

# Business Model

By driving strong financial performance and maintaining a consistent track record of success, elm aims to grow shareholder value while upholding a strong reputation, credibility and proven relationships with all stakeholders.

elm's integrated solutions are designed to meet customer needs, improve business operations and enhance efficiency, leveraging cutting-edge technologies to foster innovation and maintain a competitive edge. elm also prioritizes creating an exceptional work environment that nurtures unique talent, ensuring that the Company can continuously deliver valuable services that make people's lives easier.

## Inputs

### Financial Performance

Maintaining a solid financial track record over the years with a strong share price performance.

### Continuous Innovation

Fostering creative thinking and innovative solutions to drive progress and enhance competitive advantage.

### Expansion Focus

Focusing on organic growth through internal development and enhanced capabilities, while pursuing inorganic growth via mergers, acquisitions and partnerships.

### Customer-Centric Approach

Prioritizing customer needs and satisfaction to foster long-term relationships built on trust and the value provided.

### Dynamic Corporate Culture

Creating an exceptional work environment that nurtures the development of unique talent, enhancing employee loyalty and productivity.

### Sustainability Commitment

Committing to conducting business responsibly and ethically by adopting ethical business practices, transparency, integrity and aligning with Environmental, Social and Governance (ESG) standards.

## How elm Creates Value

### Unique Value Propositions

- A deep understanding of customers' needs and local culture.
- A reliable trademark and outstanding capabilities, demonstrated by a strong track record.
- Comprehensive experience in delivering end-to-end integrated and innovative solutions, from in-depth analysis to implementation and operation.
- The ability to engage with numerous government and private entities.

### Diversified Offerings

- Digital Business that includes digital products and solutions.
- Business Process Outsourcing.
- Professional Services.

### Robust Customer Relationships and Channels

- Fosters strong relationships with its strategic partners and clients by collaborating closely and assigning dedicated teams.
- Allocates specialized teams for product management, services, sales and technical support across digital and physical channels.

### Revenue Streams

#### Customer Type

### Digital Business



- B2G
- B2B
- B2C

### Business Process Outsourcing



- B2G

### Professional Services



- B2G
- B2B

## Outputs

### Financial Performance

- Revenues increased 25.58% YoY to ₪ 7,407 million.
- Net income increased 34.66% YoY to reach ₪ 1,826 million.
- Share price increase of 36.8% YoY to close at ₪ 1,115 at the end of 2024.

### Continuous Innovation

- New advanced AI assistant enables users to interact directly with generative AI
- Creating foundational models as well as specialized corporate HR-focused solutions.

### Expansion Focus

- Invested in two companies through venture capital.
- Digital Business Division launched two pioneering platforms with new strategic partners.
- Professional Services Division expanded its presence across five regions in Saudi Arabia and two international countries.
- Business Process Outsourcing Division expanded its presence to seven countries through the Makkah Route Project.

### Customer-Centric Approach

- Received five Bronze Awards and one Gold Award at the Saudi Customer Experience Awards 2025, [click here for more information on elm Awards in 2024](#).

### Dynamic Corporate Culture

- Holistic approach to Human Capital and managing 2,064 employees.
- Employee Engagement Index score of 78%.
- Average of 63.8 training hours per employee.

### Sustainability Commitment

- Developed sustainability framework.
- Conducted materiality assessment to identify key issues for the Company's stakeholders.
- Published first Sustainability Report.