities. This growth enhances expertise in key areas such as innovation and sustainability, ensuring the Group remains agile, forward-thinking and well-positioned to achieve its ambitious goals.

	2024	2023	2022	2021	2020
<b>Workforce Size</b>	<b>549</b>	<b>494</b>	<b>480</b>	<b>412</b>	<b>397</b>
Outsourced employees	26	18	18	16	22
Full-time employees	523	476	462	396	375
Part-time employees	0	0	0	0	0
<b>Employees by Age</b>					
18-30 years old	243	226	218	178	147
31-40 years old	162	137	146	133	147
41-50 years old	94	89	75	67	64
Over 51 years old	24	24	23	18	17
<b>Employees by Service Period</b>					
0-5 years	389	352	340	264	253
6-10 years	59	51	48	57	37
11-15 years	17	10	26	30	66
16+ years	58	63	48	45	19
<b>Employees by Gender</b>					
Females	168	142	123	102	91
Males	355	352	357	310	306
<b>Employees by Nationality</b>					
Saudi nationals	482	433	423	360	339
Non-Saudi nationals	41	43	39	36	36
Saudi nationals (%)	92%	91%	92%	91%	91%

## Sustainability Pillars continued



## Progress and Achievements

### Enhancing Diversity and Inclusion and Building Corporate Culture

Saudi Tadawul Group remains committed to fostering an inclusive and dynamic workplace where employees can grow and succeed. Women now represent 32% of the workforce, reflecting the Group’s dedication to gender equality and professional advancement through targeted development programs and equal opportunities.

Investing in the next generation of financial leaders, the Group’s Graduate Development Program welcomed 70 fresh graduates, with women making up 51% of participants. A structured curriculum of 10 training modules, developed in collaboration with leading institutions, equips young

professionals with essential technical, soft and industry-specific skills, ensuring they are well-prepared for long-term success in capital markets.

To enhance employee satisfaction and workplace well-being, Saudi Tadawul Group introduced the Organizational Health Index (OHI) assessment, enabling data-driven refinements to HR strategies and Group culture. Additionally, the Group continues to prioritize talent mobility, fostering collaboration, innovation and agility through internal rotations and knowledge-sharing initiatives.

Reinforcing its commitment to education and professional growth, the Group has partnered with leading academic institutions, including Prince Mohammed Bin Salman College and New York University Abu Dhabi, to offer

employees access to advanced degrees and real-world project experiences. Collaboration with local and international schools also provide tuition discounts for employees' children, underscoring the Group's dedication to lifelong learning and family support.

Beyond professional development, Saudi Tadawul Group nurtures a culture of inclusivity and engagement through diverse social initiatives and cultural celebrations. These events strengthen employee connections, recognize achievements and promote well-being, ensuring a sense of belonging and unity across the organization.

#### **Strengthening Human Capital for Future Growth**

In 2024, Saudi Tadawul Group introduced transformative HR initiatives to enhance employee experience, attract top talent and build a future-ready workforce. These efforts aligned with the Group's strategic growth ambitions, ensuring a high-performing team equipped for long-term success.

A comprehensive organizational review optimized reporting lines, streamlined decision-making and improved cross-

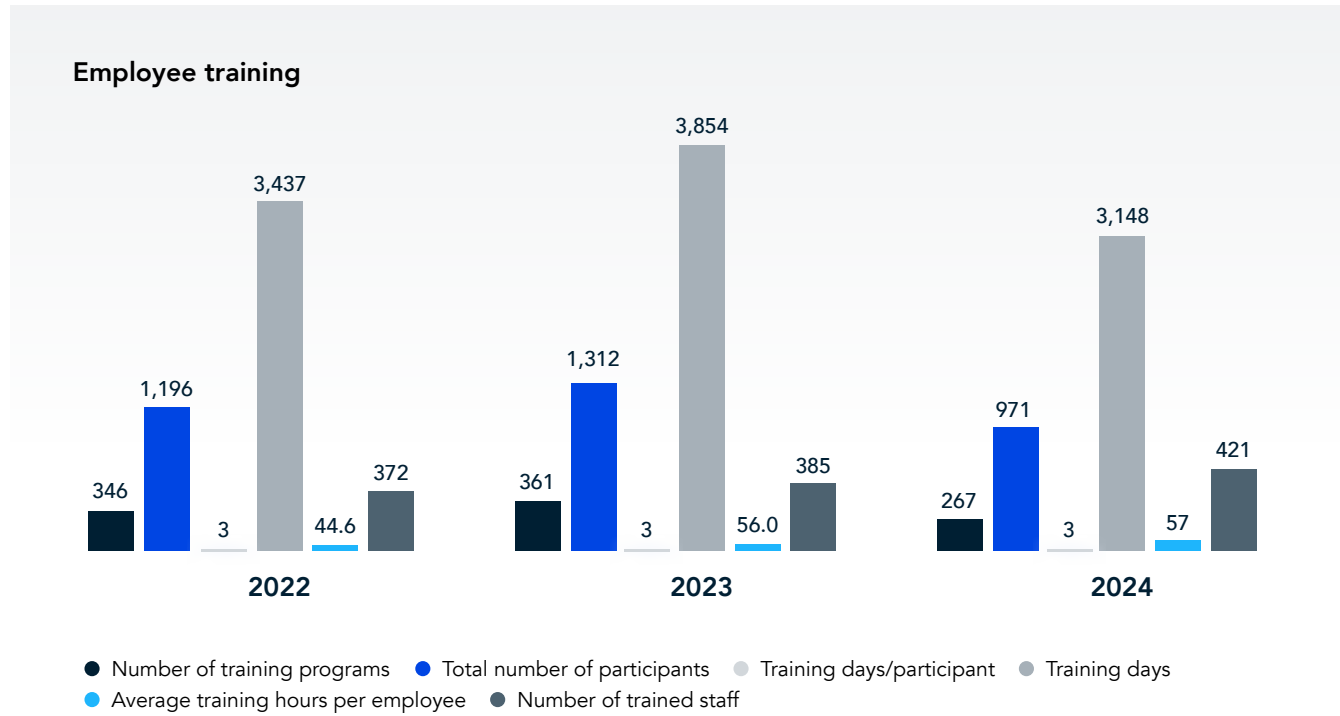
functional collaboration. These refinements enhanced resource allocation, strengthened internal mobility and created a resilient structure that supports adaptability and growth in an evolving market.

To foster continuous development, the Group redefined its Performance Management System into a dynamic, feedback-driven model, ensuring closer alignment between employee growth and organizational goals. Additionally, a new recruitment platform streamlined hiring processes, enhancing efficiency, candidate experience and strategic talent acquisition.

Investing in leadership and talent development remained a priority, with the expansion of the High-Potential Development Program and the launch of the second edition of the Future Leaders Program. Over 15 specialized learning programs were introduced in partnership with global institutes, while a Summer Internship Program provided 20 young students - 56% of them female - with valuable job market skills, reinforcing the Group's commitment to workforce empowerment and human capital excellence.



## Sustainability Pillars continued



### Empowering Talent through Strategic Development

Saudi Tadawul Group remained dedicated to building a world-class workforce, aligning employee development with its vision of becoming a leading financial hub. By fostering a culture of continuous learning, innovation and collaboration, the Group ensured that employees grew in line with its strategic ambitions.

To support employees at all career stages, the Group implemented tailored training programs focused on leadership development, technical expertise and interpersonal skills. These initiatives, delivered through structured training, hands-on learning and specialized workshops, were guided by thorough training needs assessments to ensure alignment with business objectives.

For middle Management, the emphasis was on leadership growth through immersive group retreats, while Senior Executives received tailored executive education based on in-depth assessments. The effectiveness of these programs was continuously measured through post-training evaluations, ensuring meaningful and lasting impact.

Beyond structured training, the Group actively supported higher education and professional certifications, enabling

employees to pursue Master's degrees and industry-recognized qualifications. A comprehensive talent identification process placed high-potential employees on development paths aligned with succession planning, reinforcing the Group's commitment to long-term workforce excellence.

### Financial Literacy and Local Community Development

Aligned with Vision 2030 and the Financial Sector Development Program (FSDP), the Group actively enhances financial literacy in Saudi Arabia through initiatives like the "Ring the Bell for Financial Literacy" event with the World Federation of Exchanges. At the core of these efforts is the "Invest Wisely" program, an online platform and mobile app designed to educate individuals on prudent investment in the Saudi capital market, covering fundamentals, financial instruments and risk management. The program has delivered 7 expert-led workshops on topics such as derivatives, financial planning and market analysis. Additionally, the Saudi Exchange facilitates learning through seminars, workshops and a trading simulator that provides hands-on market experience. ESG knowledge development is also a key focus, supporting a smooth transition to sustainable investing in line with Vision 2030.

## 2025 Focus

Saudi Tadawul Group's HR function will continue driving the Group's strategic vision by enhancing employee experience and organizational effectiveness. The focus will be on expanding learning and development programs, strengthening engagement and advancing people development initiatives to equip employees with the skills needed to thrive in a dynamic market. A key priority is securing multiple ISO certifications within the HR Division, underscoring a commitment to excellence, operational efficiency and global best practices. By elevating HR practices and fostering a high-performance culture, the Group aims to solidify its position as an employer of choice, ensuring its workforce remains empowered, engaged and ready for long-term success.