



# 20 | Annual 24 | Report

New milestones

Surpassing ₪100 billion in client assets

جدوى للاستثمار  
Jadwa Investment



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud



Crown Prince and Prime Minister

His Royal Highness Prince Mohammed bin  
Salman bin Abdulaziz Al Saud



Jadwa achieved a new  
round of financial,  
business, and strategic  
milestones in 2024.

# Contents

08.	<b>ABOUT JADWA</b> Board of directors Business highlights Investment offerings since inception
34.	<b>BUSINESS COMMENTARY</b> Chairman's statement CEO's statement Business overview The Saudi economy in 2025
50.	<b>CORPORATE GOVERNANCE</b>
62.	<b>SHARIAH COMPLIANCE</b>
66.	<b>CONSOLIDATED FINANCIAL STATEMENTS</b> Independent auditor's report Financial statements Notes
110.	<b>INDEX OF CMA REQUIREMENTS</b>

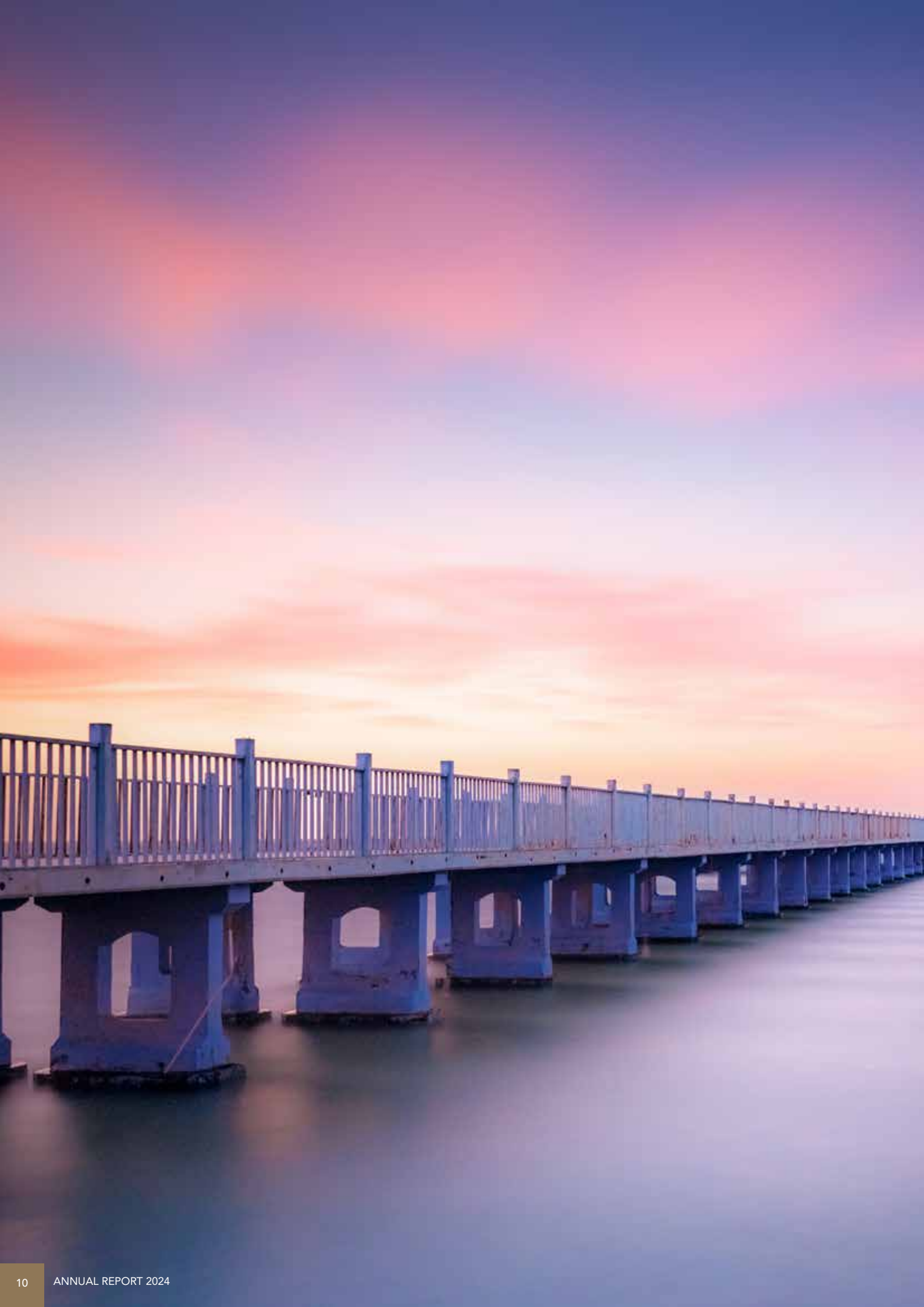






# About Jadwa







## Jadwa Investment is the premier investment management and advisory firm in Saudi Arabia and the wider region.

Headquartered in Riyadh with three regional offices, the firm has more than  $\text{SAR}$  100 billion in client assets under management and advisement. Its clients include government entities, local and international institutional investors, leading family offices, and private wealth investors.





# Board of directors

---



**ADIB ALZAMIL**  
*Chairman*



**ABDULAZIZ ALSUBAEI**  
*Vice Chairman*



**ABDULRAHMAN AL-RUWAITA**  
*Director*



**CHRIS MASTERSON**  
*Director*



**IQBAL KHAN**  
*Director*



**KHALID AL-KHOWAITER**  
*Director*



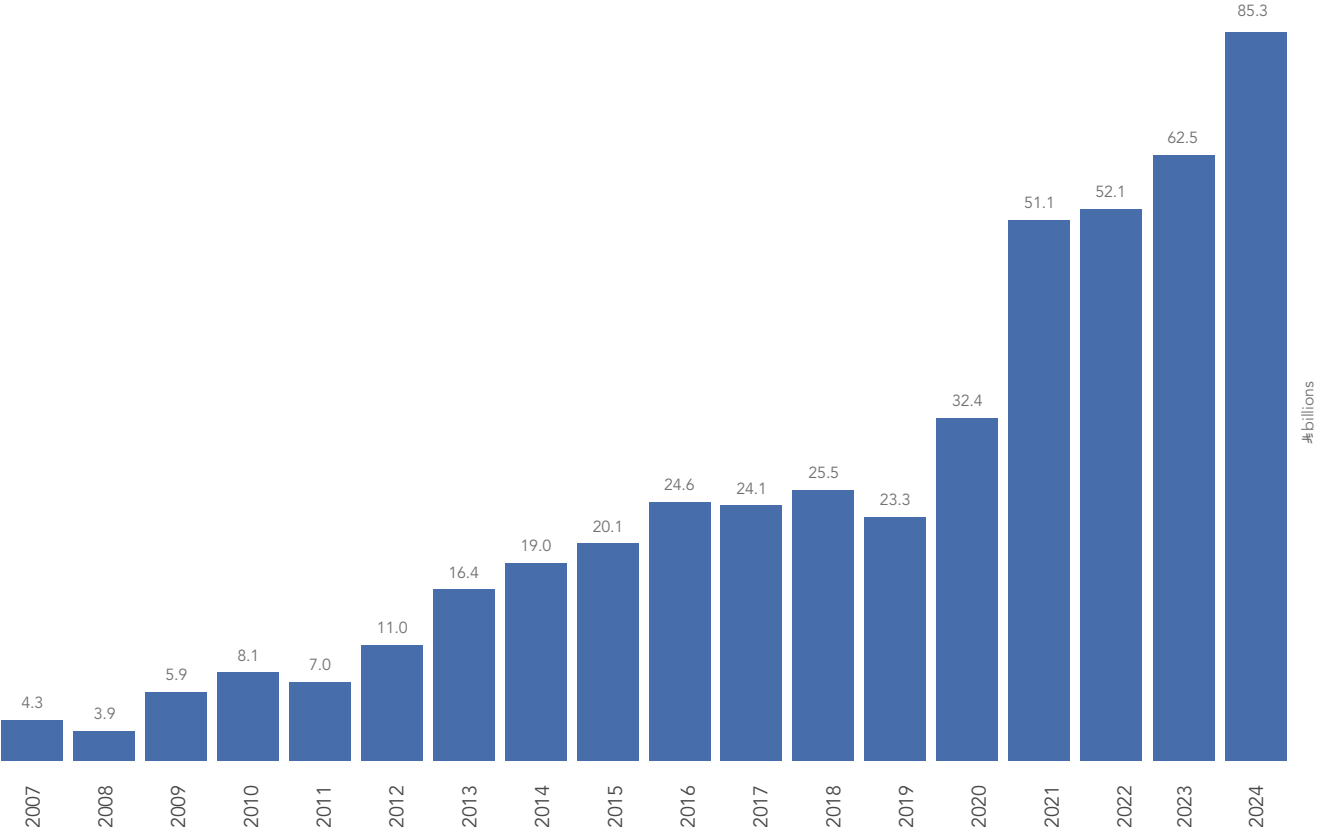
**MICHAEL POWELL**  
*Director*



**TARIQ AL-SUDAIRY**  
*Managing Director & CEO*

# Business highlights

## ASSETS UNDER MANAGEMENT (YEAR-END)



## AWARDS RECEIVED IN 2024

Overall	Best Asset Manager in Saudi Arabia, EMEA Finance
Public equity	Best MENA Equity Group, Lipper Awards Best GCC Equity Fund (10 years), Lipper Awards Best MENA Equity Fund (3, 5, 10 years), Lipper Awards Best Saudi Equity Fund (10 years), Lipper Awards Best Performance in Regional Public Equity Funds, Sanadeq (2023)
Private equity	Cross-border Deal of the Year, Islamic Finance News (2023)
Real estate	Best Investment Return in Saudi Real Estate Investment Funds, Sanadeq (2023)
Fixed income	Best Global Sukuk Fund Strategy & Performance, Global Banking and Markets Saudi Arabia Best Performance in Global Sukuk and Bond Funds, Sanadeq (2023)
Money markets	Best Performance in Murabaha and Money Market Funds less than ﷲ 1 Billion (two categories), Sanadeq (2023)



## NEW INVESTMENT OFFERINGS IN 2024

<b>Public equity</b>	Jadwa Energy Equity Fund
	Jadwa Saudi Equity Fund 2
<b>Real estate</b>	Al-Dar Investment Fund 3
	Al Malqa Jewel Investment Fund
	Capital Avenue Investment Fund
	Development Landmarks Investment Fund
	Golden Views Investment Fund
	Home Investment Fund
	Jadwa Al-Narjis Gate Real Estate Fund
	Jadwa Hittin Jewel Real Estate Fund
	Jadwa North Gate Real Estate Fund
	Jadwa North Oasis Real Estate Fund
	Jadwa Private Fund 52
	Jadwa Private Real Estate Investment Fund 40
	Jadwa Private Real Estate Investment Fund 41
	Jadwa Private Real Estate Investment Fund 45
	Park View Investment Fund
	Riyadh Gate Investment Fund
	Thraa Investment Fund 1
	Thraa Investment Fund 2
<b>Private equity</b>	Jadwa GCC Private Equity Fund 1
	Jadwa International Multi-Manager Private Equity Fund 4
	Jadwa International Private Equity Fund 2*
<b>Private credit</b>	Jadwa International Multi-Manager Absolute Return Fund 4
<b>Money markets</b>	Jadwa USD Multi-Manager Murabaha Fund
<b>Specialized funds</b>	Future Investments Alternatives Fund

\*A share class of Jadwa International Private Equity Fund (i.e., Vintage 2024)



## FINANCIAL PERFORMANCE

₪ 806.7

million

TOTAL REVENUE

₪ 247.6

million

NET INCOME

₪ 1.6

billion

SHAREHOLDERS' EQUITY

₪ 2.2

billion

TOTAL ASSETS

## BUSINESS PERFORMANCE

₪ 102.7

billion

CLIENT ASSETS

₪ 22.8

billion

GROWTH IN AUM

₪ 7.4

billion

TOTAL VALUE CREATION

₪ 30.7

billion

TRANSACTION VOLUME

₪ 50.7

billion

PUBLIC MARKETS AUM

₪ 8.7

billion

PRIVATE EQUITY INVESTED  
CAPITAL

₪ 32.6

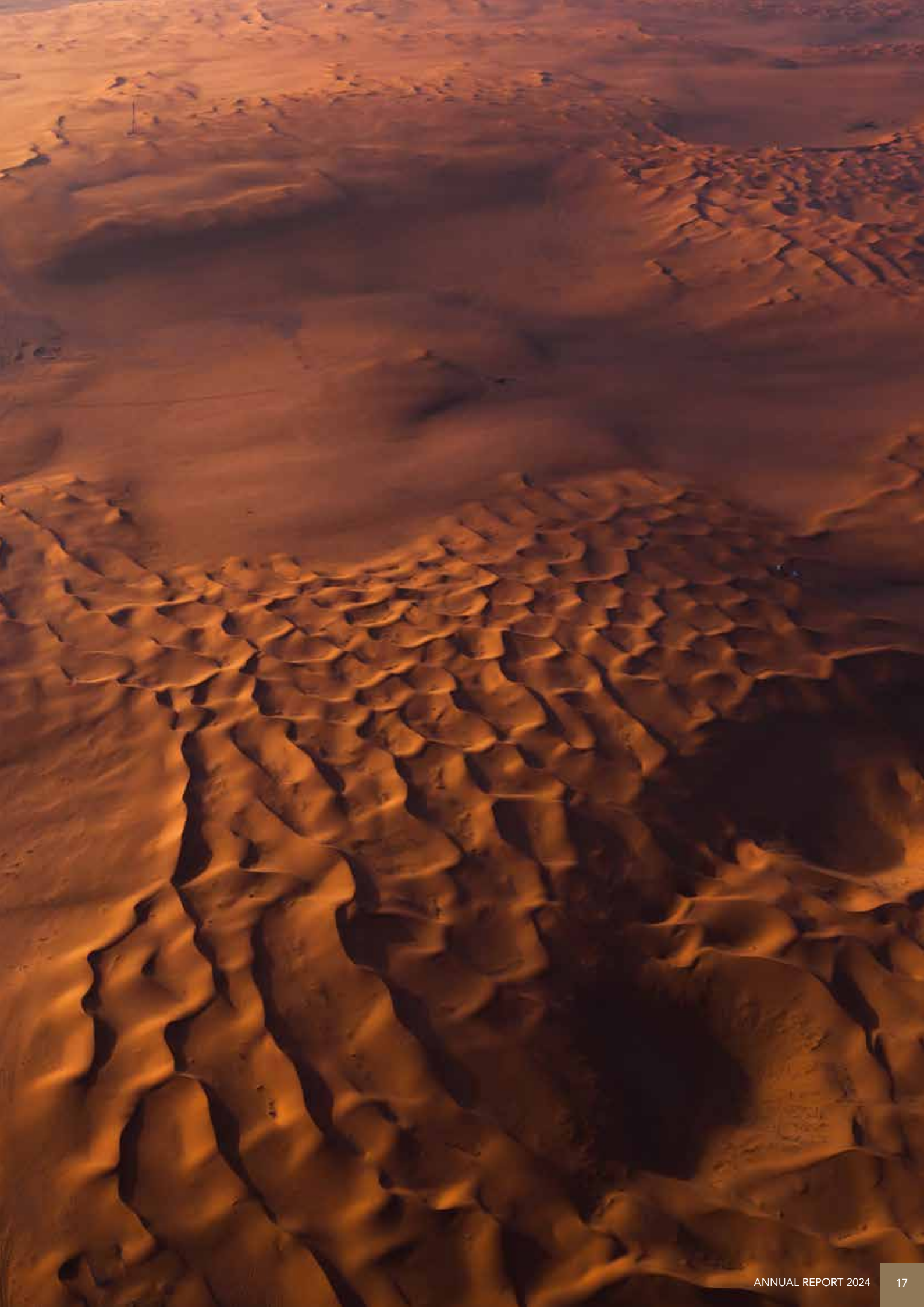
billion

REAL ESTATE  
INVESTED CAPITAL

₪ 3.7

billion

TOTAL REVENUES OF  
PORTFOLIO COMPANIES



# Investment offerings since inception

## Public equity

### JADWA SAUDI EQUITY FUND

**Launch:** 2007  
**Geography:** KSA  
**Strategy:** Diversified  
**Type:** Open-end

### JADWA GCC EQUITY FUND

**Launch:** 2007  
**Geography:** GCC  
**Strategy:** Diversified  
**Type:** Open-end

### JADWA ARAB MARKETS EQUITY FUND

**Launch:** 2007  
**Geography:** MENA  
**Strategy:** Diversified  
**Type:** Open-end

### JADWA EMERGING MARKETS EQUITY FUND

**Launch:** 2020  
**Geography:** Emerging markets  
**Strategy:** Diversified  
**Type:** Open-end

### JADWA DEVELOPED MARKETS EQUITY FUND

**Launch:** 2020  
**Geography:** Developed markets  
**Strategy:** Passive  
**Type:** Open-end

### JADWA US QUANTITATIVE FUND

**Launch:** 2020  
**Geography:** USA  
**Strategy:** Diversified  
**Type:** Open-end

#### JADWA NOMU (PARALLEL MARKET) FUND

**Launch:** 2023  
**Geography:** KSA  
**Strategy:** Actively managed  
**Type:** Open-end

#### JADWA SAUDI EQUITY MARKETS FUND

**Launch:** 2023  
**Geography:** KSA  
**Strategy:** Diversified  
**Type:** Open-end

#### JADWA DEVELOPED MARKETS ACTIVE EQUITY FUND

**Launch:** 2023  
**Geography:** Developed markets  
**Strategy:** Managed volatility  
**Type:** Open-end

#### JADWA SAUDI EQUITY FUND 2

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Diversified  
**Type:** Open-end

#### JADWA ENERGY EQUITY FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Energy and energy-related  
**Type:** Open-end

## Private equity

### JADWA CO-INVESTMENT FUND (LUBEREF)

**Acquisition:** 2007  
**Stake:** 30%  
**Geography:** KSA  
**Sector:** Oil & Gas  
**Status:** Invested  
**Type:** Closed-end

### FOOD AND BEVERAGE OPPORTUNITY FUND

**Acquisition:** 2009  
**Stake:** 30%  
**Geography:** KSA  
**Sector:** Food & beverage  
**Status:** Exited  
**Type:** Closed-end

### JADWA TECHNOLOGY SPECIAL OPPORTUNITY FUND

**Acquisition:** 2010  
**Stake:** 49%  
**Geography:** KSA  
**Sector:** Electronics & appliances  
**Status:** Invested  
**Type:** Closed-end

### JADWA BUILDING MATERIALS OPPORTUNITY FUND

**Acquisition:** 2011  
**Stake:** 49%  
**Geography:** KSA  
**Sector:** Building materials  
**Status:** Exited  
**Type:** Closed-end

### JADWA TOURISM & HOSPITALITY OPPORTUNITY FUND

**Acquisition:** 2012  
**Stake:** 35%  
**Geography:** KSA  
**Sector:** Hospitality & entertainment  
**Status:** Exited  
**Type:** Closed-end

### JADWA HEALTHCARE OPPORTUNITIES FUND

**Acquisition:** 2012  
**Stake:** 30%  
**Geography:** KSA  
**Sector:** Healthcare  
**Status:** Exited  
**Type:** Closed-end

### JADWA WASTE MANAGEMENT OPPORTUNITIES FUND

**Acquisition:** 2014  
**Stake:** 100%  
**Geography:** KSA  
**Sector:** Industrial waste management  
**Status:** Exited  
**Type:** Closed-end

### JADWA MECHANICAL OPPORTUNITIES FUND

**Acquisition:** 2015  
**Stake:** 56%  
**Geography:** MENA  
**Sector:** Industrial Manufacturing  
**Status:** Invested  
**Type:** Closed-end

#### JADWA REFINING OPPORTUNITIES FUND

**Acquisition:** 2015  
**Stake:** 29%  
**Geography:** UAE  
**Sector:** Petrochemical Re-refining  
**Status:** Invested  
**Type:** Closed-end

#### JADWA HEALTHCARE OPPORTUNITIES FUND 2

**Acquisition:** 2016  
**Stake:** 42%  
**Geography:** GCC  
**Sector:** Healthcare  
**Status:** Exited  
**Type:** Closed-end

#### JADWA HEALTHCARE OPPORTUNITIES FUND 3

**Acquisition:** 2017  
**Stake:** 70%  
**Geography:** KSA  
**Sector:** Healthcare  
**Status:** Exited  
**Type:** Closed-end

#### JADWA HEALTHCARE OPPORTUNITIES FUND 4

**Acquisition:** 2020  
**Stake:** 51%  
**Geography:** KSA  
**Sector:** Healthcare  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL PRIVATE EQUITY FUND

**Launch:** 2020  
**Stake:** Multiple  
**Geography:** Global  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER PRIVATE EQUITY FUND

**Launch:** 2021  
**Stake:** Multiple  
**Geography:** Global  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER PRIVATE EQUITY FUND 2

**Launch:** 2022  
**Stake:** Multiple  
**Geography:** Global  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

#### JADWA E-COMMERCE OPPORTUNITIES FUND

**Acquisition:** 2022  
**Stake:** 70%  
**Geography:** GCC  
**Sector:** E-Commerce  
**Status:** Invested  
**Type:** Closed-end



#### JADWA HEALTHCARE OPPORTUNITIES FUND 5

**Launch:** 2022  
**Stake:** 47%  
**Geography:** KSA  
**Sector:** Healthcare  
**Status:** Invested  
**Type:** Closed-end

#### JADWA FOOD AND BEVERAGE OPPORTUNITIES FUND

**Acquisition:** 2023  
**Stake:** 100%  
**Geography:** UAE  
**Sector:** Food and Beverage  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER PRIVATE EQUITY FUND 3

**Launch:** 2023  
**Stake:** Multiple  
**Sector:** Diversified  
**Geography:** Global  
**Status:** Invested  
**Type:** Closed-end

#### JADWA RETAIL OPPORTUNITIES FUND

**Acquisition:** 2023  
**Stake:** 35%  
**Geography:** GCC  
**Sector:** Retail  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL PRIVATE EQUITY FUND 2\*

**Launch:** 2024  
**Stake:** Multiple  
**Geography:** US  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

#### JADWA GCC PRIVATE EQUITY FUND 1

**Launch:** 2024  
**Stake:** Multiple  
**Geography:** GCC  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER PRIVATE EQUITY FUND 4

**Launch:** 2024  
**Stake:** Multiple  
**Geography:** Global  
**Sector:** Diversified  
**Status:** Invested  
**Type:** Closed-end

\*A share class of Jadwa International Private Equity Fund (i.e., Vintage 2024)



## Real estate

### SOUTH BANK TOWER

Launch:	2010
Geography:	UK
Strategy:	Development
Properties:	1
Status:	Invested
Type:	Closed-end

### UK SPECIAL OPPORTUNITIES FUND

Launch:	2010
Geography:	UK
Strategy:	Income-generating
Properties:	4
Status:	Exited
Type:	Closed-end

### AL-ARGAN SAUDI RESIDENTIAL DEVELOPMENT FUND

Launch:	2012
Geography:	KSA
Strategy:	Development
Properties:	1
Status:	Exited
Type:	Closed-end

### JADWA AL-AZIZIA REAL ESTATE DEVELOPMENT FUND

Launch:	2015
Geography:	KSA
Strategy:	Development
Properties:	2
Status:	Invested
Type:	Closed-end

### AL-BASATEEN REAL ESTATE DEVELOPMENT FUND

Launch:	2016
Geography:	KSA
Strategy:	Development
Properties:	1
Status:	Exited
Type:	Closed-end

### JADWA REIT AL-HARAMAIN FUND

Launch:	2017
Geography:	KSA
Strategy:	Income-generating
Properties:	4
Status:	Invested
Type:	Closed-end

### JADWA REIT SAUDI FUND

Launch:	2018
Geography:	KSA
Strategy:	Income-generating
Properties:	9
Status:	Invested
Type:	Closed-end

### JADWA REITS FUND

Launch:	2019
Geography:	KSA
Strategy:	Diversified
Properties:	Multiple
Status:	Invested
Type:	Open-end

#### AL DAR INVESTMENT FUND

**Launch:** 2020  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 6  
**Status:** Invested  
**Type:** Closed-end

#### REAL ESTATE INVESTMENT FUND

**Launch:** 2020  
**Geography:** KSA  
**Strategy:** Income-generating  
**Properties:** 3  
**Status:** Invested  
**Type:** Closed-end

#### ZOOD INVESTMENT FUND

**Launch:** 2020  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 6  
**Status:** Invested  
**Type:** Closed-end

#### AL DAR INVESTMENT FUND 2

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 6  
**Status:** Invested  
**Type:** Closed-end

#### AL-NOKHBAH INVESTMENT FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### AL-SHORFA INVESTMENT FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 4  
**Status:** Invested  
**Type:** Closed-end

#### DIRIYAH AVENUE INVESTMENT FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 2  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER REAL ASSETS FUND

**Launch:** 2021  
**Geography:** Global  
**Strategy:** Diversified  
**Properties:** Multiple  
**Status:** Invested  
**Type:** Closed-end

#### LIWAN INVESTMENT FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### REAL ESTATE GROWTH FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Income-generating  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### TUWAIQ INVESTMENT FUND

**Launch:** 2021  
**Geography:** KSA  
**Strategy:** Mixed  
**Properties:** 2  
**Status:** Invested  
**Type:** Closed-end

#### AL-OLAYA INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### AL NARJIS INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### AL SULAIMAN INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### BIN SAEDAN INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA HEATHER HILL US REAL ESTATE FUND

**Launch:** 2022  
**Geography:** USA  
**Strategy:** Income-generating  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER REAL ASSETS FUND 2

**Launch:** 2022  
**Geography:** Global  
**Strategy:** Diversified  
**Properties:** Multiple  
**Status:** Invested  
**Type:** Closed-end

#### JEDDAH AVENUE INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### MEEM INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 2  
**Status:** Invested  
**Type:** Closed-end

#### OSUS INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 4  
**Status:** Invested  
**Type:** Closed-end

#### ODU PRIVATE INVESTMENT FUND

**Launch:** 2022  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA AL MQR INVESTMENT FUND

**Launch:** 2023  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA INTERNATIONAL MULTI-MANAGER REAL ASSETS FUND 3

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Opportunistic real estate and  
core-plus infrastructure  
**Properties:** 45-55  
**Status:** Invested  
**Type:** Closed-end

#### NORTH VIEWS INVESTMENT FUND

**Launch:** 2023  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA PRIVATE REAL ESTATE FUND 29

**Launch:** 2023  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### AL-DAR INVESTMENT FUND 3

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### HOME INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 3  
**Status:** Invested  
**Type:** Closed-end

#### JADWA AL-NARJIS GATE REAL ESTATE FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### AL MALQA JEWEL INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### GOLDEN VIEWS INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### CAPITAL AVENUE INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### DEVELOPMENT LANDMARKS INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 3  
**Status:** Invested  
**Type:** Closed-end

#### THRAA INVESTMENT FUND 1

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 10  
**Status:** Invested  
**Type:** Closed-end

#### PARK VIEW INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA NORTH OASIS REAL ESTATE FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA NORTH GATE REAL ESTATE FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 7  
**Status:** Invested  
**Type:** Closed-end

#### THRAA INVESTMENT FUND 2

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 2  
**Status:** Invested  
**Type:** Closed-end

#### RIYADH GATE INVESTMENT FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA HITTIN JEWEL REAL ESTATE FUND

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA PRIVATE REAL ESTATE INVESTMENT FUND 45

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 1  
**Status:** Invested  
**Type:** Closed-end

#### JADWA PRIVATE FUND 52

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 4  
**Status:** Invested  
**Type:** Closed-end

#### JADWA PRIVATE REAL ESTATE INVESTMENT FUND 40

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 2  
**Status:** Invested  
**Type:** Closed-end

#### JADWA PRIVATE REAL ESTATE INVESTMENT FUND 41

**Launch:** 2024  
**Geography:** KSA  
**Strategy:** Development  
**Properties:** 6  
**Status:** Invested  
**Type:** Closed-end



## Private credit

### JADWA INTERNATIONAL INCOME FUND

**Launch:** 2020  
**Geography:** USA (primary)  
**Strategy:** Income-generating  
**Sector:** Diversified  
**Status:** Active  
**Type:** Open-end

### JADWA INTERNATIONAL MULTI-MANAGER ABSOLUTE RETURN FUND

**Launch:** 2021  
**Geography:** Global  
**Strategy:** Real estate debt and  
infrastructure debt  
**Type:** Closed-end

### JADWA MEZZANINE FINANCING OPPORTUNITIES FUND

**Launch:** 2021  
**Geography:** UAE  
**Strategy:** Income-generating  
**Sector:** Oil and gas services  
**Status:** Exited  
**Type:** Closed-end

### JADWA MEZZANINE FINANCING OPPORTUNITIES FUND 2

**Launch:** 2021  
**Geography:** UAE  
**Strategy:** Income-generating  
**Sector:** Oil and gas services  
**Status:** Invested  
**Type:** Closed-end

### JADWA INTERNATIONAL MULTI-MANAGER ABSOLUTE RETURN FUND 2

**Launch:** 2022  
**Geography:** Global  
**Strategy:** Real estate debt and private  
debt  
**Status:** Invested  
**Type:** Closed-end

### JADWA INTERNATIONAL MULTI-MANAGER ABSOLUTE RETURN FUND 3

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Real estate debt and private  
debt  
**Status:** Invested  
**Type:** Closed-end

### JADWA INTERNATIONAL MULTI-MANAGER ABSOLUTE RETURN FUND 4

**Launch:** 2024  
**Geography:** Global  
**Strategy:** Real estate debt and private  
debt  
**Status:** Invested  
**Type:** Open-end

# Fixed income

## JADWA GLOBAL SUKUK FUND

**Launch:** 2007  
**Geography:** Global  
**Strategy:** Diversified  
**Type:** Open-end

## JADWA INTERNATIONAL SUKUK FUND

**Launch:** 2020  
**Geography:** Global  
**Strategy:** Diversified  
**Type:** Open-end

# Money markets

## JADWA SAUDI RIYAL MURABAHA FUND

**Launch:** 2007  
**Geography:** KSA  
**Strategy:** Liquidity management  
**Type:** Open-end

## JADWA FLEXIBLE INCOME FUND

**Launch:** 2022  
**Geography:** GCC/Global  
**Strategy:** Actively managed portfolio targeting stable income  
**Type:** Open-end

## JADWA USD MULTI-MANAGER MURABAHA FUND

**Launch:** 2024  
**Geography:** Global  
**Strategy:** Liquidity management  
**Type:** Open-end

# Multi-asset funds

## JADWA MULTI-ASSETS CONSERVATIVE LOCALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Local  
**Strategy:** Conservative  
**Type:** Open-end

## JADWA MULTI-ASSETS BALANCED LOCALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Local  
**Strategy:** Balanced  
**Type:** Open-end

## JADWA MULTI-ASSETS GROWTH LOCALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Local  
**Strategy:** Growth  
**Type:** Open-end

## JADWA MULTI-ASSETS CONSERVATIVE GLOBALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Conservative  
**Type:** Open-end

## JADWA MULTI-ASSETS BALANCED GLOBALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Balanced  
**Type:** Open-end

## JADWA MULTI-ASSETS GROWTH GLOBALLY CONCENTRATED FUND

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Growth  
**Type:** Open-end

# Specialized funds

## NAFAQAH WAQF FUND

**Launch:** 2021  
**Geography:** Global  
**Strategy:** Balanced  
**Type:** Open-end

## CHARITIES CONSERVATIVE FUND FOR SUSTAINABILITY

**Launch:** 2022  
**Geography:** Global  
**Strategy:** Conservative  
**Type:** Open-end

## CHARITIES BALANCED FUND FOR SUSTAINABILITY

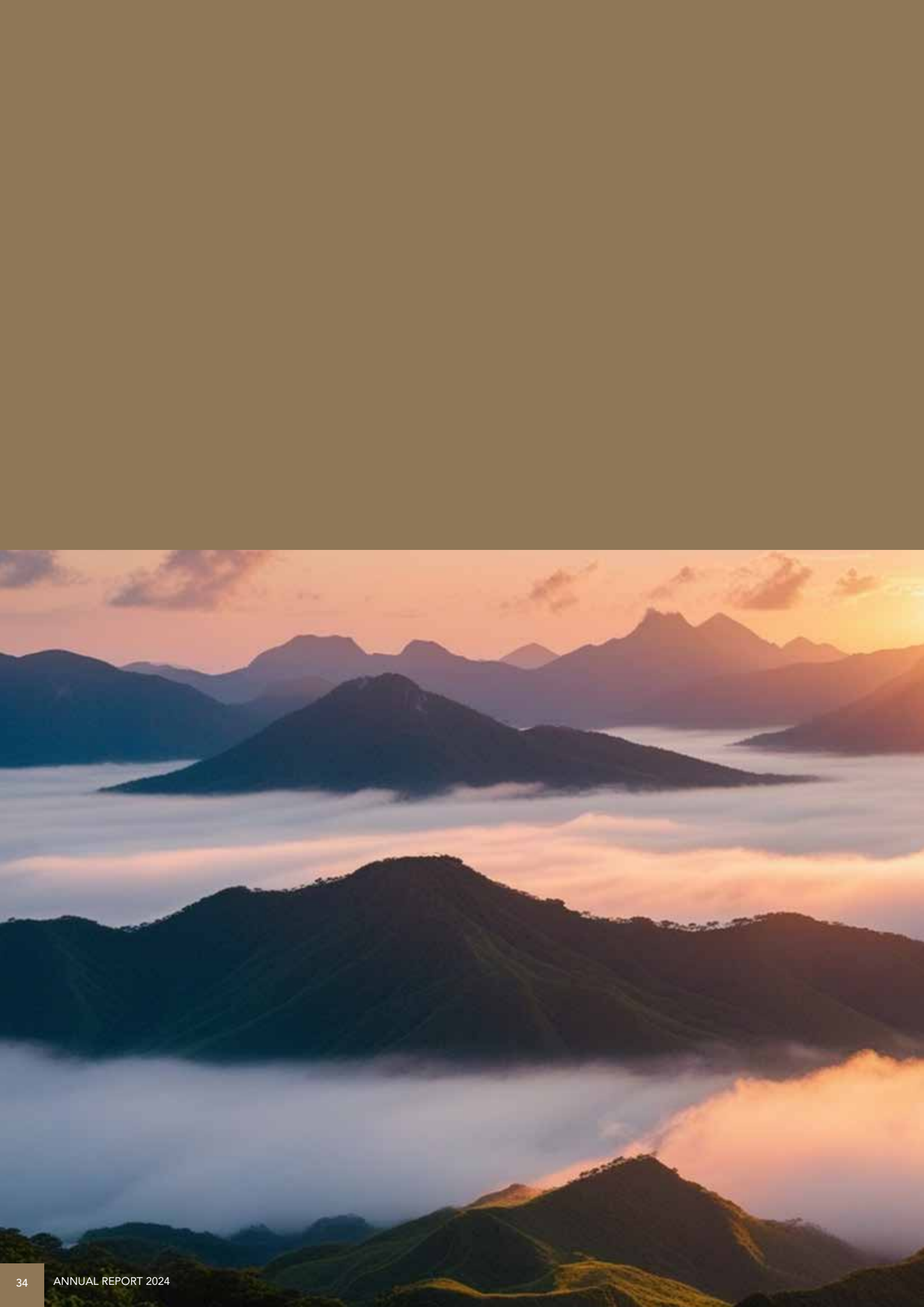
**Launch:** 2022  
**Geography:** Global  
**Strategy:** Balanced  
**Type:** Open-end

## FUTURE INVESTMENTS LIQUID FUND

**Launch:** 2023  
**Geography:** Global  
**Strategy:** Balanced  
**Type:** Open-end

## FUTURE INVESTMENTS ALTERNATIVES FUND

**Launch:** 2024  
**Geography:** Global  
**Strategy:** Balanced  
**Type:** Open-end



# Business commentary



# Chairman's statement

---

Dear shareholders,

On behalf of the Board of Directors, I am pleased to present the annual report of Jadwa Investment for fiscal year 2024.

The past year saw a number of significant economic and political developments. Across the global economy, central banks made visible progress in their efforts to tame inflation, and therefore initiated a cycle of interest rate cuts to support economic growth. Meanwhile, the US opted for a new administration, Europe continued to look for its economic footing, China introduced a number of expansionary policies to revive its economy, the Middle East wrestled with significant geopolitical events, and Saudi Arabia persisted in the roll-out of substantial development initiatives. Against this backdrop, I am pleased to report that Jadwa achieved a new round of financial, business, and strategic milestones.

In 2024, the firm generated total revenues of ₪806.72 million and net income of ₪247.58 million. These results are attributable to a record ₪720.22 million in operating activities, including 27% growth in recurring

revenues, and ₪86.49 million in incremental gains from investments. Additionally, Jadwa continued to preserve and reinforce a robust balance sheet position throughout the year.

Looking at our business performance, Jadwa achieved a number of important milestones during the year. Most notably, our total client assets crossed the ₪100 billion mark for the first time in Jadwa's 17-year history, including a 37% growth in assets under management. Across asset classes, Jadwa generated ₪7.37 billion in aggregate value creation for clients during 2024, with our regional public equity strategies outperforming their

“

our total client assets  
crossed the ₪100  
billion mark





respective benchmarks by +0.67% to +30.01%. The firm also completed a record  $\text{SAR}$  30.73 billion in capital commitments, investments, and divestments for 40 funds over the past twelve months, covering private equity, real estate, and private credit across regional and international markets. This included offering our first regional and international private equity blind-pool funds, launching 18 new real estate development funds, executing additional acquisitions for seven of our existing real estate funds, and concluding  $\text{SAR}$  5.05 billion in real estate realizations.

“

## The firm completed a record $\text{SAR}$ 30.73 billion in capital commitments, investments, and divestments for 40 funds

On the investment advisory front, we completed multiple mandates and signed new engagements with various institutions to close the year with  $\text{SAR}$  17.40 billion in assets under advisement and  $\text{SAR}$  8.54 billion in fiduciary management mandates. Jadwa also received 14 awards during the year in recognition of its distinctive performance, including Best Asset Manager in Saudi Arabia by EMEA Finance, Best MENA Equity Group, Best MENA Equity Fund, Best GCC Equity Fund, and Best Saudi Equity Fund at the 2024 LSEG Lipper Fund Awards, Best Global Sukuk Fund by Global Banking and Markets, and Best Performance in Global Sukuk and Bond Funds and Best Performance in Murabaha and Money Market Funds less than  $\text{SAR}$  1 Billion at the Sanadeq Investment Fund Awards.

On the strategic front, Jadwa remained steadfast in the execution of its growth initiatives. This included the continued expansion of our offerings across a wider range of markets, structures, and asset classes, and the continued refinement of our client servicing through coverage enhancements, product design optimization, operational automation, and client interface digitization. Indeed, I am also pleased to report that Jadwa launched its first mobile app during the year as part of its efforts to ensure a seamless client experience.

In light of Jadwa's strong performance and positive momentum, the Board of Directors is pleased to propose a cash dividend of  $\text{SAR}$  2.00 per share for fiscal year 2024, equivalent to 20% of the nominal share value. Looking to 2025, I remain excited about Jadwa's

promising potential and long-term trajectory. Our organizational capabilities and methods will enable us to continue to generate distinctive investment results, and our strategic focus and drive for innovation will allow us to deliver superior investment offerings and client servicing. Most importantly, our unwavering commitment to our clients' interests will ensure that we always preserve Jadwa's track record and standing as a leading investment firm. Through all of this, we will continue to create long-term value for our clients, shareholders, and wider community.

Overall, 2024 was a year of new records and milestones for the firm. With all of these achievements in mind, I would like to express my heartfelt appreciation to our clients for their continued trust, to our shareholders for their enduring support, and to my fellow directors for their vision and wisdom. I would also like to express my deepest gratitude to our management team, who continue to shape Jadwa's unparalleled track record, distinctive reputation, and growth outlook. As I look to the future, I am confident that our people, our values, and our purposeful commitment will always set Jadwa apart.

With my best regards,



**Adib Alzamil**  
Chairman of the Board of Directors



# CEO's statement

---

Respected shareholders,

Over the past year, the global economy has been shaped by the competing effects of several major economic and geopolitical developments. As 2024 unfolded, inflation generally maintained its downward trajectory across the world, allowing central banks to initiate interest rate cuts in an effort to preserve economic growth and employment. In the US, the nation voted for a Republican administration, which has raised market expectations of a pro-growth economic agenda despite risks from potential trade and immigration policies. On the other hand, Europe continued to grapple with weak economic growth while dealing with the conflict in Ukraine, and China unleashed a number of monetary and fiscal measures in an effort to steer the economy towards its 5% GDP growth target. Closer to home, the Middle East continued to face significant geopolitical challenges, while Saudi Arabia maintained its commitment to implementing a transformative economic development agenda.

Within this context, Jadwa achieved strong growth and a new set of business milestones during 2024. The highlights for the year include crossing the  $\text{ﷲ}$  100 billion mark in total client assets under management and advisement, growing our assets under management

“  
the firm ... grew its assets  
under management by  
37%

by 37% to a record  $\text{ﷲ}$  85.34 billion, reaching  $\text{ﷲ}$  17.40 billion in assets under advisement, achieving 27% growth in recurring revenues, delivering  $\text{ﷲ}$  7.37 billion in value creation for our clients; generating +0.67% to +30.01% in outperformance across our regional public equity strategies; completing a record  $\text{ﷲ}$  25.66 billion in new private equity, real estate, and private credit capital commitments and investments; achieving  $\text{ﷲ}$  5.05 billion in real estate realizations; winning  $\text{ﷲ}$  3.24 billion in new and expanded investment advisory and fiduciary management mandates; launching our first mobile app; holding Jadwa Talks with David Rubenstein and with Dr. Mohamed El-Erian; winning 13 industry awards in recognition of the firm's distinctive track record; and continuing our strategic efforts to broaden our investment offerings, enhance our client servicing, and upgrade our operational infrastructure.



“  
delivering ₪7.38 billion in  
value creation for our clients

## Financial performance

Jadwa achieved another round of strong financial results across its various business activities during 2024 while maintaining a highly robust and prudent balance sheet position. Overall, the firm delivered ₪806.72 million in revenues and ₪247.58 million in net income. These results were generated through 21% growth in operating revenues to a record ₪720.22 million, along with ₪86.49 million in realized and unrealized gains from our balance sheet investments. All in all, these financial metrics for 2024 represent the firm's second-best annual performance on record, following our exceptional results in 2022.

## Business performance

Looking at our operating activities in 2024, Jadwa achieved significant business growth, delivered distinctive investment performance for clients, and completed a record volume of investment and divestment transactions across asset classes. Overall, the firm surpassed ₪100 billion in total client assets and grew its assets under management by 37% to reach a record ₪85.34 billion. Importantly, 65% of the inflows came from existing client relationships, which reflects our clients' continued trust in the firm.

Across our public markets practice, 2024 was another year of consistent outperformance in the midst of market volatility. Our regional public equity strategies delivered returns ranging from 4.78% to 91.08%, with all strategies outperforming their respective benchmarks by +0.67% to +30.01%. Our clients' investments in this space come in the form of public funds, client-specific private funds, and discretionary mandates, and span local, regional, emerging, and developed markets. The year also saw the introduction of Jadwa Energy Equity Fund, an actively managed strategy that invests in a diversified and selective manner in publicly listed regional companies in energy and energy-related sectors. In recognition of Jadwa's distinctive and consistent outperformance in public markets, the firm received 12 awards during the year, including Best Asset Manager in Saudi Arabia by EMEA Finance, Best MENA Equity Group, Best MENA Equity Fund, Best GCC Equity Fund, and Best Saudi Equity Fund at the 2024 LSEG Lipper Fund Awards, Best Global Sukuk Fund by Global Banking and Markets, and Best Performance in Global Sukuk and Bond Funds and Best Performance in Murabaha and Money Market Funds less than SAR 1 Billion at the Sanadeq Investment Fund Awards.

In private equity, we raised ₪1.16 billion in capital commitments across three funds, of which ₪461 million has been deployed into 11 investments. In the region, we launched Jadwa GCC Private Equity Fund 1 with a first close at ₪1.0 billion. Importantly, this constitutes our first regional blind-pool fund and marks an important step in the continued evolution of our private equity practice. The fund is among the largest blind-pool private equity funds regulated by the Capital Market Authority, has a three-year investment period, and aims to invest in a diversified portfolio of businesses across the GCC. In fact, the fund has already called and deployed 33% of its committed capital across three investments in the retail and food-and-beverage sectors, and is expected to complete its final close during 2025. Beyond the region, we launched Jadwa International Private Equity Fund 2, which also constitutes our first blind-pool offering in international private equity. The fund is focused on the US market, has a one-year investment period, and is expected to construct a diversified portfolio of co-investments. So far, the fund has deployed 59% of its capital across eight co-investments. Building on its track record, our private equity practice received Cross-border Deal of the Year (2023) by Islamic Finance News.

“  
the firm received 14 awards  
(overall) during the year

In real estate, we completed a record ₪28.93 billion in capital commitments, investments, and divestments across 30 new and existing funds. On the investment front, we launched 10 funds to invest in various residential, office, and mixed-use development projects across Riyadh, seven funds to develop land infrastructure across various locations, and one fund to invest in local real estate funds. In addition, seven of our existing real estate funds completed 16 new acquisitions with an aggregate value of ₪1.86 billion. As for divestments, our real estate platform completed ₪5.05 billion in total realizations across 10 funds. In recognition of its impressive investment track record, our real estate practice won Best Investment Return in Saudi Real Estate Investment Funds at the Sanadeq Investment Fund Awards.

In private credit, Jadwa International Income Fund further grew its holdings in the US private credit market, generated 9.00% in annualized dividend yield, and delivered 70.41% in net returns since inception in March 2020. The multi-manager fund also continued to expand its relationships and co-investments with best-in-class investment partners in the space. As for our investment advisory practice, we received ₪3.24 billion in additional client assets from new and expanded



mandates during 2024, bringing the firm's advisory and fiduciary management mandates to ₪ 17.40 billion and ₪ 8.54 billion, respectively. Jadwa's advisory clients today span government-related entities, corporates, non-profit endowments, and family offices, and our scope of services include designing an institution's investment strategy and asset allocation program, developing its investment governance and policy statements, advising on manager selections, and providing operational set-up and performance monitoring support. In addition, we continued to manage an expanding set of multi-manager offerings, which provide our advisory clients global reach and efficient access to a wide range of liquid and illiquid asset classes through top-tier managers.

## Strategic performance

Our strategic efforts throughout 2024 continued to focus on two key priorities. The first is to expand the scope of our investment offerings and services across a growing spectrum of asset classes and markets. The aim of this strategic priority is to enable our clients to access a broad universe of distinctive Shariah-compliant investments, and thereby to construct tailor-made, well-diversified, and effective investment portfolios. Toward this goal, we worked over the past twelve months on a number of initiatives to fortify and further enhance our core offerings. For example, we actively managed the size of assets under management in public markets to maintain our strong outperformance track record and value proposition to clients. In private equity, the evolution of our model to blind-pool funds will allow us to capture a wider and more diversified range of investment opportunities across sectors and business stages. Additionally, in real estate, we further invested in our internal resources, processes, and structures as we continued to set new deployment records. We also introduced a number of new offerings during the year, Jadwa Energy Equity Fund , Jadwa Developed Markets Active Public Equity Fund, and the fourth vintage of our multi-manager offerings.

Our second strategic priority is to enhance the scale and quality of our client coverage. The aim here is to proactively and continuously upgrade our service model in line with our growing client base and their evolving expectations. Our comprehensive strategic effort on this front encompasses three primary levers. The first is investing in our client coverage resources and capabilities. To that end, we have revised and upgraded our client coverage model in an effort to enhance the effectiveness of our client servicing. We have also expanded our network of partnerships with commercial banks and fintech platforms in order to broaden the scope of our client reach and coverage.

The second lever is optimizing our product design in line with client preferences. On this front, we have evolved our private equity offerings across regional and international markets from deal-specific funds to

diversified blind-pool funds, which culminated in the launch of Jadwa GCC Private Equity Fund 1 and Jadwa International Private Equity Fund 2. This will enable us to cater more effectively to the preferences of our institutional clients, and to encourage and enable our private wealth clients to diversify their investments more broadly, thereby ensuring healthier and more sustainable client relationships. In addition, we have continued to

“

(we have) evolved our private equity offerings across regional and international markets from deal-specific funds to diversified blind-pool funds

enhance and streamline the firm's growing multi-asset discretionary account and fund platform. Through this suite of multi-asset offerings, clients today can receive tailored asset allocation and portfolio construction services, priority allocation to Jadwa's funds, and reduced



minimum investment requirements. Together, these initiatives aim to enhance our value proposition to clients, and to further augment the breadth and depth of our client relationships.

The third lever is enhancing the automation of our client servicing and operational infrastructure. Initiatives under this lever fall into two broad categories. The first set of initiatives aim to further digitize our client interface for the purpose of enhancing our “red carpet” service quality and client satisfaction. On this front, following the unveiling of our new website, online account opening, client portal, online subscription platform, and online KYC

## “ launch of our first mobile app

update platform in 2022-2023, the last twelve months saw the continued enhancement of these digital interfaces along with the launch of our first mobile app. The second set of initiatives aims to streamline and further automate our internal processes for the purpose of enhancing the effectiveness and efficiency of our operational execution.

On this front, a number of automation initiatives have been completed, with many more under way to comprehensively upgrade our operational infrastructure, processes, and information systems.

While we have achieved significant progress across both strategic priorities, much more remains to be done. We will therefore continue to work on completing our list of strategic initiatives in the coming months through a series of implementations, upgrades, and refinements, all towards further enhancing the breadth of our investment offerings and the seamlessness of our client servicing. Through all of this, we will aim to nurture our clients’ trust and to lead the way to new heights of excellence.

Finally, I would like to express my gratitude and appreciation to our team members for being the embodiment of everything that Jadwa stands for. Year after year, they work tirelessly and with passion, commitment, and creativity to continue to grow Jadwa and preserve its distinctive position. I am truly inspired by their uncompromising sense of purpose and duty to our clients, and it is through their eyes that I look forward to the future with great anticipation.

Sincerely,



**Tariq Al-Sudairy**  
Managing  
Director & CEO



# Business overview

---

## Jadwa Investment

**Jadwa Investment is the premier investment management and advisory firm in Saudi Arabia and the wider region. Headquartered in Riyadh with three regional offices, the firm has ﷲ102.74 billion in client assets under management and advisement. Its clients include government entities, local and international institutional investors, leading family offices, and private wealth investors. Jadwa is licensed by the Saudi Capital Market Authority to manage investments and operate funds, and to undertake advising, arranging, dealing, and securities custody services.**

Since inception in 2007, Jadwa has built a strong track record across the full breadth of its activities. The firm's specialized offerings include investment management across public equity, private equity, real estate, private credit, and fixed income; and discretionary and non-discretionary investment advisory services. Today, Jadwa is Saudi Arabia's best performing public equity manager, largest private equity investor, and largest manager of listed REITs. It has developed a reputation as the 'partner of choice' best able to deliver differentiated performance to its clients, and best suited to take businesses to the next phase of institutionalization and growth. It is also recognized for the quality and insights of its widely read economic research reports.

## Client assets

In the context of a rapidly evolving global economic landscape, Jadwa Investment has continued to expand the depth and breadth of its client relationships. Over the past twelve months, it has grown its assets under management by 37% to ﷲ85.34 billion and reached ﷲ17.40 billion in assets under advisement. This growth continues to be driven by the firm's business strategy, which aims to offer an expanding universe of best-in-class, Shariah-compliant investment offerings and distinctive client servicing. It is also a reflection of clients' continued trust in Jadwa's ability to deliver superior investment results while maintaining the highest standards of investment prudence and performance.



## Investment management

### PUBLIC MARKETS

Jadwa's public markets platform enables clients to access public equity and fixed income investments across local, regional, emerging, and developed markets. The firm's managed portfolios across these markets span a wide range of investment strategies and come in the form of public funds, client-specific private funds, and segregated mandates.

In 2024, Jadwa's regional public equity strategies delivered returns ranging from 4.78% to 91.08%, with all strategies outperforming their respective benchmarks by +0.67% to +30.01%. These results build on Jadwa's long and distinguished track record of market-leading investment performance, and continue to be driven by the firm's disciplined, fundamentals-based investment philosophy.

On the product development front, the firm launched Jadwa Energy Equity Fund in May 2024. The fund follows an active management strategy that invests in a diversified and selective manner in publicly listed regional companies in energy and energy-related sectors.



**Jadwa's regional public equity strategies delivered returns ranging from 4.78% to 91.08%**

In recognition of its distinctive performance track record, Jadwa's public markets practice won 12 awards during the year, including Best Asset Manager in Saudi Arabia in 2023 by EMEA Finance, Best MENA Equity Group, Best MENA Equity Fund (3, 5 and 10 years), Best GCC Equity Fund (10 years), and Best Saudi Equity Fund (10 years) at the 2024 LSEG Lipper Fund Awards, Best Global Sukuk Fund Strategy & Performance (1 year) by Global Banking and Markets, and Best Performance in Global Sukuk and Bond Funds and Best Performance in Murabaha and Money Market Funds less than \$1 Billion at the Sanadeq Investment Fund Awards. The firm's public markets practice also received Moody's reaffirmation of its MQ1 investment manager quality rating, the highest possible rating on Moody's global scale for evaluating asset managers.

### PRIVATE EQUITY

Jadwa's private equity platform offers clients exposure to the asset class across regional and international markets. In 2024, the firm raised \$1.16 billion in capital commitments across three funds, of which \$461 million has been deployed into 11 investments.

On the regional front, the firm launched Jadwa GCC Private Equity Fund 1, Jadwa's first regional blind-pool fund, with a first close at \$1.0 billion. The fund is among the largest blind-pool private equity funds regulated by the Capital Market Authority, has a three-year investment period, and aims to invest in a diversified, cross-sectoral set of high-potential private equity opportunities across the GCC. In line with its investment strategy, the fund has already called and deployed 33% of its committed capital across three warehoused investments in the retail and food-and-beverage sectors. The fund is expected to complete its final close during 2025.

Internationally, the firm launched Jadwa International Private Equity Fund 2, Jadwa's first blind-pool offering in international private equity. The fund is primarily focused on the US market, has a one-year investment period, and is expected to be deployed across a diversified portfolio of co-investments with multiple private equity firms. So far, the fund has deployed 59% of its capital across eight co-investments.



**raised \$1.16 billion in capital commitments across three private equity funds**

The firm's private equity practice was awarded Best Cross-Border Deal of the Year by Islamic Finance News for its 2023 investment in Gissah Perfumes.

### REAL ESTATE

In real estate, Jadwa's clients can access a wide range of development projects and income-yielding investments across markets. Over the past twelve months, the firm completed a record \$28.93 billion in capital commitments, investments, and divestments across 30 new and existing funds.

Jadwa launched 18 new local real estate funds during the year, with an aggregate capital commitment of \$22.02 billion. Al Dar Investment Fund 3, Al Malqa Jewel Investment Fund, Home Investment Fund, Jadwa Hittin Jewel Real Estate Fund, Jadwa Private Real Estate Investment Fund 41, and Park View Investment Fund were launched to develop multiple residential projects in Riyadh. Golden Views Investment Fund, Jadwa Al-Narjis Gate Real Estate Fund, and Riyadh Gate Investment Fund were launched to develop various mixed-use projects in Riyadh. Capital Avenue Investment Fund was launched to develop a prime office tower in Riyadh. Development Landmarks Investment Fund, Jadwa North Oasis Real Estate Fund, Jadwa North Gate Real Estate Fund, Jadwa Private Real Estate Investment Fund 40, Jadwa Private

“

## Jadwa launched 18 new local real estate funds during the year, with an aggregate capital commitment of **ﷲ 22.02 billion**

Real Estate Investment Fund 45, Thraa Investment Fund 1, and Thraa Investment Fund 2 were launched to develop land infrastructure in Riyadh and Malham. And Jadwa Private Fund 52 was launched to invest in local real estate funds. In addition, seven of our existing real estate funds completed 16 new acquisitions with an aggregate value of **ﷲ 1.86 billion**.

On the divestment front, Jadwa’s real estate platform completed **ﷲ 5.05 billion** in total realizations across ten funds. Al Narjis Investment Fund fully divested its holdings; Al Dar Investment Fund 2, Al Dar Investment Fund 3, Bin Saedaan Investment Fund, and Al Suliman Investment Fund completed incremental sales representing a significant share of their respective

portfolios; Al Shorfa Investment Fund sold five of its properties; Jadwa North Oasis Real Estate Fund and North Views Investment Fund sold multiple land plots; Osus Investment Fund completed the partial sale of its Osus Arena Project; and Zood Investment Fund exited its investment in Al Kakiah Apartment Complex.

In 2024, Jadwa’s real estate practice won Best Investment Return in Saudi Real Estate Investment Funds at the Sanadeq Investment Fund Awards.

### PRIVATE CREDIT

Through its private credit offering, Jadwa provides clients income-yielding investment opportunities that span regional and international markets. In 2024, Jadwa International Income Fund further grew its holdings in the US private credit market, generated 9.00% in annualized dividend yield, and delivered 70.41% in net returns since inception in March 2020. The multi-manager fund also continued to expand its relationships and co-investments with best-in-class fund managers in the private credit space.

### Investment advisory

Jadwa’s investment advisory services encompass designing an institution’s investment strategy and asset allocation program, developing its investment governance and policy statements, advising on manager selection,





and providing operational set-up and performance monitoring support. Today, the firm's advisory clients include government-related entities, corporates, non-profit endowments, and family offices.

“

**Jadwa International Income Fund ... delivered 70.41% in net returns since inception in March 2020**

In 2024, Jadwa received ₪3.24 billion in incremental client assets from new and expanded mandates, bringing the firm's advisory and fiduciary management mandates to ₪17.40 billion and ₪8.54 billion, respectively. In addition, Jadwa continued to manage its expanding portfolio of multi-manager funds, which now stands at ₪6.36 billion across liquid and illiquid asset classes. As part of this effort, the firm launched its fourth series of multi-manager funds across alternative asset classes, including private equity and absolute return strategies, which will deploy capital across a growing set of underlying managers. The multi-manager offerings have been developed to provide the firm's advisory clients global reach and efficient access to a wide range of asset classes through best-in-class managers.

”

**received ₪3.24 billion in incremental client assets from new and expanded investment advisory mandates**

## Dealing

Jadwa provides dealing services to a large proportion of its investment management clients. In 2024, the firm executed over 495,709 trading orders and negotiated deals with an aggregate value of more than ₪7.28 billion.





## Economic research

As major economic developments unfolded in Saudi Arabia and around the globe over the past year, Jadwa continued to affirm its position as a thought leader and trusted source of macroeconomic research and insight. In total, Jadwa issued 18 reports in 2024 covering key economic and market developments. These included reports on the Saudi economy, Saudi Arabia's 2025 budget, the Saudi labor market, and the Saudi balance of payments, and 12 monthly chartbooks.

“

### Jadwa continued to affirm its position as a thought leader

The firm also participated in and presented its research at 12 local and international conferences, including the 6th KAFD Dialogue, a webinar by the British embassy in Riyadh, a presentation at the Saudi Central Bank on Jadwa's economic forecast for 2024-2025, the 'Outlook for MENA Economies Roundtable Discussion' on the sidelines of the World Economic Forum in Riyadh, the PIF Economic Roundtable on Advancing Financial Market Development, the SIDF's Third Economic Roundtable, the CFA Society's Speakers Event, a presentation for Saudi Aramco and for Saudi Venture Capital, a panel session

at the 'Decarbonization Amid Global Uncertainty: A Focus on GCC-China Industrial Supply Chains' workshop organized by KAPSARC and the Chinese Academy of Social Sciences, and a panel discussion on 'Doing Business in the Kingdom: Economic Fundamentals and Recent Regulations' by the Cheung Kong Graduate School of Business in collaboration with Asia House. In the course of the year, Jadwa's research subscriptions grew to 7,469 and its reports were downloaded 180,032 times.

## Shariah compliance

Throughout 2024, Jadwa continued to ensure the adherence of all operations to Shariah requirements, and its commitment to developing a wider range of best-in-class investment offerings further cemented the firm's leadership among Shariah-compliant investment firms.

The Jadwa Shariah Supervisory Board studied and issued resolutions regarding a range of topics in 2024, including prospective investment products across asset classes, new investment and partnership structures, and account opening agreements. Jadwa's Shariah compliance team also completed its annual audit procedures, updated the Shariah guidelines and screening list, reviewed and approved multiple IPO and sukuk offerings, and undertook 115 research studies on various local and international investment structures and transactions.





## Corporate social responsibility

Corporate social responsibility features significantly in Jadwa's culture and sense of purpose. Accordingly, the firm continued its efforts throughout 2024 to contribute to its wider community through the Jadwa Impact Program (JIP). This included organizing a JIP trip for 60 team members to Al-Ahsa to provide in-kind support to families in need; participating in a Ramadan Baskets initiative in collaboration with Indimaj Association; delivering gifts to students at the Society for Learning Disabilities; donating to the Autism Families Association, Down Syndrome Charitable Association, and National Association of the Blind (Kafeef); contributing to the National Charity Campaign via the Ehsan platform; conducting a workshop on institutional investment for 64 male and female students from King Saud University; and organizing an educational competition for 50 high school students from the Advanced Learning Schools.

Additionally, through its various Jadwa Academy programs, Jadwa continued to offer university students and recent graduates the opportunity to work alongside its professional team for a period of three to six months. The aim of these programs is to provide young men and women professional exposure, work-based learning, and skill enhancement that can guide the development and direction of their future careers. In total, 59 interns and cooperative trainees—45 men and 14 women—were selected to enroll in Jadwa's professional development programs across different departments during 2024.

# The Saudi economy in 2025

Saudi Arabia's non-oil economy continues to expand at a brisk pace, underpinned by structural reforms, the 2030 Vision investment drive and healthy demographics. We forecast real non-oil GDP growth of 4.4% in 2025 and 4.5% in 2026. Growth will be driven by both consumption and investment. Employment growth and expanding tourism will support consumption, while a strong pipeline of public and private sector projects will underpin investment.

Growth will be broad-based, with strong momentum in 'wholesale and retail trade, restaurants and hotels', 'transport and communication', 'construction' and 'finance and insurance'. We expect further growth in tourism and gains in non-oil manufacturing. Non-oil manufacturing has been negatively affected by lower Chinese demand for Saudi petrochemicals, but is increasingly supported by higher local demand, driven by efforts to localize production and develop supply chains.

The loan-to-deposit ratio has risen, but credit growth will continue at robust rates as banks tap wholesale funding externally and regional and international banks supply more direct funding to companies and projects.

We forecast Brent crude to average \$75pb in 2025 and in 2026, down from the average of \$80pb in 2024. Saudi Arabia's main export blend, Arab Light crude to Asia, will enjoy a \$1-2pb premium over Brent. Oil prices are always subject to volatility and 2025 is no exception, with downside risks related to worries about global demand and upside risks related to geopolitics. Global oil demand worries center on the potential impact of US tariff policy and structurally softer Chinese demand for oil. Saudi Arabia's fiscal position remains strong. The

“

The Saudi economy is well positioned to weather external shocks, given the strong sovereign balance sheet and the ongoing structural reform and investment drive



Kingdom will run budget deficits at around 3% of GDP in 2025-2026, with government debt rising but remaining relatively low at less than 35% of GDP. Oil price volatility remains the key risk given that oil revenue accounts for around 60% of total revenue.

The current account will slip into small deficits in 2025-2026 given oil price dynamics and strong import growth linked to high levels of consumption and investment. At the same time, we expect lower outflows from the financial account and higher inflows. As a result, SAMA's foreign reserves will remain high, in excess of USD400

billion. While the domestic fundamentals are strong, there are risks to the outlook, including the evolution of oil prices, global trade policy, high interest rates or a sharper slowdown in China's economy. Implementing such a large pipeline of investments and projects will also present logistical and funding challenges along the way.

Overall, the Saudi economy remains in good shape and well positioned to weather external shocks, given the strong sovereign balance sheet and the ongoing structural reform and investment drive.

**4.4%**

projected non-oil  
growth in 2025

**4.5%**

projected non-oil  
growth in 2026

**25.5%**

gross fixed investment  
percent of GDP

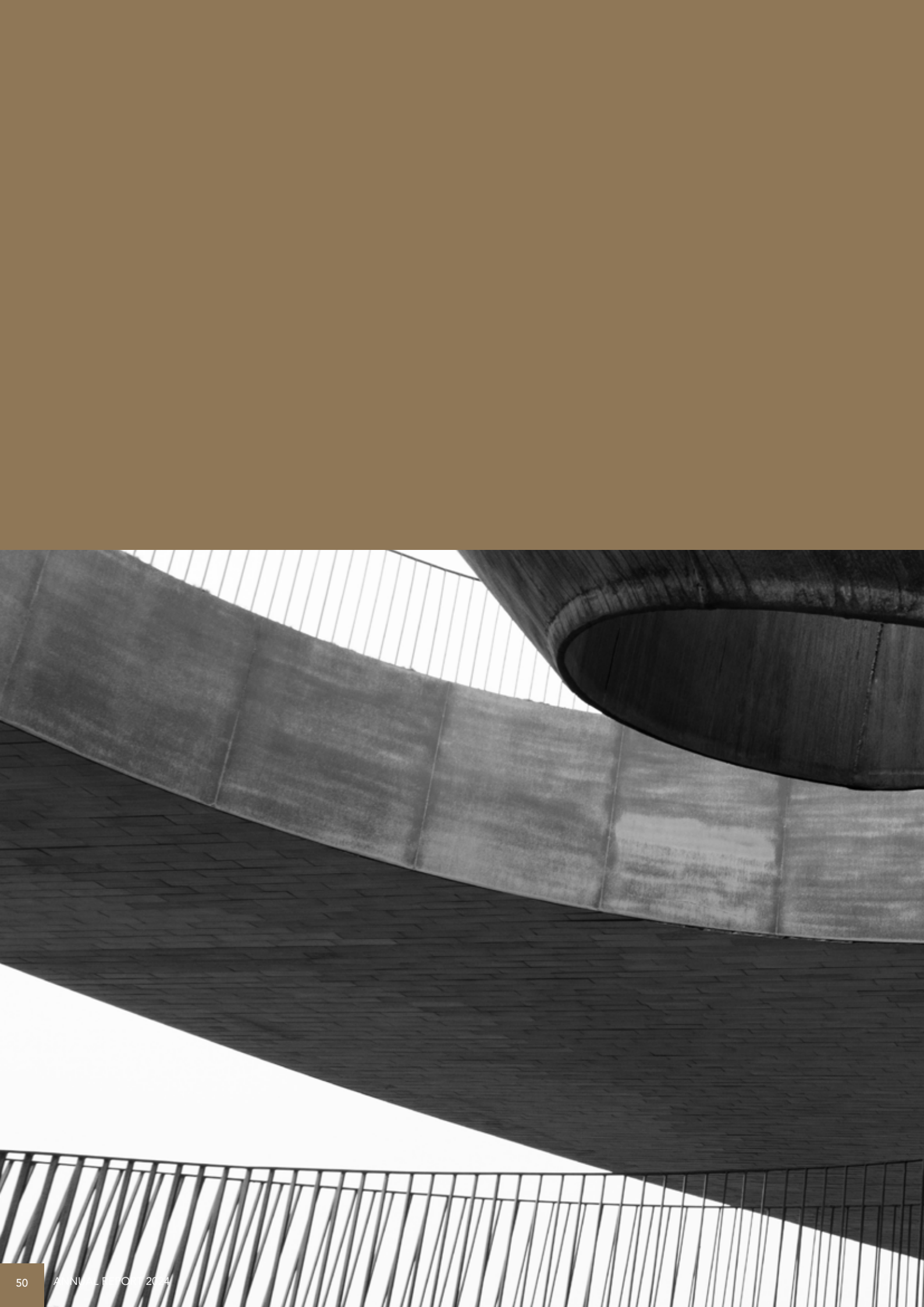
**\$1-2pb**

Saudi oil price  
premium over Brent

**32%**

of GDP government  
debt in 2025







# Corporate governance



# Corporate governance

Jadwa Investment has adopted corporate governance principles in line with international standards and in harmony with the related rules and regulations issued by relevant authorities in the Kingdom of Saudi Arabia. Jadwa has also fulfilled and complied with the Capital Market Authority (CMA) requirements in relation to the establishment of Board committees, the independence of the Board of Directors, and the firm’s corporate governance structure.

## Board of directors

### DIRECTORS

The following individuals served on the firm’s Board of Directors in 2024:

Name	Title
Non-executive	
Mr. Adib Alzamil	Chairman
Mr. Abdulaziz Alsubeaei	Vice Chairman
Mr. Abdulrahman Al-Ruwaita	Director
Independent	
Mr. Chris Masterson	Director
Mr. Iqbal Khan	Director
Mr. Khalid Al-Khowaiter	Director
Mr. Michael Powell	Director
Executive	
Mr. Tariq Al-Sudairy	Managing Director & CEO

## MEETINGS IN 2024

During 2024, the Board conducted five meetings:

Name	No. 62 29/01/2024	No. 63 28/03/2024	No. 64 26/06/2024	No. 65 01/10/2024	No. 66 18/12/2024
Adib Alzamil	✓	✓	✓	✓	✓
Abdulaziz Alsubeaei	✓	✓	✓	✓	✓
Abdulrahman Al-Ruwaita	✓	✓	✓	✓	✓
Chris Masterson	✓	✓	✓	✓	✓
Iqbal Khan	✓	✓	✓	✓	✓
Michael Powell	✓	✓	✓	✓	✓
Khalid Al-Khowaiter	✓	✓	✓	✓	✓
Tariq Al-Sudairy	✓	✓	✓	✓	✓

## MEMBERSHIP IN OTHER COMPANIES

Name	Membership in other companies
Adib Alzamil	<ul style="list-style-type: none"> <li>Fajr Capital Limited – Chairman of the Board of Directors</li> <li>Sanabil Investment– Member of the Board of Directors</li> <li>United Carton Industries Company Limited – Chairman of the Board of Directors</li> <li>Zamil Group Holding Company – Member of the Board of Directors</li> </ul>
Abdulaziz Alsubeaei	<ul style="list-style-type: none"> <li>Mohammed I. Alsubeaei &amp; Sons Investment Co. (MASIC) – Member of the Board of Directors</li> <li>MASIC Logistics - Chairman of the Board of Directors</li> <li>Saudi Mechanical Industries Company – Vice Chairman of the Board of Directors</li> <li>Fajr Capital Limited – Member of the Board of Directors</li> <li>Sultan Holding Company – Member of the Board of Directors</li> <li>Central ArRiyadh Development Co. – Member of the Board of Directors</li> <li>Imam Saud bin Abdulaziz Reserve – Member of the Board of Directors</li> <li>Real Estate General Authority – Member of the Board of Directors</li> <li>National Center for Family Business – Member of the Board of Directors</li> <li>AlMarshad Group Holding Company – Member of the Board of Directors</li> <li>THARA Investment Company – Chairman of the Board of Directors</li> <li>AID Medical - Chairman of the Board of Directors</li> <li>Hamat Alraeda Company – Member of the Board of Directors</li> <li>Education Support Society “Ta’Allom” – Founding Member of the Board</li> <li>TATRA Global - Chairman of the Board of Directors</li> <li>Almalfa Tourism Company - Chairman of the Board of Directors</li> <li>PNU Endowments Co. - Member of the Board of Directors</li> <li>MeemAin for Education - Chairman of the Board of Directors</li> <li>Foundation of Honoring the Dead – Member of the Board of Trustees</li> </ul>

Name	Membership in other companies
Abdulrahman Al-Ruwaita	<ul style="list-style-type: none"> <li>Saudi Research and Marketing Group – Chairman of the Board of Directors</li> <li>General Authority of Media Regulation - Member of the Board of Directors</li> <li>News 24 Holding Company - Member of the Board of Directors</li> <li>MBC Group - Member of the Board of Directors</li> <li>Al-Arabiya News Holding Company Limited - Member of the Board of Directors</li> <li>King Fahad National Library – Member of the Board of Trustees</li> </ul>
Iqbal Khan	<ul style="list-style-type: none"> <li>Fajr Capital Limited – Founding Director and Chief Executive Officer</li> <li>MENA Infrastructure (GP) Limited – Member of the Board of Directors</li> <li>Saudi Mechanical Industries Company – Member of the Board of Directors</li> <li>Cravia Group Holdings Limited – Member of the Board of Directors</li> <li>Aster DM Healthcare - Member of the Board of Directors</li> </ul>
Michael Powell	<ul style="list-style-type: none"> <li>E-Circuit Motors – Chairman of the Board of Directors</li> <li>Fajr Capital Limited – Member of the Board of Directors</li> <li>Inqdata Limited – Chairman of the Board of Directors</li> <li>FinEx Capital Management LLP – Member of the Board of Directors</li> <li>Veridium Limited – Member of the Board of Directors</li> </ul>
Chris Masterson	<ul style="list-style-type: none"> <li>Fajr Capital Limited – Member of the Board of Directors</li> </ul>
Khalid Al-Khowaiter	<ul style="list-style-type: none"> <li>Anwar Altareq Rentals – Member of the Board of Directors</li> <li>Zahwa Rentals – Member of the Board of Directors</li> <li>Java Time – Member of the Board of Directors</li> <li>United Wire Factories Company – Member of the Board of Directors</li> <li>Al Dowayan Holding Company – Member of the Board of Directors</li> <li>CALX Consulting Company - Chairman of the Board of Directors</li> </ul>
Tariq Al-Sudairy	<ul style="list-style-type: none"> <li>Saudi Mechanical Industries Company – Member of the Board of Directors</li> <li>The Financial Academy – Member of the Board of Trustees</li> <li>Misk Foundation - Member of the Board of Directors</li> <li>Riyadh Schools – Member of the Board of Directors</li> <li>Abdulrahman Al-Sudairy Foundation – Member of the Board of Directors</li> </ul>

## BOARD DISCLOSURE

The Board of Directors declares that there were no contracts or businesses during the financial year 2024 to which Jadwa was a party and where there was an interest for a member of the Board of Directors, chief executive officer, senior executives or for any person related to any of them.

# Board committees

## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee examines the firm’s financial statements and accounting policies and supervises the work of the Internal Audit Department and external auditors.

The committee held four meetings in 2024:

Name	Title	No. 73 20/03/2024	No. 74 10/06/2024	No. 75 18/09/2024	No. 76 09/12/2024
Abdulrahman Al-Ruwaita	Chairman	✓	✓	✓	✓
Nasser Al-Qahtani	Member	✓	✓	✓	✓
Khalid Al-Khowaiter	Member	✓	✓	✓	✓
Rami Al-Shedi	Secretary				

## COMPLIANCE COMMITTEE

The Compliance Committee oversees Jadwa’s implementation of all applicable laws and regulations, with the aim to ensure full compliance, minimize legal and regulatory risk, and enforce the highest ethical standards.

The committee held four meetings in 2024:

Name	Title	No. 58 20/03/2024	No. 59 12/06/2024	No. 60 17/09/2024	No. 61 08/12/2024
Abdulaziz Alsubeaei	Chairman	✓	✓	✓	✓
Tariq Al-Sudairy	Member	✓	✓	✓	✓
Naif Abuhaimeed	Member	✓	✓	✓	✓
Yash Paul	Member	✓	✓	✓	✓
Rami Al-Shedi	Member	✓	✓	✓	✓
Ghada Al-Wabil	Secretary				

## INVESTMENT COMMITTEE

The Investment Committee ensures that the firm's investments are conducted in accordance with its investment policy, continuously monitors the overall performance of the firm's investments, and recommends changes as appropriate.

The committee held six meetings in 2024.

Name	Title	No. 78 24/01/2024	No. 79 21/03/2024	No. 80 11/06/2024	No. 81 12/06/2024	No. 82 17/09/2024	No. 83 02/12/2024
Michael Powell	Chairman	✓	✓	✓	✓	✓	✓
Chris Masterson	Member	✓	✓	✓	✓	✓	✓
Tariq Al-Sudairy	Member	✓	✓	✓	✓	✓	✓
Hani Halawani	Member	✓	✓	✓	✓	✓	✓
Naif Abuhaimeid	Secretary						

## REMUNERATION AND NOMINATION COMMITTEE

The Remuneration & Nomination Committee oversees Jadwa's strategies and policies in relation to the recruitment, reward, retention, motivation, and career development of the firm's team members.

The committee held four meetings in 2024:

Name	Title	No. 61 18/03/2024	No. 62 12/06/2024	No. 63 16/09/2024	No. 64 09/12/2024
Ann Almeida	Chairperson	✓	x	✓	✓
Abdulaziz Alsubeaei	Member	✓	✓	✓	✓
Iqbal Khan	Member	✓	✓	✓	✓
Tariq Al-Sudairy	Member	✓	✓	✓	✓
Naif Almutairi	Secretary				



## Remuneration

The following table presents the compensation of the members of the Board of Directors:

Item	Non-executive members (₹)	Independent members (₹)	Executive Members (₹)
Allowance for attendance of Board meetings	57,828	95,415	15,000
Allowance for attendance of Board committee meetings	90,000	150,000	None
Annual and periodic remunerations	1,475,000	1,725,000	None
Incentive plans	None	None	None
Any other compensation or other in-kind benefits paid monthly or annually	None	None	None
<b>Total</b>	<b>1,622,828</b>	<b>1,970,415</b>	<b>15,000</b>

The following table presents the compensation of the five senior executives who received the highest remuneration and compensation in the reported year, including the CEO and CFO (or else in addition to them, if the CEO and CFO are not among them):

Item	₹
Salaries and wages	8,102,251
Allowances	4,002,798
Periodic and annual remunerations	32,180,000
Incentive plans	The firm provides long term incentive programs. The value of these programs is not determined upfront as it is linked to the future performance of the firm.
Commissions	N/A
Any compensation or other in-kind benefits paid monthly or annually	N/A
<b>Total</b>	<b>44,285,049</b>

There are no arrangements or agreements in place whereby a Jadwa director or senior executive waives any remuneration or compensation.

## Interests in the firm

Certain directors and senior executives hold interests in the firm in the form of shares. There was no change in these interests during 2024.

## CMA penalties

CMA imposed a warning and two violations on Jadwa:

- A warning for noncompliance with point (1) of sub-article (a) and point (1) of sub-article (c) of Article 49 of the Real Estate Investment Fund Regulations.
- A violation for noncompliance with sub-article (a) of Article 87 of the Investment Fund Regulations.
- A violation for noncompliance with sub-article (E) of Article 81 of the Investment Fund Regulations.

A corrective plan has been implemented to rectify and ensure the compliance with the articles above, and to avoid any future violations.

## Risk management

The primary objectives of the risk management function are to ensure that Jadwa's asset and liability profile, trading positions, and credit and operational activities do not expose Jadwa to losses that could threaten the viability of the firm. The risk management department helps ensure that risk exposures do not become excessive relative to the firm's capital base and financial position. In all circumstances, all activities giving rise to risk are identified, measured, managed and monitored. Risk policy and procedures provide a way to identify and monitor risks and tolerance limits, and to manage arising breaches.

The Board of Directors and management are responsible for defining the firm's risk appetite, developing a risk management strategy, establishing an overall risk culture, and approving the exposure limit structure for different types of risk. The Board is ultimately responsible for ensuring that an adequate and effective system of internal controls is established and implemented, and that an effective risk management framework is in place.

### CREDIT RISK

To manage its credit risk, the firm assigns appropriate limits for counterparty exposure and aging analysis for receivables. The risk management department also performs continuous portfolio risk reviews and highlights key observations and exceptions, if any, to senior management and the Audit and Risk Committee.

### MARKET RISK

Market risk is made up of key risk components, including commission rate risk, foreign exchange risk and equity

price risk. Jadwa manages market risk through the establishment of risk limits, which restrains excessive risk taking. These risk limits are established using a variety of dynamic risk measurement tools, including sensitivity analysis, value-at-risk and stress test methodologies.

### LIQUIDITY RISK

Jadwa manages its balance sheet liquidity by collating the projected cash flows and liquidity profiles of its financial assets and liabilities, with the aim of addressing various liquidity needs, such as routine expenses, cyclical market fluctuations, future changes in market conditions, or a change in the appetite of liquidity providers. The firm also monitors limits for current ratios, liquidity coverage, and the ratio of cumulative gap to total liabilities on a regular basis to ensure that Jadwa is self funded during stressed scenarios. The liquidity coverage ratio (LCR) ensures that Jadwa has adequate stock of unencumbered, high-quality liquid assets that can be converted instantly into cash to meet the firm's liquidity needs for 30 calendar days.

Jadwa draws a contingency funding plan at the beginning of each year to address any liquidity crises. The company carefully identifies triggers where contingency funds are required. The contingency funding plan clearly assesses the sources of funding through diverse resources and is presented to the Board for approval.





## OPERATIONAL RISK

Operational risks entail the risk of direct or indirect loss resulting from inadequate or failed internal processes, people, and systems, or from external events. Enterprise Risk Assessment (ERA) has a dual focus of reducing risk and seeking business opportunity. Jadwa uses a Risk Control Self-Assessment (RCSA) approach to identify operational risks and appropriate controls to ensure steady functioning of the work environment.

This operational risk framework enables the firm to comprehend the inherent and residual risk levels, and to highlight such risks to the team in order to proactively assess existing and emerging risks and effectively manage, transfer, avoid, or mitigate their impact. Jadwa's operational risk framework consists of (i) risk and control self-assessment (RCSA), (ii) operational loss incident and loss management, (iii) risk mitigation, and (iv) risk monitoring, acceptance and reporting.

Operational risk includes insurance risk, to mitigate the impact of which the firm has an adequate set of policies, such as professional indemnity. Insurance policies are aligned to suit the level of inherent operational risk and must be cost-effective for the firm.

Operational risk also includes information security risk. To protect client information, strategic information, and financial and company-related information, the firm has adopted higher IT security governance standards by securing ISO 27001 certification and enabling all

departments to comply with IT-related regulatory requirements. In addition, the firm performs round-the clock external penetration testing for online services, runs team member awareness programs, and has implemented next-generation firewall and intrusion prevention systems as well as a cybersecurity policy to protect against information security risks.

Jadwa is committed to protecting its team members and ensuring critical business functions and infrastructure capabilities are in place to protect its organization, safeguard clients, and ensure sustaining the firm's objectives. Business continuity management (BCM) capabilities consist of (i) crisis management, (ii) a business continuity plan, and (iii) a disaster recovery plan. Jadwa annually performs disaster recovery testing for its critical functions at an offsite location in Riyadh to ensure the ongoing availability of key resources during a crisis.

*More details on financial risks are provided under Note 23 of the financial statements.*



## Internal control

Internal control at Jadwa is supported by three dedicated departments: Internal Audit, Compliance and Risk Management. These departments validate that proper policies and procedures are in place and that they are regularly reviewed, updated and approved by the competent authority, as per the firm's delegation of authority matrix. The matrix sets the authorities and responsibilities of different stakeholders within the firm.

The Internal Audit department validates that proper controls are in place, and that they conform to the Capital Market Authority's guidelines as well as international best practices, by adopting a risk-based approach and by conducting the annual audit plan. All observations are presented to the Audit and Risk Committee, and corrective action plans are agreed with the management team.

A proper governance structure is in place in the form of Board committees, including the Audit and Risk Committee, Compliance Committee, Investment Committee, and Remuneration and Compensation Committee.

The Audit and Risk Committee is an independent committee that is directly linked to the Board of Directors. The committee reviews the financial statements of the firm and supervises the work of the Internal Audit department and external auditors. The committee held four meetings during the fiscal year 2024.

### RESULTS OF THE ANNUAL REVIEW OF INTERNAL CONTROL

The Internal Audit department was supported by a leading Internal Audit consultancy in the implementation

of the 2024 Audit Plan, as approved by the Audit and Risk Committee. The aim of the Audit Plan was to verify the effectiveness of the firm's internal controls, to safeguard the firm's assets, and to evaluate the suitability of the firm's performance in mitigating risks. The annual review covered the following functions and departments: Compliance and Anti Money Laundering (AML), Private & Institutional Client's Investments (PICI), Brokerage, Information Technology, Real Estate, Finance and Human Resources. Based on the results of the assessment and periodical audit reports, there was no fundamental weakness identified in the internal systems and controls of the firm.

### OPINION OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee believes that the firm's internal controls are sound and adequate, and that there were no regulatory gaps or material weaknesses in the firm's activities during the fiscal year 2024. It is important to note, however, that any internal control system--regardless of its design compatibility and application effectiveness--cannot provide absolute assurance.

## Business disclosures

Jadwa is licensed by the Capital Market Authority to manage investments and operate funds, and to undertake advising, arranging, dealing, and securities custody services. However, investment banking advisory and securities custody services are not among the firm's main activities.

In 2024, the Private Equity and Investment Banking department was renamed Private Equity.

## Operating results

### SIGNIFICANT DIFFERENCES IN OPERATING RESULTS

Please refer to the Chairman's Statement, CEO's Statement, and Business Overview section for detailed commentary on Jadwa's operating results in 2024.

### ASSETS, LIABILITIES AND RESULTS IN THE LAST FIVE YEARS

Value (AED m)	2024	2023	2022	2021	2019
Total assets	2,166	2,208	2,170	1,676	1,559
Total liabilities	548	696	498	299	226
Total operating income	807	704	807	394	295
Net profit	248	80	500	131	30

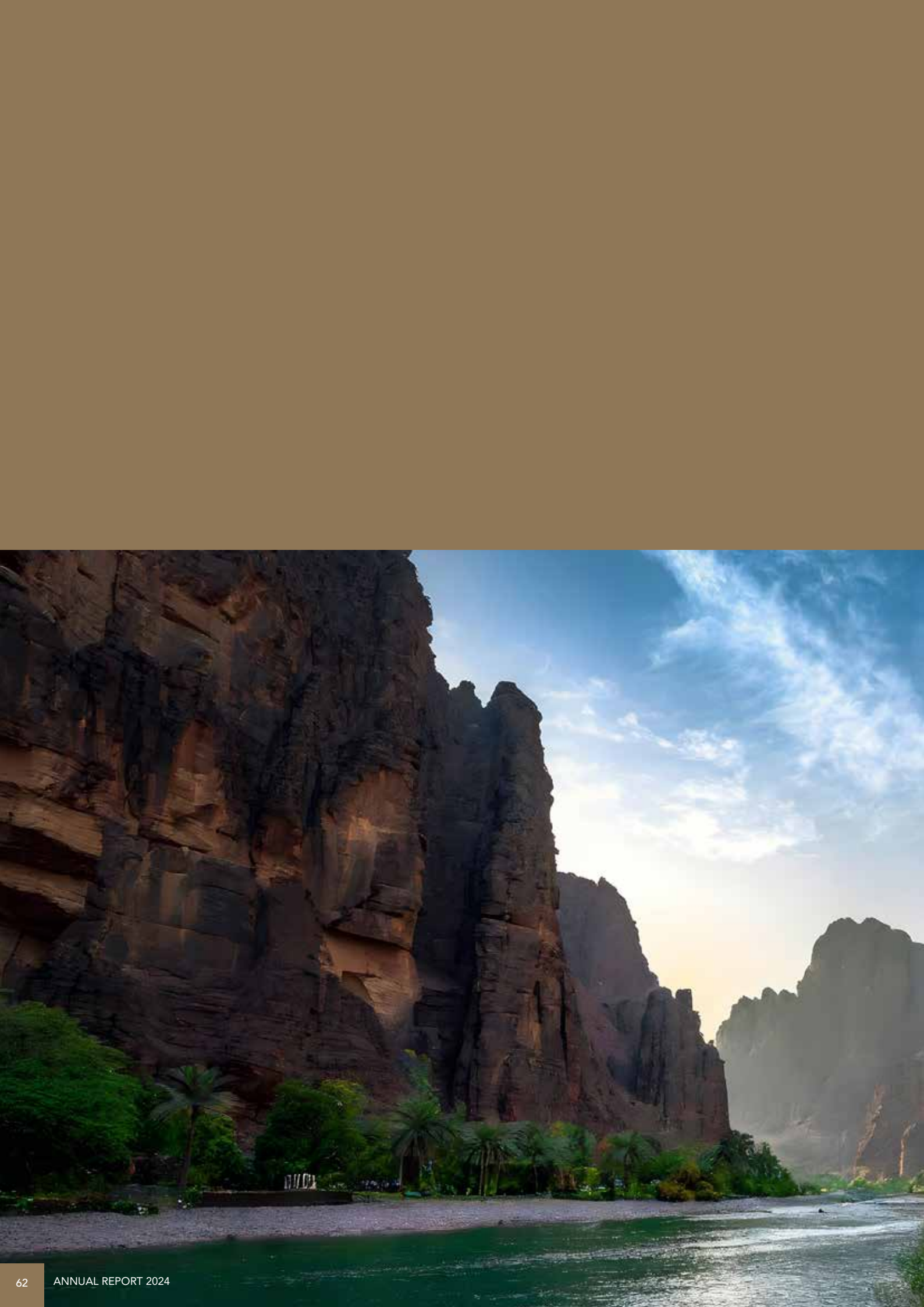
### LOANS TO JADWA INVESTMENT

There were no loan-related transactions during 2024, and there was no outstanding balance as of 31 December 2024.

### Subsidiary companies

Subsidiary company	Capital (AED)	Ownership (%)	Main activity	Country of incorporation	Country of main activity
<b>Jadwa International Alternative Investment Management</b>	187,500	100	Provision of investment advisory services	Cayman Islands	Cayman Islands
<b>Jadwa Investment Management Company</b>	187,500	100	Provision of investment advisory services to international funds managed by Jadwa	Cayman Islands	Cayman Islands
<b>Jadwa International PE Fund GP Limited</b>	187,500	100	Unrestricted business activities	Cayman Islands	Cayman Islands
<b>Jadwa International Listed Equities SPC</b>	187,500	100	Unrestricted business activities	Cayman Islands	Global
<b>Jadwa Investment (DIFC) Limited</b>	2,812,500	100	<ul style="list-style-type: none"> <li>• Advising on financial products</li> <li>• Arranging credit and advising on credit</li> <li>• Arranging deals in investments</li> <li>• Managing assets</li> </ul>	Dubai, United Arab Emirates	Dubai, United Arab Emirates







# Shariah compliance



# Shariah compliance

## Shariah board

The Shariah board is an independent body that reviews Jadwa's products and services and ensures the firm's compliance with its resolutions.

Its members comprise:

---

**DR. ABDULLAH AL-MUTLAQ**

*Chairman*

Member of the Senior Ulama Board, member of the Iftaa Committee, consultant for the Saudi Royal Diwan, consultant for the King Abdulaziz Center for National Dialogue, and member of the Shariah Board of the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI).

---

**DR. MOHAMED ELGARI**

*Member*

Member of the Shariah Board of the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), and member of the Fiqh Academy of the Organization of Islamic Cooperation (OIC).

---

**BADER AL-OMAR**

*Member*

Head of the Shariah department at Jadwa Investment and a member of its Executive Management Committee.

---

**DR. AHMAD AL-GAIDY**

*Member*

Head of Islamic Banking at Gulf International Bank.

---

The Shariah board is supported by Jadwa's in-house Shariah department, which studies the firm's activities, conducts research and development of prospective products and services, and raises awareness of Shariah matters.

## Annual Shariah Statement for 2024

The annual statement on the facing page reflects the firm's compliance with the Shariah guidelines set by the Shariah board and the cooperation and commitment of all departments in applying Shariah resolutions during 2024.





الهيئة الشرعية  
Shariah Board

جدوى للاستثمار  
Jadwa Investment

بسم الله الرحمن الرحيم

## Annual Shariah Report for the Year 2024

All praise is due to Allah. Peace and blessings be upon Prophet Muhammad, his household and companions.

**To Jadwa Investment Company Shareholders:**

**Assalamu Alaikum Warahmatullah Wa Barakatuh.**

After having reviewed the Shariah audit department reports which endorse the firm's compliance to Shariah resolutions, and after having reviewed the firm's annual financial statements, the Shariah Board announces to the Board of Directors, Shareholders and all Jadwa Clients' the following:

1. All contracts, agreements, products, investments and services that Jadwa entered into during the year ended at 31<sup>st</sup> December 2024, which brought to our attention, were compliant with the Islamic principles based on the Holy Quran, Sunnah, Scholars consensus and Analogy. Taking into consideration public interest without contradiction to valid jurisprudence laws, as well as considering the standards and resolutions of contemporary Shariah organizations such as AAOIFI, IIFA including recommendations issued by specialized summits in the field of Islamic finance.
2. Income received from prohibited sources and presented before Shariah Board was disposed of through distribution to charitable purposes.

The Shariah Board commends the Shariah Compliance Department efforts in studying new products and inquiries that call for a shariah opinion, and Jadwa team members for their commitment to applying Shariah guidelines and resolutions. We pray to Allah Almighty to grant them continued success.

Peace and blessings be upon Prophet Muhammad, his household and companions.



### Shariah Board Members

**Dr. Abdullah Al Mutlaq (Chairman)**

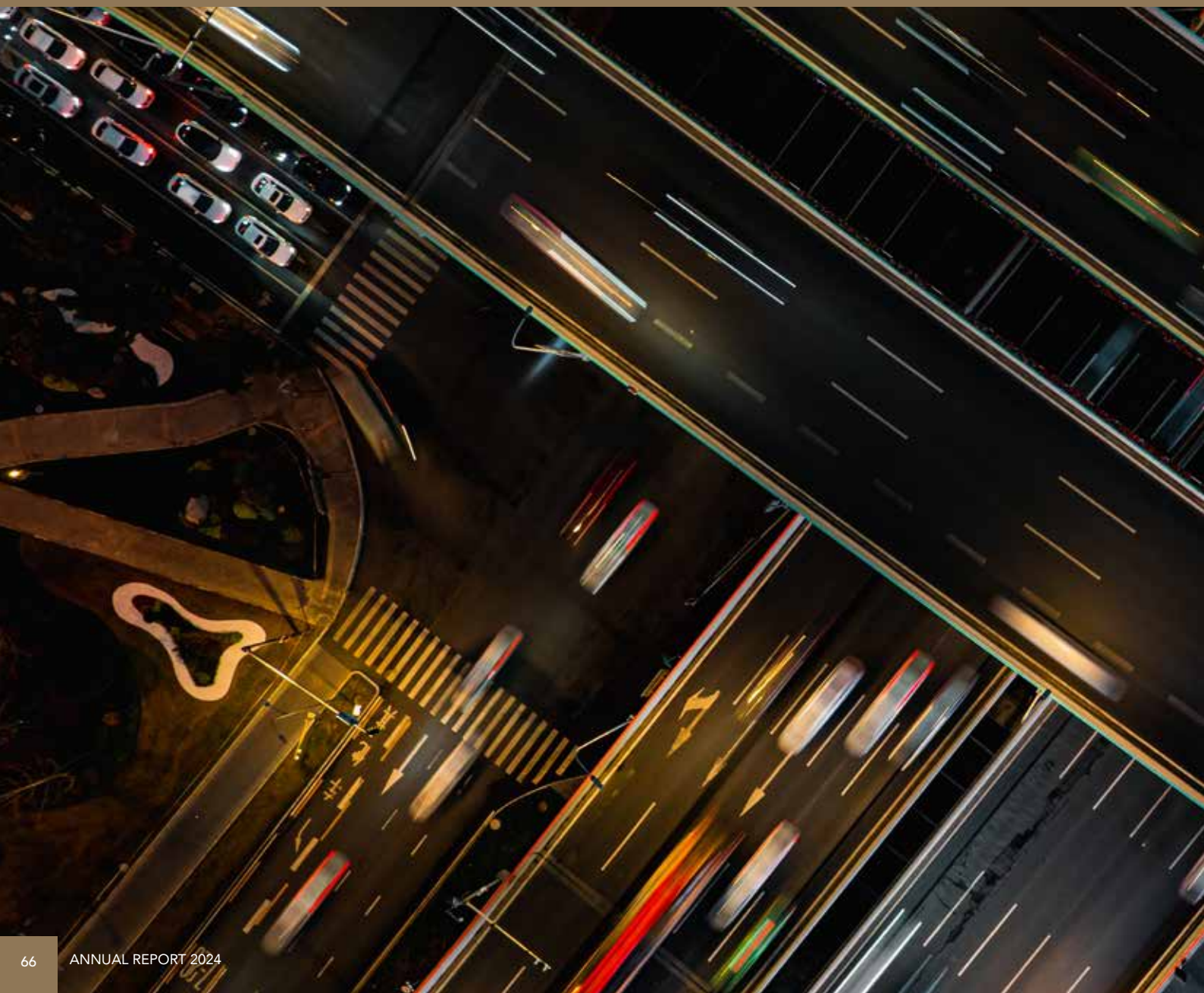
**Dr. Mohamed Ali Elgari**

(Member)

**Bader Abdulaziz Alomar (Member)**

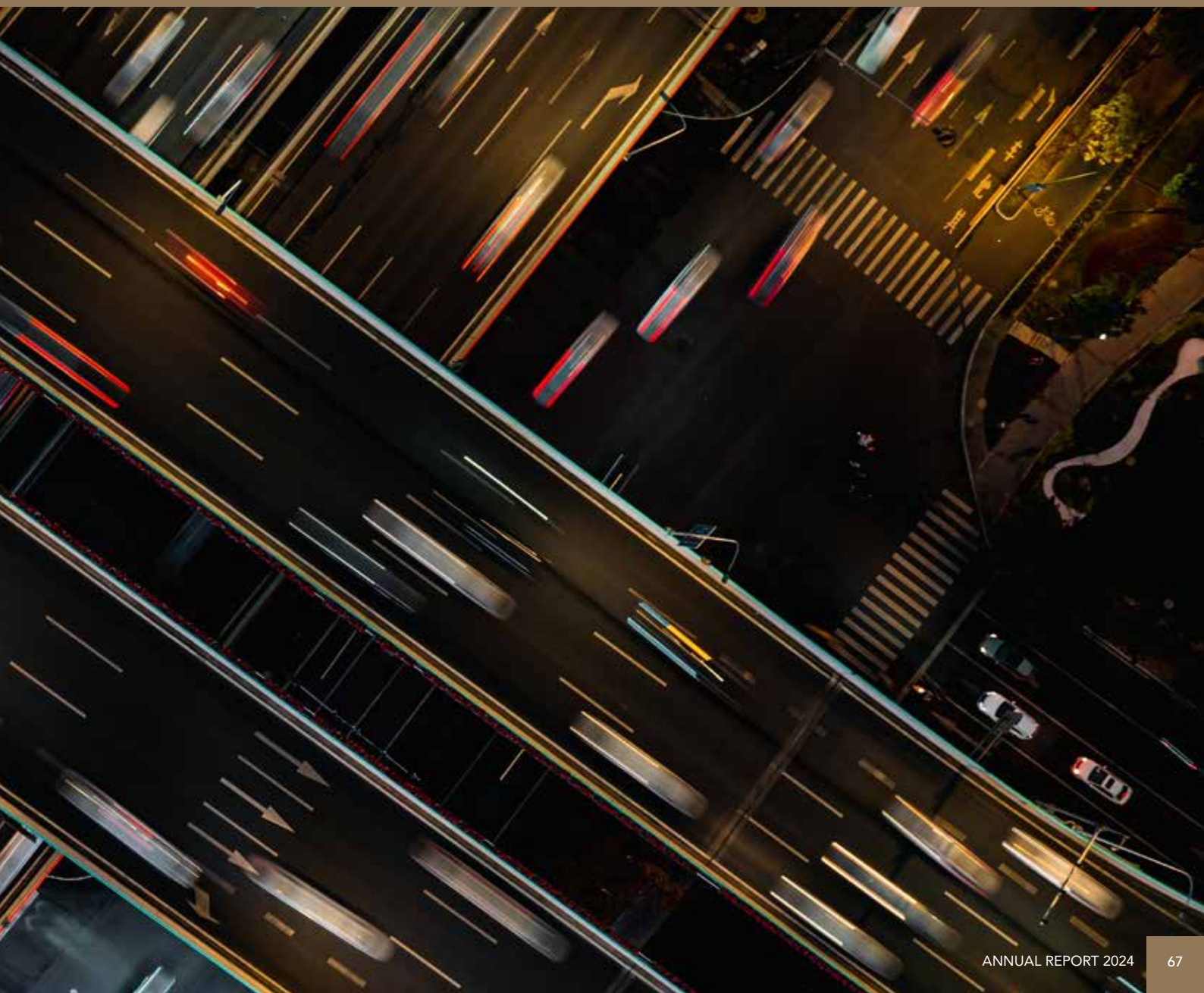
**Dr. Ahmad Abdulrahman Algaidy (Member)**

شركة مساهمة سعودية مقرها في الرياض، مسجلة في السجل التجاري رقم 1010228782، رأس المال 1,000,000,000 ريال سعودي، مدفوع بالكامل. الإدارة العامة: جدة 11111 - 279-1111 فاكس: +966 11 279-1571 ص.ب. 60677، الرياض 11555، المملكة العربية السعودية. A Saudi Closed Joint Stock Company, Authorized by the Capital Market Authority, License No. 06034-37, C.R. 1010228782, Capital SAR 1,000,000,000 Fully Paid Head Office: Phone +966-11 279-1111 Fax +966 11 279-1571 P.O. Box 60677, Riyadh 11555, Saudi Arabia.





# Consolidated financial statements





## KPMG Professional Services Company

Roshn Front, Airport Road  
P.O. Box 92876  
Riyadh 11663  
Kingdom of Saudi Arabia  
Commercial Registration No 1010425494

Headquarters in Riyadh

## شركة كي بي إم جي للاستشارات المهنية مساهمة مهنية

واجهة روشن، طريق المطار  
صندوق بريد ٩٢٨٧٦  
الرياض ١١٦٦٣  
المملكة العربية السعودية  
سجل تجاري رقم ١٠١٠٤٢٥٤٩٤

المركز الرئيسي في الرياض

# Independent Auditor's Report

To the Shareholders of Jadwa Investment Company

## Opinion

We have audited the consolidated financial statements of Jadwa Investment Company ("the Company") and its subsidiaries (collectively referred to as "the Group"), which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS") that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants ("SOCPA").

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), that is endorsed in the Kingdom of Saudi Arabia, that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code's requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS as issued by the International Accounting Standards Board that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, the applicable requirements of the Regulations for Companies, the Company's By-laws and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance, the Board of Directors, are responsible for overseeing the Group's financial reporting process.

KPMG Professional Services Company, a professional closed joint stock company registered in the Kingdom of Saudi Arabia with a paid-up capital of SAR110,000,000 and a non-partner member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

شركة كي بي إم جي للاستشارات المهنية مساهمة مهنية، شركة مساهمة مهنية مسجلة في المملكة العربية السعودية، رأس مالها (١١٠,٠٠٠,٠٠٠) ريال سعودي منطرح بالكامل، وهي عضو غير شريك في الشبكة العالمية لشركات كي بي إم جي المستقلة والتابعة لـ كي بي إم جي العالمية المحدودة، شركة الإنجليزية خاصة محدودة بالضمان.





## Independent Auditor's Report

To the Shareholders of *Jadwa Investment Company* (continued)

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. 'Reasonable assurance' is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, then we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group's consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit of Jadwa Investment Company ("the Company") and its subsidiaries (collectively referred to as "the Group")

### KPMG Professional Services Company

**Nasser Ahmed Alshutairy**  
License No: 454

Al Riyadh on: 24 Ramadan 1446H  
Corresponding to: 24 March 2025



## Consolidated statement of financial position

AS AT 31 DECEMBER 2024 (AMOUNT IN SAUDI RIYALS)

	Notes	2024	2023
<b>ASSETS</b>			
Property and equipment	4	5,744,456	2,796,160
Intangibles	5	178,922	129,582
Equity-accounted investee	6	1,639,288	16,334,107
Investments	7	1,483,936,969	1,509,763,813
<b>Total non-current assets</b>		<b>1,491,499,635</b>	<b>1,529,023,662</b>
Account receivables, net	8	441,342,830	398,732,065
Prepaid expenses, deposits and other assets	9	36,498,474	22,849,011
Investments	7	173,892,364	-
Cash and cash equivalents	10	23,082,008	257,375,717
<b>Total current assets</b>		<b>674,815,676</b>	<b>678,956,793</b>
<b>Total assets</b>		<b>2,166,315,311</b>	<b>2,207,980,455</b>
<b>EQUITY AND LIABILITIES</b>			
Share capital	12	1,000,000,000	1,000,000,000
Retained earnings		611,145,368	563,564,306
Share award payment plan reserve	14	177,942,738	118,628,492
Treasury shares	12	(170,547,000)	(170,547,000)
<b>Total equity</b>		<b>1,618,541,106</b>	<b>1,511,645,798</b>
<b>Liabilities</b>			
Defined benefit obligation	13	41,729,185	38,623,567
Share-based payment obligation	14	71,819,744	70,427,021
<b>Non-current liabilities</b>		<b>113,548,929</b>	<b>109,050,588</b>
Other payables and accruals	15	343,187,462	361,660,093
Zakat and tax payable	16	91,037,814	225,623,976
<b>Current liabilities</b>		<b>434,225,276</b>	<b>587,284,069</b>
<b>Total liabilities</b>		<b>547,774,205</b>	<b>696,334,657</b>
<b>Total equity and liabilities</b>		<b>2,166,315,311</b>	<b>2,207,980,455</b>

The accompanying notes 1 to 27 form an integral part of these consolidated financial statements

## Consolidated statement of profit or loss and other comprehensive income

FOR THE YEAR ENDED 31 DECEMBER 2024 (AMOUNT IN SAUDI RIYALS)

	Notes	2024	2023
<b>REVENUE</b>			
Fees from services, net	19	720,223,370	595,577,118
Special commission income		12,909,293	8,183,825
Dividend income		15,255,057	32,842,070
Re-measurement of fair value of investments, net		33,634,764	47,202,928
Realized gain on investments, net		24,611,133	20,088,760
<b>Total operating income</b>		<b>806,633,617</b>	<b>703,894,701</b>
<b>EXPENSES</b>			
Salaries and employee related expenses	20	(412,095,995)	(396,524,634)
Depreciation and amortization expense	4,5	(1,338,271)	(953,643)
Rent and premises related expenses		(5,664,373)	(5,125,359)
Other general and administrative expenses	21	(66,956,764)	(58,252,786)
Re-measurement of loss allowance, net	23.1	(36,642,412)	7,488,521
<b>Total operating expenses</b>		<b>(522,697,815)</b>	<b>(453,367,901)</b>
<b>Income from operations, net</b>		<b>283,935,802</b>	<b>250,526,800</b>
Share in income of equity-accounted investee	6	(23,966)	1,476,421
Other income		107,043	151,043
<b>Total non-operating income, net</b>		<b>83,077</b>	<b>1,627,464</b>
<b>Net income for the year before zakat</b>		<b>284,018,879</b>	<b>252,154,264</b>
Zakat	16	(37,527,575)	(170,772,039)
<b>Net income for the year after zakat</b>		<b>246,491,304</b>	<b>81,382,225</b>
<b>OTHER COMPREHENSIVE INCOME/(LOSS)</b>			
<i>Items that will not be reclassified to consolidated profit or loss in subsequent years</i>			
Remeasurement gain / (loss) defined benefit obligation	13	1,089,758	(1,020,790)
<b>Total other comprehensive income/(loss) for the year</b>		<b>1,089,758</b>	<b>(1,020,790)</b>
<b>Total comprehensive income for the year</b>		<b>247,581,062</b>	<b>80,361,435</b>

The accompanying notes 1 to 27 form an integral part of these consolidated financial statements

## Consolidated statement of changes in equity

FOR THE YEAR ENDED 31 DECEMBER 2024 (AMOUNT IN SAUDI RIYALS)

	Notes	Share capital	Treasury shares	Share award payment plan reserve	Statutory reserve	Retained earnings	Total
Balance as at 1 January 2024		1,000,000,000	(170,547,000)	118,628,492		563,564,306	1,511,645,798
Net profit for the year		-	-	-	-	246,491,304	246,491,304
Other comprehensive income		-	-	-	-	1,089,758	1,089,758
<b>Total comprehensive income for the year</b>		-	-	-	-	<b>247,581,062</b>	<b>247,581,062</b>
Dividend	12	-	-	-	-	(200,000,000)	(200,000,000)
Allocation of treasury shares	12 & 14	-	-	59,314,246	-	-	59,314,246
<b>Balance as at 31 December 2024</b>		<b>1,000,000,000</b>	<b>(170,547,000)</b>	<b>177,942,738</b>	<b>-</b>	<b>611,145,368</b>	<b>1,618,541,106</b>
Balance as at 1 January 2023		1,000,000,000	(170,547,000)	59,314,246	255,820,500	527,382,371	1,671,970,117
Net profit for the year		-	-	-	-	81,382,225	81,382,225
Other comprehensive loss		-	-	-	-	(1,020,790)	(1,020,790)
<b>Total comprehensive income for the year</b>		-	-	-	-	<b>80,361,435</b>	<b>80,361,435</b>
Dividend	12	-	-	-	-	(300,000,000)	(300,000,000)
Transfer to Retained earnings	12			-	(255,820,500)	255,820,500	
Allocation of treasury shares				59,314,246			59,314,246
<b>Balance as at 31 December 2023</b>		<b>1,000,000,000</b>	<b>(170,547,000)</b>	<b>118,628,492</b>	<b>-</b>	<b>563,564,306</b>	<b>1,511,645,798</b>

The accompanying notes 1 to 27 form an integral part of these consolidated financial statements

# Consolidated statement of cashflows

FOR THE YEAR ENDED 31 DECEMBER 2024 (AMOUNT IN SAUDI RIYALS)

	Notes	2024	2023
<b>OPERATING ACTIVITIES</b>			
Net income for the year before Zakat and tax		284,018,879	252,154,264
<b>Adjustments for:</b>			
Share of income from equity-accounted investee		23,966	(1,476,421)
Depreciation and amortization	4,5	1,338,271	953,643
Defined benefit obligation expense	13	6,333,292	5,300,470
Re-measurement of expected credit loss allowance, net	24.1	36,642,412	(7,488,521)
Share-based payment expense	14	20,036,367	20,036,367
Share award plan expenses	14	59,314,246	59,314,246
Realized gain/ (loss) on investments, net		(24,611,133)	(20,088,760)
Re-measurement of fair value of investments, net		(33,634,764)	(47,202,928)
Special commission income		(12,909,293)	(8,183,826)
<b>Changes in operating assets and liabilities</b>			
Account receivables		(79,253,177)	(164,264,519)
Prepaid expenses and other current assets		(13,649,463)	(12,109,444)
Other payables and accruals		(18,472,630)	31,215,250
<b>Cash generated from operating activities</b>		<b>225,176,973</b>	<b>108,159,821</b>
Special commission received		9,016,929	8,080,110
Defined benefit obligation paid	13	(2,137,916)	(1,890,283)
Share-based payments	14	(18,643,644)	(11,206,941)
Acquisition of investments at FVTPL		(453,773,540)	(208,377,784)
Proceeds from sale of investments at FVTPL		537,846,281	401,718,783
Zakat paid	16	(172,113,737)	(17,056,712)
<b>Net cash generated from operating activities</b>		<b>125,371,346</b>	<b>279,426,994</b>
<b>INVESTING ACTIVITIES</b>			
Proceeds on maturity of Murabaha deposits		1,543,000,000	1,950,183,826
Placement of Murabaha deposits		(1,713,000,000)	(1,942,000,000)
Acquisition of property and equipment and intangibles	4	(4,335,908)	(2,104,419)
Dividends received from associate		14,670,853	-
<b>Net cash used in investing activities</b>		<b>(159,665,055)</b>	<b>6,079,407</b>
<b>FINANCING ACTIVITIES</b>			
Dividend paid	12	(200,000,000)	(300,000,000)
<b>Net cash used in financing activities</b>		<b>(200,000,000)</b>	<b>(300,000,000)</b>
<b>Net change in cash and cash equivalents</b>		<b>(234,293,709)</b>	<b>(14,493,599)</b>
Cash and cash equivalents at the beginning of the year		257,375,717	271,869,316
<b>Cash and cash equivalents at the end of the year</b>	<b>10</b>	<b>23,082,008</b>	<b>257,375,717</b>

The accompanying notes 1 to 27 form an integral part of these consolidated financial statements

# Notes to the consolidated financial statements

## FOR THE YEAR ENDED DECEMBER 2024 (AMOUNT IN SAUDI RIYALS)

### 1. Organization and activities

Jadwa Investment Company ("the Company") is a Saudi closed joint stock company established pursuant to Royal Decree Number M/30 and registered in Riyadh, Kingdom of Saudi Arabia under Commercial Registration No. 1010228782 on 1 Safar 1428 H (corresponding to 19 February 2007).

The principal activities of the Company are trading as principal and agent, underwriting, establishment and management of mutual funds and portfolio management, arranging, providing advisory and safekeeping services for administrative arrangements and procedures relating to investment funds, portfolio management and trading as per license of the Capital Market Authority ("CMA") number 37-6034, dated 3 Sha'baan 1427H (corresponding to 27 August 2006). The Company's registered office is located at the following address:

**7th Floor, Sky Tower,  
King Fahad Road  
P.O. Box: 60677  
Riyadh 11555 Saudi Arabia.**

These consolidated financial statements include the financial statements of the Company and the following subsidiaries as at and for the year ended 31 December 2024 (hereinafter collectively referred to as "the Group"):

#### **Jadwa Investment DIFC Limited ("DIFCL")**

The Company has a 100% (31 December 2023: 100%) ownership interest in DIFCL which was incorporated as a private company under the UAE Companies Law, Dubai International Financial Centre ("the DIFC") Law No. 5 of 2019 and registered in DIFC, United Arab Emirates under Registration Number 3318. The principal activities of the DIFCL are advising on financial products, arranging credit and advising on credit, arranging deals in investments and managing assets as per the Commercial License of the DIFC.

#### **Jadwa International Alternative Investment Management ("JIAIM")**

The Company has a 100% (31 December 2023: 100%) ownership interest in JIAIM which was incorporated under the Companies Law in the Cayman Islands as a company limited by shares, for provision of investment advisory services.

#### **Jadwa Investment Management Company**

The Company has a 100% (31 December 2023: 100%) ownership interest in Jadwa Investment Management Company which was incorporated under the Companies Law in the Cayman Islands as a company limited by shares, for provision of investment advisory services to international funds managed by the Group.

#### **Jadwa International PE Fund GP Limited ("JIPFGPL")**

The Company has a 100% (31 December 2023: 100%) ownership interest in Jadwa International PE Fund GP Limited which was incorporated under the Companies Law in the Cayman Islands as a company limited by shares. The primary objectives of the entity are to carry out unrestricted business activities as per local laws.

#### **Jadwa International Listed Equities SPC**

The Company has a 100% (31 December 2023: 100%) ownership interest in Jadwa International Listed Equities SPC which was incorporated under the Companies Law in the Cayman Islands as a company limited by shares, for investment in international listed equities. The primary objectives of the entity are to carry out unrestricted business activities as per local laws.

The financial statements of the subsidiaries are prepared for the same reporting period as that of the Company, using consistent accounting policies.



## 2. Basis of preparation

### 2.1 BASIS OF ACCOUNTING

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards ("IFRS") that are endorsed in the Kingdom of Saudi Arabia ("KSA") and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA) (herein and after referred to as "IFRS as endorsed in KSA").

### 2.2 BASIS OF MEASUREMENT

These consolidated financial statements have been prepared under the historical cost basis using the going concern concept and accrual basis of accounting except as stated otherwise in the below mentioned accounting policies in the note 3 to these consolidated financial statements:

### 2.3 FUNCTIONAL AND PRESENTATION CURRENCY

These financial statements are presented in Saudi Arabian Riyals ("ﷲ") which is the functional and presentation currency of the Group. All amounts have been rounded to the nearest Saudi Riyal.

### 2.4 CRITICAL ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the consolidated financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes.

- i. Determination of inputs into the ECL measurement model, including key assumptions, used in estimating revocable cashflows and incorporation of forward-looking information (Note 23.1).
- ii. Measurement of the fair value of financial instruments with significant unobservable inputs (Note 22).
- iii. Measurement of defined benefit obligations: key actuarial assumptions (Note 13).
- iv. Determination of control over investees (Note 3.5)
- v. Share-based payment obligation and share award payment plan (Note 14)
- vi. Going concern: The Group's management has made an assessment of the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the consolidated financial statements continue to be prepared on the going concern basis.

### 3. Material accounting policies

The Group has consistently applied the accounting policies to all periods presented in these financial statements (except as mentioned in note 3.1).

#### 3.1 NEW STANDARDS, INTERPRETATIONS AND AMENDMENTS ADOPTED BY THE COMPANY

The below amendments to accounting standards and interpretations became applicable for annual reporting periods commencing on or after 1 January 2024. The Group has assessed that the amendments have no significant impact on the consolidated financial statements.

Standards / Interpretation	Description	Effective from periods beginning on or after the following date
Amendments to IAS 1	Classification of liabilities as current or non-current and non-current liabilities with covenants	January 1, 2024
Amendments to IAS 7	Statement of Cash Flows and IFRS 7 - Financial Instruments: Disclosures - Supplier finance arrangements	January 1, 2024
Amendments to IFRS 16	Lease liability in a sale and leaseback transaction	January 1, 2024

#### 3.2 STANDARDS, INTERPRETATIONS, AND AMENDMENTS ISSUED BUT NOT YET EFFECTIVE

A number of new standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted; however, the Group has not early adopted the new or amended standards in preparing these financial statements.

The following amended standards and interpretations are not expected to have a significant impact on the Group's financial statements.

Standards / Interpretation	Description	Effective from periods beginning on or after the following date
Amendments to IAS 21	Lack of exchangeability	January 1, 2025
Amendments to IFRS 9 and IFRS 7	Classification and Measurement of Financial Instruments	January 1, 2026
Annual improvements to IFRS Accounting Standards	Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	January 1, 2026
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027
IFRS 19	Disclosure Initiative – Subsidiaries without Public Accountability: Disclosures	January 1, 2027
Amendments to IFRS 10 and IAS 28	Sales or contribution of assets between investors and its associates or joint venture	Available for optional adoption/ effective date deferred indefinitely

### 3.3 FINANCIAL INSTRUMENTS

#### Classification of financial assets

On initial recognition, a financial asset is classified and measured at amortized cost, fair value through other comprehensive income ("FVOCI") or FVTPL.

#### Financial asset measured at amortized cost

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and commission on the principal amount outstanding.

#### Financial assets measured at FVOCI

A financial asset is measured at fair value through FVOCI only if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principle and interest on the principle amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

#### Financial assets measured at FVTPL

All financial assets not classified as measured at amortized cost or FVOCI are measured at FVTPL.

#### Business model assessment

In making an assessment of the objective of the business model in which a financial asset is held, the Fund considers all of the relevant information about how the business is managed, including:

- the documented investment strategy and the execution of this strategy in practice;
- how the performance of the portfolio is evaluated and reported to the Fund Manager;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated- e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Fund's stated objective for managing the financial assets is achieved and how cash flows are realized.

The business model assessment is based on reasonably expected scenarios without taking 'worst case' or 'stress case' scenarios into account. If cash flows after initial recognition are realized in a way that is different from the Group's original expectations, the Group does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly purchased financial assets going forward.

#### Assessment whether contractual cash flows are solely payments of principal and commission

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Commission / Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g., liquidity risk and administrative costs), as well as profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- prepayment and extension terms;
- terms that limit the Group's claim to cash flows from specified assets (e.g., non-recourse asset arrangements); and
- features that modify consideration of the time value of money – e.g., periodical reset of interest rates.

## **RECLASSIFICATIONS**

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Group changes its business model for managing financial assets.

### **Classification of financial liabilities**

The Group classifies its financial liabilities at amortized cost unless it has designated liabilities at FVTPL.

### **Recognition and initial measurement**

The Group initially recognizes regular-way transactions in financial assets and financial liabilities at FVTPL on the trade date, which is the date on which the Group becomes a party to the contractual provisions of the instrument. Other financial assets and financial liabilities are recognized on the date on which they are originated.

Financial asset or financial liability is measured initially at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition issue.

### **Subsequent measurement**

Financial assets measured at FVTPL are subsequently measured at fair value. Net gains or losses including any foreign exchange gains and losses, are recognized in profit or loss in 'gain/loss on investments, net' in the statement of profit or loss and other comprehensive income.

Financial assets measured at amortized cost are subsequently measured at amortized cost using effective interest method. Special commission income is recognized in 'special commission income', foreign exchange gains/losses are recognized in 'foreign exchange gain/loss' and impairment is recognized in 'impairment losses on financial instruments' in the statement of profit or loss and other comprehensive income. Any gain or loss on derecognition is also recognized in profit or loss.

Financial liabilities measured at amortized cost are subsequently measured at amortized cost using effective interest method. Special commission expense and foreign exchange gains and losses are recognized in the statement of profit or loss and other comprehensive income.

The 'amortized cost' of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principle repayments, plus or minus the cumulative amortizing using effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

### **De-recognition**

The Group derecognizes a financial asset when the contractual rights to the cash flow from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

On derecognition of the financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset that is derecognized) and the consideration received (including any new asset obtained less any new liability assumed) is recognized in statement of comprehensive income. Any interest in such transferred financial assets that is created or retained by the Group is recognized as a separate asset or liability.

The Group derecognize a financial liability when its contractual obligations are discharged or cancelled, or expire.

### **Impairment of financial assets**

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its receivable balances carried at amortized cost. The Group recognizes a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of resources; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Loss allowance for account receivables are always measured at an amount equal to life time ECLs. Life time ECL are the ECLs that results from all possible default events over the expected life of a financial instrument.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

The Group considers a financial asset to be in default when the counter party is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any).

ECL are discounted at the effective interest rate of the financial asset. Loss allowance for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets. Details of measuring the expected credit losses (ECL) are provided in Note 23.1.

### **Write Off:**

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery.

The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

### **Offsetting**

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has legally enforceable right to offset the amounts and intends either to settle them on a net basis or to realize the asset and settle them liability simultaneously.

Income and expenses are presented on a net basis only when permitted under IFRS, or for gains and losses from a group of similar transactions.



### 3.4 REVENUE RECOGNITION

The Group recognizes revenue in accordance with the principles as set out in IFRS 15 Revenue from contract with customers. The Group applies the five steps mode stipulated in IFRS 15 for recognizing revenue, which consists of identifying the contract with the customer; identifying the relevant performance obligations; determining the amount of consideration to be received under the contract; allocating the consideration to each performance obligation; and earning the revenue as the performance obligations are satisfied.

The Group recognize revenue when it transfers control over a product or service to a customer Based on the above five steps, the revenue recognition policy for each major revenue stream is as follow:

#### **Asset management fees**

Asset management fees are recognized based on a fixed percentage of net assets under management ("asset-based"), or a percentage of returns from net assets ("returns-based") subject to applicable terms and conditions and service contracts with customers and funds and are presented net of rebates. The Group attributes the revenue from management fees to the services provided during the year, because the fee relates specifically to the Group's efforts to transfer the services for that year. As asset management fees are not subject to clawbacks, the management does not expect any significant reversal of revenue previously recognized. This fee compensates and contributes to single performance obligation, the Group's obligation will generally be satisfied upon the provision of non-restrictive legal custodial structure and therefore recognized over time as the overall services are performed.

#### **Carry fee**

The Group recognizes carried fee in accordance with IFRS 15 Revenue from Contracts with Customers. Carry fees are contingent on the fund achieving a specified return threshold and are recognized only when it is highly probable that a significant reversal will not occur. Typically, this occurs when the performance hurdle is met and the fees are no longer subject to claw-back, often upon fund liquidation.

#### **Subscription fee**

Subscription fee is recognized upon subscription of the investors to the fund.

#### **Arranging and structuring fees**

Arranging and structuring fees are recognized as revenue when the firm satisfies its performance obligation by completing the agreed-upon service, typically at the point in time when the transaction is successfully arranged or structured.

#### **Performance fee**

Performance fees are presented net of rebates and are calculated as a percentage of the appreciation in the net asset value of a fund above a defined hurdle. Performance fees are earned from discretionary portfolio management arrangements when contractually agreed performance levels are exceeded within specified performance measurement periods, typically over one year. The fees are recognized when they can be reliably estimated and/or crystallized, and there is deemed to be a low probability of a significant reversal in future periods. This is usually at the end of the performance period or upon early redemption by a fund investor. Once crystallized, performance fees typically cannot be clawed-back.

#### **Advisory fee:**

Advisory services revenue is recognized when services are determined as complete in accordance with the underlying agreement, agreed with the customer and invoiced, as generally set forth under the terms of the engagement. Revenue recognition of retainer fees is recognized over a period of time and it is generally linked to the timing of performance obligation (i.e. monthly, quarterly, etc.).

#### **Brokerage income**

Brokerage income is recognized when the related transactions are executed on behalf of the customers at the price agreed in the contract with the customers, net of discounts and rebates. The performance obligation of the Group is satisfied when the Group carries out the transaction, which is considered as a performance obligation satisfied at a point in time, which triggers immediate recognition of the revenue, as the Group will have no further commitments.

#### **Dividend income**

Dividend income is recognized when the right to receive dividend is established. Dividends are presented in 'dividend income' in the statement of profit or loss and other comprehensive income.

### 3.5 BASIS OF CONSOLIDATION

#### **Business combinations**

The Group accounts for business combinations under the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group.

In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognized in the statement of profit or loss and other comprehensive income immediately. Transaction costs are expensed as incurred. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

#### **Subsidiaries**

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Group reassess whether it has control if there are changes to one or more of the elements of control.

The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

#### **Determination of control over investment funds**

The Group acts as a Fund Manager for a number of investment funds. Determining whether the Group controls such an investment fund usually focuses on the assessment of its aggregate economic interests of the Group in the Fund (comprising any carried profits and expected management fees) and the investors' rights to remove the Fund Manager. As a result, the Group has concluded that it acts as an agent for the investors in all cases.

#### **Loss of control**

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other component of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

#### **Transactions eliminated on consolidation**

Intra-group balances and transactions, and any unrealized income and expenses arising from intra-group transactions, are eliminated. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

### 3.6 EQUITY ACCOUNTED INVESTEE

Investments in associates are initially recognized at cost and subsequently accounted for under the equity method of accounting. An associate is an entity in which the Group holds has significant influence (but not control), over financial and operating policies and which is neither a subsidiary nor a joint venture. Investments in associates are carried in the statement of financial position at cost, plus post-acquisition changes in the Group's share of net assets of the associate, less any impairment in the value of individual investments. The Group's share of its associates' post-acquisition profits or losses are recognized in the statement of profit or loss and, and its share of post-acquisition movements in other comprehensive income is recognized in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equal or exceeds its interest in the associate, including any other unsecured receivables (if applicable), the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the associate.

Under the equity method, the investment in the associate is carried on the statement of financial position at cost plus post acquisition changes in the Group's share of net assets of the associate. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor individually tested for impairment.

The statement of profit or loss reflects the Group's share of the results of operations of the associate. When there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes and discloses this, when applicable, in the statement of changes in equity. Unrealized gains on transactions are eliminated to the extent of the Group's interest in the investee. Unrealized losses are also eliminated unless the transaction provides evidence of impairment in the asset transferred.

The Group's share of profit of an associate is shown on the face of the statement of profit or loss. The financial statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on its investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognizes the amount in the 'share of profit of an associate' in the statement of income.

### 3.7 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include bank balances, highly liquid financial assets that are readily convertible to know cash amounts. An investment with a maturity period of three months or less from the acquisition date will generally qualify as a cash equivalent, provided that it is used for cash management purposes. The limit on maturity is arbitrary, but it reinforces that the amount of cash receivable should be known at the time of the initial investment and be subject to an insignificant risk of change in value in response to changes in interest rates and capital values.

### 3.8 PROPERTY AND EQUIPMENT

#### **Recognition and measurement**

Property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Cost includes expenditures that are directly attributable to the acquisition of the asset including the cost of purchase and any other costs directly attributable to bringing the assets to a working condition for their intended use. Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognized in the consolidated statement of profit or loss as incurred.

When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the assets (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss in the year the asset is derecognized.

### Subsequent expenditure

The cost of replacing part of an item of property and equipment is recognized in the carrying amount of the item if it is probable the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The cost of the day-to-day servicing of property and equipment is recognized in the consolidated statement of profit or loss as incurred.

### Depreciation

Depreciation is calculated over depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is recognized in the consolidated statement of profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property and equipment.

Depreciation of an asset begins when it is available for use. Leasehold improvements are amortized over the shorter of the estimated useful life or the remaining term of the lease. The estimated useful lives of the principal classes of assets are as follows:

Estimated useful lives (Years)	
Computer equipment	4
Furniture and fixtures	4
Office equipment	4
Motor vehicles	4
Leasehold improvements	Shorter of lease term or economic life

## 3.9 INTANGIBLE ASSETS

### Recognition and measurement

These represent software held for use in the normal course of the business and are stated at cost less accumulated amortization and accumulated impairment losses, if any. Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates.

### Amortization

Amortization is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, and is generally recognized in the consolidated statement of profit or loss. The estimated useful life of software is 4 years.

The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and treated as changes in accounting estimates.

### 3.10 IMPAIRMENT ON NON-FINANCIAL ASSETS

The carrying amounts of the Group's non-financial assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest Group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit, or CGU").

The Group's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs.

An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in consolidated statement of profit or loss. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis. Impairment losses in respect of non-financial assets recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

### 3.11 PROVISIONS

A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost in the consolidated statement of profit or loss.

### 3.12 EMPLOYEE BENEFITS

#### **Defined benefits obligation- employees' benefits**

The Company operates a defined benefit plan under the Saudi Arabian Law applicable based on employees' accumulated periods of service at the date of the consolidated statement of financial position. The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method as per IAS 19 Employee benefits ("IAS 19").

The cost of providing benefits under the Company's defined benefit plan is determined using the projected unit credit method by a professionally qualified actuary and arrived at using actuarial assumptions based on market expectations at the date of the consolidated statement of financial position. These valuations attribute entitlement benefits to the current period (to determine current service cost), and to the current and prior periods (to determine the present value



of defined benefit obligations). Re-measurements, comprising of actuarial gains and losses and the return on plan assets (excluding net interest), are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through the consolidated statement of other comprehensive income in the period in which these occur. Re-measurements are not reclassified to the consolidated statement of profit or loss in subsequent periods.

Past service costs are recognized in the consolidated statement of profit or loss on the earlier of:

- the date of the plan amendment or curtailment; and
- the date that the Company recognizes restructuring-related costs

Financing cost is calculated by applying the discount rate to the net defined benefit liability or asset.

When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re-measured using current actuarial assumptions and the resultant gain or loss is recognized in the consolidated statement of profit or loss during the period in which the settlement or curtailment occurs.

The defined benefit liability in the consolidated statement of financial position comprises the present value of the defined benefit obligation (using a discount rate).

The Company's net obligation in respect of employees' end-of-service benefits is calculated by estimating the amount of future benefits that employees have earned in the current and prior periods. That benefit is discounted to determine its present value. Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the opening balance with a corresponding debit or credit to retained earnings through other comprehensive income, in the period in which they occur. Re-measurements are not reclassified to the consolidated statement of profit or loss in subsequent periods. The Company recognizes the following changes in the defined benefits obligation under 'Salaries and employee related expenses' in the profit and loss account:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- Interest expense

The calculation of defined benefits obligation is performed annually by a qualified actuary using the projected unit credit method.

#### **Share-based payment arrangements – cash settled**

The fair value of the amount payable to employees in respect of cash settled share based payment is recognized as an expense with a corresponding increase in liabilities, over the period during which the employees become unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date based on the fair value of share based payment obligation. Any changes in the liability are recognized in the consolidated statement of profit or loss. Further, the eligible employees are also entitled to receive all dividends in accordance with the Company's dividend policy in respect of the Company's ordinary shares.

#### **Share-based payment arrangements – equity settled**

The cost of the equity settled scheme is recognized over the period during which the service conditions are fulfilled, ending on the date on which the relevant employees become fully entitled to the shares ('the vesting date'). The cumulative expense recognized for the schemes at each reporting date until the vesting date, reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to the consolidated statement of income for a reporting period represents the movement in cumulative expense recognized as at the beginning and end of that reporting period

### **Fixed compensation**

The fixed compensation includes salaries, allowances and benefits. Salaries are set in relation to market rates to attract, retain and motivate talented individuals. Salary administration is based on key processes such as job evaluation, performance appraisal and pay scales structure. The competitiveness of pay scales is monitored and maintained through participation in regular market pay surveys.

### **3.13 FOREIGN CURRENCY**

Transactions in foreign currencies are translated into Saudi Arabian Riyals at the spot exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Saudi Arabian Riyals at the closing spot exchange rate at the reporting date. Foreign currency differences arising on translation of financial assets measured at FVTPL are recognized as a component of 'Change in fair value of investments measured at FVTPL, net'.

### **3.14 ASSETS UNDER MANAGEMENT**

The Group offers assets management services to its customers, which include management of certain mutual funds. Such assets are not treated as assets of the Group and accordingly are not included in these consolidated financial statements.

### **3.15 CLIENTS' CASH ACCOUNTS**

The Group holds cash in clients' cash accounts with a local Saudi bank to be used for investments on their behalf. Such balances are not treated as assets of the Group and accordingly, are not included in the consolidated financial statements.

### **3.16 ZAKAT AND TAX**

#### **Zakat**

The Group's Saudi shareholders are subject to Zakat in accordance with the Regulations of the Zakat, Tax and Customs Authority ("ZATCA") as applicable in the Kingdom of Saudi Arabia. The Zakat charge is computed on the Zakat base. An estimate of Zakat arising therefrom is provided by a charge to the consolidated statement of profit or loss.

#### **Value added tax ("VAT")**

Output VAT related to revenue is payable to tax authorities on the earlier of (a) collection of receivables from customers or (b) delivery of services to customers. Input VAT is generally recoverable against output VAT upon receipt of the VAT invoice. The tax authorities permit the settlement of VAT on a net basis. VAT related to sales and purchases is recognized in the statement of financial position on a gross basis and disclosed separately as an asset and a liability. Where provision has been made for ECL of receivables, the impairment loss is recorded for the gross amount of the receivable, including VAT.

### **3.17 CONTINGENT ASSETS AND LIABILITIES**

All possible obligations arising from past events whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly with the control of the Group; or all present obligations arising from past events but not recognized because: (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or (ii) the amount of the obligation cannot be measured with sufficient reliability; all should be assessed at reporting date and disclosed under contingent liabilities in the consolidated financial statements

### **3.18 DIVIDENDS**

Interim dividends are recorded as a liability in the period in which they are approved by the Board of Directors. Final dividends are recorded in the period in which they are approved by the shareholders.

### 3.19 CURRENT VERSUS NON-CURRENT CLASSIFICATION

The Group presents assets and liabilities in the consolidated statement of financial position based on current / non-current classification. An asset is current when it is:

- expected to be Realized or intended to sold or consumed in normal operating cycle;
- held primarily for the purpose of trading;
- expected to be Realized within twelve months after the reporting period; or
- cash or cash equivalent, unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

### 3.20 CURRENT VERSUS NON-CURRENT CLASSIFICATION

A liability is current when:

- it is expected to be settled in normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

### 3.21 OPERATING LEASE EXPENSE

Operating lease payments are recognized as expenses in the statement of profit or loss on a straight-line basis over the lease term.

## 4. Property and equipment

For the year ended 31 December 2024

	Computer equipment	Furniture and fixtures	Office equipment & Motor vehicles	Leasehold improvement	Capital work in progress	Total
<b>Cost</b>						
Balance as at 1 January 2024	23,068,573	5,677,801	5,781,393	12,442,392	329,392	47,299,551
Additions	363,734	34,114	-	-	3,716,492	4,114,340
Transfers	623,811	-	-	-	(623,811)	-
Disposals	(23,630)	-	-	-	-	(23,630)
<b>Balance as at 31 December 2024</b>	<b>24,032,488</b>	<b>5,711,915</b>	<b>5,781,393</b>	<b>12,442,392</b>	<b>3,422,073</b>	<b>51,390,260</b>
<b>Accumulated depreciation</b>						
Balance as at 1 January 2024	21,752,263	5,711,915	5,008,017	12,031,197	-	44,503,392
Charge for the year	573,430	-	211,514	381,099	-	1,166,043
Disposals	(23,630)	-	-	-	-	(23,630)
<b>Balance as at 31 December 2024</b>	<b>22,302,063</b>	<b>5,711,915</b>	<b>5,219,531</b>	<b>12,412,296</b>	<b>-</b>	<b>45,645,805</b>
<b>Net book value at:</b>						
<b>31 December 2024</b>	<b>1,730,425</b>	<b>-</b>	<b>561,862</b>	<b>30,096</b>	<b>3,422,073</b>	<b>5,744,456</b>

As at 31 December 2024, fully depreciated assets amounted to ~~£~~44.2 million (31 December 2023: ~~£~~43.3 million).

\*Capital work-in-progress primarily represents cost of leasehold improvements and furniture and fixtures for the Group's new premises.

For the year ended 31 December 2023

	Computer equipment	Furniture & fixtures	Office equipment & Motor vehicles	Leasehold improvements	Capital work in progress	Total
<b>Cost:</b>						
Balance as at 1 January 2023	22,104,567	5,670,990	5,089,723	12,442,392	-	45,307,672
Additions	702,107	6,811	770,640	-	624,861	2,104,419
Transfers	295,469	-	-	-	(295,469)	-
Disposals	(33,570)	-	(78,970)	-	-	(112,540)
<b>Balance as at 31 December 2023</b>	<b>23,068,573</b>	<b>5,677,801</b>	<b>5,781,393</b>	<b>12,442,392</b>	<b>329,392</b>	<b>47,299,551</b>
<b>Accumulated depreciation:</b>						
Balance as at 1 January 2023	21,418,128	5,639,550	4,907,533	11,861,914	-	43,827,125
Charge for the year	367,705	72,365	179,454	169,283	-	788,806
Disposals	(33,570)	-	(78,970)	-	-	(112,540)
<b>Balance as at 31 December 2023</b>	<b>21,752,263</b>	<b>5,711,915</b>	<b>5,008,017</b>	<b>12,031,197</b>	<b>-</b>	<b>44,503,391</b>
<b>Net book value at:</b>						
31 December 2023	1,316,310	(34,114)	773,376	411,195	329,392	2,796,160

## 5. Intangible assets

For the year ended 31 December

	2024	2023
<b>Cost</b>		
Balance at end of the year	14,831,993	14,831,993
Additions	221,568	-
Balance at end of the year	15,053,561	14,831,993
<b>Accumulated amortization:</b>		
Balance at beginning of the year	14,702,411	14,537,574
Charge for the year	172,228	164,837
Balance at end of the year	14,874,639	14,702,411
Net book value as at the end of the year	178,922	129,582

5.1 Intangible assets mainly represent computer softwares acquired by the Group.

## 6. Equity-accounted investee

Name of entity	Principle place of business	% of ownership interest	31 December 2024	31 December 2023
Jadwa Industrial Investment Company	Saudi Arabia	30	1,639,288	16,334,107

Jadwa Industrial Investment Company (the "Associate") was set up by the Company to invest in equity interest in Saudi Aramco Lubricating Oil Refining Company ("Luberef"). The Associate has been accounted for using the equity method of accounting. Further, the country of incorporation or registration is also the principal place of business. During the year ended 31 December 2022, the interest in equity of Luberef was sold through initial public offering (IPO) following which its management initiated the liquidation process for the Associate.

The tables below provides a summarized financial information of the equity-accounted investee. The information disclosed reflects the amounts presented in the financial statements.

	31 December 2024 (Unaudited)	31 December 2023 (Audited)
Total current assets	16,441	55,371
Total current liabilities	10,977	924
Total non-current liabilities	-	-
Net assets (100%)	5,464	54,447
The Group's share of net assets (30%)	1,639	16,334

### For the year ended 31 December

	31 December 2024 (Unaudited)	31 December 2023 (Audited)
Total income for the year	3,390	5,497
Net (loss)/income for the year	(80)	4,920
Total comprehensive (loss)/income (100%)	(80)	4,920
The Group's share of total comprehensive (loss)/income (30%)	(24)	1,476



## 7. Investments

	Note	31 December 2024	31 December 2023
<b>Investment held at amortized cost</b>			
Murabaha deposits	7.1	173,892,364	-
<b>Investment held at FVTPL</b>			
Open-ended funds		127,262,693	177,132,152
Close-ended funds		637,764,495	516,514,237
Jadwa REIT Saudi Fund		106,428,198	141,481,930
Funds with Portfolio Manager	7.2	612,481,583	674,635,494
<b>Total</b>		<b>1,483,936,969</b>	<b>1,509,763,813</b>

**7.1** Murabaha deposits are for varying periods ranging from five to nine months depending on the liquidity requirements of the Group. These carry special commission rates ranging from 5.14% to 5.74% per annum (2023: 6.1% to 6.9% per annum). As at 31 December 2024, this includes accrued special commission amounting to ₪3.84 million (31 December 2023: ₪Nil)

**7.2** This relates to funds placed with the Fund Manager under discretionary portfolio management agreement.

## 8. Account receivables, Net

	31 December 2024	31 December 2023
Due from funds under management	359,046,985	205,475,819
Due from third parties	185,958,649	260,276,638
Provision for expected credit losses	(103,662,804)	(67,020,392)
	<b>441,342,830</b>	<b>398,732,065</b>

**8.1** Information about the Group's exposure to credit risk and impairment losses for account receivables is included in note 23.1.

**8.2** Due from funds under management includes originated credit impaired receivables amounting to ₪22.64 million (2023: ₪nil).

## 9. Prepaid expenses, deposits and other assets

	Note	31 December 2024	31 December 2023
Prepaid software maintenance		4,592,736	-
Advances to employees		1,996,214	957,669
Prepaid insurance		1,542,121	2,028,873
Margin deposit	9.1	16,528,071	995,000
Prepaid rent		9,308,027	7,291,680
Advances to vendors and contractors		2,506,305	-
Advance Zakat		-	11,575,789
Others		25,000	-
		36,498,474	22,849,011

**9.1** This includes margin deposit, placed with a local Saudi Bank, having a "A-" credit rating, for the purpose of settlement of trades.

## 10. Cash and cash equivalents

	Note	31 December 2024	31 December 2023
Cash at bank - current accounts		10,078,996	73,375,717
Murabaha deposits	10.1	13,003,012	184,000,000
		23,082,008	257,375,717

**10.1** These placements have original maturities of three months or less from the acquisition and carry special commission income rate of 4.17% per annum (31 December 2023: 6.1% per annum to 6.9% per annum).

## 11. Related party transactions

Related parties of the Group include its major shareholders, Associate, Board of Directors and key management personnel of the Group. These transactions are carried out on mutually agreed terms and approved by the management of the Group.

During the year, the Group transacted with related parties in the normal course of business. The transactions with related parties and the related amounts other than those disclosed elsewhere in these consolidated financial statements are as follows:

For the year ended 31 December

Related party	Nature of transaction	31 December 2024	31 December 2023
Associate	Expenses paid on behalf of the Associate (a)	76,550	157,071

(a) Fee charged to an equity-accounted investee for providing management services in accordance with a service level agreement.

**Key management personnel** of the Group comprise senior executive management and the Board of Directors. Details of the remuneration charged to the Group's consolidated statement of profit or loss and relevant balances outstanding at the year-end are as follows:

	Key management personnel		Board of Directors		Total	
	2024	2023	2024	2023	2024	2023
Salaries and allowances	11,935,041	10,657,943	393,243	418,708	12,328,284	11,076,651
Annual fee*	-	-	3,350,507	3,200,000	3,350,507	3,200,000
Other employee related expenses	45,920,160	35,065,000	-	-	45,920,160	35,065,000
Defined benefit obligations	1,475,344	1,235,847	-	-	1,475,344	1,235,847
	<b>59,330,545</b>	<b>46,958,790</b>	<b>3,743,750</b>	<b>3,618,708</b>	<b>63,074,295</b>	<b>50,577,498</b>
Defined benefit obligations – balance	10,256,174	9,005,391	-	-	10,256,174	9,005,391
Number of persons	6	6	7	7	13	13

The Group provides long-term incentive programs to employees. The value of these incentive plans is not determined upfront as it is linked to the future performance of the Group.

## 12. Share capital, statutory reserve and dividends

### Share capital

The authorized, issued and fully paid share capital of the Group consists of 100,000,000 shares of ﷲ 10 each (31 December 2023: 100,000,000 shares of ﷲ 10 each).

During the year ended 31 December 2022, based on the Board of Directors' resolution dated 27 January 2022 and approval in the Extra Ordinary General Assembly meeting held on 8 February 2022 (Corresponding to 7 Rajab 1443H), the Group purchased 10% of its own shares as treasury shares from the sole foreign investor. Moreover, the Group changed the purpose of the treasury shares to be allocated within the employees share plan, based on the Board of Directors' resolution dated 8 December 2022, and approval in the Extra Ordinary General Assembly meeting held on 14 December 2022 (Corresponding to 30 Jumada al-awwal 1444H). As a result of the above share buyback, the Group is 100% owned by the Saudi shareholders.

### Statutory reserve

As per the new Companies Law issued through Royal Decree M/132 on 1/12/1443H (corresponding to June 30, 2022), which came into force on 26/6/1444H (corresponding to January 19, 2023), the Company is not required to set aside net income for the statutory reserve. Accordingly, the Board of Directors on 27 March 2023 approved moving the statutory reserve to retained earnings. The Company aligned its By-Laws by approving it from shareholders in Extra Ordinary General Meeting dated 13 April 2023.

### Dividends

During the year, the shareholders in their Annual General Assembly meeting held on 9 Shawwal 1445H (corresponding to 18 April 2024) approved the distribution of dividends amounting to ﷲ 200 million (31 December 2023: ﷲ 300 million) from the retained earnings at ﷲ 2.00 per share.

## 13. Defined benefit obligation

The movement in provision for defined benefit obligation is as follows:

	For the year ended 31 December	
	2024	2023
Balance at beginning of the year	38,623,567	34,192,590
Current service cost	4,455,562	3,837,582
Interest on defined benefit obligation	1,877,730	1,462,888
<b>Recognized in the consolidated statement of profit or loss</b>	<b>6,333,292</b>	<b>5,300,470</b>
Actuarial gain / (loss) recognized in other comprehensive income	(1,089,758)	1,020,790
Benefits paid during the year	(2,137,916)	(1,890,283)
<b>Balance at the end of the year</b>	<b>41,729,185</b>	<b>38,623,567</b>

### 13.1 Principal actuarial assumptions

	31 December 2024	31 December 2023
Discount rate used (%)	5.52	4.90
Future growth in salary (%)	3.00	3.00
<b>Withdrawal rates (%):</b>		
- Age 20-30	33.3	30.24
- Age 31-40	12.4	12.4
- Age 41-50	3.4	3.4
- Age 51-60	1.4	1.4

The economic and demographic assumptions used in the valuation are unbiased, mutually compatible and best estimates as per the requirements of IAS 19. Financial assumptions are based on market expectations as at the valuation date. These assumptions are as follows:

#### Discount rate used

This rate was used to calculate the actuarial present value of the projected benefits. As per IAS 19, the rate used to discount employee benefit obligation is determined by reference to the high quality corporate bonds at the end of the reporting period. In case of the Group, the discount rate was derived with reference to the Kingdom of Saudi Arabia government traded bonds with maturities consistent with the estimated term of the employee benefit obligation.

#### Rate of growth in salary

The rate of 3.00% (31 December 2023: 3.00%) has been assumed as the long-term salary growth rate and is broadly consistent with the benchmark salary increment rate of the Kingdom of Saudi Arabia.

#### Withdrawal and mortality rates

The rates for withdrawal from service are based on industry/country and the Group's past experience.



### 13.2 Sensitivity analysis

Reasonably possible changes to one of the relevant actuarial assumptions, holding other assumptions constant, would have increased/(decreased) the employee benefit obligation as follows:

Discount rate	31 December 2024	31 December 2023
1 % increase	(3,654,887)	(2,934,913)
1% decrease	4,145,689	3,200,633
Future salary growth		
1 % increase	3,456,988	3,199,708
1% decrease	(3,192,983)	(2,955,351)

### 13.3 Risk associated with defined benefit plans

#### Longevity risks

The risk arises when the actual lifetime of retirees is longer than expectation. This risk is measured at the plan level over the entire retiree population.

#### Salary increase risk

The End of Service Benefit Scheme is a defined benefit scheme with benefits based on last drawn salary. Therefore, the liabilities of the scheme are sensitive to salary increases.

## 14. Share-based payment obligation

#### Cash settled

The Group has a Virtual-Share Linked Incentive Scheme which aims at rewarding the performance and retention of its employees by giving them the incentive linked to certain Virtual Shares (the "Award Shares") and, in particular, to the Group's financial performance. Under the Scheme, one-third of the Award Shares vest on each of the third, fourth and fifth anniversaries of the effective date and, upon vesting, shall constitute "Vested Shares".

After vesting date each employee will have a put option, having no expiry date, to redeem up to 20% of his unredeemed vested shares at the put option price. The Group may in any financial year after the grant date require that the employee redeems up to 50% of their unredeemed vested shares at the call option price.

The amount of the cash payment is determined based on the book value of the Group multiplied by put option factor or call option factor, as the case may be. The fair value of the cash settled share-based payment obligation has been measured using an appropriate model. Service conditions attached to the arrangements were not taken into account in measuring fair value.

The inputs used in the measurement of fair value at the measurement date of the obligation were as follows:

	31 December 2024	31 December 2023
Fair value per share (¥)	28.61	23.27
Book value per share (¥)	16.16	14.53
Risk-free interest rate (per annum)	3.5%	4%

The risk-free interest rate is based on KSA Government Bond yields. The below table shows the movement of share-based payment obligation:

For the year ended

	2024	2023
Opening share-based payment obligation	70,427,021	61,597,595
Share-based payment expense	20,036,367	20,036,367
Share-based payments	(18,643,644)	(11,206,940)
Closing share-based payment obligation	71,819,744	70,427,021

### Equity settled

During the year ended 31 December 2022, the Group launched share award plan. Under the Scheme, one-third of the award shares vest on each of the third, fourth and fifth anniversaries of the effective date.

The fair value of the share award plan has been measured using an appropriate model. Service conditions attached to the arrangements were not taken into account in measuring fair value. The inputs used in the measurement of fair value at the grant date of the share award plan were as follows:

	31 December 2024	31 December 2023
Fair value per share (ﷲ)	24.57	24.57
Risk-free interest rate (per annum)	4%	4%

The below table shows the movement of share award payment plan:

For the year ended

	2024	2023
Opening share award payment plan reserve	118,628,492	59,314,246
Provision for share award payment plan	59,314,246	59,314,246
Closing share award payment plan reserve	177,942,738	118,628,492

## 15. Other payables and accruals

	31 December 2024	31 December 2023
Accrued employees' benefits	228,098,934	234,294,485
Payable for share buyback	27,378,275	56,849,000
Other accrued liabilities	24,661,727	14,071,730
Value added tax payable	33,754,575	34,194,778
Rebates and accrued transaction expenses	29,127,990	21,775,059
Account payables	165,961	475,041
	343,187,462	361,660,093

## 16. Zakat

**16.1** The movement in zakat and tax payable is as follows:

For the year ended 31 December			
	Note	2024	2023
Balance at beginning of the year		225,623,976	71,908,649
Zakat and income tax charge for the year	16.2	37,527,575	170,772,039
Payments made during the year		(172,113,737)	(17,056,712)
Balance at end of the year		91,037,814	225,623,976

**16.2** Details of zakat and tax charge in the consolidated statement of profit or loss is given below:

For the year ended 31 December			
	Notes	2024	2023
<b>Zakat charge</b>			
- Current year	16.1	37,527,575	40,492,039
- Prior years		-	130,280,00
		<b>37,527,575</b>	<b>170,772,039</b>

**16.3** The Group has filed its Zakat and tax returns with the ZATCA for financial years up till and including the year 2023. The Zakat and tax assessments for the years up till 2018 have been assessed by the ZATCA with additional demands aggregating to ₪254 million for the year from 2008 to 2018. These additional demands mainly came from the "disallowance of long-term investments to the Zakat base by the ZATCA.

During the prior year, the Appeal Committee for Tax Violations and Disputes (ACTVD) issued a decision against the Group with a revised demand of ₪53 million for the year from 2008 to 2014.

During the current year, the Group has paid the final Zakat demands raised by ZATCA with respect to the years from 2008 to 2018.

As at 31 December 2024, the Zakat payable includes provisions amounting to ₪53.5 million relating to the years from 2019 to 2023.

## 17. Clients' cash accounts

At 31 December 2024, the Group was holding clients' cash accounts amounting to ₪1,027.49 million (2023: ₪555.61 million), to be used for investments on the clients' behalf. Consistent with its accounting policy, such balances are not included in the Group's consolidated financial statements as these are held by the Group in fiduciary capacity.

## 18. Assets under management

These represent assets related to the Unitholders of the investment funds and discretionary portfolios managed by the Group, which amount to ₪85.34 billion as at 31 December 2024 (2023: ₪62.52 billion). Consistent with its accounting policy, such balances are not included in the Group's consolidated financial statements as these are held by the Group in fiduciary capacity.

## 19. Fees from services, net

For the year ended 31 December

	Note	2024	2023
Asset management		664,921,518	535,239,515
Investment Banking	19.1	30,738,289	33,626,806
Advisory		20,443,611	22,622,814
Brokerage		4,119,952	4,087,983
		<b>720,223,370</b>	<b>595,577,118</b>

**19.1** The Kingdom of Saudi Arabia is the Primary Geographical market of the Group for all the streams of revenue. Following is a disaggregation of total revenue by major services provided by the Group and timing of recognition for the years ended 31 December:

	Point in time		Overtime		Total	
	2024	2023	2024	2023	2024	2023
Asset management	<b>217,087,914</b>	201,099,885	<b>447,833,604</b>	334,139,630	<b>664,921,518</b>	535,239,515
Investment Banking	<b>30,738,289</b>	33,626,806	-	-	<b>30,738,289</b>	33,626,806
Advisory	-	-	<b>20,443,611</b>	22,622,814	<b>20,443,611</b>	22,622,814
Brokerage	<b>4,119,952</b>	4,087,983	-	-	<b>4,119,952</b>	4,087,983
<b>Total</b>	<b>251,946,155</b>	<b>238,814,674</b>	<b>468,277,215</b>	<b>356,762,444</b>	<b>720,223,370</b>	<b>595,577,118</b>

## 20. Salaries and employee related expenses

For the year ended 31 December

	Notes	2024	2023
Salaries and allowances		94,788,727	89,054,117
Other employee related expenses		231,623,363	222,819,434
Share-based payment expense	14	79,350,613	79,350,613
Defined benefit obligation expense	13	6,333,292	5,300,470
		<b>412,095,995</b>	<b>396,524,634</b>

## 21. Other general and administrative expenses

For the year ended 31 December

	Notes	2024	2023
Professional fee		21,243,278	13,325,534
Repairs and maintenance expenses		6,450,726	13,799,185
Subscription fee		11,689,987	10,929,162
Board of Directors expense	11	3,743,750	3,743,750
Outsourced staff		5,863,227	4,593,925
Withholding tax		2,056,164	1,738,187
Telecommunication expense		1,521,408	1,373,376
Insurance expense		1,777,898	1,237,889
Travel expenses		3,791,069	2,480,464
Utilities		508,559	532,418
Meeting expense		584,056	538,588
Gifts		248,648	1,394,840
Publication, printing and stationery		609,639	411,920
Conference expense		430,206	431,773
Others		6,438,149	1,721,775
		<b>66,956,764</b>	<b>58,252,786</b>

## 22. Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer liability in an orderly transaction between market participants at the measurement date in the principal or in its absence, the most advantageous market to which the Group has access at that date.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

When measuring the fair value, the Group uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

**Level 1:** Inputs that are quoted market prices (unadjusted) in active markets for identical instruments.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable either directly (i.e., as prices) or indirectly (i.e., derived from prices). This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.

**Level 3:** Inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs that are not observable, and the unobservable inputs have a significant effect on the instrument's valuation.

The fair value of investments in unlisted investment funds is determined using unadjusted net assets values (Level 2 measurement) or by applying a discount to net the assets value (Level 3 measurement). The unadjusted assets value is used when the units in a fund are redeemable at the reportable net assets value at, or approximately at, measurement date. If this is not the case, then net assets value is used as a valuation input and an adjustment is applied for lack of marketability and restrictions on redemptions. The adjustment is based on management judgement after considering the period of restrictions and the nature of the underlying investments.

The table below analyses financial instruments measured at fair value at the reporting date by the level in the fair value hierarchy into which the fair value measurement is categorized. The amounts are based on the values recognized in the statement of financial position. All fair value measurements below are recurring.

#### 31 December 2024

Financial assets measured at fair value	Carrying value	Level 1	Level 2	Level 3	Total
Investments at FVTPL					
Open-ended funds	127,262,693	-	127,262,693	-	127,262,693
Close-ended funds	637,764,495	-	-	637,764,495	637,764,495
Jadwa REIT Saudi Fund	106,428,198	106,428,198	-	-	106,428,198
Funds with portfolio manager	612,481,583	-	612,481,583	-	612,481,583
	1,483,936,969	106,428,198	739,744,276	637,764,495	1,483,936,969

#### 31 December 2023

Financial assets measured at fair value	Carrying value	Level 1	Level 2	Level 3	Total
Investments at FVTPL					
Open-ended funds	177,132,152	-	177,132,152	-	177,132,152
Close-ended funds	516,514,237	-	-	516,514,237	516,514,237
Jadwa REIT Saudi Fund	141,481,930	141,481,930	-	-	141,481,930
Funds with portfolio manager	674,635,493	674,635,493	-	-	674,635,493
	1,509,763,812	816,117,423	177,132,152	516,514,237	1,509,763,812

During the year the Funds with Portfolio Manager have been transferred from Level 1 to Level 2 due to the change in the underlying portfolio composition.

During the year, the Group adjusted the valuation methodology for investments in certain investment funds to account for the increasing reliance on significant unobservable inputs, such as illiquidity discounts. This adjustment enhances the accuracy of fair value measurement in alignment with IFRS 13.



A reconciliation of fair value measurements and the significant valuation techniques and inputs applied for financial instruments classified as Level 3, is provided below.

For the year ended 31 December

	2024	2023
Carrying value at the beginning of the year	516,514,237	511,362,718
Investments purchased	381,921,202	129,043,698
Investments sold	(235,591,831)	(128,709,233)
Re-measurement of fair value of investments, net	(25,079,113)	4,817,054
<b>Carrying value at the end of the year</b>	<b>637,764,495</b>	<b>516,514,237</b>

The table below sets out information about significant unobservable input used as at 31 December 2024 in measuring the investment categorized as Level 3 in the fair value hierarchy.

Value Technique	Significant unobservable inputs	Range of estimates (weighted average) for unobservable input	Sensitivity to changes in significant unobservable input
Adjusted net assets value	Discount for lack of marketability/restriction on redemption	5.1% - 16.3% (2023: Nil)	A significant increase in discount would result in a lower fair value

Discount for lack of marketability/restrictions on redemptions for the investment in the funds represents the discount applied to the net assets value of the investee to reflect the restriction on redemptions. The Group determines this discount based on its judgement after considering the period of restrictions and the nature of the funds' investments.

The carrying amounts and fair values of financial instruments not measured at fair value, are not significantly different from the carrying values included in these consolidated financial statements. Cash and cash equivalents are classified as Level 1, while the remaining financial assets and liabilities are classified as Level 3.

## 23. Risk management

The Group manages its business risks in the creation, optimization and protection of enterprise value as well as creation of value for its investors. Therefore, risk management is an integral part of corporate strategy to ensure effectiveness and value addition. Risk management goal is to understand and manage the risks rather than to avoid it.

The Group has designed its risk management framework to identify, measure, monitor, mitigate, insure and reassess its key risks based upon changes in internal and external environment. The framework supports to achieve its strategic objective to optimize the risk return trade-off by either maximizing return for a given level of risk or reduce the risk for a given level of return. The Risk Management division, which is a vital link between business lines and management, develops and communicates risk appetite to risk owners and continuously monitors it to ensure risk exposures are within management's acceptable level.

The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Market risk
- Liquidity risk
- Operational risk

### 23.1 Credit risk

Credit risk is the risk that one party to a financial instrument may fail to discharge its contractual obligation and cause the other party to incur a financial loss. The Group has established procedures to manage credit risk including evaluation of customers' credit worthiness, formal credit approvals and obtaining collateral.

With respect to credit risk arising from other financial assets of the Group, including cash and cash equivalents, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the gross amounts of these instruments. The table below shows the maximum exposure to credit risk for the components of the consolidated financial statements.

	Total maximum exposure as at 31 December	
	2024	2023
Cash and cash equivalents	23,082,008	257,375,717
Accounts and other receivables	545,005,634	465,752,457
Investments held at FVTPL	173,892,364	-
Other assets	18,524,285	1,952,669
	<b>760,504,291</b>	<b>725,080,843</b>

Investment team focuses on the Sharia compliant products and markets where it can comprehend the inherent risks. The Group monitors and manages credit risk of its investments with tools i.e. policy and procedures and risk appetite that include limits for concentration, country, industry and acceptable rating levels for counterparties etc. The stringent approval framework of investment and exhaustive evaluation process timely alerts the management on arising risks. While investment team is responsible to maintain exposure within limits, it is monitored independently by risk management on a continuous basis.

The Group considers the financial assets to be in default when:

- The debtor is unlikely to pay its credit obligation to the Group in full, without recourse by the Group to action such realizing security (if any), or
- The financial asset is more than 360 days past due.

### Cash and cash equivalents and investments at amortized cost

Cash balances are held with banks having long-term credit ratings from A- to AA- and short-term credit ratings from F-2 to F1+ and Murabaha deposits are held with the Banks having long-term credit ratings of A- and short-term credit ratings of F-2.

### Accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customers base, including the default risk of the industry and the country in which customers operate.

In monitoring customer credit risk, credit exposures are grouped according to their credit characteristics, including whether they are an individual or a legal entity, open-ended mutual funds, close-ended mutual funds and corporate customers. The Group also analyses various factors to classify credit exposures into different groups based on economic and industry characteristics, previous financial difficulties and liquidity characteristics of mutual funds' underlying investments.

At 31 December, the maximum exposure to credit risk for accounts receivables by geographic region was as follows:

	Total maximum exposure as at 31 December	
	2024	2023
Kingdom of Saudi Arabia	504,797,418	449,062,353
United States of America	40,149,972	14,420,039
Others	58,244	2,270,065
	545,005,634	465,752,457

As at the 31 December, the maximum exposure to credit risk for accounts receivables by type of counter party was as follows:

	Total maximum exposure as at 31 December	
	2024	2023
Close-ended mutual funds – related parties	315,654,499	170,876,377
Open-ended mutual funds – related parties	43,392,486	34,934,208
Corporate customers	185,958,649	207,463,858
Others	-	52,478,014
	545,005,634	465,752,457

### Expected credit losses ("ECL") for account receivables as at 31 December 2024 and 31 December 2023

The prevailing economic conditions require the Group to continue to revise certain inputs and assumptions used for the determination of ECL. These primarily revolve around adjusting macroeconomic factors and the scenario weightages used by the Group in the estimation of ECL.

The Group uses an allowance matrix to measure the expected credit losses (ECL) of account receivables, which comprises of small number of large balances. Loss rates are calculated using a 'roll rate' method based on the probability of account receivables progressing through successive stages of delinquency to write-off. Roll rates are calculated for exposures based on age analysis of outstanding exposure.

The following tables provide information about the exposure to credit risk and ECLs for account receivables:

31 December 2024	Weighted average loss rate	Gross carrying amount	Loss allowance	Net carrying amount
Past due 0 – 30 days	1.03%	337,622,968	3,480,874	334,142,094
Past due 31 – 180 days	4.51%	83,241,145	3,757,593	79,483,552
Past due 181 – 360 days	24.23%	7,333,687	1,776,973	5,556,714
Past due over 360 days	46.74%	41,607,970	19,447,500	22,160,470
Management overlays on specific exposures	100%	75,199,864	75,199,864	-
		545,005,634	103,662,804	441,342,830

31 December 2023	Weighted average loss rate	Gross carrying amount	Loss allowance	Net carrying amount
Current (not past due)	0.2%	1,241,217	2,693	1,238,524
Past due 0 – 30 days	0.5%	281,401,839	1,350,504	280,051,335
Past due 31 – 180 days	5%	96,954,115	3,327,528	93,626,587
Past due 181 – 360 days	19%	21,250,331	4,235,305	17,015,026
Past due over 360 days	45%	12,341,885	5,541,292	6,800,593
Management overlays on specific exposures	100%	52,563,070	52,563,070	-
		465,752,457	67,020,392	398,732,065

Loss rates are based on actual credit loss experiencing over past two years. These rates are multiplied by scalar factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Scalar factors are based on actual and forecast GDP rates, which is 4.57% (2023: 3.26%).

The following is the movement in the ECLs for the year ended 31 December:

**For the year ended 31 December**

Notes	2024	2023
Balance as at 1 January	67,020,392	77,566,982
Expected credit losses for the year	36,642,412	(7,488,521)
Written-off during the year	-	(3,058,069)
	103,662,804	67,020,392

## 23.2. Market risk

Market risk is the risk that changes in market prices – e.g. interest rates, foreign exchange rates, equity prices and credit spreads – will affect the Group's income or the fair value of its holdings of financial instruments.

The Group employs a structured approach to managing market risk, ensuring that exposures are effectively mitigated while maintaining alignment with investment objectives. The key components of the Group's market risk management strategy include:

- regular assessment of market risk exposures using quantitative models and scenario analysis.
- investments are diversified across multiple funds, sectors and vintages/time periods to reduce concentration risk.
- maintains a robust risk management framework that includes periodic valuation reviews, stress testing, and performance tracking.
- a risk management committee oversees market risk exposure, ensuring compliance with internal risk limits and regulatory requirements.

### Foreign exchange risk

Currency risk is the risk that the value of financial instruments may fluctuate due to change in foreign exchange rates. Management closely monitors the exchange rate fluctuations and believes that there is minimal risk of losses due to exchange rate fluctuations as the Group primarily deals with Saudi Arabian Riyals or currencies with low volatility with Saudi Arabian Riyals.

The summary quantitative data about the Group's exposure to currency risk is as follows:

31 December 2024

	USD	GBP	AED
Investments (FVTPL)	130,696,064	-	-
Accounts receivables	10,415,156	-	-
Cash and cash equivalents	3,817,924	7,725	115,834
<b>Net exposure</b>	<b>144,929,144</b>	<b>7,725</b>	<b>115,834</b>

31 December 2023

	USD	GBP	AED
Investments (FVTPL)	140,060,731	-	-
Accounts receivables	16,558,205	-	-
Cash and cash equivalents	3,069,065	232,772	257,670
<b>Net exposure</b>	<b>159,688,001</b>	<b>232,772</b>	<b>257,670</b>

A reasonably possible strengthening (weakening) of the foreign currencies at 31 December would have affected the measurement of financial instruments denominated in a foreign currency and affected equity and consolidated statement of profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular commission rates, remain constant.

	Strengthening	Weakening
<b>31 December 2024</b>		
USD + / - 1%	1,449,291	(1,449,291)
GBP + / - 1%	1,158	(1,158)
AED + / - 1%	77	(77)
Net effect	1,450,526	(1,450,526)
<b>31 December 2023</b>		
USD + / - 1%	159,688,001	(159,688,001)
GBP + / - 1%	232,772	(232,772)
AED + / - 1%	257,670	(257,670)
Net effect	160,178,443	(160,178,443)

#### Cash flow and fair value commission rate risk

Commission rate risk arises from the possibility that the changes in commission rates will affect either the fair values or the future cash flows of financial instruments. The Group is not exposed to any material fair value commission rate risk and cash flow commission rate risk on its fixed rate Murabaha contracts.

#### Other price risk

The Group is exposed to price risk due to fluctuations in the fair value of investment funds, which are influenced by economic conditions, market sentiment, and underlying asset performance. As at 31 December, the Group is exposed to the equity price risk on the following investments.

#### For the year ended 31 December

	2024	2023
Real Estate Investment Trust (REIT)	6.42%	9.37%
Unlisted open-ended investment funds	44.62%	56.42%
Unlisted close-ended investment funds	38.47%	34.21%
Total investment assets	89.51%	100%

A 10% increase/(decrease) in the valuation of investment funds as at 31 December would result in a fair value gain/(loss) of approximately ₪148.4 million (31 December 2023: ₪151 million).



### 23.3. Liquidity risk

'Liquidity risk' is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stress conditions, without incurring unacceptable losses or risk damage to the Group's reputation. It forecasts the cash flow and liquidity profiles of its financial assets and liability and maintains a portfolio of short-term liquid assets to cover requirements, largely consisting of certain liquid placements with financial institutions. All financial liabilities on the Group's consolidated statement of financial position are contractually payable on a current basis within 1 year.

### 23.4. Operational risk

Operational risk is the risk of direct or indirect loss arising from a variety of causes associated with the processes, technology and infrastructure supporting the Group's activities either internally or externally at the Group's service provider and from external factors other than credit, liquidity, currency and market risks such as those arising from the legal and regulatory requirements.

The Group's objective is to manage operational risk so as to balance limiting of financial losses and damage to its reputation with achieving its investment objective of generating returns to unitholders.

The primary responsibility for the development and implementation of controls over operational risks rests with management supported by risk management and compliance team.

This responsibility is supported by the development of overall standard for the management of operational risk, which encompasses the controls and processes at the service providers and the establishment of service levels with the service providers, in the following areas:

- documentation of controls and procedures
- requirements for:
  - **appropriate segregation of duties between various functions, roles and responsibilities;**
  - **reconciliation and monitoring of transactions; and**
  - **periodic assessment of operational risks faced**
- the adequacy of controls and procedures to address the risks identified;
- compliance with regulatory and other legal requirements;
- development of contingency plans;
- training and professional development;
- ethical and business standards; and
- risk mitigation, including insurance

## 24. Financial instruments by category

All financial assets and financial liabilities for the years ended 31 December 2024 and 31 December 2023, are classified under amortized cost category except for investment measured at FVTPL, which is classified and measured at fair value.

	Measurement category	As at 31 December 2024	As at 31 December 2023
<b>Financial assets</b>			
Cash and bank balances	Amortized cost	23,082,008	257,375,717
Account receivables, net	Amortized cost	441,342,830	398,732,065
Investments held at FVTPL	Investments held at FVTPL	1,483,936,969	1,509,763,813
Investments at amortized cost	Amortized cost	173,892,364	-
Other assets	Amortized cost	18,524,285	1,952,669
<b>Total financial assets</b>		<b>2,140,778,456</b>	<b>2,167,824,264</b>
<b>Financial liabilities</b>			
Other payables and accruals	Amortized cost	309,432,887	327,465,313
<b>Total financial liabilities</b>		<b>309,432,887</b>	<b>327,465,313</b>

## 25 Unfunded capital commitments

As at 31 December 2024, the Company's unfunded capital commitments to the Funds amounted to ₪85.2 million (31 December 2023: ₪4.1 million).

## 26 Events after the end of the reporting period

There are no events subsequent to the statement of financial position date which require adjustment of or disclosure in the consolidated financial statements or notes thereto.

## 27 Approval of financial statements

These consolidated financial statements were authorized for issue on 24 March 2025 (Corresponding to 24 Ramadan 1446H) by the Board of Directors of Jadwa Investment Company.

# Index of CMA requirements

Requirement	Section	Page
Description of all main activities of the Capital Market Institution.	Business overview	42 – 47
Formation of the Board of Directors and classification of its members as follows: executive Board member, non-executive Board member, or independent Board member.	Corporate governance	52
Names of companies inside and outside the Kingdom of which a member of the Board of Directors of the Capital Market Institution is a member of its Boards of Directors or one of its directors.	Corporate governance	53 – 54
Name of each company affiliated with the Capital Market Institution, its capital, the percentage of ownership of the Capital Market Institution in it, its main activity, the main country of its operations, and the country of its establishment.	Corporate governance	61
A description of the plans and important decisions of a Capital Market Institution (including structural changes, expansion of business, or suspension of operations), and future expectations of the business of the Capital Market Institution.	CEO's statement	38 – 41
	Business overview	42 – 47
	Corporate governance	60
The number of Board of Directors' meetings held during the last financial year, their dates, and the attendance record of each meeting indicating the names of those present.	Corporate governance	53
A brief description of the powers and functions of the committees, such as the Audit Committee, the Nominations Committee, and the Remuneration Committee, stating the names of these committees, their chairmen and members, the number of their meetings, the dates of their meeting, and the attendance record of each meeting, indicating the names of those present.	Corporate governance	55 – 56
Disclosure of remuneration and compensation paid to members of the Board of Directors of the Capital Market Institution and five of the senior executives who received the highest remuneration and compensation, in addition to the chief executive officer and chief financial officer if they are not among them.	Corporate governance	57
A statement of any arrangement or agreement whereby a member of the Board of Directors of the Capital Market Institution or a senior executive waives any remuneration or compensation.	Corporate governance	57
Any penalty, sanction, precautionary measure, or precautionary restriction imposed on a Capital Market Institution by the Authority or by any supervisory, regulatory, or judicial body, along with a statement of its signatory, the reasons for the violation, and the ways to address it and avoid its occurrence in the future.	Corporate governance	58
The results of the audit report of a Capital Market Institution's system and controls, in addition to the Audit Committee's opinion on the adequacy of the internal audit system (where applicable).	Corporate governance	60
Information relating to any risks faced by a Capital Market Institution (whether operational risks, financing risks or market risks) and the policy for managing and monitoring these risks.	Corporate governance	58 – 59
If the auditor's report includes any reservations to the annual financial statements, the report of the Board of Directors must clarify those reservations, their reasons and any information related to them.	N/A	N/A
Summary in the form of a table or diagram of the assets and liabilities of a Capital Market Institution and the results of its business in the last five financial years or since inception, whichever is shorter.	Corporate governance	61
Clarification of any material differences in the operating results from the results of the previous financial year, or any expectations announced by the Capital Market Institution.	Corporate governance	61
A description of any interest, contractual securities or rights issue belonging to the members of the Board of Directors of the Capital Market Institution, the senior executives and their relatives in the shares or debt instruments of the Capital Market Institution or any of its affiliates, and any change in that interest, those securities or rights during the last financial year.	Corporate governance	58
Information relating to any loans on the Capital Market Institution (whether payable on demand or otherwise), a statement of the total indebtedness of the Capital Market Institution and its affiliates, and any amount paid for loans during the financial year, the amount of the loan principal, and the remaining amount, the amount of the loan's principal, the name of the lender, its duration, and the remaining amount, and in the event of the absence of loans on a Capital Market Institution, it must provide an acknowledgment thereof.	Corporate governance	61

**Requirement****Section****Page**

A description of each transaction concluded between a Capital Market Institution and a related person.

N/A

N/A

Information relating to any business or contracts to which a Capital Market Institution is a party, or in which it has an interest for one of the members of the Board of Directors of the Capital Market Institution or for senior executives or for any person related to any of them, so that it includes the names of those involved in the business or contracts and the nature of these business or contracts, their terms, duration and amount, and in the absence of any such business or contracts, the Capital Market Institution must provide an acknowledgment thereof.

Corporate governance

54



## Jadwa Investment

A Saudi Closed Joint Stock Company  
Licensed by the Capital Market Authority  
License No. 06034-37

Paid-up capital of ﷲ 1,000,000,000  
Phone +966 11 279-1111  
P.O. Box 60677, Riyadh 11555, Saudi Arabia

[jadwa.com](http://jadwa.com)

