التعاونية
tawuniya

Sustainability Report 2025

Rooted in Progress
Growing Toward
the Future

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Our path is unwavering as we strive for progress that lifts every corner of the Kingdom balanced, united, and strong opening doors for all to chase their dreams and ambitions.

King Salman bin Abdulaziz Al-Saud
Custodian of the Two Holy Mosques



The Kingdom's future shines bright with promise, and our cherished land deserves even greater heights. We have the strength to double our efforts and deepen our role in crafting what lies ahead.

His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud
Crown Prince, Prime Minister, and Chairman
of the Council of Economic and Development Affairs



A craftsman carefully shapes wet clay on a pottery wheel, forming smooth vessels by hand. This ancient skill reflects traditional Saudi craftsmanship, where artisans create practical pottery using simple tools and experience.

About This Report

Tawuniya is pleased to present the fifth edition of its Sustainability Report. Since 2021, we have published annual standalone reports that outline our sustainability goals, track our performance, and share our progress with stakeholders. In 2022, we began our broader sustainability journey, further strengthening the integration of sustainability across our strategy, operations, and governance. All previous editions are available on our website for those interested in exploring our sustainability journey.

Reporting Scope and Period

This report covers our core operations throughout 2025, from January 1 to 31 December. Subsidiaries are not included in the scope of this report.

Reporting Standards and Frameworks

We have prepared this report in alignment with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, ensuring consistency, transparency, and comparability. We have also incorporated other recognized sustainability standards and frameworks to better reflect the priorities of our sector and region.

United Nations Principles for Sustainable Insurance
This report fulfills our responsibility as a signatory of the United Nations Principles for Sustainable Insurance (UN PSI) by serving as our official Communication on Progress.

Your Feedback Matters

We value your input and believe that listening helps us grow. Whether you have suggestions, questions, or comments about this report or Tawuniya's overall approach to sustainability, we welcome your feedback.

Email: ESG@Tawuniya.com
LinkedIn: Tawuniya LinkedIn

Message from the Chairman



ESG considerations are part of the company's risk and decision-making frameworks, supporting effective oversight and resilience.

Tawuniya operates in an industry built on trust, and trust requires long-term thinking. Since publishing our first sustainability report, we have continued to integrate environmental, social, and governance considerations into our strategy, planning, and operations. This strengthens decision-making, supports responsible risk management, and helps build durable value for stakeholders.

For the Board, sustainability is not a separate agenda. It is a lens through which priorities are set, trade-offs are assessed, and accountability is reinforced. As expectations of insurers continue to evolve, this perspective supports consistent judgment and helps ensure that Tawuniya remains resilient in a changing operating environment.

Tawuniya's position as a leading multi-line insurer brings with it an important role in supporting economic and social stability. By providing reliable protection, we enable individuals and businesses to plan, invest, and recover with confidence. This responsibility underpins the trust placed in Tawuniya by policyholders, partners, and regulators.

In parallel, we have sharpened our focus on reducing risk before loss occurs, through prevention, safer behavior, and improved long-term health outcomes. This is a practical response to emerging risks and changing societal needs, while remaining firmly aligned with our core insurance mandate.

Across mobility and health, this approach is reflected in programs that encourage healthier and safer behavior, including Drive and Vitality, which have seen wide adoption and support broader wellbeing objectives. In health, we have also advanced preventive care through the expansion of population health management and the continued development of wellness programs, supporting earlier intervention and improved outcomes over time. We aim to extend this experience across our life insurance offerings to better serve customers at every stage of their lives, strengthening the role of insurance as a lifelong partner rather than just a safeguard in times of need.

Governance remains central to this approach. ESG considerations are part of the company's risk and decision-making frameworks, supporting effective oversight and resilience. The Board remains actively engaged on these matters through ongoing dialogue with management.

Looking ahead, the focus will be on sustaining progress through careful execution and continued attention to emerging risks. Expectations will continue to develop, and the company's response must remain measured, responsible, and grounded in sound judgment.

On behalf of the Board, I extend our sincere appreciation to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and to his Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister, whose leadership and Vision 2030 continue to shape a resilient, diversified, and future-ready Saudi economy. The insurance sector plays a critical role in this transformation by strengthening financial resilience, expanding protection, and supporting sustainable economic growth.

We also express our gratitude to the Insurance Authority and other regulatory bodies for their stewardship in advancing the national insurance strategy. Their efforts are strengthening governance, enhancing market stability, and enabling the long-term growth and maturity of the insurance sector in the Kingdom.

I extend my appreciation to our fellow Board members for their stewardship and oversight, and to our executive management team for their disciplined execution and leadership during a period of transformation. Finally, I thank our employees and partners, whose professionalism, expertise, and commitment enable Tawuniya to deliver lasting value to its customers, shareholders, and society, and to contribute meaningfully to the national ambitions of Vision 2030.

Abdulaziz Alnowaiser
Chairman of the Board

Message from the CEO



This report is fundamentally about relationships with customers who depend on us, colleagues who make our work possible, partners who extend our reach, and communities we are privileged to serve.

At Tawuniya, we protect what matters most. For nearly four decades, that has meant standing with customers when they need us. Today, it means more. Since we began our sustainability journey in 2022, sustainability has moved from an emerging priority to a core part of how we manage the business across operations, governance, and long - term value creation.

As Saudi Arabia advances under Vision 2030, we are aligning our role as a national insurer with the Kingdom's National Insurance Strategy, strengthening resilience, deepening insurance awareness, and supporting a more sustainable and inclusive financial sector. Powered by more than 2,500 colleagues, we are reimagining the role of insurance in society, shifting from claims processing to prevention, from coverage to partnership, and from managing risk to helping reduce it. By embedding sustainability into how we assess risk and serve the Kingdom, we strengthen our ability to anticipate change and deliver enduring impact.

Tawuniya's growth in recent years reflects more than financial progress. As a national multi-line insurer, we carry a responsibility to support socio-economic development and contribute to a more resilient economy. Progress is also reflected in the continued strengthening of Tawuniya's ESG profile, including the improvement of our MSCI ESG rating to "A" in 2025 and our decision to be the first insurer in the GCC to become a signatory to the Principles for Responsible Investment (PRI). These milestones reflect meaningful progress in embedding ESG into decision-making and adopting responsible practices alongside financial discipline.

In 2025 we sharpened this direction through a double materiality assessment, clarifying where Tawuniya can reduce negative impacts, strengthen positive outcomes, manage ESG risks, and capture opportunities. This work is now guided by a clear ESG roadmap with three priorities: strengthening climate resilience, advancing inclusion and trust, and reinforcing principled and transparent practices across our business.

As climate-related physical and transition risks increasingly shape the insurance landscape, we are embedding climate risk into how we operate, underwrite, and invest. This strengthens our ability to anticipate risk, protect our balance sheet, and support the Kingdom's long-term resilience. We have also measured our operational emissions and are actively working to reduce them. While our footprint as a service provider is relatively modest, we believe every action counts and aim to create positive environmental value across our operations and value chain.

The most visible expression of this shift is how we translate prevention, wellbeing, and safer living into practical programs at scale. More than 1.3 million members are engaging in healthier lifestyles through Tawuniya Vitality. Over 1.4 million users are promoting safer roads through Tawuniya Drive. Our Population Health Management programs support tens of thousands of members through proactive care, telemedicine, and home-based services. These initiatives reflect a simple direction: better outcomes are achieved when risk is reduced earlier before loss occurs.

Our commitment to our members extends beyond prevention into how we serve them at every stage of their journey. In 2025, we strengthened the end-to-end customer experience from onboarding to claims handling and ongoing engagement while deepening how we listen to and respond to customer feedback. These efforts contributed to an increase in our Net Promoter Score to 49.8 and a reduction in total complaints by nearly 13%, reflecting growing trust and improved service consistency.

Delivering on these ambitions depends entirely on our people. Women now represent 36.4% of our workforce, and Saudi nationals account for 87%. In 2025 alone, we invested more than SAR 22 million in training and development, recognizing that long-term strength comes from building capabilities, leadership, and expertise for the future.
To strengthen this commitment, we launched Tawuniya Academy as a centralized platform that integrates technical development, leadership capabilities, and future-ready skills aligned with our strategic priorities and the evolving insurance landscape. This is how we move beyond compliance by building the internal systems and capabilities required for consistent execution.

This progress rests on disciplined governance and integrity in how we operate. We strengthen our culture through clear accountability, strong controls, and a workplace where people can speak up with confidence.

The data in this report tells one story of progress. It is supported by the confidence of customers who count on us, colleagues who build their careers with us, partners who deliver with us, and communities across the Kingdom. We earned that confidence through our actions in 2025, and we will protect it through the choices we make tomorrow by leading responsibly, acting with integrity, and staying focused on the people we serve.

I extend my sincere gratitude to our Board for its oversight, direction, and continued support. To our employees, thank you for your commitment, integrity, and the excellence you bring to our work every day. And to our partners and stakeholders, I appreciate your collaboration and continued trust as we work together to strengthen resilience and deliver lasting value. We remain committed to supporting the Kingdom's ambitions and creating sustainable value for all those we serve. What follows is the full account of these efforts.

Together for a safer life and bigger dreams.

Sincerely,

Chief Executive Officer
Othman Al-Kassabi

Enhancing our Offerings

Tawuniya at a Glance

Tawuniya is a leading insurance company in Saudi Arabia. We provide insurance solutions that help individuals, businesses, and institutions manage risk and protect against financial loss. Our operations span the insurance value chain, including underwriting, claims management, and customer service.

We offer a diversified portfolio of insurance products and services designed to address a broad range of protection needs. This is supported by our technical capabilities, digital platforms, and extensive distribution network.

Aligned with Saudi Arabia's Vision 2030, to strengthen our operating model and service capabilities. Our goal is to support the development of a resilient, inclusive, and sustainable insurance sector in the Kingdom.

Supporting the development of a resilient, inclusive, and sustainable insurance sector.

Vision

To be the largest insurer in the Middle East and North Africa (MENA) region.

Mission

To exceed expectations through superior customer experience and service excellence.

Purpose

Together for a safer life and bigger dreams.

Our Strategy

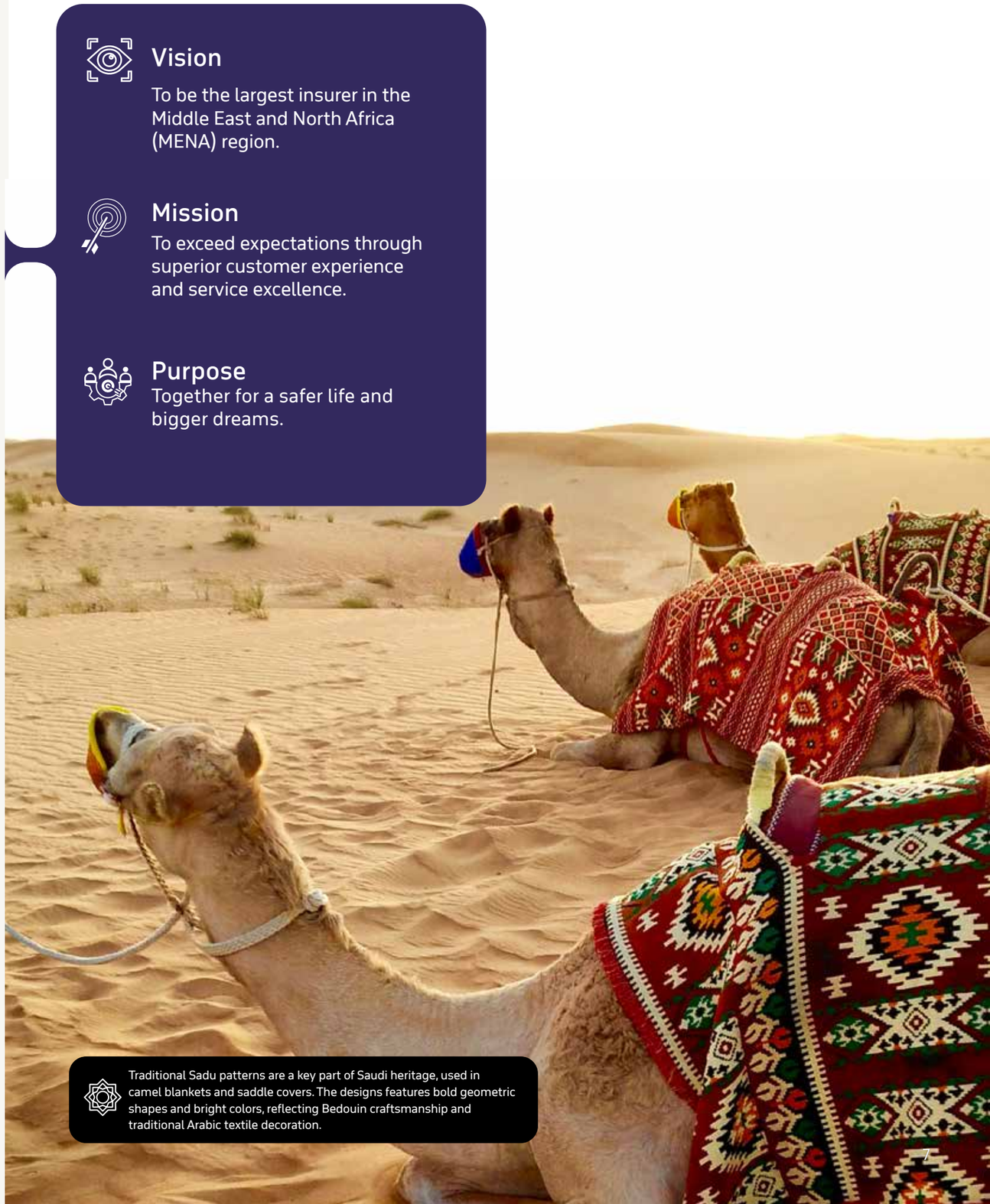
Tawuniya launched its 2025 Strategy in response to rapid changes reshaping the insurance market. These include evolving customer expectations, technological disruption, and increasing competitive intensity at both local and global levels. Our strategy is designed to strengthen our market leadership, enhance customer centricity, accelerate digital transformation, and reinforce our contribution to the national economy and Saudi society.
It reflects our ambition to deliver sustainable financial performance while creating long-term value for our customers, employees, shareholders, and the broader community.

Through disciplined execution of this strategy, we aim to:

- Achieve operational excellence through a 'Digital First' approach
- Deliver differentiated products and services tailored to customer needs
- Empower and engage its people
- Expand selectively across the region
- Generate sustainable and resilient financial results

Our Promises

- Passionate about our people
- Customer centric
- Extraordinary results
- Operational Excellence "Digital First"



Traditional Sadu patterns are a key part of Saudi heritage, used in camel blankets and saddle covers. The designs features bold geometric shapes and bright colors, reflecting Bedouin craftsmanship and traditional Arabic textile decoration.

Enhancing our Offerings continued

Tawuniya at a Glance

Business Lines

Tawuniya provides a diversified portfolio of insurance and related services across the following business lines:

General Insurance
Comprehensive general insurance solutions, including property, marine, engineering, and liability coverage, to protect individuals and businesses against unforeseen risks.

Health Insurance
A wide range of health insurance solutions for individuals and corporates, supporting access to quality healthcare and contributing to the sustainability of the Saudi healthcare system.

Mobility Insurance
Motor insurance solutions, including third party liability and comprehensive coverage, aimed at enhancing road safety and financial protection.

Life Insurance
Shariah compliant life insurance (Takaful) solutions that provide long-term financial protection for policyholders and their beneficiaries.

Asset Management
Management of strategic investment portfolios to support financial stability, long-term growth, sustainable profitability, and shareholder value creation.



Tawuniya strengthened its market position and expanded its capabilities

2025 Achievements and New Developments
Throughout 2025, Tawuniya strengthened its market position and expanded its capabilities across key strategic areas. These achievements reflect our commitment to innovation, customer centricity, and creating sustainable value for all stakeholders.

Launched Riyadh Re
Tawuniya established Riyadh Reinsurance Company (Riyadh Re), a wholly owned subsidiary headquartered in Riyadh with capital of SAR 550 million. Riyadh Re provides treaty and facultative reinsurance solutions across multiple lines, including property and casualty, engineering, marine, energy, aviation, financial lines, and cyber. This strategic initiative enhances value chain integration and strengthens our position in the regional reinsurance market.

Introduced Corporate Solutions
We received regulatory approval to market and sell Warranty & Indemnity (W&I) insurance for group clients. This specialized product supports mergers and acquisitions activity by addressing complex corporate risk transfer needs, enabling clients to execute strategic transactions with greater confidence.

Expanded Mobility Solution for Emerging Transport Modes
We secured approval to offer Urban Micro Mobility Insurance for group clients, positioning Tawuniya at the forefront of emerging mobility ecosystems. This product addresses evolving road safety and liability requirements as cities embrace new forms of sustainable urban transport.

Enhancing our Offerings continued

Launched Credit and Trade Finance Protection

We received approval to market a comprehensive suite of credit protection solutions for group clients, including single risk credit insurance, comprehensive credit insurance, and a master trade finance policy.
These products strengthen commercial continuity, protect against counterparty risk, and support the resilience of partner ecosystems in an increasingly interconnected economy.

Scaled Service Ecosystems in Mobility and Care

Building on our strategy to expand beyond traditional insurance, we acquired more than 25 auto repair centers in 2025 as part of our mobility ecosystem. This vertical integration enhances service quality, improves customer experience, and strengthens our competitive position in motor insurance. In healthcare, we are expanding Meena Health's home healthcare capacity in Riyadh, addressing growing demand for accessible, quality care services.

1,000+
applicants, 10 startups were selected

Accelerated Innovation and Strategic Partnerships

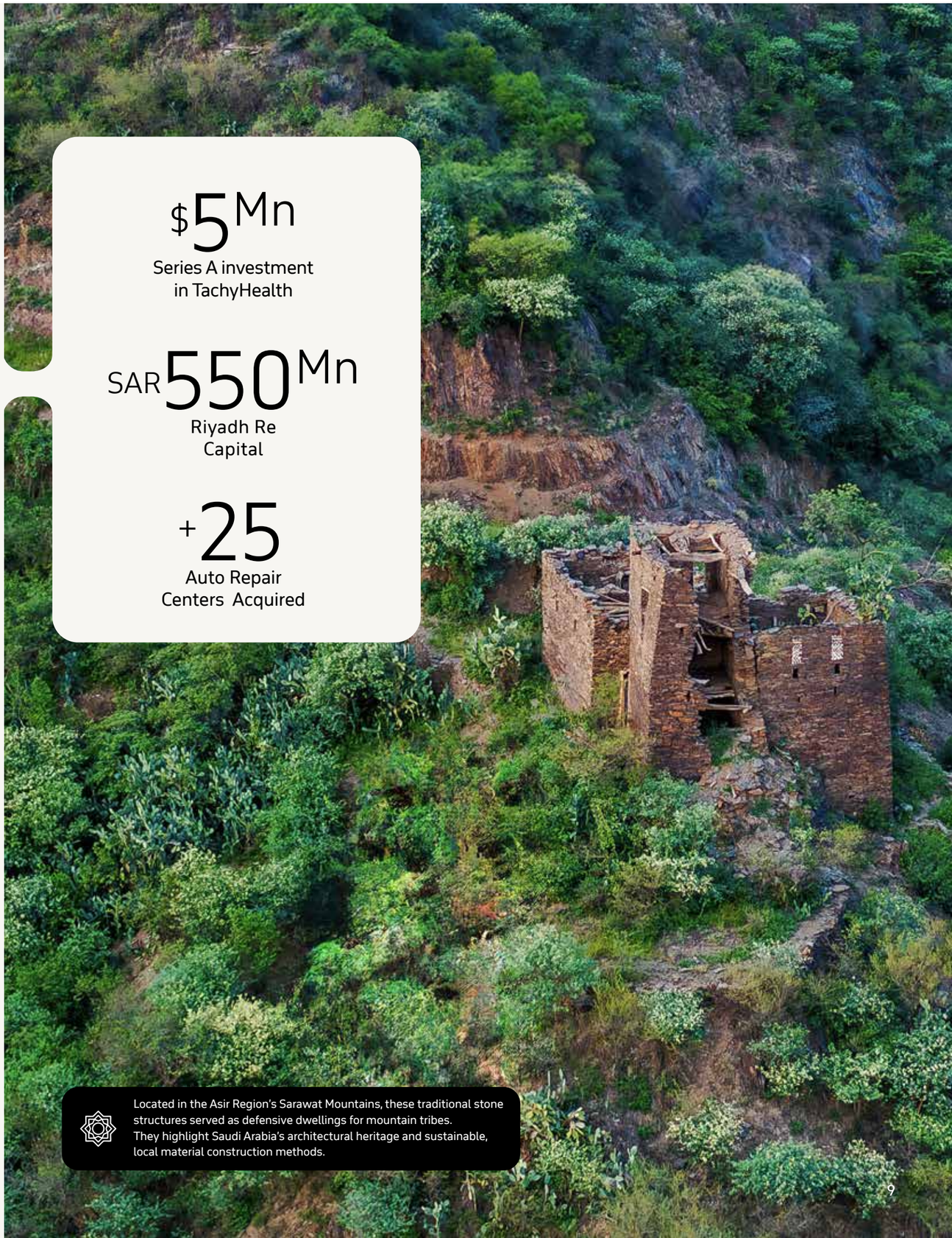
We concluded the Insur-AI program in collaboration with Plug and Play and national ecosystem partners. From over 1,000 applicants, we selected 10 startups focused on transformative solutions in claims automation, fraud detection, and hyper personalized customer experiences. This initiative reflects our commitment to fostering innovation and leveraging emerging technologies to enhance operational efficiency and customer value.

Invested in AI Enabled Healthtech

We led a $5 million Series A investment in TachyHealth, supporting the development of AI powered solutions that advance value based care and strengthen alignment between payers and providers. This investment aligns with our vision of building a more sustainable and effective healthcare ecosystem.

Enhanced Digital Customer Journeys

Our Super App received recognition through a nomination in the 2025 UX Design Awards. The platform consolidates policy management, real time claims processing, and digital health services within a unified interface, demonstrating our ongoing commitment to delivering seamless, customer centric digital experiences.



$5Mn
Series A investment in TachyHealth

SAR550Mn
Riyadh Re Capital

+25
Auto Repair Centers Acquired

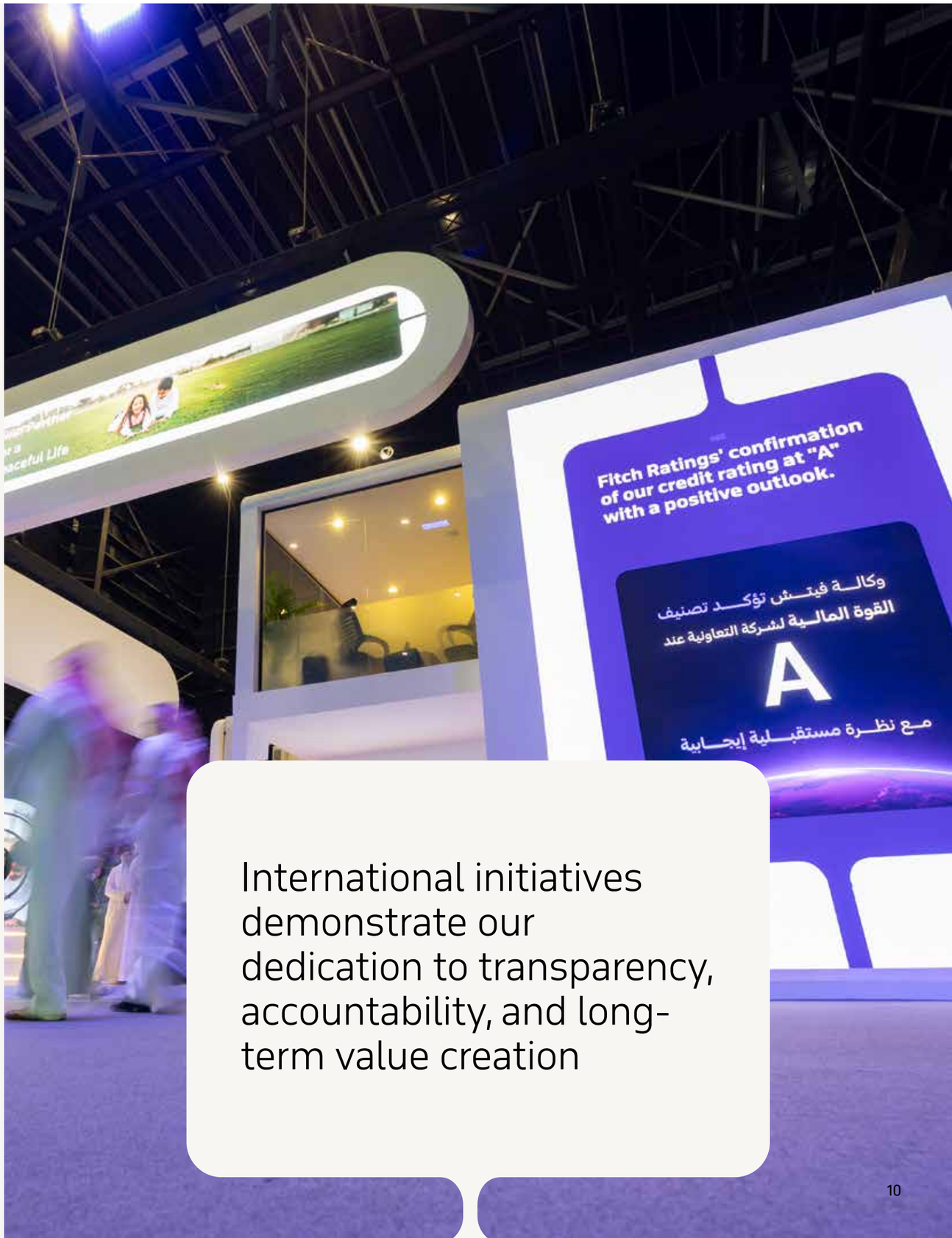
Located in the Asir Region's Sarawat Mountains, these traditional stone structures served as defensive dwellings for mountain tribes. They highlight Saudi Arabia's architectural heritage and sustainable, local material construction methods.

Our Network of Trust

Trust is the foundation

Trust is the foundation of sustainable business. Our commitment to strong financial performance, responsible investing, and ethical business conduct is independently validated through global benchmarking. We participate in international initiatives that demonstrate our dedication to transparency, accountability, and long-term value creation for all stakeholders.

Global Assessment by Key Agencies	
Credit Rating	
FitchRatings	A (Positive Outlook)
S&P Global Ratings	A (Stable Outlook)
ESG Rating	
MSCI	A
S&P Global Ratings	24



International initiatives demonstrate our dedication to transparency, accountability, and long-term value creation

Our Network of Trust continued

Memberships and Principle Based Commitments

We are committed to global frameworks that guide responsible business conduct and sustainable finance.

Principles for Responsible Investment

The Principles for Responsible Investment (PRI) serve as a global framework for investors to integrate environmental, social, and governance (ESG) factors into investment decision-making and active ownership. The framework strengthens accountability and supports long-term value creation. Tawuniya became a signatory in 2025.

As a PRI signatory, we are committed to:

PRI Principles for Responsible Investment

1 Principle 1

We will incorporate ESG issues into investment analysis and decision-making processes.

2 Principle 2

We will be active owners and incorporate ESG issues into our ownership policies and practices.

3 Principle 3

We will seek appropriate disclosure on ESG issues by the entities in which we invest.

4 Principle 4

We will promote acceptance and implementation of the Principles within the investment industry.

5 Principle 5

We will work together to enhance our effectiveness in implementing the Principles.

6 Principle 6

We will each report on our activities and progress towards implementing the Principles.

Principles for Sustainable Insurance

The UNEP FI Principles for Sustainable Insurance (PSI) serve as a global framework for addressing environmental, social, and governance risks and opportunities across the insurance industry. Tawuniya became a signatory in 2023.

As a PSI signatory, we are committed to:

PSI Principles for Sustainable Insurance

UN environment programme | finance initiative

1 Principle 1

We will embed in our decision-making environmental, social and governance issues relevant to our insurance business.

2 Principle 2

We will work together with our clients and business partners to raise awareness of environmental, social and governance issues, manage risk and develop solutions.

3 Principle 3

We will work together with governments, regulators and other key stakeholders to promote widespread action across society on environmental, social and governance issues.

4 Principle 4

We will demonstrate accountability and transparency in regularly disclosing publicly our progress in implementing the Principles.

A commitment to global environmental initiatives transforms ambition into measurable progress and lasting impact

As part of our commitment to transparency, we report regularly on our progress in implementing these principles to both the PRI and PSI platforms.

Our Path
to sustainable impact

Date farming is central to Saudi agriculture. Millions of palm trees grow in regions like Al-Qassim, Al-Ahsa, and Al-Madinah, producing varieties such as Ajwa, Sukkari, and Khalas for food and trade.

What Matters Most: Our 2025 Priorities

In 2025, we revamped our material topics by conducting a double materiality assessment aligned with both the Global Reporting Initiative (GRI) standards and the IFRS S1 requirements. This rigorous approach reflects our commitment to identifying and addressing the sustainability issues that are most significant to our business, our stakeholders, and the broader societal and environmental context in which we operate. Materiality assessment is a critical tool that helps us prioritize where to focus our efforts. It informs our business strategy, enabling us to direct resources where they can drive the most meaningful change, while ensuring our sustainability agenda stays aligned with the evolving needs and expectations of our stakeholders.

Our Assessment Process

Understanding Tawuniya's Context

The assessment began with a comprehensive analysis of our operating environment. We reviewed ESG reporting frameworks including GRI and IFRS standards, examined local sustainability initiatives aligned with Saudi Vision 2030, studied ESG rating agency criteria, and benchmarked peer practices across the insurance and financial services sectors. At the same time, Tawuniya mapped its value chain to identify where our operations generate or encounter sustainability impacts.

Together, this analysis formed the foundation of our initial topic universe, which we then refined through consultations with ESG champions across the organization.

Drawing on this contextual analysis, we developed a comprehensive list of ESG topics relevant to our business across environmental, social, and governance themes.

Identification of ESG Topics

We screened and refined these topics through internal consultations with ESG champions to ensure their relevance to Tawuniya and our stakeholders.

With our topic list defined, we conducted a structured Impact, Risk, and Opportunity (IRO) assessment to evaluate each ESG topic through two distinct lenses. For impact materiality, we assessed the actual and potential impacts both positive and negative of our business on society and the environment, evaluating each topic based on severity and likelihood.



Assessing Impacts, Risks, and Opportunities

For financial materiality, we assessed the financial risks and opportunities that ESG issues pose to business performance, considering both likelihood and potential financial impact.

This dual approach ensures we understand not only how Tawuniya affects the world, but also how evolving ESG trends and challenges could affect our business. Building on this understanding, our aim is to progressively integrate ESG related risks into our corporate risk register for proactive management.

Following the IRO assessment and the application of defined thresholds, we identified 17 material ESG topics from the 22 issues initially shortlisted. These material topics span our operations, supply chain, and future strategic positioning, accounting for both current and emerging risks and opportunities across short, medium, and long-term horizons.

Prioritization and Validation of Material Issues

Our executive management reviewed and approved the final list of material topics, ensuring they are fully integrated into our business strategy and reflect our stakeholders' priorities.

17
17 material ESG topics from the 22 issues



What Matters Most: Our 2025 Priorities continued



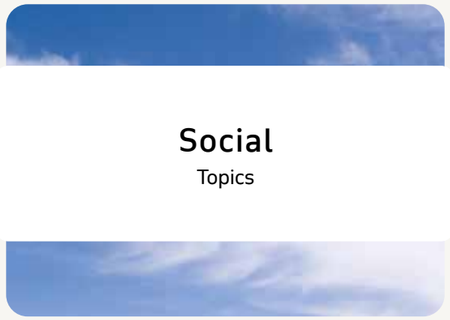
Environment
Topics



Social
Topics

ESG Topic	Description	Impact Materiality	Financial Materiality (Risk)	Financial Materiality (Opp)	Double Materiality
Climate Strategy	Managing climate related risks and opportunities through governance, strategy, targets, and disclosure	✓	✓	–	✓
Responsible Consumption and Production	Resource efficiency and responsible consumption across operations and value chain	Not material (Impact & Financial)			
Circular Economy	Circular practices reducing waste through reuse, refurbishment, and recycling	Not material (Impact & Financial)			
Employment & Talent Development	Workforce management covering attraction, development, retention, and capability building	✓	✓	–	✓
Diversity & Equal Opportunity	Promoting equal opportunity, diversity, inclusion, and fair workplace treatment	Not material (Impact & Financial)			
Local Communities	Community impact management through responsible engagement and social investment initiatives	✓	–	✓	✓
Customer Safety & Community Wellbeing	Protecting customer safety and supporting wellbeing through products, services, and partnerships	✓	✓	–	✓
Access & Affordability	Ensuring product and service accessibility and affordability for relevant customer segments	✓	–	✓	✓
Customer Relations	Customer experience management, including service quality, responsiveness, complaint handling, and trust building	✓	✓	–	✓
Responsible Investment	Integrating ESG considerations into investment decision-making, stewardship, and governance	✓	✓	–	✓
Science, Technology and Innovation	Using innovation, data, and technology to enhance service delivery, outcomes, and operational effectiveness	✓	–	–	✓

What Matters Most: Our 2025 Priorities continued



Social
Topics



Governance
Topics

ESG Topic	Description	Impact Materiality	Financial Materiality (Risk)	Financial Materiality (Opp)	Double Materiality
Localism	Contributing to local economic development through employment, procurement, and enterprise support	✓	–	–	–
Super-Aging Societies	Addressing demographic change and aging related needs in products, services, and customer support	✓	–	–	–
Product Design & Lifecycle Management	Integrating ESG into product design, underwriting, and lifecycle impacts	Not material (Impact & Financial)			
Business Model Resilience	Business resilience to long-term shifts and disruptions through risk management, continuity planning, and adaptive strategy	✓	✓	✓	✓
Supply Chain Management	Identifying and managing ESG risks and standards across suppliers and third party relationships	✓	–	–	–
Business Ethics	Ethical conduct framework, including anti-fraud, anti-corruption, and integrity controls	✓	✓	✓	✓
Management of Legal & Regulatory Environment	Compliance, regulatory engagement, and legal/conduct, risk management	–	✓	–	–
Corporate Governance	Governance structures, board oversight, accountability mechanisms, and decision-making controls	✓	✓	–	✓
Stakeholder Engagement	Structured engagement to identify stakeholder expectations and inform decision-making and disclosure	Not material (Impact & Financial)			
Economic Performance	Financial performance management, including profitability, cost efficiency, and economic resilience	✓	✓	✓	✓
Data Privacy & Information Security	Safeguarding customer privacy and information security by protecting sensitive data and managing risks across data collection, use, and breach response	✓	✓	–	✓

Listening to our Stakeholders

Stakeholder engagement remains a critical component of our long-term success, underpinned by consistent, proactive, and transparent communication. It is a strategic priority that supports our ability to deliver sustainable value across all areas of our business.



Stakeholder	How We Deliver Value	Engagement Methods	
Government Insurance Authority Ministry of Human Resources and Social Development Council of Health Insurance Capital Market Authority	We uphold rigorous governance standards, maintain full regulatory compliance, and align our operations with national priorities through transparent reporting and responsible business practices.	Partnerships with government entities advancing the national agenda Regulatory consultation Relationship building meetings	Annual reports and financial statements Saudi Stock Exchange announcements Annual General Assembly and Extraordinary General Assembly meetings Regular compliance assessment "audit" and "test"
Vendors	We build ethical, collaborative, long-term supplier relationships through transparency, fair procurement practices, and joint value creation, while supporting innovation and sustainability across our supply chain.	Onsite visits and meetings Performance review sessions Procurement policy	Supplier Code of Conduct Complaint handling mechanisms Supplier satisfaction surveys
Investors GOSI (Hassana) Institutional Investors Individual investors	We create sustainable, long-term value through responsible financial management, strategic growth, and effective governance, ensuring transparent and timely communication.	Financial statements Annual General Assembly and Extraordinary General Assembly meetings Investor presentations and quarterly earning calls	Press conferences and releases Regular in person and virtual investor meetings Saudi stock exchange announcements Website
Clients Government entities Corporate clients (including SMEs) Individuals	We continuously enhance customer experience through secure, innovative, accessible solutions, maintaining the highest standards of data privacy while delivering personalized services that meet diverse needs.	Customer visits and consultations Multichannel communication (WhatsApp, website, call center)	Customer Satisfaction Surveys Complaint handling mechanisms Focus groups
Employees	We foster a collaborative, inclusive workplace culture that empowers professional development, supports wellbeing, and connects individual contributions to a larger sense of purpose.	Human Capital Policy Code of Conduct Employee engagement surveys Regular town hall discussions	Internal newsletters and communications Performance reviews Training and development programs Grievance mechanisms
Business Partners Hospitals and clinics Auto repair workshops Platform providers Sales partners	We establish strategic alliances that enhance mutual success, drive innovation, and contribute to sectorwide advancement and economic resilience.	Onsite visits and meetings partnerships agreements and MOUs Industry events and forums.	
Society	We support inclusive development by addressing social and environmental challenges, promoting financial literacy, and empowering underserved communities to build resilience and opportunity.	Community investment initiatives Volunteering programs Local sponsorships Educational Programs Partnerships with NGOs and educational institutions.	

Embedding Sustainability Across our Business continued

Sustainability at Tawuniya has moved from ambition to practice. Since publishing our first report, we have built the governance structures, measurement systems, and strategic frameworks to manage ESG with the same rigor we apply to financial and operational performance.

Five Year Sustainability Impact Journey

2022

Published first sustainability report for 2021
Board of Directors approved sustainability roadmap.
Appointed sustainability champions across the organization

2023

Published 2022 sustainability report
Conducted GHG workshop for internal stakeholders
Measured GHG emissions across Scope 1, 2, and 3
Joined Principles for Sustainable Insurance (PSI)

2024

Published 2023 sustainability report
Developed ESG Policy
Developed Responsible Investment Policy and Commitment

2025

Published 2024 sustainability report
Joined Principles for Responsible Investment (PRI)

2026

Launch new 2026-2030 ESG roadmap continue integrating sustainability throughout day-to-day operations

A UNESCO heritage site featuring traditional Najdi architecture, old fortified walls, and an important cultural landmark for Saudi Arabia's history.

Embedding Sustainability Across our Business continued

ESG Governance

Strong governance underpins our sustainability work. Responsibilities are distributed across three levels: the Board provides strategic oversight, the CEO Office coordinates implementation, and an ESG Working Group drives execution across departments. This structure ensures ESG considerations are embedded in decision making and operations.

Level	Body	Responsibilities
Governance	Board of Directors	Sets ESG strategic direction, embeds sustainability into core business objectives, and aligns practices with stakeholder expectations and global standards
	Risk Committee	Oversees ESG risks with potential financial, reputational, or operational impact. Provides strategic guidance on ESG policies and initiatives. Reviews enterprise wide ESG metrics, targets, and KPIs to track progress and safeguard resilience
	Investment Committee	Oversees responsible investment practices and alignment with ESG principles. Conducts annual review and approval of the Responsible Investment Policy to uphold ethical stewardship and sustainable capital allocation
Management	CEO Office	Manages and supervises sustainable development efforts. Guides and coordinates system wide ESG initiatives, ensuring comprehensive execution across the organization
	Executive Risk and Control Committee (ERCC)	Monitor Environmental, Social and Governance risks
Execution	ESG Working Group (Relevant Departments)	Translates strategic directives into actionable outcomes. Drives practical application of sustainability across departments to enhance operational and societal impact



Farming using circular irrigation fields found across Saudi Arabia in provinces like Al-Qassim, Tabuk, Al Jawf, and Riyadh.

Embedding Sustainability Across our Business continued

Our Integrated Approach to Sustainability

Our sustainability roadmap addresses the issues that matter most to our business and stakeholders. Following a double materiality assessment aligned with GRI standards, we focus on three strategic pillars. Each pillar addresses specific material topics and is supported by three targeted initiatives.

The Three Pillars

1 Climate Resilience Insurer

We drive climate leadership, environmental responsibility, and operational sustainability. This means aligning with global climate goals and national targets, embedding resilience into core operations, and minimizing our environmental footprint across the value chain.

2 Inclusive and Trusted Insurer

We advance equity, wellbeing, and community value. This includes embedding inclusion into products, people, and partnerships while strengthening employee experience, social innovation, and financial access.

3 Principled and Transparent Insurer

We strengthen ethical, transparent, and accountable practices. This involves embedding ESG in governance, partnerships, procurement, training, and investor engagement to build stakeholder trust and enable long-term value creation.

Our sustainability roadmap is integral to corporate strategy. It reflects the ambition set by the Board and Management Executive team to operationalize ESG initiatives across Tawuniya.



Traditional Arabic coffee pots, called dallah, are made from brass or copper with long curved spouts and lids. Designed for desert hospitality, they can be placed directly over charcoal or open fires.

Embedding Sustainability Across our Business continued

Roadmap Framework

Component	Climate Resilience Insurer	Inclusive and Trusted Insurer	Principled and Transparent Insurer
Pillar	We drive climate leadership, environmental responsibility, and operational sustainability. This means aligning with global climate goals and national targets, embedding resilience into core operations, and minimizing our environmental footprint across the value chain.	We advance equity, wellbeing, and community value. This includes embedding inclusion into products, people, and partnerships while strengthening employee experience, social innovation, and financial access.	We strengthen ethical, transparent, and accountable practices. This involves embedding ESG in governance, partnerships, procurement, training, and investor engagement to build stakeholder trust and enable long-term value creation.
Material Issues	Climate Strategy	Employment & Talent Development Local Communities Customer Safety & Community Wellbeing Access & Affordability Customer Relations Science, Technology & Innovation Localism Super Aging Societies	Business Model Resilience Supply Chain Management Business Ethics Corporate Governance Economic Performance Management of the Legal & Regulatory Environment Data Privacy & Information Security
Initiatives	Advance a Credible Net Zero Embed Climate Risk into Business Decision-making Reduce Operational Environmental Impact	Embed Diversity, Equity & Workforce Wellbeing Expand Social Inclusion & Access Institutionalize Community Engagement & Volunteering	Strengthen Ethics, Compliance & ESG Integration Embed Responsible Investment Governance and Practices Drive Responsible Supply Chain
Sustainable Development Goals	SDG 12: Responsible Consumption and Production SDG 13: Climate Action	SDG 1: No Poverty SDG 3: Good Health and Wellbeing SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities	SDG 9: Industry, Innovation and Infrastructure SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals

Building the Foundation Across all three pillars, we are building the internal capabilities, governance mechanisms, and data infrastructure needed to manage ESG systematically.

This includes:

- Reinforcing internal ESG capabilities
- Strengthening ESG governance and internal controls
- Expanding ESG partnerships and external recognition

Embedding Sustainability Across our Business continued

Aligning with National and International Standards

Our sustainability roadmap reflects both national priorities and international best practices. We are signatories to the Principles for Sustainable Insurance (PSI) and Principles for Responsible Investment (PRI).

	Category	Frameworks and Initiatives
1	Local Initiatives	Vision 2030 Saudi Green Initiative Saudi National Transformation Program
2	Global Frameworks	United Nations Sustainable Development Goals (UN SDGs) UN Global Compact UN Environment Programme (UNEP) Principles for Sustainable Insurance
3	Reporting Frameworks and Standards	Global Reporting Initiative (GRI) Saudi Exchange ESG Disclosure Guidelines

Sustainable Development Goals

Insurance contributes to sustainable development by protecting livelihoods, enabling economic continuity, supporting health access, and building financial resilience.
We focus our efforts on nine SDGs where our business model creates the most direct impact through product design, risk management, investment decisions, employment practices, and community engagement.



The red-and-white shemagh features a small repeating check pattern woven or printed into cotton fabric. The design became widespread across the Middle East through regional trade during the Ottoman period.

Embedding Sustainability Across our Business continued

How We Contribute to Priority SDGs

SDG	What This Means for Tawuniya	Priority Targets	How We Align
1 NO POVERTY	Insurance strengthens financial resilience by helping households and businesses recover from shocks and avoid catastrophic financial loss	1.3 Implement social protection systems and measures 1.4 Equal rights to economic resources and access to basic services 1.5 Build resilience of the poor and vulnerable to climate related and other shocks	We strengthen protection and resilience through product design, distribution partnerships, and customer support. We promote fair access and affordability through product governance and monitoring of customer outcomes.
3 GOOD HEALTH AND WELL-BEING	Health protection supports access to care and reduces financial barriers to treatment. Prevention and safety interventions reduce harm	3.8 Achieve universal health coverage (financial risk protection and access) 3.4 Reduce premature mortality from non communicable diseases and promote mental health and wellbeing 3.6 Halve road traffic deaths and injuries	We enable health access and financial risk protection through health insurance solutions and service partnerships. We support wellbeing through employee health programs and community initiatives. We promote safer mobility by encouraging risk aware driving behaviors and supporting safety awareness.
4 QUALITY EDUCATION	A skilled workforce and stronger community capabilities are essential for long-term competitiveness, service quality, and inclusive growth	4.3 Equal access to affordable quality technical, vocational, and tertiary education 4.4 Increase relevant skills for employment and entrepreneurship	We develop talent through structured learning, leadership development, and professional capability building. We support community education through targeted programs delivered with partners, focusing on awareness, capability, and inclusion.
5 GENDER EQUALITY	Gender equality is material to Tawuniya's ability to attract and retain talent, build an inclusive culture, and maintain fair outcomes across employment practices, leadership pathways, and workplace conduct	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making 5.c Adopt and strengthen sound policies and enforceable legislation for gender equality and the empowerment of women and girls	Embed equal opportunity and non-discrimination across hiring, development, and advancement. Maintain a safe, respectful workplace through zero tolerance for harassment, training, and confidential reporting channels. Strengthen women's participation in leadership through talent development and succession planning
8 DECENT WORK AND ECONOMIC GROWTH	Decent work drives performance and trust. Insurance supports economic continuity by helping businesses manage risk and recover from disruption	8.5 Full and productive employment and decent work for all 8.8 Protect labour rights and promote safe and secure working environments 8.10 Strengthen access to financial services	We enhance employee experience through wellbeing, engagement, capability development, and a safe workplace. We support business continuity and resilience through risk protection, claims responsiveness, and risk management expertise. We strengthen financial inclusion through distribution and partner models that expand access and improve customer experience.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Innovation in insurance improves accessibility, efficiency, and customer experience. Resilient infrastructure and innovation ecosystems require strong risk management and capital.	9.1 Develop quality, reliable, sustainable infrastructure 9.3 Increase access of small scale enterprises to financial services 9.c Increase access to ICT and affordable internet	We digitize and modernize customer journeys to improve service quality, speed, and accessibility. We strengthen risk capability and data driven underwriting to support resilient markets and customer needs. We partner with technology and service ecosystems to scale innovation responsibly.
10 REDUCED INEQUALITIES	Inclusive growth depends on equitable access to services and fair outcomes, including for underserved customers and communities	10.2 Empower and promote social, economic, and political inclusion of all 10.3 Ensure equal opportunity and reduce inequalities of outcome	We embed inclusion into product design and distribution, with a focus on fair access and appropriate coverage. We strengthen inclusion within our workforce through equitable hiring, development, and employee experience.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Operational responsibility and responsible procurement reduce environmental impact, strengthen resilience, and meet stakeholder expectations for sustainable business practice	12.2 Sustainable management and efficient use of natural resources 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse 12.6 Encourage companies to adopt sustainable practices and integrate sustainability information into reporting	We reduce our operational footprint through efficiency measures and responsible resource use. We embed sustainability considerations into procurement and supplier engagement. We improve the quality and transparency of sustainability disclosure through structured governance and reporting controls.
13 CLIMATE ACTION	Climate change affects insured losses, asset values, and community resilience. Insurers play a role in adaptation, risk reduction, and transition readiness	13.1 Strengthen resilience and adaptive capacity to climate related hazards 13.2 Integrate climate measures into policies, strategies, and planning 13.3 Improve education and awareness on climate impacts and adaptation	We advance climate resilience by embedding climate risk into business decision-making (an early stage initiative). We reduce our environmental footprint and strengthen climate governance across the value chain. We collaborate with partners to strengthen climate awareness, preparedness, and resilience solutions.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Trust in insurance depends on strong governance, ethical conduct, transparency, and effective controls	16.5 Substantially reduce corruption and bribery 16.6 Develop effective, accountable and transparent institutions 16.10 Ensure public access to information and protect fundamental freedoms	We strengthen ethics, compliance, and ESG integration into governance and decision-making. We maintain robust controls for anti corruption, conflicts of interest, and responsible business conduct. We improve transparency and reliability of reporting through clear governance, oversight, and internal controls.
17 PARTNERSHIPS FOR THE GOALS	Complex challenges such as health access, climate resilience, inclusion, and innovation require coordinated action across the public and private sectors	17.16 Enhance multi stakeholder partnerships 17.17 Encourage effective public, public private and civil society partnerships	We scale outcomes through partnerships with government entities, healthcare providers, employers, SMEs, technology partners, and civil society. We strengthen alignment with global initiatives relevant to the insurance sector, including the Principles for Sustainable Insurance and responsible investment expectations where applicable.

Translating Vision 2030 into Reality

Saudi Vision 2030 defines the Kingdom's strategic roadmap for socio economic transformation, targeting a diversified, knowledge driven economy and an empowered society. As a leading national insurer, Tawuniya plays an active role in this national agenda. We contribute to social protection systems, enable private sector growth, and strengthen community resilience through our core business operations and strategic initiatives.

Our sustainability approach directly supports Vision 2030 across products, services, investments, and operational practices. This alignment creates measurable value for policyholders, employees, communities, and the broader economy while advancing national development priorities. These commitments translate directly into how we manage our workforce and develop organizational capability.

Vision 2030 Pillar		Tawuniya Contribution
Improve value of healthcare services Improve quality of life services in Saudi cities Empower citizens through the welfare system Enable suitable home ownership among Saudi families Improve effectiveness and efficiency of the welfare system Enhance family involvement in preparing for their children's future Develop a positive attitude, resilience and a culture of hard work among our youth Facilitate hosting more Umrah visitors and provide easier access to the holy mosques Instill national values and strengthen the sense of national belonging Improve quality of services provided to Hajj and Umrah visitors Reduce all types of pollution (e.g. air, sound, water, soil) Strengthen prevention against health threats Ease the access to healthcare services Enhance traffic safety	A Vibrant Society	Tawuniya supports Saudi society through comprehensive insurance coverage addressing health, travel, property, and life protection needs. For pilgrims, we provide health insurance and travel protection enabling safe religious practice. Our employee programs emphasize ethical conduct, community volunteering, and national identity. Family focused insurance products protect household financial security and enable long-term planning. Youth development initiatives create employment pathways and build professional capabilities. Our health insurance network expands access to quality medical care while promoting preventive health practices. Digital platforms improve service convenience and reduce physical infrastructure demands. Motor insurance programs incorporate safety awareness campaigns and risk prevention education. Environmental responsibility guides our operations, from energy efficient buildings to paperless processes that reduce our carbon footprint.
Encourage volunteering Improve quality of services provided to citizens Empower non profit organizations to create a deeper impact Enhance businesses' focus on their social responsibilities Support growth of the non profit sector	An Ambitious Nation	Tawuniya promotes employee volunteering through structured programs and paid volunteer time. We support non profit organizations through, sponsorships, and partnerships that amplify their community impact. Our corporate responsibility framework guides ethical business conduct, fair treatment of stakeholders, and transparent operations. Customer service improvements include digital transformation, expanded service centers, and responsive complaint resolution. These practices strengthen public trust and demonstrate private sector commitment to national development along side commercial success.
Build a lifelong learning journey Improve fundamental learning outcomes Create and improve performance of logistic hubs Improve readiness of youth to enter the labor market Enable financial institutions to support private sector growth Improve local, regional & international connectivity of trade & transport networks Expand vocational training to meet labor market needs Increase women's participation in the labor market Enable the development of the tourism sector Grow SME contribution to the economy Enhance ease of doing business	A Thriving Economy	Tawuniya enables business continuity through tailored insurance for SMEs, logistics companies, and tourism operators. Simplified onboarding processes and digital services reduce administrative burden for commercial clients. Our investment portfolio supports economic diversification by directing capital toward productive sectors. Internally, we advance national employment priorities through Saudization programs, vocational training partnerships, and leadership development initiatives. Women represent 36.4% of our workforce with equal access to development and advancement opportunities. Graduate programs create entry paths for young Saudis entering professional employment. These human capital investments strengthen the national labor pool while building organizational capability, directly supporting Vision 2030 objectives for an inclusive, skilled, and competitive work force.

Planet
protecting what sustains us

Aerial view of the Al-Hada mountains near Taif in Saudi Arabia, showing winding mountain roads along steep cliffs. The highland landscape features green vegetation, dramatic escarpments, and clouds over the Sarawat mountain range.

Environmental Stewardship and Climate

As an insurance company, our direct environmental footprint is modest. We do not engage in energy intensive production, largescale water consumption, or significant material waste generation. However, our limited operational footprint does not diminish our responsibility. Rather, it underscores the importance of rigorous management of what we can control and, more significantly, the influence we can exercise through our core business activities.

For insurers, credible environmental performance rests on two pillars: responsible operations and smart underwriting and risk management.

Through disciplined underwriting, proactive risk assessment, and value chain engagement, we contribute to building a more sustainable and resilient economy.

Two Pillars

1 Responsible operations

2 Smart underwriting and Risk management

Note: Emissions are reported using the operational control approach. During 2025, we improved the completeness and quality of activity data across our facilities; therefore, previously reported electricity and Scope 2 figures were updated to align with the latest available data and assumptions.

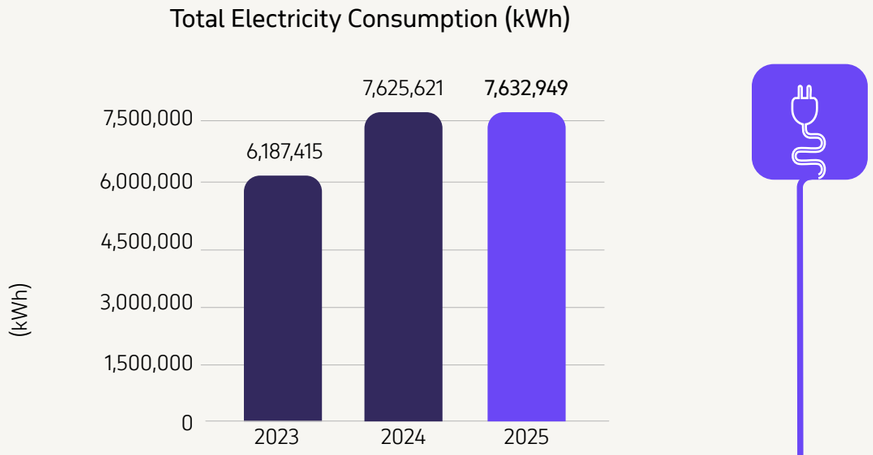
Fugitive emissions and stationary emissions are not disclosed in this cycle due to insufficient, non standardized data across newly added locations in Riyadh.

Scope	Category	GHG Emissions (tCOeq)	
		2024	2025
Scope 1	Mobile Emissions	70	90
Scope 2	Purchased Electricity	4194	4198
Grand Total		4268	4288

Managing our environmental footprint

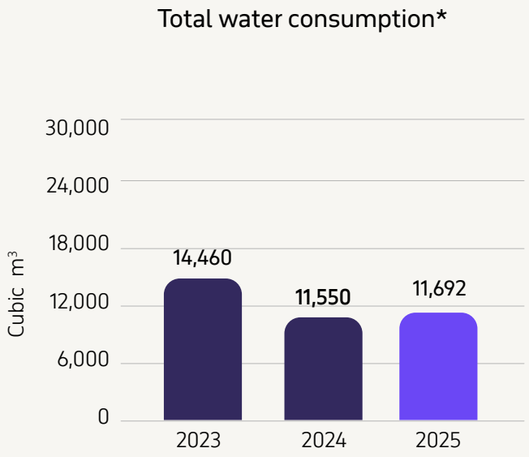
Carbon Emissions

Our greenhouse gas emissions originate primarily from purchased electricity across our three facilities, fugitive refrigerants from air conditioning systems, and fuel consumption from our small vehicle fleet and standby generator.



Water

Water consumption at Tawuniya is primarily associated with employee use, facility hygiene, and cleaning operations. Consumption remains modest and is managed efficiently across all locations.



*Water consumption data covers our headquaters

Environmental Stewardship and Climate continued

Managing Environmental and Climate Risk

While Saudi Arabia has historically been less exposed to severe weather events compared to many global markets, evolving climate dynamics are prompting a more proactive, data driven approach across our insurance operations.

Extreme summer heat, though persistent, has had minimal impact on core portfolios such as motor insurance. However, changing rainfall patterns and the increasing intensity of short duration storms, particularly in the Western Region, are introducing new risk dimensions.
The most notable among these is localized surface water flooding, which has led to temporary surges in claims frequency and severity in urban areas where drainage infrastructure may not be optimized for flash rainfall events.

Traditional catastrophe modeling techniques face limitations due to sparse historical flood data and the absence of detailed topographical mapping. In response, we are adapting our approach to prioritize underwriting discipline, data innovation, and forward looking risk management.

Exposure Management Through Disciplined Underwriting

Our underwriting function continues to strengthen exposure management protocols, particularly in regions showing signs of increased flood susceptibility

This includes rigorous risk selection and, where necessary, physical site inspections to validate environmental conditions and support accurate pricing. These measures help limit risk accumulation and protect portfolio health, especially in high density or rapidly developing urban areas.



Building Risk Intelligence and Modeling Capabilities

We recognize the importance of understanding risk at the local level. To support this, we are expanding our flood risk dataset to improve decision-making and guide long-term model development. This work will enhance our ability to assess site specific exposure, manage risk concentrations, and develop products that remain resilient under future climate scenarios.

Aerial view of a dust storm caused by Shamal winds sweeping across desert areas of Saudi Arabia. These seasonal northwesterly winds typically reach 30–50 km/h, with gusts sometimes exceeding 80 km/h.

Environmental Stewardship and Climate continued



Integrating Weather Data into Underwriting and Claims

To embed climate responsiveness into our operations, we are collaborating with a regional meteorological data provider. This partnership enables us to integrate advanced weather intelligence across underwriting and claims processes, strengthening our ability to anticipate, assess, and respond to climate related risks.

Underwriting Enhancement:
Realtime and historical data on temperature, precipitation, and storm activity support more precise risk scoring and improved premium adequacy, particularly for flood prone zones and climate sensitive lines such as property, engineering, and event cancellation. Over time, this data will enable scenario testing, stress modeling, and the development of location specific risk solutions.

Claims Readiness and Validation:
Weather driven analytics also contribute to more accurate claim verification, helping reduce fraudulent activity and enhance payout integrity. Forecast based planning allows us to anticipate weather related claims surges and allocate resources proactively to support efficient response.

Policyholder Advisory and Loss Prevention:
By leveraging predictive insights, we can issue targeted risk advisories, enabling customers to take preventive measures ahead of adverse weather events. This reduces loss severity while deepening engagement and reinforcing our role as a trusted risk advisor.

Localised surface water flooding has led to a surge in claims in 2025.

In alignment with the new solvency guidelines introduced by the Insurance Authority (IA), climate related catastrophe risks are currently integrated into our solvency calculations and capital assessment. This integration enables us to stress the potential impact of such risks on our underwriting portfolios and consequently feeding into the calculation of the risk based capital requirement. The scenario analysis and stress testing aims to evaluate key regional perils (flood, windstorm, hailstorm, and sandstorm, etc.) across high exposure lines of business such as property, engineering, energy, marine, and motor.

Our assessment considers the geographic distribution of insured assets and incorporates peril specific assumptions. These inputs help estimate the probability and severity of potential losses, which are then translated into capital charges under the new solvency framework. These capital charges are essential for ensuring capital adequacy, supporting ongoing solvency monitoring, and indirectly informing underwriting and pricing decisions.

These efforts represent the early phases of a long-term strategy to build climate resilience into every aspect of our business. As data maturity, model sophistication, and operational learning evolve, we remain committed to refining our approach and contributing to a more sustainable and adaptive insurance ecosystem.

Extreme Weather Patterns in the Kingdom

Changing rainfall patterns occur within the annual rain season Sep-Oct

Muslim pilgrims walk in the Mina area of Makkah, Saudi Arabia, during rainy weather while performing Hajj rituals. The sacred site is an important Islamic landmark visited by millions each year. Editorial Image Source– Leo Morgan, Arabsstock.com

Promoting Sustainable Practices with our Partners

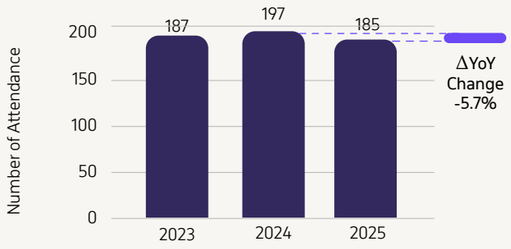


Falconry is a traditional practice in Saudi Arabia with deep roots in Bedouin culture. Arabian falcons were historically used for desert hunting and remain an important symbol of heritage, skill, and cultural identity.

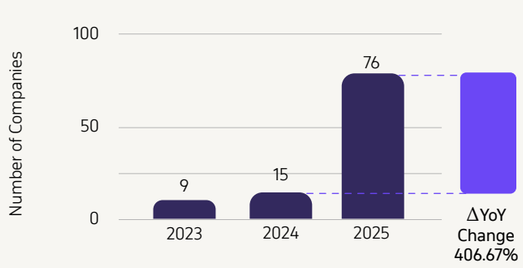
Our commitment to sustainability extends beyond our direct operations. As a leading insurer and financial institution, we recognize our responsibility to influence environmental practices across our value chain, empowering customers, partners, and industries to adopt more responsible and future ready behaviors.

Through our insurance products, investment strategies, and supply chain partnerships, we drive meaningful and lasting impact. Active engagement with our ecosystem is central to embedding sustainability across our operations and shaping a more resilient future.

Workshops Summary of Attendance



Workshops Summary of Companies



Promoting Sustainable Mobility

Environmental responsibility is embedded in how we manage and collaborate with our automotive repair network. To support a cleaner and more sustainable mobility sector, we have introduced minimum environmental standards that all participating repair centres must meet as a condition of network eligibility. All approved repair facilities are required to partner with certified waste management providers for the responsible disposal of hazardous materials, including used engine oil and salvageable vehicle components.
This reinforces our contribution to a circular economy by encouraging environmentally sound waste handling and resource recovery practices.

Additionally, contracted repair service providers must achieve a minimum Four Star rating under the Saudi Standards, Metrology and Quality Organization (SASO), ensuring adherence to high operational and environmental benchmarks. We are also exploring enhanced governance models for salvage vehicle management, including dismantling, repair, and recycling solutions for end of life vehicles, to further reduce environmental impact within the mobility sector.

SO_2 Sulfur regulation compliance

Acting as a Responsible Insurer

Our environmental responsibility is reflected in how we underwrite and manage general insurance risks. In line with international environmental standards, we require all oceangoing vessels covered under our policies to comply with the International Maritime Organization's (IMO) 2020 Sulfur Regulation under the MARPOL Convention.
This regulation plays a vital role in reducing emissions, preserving marine ecosystems, and protecting human health. Onsite risk inspections and environmental assessments are integral to our underwriting process. We use these assessments to verify compliance with environmental best practices and to support our clients with tailored risk improvement recommendations.

Raising environmental awareness and supporting continuous improvement are central to how we work with clients. We provide industry specific training and host regular workshops and technical sessions on key risk topics.
In 2025, workshops covered warehouse hazard control and industrial risk management, helping clients strengthen their environmental and operational performance.

INTERNATIONAL MARITIME ORGANIZATION

MARPOL
International Convention for the Prevention of Pollution from Ships

SASO
الهيئة السعودية للمواصفات والمقاييس والجودة
Saudi Standards, Metrology and Quality Org.

People
empowering
every dream

Caring for our People and Building Belonging

People power everything we do at Tawuniya. Among our four strategic pillars, Passionate People stands as a recognition that every achievement, every innovation, and every promise kept to our customers begins with the individuals who show up each day to do meaningful work.

Building something enduring requires more than policies and programs. It calls for genuine care, purposeful development, and an environment where people feel they belong. Where contributions matter. Where growth happens by design, not by chance.

We approach human capital with clear intent: creating conditions where individuals and families thrive, equipping our workforce with capabilities for evolving challenges, and enabling performance that aligns personal growth with organizational purpose. These aren't separate efforts. They form a connected system where wellbeing, learning, and achievement reinforce each other.

Our people represent both our greatest asset and our fundamental responsibility. Creating an effective workplace means addressing the practical realities people face: health needs, family obligations, financial security, and professional development. This section outlines our approach to employee wellbeing, workplace culture, and ethical standards.



> Our people represent both our greatest asset and our fundamental responsibility.

Caring for our People and Building Belonging continued

Holistic Employee Wellbeing

Employee wellbeing encompasses physical health, mental wellness, social connection, and financial security. We take a whole person approach that supports employees throughout different life stages and personal circumstances. Our wellness framework proactively enables balanced, fulfilling experiences that blend personal care with organizational support.

Key elements of our approach include:

This wellbeing infrastructure has contributed to measurable improvements: reduced sick leave, higher engagement scores, and improved retention rates.

1 Wellness Infrastructure:

Purpose built facilities include onsite fitness centers, recreational areas, landscaped outdoor spaces, and dedicated wellness zones. These amenities give employees accessible options for physical activity, stress relief, and mental reset during the work day.

2 Family Oriented Benefits:

Support systems address family responsibilities through financial assistance for childcare and education, designated breastfeeding spaces for nursing mothers, and structured parental leave policies that protect career progression while supporting family formation.

3 Agile Work Design:

Flexible arrangements include work from home options, customized scheduling, and hybrid models that balance operational requirements with individual needs. These policies recognize that employees perform best when they have autonomy over how, when, and where they work.

4 Relocation and Resettlement Support:

For employees transferring between cities or countries, we provide hotel accommodation for a defined period, along with comprehensive relocation assistance including documentation processing, local orientation, and settling in support.

5 Voluntary Employee Savings Scheme:

This program helps employees build financial reserves through favorable contribution terms and employer support. Financial stability reduces stress and enables longer term planning.

Fostering Belonging and Meaningful Engagement

Creating genuine belonging requires intentional effort beyond diversity policies. We build connection through recognition, celebration, and transparent communication that reinforces shared purpose while honoring individual contributions.

Our engagement framework includes:

These engagement mechanisms have contributed to improved retention, higher satisfaction scores, and stronger alignment between individual and organizational goals.

1 Qudwa Recognition Platform:

This peer nominated system celebrates employees who exemplify company values through daily actions. Public recognition reinforces desired behaviors and creates visible examples of excellence across the organization.

2 Cultural and Family Celebrations:

Organized events marking national holidays, Kids' Day, Mother's Day, and Father's Day create social bonds beyond work relationships. These gatherings affirm that employees are people with families and cultural identities, not just organizational resources.

3 Direct Dialogue with Leadership:

Regular town halls, structured feedback channels, and executive sessions provide transparency on business performance and strategic direction. Open communication.

Caring for our People and Building Belonging continued

Championing Diversity, Equity, and Inclusive Growth

Diversity fuels innovation, builds resilience, and deepens empathy across the organization. Beyond representation targets, we work systematically to remove barriers and ensure equal treatment in recruitment, development, and advancement decisions. Our diversity commitment rests on four pillars:

Gender Representation:
Women comprise 36% of our workforce, a ratio we have maintained consistently across recent years. Gender inclusive benefits, equal access to development programs, and equitable advancement practices support retention and create leadership pathways

Generational Diversity:
• Our workforce skews toward Millennials, bringing digital fluency, adaptability, and contemporary perspectives aligned with modern business demands. This generational profile positions us well for ongoing digital transformation and evolving customer expectations.

Support for Employees with Disabilities:
• Mowaamah Program certification confirms our compliance with inclusive workplace standards for persons with disabilities. Infrastructure, policies, and support systems enable employees with disabilities to contribute fully and advance based on capability and performance.

Inclusive Talent Practices:
• Accessible recruitment processes, targeted development opportunities, and equitable career progression mechanisms operate across functions and roles. Standardized criteria reduce bias in selection and promotion decisions, ensuring merit drives advancement regardless of back ground or identity.

Through data informed decision-making and inclusive design principles, we are normalizing equity as standard organizational practice rather than special initiative or compliance requirement.

Benefits That Reflect Who We Are

Our benefits package supports both job performance and personal fulfilment. We believe employees perform best when their families are cared for, their finances are secure, and their futures are protected.

Our total rewards philosophy emphasizes fairness across roles, flexibility for individual circumstances, and shared success between company and employees.

36%
of women comprise our workforce

National Council for Occupational Safety & Health

Key features include:

Benefits	Provided	
Medical, Dental & Vision	Full coverage	✓
Family Health Insurance (Excl. parents)	For dependents	✓
Paid Sick & Vacation Days	Standard & job protected	✓
Maternity & Paternity Leave	Fully paid and protected	✓
Childcare & Lactation Support	Targeted benefits	✓
Flexible Working Arrangements	Work from home + flexible hours	✓
Pension Plans & Financial Wellness	Employee savings plan	✓

These benefits evolve continuously based on workforce needs, market conditions, and employee feedback. They reflect sustained investment in employee wellbeing that extends well beyond the workplace itself.

Embedding Ethical Culture and Trust

Trust underpins effective workplace relationships and organizational integrity. At Tawuniya, we sustain trust through clearly defined ethical standards, accessible grievance mechanisms, and the consistent application of behavioral expectations across all levels of the organization.

Our Code of Conduct and Workplace Behavioral Misconduct Prevention Policy set out the values and behaviors expected of every employee, regardless of role or seniority. These frameworks guide daily decision-making, promote accountability, and reinforce a culture in which respect, fairness, and integrity are non-negotiable.

To ensure employee concerns are addressed fairly and transparently, our grievance framework is designed to protect employee rights, encourage early reporting, and enable timely resolution. Key elements include:

- Confidential Reporting Channels
- Formal Investigation Procedures
- Full Case Resolution Tracking
- Protection from Retaliation

Caring for our People and Building Belonging continued

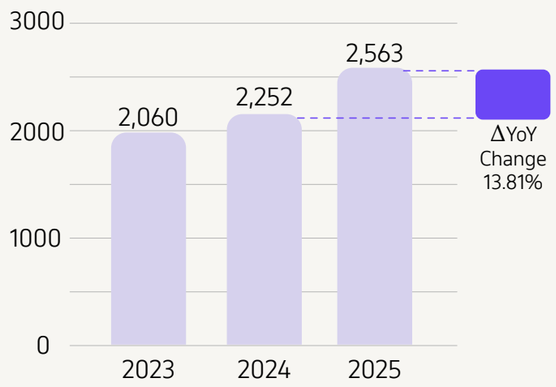
In 2025, all 42 reported grievances were resolved, achieving a 100% resolution rate. All grievances related to performance management issues, demonstrating effective and constructive dialogue between employees and management. No discrimination cases were reported, reinforcing Tawuniya's commitment to equitable treatment and inclusive workplace standards. This ethical framework reinforces mutual accountability between employees and management.
Trust functions as both a cultural asset and an operational requirement, sustained through transparent processes and the consistent application of established principles.

Our Performance

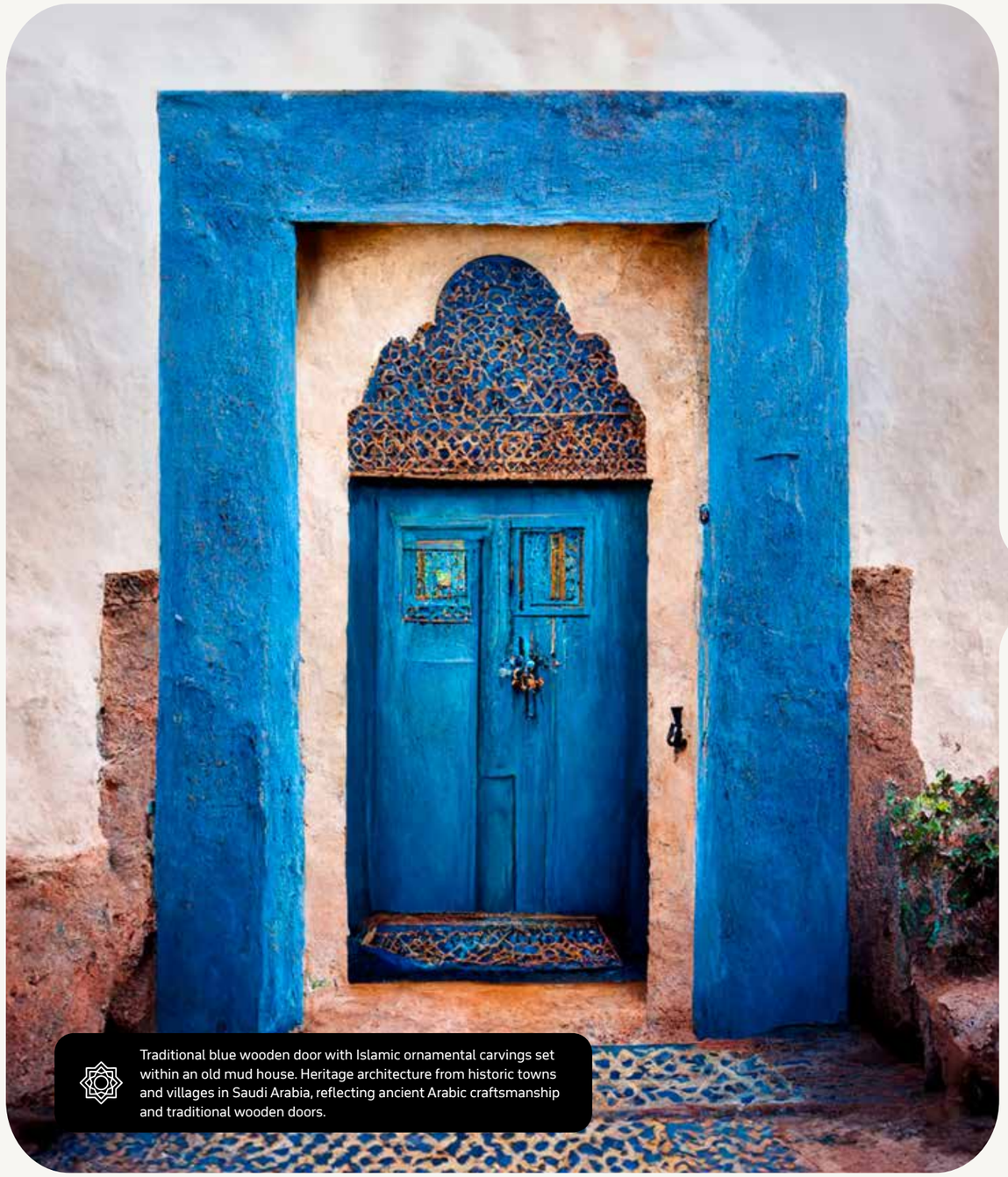
Workforce data demonstrates our progress on diversity, nationalization, and talent retention.
The following metrics track employee composition, hiring patterns, turnover dynamics, and program participation across our operations.

Data reflects full year 2025 performance compared to prior years. Nationalization rates, gender representation, and retention metrics align with our strategic workforce objectives and Vision 2030 commitments. All figures represent full-time equivalent employees unless otherwise specified.

Total Employees

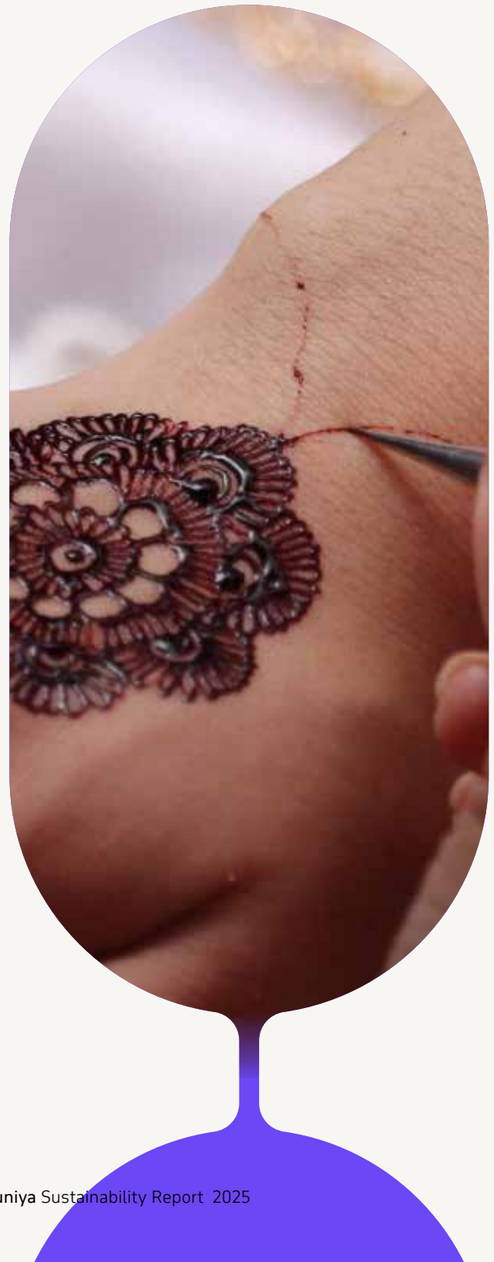


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Discrimination cases reported

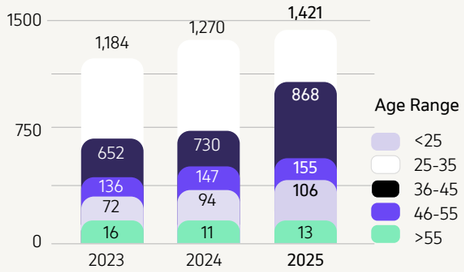


Traditional blue wooden door with Islamic ornamental carvings set within an old mud house. Heritage architecture from historic towns and villages in Saudi Arabia, reflecting ancient Arabic craftsmanship and traditional wooden doors.

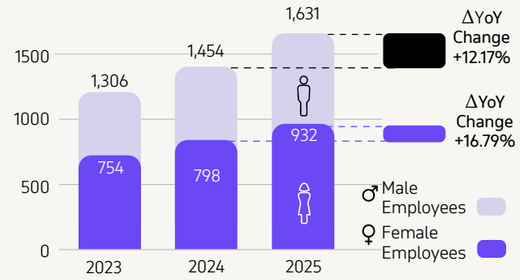
Caring for our People and Building Belonging continued



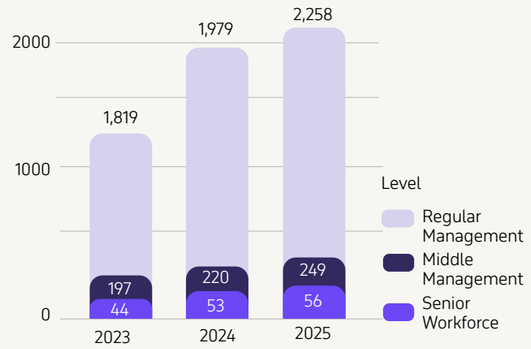
Employees by Age



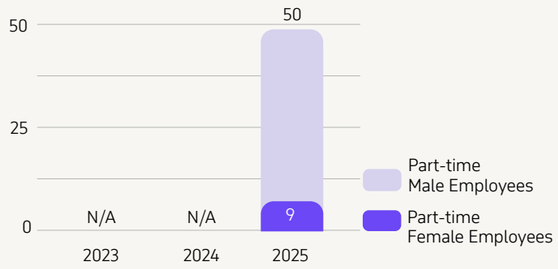
Workforce by Gender



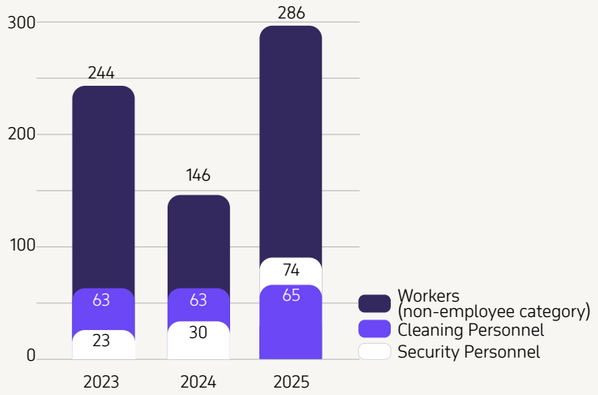
Employees by Level



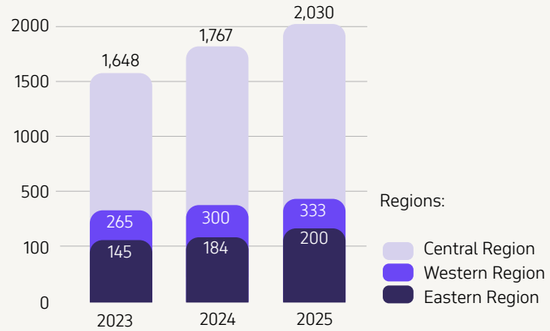
Part-Time Employees by Gender



Workers



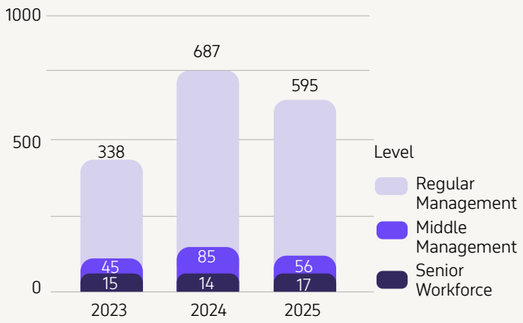
Employees by Region



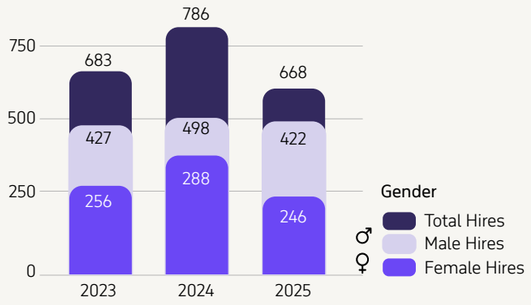
Note:
Following an internal review of HR data and validation controls in 2025, selected employee figures have been updated to enhance accuracy and consistency with the source HR systems. Prior-year figures have been restated where applicable to support comparability.

Caring for our People and Building Belonging continued

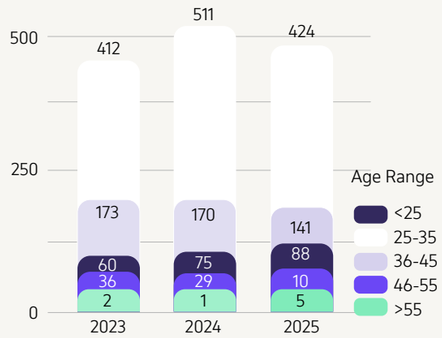
Hires by Level



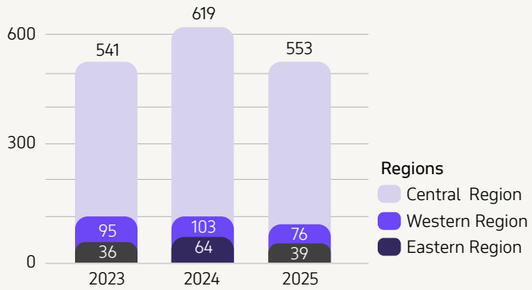
Hires by Gender



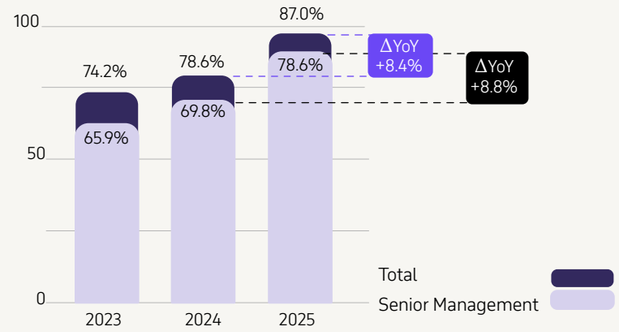
Hires by Age



Hires by Region

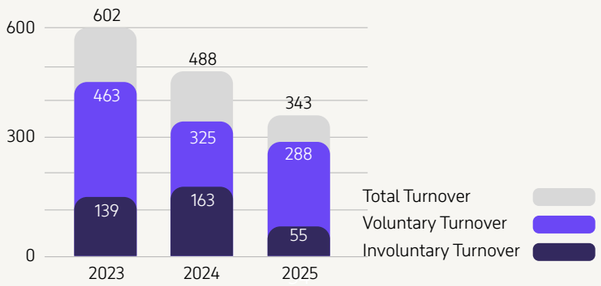


Nationalization Rates (Overall & Leadership)

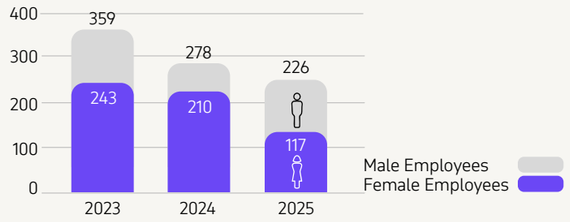


Caring for our People and Building Belonging continued

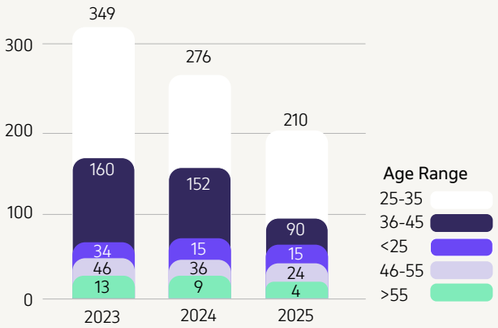
Turnover Voluntary and Involuntary



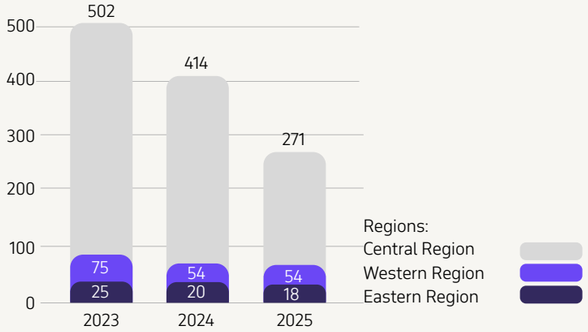
Turnover by Gender



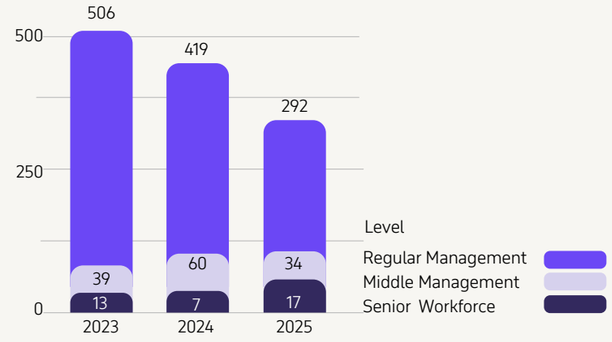
Turnover by Age



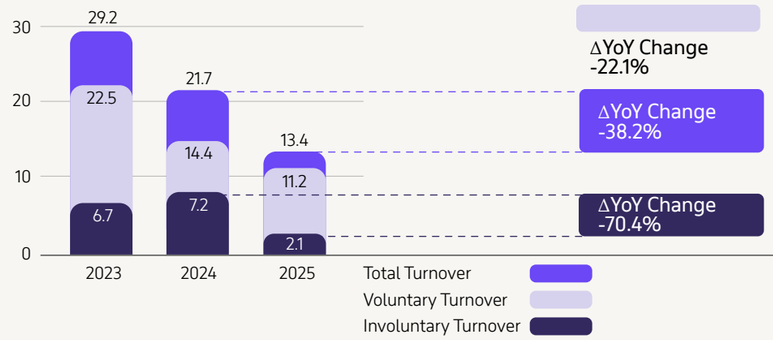
Turnover by Region



Turnover by Level



Turnover Rate



Note:
Turnover rate (%) was calculated as the number of employees who left during the year (turnover count) divided by total employee headcount at year end for the same year, multiplied by 100. Total turnover includes voluntary and involuntary departures. Rates are calculated for Full-time employees only.

100%
Grievance Resolution Rate

Ethics and Grievance Mechanisms

Metric	2025
Grievances reported	42
Grievances related to discrimination	0
Resolution rate	42

Note:
All 42 grievances reported in 2025 related exclusively to performance management matters.

Employees with Disabilities

Metric	2025
Employees with disabilities (total)	11
Female employees with disabilities	4
Male employees with disabilities	7

Caring for our People and Building Belonging continued



We cultivate a culture that supports both personal and professional growth, enabling employees to contribute meaningfully

Day Care Assistance

Metric	2023	2024	2025
Female employees benefiting from day care program	99	109	117
Children benefiting from kids nurseries program	N/A	N/A	133
Spending on day care assistance	N/A	N/A	2.3Mn

Children Education Support

Metric	2023	2024	2025
Employees benefiting from education support	172	164	159
Spending on education support	N/A	N/A	9.7Mn

Pay Equity and Wage Benchmarks

Metric	2025
Women to men base salary & remuneration ratio	100%
Women to men ratio (senior management)	97%
Women to men ratio (middle management)	97%
Women to men ratio (regular workforce)	97%
Standard entry wage vs local minimum wage	178%
Entry wage (female) vs local minimum wage	176%
Entry wage (male) vs local minimum wage	179%

Caring for our People and Building Belonging continued

Parental Leave Uptake

Metric	2023	2024	2025
Employees taking parental leave (total)	42	50	54
Employees taking maternity leave	8	116	31
Employees taking paternity leave	4	34	23

Return to Work After Leave

Metric	2023	2024	2025
Returned after maternity leave	8	16	31
Returned after paternity leave	34	34	23

Retention after 12 Months

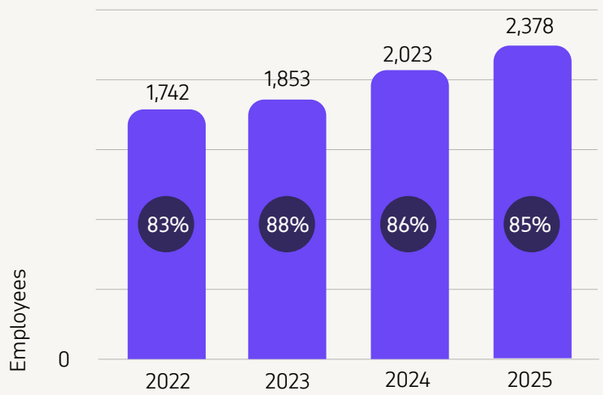
Metric	2023	2024	2025
Employees retained 12 months after return (maternity)	8	13	30
Employees retained 12 months after return (paternity)	31	34	21

By investing in talent, we strengthen engagement, preserve institutional knowledge, and shape a future ready workforce



Caring for our People and Building Belonging continued

Employee Survey Participation Overview



SAR **8,739**
Monetary Investment per Employee (SAR)

SAR **22.4**Mn
Monetary Investment in Employee Development (SAR)

SAR **9.7**Mn
Spending on Education Support (SAR)

SAR **2.3**Mn
Spending on Day Care Assistance (SAR)

Employee Engagement Survey Results

	2023	2024	2025	YoY Change %
Sustainable Engagement Score	83	87	89	+2.3
Communication	81	87	87	0.0
Culture & Values	87	90	90	0.0
Direction	85	92	91	-1.1
Efficiency	81	87	86	-1.1
Senior Leadership	74	83	86	+3.6
Line Management	80	86	86	0
Team Spirit	72	78	78	0
Retention	56	66	70	+6.1
Performance Management	65	75	78	+4
Learning & Growth	63	71	73	+2.8
Empowerment	80	86	86	0

Learning Beyond Limits

Building on our Passionate People pillar, this section addresses how we develop capabilities, nurture talent, and prepare our workforce for evolving challenges. Tawuniya's approach to learning and development serves as a strategic enabler, directly supporting organizational resilience, competitive advantage, and long-term value creation.

We cultivate a culture that supports both personal and professional growth, enabling employees to contribute meaningfully while aligning their growth with the Company's strategic direction. By investing in talent, we strengthen engagement, preserve institutional knowledge, and shape a future ready workforce capable of sustaining performance in a changing business environment.

Our human capital development strategy follows four interconnected pillars that structure our approach to workforce capability building:

4 Pillars

1. Structured Learning & Development
2. Talent Pipeline & Succession Planning
3. Leadership Development
4. Early Career & Graduate Programs

Together, these pillars reflect a long-term, intentional investment in people. They address current business needs, strengthen leadership continuity, and build the capabilities required to support Tawuniya's future growth and success.

Learning & Development: A Strategic Imperative

At Tawuniya, learning is a strategic priority, embedded in our culture and integrated throughout the employee lifecycle. Our Learning Management Framework (LMS) provides centralized access to training resources, tracks development progress, and enables personalized learning paths aligned with individual career objectives.

To accommodate diverse roles and learning preferences, we offer multiple training channels:

Multiple Training Channels

- Online Learning (Marefa)
- In house and External Training
- External Professional Certifications
- In role Learning
- Mandatory Regulatory Training



32%
Decrease in Training Hours for Males

12%
Increase in Training Hours for Females

Traditional mud-wall construction in Saudi Arabia reflects ancient building techniques adapted to desert climates. Made from clay, earth, and palm materials, these structures provided insulation and formed the foundation of historic Najdi villages.

Learning Beyond Limits continued

Learning Offering

Our learning portfolio covers multiple development categories:

- Functional and Technical Development:

Specialized programs that strengthen role specific expertise and operational excellence. These include customer experience programs such as "Act as a Customer," advanced cybersecurity and technology risk courses including Security Strategic Planning and Enterprise Penetration Testing, and insurance focused technical programs.

- Behavioral and Professional Skills:

Programs that build workplace and interpersonal capabilities, including Health, Safety and Security training, emotional intelligence, professional relationship building, communication skills, and productivity programs.

- Early Career and Onboarding: Structured initiatives that help new employees integrate into the organization while building foundational knowledge of the insurance sector and Tawuniya's operating model.

Training and Development Overview

Our investment in learning ensures continuous upskilling, agility, and knowledge transfer. This enables employees to adapt, evolve, and embrace new challenges as part of their career journey.

Support for Employee Development

We support employee professional development through sponsored education programs and professional certifications. Tawuniya has introduced a sponsored education program for full-time employees, enabling continued academic and professional growth aligned with organizational objectives and national insurance sector development priorities. Separately, employees in Actuarial and Compliance functions receive certification support that strengthens technical competency and regulatory knowledge.

Tawuniya also provides targeted support for professional certifications in critical functions. Currently, this support focuses on Actuarial and Compliance departments, where employees pursue specialized certifications that strengthen technical competency, regulatory compliance, and governance standards. Participation in these programs follows predefined eligibility criteria that prioritize full-time employment status and relevance of the educational pathway or certification to employee roles and organizational capability requirements.

Mandatory Training Programs

Mandatory learning forms a cornerstone of our governance and risk management framework. These programs promote ethical conduct, regulatory compliance, and operational excellence across all organizational levels.



Ancient mud-brick buildings and walls of Salwa Palace in Diriyah, Riyadh, reflect traditional Najdi architecture. This historic heritage site attracts visitors and highlights the cultural history of Saudi Arabia.

Training Topic	Target Group	Frequency
Anti Money Laundering (AML)	All Employees, Board, Audit	Annually
Anti Fraud Awareness	All Employees, Board	One Time
Anti Fraud Workshop	All Employees	Annually
Cybersecurity Awareness	All Employees	Annually
Data Privacy & Management	All Employees	One Time

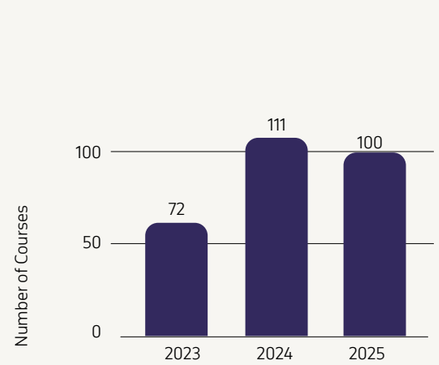
Learning Beyond Limits continued



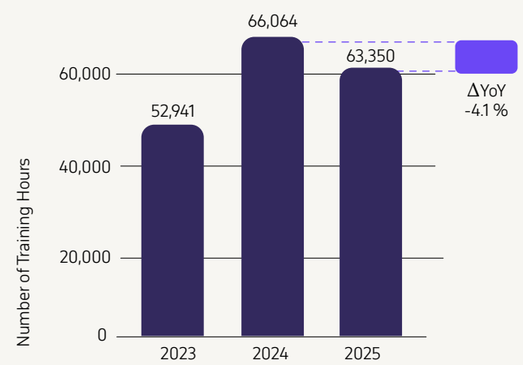
A Saudi woman weaves palm fronds using traditional wicker techniques, reflecting ancient handicrafts practiced across the Kingdom. Palm weaving is a historic folk craft used to create baskets, mats, and household items.

Leadership development at Tawuniya extends beyond executive capability to cultivating ethical, agile leaders across the organization.

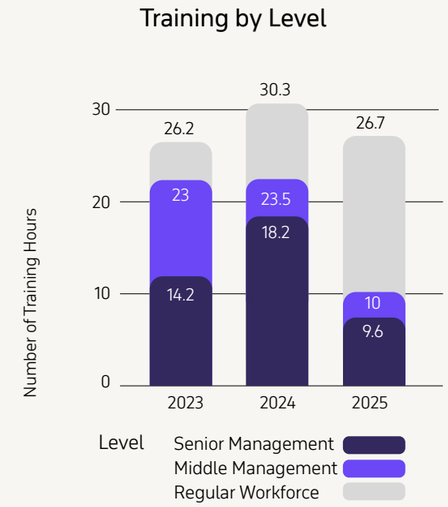
Training Courses



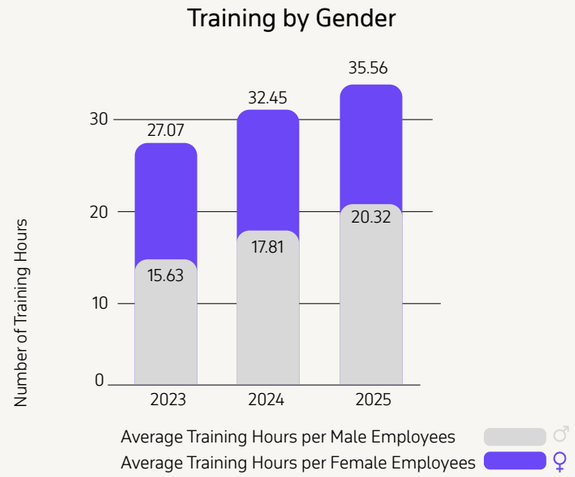
Training Information



Training by Level



Training by Gender



Learning Beyond Limits continued

Tawuniya Academy: Institutionalizing Continuous Learning

In 2024, Tawuniya announced the launch of Tawuniya Academy at the Ingate Global Insurance Conference & Exhibition, organized by the Insurance Authority under the patronage of H.E. Mohammed A. Al Jadaan, Minister of Finance and Chairman of the Financial Sector Development Programme. Speaking at the launch, Asim Al Saawi, Chief Human Resources Officer, highlighted the importance of linking knowledge with practice through programs that respond to local needs while meeting global standards, strengthening national human capital.

Tawuniya Academy serves as the Company's central platform for learning and capability development within the insurance sector. It delivers structured learning journeys tailored to different career stages, enhancing workforce capabilities, supporting internal career progression, and strengthening leadership succession.

Through strategic collaborations with leading academic institutions and industry partners, including but not limited to IMD, INSEAD, and BIBF, the Academy offers learning experiences aligned with evolving business priorities and global insurance trends.

A core focus of the Academy is the development of future ready skills. Programs target emerging areas such as artificial intelligence, data analytics, and digital transformation, supporting Saudi Vision 2030 objectives related to knowledge transfer, workforce localization, and digital capability building.

Over time, the Academy is designed to extend its impact beyond Tawuniya by engaging external participants, reinforcing the Company's role in developing talent and advancing the broader insurance ecosystem.

Talent Pipeline and Succession Planning

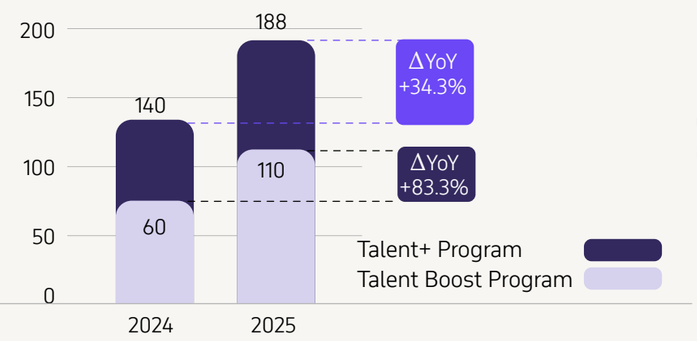
Tawuniya maintains a formal talent pipeline and succession planning framework aligned with corporate strategy. The framework ensures continuity for critical roles, mitigates leadership gaps, and maintains future capability readiness through structured identification of critical positions, assessment of talent readiness, and targeted development planning.

Standardized assessment tools identify high potential talent and match capabilities to role requirements, reducing bias in placement and succession decisions.

+88.3%
Talent Boost Program YoY Change

+34.3%
Talent+ Program YoY Change

Leadership Program Participation



Internal Mobility and Succession Planning

Internal mobility is central to our talent strategy. We promote a culture where employees grow within the organization, whether vertically or laterally, enhancing engagement, retention, and cross functional expertise.

Succession planning follows a formal policy with key features including:

- Identification of critical roles and successors
- Talent readiness assessment, including "Ready Now" and contingency coverage classifications
- Structured development pathways aligned with future leadership requirements

Succession planning integrates into our Risk Appetite Framework, with Human Capital Risk monitored to manage voluntary turnover and ensure critical capability retention.

Leadership Development: Enabling Strategic Growth

Leadership development at Tawuniya extends beyond executive capability to cultivating ethical, agile leaders across the organization. Our leadership strategy operates through the Tawuniya Talent Hub, a platform that accelerates internal talent development at every career stage.

We offer two flagship programs:

Talent+
A strategic development program for senior leaders delivered in collaboration with INSEAD Business School. The program includes talent assessments, executive coaching, leadership simulations, and customized learning journeys.

Talent Boost
A program for high-potential mid-level managers focused on strengthening leadership competencies, business acumen, and readiness for expanded responsibilities.

Leadership Program Participation

External partnerships with institutions including IMD, INSEAD, and BIBF deliver specialized leadership development and technical training. We select partners based on subject expertise, delivery quality, and alignment with capability requirements.

Learning Beyond Limits continued

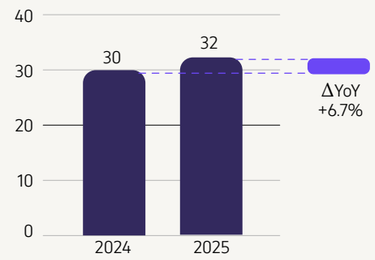
Early Career and Graduate Programs: Shaping Future Leaders

Our commitment to national talent development appears clearly through flagship graduate and early career programs building a sustainable internal pipeline.

95.1%
Increase in COOP Program Participants

76.1%
Increase in Tamheer Program Participants

Future Tawuny Program



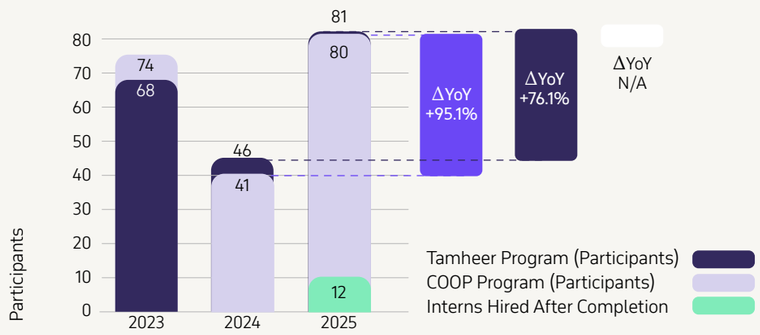
Future Tawuny Participants

Future Tawuny Program (FTP):
A structured graduate development initiative targeting high potential Saudi talent. The program offers technical training, professional learning, and on the job development, forming a long-term career progression path beyond initial onboarding.

Tamheer and COOP Programs:
These initiatives provide structured workplace exposure for fresh graduates and undergraduates, offering supervised assignments that build foundational skills and prepare participants for the labor market.

These programs support early career talent development, align with national priorities, and reinforce long-term workforce sustainability.

Talent Pipeline: Intern



Retention and Career Growth

Career development programs (Talent+, Talent Boost, Future Tawuny Program), expanded internal mobility, and increased promotions have strengthened retention. Employees now see clear progression paths. Voluntary turnover declined from 14.4% in 2024 to 11.2% in 2025. Annual compensation reviews benchmark against market data to maintain competitiveness.

11.2%
Voluntary turnover
Decrease from 14.4% in 2024

When people clearly understand what is expected of them and feel ownership over how they deliver, it drives stronger outcomes for both individuals and the organization.

Performance Management: A People Focused Framework

Our framework is designed to:

- Provide clear direction and priorities
- Encourage ownership and accountability
- Enable constructive and continuous performance conversations
- Support fairness, transparency, and consistency

This approach ensures performance management is something done with employees, not to them.

A Clear and Consistent Performance Cycle

Our annual performance cycle maintains momentum and alignment through three phases:

Objective Setting:
Clear objectives that link individual contribution to Tawuniya strategy

Mid-Year Review:
Check-ins to recalibrate focus, address challenges, and reinforce development

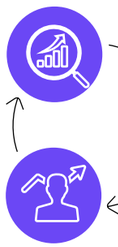
Year-End Appraisal:
Assessment of performance outcomes and behaviors through structured discussions between managers and employees

Performance calibration is embedded into the process to ensure consistency across departments and levels. Training materials and system guides support understanding and adoption at each stage.

Learning Beyond Limits continued

System Enabled, Insight Driven

Employees and managers
are guided through:



Structured self-evaluation encouraging reflection on achievements, challenges, and growth

Manager assessments grounded in evidence, outcomes, and observed behaviors

Documented performance dialogue creating shared understanding throughout the year

We apply a Management by Objectives methodology, evaluating employees against role specific goals. For roles with shared responsibilities, we incorporate team based assessments.

Calibration and Methodology

To ensure consistency and objectivity, we apply a formal calibration process reviewing performance outcomes across departments and levels. This step mitigates bias and ensures alignment with organizational standards. This flexible approach allows us to tailor evaluations to role requirements while upholding unified performance standards across the organization.

Building Manager Capability

Effective performance conversations require capable managers and informed employees.

Our enablement approach includes:

- Annual performance management workshops for managers focused on mindset, assessment, and effective dialogue.
- Performance awareness videos covering each phase of the cycle, available to all employees.

These tools ensure that expectations are clear, processes are understood, and participation is consistent regardless of role or level.

Performance Based Rewards

We offer a performance based pay component for employees in the annual performance cycle. This variable compensation links directly to individual performance outcomes.

Rewards allocate based on clearly defined criteria, recognizing top performers and motivating continuous improvement.

Eligibility follows employee classification and performance cycle participation, monitored as part of overall reward and compensation governance.

Performance results inform compensation decisions, career development, training needs, promotion readiness, and succession planning, creating an integrated talent management approach.

Rock formations rise across the desert landscape at Madain Saleh in northwestern Saudi Arabia. This historic archaeological site, once part of the Nabataean civilization, is known for its sandstone outcrops and cultural heritage.

Caring for Our Community

Tawuniya corporate social responsibility framework is grounded in its core belief of being "Passionate About People". In practice this commitment extends beyond insurance service to include protecting the natural environment that communities depend on and fostering a culture of responsible focused growth.
As Tawuniya advances towards its ambition to become an ecosystem integrator, environmental stewardship becomes a shared responsibility.

Corporate Social Responsibility

Community Empowerment

We uplift people and communities through inclusive, human centered initiatives

Environmental Sustainability

We act to preserve the natural environment for future generations

Future Skills & Youth Empowerment

We invest in the next generation by supporting learning, capability building, and future readiness

Traditional weaving and spinning of fabric is a historic handicraft practiced across Saudi Arabia. This craft produces locally made textiles and reflects national heritage, skilled craftsmanship, and longstanding cultural traditions.

Caring for Our Community continued

2025 Highlights



Tawuniya Garden: Expanding Green Spaces Through Public Partnership

In collaboration with the Riyadh Region Municipality, we launched Tawuniya Garden, a new green space in the heart of the city designed to enhance urban livability and environmental quality. The initiative supports Riyadh's quality of life goals by increasing accessible green areas for residents.



Ramadan Basket Distribution

We partnered with the Albir Association to prepare and distribute 900 food baskets to families across Riyadh, Jeddah, and Khobar during the holy month of Ramadan. With active employee support, the initiative helped ensure that vulnerable households had access to essential food supplies, reinforcing our commitment to social solidarity and compassion during one of the year's most important periods.



Orphan Visit and Celebration

We hosted a special Orphan Day in collaboration with Al Hilal Charity Foundation, welcoming 50 orphans to our headquarters for a day of games, activities, food, and gifts. Organized with contributions from employees across both organizations, the event fostered a spirit of inclusion, joy, and generosity, reflecting the human centered values at the heart of our social responsibility mission.

Distribution of iftar meals during Maghrib — 2,500

Al Hilal Charity Foundation, welcoming — 50 orphans

Albir Association distributing food baskets — 900



Iftar Sa'im Initiative

During Ramadan, we launched the Iftar Sa'im initiative in collaboration with the Albir Association, contributing to the distribution of 2,500 iftar meals at traffic intersections during Maghrib prayer time. Implemented across Riyadh, Jeddah, and Khobar, the program supported fasting individuals on the move during prayer hours, offering a meaningful gesture of support during the holy month.



Eid Clothing Charity Market

In partnership with Al Hilal Charity Foundation, we launched the Eid Clothing Charity Market, a reuse driven initiative that brought joy to families in need during the festive season. Clean, pre-loved clothing was collected and distributed through a market style setup, giving families the opportunity to select items and celebrate Eid with dignity. The initiative supported over 100 families and demonstrated the power of circular giving to create both social and environmental impact.

Employee participation was a defining feature of our community initiatives in 2025. Through hands on volunteering and in kind contributions, employees played an active role in delivering impact on the ground, strengthening the connection between our organization and the communities we serve.

Our commitment to social and environmental impact is integrated into our core insurance activities. The following chapters highlight how this approach continues to deliver positive outcomes for individuals, communities, and society.



Ancient archaeological mosques stand on the rocky peaks of Mount Sila in Medina, Saudi Arabia. The mountain area is historically associated with the Battle of the Trench and remains an important Islamic religious site overlooking the surrounding landscape and historic areas of the city.

Earning Customer Trust Through Innovation

Customer experience defines competitive advantage in insurance. In 2025, we advanced our digital first approach, deploying AI and automation to improve service speed and accuracy while maintaining the human judgment that complex insurance decisions require. Our 2026 2030 Transformation Roadmap guides this work, focusing investment on the moments that matter most: onboarding, policy servicing, and claims resolution.

Putting Customers First

Customer centricity is the foundation of every decision at Tawuniya. We innovate across our insurance lines to ensure customers receive fast, accessible, and fair services tailored to their needs.

During 2025, we enhanced several key customer touchpoints. The Virtual Hospital Delegate for health insurance clients simplified hospital admissions by handling administrative processes digitally, reducing wait times and friction. For motor insurance, enhancements to the First Notification of Loss (FNOL) process allow customers to report accidents, upload documentation, and track claim progress through the app. These initiatives make claims management more transparent and efficient at moments when customers need us most.

Our Future Experience pillar accelerated digital transformation. AI powered tools now handle routine tasks like medical reimbursement validation and automated document verification. This reduces processing time and manual errors while freeing customer service teams to focus on cases requiring judgment, explanation, or empathy.

Through these advancements, we prioritize convenience, accessibility, and customer confidence while delivering services that meet the highest standards of fairness and responsiveness.

72%
Customer Satisfaction Score

49.8
Net Promoter Score up from 40.2 in 2024

over **9.5** Mn
surveys undertaken

429,000+
Number of respondents providing feedback

Customer Excellence

The Customer Experience (CEX) function plays a central role in shaping and upholding customer experience standards across the organization. It ensures a unified approach to customer centricity by guiding design principles and best practices. Customer Care oversees frontline engagement, while Lines of Business (e.g. Health, Motor, General) are accountable for delivering services aligned with these standards.

Collaboration is embedded through regular cross functional forums, where performance insights are shared, and customer experience strategies are refined. This integrated approach supports consistent service quality and reinforces our commitment to long-term customer trust and sustainable value creation.

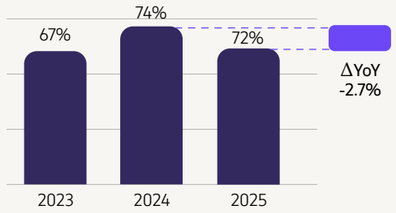
Performance in 2025

These results reflect our commitment to continuous improvement through listening and action. Insights from Medallia are analyzed to identify opportunities for service enhancement and operational efficiency. This directly influences policy renewal processes, claims turnaround times, and customer communications.

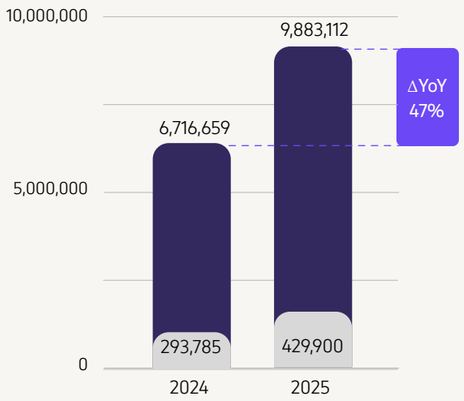
Partnerships with Stc, Petromin, Syarah, Wala Plus, and Morni extend our service ecosystem. These collaborations provide faster, more reliable, and accessible services across Saudi Arabia through rewards programs, roadside assistance, and seamless digital integrations aligned with customer needs.

In 2025, we achieved measurable progress in customer satisfaction and advocacy. The Medallia Voice of Customer (VoC) platform captures real time insights across more than 30 customer journeys.

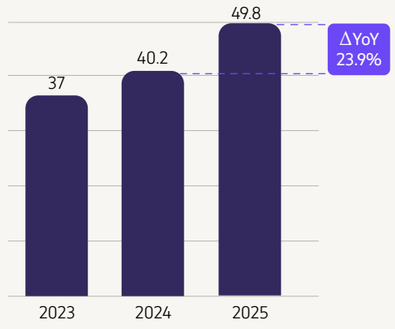
Journey Customer Satisfaction Scores



Survey



Relationship Net Promoter Score



Note:
From 2025, NPS is reported on a weighted basis following a methodology change. The 2024 figure was calculated on an unweighted basis.

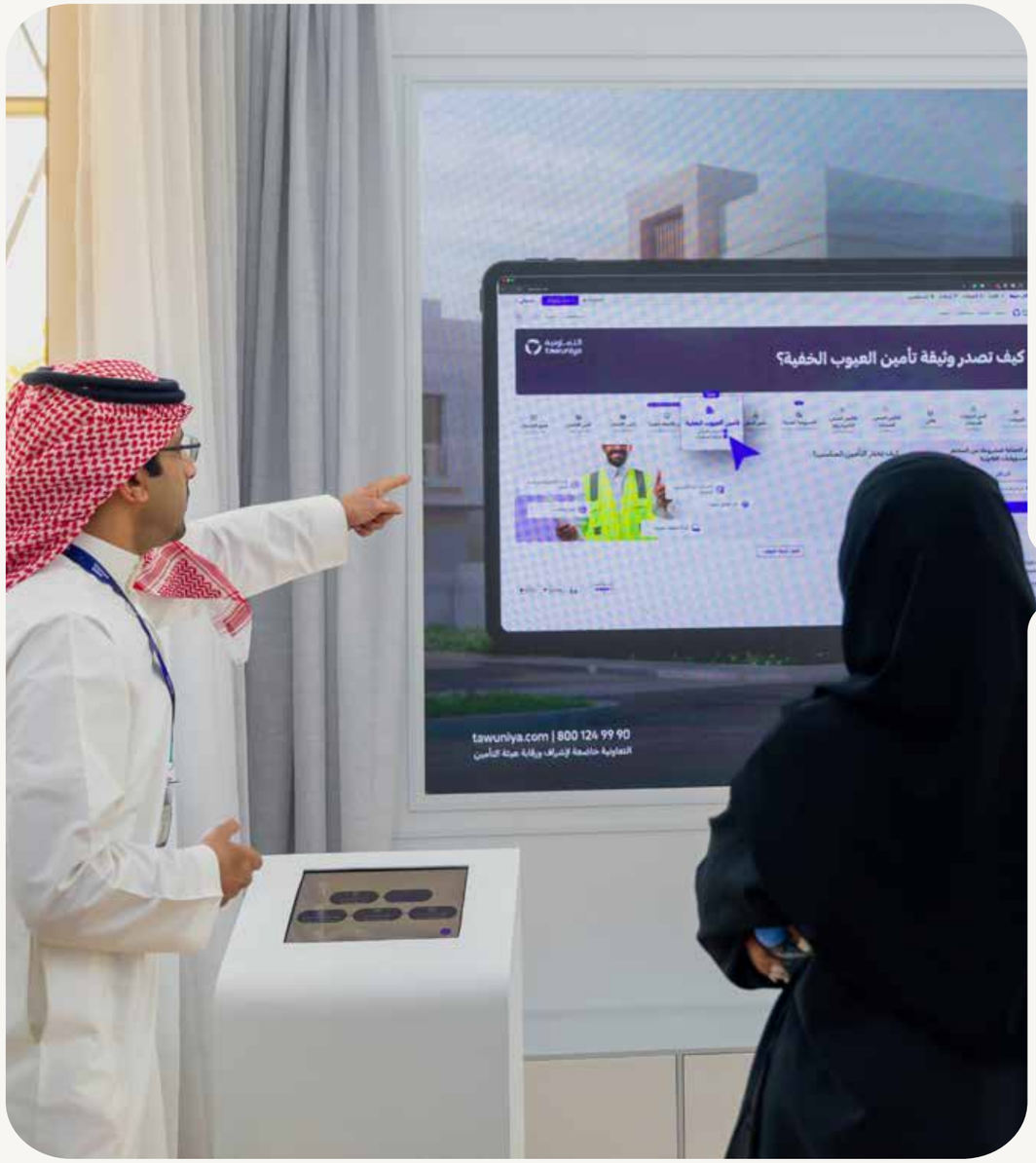
Earning Customer Trust Through Innovation continued

Responsible Marketing

We uphold responsible marketing and communication practices that align with regulatory standards and ethical principles. All information shared through our channels is transparent, accurate, and customer focused.

This multi channel approach ensures inclusivity, convenience, and consistent engagement across Saudi Arabia. Our digital platforms 'the Tawuniya App and website' remain the cornerstone of our customer communication ecosystem, offering easy access to policy management, claims submission, and updates.

The Tawuniya App and social media platforms enhance communication and provide real time access to services. These channels are governed by responsible marketing principles to ensure clarity, accuracy, and fairness in product communication, supporting informed customer decision-making



Social Media Reach	2023	2025
Facebook	426K	427.7K
X	468.6K	462.3K
LinkedIn	264K	324.7K
Instagram	89.6K	91.8K
YouTube	25K	30.5K
TikTok	NA	47.1K
Snapchat	NA	11.0K

Customers can reach us through multiple channels:

- Call Center (Voice)
- Mobile Application
- Live Chat
- Social Media Platforms
- Website
- WhatsApp

Tawuniya Application Rating

Google Play 3.8

Apple Store 4.4

Earning Customer Trust Through Innovation continued

Customer Complaint and Protection

Complaint management and customer protection are key pillars of our service integrity framework. All customer complaints are received through approved channels and logged in our Customer Relationship Management (CRM) system. Each complaint is acknowledged within a defined time frame and assigned to the appropriate team for investigation and resolution. Unresolved complaints are escalated to higher support levels based on nature or severity, ensuring transparency and regulatory compliance. Customers can also escalate unresolved issues through IA channels in line with regulatory provisions.

Progress in 2025

In 2025, we recorded a 13% decrease in total customer complaints, despite a substantial increase in our insurance portfolio. This reflects the continued effectiveness of our service improvements and complaint management framework.
The General Insurance line achieved a 72% reduction in complaints, driven by operational enhancements and faster resolution times. In Health Insurance, complaint levels remained stable compared to 2024, even as the number of insured lives grew by 13.8%, demonstrating our ability to scale while maintaining service quality.

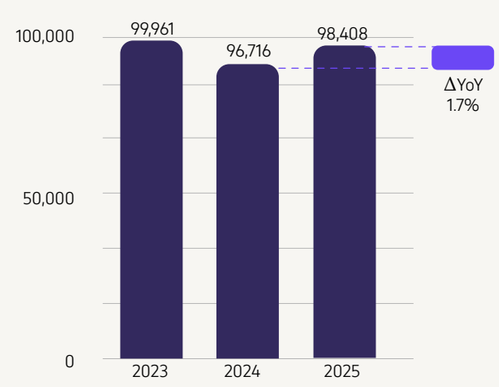
This progress reflects the success of our improved complaint handling framework.

A digital submission platform launched on our website allows customers to submit and track complaints easily, reducing duplicate complaints for the same case. Our Customer 360 platform integrates complaint data, feedback, and customer history into one system.
This enables proactive service recovery and better analysis of recurring issues. Customer Care agents undergo comprehensive training covering orientation, product knowledge, compliance, and mock calls before certification. Continuous retraining, performance reviews, and coaching sessions ensure service consistency and professional conduct in all interactions.

13%
Decrease in total Insurance Complaints

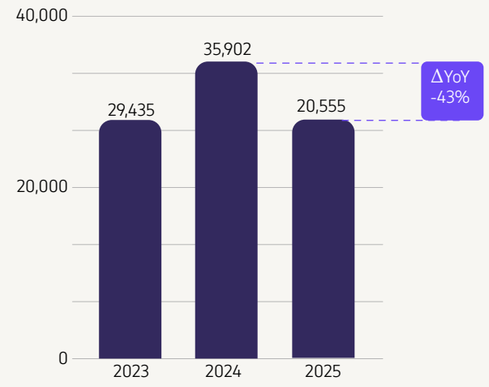
72%
Decrease in General Insurance Complaints

Health Insurance Complaint



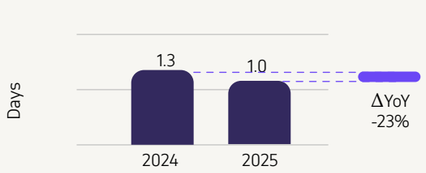
Number of Complaints

Mobility Insurance Complaint



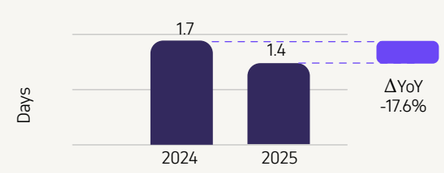
Number of Complaints

Health Insurance Complaint Resolution Time



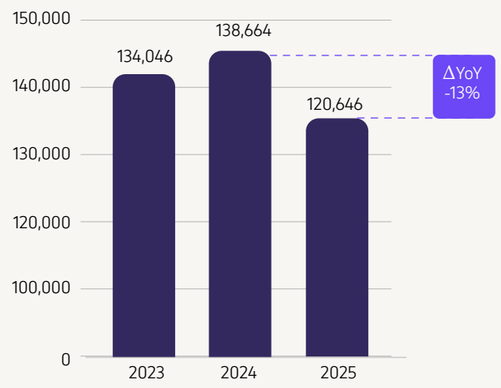
Average Complaint Resolution Time

Mobility Insurance Complaint Resolution Time

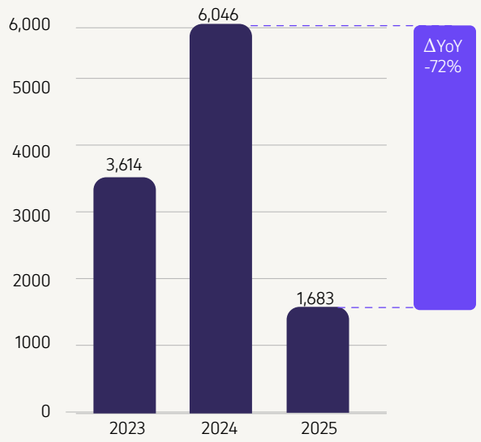


Average Complaint Resolution Time

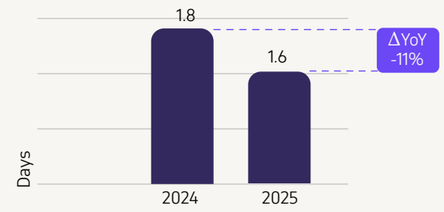
Total Complaints



General Insurance Complaints



General Insurance Complaint Resolution Time



Note:
The 2024 and 2023 complaints figures were revised in 2025 due to ongoing updates in reactive complaints data.

Note:
Life insurance complaint figures are not disclosed. General insurance complaint figures exclude complaints related to Inherent Defects Insurance (IDI).

Protecting the Health of Our Communities

At Tawuniya, advancing better health for all is both a responsibility and a strategic priority. The healthcare challenges we address are pressing and complex: rising costs, limited access to care, and the growing need for personalized support for individuals with complex medical conditions. Our response combines innovative products with digital platforms designed to build healthier, more resilient communities. The objective is to deliver better health outcomes and greater value to the people we serve.

Expanding our health insurance portfolio reflects a broader shift toward integrated healthcare. Patients receive care that is more coordinated, connected, and personalized to their circumstances. These solutions leverage health data to engage individuals meaningfully while giving providers deeper insights into patient needs. The approach is holistic, supporting both physical and mental health. Improved experiences and better outcomes follow, strengthening the healthcare ecosystem.

Over the past few years, we have developed and implemented a range of pioneering programs that demonstrate this commitment in practice. These initiatives span population health management, preventive care, occupational health, and behavioral engagement. Each program addresses specific health challenges while contributing to the broader goal of improving health outcomes across Saudi Arabia.

Population Health Management

Tawuniya's Population Health Management (PHM) program represents a proactive care model for members facing higher health risks or barriers to accessing regular care. This includes individuals with chronic conditions and older adults who require more intensive support. The program combines per sonalized care plans, early risk identification, and coordinated services to manage conditions more effectively and reduce avoidable complications.

Our PHM Strategy:

The 4Ps and 3Cs Framework

To guide this approach, we apply a structured framework grounded in four core principles (4Ps) and delivered through three complementary pillars (3Cs).

Building on this population health foundation, we have launched a comprehensive wellness and health services program that expands preventive care efforts, addresses complex and high cost health conditions, and integrates behavioral and mental health support.

The 4Ps of PHM

I Personalized Care tailors support to each member's clinical needs, lifestyle, and health circumstances.

II Proactive Care identifies potential health risks early and intervenes before conditions worsen.

III Preventive Care encourages regular screenings, assessments and health monitoring to reduce long-term risks.

IV Program Based Care monitors performance and outcomes to ensure consistency and high quality service delivery.

The 3Cs of PHM

I Continuous Care offers ongoing support and coordination throughout the member's healthcare journey.

II Community Based Care extends services into homes and local settings to improve access and continuity.

III Case Management provides structured care pathways and personalized treatment plans for high risk members.



Historic mud-brick walls and buildings in Al-Turaif district, Diriyah, Riyadh. This UNESCO heritage site reflects traditional Najdi architecture and stands as an important cultural landmark and tourist destination in Saudi Arabia. Editorial Image Source– Abu Georg, Arabsstock.com.com

Protecting the Health of Our Communities continued

Wellness and Health Services Program

Our proactive health programs address the diverse needs of members at every stage of their health journey. Whether managing chronic conditions, preventing illness, or supporting those at elevated risk, these programs deliver timely, personalized care that improves outcomes and enhances quality of life.

1. High Risk Proactive Programs
High risk programs concentrate on individuals requiring intensive, continuous care. This encompasses the elderly, patients with multiple prescriptions, and those recovering from serious illness or procedures.

2. Preventive Proactive Programs
Preventive initiatives emphasize early intervention and long-term health maintenance. Screenings, lifestyle support, and age specific care form the core of this approach.

3. Chronic Disease Proactive Programs
Chronic disease programs deliver long-term support for individuals managing ongoing health conditions. Structured care and continuous engagement define this approach.

Elderly Care delivers regular health assessments, chronic disease monitoring, and early detection of age related conditions to enhance wellbeing of seniors.

Medication Safety Review engages clinical pharmacists or physicians to review current medications, preventing harmful interactions and eliminating duplications, particularly for members on multiple prescriptions.

Palliative Care provides supportive care for patients undergoing cancer treatment, emphasizing pain relief, emotional support, and continuous medical follow up.

Physical Therapy and Rehabilitation offers services at home or in specialized centers after surgery or injury, helping patients regain strength, mobility, and independence.

Urgent Care enables quick access to urgent medical services through outpatient clinics or tele-medicine, with accurate triage, timely diagnosis, and coordination with primary care providers.

Child Care encompasses comprehensive healthcare services for children from newborns to adolescents, including growth monitoring, vaccinations, developmental support, and chronic condition management.

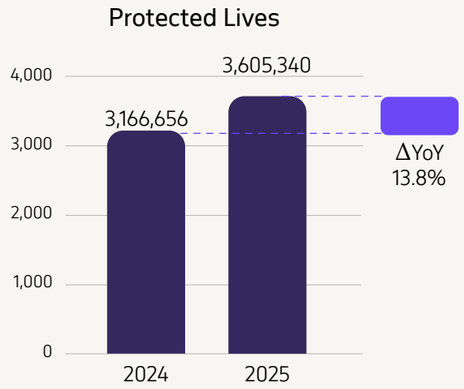
Women's Health addresses care needs across every life stage, from pregnancy and post partum support to hormonal health and cancer screenings, with particular focus on prevention, education, and empowerment.

Preventive Screenings and Vaccinations facilitate early detection of chronic diseases (diabetes, cholesterol) and cancers (breast, colon), complemented by seasonal vaccines and regular health checkups.

Wellness Program represents a holistic, lifestyle focused initiative promoting preventive care, early detection, fitness, and wellbeing through workshops, customized fitness plans, and per sonalized wellness goals.

Mental Wellbeing provides accessible mental health services through outpatient clinics or virtual consultations, with timely support, triage, and coordinated care pathways for emotional and psychological health.

Chronic Disease Management provides personalized care plans for conditions including diabetes, hypertension, asthma, and thyroid disorders. Multidisciplinary teams of specialists, health educators, and dietitians deliver programs.



Population Health Management	2023	2024	2025
Number of members enrolled in PHM programs	N/A	N/A	34,734
Number of preventive screenings completed	N/A	N/A	1,041
Number of telemedicine consultations	N/A	54,253	82,434
Number of home vaccination visits	8,007	11,572	17,518
Number of medication refill orders	11,528	6,916	8,947
Number of chronic disease management interactions	8,944	10,507	33,693

Protecting the Health of Our Communities continued

Occupational Health Programs

Tawuniya has recently introduced a comprehensive Occupational Health Program to support corporate clients in improving workplace health, safety, and productivity. Developed in partnership with the National Council for Occupational Safety and Health (NCOSH), this program aligns with national goals for healthier, safer working environments across the Kingdom. Delivery occurs through two integrated components.

Meena Occupational Health Model
The Meena model focuses on clinical and physical health services delivered in workplace settings.

Corporate Healthcare Platform integrates health services, analytics, and reporting through a digital solution that empowers HR and health teams.

Occupational Healthcare Hub provides a centralized platform for managing occupational health data, assessments, and interventions

Corporate Healthcare Platform integrates health Occupational Healthcare Hub provides a centralized platform for managing occupational health data, assessments, and interventions solution that empowers HR and health teams.

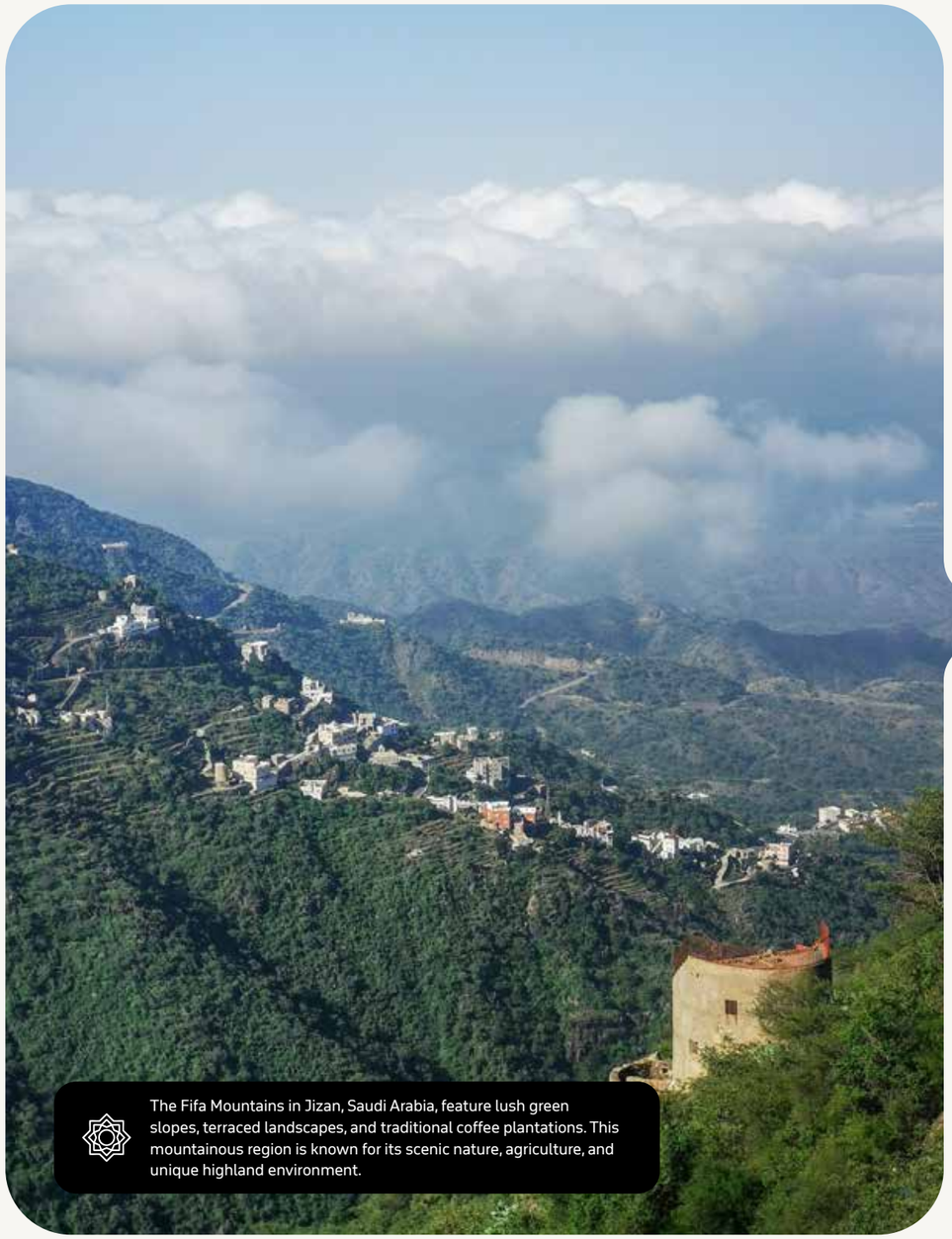
Tawuniya Corporate Health Initiatives
These initiatives elevate employee wellbeing, reduce health related absenteeism, and foster workplace vitality.

Tawuniya Corporate Wellness Model applies a wellness framework built on the 7 Pillars of Occupational Vitality, helping companies identify and address productivity barriers linked to burnout and work environment factors.

Tawuniya ErgoSmart Project connects workplace ergonomics with employee musculo-skeletal claims and sick leaves through proactive assessment, delivering actionable recommendations to prevent injury and enhance comfort.

Tawuniya Abse Control Solution evaluates sick leave patterns and their impact on employee productivity and organizational performance through an innovative analytical tool.

National Council for Occupational Safety & Health



The Fifa Mountains in Jizan, Saudi Arabia, feature lush green slopes, terraced landscapes, and traditional coffee plantations. This mountainous region is known for its scenic nature, agriculture, and unique highland environment.

Protecting the Health of Our Communities continued

Influencing Health Outcome

Beyond traditional healthcare delivery, Tawuniya is leveraging technology and behavioral science to transform health and safety outcomes across Saudi Arabia. Two programs demonstrate how data driven innovation can promote positive behavioral change while advancing Vision 2030 objectives. Tawuniya Vitality rewards healthy lifestyles, while Tawuniya Drive promotes safer roads. Both programs empower individuals to make better choices that benefit themselves, their communities, and the nation.

Tawuniya Vitality: Rewarding Health Lifestyles

Tawuniya Vitality encourages members to take an active role in managing their health through personalized insights, wellness activities, and reward based engagement.
The program supports preventive care through regular health assessments, physical activity tracking, and goal oriented challenges.
Participants earn rewards weekly, monthly, and annually by achieving activity goals tailored to their personal health data.

Incentivizing healthy habits enhances the value of our medical insurance offerings while improving long-term outcomes for members. Participants earn rewards weekly, monthly, and annually by achieving activity goals tailored to their personal health data. The reward structure is designed to sustain engagement and encourage consistent healthy behaviors.

Reward Structure

SAR 20

Monthly Rewards: Cashback benefits reaching up to SAR 900 over 24 months.

SAR 900

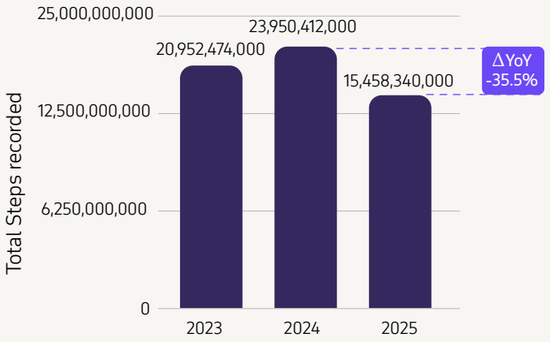
Weekly Rewards: Coffee, SAR 20 Diet Center vouchers, and movie tickets.

30-35%

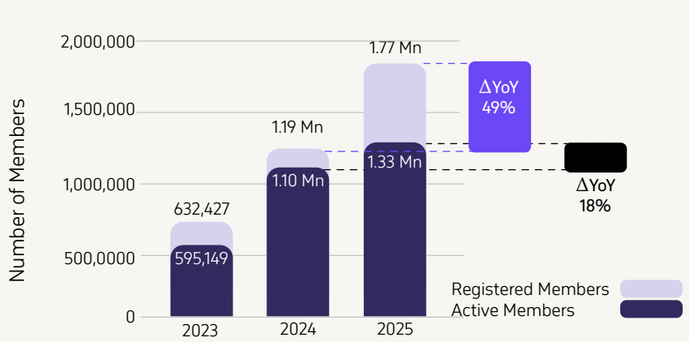
Annual Rewards: Fitness center discounts of 30% or 35% based on membership status

Built on behavioral science principles, Tawuniya Vitality leverages positive reinforcement and goal setting to improve quality of life. The program strengthens our health insurance portfolio performance, delivering better outcomes for members and economic value for the business and the Kingdom.

Vitality Members' Activity



Vitality Program Participation





Protecting the Health of Our Communities continued

Tawuniya Drive: Promoting Safer Roads

Launched in March 2021, Tawuniya Drive represents a market leading telematics program designed to promote safer and more sustainable driving behaviors. A mobile app connected to a vehicle mounted sensor analyzes real time driving data across multiple dimensions.

19%
Increase in Drive Program Participation

- Acceleration and braking patterns
- Trip distance and cornering
- Mobile phone usage while driving
- Time of day travelled
- Speed and speed limit violation

By rewarding responsible driving behavior, the program contributes to safer communities while delivering measurable business value.

The impact is evident across multiple dimensions: significant reduction in motor accidents and injury rates, improved loss ratios and retention within our motor insurance portfolio, and enhanced client acquisition driven by the program's unique positioning in the Saudi market.

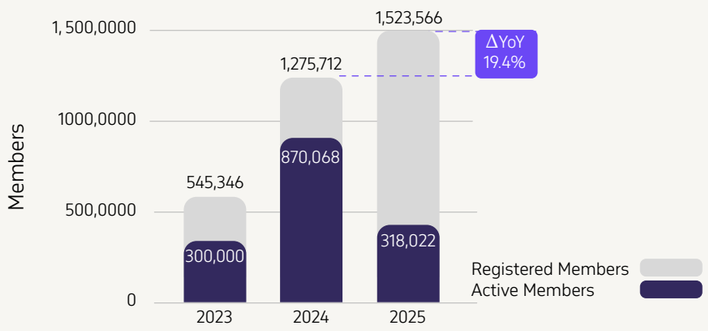
The reward structure is designed to sustain driver engagement and reinforce positive behaviors.

Al Shamel policyholders can participate and earn incentives through multiple channels. Weekly rewards recognize safe driving scores, while premium discounts of up to 20% provide ongoing financial benefits. Participants also redeem points for fuel, car maintenance, food, and beverage vouchers through Drive's partner network.

Through its alignment with the National Transformation Program (NTP) and Vision 2030, Tawuniya Drive contributes directly to improved road safety outcomes.

The program empowers individuals to make smarter, safer choices that benefit themselves, their communities, and the nation.

Drive Program Participation



Drive Performance Outcomes



Protecting the Health of Our Communities continued

Engaging Customers with Trusted Health Resources



Podcast
Topics covered :

Smoking cessation

Intermittent fasting

Diabetes management

Nutritional guidance

Blood pressure and heart health

Kidney health

Sleep patterns

Breast cancer awareness and screening

In 2024, we launched the " To Reassure You" (Litatma'en) podcast to make credible health information more accessible to communities across the Kingdom.
Each episode features qualified specialists discussing common medical conditions and wellness topics in clear, practical language. The format em powers listeners to make informed health decisions.

Through this initiative, we promote health awareness and education, contributing to broader under standing of preventive care and health management among individuals and families.

The podcast reflects our commitment to transparency, empowerment, and community wellness.

Litatma'en لِتَطْمَئِنّ

Investing in Value-Based Care

At Tawuniya, we are accelerating the transition to Value-Based Care (VBC), a healthcare delivery model that rewards providers based on patient outcomes and quality metrics rather than service volume.

Also known as Measurement Based Care, this model prioritizes long-term health improvements, preventive care, and efficient service delivery.

Value-Based Care



The "Our Network" initiative represents a key component of this transformation. This collaborative program brings together over 200 healthcare providers across the Kingdom to improve care quality, consistency, and outcomes through:

Our Network over 200 Healthcare Providers

1. Payment models aligned with performance based metrics
2. Focus on patient satisfaction, recovery rates, and preventive care effectiveness
3. Encouragement of data sharing, innovation, and continuous improvement across the provider network

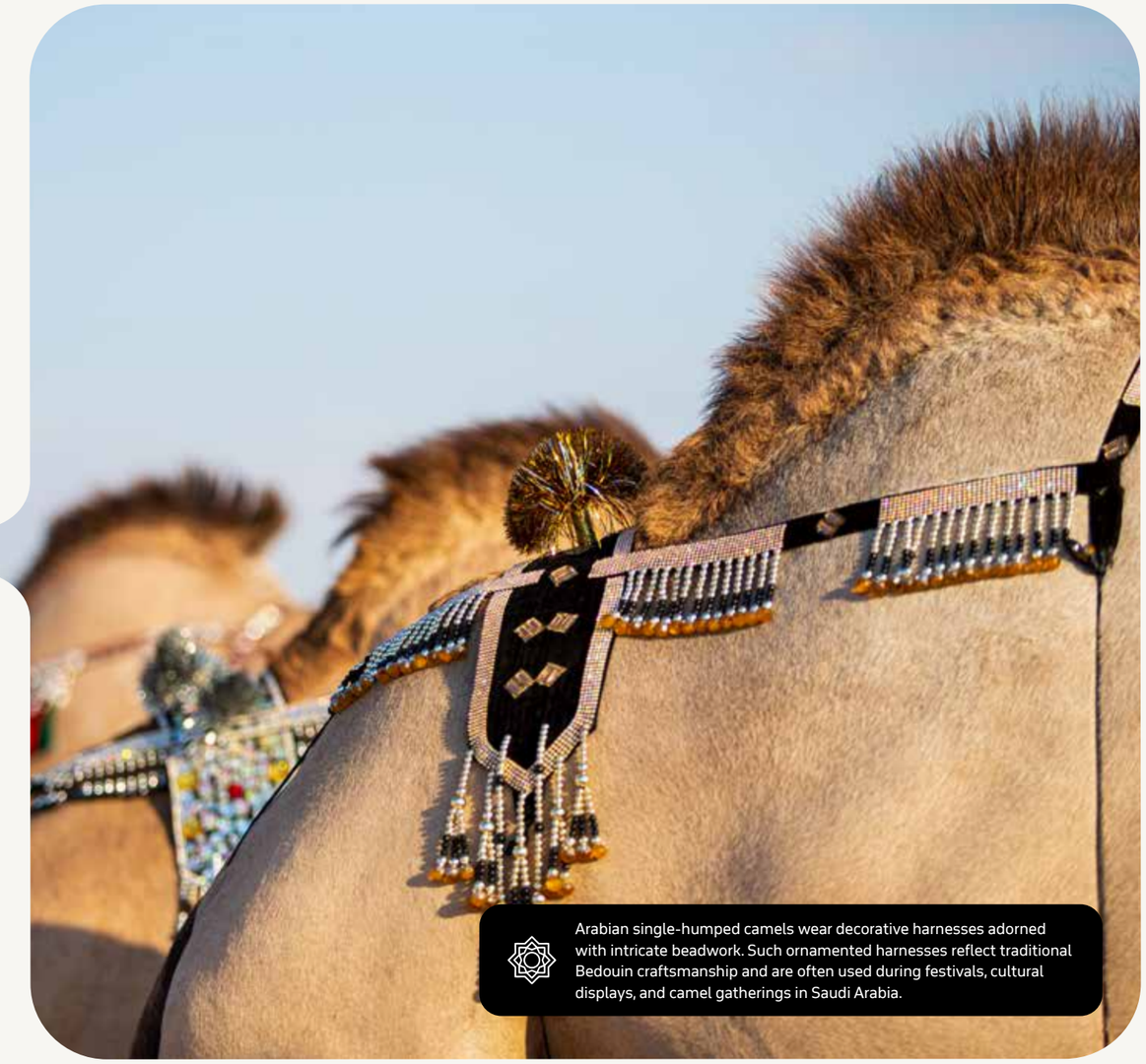
Through investment in value based care, we aim to create a more sustainable, patient centric healthcare system. The approach delivers better health outcomes for individuals while contributing to national healthcare development goals.

Expanding Protection and Financial Inclusion

Financial inclusion

Financial inclusion is a key enabler of economic stability and social wellbeing. As an insurer, we play a vital role in advancing inclusion by expanding access to essential protection and reducing the financial impact of unexpected events. Through insurance, individuals and families can safeguard income, em ployers and SMEs can maintain business continuity, and the risk of illness, injury, or accidents leading to long-term financial hardship is significantly reduced.

Aligned with Vision 2030, Tawuniya is committed to offering accessible and affordable insurance solutions for underserved segments including SMEs, gig economy workers, lowincome households, and individuals without employer sponsored protection.



Arabian single-humped camels wear decorative harnesses adorned with intricate beadwork. Such ornamented harnesses reflect traditional Bedouin craftsmanship and are often used during festivals, cultural displays, and camel gatherings in Saudi Arabia.

Our financial inclusion strategy is anchored in five core pillars:

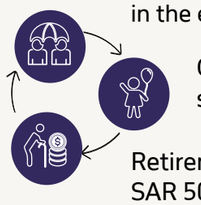
- Affordability drives our approach to cost effective solutions that reduce financial barriers to coverage
- Accessibility shapes our multi channel distribution strategy and guides our strategic partnerships.
- Inclusivity informs how we design products for underserved and vulnerable populations.
- Innovation enables us to create solutions that close protection gaps for emerging segments.
- Impact measures how effectively we build financial resilience by safeguarding income and reducing the impact of economic shocks.

We define vulnerable groups as individuals or communities facing socio economic, geographic, or struc tural barriers that limit access to insurance. This includes low income workers, freelancers, domestic workers, rural residents, and individuals without employer sponsored plans.

How We Expand Protection and Access

We advance financial inclusion through three interconnected levers. Inclusive product design ensures our offerings meet diverse customer needs. Accessible distribution extends our reach to underserved communities. Segment specific solutions deliver measurable impact where it matters most.

Key Products in the Life Portfolio:



Term Life / Term Plus provides financial protection to beneficiaries in the event of the policy holder's death.

Child Gift combines savings orientation with life coverage, supporting early financial planning for children.

Retirement offers a long-term savings solution starting from SAR 500 in monthly premiums.

Inclusive Product Design Across Life Stages

Insurance needs evolve as people move through different life stages. Our life insurance portfolio responds to this reality with simple, affordable protection and savings linked products that support long-term financial security. The portfolio serves individuals across income levels, with particular attention to lower income segments.

These products are designed around common principles that prioritize simplicity, predictability, and affordability. Premiums are set to accommodate lower income customers without compromising coverage quality. The approach ensures protection remains accessible to those who need it most.

Expanding Protection and Financial Inclusion continued

Flexible Payments for Variable Incomes

To support persistency and affordability, we offer multiple payment options. Customers can choose monthly, quarterly, semi annual, annual, or one time payment schedules. This flexibility is particularly important for individuals with variable income streams, where traditional payment structures can create barriers to maintaining coverage during lean periods.

Competitive Fee Structure and Product Expansion

We maintain competitive administrative fees across our life insurance offerings. Looking ahead, three new products are planned for launch by 2026, including School Protection, Retail Bention, and a Digital Saving Product, all complemented by enhancements to the digital customer experience. These innovations respond to evolving customer expectations and market dynamics.

Wellbeing Linked Engagement

We are developing an engagement led insurance platform that rewards healthy behavior. Through this initiative, customers will earn points for wellness activities such as walking or mindfulness exercises. The approach aligns insurance protection with preventative health, creating value beyond traditional coverage models.

Segment Focused Solutions for Underserved Groups

Financial inclusion requires targeted action. At Tawuniya, we are expanding access to insurance for individuals facing barriers such as limited income, irregular employment, or low awareness. These segments, including low income individuals, rural communities, women, and self employed workers, face disproportionate exposure to financial shocks while having limited access to traditional employer sponsored protection.

Our offerings for these groups prioritize essential protection over comprehensive coverage. The products are designed around real constraints that customers face. Families can maintain stability during hardship. Depending on the product, coverage may support continuity in education, housing, or healthcare. The rise of non-traditional work arrangements has received particular focus. Gig economy workers, including delivery drivers, freelancers, and independent contractors, often lack access to formal insurance. In June 2024, we introduced Income Protection Insurance to address this gap. The product pro vides a financial safety net during medical emergencies that prevent work, supporting income continuity for daily earners. For individuals without savings buffers or employer benefits, this coverage reduces the risk of short term disruptions escalating into lasting financial hardship.

We have also addressed inclusion gaps for domestic workers. This segment faces systematic exclusion from conventional insurance models. Through dedicated health coverage solutions, sponsors can manage financial risks from unexpected medical needs. Domestic Worker Contract Insurance offers additional protection against employment related incidents including non payment of wages or termination related costs. The product integrates with employer contractual procedures and includes options for contract extension beyond the initial coverage period.

By designing solutions for workers outside formal employment structures, we help close structural gaps in the insurance ecosystem.
These initiatives advance our commitment to financial inclusion, income stability, and equitable access to coverage.



Expanding Protection and Financial Inclusion continued

Supporting Small and Medium Sized Enterprises

Small and medium sized enterprises (SMEs) are central to Saudi Arabia's economic diversification and job creation. As of Q2 2025, the Kingdom is home to over 1.7 million SMEs, contributing significantly to employment and non oil GDP in line with Vision 2030 objectives. Despite their economic importance, SMEs face persistent challenges in accessing comprehensive insurance coverage.

These challenges include cost sensitivity, cash flow constraints, and sector specific risk exposures. We address these gaps through simplified, integrated protection that reduces fragmentation across employee health and business asset coverage. The approach recognizes that SMEs operate with different constraints than large enterprises and require solutions designed accordingly.

Our 360 degree Health Insurance package targets companies with fewer than 250 employees, representing the majority of SMEs in the Kingdom. The package includes multiple tiers of medical coverage for employees and their families, complies with Council of Health Insurance (CHI) regulations, and in corporates integrated health services and wellbeing programs. The result is a complete, scalable healthcare solution that grows with the business.

Service accessibility has improved through our dedicated SME e Service Platform. The platform stream lines administrative processes and reduces turnaround times for policy related requests. Digital service delivery helps SMEs overcome operational burdens that might otherwise consume disproportionate management attention.

Property and Casualty coverage is available under the SME360 proposition. The offering addresses the general insurance needs of high growth sectors including hospitality, retail, construction, logistics, and manufacturing.

These sectors account for over 65% of SME activity in the Kingdom. In 2023, we introduced a digital distribution tool enabling brokers to issue SME360 policies online, accelerating access to coverage.

Collectively, these solutions help SMEs maintain protection continuity, minimize financial impact from unforeseen events, and preserve operational stability. By supporting resilience in this segment, we contribute to sustainable SME ecosystem growth and advance the Kingdom's economic ambitions.

Expanding Access Through Partnerships and Digital Channels

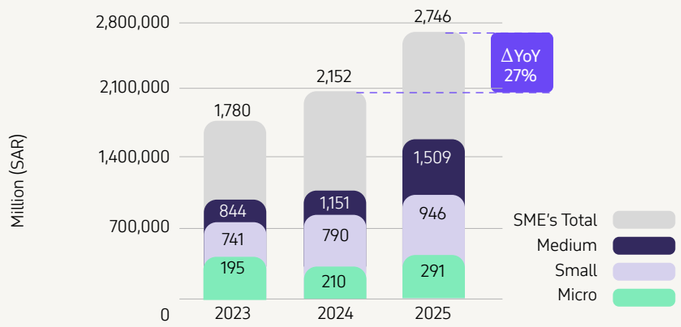
Access is fundamental to financial inclusion. We adopt a multi-channel distribution strategy designed to reach customers through digital platforms, strategic partners, and local communities. This approach addresses specific barriers faced by underserved and first time insurance buyers, including geographic distance, limited awareness, and unfamiliarity with insurance products.

Our distribution network includes banks, fintech companies, and community based organizations. These partnerships enable access through established, trusted ecosystems. Key partners include SNB, ANB, Tameeni, Abyan, Alhada, Stc, and Petromin Express. Each brings high traffic, customer facing platforms that extend our presence across both urban and remote areas of the Kingdom.

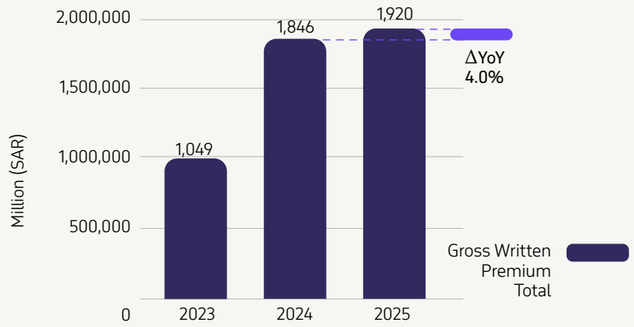
Through these channels, product design prioritizes simplicity and clarity. We reduce complexity, improve product fit, and accelerate enrollment. The approach helps demystify insurance for customers encountering these products for the first time, supporting broader adoption and sustained engagement.



Health SMEs GWP



General SMEs GWP



Empowering Responsible Suppliers continued

Our supply chain is fundamental to delivering trusted, high quality insurance services across Saudi Arabia. Supplier conduct directly influences operational resilience, reputation, and the communities we serve. Responsible procurement represents a strategic commitment to building partnerships that create shared value. When suppliers operate to high ethical, social, and environmental standards, Tawuniya strengthens its ability to manage risk, meet evolving customer expectations, and support Saudi Arabia's economic development objectives.

Our Approach to Supplier Governance

A structured procurement and third party governance framework underpins how Tawuniya manages supplier relationships, ensuring regulatory compliance, service continuity, and risk controlled engagement.

This governance approach begins with rigorous onboarding. The digital procurement platform and Know Your Partner (KYP) process support supplier evaluation against defined criteria: legal and regu latory eligibility, financial health, technical and operational capability, commercial terms, and cybersecurity safeguards. Local suppliers benefit from largely automated due diligence, while international suppliers undergo enhanced manual reviews to satisfy specific verification and cybersecurity standards. Oversight continues beyond contract award. Performance reporting and structured review mechanisms verify continued compliance with contractual, service, and security requirements, creating accountability throughout the supplier relationship.

Internal policies govern these relationships: the Procurement Policy, Third Party and Vendor Management Standard, and Tendering Committee Charter work alongside applicable regulatory requirements. Together, these frameworks establish how suppliers are selected, contracted, and over seen throughout the procurement lifecycle.

Upholding Ethical Standards

Governance alone cannot ensure responsible supplier conduct. The Supplier Code of Conduct estab lishes our expectations for legal and ethical business practice, requiring all suppliers to comply with anti-bribery and anti corruption laws, maintain fair competition standards, protect intellectual property, and disclose potential conflicts of interest.To support these standards, transparency forms a cornerstone of supplier engagement. Multiple formal reporting channels enable suppliers to report suspected unethical or illegal conduct: a dedicated Supplier Violation Portal, email and hotline services, our website, and the Tawuniya mobile application. Every report undergoes review and appropriate follow up, ensuring supplier relationships rest on integrity and mutual accountability while reinforcing stakeholder confidence in our operations.



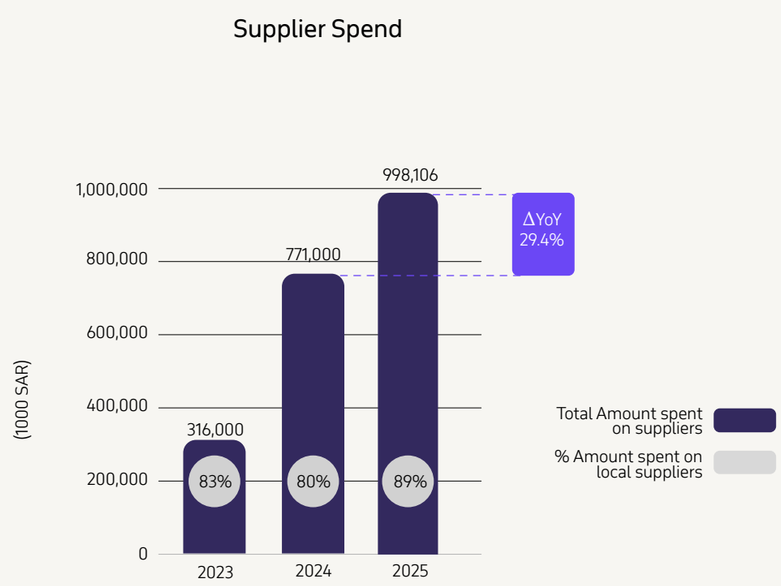
Saudi and Gulf Arab men perform a traditional folk dance wearing heritage costumes. The rhythmic chanting and coordinated steps celebrate Bedina Day 1727, reviving ancient desert culture, pride, and community traditions.

Empowering Responsible Suppliers continued



Arabic coffee, called Gahwa, is served to welcome guests. Small cups are shared with dates, showing respect, warmth, and generosity. This simple ritual reflects the deep tradition of hospitality in Saudi culture.

89%
Local Supplier Spending



Supporting Local Suppliers and National Development

Beyond ethical standards, Tawuniya maintains an active commitment to local economic growth and national capability development. Procurement processes prioritize domestic suppliers, with request for quotation procedures mandating the inclusion of Saudi suppliers wherever operationally feasible.

The impact of this commitment is measurable. As of 2025, 89% of procurement expenditure flows to local suppliers, directly advancing Vision 2030 objectives by strengthening domestic industries, creating employment opportunities, and building long-term economic resilience.

Listening to Our Suppliers

Effective supplier relationships require ongoing dialogue and mutual learning. At Tawuniya, we recognize supplier feedback as essential to continuous improvement and the evolution of our procurement practices. To strengthen this engagement, formal supplier satisfaction surveys will be launched, covering key touchpoints across the procurement journey. These surveys will assess partnership quality, communication effectiveness, and alignment with our shared commitment to ethical and sustainable business practices. The initiative will provide actionable insights to enhance the supplier experience, strengthen collaborative partnerships, and ensure our procurement approach remains responsive to evolving expectations. By systematically gathering and acting on supplier input, we aim to build relationships grounded in transparency, mutual value creation, and shared commitment to excellence.

Governance

leading with integrity

Traditional villages and residential areas in Saudi Arabia featuring historic architecture, clay-built homes, and intricately carved wooden doors with Islamic decorative engravings, reflecting the rich cultural heritage and historic building traditions of the Kingdom.

Ethical Governance and Conduct

Principles That Guided Our Decisions in 2025

At Tawuniya, responsible governance is not a standalone set of principles, but one that is embedded across how decisions are made, risks are managed, and accountability is upheld throughout the organization. A comprehensive framework of policies, procedures, and oversight mechanisms guides decision-making, manages risk, and governs relationships with stakeholders across the organization to ensure maximal transparency and ethical consideration.

As an insurer, Tawuniya recognizes that trust is built through ethical decision-making and consistent conduct. Our responsibilities extend beyond financial performance to how we act, decide, and hold ourselves accountable to customers, partners, regulators, and the wider community. Leading with integrity therefore means not only complying with the Kingdom's laws and regulatory expectations, but consistently applying principles of fairness, accountability, and stewardship in every decision we make and every relationship we govern.

Ethical Governance Framework

Ethical governance is anchored in a cohesive framework of interrelated policies that define how integrity, accountability, and responsible conduct are practiced across the organization. Together, these policies guide decision-making, manage ethical risk, and reinforce trust across interactions with employees, customers, partners, suppliers, regulators, and the wider community.

At the core of this framework is the Company's Code of Conduct, supported by dedicated policies covering anti money laundering and counter terrorism financing, anti fraud, whistleblowing, grievance management, conflicts of interest, gifts and hospitality, information security, and supplier conduct. Collectively, these policies provide a structured and consistent approach to ethical behavior, ensuring that responsibilities are clearly defined and that misconduct is prevented, detected, and addressed effectively.

Our Code of Conduct, Responsible, Ethical, Accountable

Tawuniya's Code of Conduct serves as the cornerstone of the Company's ethical framework. It establishes clear expectations for how employees, management, and Board members are expected to act in their interactions with customers, the market, regulators, suppliers, and one another.
The Code brings together key principles and requirements reflected across Tawuniya's supporting policies, including integrity, fairness, respect, accountability, and transparency. It addresses essential areas of conduct such as anti-bribery and corruption, conflicts of interest, gifts and hospitality, harassment and workplace behavior, customer protection, market integrity, Board responsibilities, and whistleblowing.

The Code of Conduct is reviewed periodically to ensure alignment with applicable laws, regulatory requirements, and evolving governance expectations. All employees are required to acknowledge the Code, reinforcing a shared understanding of ethical standards and consistent decision-making across the organization. Breaches of the Code are taken seriously and addressed through established, fair, and consistent disciplinary processes.

In 2025, Tawuniya reported zero monetary losses resulting from non-compliance, zero non-monetary sanctions, and zero incidents of corruption.



Bedouin hospitality is famous in the desert. Guests are welcomed warmly, offered coffee, dates, and food. Even strangers are treated with respect, kindness, and protection, reflecting honour, generosity, and strong cultural traditions.

Ethical Governance and Conduct continued

Preventing Financial Crime

Anti Money Laundering and Counter Terrorism Financing

Preventing corruption, money laundering, and the financing of terrorism is a core pillar of Tawuniya's governance framework. The Company maintains a robust Anti Money Laundering and Counter Terrorism Financing (AML/CTF) Policy approved by the board in full compliance with applicable local laws and regulatory requirements.

The policy clearly defines Tawuniya's responsibilities in implementing AML/CTF controls, as well as individual employee obligations to adhere to these requirements. Controls include transaction screening and monitoring, reporting of suspicious activities to the Saudi Financial Intelligence Unit, and the continuous review of AML/CTF processes to address emerging risks and regulatory developments.

Anti-Fraud

Tawuniya applies a zero tolerance approach to fraud, supported by clearly defined procedures to prevent, detect, and respond to fraudulent activity across the organization. Fraud risk management is embedded within the broader governance and risk framework, reinforcing accountability and ethical conduct at all levels.

There is an independent Anti-Fraud Unit within Tawuniya, reporting to the Risk Management Division, responsible for ensuring the efficiency and effectiveness of fraud management through quarterly reviews of the performance of all business sectors. The performance presented to the Anti-Fraud Review Committee. Based on the review outcomes, the committee may establish corrective or assurance action plans when needed. In addition, the Anti-Fraud Unit is responsible for investigating particular suspected fraud cases as per internal policies, whether internal or external, and issuing the necessary recommendations when any fraud attempt or incident is confirmed.

All employees are required to complete annual anti fraud training, aligned with AML/CTF training requirements. This training strengthens awareness of fraud risks, reporting obligations, and expected behaviors, with enhanced focus on higher risk roles and insurance lines such as Health and Motor.

Internal Audit plays a critical role in providing assurance and process improvement over fraud prevention and detection controls in assurance engagements for decision makers. All audit engagements begin with a Risk and Control Matrix (RCM) that explicitly includes fraud and unethical conduct risks.

10
Number of Whistleblowing Reports Received

2
Incidents of Non-Compliance with IA Regulations



Traditional Bedouin tents, called "Bayt Al-Sha'ar" (house of hair), are woven from goat or camel hair. The material expands in rain and breathes in heat, keeping interiors cool.

Ethical Governance and Conduct continued

Speaking Up & Fair Resolution Whistleblowing

Unethical practices pose risks to Tawuniya, its stakeholders, and the integrity of the insurance market, while benefiting only the perpetrators. To safeguard integrity, Tawuniya maintains a formal whistleblowing mechanism that enables employees and external stakeholders to report suspected misconduct, violations, or unethical behavior.

Whistleblowing channels are operated by the Whistleblowing Unit within the Compliance Department and are accessible through multiple confidential reporting avenues. All reports are handled with strict confidentiality and are assessed and investigated through structured and impartial processes. The whistleblowing policy approved by the Board is also available on our website to ensure transparency and regulatory compliance.

Critically, Tawuniya enforces clear protections against retaliation. Individuals who raise concerns in good faith are protected from any form of retaliation, discrimination, or adverse treatment. This protection is embedded within the whistleblowing framework and reinforced through policy, awareness efforts, and oversight, ensuring that concerns can be raised safely and without fear. Investigations are conducted while safeguarding the anonymity, rights, and dignity of reporting individuals and those involved. Outcomes are addressed through appropriate corrective or disciplinary actions where misconduct is confirmed, reinforcing accountability and ethical conduct across the organization. This approach strengthens a speak-up culture at Tawuniya and supports early identification of issues, informed decision-making, and continuous improvement in governance and controls.

Grievance Mechanism

Tawuniya recognizes that timely, fair, and transparent grievance handling is essential to maintaining trust with employees, customers, and other stakeholders. The Company operates a formal grievance and complaints management framework designed to ensure that concerns are received, assessed, and resolved consistently, objectively, and in accordance with regulatory requirements.

The grievance mechanism provides clear, accessible channels for submitting complaints and concerns, including internal escalation routes and regulator-aligned processes where applicable. All grievances are logged, tracked, and reviewed against defined service standards, with responsibilities clearly assigned to ensure accountability at each stage of the process.

Where matters cannot be resolved at the operational level, cases are escalated to a dedicated Grievance Committee, which provides independent oversight and ensures that outcomes are fair, well-documented, and aligned with company policy and regulatory expectations. Root causes and recurring issues are analyzed to support continuous improvement in service quality, internal controls, and stakeholder engagement.

Conflicts of Interest, Gifts, and Hospitality

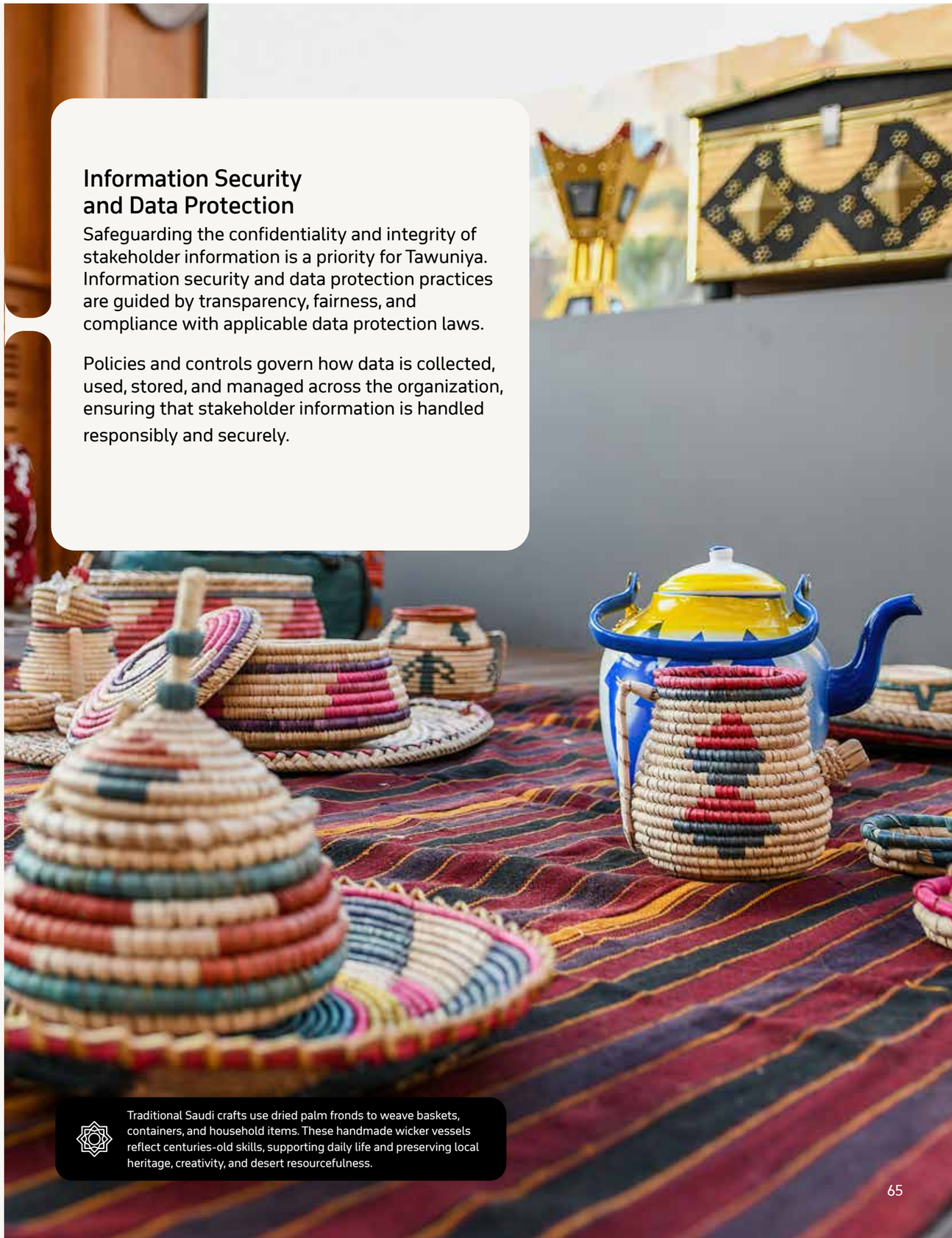
To prevent actual or perceived conflicts of interest, Tawuniya enforces clear provisions within its Code of Conduct and related policies. Employees and Board members are required to avoid situations where personal, family, or professional interests could improperly influence decision-making or result in personal benefit.

Gifts or hospitality that could compromise independence, influence business decisions, or affect the performance of duties are strictly prohibited.

Information Security and Data Protection

Safeguarding the confidentiality and integrity of stakeholder information is a priority for Tawuniya. Information security and data protection practices are guided by transparency, fairness, and compliance with applicable data protection laws.

Policies and controls govern how data is collected, used, stored, and managed across the organization, ensuring that stakeholder information is handled responsibly and securely.



Traditional Saudi crafts use dried palm fronds to weave baskets, containers, and household items. These handmade wicker vessels reflect centuries-old skills, supporting daily life and preserving local heritage, creativity, and desert resourcefulness.

Corporate Oversight and Accountability

Leadership That Empowers Responsible Decision-making

At Tawuniya, responsible governance is led from the top. Leadership structures are intentionally designed to embed governance considerations into decision-making, oversight, and accountability, ensuring the Company is directed with integrity, foresight, and discipline.
The Board of Directors holds primary responsibility for guiding and supervising Tawuniya in the pursuit of its strategic objectives, except where authority is reserved for the General Assembly or prescribed by applicable laws and regulations. Clear delineation of roles, responsibilities, and delegated authorities across the Board, its committees, and Executive Management enables effective oversight while supporting timely, well informed decisions.

To strengthen focus and depth of oversight, the Board operates through six specialized committees, each with a clearly defined mandate and governance authority. Collectively, these committees provide rigorous oversight of strategy, risk management, financial stewardship, investment performance, technology transformation, and ethical conduct. This committee structure enhances the Board's ability to anticipate emerging challenges, exercise informed judgment, and guide the Company with resilience and accountability. Through this integrated leadership and oversight model, Tawuniya ensures that governance is not a procedural requirement, but a dynamic enabler of long-term value creation, stakeholder confidence, and sustainable performance.

Board Composition and Independence

Board members are elected by the Annual General Meeting for three year terms and appointed in accordance with the requirements of the Capital Market Authority and the Insurance Authority. All appointments are subject to regulatory no objection approval, and the current Board became effective following the AGM held in 2023. At all times, the Board includes no fewer than three independent directors.

Independence is a critical safeguard for effective oversight. None of the Board members is part of executive management, ensuring a clear separation between oversight and day-to-day operations. Collectively, Board members bring a broad range of financial and legal expertise, supporting informed decision-making and long-term value creation for shareholders and broader prosperity for stakeholders.

Strict independence criteria are applied to ensure objective and unbiased judgment. Independent Board members must not have significant ownership, representation, or kinship ties with major shareholders; hold recent executive or Board roles within the Company or its group; maintain material business, financial, or contractual relationships with the Company; or hold interests that conflict with Tawuniya's activities.
These standards reinforce Tawuniya's commitment to strong corporate governance and decision-making free from undue influence.

Our Leadership Structure

Strong governance at Tawuniya is driven by an engaged Board of Directors supported by specialized committees that play an active role in shaping strategy, overseeing risk, safeguarding ethical conduct, and ensuring accountability across the organization. Together, the Board and its committees ensure that ethical considerations are embedded into decision-making, performance oversight, and the Company's day-to-day operations.

Board of Directors

The Board of Directors provides strategic direction and oversight of Tawuniya's business, risk management, and governance framework. In addition to its strategic and fiduciary responsibilities, the Board holds ultimate accountability for setting the tone from the top and ensuring that ethical principles, integrity, and responsible conduct are consistently applied across Tawuniya.

Collectively, the Board guides the Company toward sustainable value creation while upholding high standards of governance and accountability.

The Board brings extensive financial, legal, and sector expertise

هيئة التأمين
Insurance Authority



Corporate Oversight and Accountability continued

Board and Oversight Responsibilities

The Board's work is supported by six committees, each operating under a clearly defined mandate approved by the Board. In addition to their functional responsibilities, all committees contribute to the oversight of ethical conduct by embedding integrity, transparency, and accountability into their deliberations, decisions, and recommendations.

Responsible governance is not a standalone set of principles, but one that is embedded across how decisions are made, and risks managed.

Executive Committee

The Executive Committee supports the Board by reviewing and advising on strategic and operational plans, including budgets, business initiatives, and growth opportunities. The committee also reviews the capital expenditures and potential acquisitions within the scope of the authority, the Committee considers not only financial and operational implications, but also alignment with Tawuniya's ethical standards, risk appetite, and long-term responsibilities to stakeholders.

Audit Committee

The Audit Committee's role is to assist the Board of Directors in fulfilling its oversight responsibilities with respect to the integrity and transparency of financial reporting, the effectiveness of the internal control and risk management systems, the performance and independence of the internal and external auditors, and compliance with applicable legal and regulatory requirements.

The Committee supports the Board in safeguarding stakeholder interests by promoting sound corporate governance practices, ensuring the accuracy and completeness of financial disclosures, and fostering a culture of accountability and ethical conduct throughout the organization.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee strengthens ethical governance through its oversight of Board composition, independence, and performance. It ensures that Board members and senior leaders meet fit and proper requirements, uphold ethical standards, and are incentivized through remuneration structures that promote responsible behavior, accountability, and long-term value creation.

Investment Committee

The Investment Committee oversees Tawuniya's investment strategy with due consideration to risk, regulatory compliance, and ethical principles. In addition to reviewing investment proposals and monitoring portfolio performance, the Committee oversees Tawuniya's responsible investment practices, ensuring that investment decisions reflect sound governance, appropriate risk exposure, and alignment with approved policies. Through this oversight, the Committee supports the responsible stewardship of policyholder and shareholder funds and promotes long-term value creation.

Risk Committee

The Risk Committee oversees the Company's risk appetite framework and enterprise risk management processes, including risks related to conduct, ethics, compliance, and ESG factors. By ensuring that ethical and conduct related risks are identified, assessed, and monitored alongside financial and operational risks, the Committee reinforces a holistic and forward looking approach to governance and resilience.

Technology Projects Committee

The Technology Projects Committee oversees major technology initiatives, with a focus on the Core System Program Project, data governance, privacy, and information security. Through its oversight, the Committee ensures that technology decisions uphold ethical data use, protect stakeholder information, and comply with applicable privacy and cybersecurity requirements, reinforcing digital trust across Tawuniya's operations.



Corporate Oversight and Accountability continued

Upholding Management Accountability

Tawuniya's remuneration framework is designed to reflect the responsibilities and commitment of Board members during their tenure. Remuneration is determined in accordance with CMA guidelines and approved policies and may include attendance allowances, benefits in kind, or a percentage of net profits.

Nomination and Remuneration of the Board

Tawuniya's approach to Board nomination, evaluation, and remuneration is designed to reinforce accountability, safeguard independence, and ensure effective oversight, while aligning leadership incentives with the Company's long-term strategy, risk appetite, and governance priorities. Oversight of these matters is entrusted to the Nomination and Remuneration Committee, which operates in accordance with Tawuniya's Corporate Governance Policy and applicable regulatory requirements.

Board Remuneration Framework

Board remuneration is structured to reflect the responsibilities, time commitment, and fiduciary role of directors in guiding the Company and overseeing management. Compensation may comprise a combination of meeting attendance fees, benefits in kind, and a share of net profits, and is subject to defined regulatory limits, approval processes, and transparency requirements in accordance with the company's approved Board Remuneration Policy and in alignment with the Company Bylaw article number 18 and any other applicable regulations. Additional remuneration for the Chair, reflecting expanded responsibilities, may exceed this cap only with prior no objection approval from the Insurance Authority (IA). Board and committee members are also entitled to medical insurance for themselves and their dependents, professional indemnity insurance, and coverage of applicable government taxes and fees related to their Board or committee roles. These benefits are provided in accordance with approved policies and regulatory guidelines.Full disclosure of all forms of remuneration and benefits received by Board members is included in the Board's annual report to shareholders, alongside details of meeting attendance.

Board Nomination and Performance Evaluation

The Nomination and Remuneration Committee is responsible for overseeing Board composition, succession planning, and performance evaluation to ensure the Board collectively maintains the skills, experience, and independence required to effectively discharge its duties. Annual performance evaluations are conducted for the Board, its committees, and executive management using criteria developed in collaboration with an independent third party specialist. Evaluation criteria focus on competencies, experience, independence, and effectiveness in fulfilling assigned roles and responsibilities, with key performance indicators aligned to Tawuniya's strategic objectives.

Executive Leadership Board

Tawuniya's Executive Leadership Board plays a central role in translating governance principles and strategic priorities into day-to-day decision-making and operational execution. Led by the Chief Executive Officer, the Executive Leadership Board is responsible for overseeing business performance, managing enterprise wide risks, and ensuring that strategic decisions are implemented consistently across the organization.

The Executive Leadership Board brings together the Company's senior executives across all core business lines and enabling functions, ensuring a holistic and coordinated approach to leadership, governance, and performance management. Members include the Chief Executive Officer; Chief Executive Officers of the General Insurance, Health Insurance, Mobility Insurance, and Life Insurance sectors; the Chief Investment Officer; Chief Governance, Risk and Control Officer; Chief Financial Officer; Chief Strategy Officer; Chief Transformation and Digital Officer; Chief Human Resources Officer; Chief Marketing and Customer Care Officer; and other senior executive leaders.

Through this structure, Tawuniya ensures that governance, risk management, compliance, financial stewardship, customer outcomes, and sustainability considerations are integrated into executive level decision-making. The Executive Leadership Board serves as a key forum for aligning strategy with risk appetite, monitoring performance against objectives, addressing emerging risks, and ensuring regulatory and ethical obligations are met across all business lines. Executive management operates within clearly defined authorities and delegations approved by the Board of Directors. Regular reporting, escalation mechanisms, and performance reviews ensure transparency, accountability, and effective oversight, while enabling leadership to respond decisively to operational challenges and market developments.

In 2023, the Board introduced an Employee Stock Ownership Program (ESOP) for senior management and selected members of middle management. The program is designed as a long-term incentive mechanism, aligned with defined key performance indicators, to strengthen alignment between leadership performance, long-term value creation, and the Company's strategic objectives.

هيئة السوق المالية
Capital Market Authority

Managing Risk Responsibly

Why Risk Management Matters

As the largest insurer in the Kingdom, Tawuniya recognizes effective risk management as a cornerstone of sound governance, strategic execution, and long-term resilience. A robust risk management approach supports informed decision-making across the organization and plays a critical role in protecting financial performance, operational continuity, and stakeholder confidence.

In 2025, Tawuniya refreshed its approach to risk management through a comprehensive update of its Enterprise Risk Management (ERM) framework. This enhancement reflects the Company's commitment to continuously strengthening its governance practices and ensuring that risk management remains aligned with evolving business priorities, regulatory expectations, and market dynamics.

Tawuniya's ERM framework provides a structured and consistent methodology for identifying, assessing, managing, and monitoring risks across the organization. By embedding risk considerations into both strategic planning and day-to-day operations, the framework enhances decision-making, reinforces organizational resilience, and promotes clear accountability. It also clarifies risk governance interfaces across the Group, ensuring alignment between Tawuniya and its subsidiaries.

Through this refreshed framework, Tawuniya strengthens its ability to anticipate emerging risks, respond proactively to regulatory developments, and maintain trust among customers, regulators, and the wider market.

Embedding Risk into Daily Operations

To ensure that risk management is embedded into everyday decision-making rather than treated as a standalone control function, Tawuniya applies a structured governance assurance model based on the Three Lines of Defense (3LoD). This model provides a clear and disciplined framework for managing risk across the organization by defining accountability for risk ownership, oversight, and independent assurance, thereby supporting consistent, transparent, and effective risk management practices.

At the operational level, business owners and management teams act as the first line of defense, with direct responsibility for identifying, assessing, and managing risks within their respective areas of activity. By integrating risk considerations into daily operations, planning, and execution, Tawuniya ensures that risks are addressed at their source and in real time, where informed decisions have the greatest impact.

The second line of defense is provided by the risk management and compliance functions, which establish the policies, frameworks, and tools that guide the organization's risk practices. These functions offer oversight, guidance, and constructive challenge to the first line, promoting consistent application of risk controls and alignment with regulatory requirements and internal standards.

Independent assurance is delivered through the third line of defense, the internal audit function. Internal audit evaluates the effectiveness of governance arrangements, risk management processes, and internal controls, and reports its findings directly to senior management and the Board. This independent perspective strengthens oversight, supports continuous improvement, and reinforces confidence in Tawuniya's risk management framework.



Saudi pottery is a traditional craft using locally sourced clay shaped on a spinning wheel. The vessels are sun-dried, then kiln-fired for strength. These jars were historically used for storing water, dates, and grains.

Managing Risk Responsibly continued

Proactive Risk Culture

At Tawuniya, risk management extends beyond formal frameworks and controls and is shaped by leadership, culture, and shared accountability. A proactive risk culture is fostered across the organization, grounded in awareness, transparency, and open dialogue. Risk considerations are embedded into decision-making at all levels, enabling early identification of emerging issues, timely escalation, and informed responses aligned with strategic priorities and long-term objectives.

A culture of openness and accountability is further reinforced by empowering employees to raise concerns, challenge assumptions, and actively contribute to risk management without fear of retaliation. This approach strengthens trust, supports constructive dialogue, and reinforces the understanding that effective risk management is a shared responsibility embedded across the business.

To operationalize this culture, Tawuniya has established Risk Champion and Business Partner frameworks that define clear roles and responsibilities for identifying, assessing, and communicating risks across the organization and with relevant external stakeholders. These frameworks enhance coordination, promote shared ownership, and ensure that risk considerations are seamlessly integrated into both strategic planning and day-to-day operations.

Financial Risk Management

Financial risk management remains central to Tawuniya's approach to maintaining long-term robustness, liquidity, and financial discipline. Fully aligned with Insurance Authority (IA) requirements, Tawuniya continuously evolves its risk management practices to proactively identify, assess, and manage emerging financial and operational risks in a dynamic regulatory and market environment. This approach supports sustained financial resilience, effective oversight, and informed decision-making across the organization.

Tawuniya's Risk Appetite Framework, updated in 2025, defines the boundaries within which the Company operates and guides risk related decision-making across the organization. The framework is aligned with the IA's Principles of an Effective Risk Appetite Framework and translates strategic objectives into measurable risk appetite indicators, which are regularly reported to the Board Risk Committee (BRC).

Risks are categorized across a broad range of internal and external risk domains, including capital adequacy, business and investment related risks along with other areas such as people and organizational capability, operational processes, technology and cybersecurity, as well as political, economic, social, legal, regulatory, environmental, and climate related risks. This comprehensive classification enables a holistic view of Tawuniya's risk exposure and supports consistent, structured assessment and prioritization across the organization. Furthermore, various emerging risks are reported to the BRC.

Managing Solvency, Capital Adequacy and Investment Risk Oversight

Tawuniya closely monitors its regulatory solvency position to ensure continuous compliance with IA requirements and to support financial stability and sustainable growth. Solvency levels are tracked on an ongoing basis and formally assessed quarterly, with results reported to the Risk Management Committee. Solvency calculations are derived from regulatory financial submissions prepared by the Finance function and independently reviewed by the Risk Management Department to ensure accuracy and objectivity.

Capital adequacy is subject to regular oversight through quarterly monitoring using the S&P capital model, with key observations and developments reported to the BRC. Maintaining adequate solvency and capital buffers is considered critical, as breaches of regulatory thresholds may result in supervisory action and could impact business continuity.

Tawuniya monitors investment related risks through a structured reporting process aligned with Insurance Authority (IA) regulatory expectations. The Risk Management Department provides regular qualitative and quantitative risk reports to the Board Investment Committee, covering asset allocation, concentration, liquidity, credit quality, risk adjusted performance, macroeconomic developments, and Value at Risk (VaR). Through this process, the Company reviews investment policies and recommends enhancements where necessary to strengthen oversight and maintain regulatory alignment.



Managing Risk Responsibly continued

Disciplined Cybersecurity Risk Management

Cybersecurity risk management is fundamental to protecting customer data, maintaining market confidence, and safeguarding the integrity and availability of Tawuniya's digital operations. As digitalization continues to reshape the insurance sector, Tawuniya recognizes cybersecurity as a critical component of enterprise resilience and operational continuity.

The Company applies a structured cybersecurity risk management process aligned with recognized international standards and local regulatory requirements, including ISO 31000:2018, ISO 27001/27005, the Insurance Authority (IA) Cybersecurity Framework, and the National Cybersecurity Authority (NCA) Essential Cybersecurity Controls. This alignment ensures a consistent, disciplined, and regulatorily compliant approach to identifying and managing cyber risks across the organization.

Cyber risks are identified, assessed, treated, monitored, and reported through a formal five step risk management process and are recorded within Tawuniya's central enterprise risk register. Risks are evaluated based on likelihood and impact, including potential financial, operational, reputational, and regulatory consequences. This structured approach enables meaningful risk insights to be escalated to senior management and relevant governance committees, supporting informed and timely decision-making.

Cybersecurity governance is reinforced through clearly defined roles and responsibilities across the organization, with dedicated oversight by specialized cybersecurity and risk management functions. These functions work closely with business units to integrate cybersecurity considerations into operational processes, technology initiatives, third party engagements, and business continuity planning.

Continuous monitoring of the external threat landscape, emerging vulnerabilities, and regulatory developments further strengthens Tawuniya's cyber resilience. Mitigation plans are regularly reviewed and updated to address evolving risks, ensuring that cybersecurity controls remain effective, proportionate, and responsive to a dynamic risk environment. Through this disciplined and adaptive approach, Tawuniya seeks to maintain robust protection of its digital assets while supporting secure and sustainable business operations.

ESG as a Core Element of Risk Management

ESG risks are recognized as fundamental components of the overall risk profile and are assessed alongside traditional financial and operational risks. These risks can influence long-term resilience, operational continuity, and stakeholder confidence and are therefore embedded within core risk governance rather than managed in isolation. Oversight of ESG related risks is assigned to the Risk Committee, ensuring senior level accountability and the integration of sustainability considerations into risk governance and strategic decision-making. This approach reinforces a shared understanding that ESG is not a parallel agenda, but a core driver of sound risk management, responsible leadership, and long-term value creation.



Traditional clay pottery is sold in the popular markets of Abha in the Asir region. Handmade vessels, jars, and cooking pots reflect centuries-old Saudi craftsmanship, decorated with colorful patterns and cultural designs. Editorial Image source: Ayman Zaid, Arabsstock.com

ESG risks are recognized as fundamental components of the overall risk

Managing Risk Responsibly continued

Trends and Emerging Risks

Tawuniya recognizes that the risk landscape is continuously evolving, shaped by regulatory change, technological advancement, market dynamics, and sustainability related developments. Emerging risks are therefore actively considered as part of ongoing risk assessments to ensure early identification and proactive response.

By integrating emerging risks into existing risk management processes, Tawuniya maintains a forward looking approach to risk oversight, enabling timely, structured responses to new and evolving challenges.

Third Party and Vendor Risk Management

Tawuniya extends its risk management approach beyond internal operations to include third party and vendor relationships. The Company's third party vendor risk management framework ensures the protection of customer data and critical assets across the value chain and aligns with local regulatory requirements, including the SAMA Cybersecurity Framework and NCA Essential Cybersecurity Controls, as well as international standards such as ISO/IEC 27001:2022.

Cybersecurity risk management is embedded throughout the vendor lifecycle, from selection and contracting through ongoing oversight and termination. Risk based procurement controls, contractual safeguards, regulatory approvals for material outsourcing, and localization requirements for critical services collectively reinforce operational resilience and regulatory compliance.

Business Continuity and Operational Resilience

Business continuity at Tawuniya is grounded in preparedness, resilience, and the ability to respond effectively to disruptive events. The Company maintains a formal Business Continuity Management (BCM) framework designed to safeguard critical operations, protect stakeholders, and ensure the continuity of essential services under a range of disruption scenarios. This framework is supported by comprehensive IT disaster recovery plans covering critical systems, applications, and digital platforms.

Continuity planning is informed by structured risk assessments and business impact analyses that identify critical processes, dependencies, and potential points of failure. Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) are established in line with regulatory expectations and internal risk appetite, ensuring that recovery strategies are proportionate to the potential operational, financial, and reputational impacts of disruption.

Operational resilience is reinforced through regular testing and validation activities, including business continuity drills, disaster recovery testing, and system failover exercises. These activities help assess the effectiveness of response plans, identify improvement opportunities, and strengthen coordination across business, technology, and support functions. Training and awareness initiatives further ensure that employees understand their roles and responsibilities during disruptive events and can respond effectively when incidents occur.

Business Continuity and operational resilience are overseen through the company's governance structure, with defined accountability at management level and periodic reporting to Business Continuity Management (BCM) Committee. This ensures that resilience priorities remain aligned with strategic objectives, risk management, and BCM practices.



SAMA Cyber Security Framework

الهيئة الوطنية للأمن السيبراني
National Cybersecurity Authority

ISO 27001:2022

ISO 31000 : 2018

Managing Risk Responsibly continued

Compliance Driven by Our People

Within Tawuniya's governance and risk management architecture, the Compliance Framework operates as a core component of the second line of defense, providing independent oversight, guidance, and constructive challenge to support effective risk management across the business. The framework is designed to embed compliance responsibilities across the organization, ensuring that regulatory and ethical considerations are integrated into day-to-day operations and decision-making.

The Compliance Framework also governs Tawuniya's engagement with regulators and government authorities

Compliance at Tawuniya is driven by people, enabled by systems, and reinforced through structured oversight mechanisms.
The Compliance Framework establishes clear policies, standards, and processes to ensure adherence to applicable laws, regulatory requirements, and the Company's Code of Conduct. It is continuously reviewed and enhanced to reflect regulatory developments, emerging risks, and evolving business activities.

At the center of the framework is Tawuniya's Compliance Framework, which defines roles and responsibilities, escalation pathways, and accountability arrangements across the organization. The effectiveness of the framework is periodically assessed through regular compliance assessments and testing, and independent reviews by third party external auditors, including evaluations of compliance with Insurance Authority (IA) and National Cybersecurity Authority (NCA) requirements.

Beyond monitoring and assurance, the Compliance Framework promotes a strong culture of compliance through targeted training, awareness initiatives, and ongoing engagement with business functions. It supports the design and execution of compliant products, processes, and operational practices, while enabling informed and commercially sound decision-making.

The Compliance Framework also governs Tawuniya's engagement with regulators and government authorities, ensuring transparent communication, timely reporting, and consistent regulatory interaction. This structured approach supports regulatory trust and enables proactive management of compliance obligations.

To ensure effective coverage and specialist oversight, the Compliance Framework is supported by dedicated focus areas with clearly defined responsibilities, including Anti Money Laundering and Combating Terrorist Financing, Compliance Assessment and Reporting, Compliance Operations, Corporate Compliance, and Whistleblowing.

Internal Audit and Independent Assurance

Internal Audit plays a central role in providing independent assurance over governance, risk management, internal controls, and compliance practices. Audit activities are conducted in alignment with applicable local regulations and professional standards, including those issued by the IA, NCA, CMA, and the Institute of Internal Auditors (IIA).

Audit work follows a risk-based approach, beginning with a Risk and Control Matrix to identify key risk areas, including unethical practices and fraud. The Internal Audit plan comprises 61 audits across operational, financial, and cybersecurity domains, ensuring focus on areas of highest impact.

To enhance efficiency and clarity of oversight, Internal Audit works closely with the Risk Department through a coordinated assurance plan. In 2022, the Internal Audit function was found to have successfully adhered to the internationally-recognized IIA standards through an External Quality Assessment & Improvement Program (QAIP) review conducted by an independent third party. To maintain conformance with the IIA standards, an external QAIP must be conducted once every 5 years.



هيئة التأمين Insurance Authority | الجمعية السعودية للمراجعين الداخليين The Saudi Institute of Internal Auditors | SOCPA الهيئة السعودية للمراجعين والمحاسبين | هيئة السوق المالية Capital Market Authority

Investing Responsibly for Long-Term Value

Responsible investment is central to Tawuniya's role as a long-term steward of beneficiaries' assets. By systematically integrating environmental, social, and governance (ESG) considerations into investment decision-making, the Company seeks to deliver sustainable, risk adjusted returns while contributing positively to the markets and communities in which it operates.

As an asset owner, investments are allocated across a diversified range of asset classes in line with strategic asset allocation decisions, using a combination of internal expertise and external local and global investment managers. While day-to-day portfolio management may be delegated, accountability is not.

External managers are assessed for alignment with Tawuniya's culture, governance expectations, and responsible investment principles, with clear expectations for adherence throughout the investment lifecycle.

This approach is shaped by Tawuniya's identity as an Islamic insurer and is grounded in Shariah principles, which inform investment eligibility, ethical exclusions, and stewardship priorities. Responsible investment practices are further aligned with Saudi Vision 2030 and the United Nations Sustainable Development Goals (SDGs). Through disciplined ESG integration and active ownership, the Company aims to protect and enhance long-term financial value while encouraging resilient, responsible, and sustainable business practices.

The Responsible Investment Journey

Early 2024
Initiated development of the responsible investment framework, beginning with a review of external manager practices and identification of priority implementation areas.

October 2024
Delivered targeted responsible investment training to the investment team, strengthening internal capability and governance.

Late 2024
Published the Responsible Investment Policy, formalizing expectations and providing a consistent basis for manager oversight.

Mid 2025
Responsible Investment Policy reviewed and approved by the Board Investment Committee, reinforcing accountability and enabling consistent application across the investment process.

November 2025
Became a signatory to the Principles for Responsible Investment (PRI), demonstrating commitment to internationally recognized standards and responsible ownership practices.



Investing Responsibly for Long-Term Value continued

ESG Integration in External Manager Oversight

Given the significant role of external managers, ESG considerations are integrated across the full manager lifecycle from pre selection to ongoing monitoring through a structured and consistent oversight approach.

Responsible governance is not a standalone set of principles, but one that is embedded across how decisions are made, and risks managed.

Pre selection and Due Diligence

Prior to appointment, managers are assessed on how ESG considerations are embedded within their governance structures, organizational culture, investment processes, and stewardship practices. This includes reviewing relevant policies, implementation practices, and alignment with recognized international standards. Material ESG risks, including climate and nature related risks, are evaluated as part of the due diligence process.

Assessment and Selection

To support consistency and comparability, managers are evaluated using an internal ESG scorecard that balances stated commitments with demonstrated practices. Assessments consider firm level ESG integration, stewardship and engagement capabilities, management of systemic risks, and responsiveness to regional and market specific priorities.

Mandate Appointment

Where appropriate, responsible investment expectations are formalized through contractual provisions in segregated mandates. These may include requirements related to ESG integration, stewardship and engagement activities, climate related disclosures, and adherence to international human rights principles.

Ongoing Monitoring and Reporting

Managers are subject to periodic reassessment to ensure continued alignment with responsible investment expectations. Structured reporting is requested to support transparency and portfolio level ESG oversight, including aggregated stewardship activity, climate related insights, and examples of issuer engagement. This ongoing dialogue enables informed oversight and continuous improvement across the investment portfolio.



Musicians play frame drums and hand percussion, striking steady beats while singing traditional verses. The deep drum sounds and rhythmic chants create powerful music used during Saudi heritage celebrations and cultural gatherings.

Safeguarding Data and Digital Trust

As Tawuniya's services become increasingly digital, the responsibility to protect personal information becomes inseparable from how we serve our customers. Safeguarding data is therefore treated as a matter of governance, accountability, and operational reliability. For a cooperative insurer, trust is shaped not only by products and services, but by how information is handled across every interaction.

Privacy and cybersecurity are managed as two connected disciplines that support regulatory compliance, business continuity, and the confidence our policyholders place in us. Our approach to digital trust is built on two complementary domains. The first governs how personal data is collected, used, and protected. The second secures the systems and infrastructure through which services are delivered.

Privacy and Personal Data Protection

Governance

Oversight of personal data protection is led by the Personal Data Protection Officer, who ensures compliance with the Personal Data Protection Law and coordinates privacy practices across the organization.

Data privacy champions are appointed within business units to support day-to-day implementation of privacy requirements and to serve as points of contact for operational teams. This structure enables privacy risks to be addressed proactively and ensures consistent application of data protection requirements across functions.

Data Privacy Champions are appointed within the business units

Policy Framework

Tawuniya maintains a set of internal standards that govern data protection practices across all digital channels and business activities, including:

- Privacy Policy
- Privacy by Design Policy
- Data Quality Policy
- Data Retention, Archiving, and estruction Policy
- Data Protection Standard
- Acceptable Use Standard
- Incident Management Standard
- Data Subject Rights Procedures
- Data Sharing Procedure

These standards apply to websites, mobile applications, customer portals, and internal systems. These policies and standards are reviewed at least annually to maintain regulatory alignment and relevance. They are aligned with:

- Personal Data Protection Law and its Implementing Regulations
- National Cybersecurity Authority ECC and DCC controls
- Insurance Authority Cybersecurity Framework
- ISO/IEC 27001

Privacy notices explaining customer rights are available in Arabic and English.

Data Collection, Consent, and Customer Rights

Personal data is collected only for defined insurance purposes such as underwriting, policy administration, claims handling, regulatory reporting, fraud prevention, and service improvement.

Where data is used for additional purposes such as analytics or marketing, a lawful basis is established and data subject consent is obtained where applicable and recorded through secure channels.

Individuals are supported in exercising their rights to access, correct, delete where legally permitted, restrict processing, object to certain uses, and withdraw consent. These requests are enabled through approved digital channels and are handled within regulatory timeframes.

Data is not sold and all third parties involved in data processing must comply with Tawuniya personal data protection frameworks and security controls.

Minimization, Retention, and Secure Disposal

Data minimization guides collection practices. Retention periods and requirements are defined according to regulatory requirements issued by the Insurance Authority, the National Cybersecurity Authority, and the PDPL.

When data is no longer required, it is securely deleted or anonymized in accordance with ISO/IEC 27001 principles and Tawuniya's Secure Disposal Standard.

Privacy in Digital Development

Privacy requirements are incorporated into digital platforms through the Secure Software Development Lifecycle. This includes data flow reviews, authentication controls, encryption, secure logging, and controls over third party data handling.

Third Party Privacy Management

Vendors who process data on Tawuniya's behalf are contractually required to meet the Company's data protection standards. Higher risk vendors are subject to enhanced due diligence and periodic reassessment, including independent certifications where appropriate.



Safeguarding Data and Digital Trust continued

Training and Awareness

Privacy awareness is included in mandatory training for employees and relevant contractors. The program covers customer rights, consent handling, privacy risks, and regulatory obligations under the PDPL and IA requirements.

Cybersecurity and Digital Resilience Governance and Oversight

Cybersecurity is managed within the Corporate Governance, Risk, and Control Office. The Executive Director of Cybersecurity, serving as CISO, oversees:

- Cybersecurity Governance, Risk, and Control
- Cybersecurity Intelligence Center
- Identity and Access Management
- Cybersecurity Engineering

Cyber risks and incidents are reported to executive management and Board committees through established governance channels.

Technical Safeguards and Access Control

Tawuniya applies layered security controls to protect systems and information. These include multi-factor authentication, privileged access management, role-based access controls, encryption, data loss prevention, centralized logging, and continuous monitoring.

Access provisioning and reviews are managed through centralized identity and access management systems with defined access matrices and automated workflows.

Incident Management and Regulatory Response

Cyber incidents are managed through a formal incident management process led by the Cybersecurity Intelligence Center. This includes detection, containment, investigation, recovery, and regulatory notification where required.

Incidents involving personal data are escalated to the PDPO and reported to relevant authorities in accordance with the PDPL and its Implementation Regulations within 72 hours of becoming aware of the incident.

Audit, Testing, and Assurance

Cybersecurity controls are reviewed through internal audits and external assessments aligned with the Insurance Authority framework, NCA controls, and ISO/IEC 27001. Penetration testing is performed by accredited third parties, and findings are tracked to resolution.

In 2025, our most recent third-party assessment confirmed a high level of maturity and compliance with NCA controls

Third-Party Cybersecurity Integration

Third-party systems and cloud services undergo a security assessment before integration. Ongoing oversight includes periodic risk assessments, review of security provisions in service agreements, and incident notification requirements.

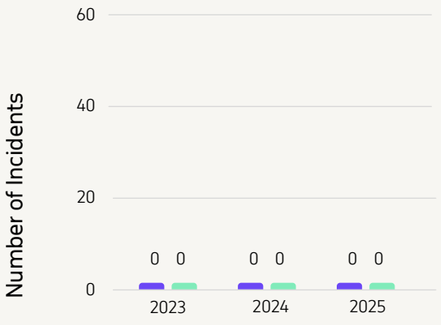
Where third parties process or access personal data, Tawuniya applies additional privacy governance, including a Data Processing Agreement (DPA), a Data Sharing Agreement, and a Data Protection/Personal Data Impact Assessment (DPIA/PIA) for higher risk processing.

Cybersecurity Awareness

All employees complete annual cybersecurity training through the Marefa platform, supported by awareness campaigns and targeted sessions for specific roles.



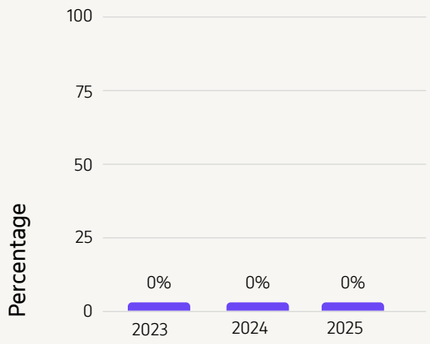
Data Breach Incidents



Number of Users Affected by Data Breaches

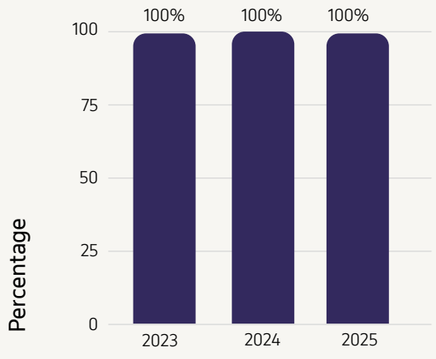
Number of Data Breaches

Data Privacy Impact



Percentage of Data Breaches Involving Personally Identifiable Information (PII)

Employee Cybersecurity Training



Percentage of Employees Trained in Cybersecurity Awareness

Appendix

GRI Index

GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
THE ORGANIZATION AND ITS REPORTING PRACTICES		
GRI 2: General Disclosures 2021	2-1 Organizational details	The Company for Cooperative Insurance is a Saudi joint stock company incorporated in Riyadh, Kingdom of Saudi Arabia, under Decree No. M/5, with Commercial Registry No. 1010061695. Its paid-up capital is SAR 1,500 million.
	2-2 Entities included in the organization's sustainability report	About this Report
	2-3 Reporting period, frequency and contact point	About this Report
	2-4 Restatements of information	Caring for our People and Building Belonging Earning Customer Trust Through Innovation
	2-5 External assurance	Tawuniya did not conduct external assurance for this report
ACTIVITIES AND WORKERS		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Enhancing our Offerings
	2-7 Employees	Caring for our People and Building Belonging
	2-8 Workers who are not employees	Caring for our People and Building Belonging
GOVERNANCE		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Corporate Oversight and Accountability
	2-10 Nomination and selection of the highest governance body	Corporate Oversight and Accountability
	2-11 Chair of the highest governance	The Chairman is not an executive Board member
	2-12 Role of the highest governance body in overseeing the management of impacts	Embedding Sustainability Across our Business Corporate Oversight and Accountability
	2-13 Delegation of responsibility for managing impacts	Embedding Sustainability Across our Business Corporate Oversight and Accountability
	2-14 Role of the highest governance body in sustainability reporting	The Board Risk Committee (BRC) is responsible for reviewing and approving the sustainability report
	2-15 Conflict of interest	Ethical Governance and Conduct
	2-16 Communication of critical concerns	Ethical Governance and Conduct
	2-17 collective knowledge of the highest governance body	Annual Report
	2-18 Evaluation of the performance of the highest governance body	Corporate Oversight and Accountability
	2-19 Remuneration policies	Corporate Oversight and Accountability
	2-20 Process to determine remuneration	Corporate Oversight and Accountability
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality considerations

GRI Index continued

GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
STRATEGY, POLICIES AND PRACTICES		
GRI 2: General Disclosures 2021	2-22 Statement of sustainable development strategy	Message from Leadership What Matters Most: our 2025 Priorities Embedding Sustainability Across our Business
	2-23 Policy commitments	Ethical Governance and Conduct
	2-24 Embedding policy commitments	Ethical Governance and Conduct
	2-25 Processes to remediate negative impacts	Caring forour People and Building Belonging Ethical Governance and Conduct
	2-26 Mechanisms for seeking advice and raising concerns	Ethical Governance and Conduct
	2-27 Compliance with laws and regulations	Ethical Governance and Conduct Managing Risk Responsibly
	2-28 Membership associations	Our Network of Trusts
STAKEHOLDER ENGAGEMENT		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Listening to our Stakeholders
	2-30 Collective bargaining agreements	Collective bargaining is prohibited by Saudi Arabian Laws
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	What Matters Most: our 2025 Priorities
	3-2 List of material topics	What Matters Most: our 2025 Priorities
	3-3 Management of material topics	What Matters Most: our 2025 Priorities Embedding Sustainability Across our Business

GRI Index continued

GRI 1 used GRI STANDARD	GRI 1: Foundation 2021 DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Stewardship and Climate
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Stewardship and Climate
GRI 302: Energy 2016	302-3 Energy intensity	Environmental Stewardship and Climate
GRI 303: Water and Effluents 2018	303-5 Water consumption	Environmental Stewardship and Climate
GRI 305: Emissions 2018	305-1 Direct (Scope 1) GHG emissions	Environmental Stewardship and Climate
GRI 305: Emissions 2018	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Stewardship and Climate
GRI 305: Emissions 2018	305-4 GHG emissions intensity	Environmental Stewardship and Climate
EMPLOYMENT & TALENT DEVELOPMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for our People and Building Belonging
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Caring for our People and Building Belonging
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Caring for our People and Building Belonging
GRI 401: Employment 2016	401-3 Parental leave	Caring for our People and Building Belonging
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Major dismissal notifications are sent to HRSD 60 days prior, in accordance with decree No.50945.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning Beyond Limits
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Learning Beyond Limits
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	100%
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Caring for our People and Building Belonging Annual Report
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Caring for our People and Building Belonging
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Caring for our People and Building Belonging
LOCAL COMMUNITIES		
GRI 3: Material topics 2021	3-3 Management of material topics	Caring for our Community

GRI Index continued

GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
CUSTOMER SAFETY & COMMUNITY WELLBEING		
GRI 3: Material Topics 2021	3-3 Management of material topics	Protecting the Health of our Communities
ACCESS & AFFORDABILITY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Expanding Protection and Financial Inclusion
CUSTOMER RELATIONS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Earning Customer Trust Through Innovation
RESPONSIBLE INVESTMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Investing Responsibly for Long-term Value
SCIENCE, TECHNOLOGY & INNOVATION		
GRI 3: Material Topics 2021	3-3 Management of material topics	Earning Customer Trust Through Innovation Safeguarding Data and Digital Trust
LOCALISM		
GRI 3: Material Topics 2021	3-3 Management of material topics	Tawuniya at a Glance
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Caring for our People and Building Belonging
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Caring for our People and Building Belonging
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Empowering Responsible Suppliers
SUPER-AGING SOCIETIES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Protecting the Health of our Communities
BUSINESS MODEL RESILIENCE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Managing Risk Responsibly
SUPPLY CHAIN MANAGEMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Promoting Sustainable Practices with our Partners

GRI Index continued

GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
DATA PRIVACY & INFORMATION SECURITY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Data and Digital Trust
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Safeguarding Data and Digital Trust
BUSINESS ETHICS AND CORPORATE GOVERNANCE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Governance and Conduct
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Governance and Conduct
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethical Governance and Conduct
GRI 205: Anti-Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Ethical Governance and Conduct
ECONOMIC PERFORMANCE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	Annual Report
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	Tawuniya did not receive government assistance during 2025

Statement of Use	Tawuniya has reported in accordance with the GRI standards for the period 1 January 2025 to 31 December 2025
GRI 1 Used	GRI 1: Foundation 2021

Tadawul ESG Guidelines Index

THEME	KEY ISSUE	SUSTAINABILITY REPORT SECTION
Climate Change	GHG Emissions	Environmental Stewardship and Climate
Climate Change	Climate Change Vulnerability	Managing Risk Responsibly
Human Capital	Labor Management	Caring for our People and Building Belonging
Human Capital	Human Capital Development	Learning Beyond Limits
Human Capital	Supply Chain Labor Standard	Empowering Responsible Suppliers
Product Liability	Privacy & Data Security	Safeguarding Data and Digital Trust
Responsible Investment	Responsible Investment	Investing Responsibly for Long-Term Value
Social Opportunities	Access to Finance	Expanding Protection and Financial Inclusion
Corporate Governance	Board	Corporate Oversight and Accountability
Corporate Governance	Ownership & Control	Corporate Oversight and Accountability
Corporate Behavior	Business Ethics	Ethical Governance and Conduct

Abbreviations

ACRONYM	MEANING	ACRONYM	MEANING
3Cs	Three 'C' pillars (Continuous, Community-Based, Case Management)	ERM	Enterprise Risk Management
3LoD	Three Lines of Defense	ESG	Environmental, Social, and Governance
4Ps	Four 'P' principles (Personalized, Proactive, Preventive, Program-Based)	ESOP	Employee Stock Ownership Program
AGM	Annual General Meeting	FNO	First Notification of Loss
AI	Artificial Intelligence	FTE	Full-Time Employee
ANB	Arab National Bank	GDP	Gross Domestic Product
BRC	Board Risk Committee	GHG	Greenhouse gas (emissions)
BCM	Business Continuity Management	GOSI	General Organization for Social Insurance
CCHI	Council of Cooperative Health Insurance	GRI	Global Reporting Initiative
CIC	Cybersecurity Intelligence Center	GWP	Gross Written Premium
CGRCO	Corporate Governance, Risk, and Control Office	Hassana	Hassana Investment Company
CMA	Capital Market Authority	HR	Human Resources
CO_2e	Carbon dioxide equivalent	IA	Insurance Authority
CRM	Customer Relationship Management	ICT	Information and Communications Technology
CSR	Corporate Social Responsibility	IEC	International Electrotechnical Commission
CSAT	Customer Satisfaction Score	IFRS	International Financial Reporting Standards
CSF	Cybersecurity Framework	IFRS S1	IFRS Sustainability Disclosure Standard S1 (General Requirements for Disclosure of Sustainability-related Financial Information)
CX	Customer Experience	IIA-KSA	Institute of Internal Auditors – Saudi Arabia
DLP	Data Loss Prevention	IMO	International Maritime Organization
ECC/DCC	Essential Cybersecurity Controls / Data Cybersecurity Controls	IR	Investor Relations
IRO	Impact, Risk, and Opportunity (assessment)	PII	Personally Identifiable Information
ISO	International Organization for Standardization	PRI	Principles for Responsible Investment

Abbreviations

ACRONYM	MEANING	ACRONYM	MEANING
KPI	Key Performance Indicator	PSI	Principles for Sustainable Insurance
KSA	Kingdom of Saudi Arabia	Q2	Second quarter
kWh	Kilowatt-hour	RCM	Risk and Control Matrix
KYP	Know Your Partner	RPO	Recovery Point Objective
LoB	Line of Business	RTO	Recovery Time Objective
MARPOL	International Convention for the Prevention of Pollution from Ships	SAMA	Saudi Central Bank
MENA	Middle East and North Africa	SAR	Saudi Arabian Riyal
m^2	Square meter	SASO	Saudi Standards, Metrology and Quality Organization
m^3	Cubic meter	SDG	Sustainable Development Goal
MOU(s)	Memorandum of Understanding	SME	Small and medium-sized enterprises
MSCI	MSCI (originally Morgan Stanley Capital International)	SME360	Tawuniya's SME360
N/A	Not available / not applicable	SNB	Saudi National Bank
NCA	National Cybersecurity Authority	SOCPA	Saudi Organization for Chartered and Professional Accountants
NCOS	National Council for Occupational Safety and Health	S&P	Standard & Poor's Global Ratings
NGO	Non-governmental organization	STC	Saudi Telecom Company
NPS	Net Promoter Score	UN	United Nations
NTP	National Transformation Program	UNEP	United Nations Environment Programme
PHM	Population Health Management	UNEP FI	United Nations Environment Programme Finance Initiative
UN PSI	United Nations Principles for Sustainable Insurance	VBC	Value-Based Care
UX	User Experience	VoC	Voice of Customer
VaR	Value at Risk	W&I	Warranty & Indemnity insurance



Sustainability Report 2025

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