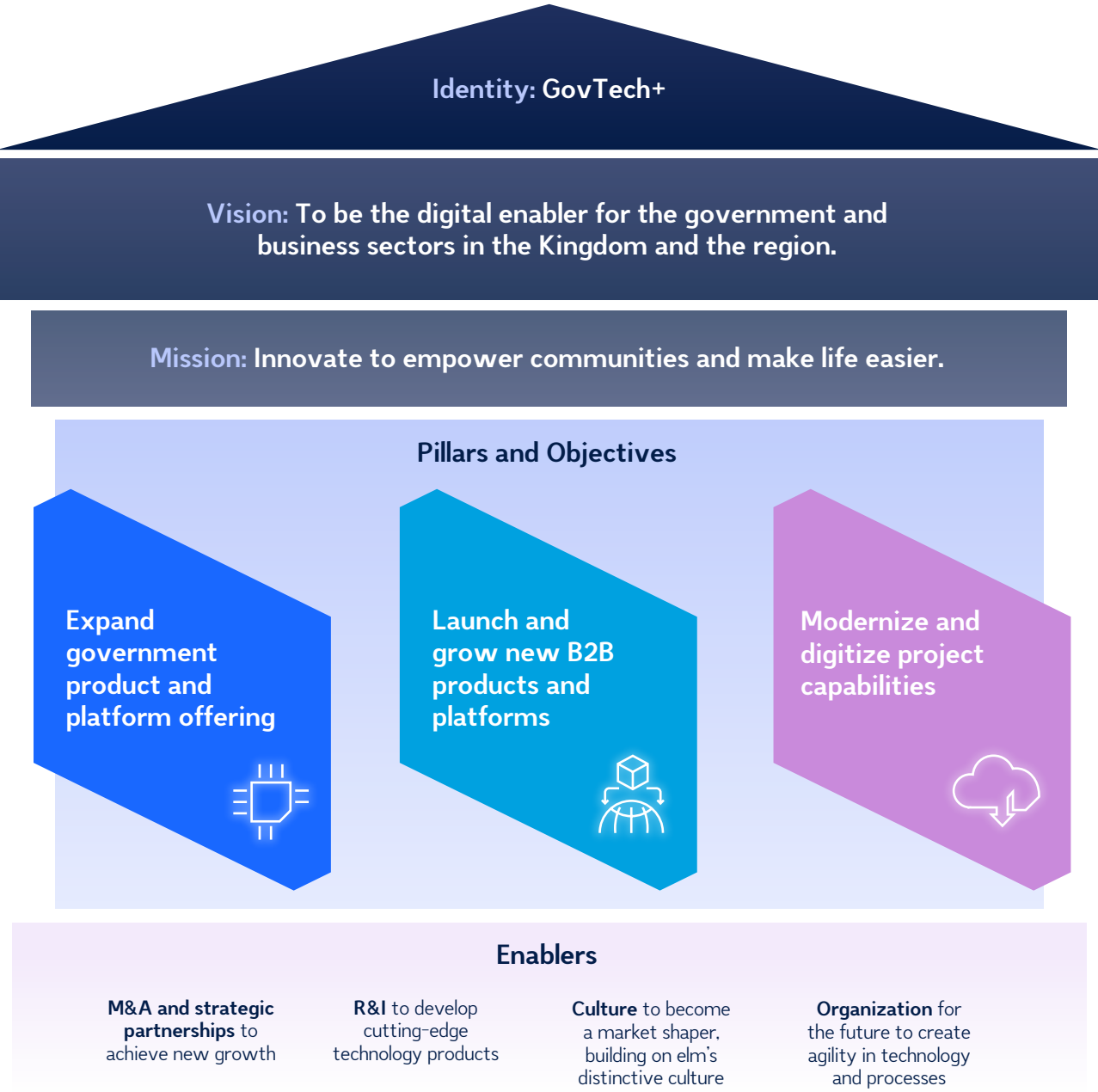


"elm 4.0" Strategy

The focus of "elm 4.0" strategy is to grow its current businesses and expand it to new horizons, by targeting new government entities, in addition to focusing on adjacent markets in the private sector by launching B2B products in line with the current expertise and capabilities. elm aims to grow organically through internal development and capabilities building, as well as grow inorganically through mergers and acquisitions and partnerships.

"elm 4.0" Strategy: Focused GovTech+



| | Expand Government Product and Platform Offering | Launch and Grow New B2B Products and Platforms | Modernize and Digitize Project Capabilities |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | elm's strategy focuses on maintaining and expanding its existing government portfolio by extending offerings to new government sectors and introducing value-added products and services. This growth is driven by innovative, integrated solutions designed to meet evolving market needs. | elm drives B2B growth by providing innovative products and platforms to private sector verticals closely aligned with its existing markets, leveraging internal development, strategic partnerships, and acquisitions. | elm aims to enhance its capabilities by integrating emerging technologies into its solutions, creating high-value offerings and driving R&D initiatives to develop innovative use cases in partnership with ecosystem players. |
| Strategic Objectives | <ul style="list-style-type: none">Expand customer baseDiversify revenue streamsEnable integration across governmental productsProvide seamless services and processes for end users (businesses and individuals) | <ul style="list-style-type: none">Expand customer base across private sectorDiversify revenue streamsStrengthen market positioning by leveraging existing expertise and fostering collaborationDevelop channels for international growth | <ul style="list-style-type: none">Boost efficiency by integrating emerging technologies within offeringsDevelop and deliver high-value, technology-driven projects aligned with market and customer needsMonitor and adapt to technological advancements and evolving market trends |
| 2024 Achievements | <ul style="list-style-type: none">Signed a 10-year agreement with Ministry of Interior (MOI) and SDAIA for data resource development, enabling elm to create and deliver a variety of products and servicesLaunched the Ports Community System (PCS), offering 150+ specialized services for the Ports Authority in the logistics sectorSigned an 11-year agreement with the Saudi Authority for Accredited Valuers (Taqeem) to develop and operate the vehicle price reference platformSigned a 10-year partnership agreement with Riyadh Development Company to develop the Electronic Vehicle Auctions platform and enhance its technical solutions | <ul style="list-style-type: none">Introduced 29 new services targeting the private sector within the existing business product portfolioSigned six agreements to drive business growth and strengthen B2B product development internally and through partnershipsInvested in YouVerify and Reachware through venture capital initiatives | <ul style="list-style-type: none">Delivered technology-driven Business Process Outsourcing (BPO) projects, transitioning from traditional BPO to technology-focused solutionsSigned a contract to execute the "Digital Stadium" project with the Ministry of Sports, transforming the sports experience through leveraging cutting-edge digital solutionsDeveloped AI solutions to enhance productivity and internal efficiency e.g. intelligent agent ("Najd"), and develop new use cases for value-added servicesSecured new regional and international projects to expand global presenceSigned 10+ partnership agreements in technology and system integration to embed emerging technologies within elm's offerings |
| 2025 Goals | <ul style="list-style-type: none">Promote customer-centric solutions to improve partners and customer satisfactionMaintain the growth of government products and servicesExplore opportunities by collaborating with new government sectorsContinue introducing and launching additional services and features for existing products | <ul style="list-style-type: none">Initiate new B2B acquisitions and partnershipsMaintain ongoing initiatives to develop B2B products and platforms through partnerships and internal resourcesStrengthen and expand capabilities to drive growth in the private sector market | <ul style="list-style-type: none">Expand existing businesses by acquiring new customers and accountsDevelop capabilities in advanced technologies to unlock potential business opportunitiesExpand Digital Products businesses to deliver high-value solutions |
| Links to Material Sustainability Topics | <ul style="list-style-type: none">Information security and privacyCorporate governance and ethical practicesShareholder returnDigital transformation and innovationCustomer centricityDigital accessibility for community development | <ul style="list-style-type: none">Information security and privacyCorporate governance and ethical practicesShareholder returnDigital transformation and innovationCustomer centricity | <ul style="list-style-type: none">Information security and privacyCorporate governance and ethical practicesDigital transformation and innovationTalent acquisition and retentionDigital accessibility for community developmentEmissions and energy use |