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extra

2025

SUSTAINABILITY REPORT

United Electronics Company (eXtra)



A Message from Our Chairman

Chairman's Message

Dear Esteemed Stakeholders,

It is my pleasure to present eXtra 2025 Sustainability Report, highlighting another year of responsible growth and meaningful progress in integrating sustainability into every aspect of our business, a testament to the progress we have made in embedding responsible, forward-looking practices at the heart of our business strategy.

In 2025, eXtra delivered another year of record performance. Revenue grew by 9.8% year-on-year to SAR 7,446 million, with net income rising by 7.8% to SAR 576 million. These results reflect the strength of our omnichannel model, the dedication of our people, and the trust of our customers and shareholders. Tasheel Finance, our consumer finance subsidiary, continued to be a meaningful contributor to profitability while supporting responsible consumption by providing accessible financing solutions to our customers.

As stakeholder expectations evolve and Saudi Vision 2030 continues to shape the Kingdom's economic and social landscape, we recognize that sustained business success demands more than strong financial results. This performance provides us with both the foundation and the responsibility to accelerate our sustainability journey. In 2025, we made significant strides in governance, social investment, and environmental stewardship.

The Board approved three foundational ESG policies — our Sustainability and Social Responsibility Policy, Ethical Conduct and Anti-Corruption Policy, and Suppliers Code of Conduct — formalizing expectations across our operations and value chain. These frameworks ensure that our growth is not only profitable, but principled.

Looking ahead, the Board remains committed to overseeing the continued integration of ESG into our long-term strategy. We believe that sustainable business and strong financial performance are not competing goals — they are mutually reinforcing. As eXtra continues to grow, we are resolved to grow responsibly.

On behalf of the Board of Directors, I extend my sincere appreciation to our employees, customers, suppliers, and shareholders for their continued trust and partnership. Together, we are building a more resilient, inclusive, and sustainable future for eXtra and for all those we serve.

Yousef Ali Zaid Al Quraishi



About this Report

This is United Electronics Company (eXtra) Sustainability Report, covering the reporting period from **1 January 2025 to 31 December 2025**. The report provides an overview of our sustainability performance, initiatives, and progress during this period, reflecting our commitment to transparent, accurate and balanced sustainability reporting.

The report has been prepared in alignment with the **Global Reporting Initiative (GRI) Standards**, it also considers Saudi Arabia's **Vision 2030** and the **UN SDGs**, ensuring our efforts are aligned with both national and global sustainability agendas.

The reporting boundary for quantitative data encompasses our operations within **Saudi Arabia**. Qualitative data, unless otherwise stated, reflects all our operations across the region. This approach ensures a comprehensive understanding of our sustainability journey.

This report has been reviewed and approved by United Electronics Company (eXtra) **Board of Directors**, demonstrating our commitment to ensuring the accuracy and integrity of the information presented.

We value feedback from our stakeholders to continuously improve our sustainability practices and reporting. For any inquiries, suggestions, or comments, please contact us at: Bendary.a@eXtra.com



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01

ABOUT eXtra

Powering Everyday Life Through Technology



About eXtra

Since 2003, eXtra has been helping customers across the Gulf discover, experience, and enjoy the latest innovations in technology, consumer electronics, home appliances, and lifestyle solutions.

What began as a vision to redefine electronics retail in Saudi Arabia has evolved into one of the region's leading omnichannel retailers, serving millions of customers through a seamless combination of physical stores, digital platforms, and value-added services.

Today, eXtra stands as a trusted destination where customers find the world's leading brands, exceptional service, and innovative solutions that simplify and enrich everyday life.

eXtra offers an extensive selection of products across technology, communication, entertainment, home living, and personal care categories, carefully curated to meet the evolving needs of modern consumers.

Our business is built on a simple principle: **Putting customers at the center of everything we do.**

Through continuous innovation, operational excellence, and a customer-first mindset, we strive to deliver outstanding experiences at every touchpoint.



Our Vision, Mission, and Principles

Our Mission

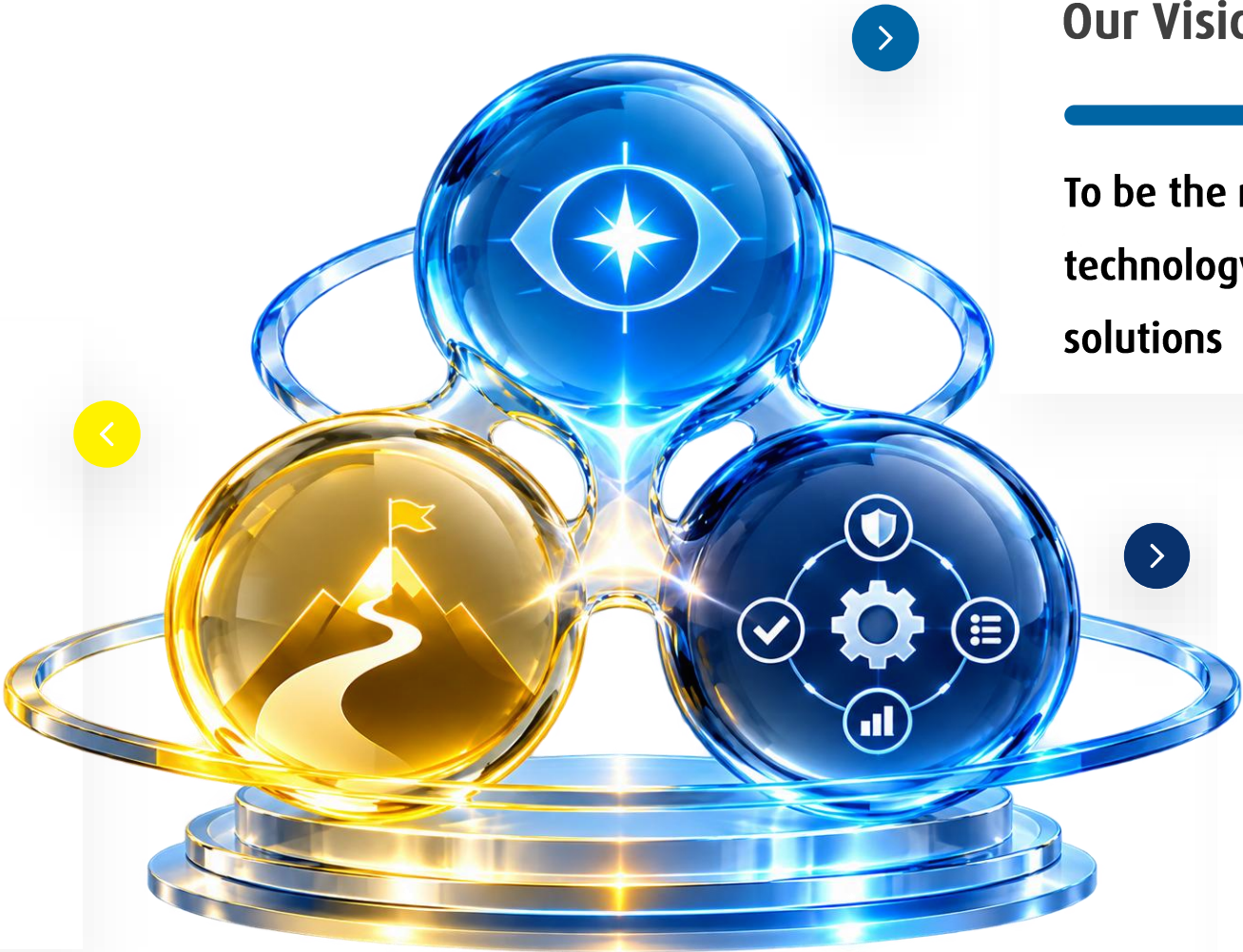
To enhance everyday life by delivering innovative products, trusted services, and exceptional customer experiences through operational excellence and continuous innovation.

Our Vision

To be the region's most trusted destination for technology, electronics, appliances, and lifestyle solutions

Our Operating Principles

- Customers are our highest priority.
- We communicate openly and respectfully.
- We honor our commitments and take accountability.
- We respect every individual and value diverse perspectives.
- We embrace learning, innovation, and continuous improvement.
- We act with agility and purpose to create lasting value.



Our Values

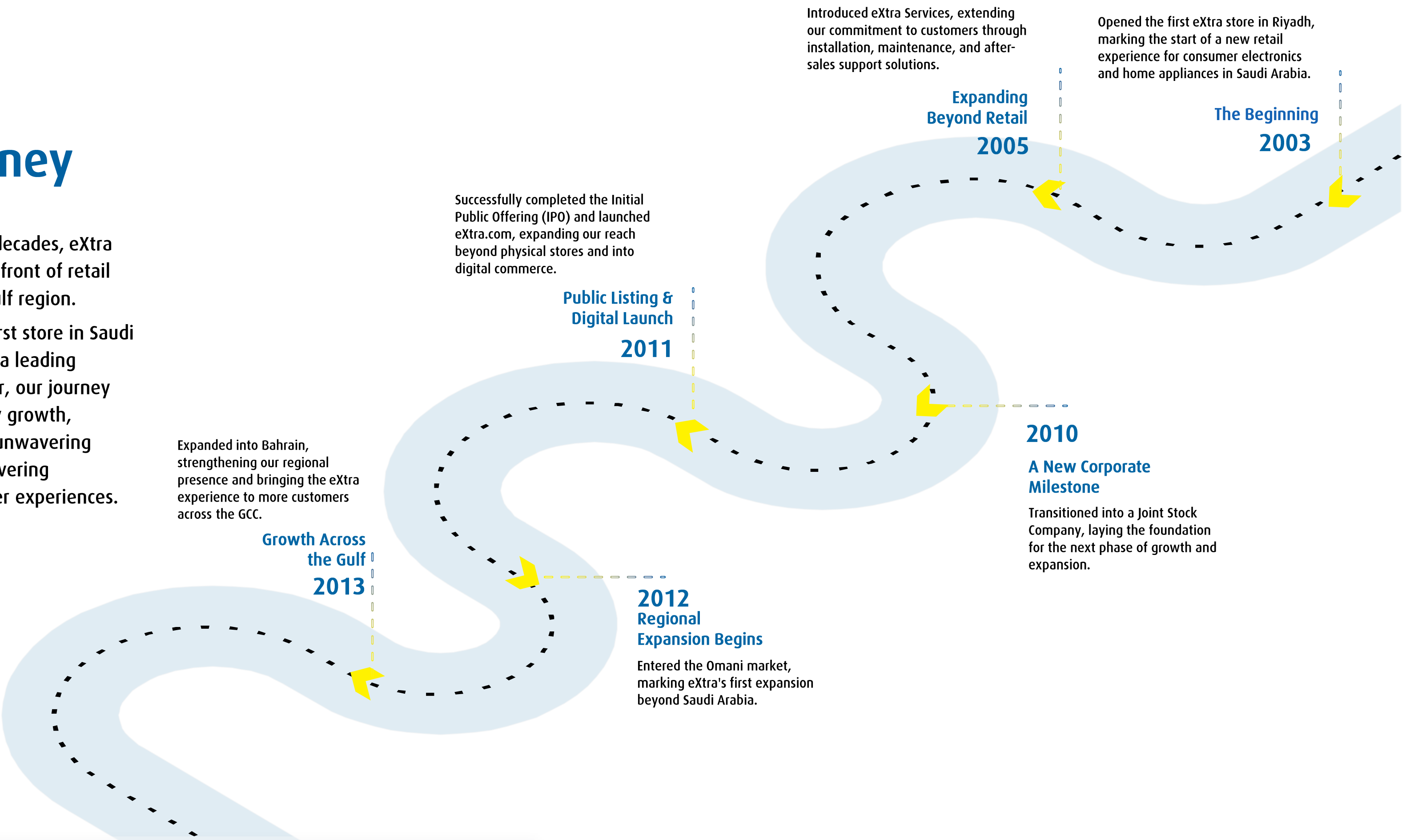
- > We place customers at the center of every decision and strive to exceed expectations.
- > We act responsibly, take initiative, and hold ourselves accountable for results.
- > We collaborate, support one another, and achieve success together.
- > We continuously improve, innovate, and pursue the highest standards of performance.
- > We operate with honesty, transparency, and respect in everything we do.



Our Journey

For more than two decades, eXtra has been at the forefront of retail innovation in the Gulf region.

From opening our first store in Saudi Arabia to becoming a leading omnichannel retailer, our journey has been defined by growth, innovation, and an unwavering commitment to delivering exceptional customer experiences.



Opened the first eXtra store in Riyadh, marking the start of a new retail experience for consumer electronics and home appliances in Saudi Arabia.

The Beginning
2003

Introduced eXtra Services, extending our commitment to customers through installation, maintenance, and after-sales support solutions.

Expanding Beyond Retail
2005

Successfully completed the Initial Public Offering (IPO) and launched eXtra.com, expanding our reach beyond physical stores and into digital commerce.

Public Listing & Digital Launch
2011

Expanded into Bahrain, strengthening our regional presence and bringing the eXtra experience to more customers across the GCC.

Growth Across the Gulf
2013

2010

A New Corporate Milestone

Transitioned into a Joint Stock Company, laying the foundation for the next phase of growth and expansion.

2012 Regional Expansion Begins

Entered the Omani market, marking eXtra's first expansion beyond Saudi Arabia.

Our Journey

Looking Ahead

As we continue to evolve, eXtra remains focused on shaping the future of retail through innovation, digital transformation, strategic partnerships, and exceptional customer experiences.

Every milestone in our journey reflects our commitment to enriching everyday life and creating lasting value for our customers, employees, partners, and shareholders.

2014
Introducing Consumer Financing
Launched consumer financing solutions to make technology and home essentials more accessible and affordable for customers.

Exceeded SAR 6 billion in annual revenue despite the COVID-19 pandemic and the market conditions, demonstrating resilience, operational excellence, and growing market leadership.

Continued Momentum 2020

2023
Strengthening Customer Value

Partnered with Panda to manage all their electronics sections through introducing CliX, creating a new channel for eXtra, and reaching more customers.

Launched JOOD Membership, delivering exclusive benefits, personalized offers, and premium experiences to our most loyal customers.

Opened the 50th eXtra store in Saudi Arabia, reinforcing our commitment to serving customers across the Kingdom.

Store Network Expansion 2024

2025
Marketplace Transformation

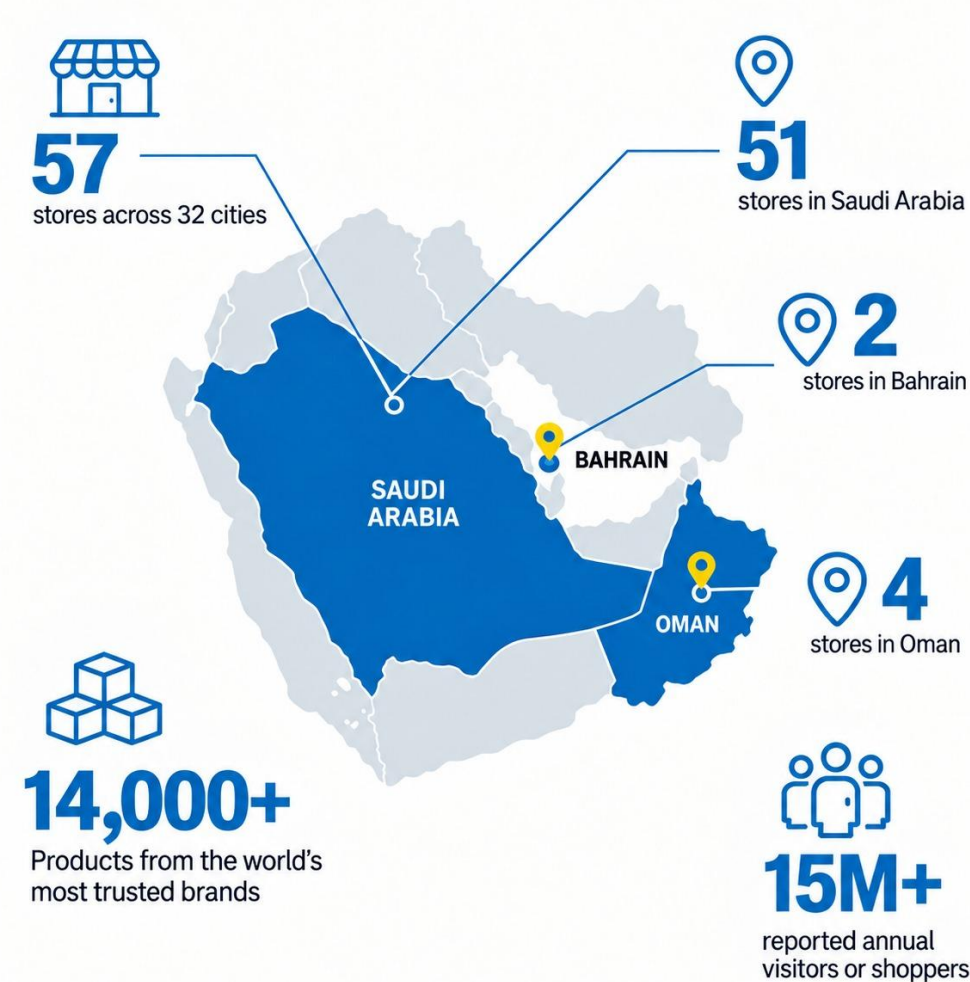
Launched the eXtra Marketplace, significantly expanding product selection and creating a broader digital ecosystem for customers and verified sellers.

Our Scale and Impact

Today, eXtra serves around 15 million annual visitors through its extensive retail stores across the Gulf region.

Additionally, our leading e-commerce platform serves our customers across the region.

We offer a wide range of products from the world's most trusted brands, making eXtra one of the largest destinations for consumer electronics, appliances, and technology solutions in the region.



Our services are designed to extend the customer experience beyond the point of purchase through:



What We Offer

Technology & Computing

Laptops, desktops, tablets, accessories, networking solutions, and smart devices.



Mobile & Communication

Smartphones, wearables, communication devices, and connected technology.



Home Appliances

Large and small appliances designed to simplify everyday living.



Entertainment & Gaming

Televisions, audio systems, gaming consoles, and home entertainment solutions.



Personal Care & Lifestyle

Products that support convenience, wellness, and modern lifestyles.



Smart Living Solutions

Innovative technologies that create connected, efficient, intelligent homes.



Innovation & Digital Transformation

We continuously invest in digital capabilities that enhance customer experiences and create seamless interactions across online and offline channels.

Whether customers choose to visit one of our stores, shop through our website, use our mobile applications, or connect with our support teams, they benefit from a unified omnichannel experience designed around convenience, personalization, and accessibility.

As retail continues to evolve, eXtra remains committed to leveraging innovation, data, and technology to better serve customers and create meaningful value.

Our People

We are committed to attracting, developing, and empowering talent while fostering a culture built on collaboration, accountability, innovation, and continuous learning.

Through training, career development, and leadership opportunities, we invest in creating an environment where individuals can grow, contribute, and thrive.

Sustainability & Community

At eXtra, we believe that long-term success is inseparable from positive social impact.

We actively contribute to the development of local talent, support community initiatives, and create opportunities that help strengthen the economies and communities we serve.

Our commitment extends beyond business performance to creating lasting value for customers, employees, partners, shareholders, and society.

Customer Promise

At eXtra, we believe buying technology should be simple, rewarding, and worry-free.

Our commitment extends beyond the purchase through a comprehensive ecosystem of services designed to support customers throughout their ownership journey.

-  Flexible payment and financing solutions
-  Fast and reliable home delivery
-  Installation and setup services
-  Product protection plans and extended warranties
-  Technical support and maintenance services
-  Device migration and configuration assistance
-  Repair services through authorized service centers

Our goal is to provide **confidence, convenience, and peace of mind** with every interaction.

Achievements and Scale

In 2025, eXtra continued to demonstrate the strength and resilience of its business model, delivering solid financial results while advancing its commitment to sustainable growth.

Driving Growth with Smart Financing

A key contributor to this growth was our consumer financing subsidiary, Tasheel Finance, which maintained strong momentum throughout the year. Tasheel Finance continues to enhance eXtra profitability while supporting responsible consumption by offering accessible and well-structured financing solutions, reinforcing the Company's long-term growth trajectory.

Scale that Creates Lasting Impact

As a leading retailer and an active contributor to the Kingdom's economy, eXtra employs more than 3,100+ professionals across its expanding network in the Kingdom of Saudi Arabia.

This growth reflects our ongoing commitment to job creation and local economic development. Our scale and geographic reach position us to drive positive impact at a broader level, embedding responsible practices across our operations and value chain as we continue to strengthen our market presence and capabilities.

Revenue

7,446.1 SAR million
+9.8% year-on-year

Net Income

576 SAR million
+7.8% year-on-year

Employees

3,100+
professionals
across Saudi Arabia



Achievements and Scale

Subsidiaries and Value Chain

eXtra subsidiary, United International Holding Company (UIHC), fully owns United Company for Financial Services (Tasheel Finance), which plays a pivotal role in delivering innovative and responsible consumer financing solutions.

This integration enhances eXtra end-to-end value chain, strengthening capabilities across sourcing, logistics, retail operations, and after-sales services.



Achievements and Scale

Awards and Memberships

As one of the leading retailers in the Kingdom, eXtra continues to strengthen its position through a strong commitment to operational excellence, innovation, customer experience, and responsible business practices.

Our efforts toward sustainable growth, employee development, and community engagement have been recognized through several notable achievements and industry accolades.

These recognitions reflect the strength of our brand, the trust of our stakeholders, and our continued focus on delivering long-term value through innovation, governance, and responsible business practices.



**Winner IDC CIO
Excellence Awards
2025 Saudi Arabia**



**Top 100 Companies in
Saudi Arabia Ranked
57th**



**Top 100 Brands in Saudi
Arabia Ranked 36th**



**Winner
Electronics & Appliances
Retailer of the Year Saudi
Arabia**



02

Our Approach to Sustainability

Listening to Stakeholders and Focusing on What Matters Most

Listening to Stakeholders and Focusing on What Matters Most

At eXtra, sustainability is an integral part of our business strategy and long-term value creation approach. As part of our ongoing sustainability journey, we periodically conduct a materiality assessment review to identify, evaluate, and prioritize the environmental, social, and governance (ESG) topics most relevant to our business operations and stakeholders.

This assessment enables us to better understand stakeholder expectations, emerging market trends, and the potential impacts of our operations, while ensuring that our sustainability priorities remain aligned with our corporate strategy and evolving business landscape.

The outcomes of the materiality assessment serve as the foundation for our sustainability strategy, initiatives, and reporting practices.

Stakeholder Engagement and Mapping

We engage with a diverse group of stakeholders, including employees, customers, investors, suppliers, regulators and our community, to ensure their interests and concerns are reflected in our sustainability approach.

Through structured engagement activities and mapping their interests, we aim to address their expectations and create shared value.

Our Stakeholders, Their Priorities, and How We Engage

Stakeholder	Focus Areas	Stakeholder Priorities	Engagement Methods
Customers	To focus on understanding and meeting customer needs, and exceeding their expectations	- Product and service excellence - Transparency and accountability - Data privacy	- Customer satisfaction surveys - Customer experience department - Website and social media platforms
Investors	To ensure sustainable and profitable growth and deliver attractive investment returns	- Sustainable profits and returns - Transparency and accountability - Corporate governance and business ethics	- Public reports and periodic disclosures - IR Website - Investor relations meetings - Annual General Meetings
Community	To engage with community members, non-profit organizations (NGOs), charities, employees, suppliers, and other stakeholders using new initiatives and long-standing programs that create a positive impact and enhance community well-being	- Investment in local communities - Corporate social responsibility (CSR) activities and initiatives - Sponsorships and donations	- Local procurement - Community Interventions and Partnerships - In-kind contributions, sponsorships, and donations
Regulators	To operate according to applicable laws and regulations, and to work in a responsible manner that contributes to the country's advancement	- Compliance with applicable laws and regulations - Support Saudi Vision 2030	- Compliance and governance implementation - Periodic reports and disclosures - Regular meetings
Suppliers	To invest in long-term relationships with our suppliers, establishing strategic supplier partnerships which ensure value creation across all stages of the value chain	- Clear description of work scope - Competitive bidding - Smooth invoicing and payment processes - Fair and ethical practices	- Strengthening relationships with our business partners - Adherence to eXtra code of conduct and ethical values - Support local suppliers - Supplier grievance mechanism
Employees	To work continuously towards creating a work culture of approachability, communication, and performance for our valued employees	- Job Security - Training and development programs - Reward and recognition programs - Competitive remuneration and benefits	- Inhouse training - Performance management and evaluation - Employee satisfaction surveys - Medical services and check-ups - Health insurance, annual leave, social security - Open dialogue with employees over numerous channels

Materiality Assessment

eXtra conducts a periodic assessment of the key sustainability issues across the economic, social, and environmental dimensions relevant to its business operations, including issues that align with the expectations of both internal and external stakeholders.

Our Material Topics

Following our assessment, nine topics were identified as most significant to both our stakeholders and our business strategy.

These priority areas guide our sustainability efforts and support our commitment to responsible growth, operational excellence, stakeholder trust, and long-term resilience.

How Each Topic Matters, and to Whom

The table below indicates the relative relevance of each material topic to our principal stakeholder groups, based on our engagement and assessment. It helps explain why a topic is prioritized and for whom it matters most.

Material Topic	Customers	Employees	Investors	Suppliers	Regulators	Community
Environmental Management	●	●	●	●	●	●
Circular Economy & E-Waste	●	●	●	●	●	●
Human Capital Management	●	●	●	●	●	●
Responsible Relationships with Customers	●	●	●	●	●	●
Community Impact & Engagement	●	●	●	●	●	●
Digitalization & Innovation	●	●	●	●	●	●
Corporate Governance and Business Ethics	●	●	●	●	●	●
Data Privacy and Security	●	●	●	●	●	●
Responsible Supply Chain	●	●	●	●	●	●

Key:

● High

Primary Stakeholder priority

● Medium

Moderate Stakeholder interest

● Low

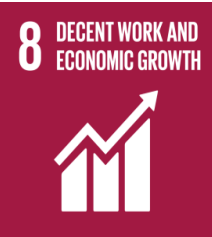
Limited direct relevance

Our Sustainability Framework is built on five core pillars

Vision: We are committed to integrating responsible practices that positively impact our customers, communities, and the environment.

Our sustainability framework is built on five core pillars, aligned with our corporate values and strategic goals, to ensure a holistic and focused approach to sustainability.

Together they translate our vision into clear areas of action and accountability across the business.

PILLAR		OUR COMMITMENTS	
	Environmental Responsibility	Minimize the environmental footprint by implementing electronic waste reduction initiatives, promoting resource conservation, and collaborating with recycling providers to manage electronic waste responsibly. The company also aims to set targets for carbon emission reductions to optimize energy use and logistics efficiency.	 
	Empowering Our People	Fostering a supportive, inclusive, and safe work environment that encourages professional and personal growth. This includes workplace safety programs, diversity and inclusion initiatives, continuous learning opportunities, and work-life balance support.	
	Customer Experience & Product Responsibility	Ensuring exceptional customer experience is a priority for eXtra. The company upholds transparency in marketing and labelling, prioritizes customer trust, and leverages digital tools to enhance service efficiency. Additionally, eXtra promotes sustainable products and services to encourage responsible consumer choices.	
	Community Impact & Engagement	eXtra actively contributes to local communities through partnerships, social responsibility projects, and educational support programs. The company refurbishes and donates computers, collaborates with educational institutions, and encourages employee volunteering to address critical social issues.	
	Governance, Ethics & Responsible Sourcing	Upholding high standards of governance, ethics, and transparency is central to eXtra's operations. The company enforces strict anti-corruption policies, ensures data privacy and cybersecurity compliance, and promotes responsible sourcing through a Supplier Code of Conduct covering environmental, labour, and ethical standards.	

Sustainability Governance

To ensure effective oversight and accountability, eXtra has established a robust sustainability governance structure.

The Board of Directors serves as the highest governing body, providing strategic direction on sustainability matters.

Executive management oversees the implementation of sustainability initiatives, ensuring alignment with the company's objectives.

This structure reinforces eXtra's commitment to responsible business practices and long term value creation.

Role in sustainability

Board of Directors

Highest governing body – sets strategic direction on sustainability and provides oversight and approval.

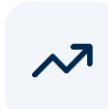
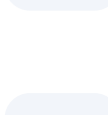
Executive Management

Oversees implementation of sustainability initiatives and ensures alignment with corporate objectives.

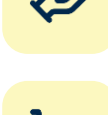


2025 KEY HIGHLIGHTS

Economic

-  **SAR 7,446.1M**
Revenue (+9.8% YoY)
-  **SAR 576M**
Net income (+7.8% YoY)
-  **SAR 5,924.1M**
Total Assets
-  **22.1%**
Revenue from digital platforms
-  **57**
Stores across 32 cities (KSA, Oman & Bahrain)
-  **14,000+**
Products from the world's most trusted brands

Social

-  **3,100+**
Employees
-  **14%**
Female employees
-  **91,000+**
Training hours
-  **650+**
Waed trainees
-  **SAR 2M**
Community investment
-  **87%**
Local procurement
-  **54%**
NPS score
-  **52%**
Saudization Rate

Environmental

-  **100%**
Electric material handling equipment
-  **86%**
E-waste recycling rate (vs 31% in 2024)
-  **45 MT**
E-waste collected
-  **10.3**
tCO₂e/employee

Governance

-  **3**
Foundational ESG policies approved
-  **44%**
Independent Board members
-  **0**
Data breaches or cyber incidents (PDPL)
-  **100%**
Corruption risk assessments
-  **3.0/5**
Cybersecurity maturity (industry average 2.5)
-  **100%**
Vendors with signed DPAs
-  **74%**
Trade spend from compliant suppliers
-  **3,100+**
Employees completed Code of Conduct, Anti-Corruption, and Sustainability training (13K hours)
-  **100%**
Whistle-blowing cases resolved

Reaching Our Ambitions: Progress at a Glance

Tracking Our Trajectory, and Where We Are Heading

The table below tracks our progress across key ESG indicators over recent years, alongside our ambitions guiding our path forward.

	Indicator	2023	2024	2025	Ambition
	GHG intensity (tCO2e/employee)	11.3	10.4	10.3	We aim to evaluate renewable energy opportunities across our operational footprint, with the objective of increasing renewable energy adoption where commercially and operationally feasible. Explore renewable energy adoption across stores and warehouses
	Total GHG, Scope 1 & 2 (tCO2e)	28,800	30,600	33,000	
	Electric material handling equipment	100%	100%	100%	Maintain 100% transition to electric models and explore renewable energy adoption across stores and warehouses
	E-waste recycling rate	34%	31%	86%	Expand e-waste data tracking per site, increase collection frequency, and introduce circular economic principles
	Saudization rate	48%	51%	52%	Strengthen partnerships for national workforce development and continue supporting localization initiatives and maintaining Platinum Nitaqat status
	Female workforce	13%	14%	14%	Increase female leadership representation and enhance inclusivity in future governance structures
	Training hours	86,000+	85,000+	91,000+	Sustain investment as the workforce grows—by upgrading learning systems for personalized development, expanding digital learning, and enhancing frontline workforce capabilities.
	Net Promoter Score	44%	51%	54%	Expand mobile app capabilities to deliver more personalized services and enhance data analytics to anticipate customer needs with privacy safeguarded
	Customer complaint resolution	100%	100%	100%	Continue investing in omnichannel innovation to further integrate online and in-store customer experiences for faster support
	Local procurement share	88%	87%	87%	Explore new opportunities to support local economic development and strengthen overall supply chain governance
	Supplier Code of Conduct compliance (by spend)	–	–	74%	Increase adoption rate of the Supplier Code of Conduct and enhance supplier assessment capabilities across the value chain
	Reported data breaches	–	–	Zero	Maintain zero data breaches and pursue ISO 27001 & 27701.

03 Environmental Stewardship

“Supporting Sustainable Growth Through Responsible Environmental Stewardship”

Our Environmental Stewardship pillar reflects our deep commitment to minimizing our environmental footprint and advancing sustainable resource use throughout our operations. Through proactive management of key areas such as environmental management and electronic waste management and recycling, we aim to create a lasting positive impact on the environment, enhance resource efficiency, and contribute meaningfully to a more sustainable future.

By focusing on these areas, we aim to reduce greenhouse gas emissions (GHG), optimize energy consumption, and promote circular economy practices through responsible electronic waste management. Aligning our efforts with Saudi Vision 2030 and the UN SDGs, particularly those related to climate action, responsible consumption, and sustainable industry practices.

Material Topics Covered

Environmental Management

Circular Economy & E-Waste



Saudi Vision 2030 Alignment

National Environment Strategy

Promoting sustainable resource management and reducing environmental impact.

Saudi Green Initiative

Enhancing electronic waste management and supporting circular economy.



2025

Environmental Highlights

Driving operational efficiency, reducing our impact, and supporting a sustainable future.



These highlights reflect our commitment to responsible growth and alignment with Saudi Arabia's [Vision 2030](#) and the [Saudi Green Initiative](#).

Operating in a Decarbonizing Kingdom

Saudi Arabia is pursuing one of the most ambitious environmental agendas in the region. Under Vision 2030 and the Saudi Green Initiative, the Kingdom has committed to reaching net zero by 2060, planting billions of trees, and reducing annual carbon emissions at scale, supported by the Circular Carbon Economy framework and a strengthening environmental regulatory and disclosure landscape.

As these expectations tighten, businesses are increasingly expected to demonstrate measurable environmental progress alongside financial results.

As one of the Kingdom's largest consumer electronics and home appliances retailers, eXtra's environmental footprint is influenced primarily by the energy consumption of our retail and warehouse operations, our transportation activities, and our logistics network.

Managing these impacts responsibly is an essential part of our sustainability strategy, and it is also sound business: energy and fuel are direct operating costs; efficient operations protect our margins, and responsible resource use strengthens our resilience against price volatility and regulatory change. In practice, our environmental performance and our commercial performance move together rather than in tension.

Environmental stewardship at eXtra is guided by a commitment to operational excellence, continuous improvement, and responsible resource management. Through ongoing investment in efficiency initiatives, technology modernization, and data-driven decision-making, we work to improve environmental performance while meeting the evolving needs of customers and communities across the Kingdom.

We treat efficiency as a source of value rather than a cost: the same initiatives that reduce energy and fuel use also reduce operating emissions, and better environmental data helps us target where those gains are greatest. This connects our environmental agenda directly to our broader strategy of customer-centricity, operational excellence, and sustainable growth.

Oversight of environmental performance is provided by Executive Management, with strategic direction from the Board, ensuring alignment with applicable regulations, corporate sustainability objectives, national priorities, and recognized international frameworks, including the UN Sustainable Development Goals (UN SDGs). This oversight is anchored by the Sustainability and Social Responsibility Policy approved in 2025.

Driving Efficiency While Expanding Our Operations

During 2025, eXtra continued to expand, increasing its store count in the KSA from 50 to 51 while strengthening nationwide logistics and delivery. As operations grew, we pursued efficiency on two fronts.

- Fully Electric MHE Fleet

First, we sustained a fully electric MHE fleet across all facilities, supporting cleaner operations and lower running costs.

- Vehicle Replacement Program

Second, our vehicle-replacement program continued to retire older, less efficient vehicles in favor of newer models with improved fuel economy and compliance with advanced emissions standards, particularly for long-distance and high-load delivery.

To improve logistics efficiency and modernize our delivery fleet, eXtra continued implementing its vehicle replacement program aimed at retiring older, less efficient vehicles. As part of this initiative, petrol-powered vehicles are gradually being replaced with newer diesel models, which generally provide 20–30% better fuel efficiency than comparable petrol vehicles, particularly for long-distance and heavy-load delivery operations. The newer fleet also complies with advanced emission standards, contributing to improved operational performance and lower emissions per kilometer travelled.

As a result, petrol consumption decreased from 420K litres in 2024 to 325K litres in 2025, while diesel consumption increased from 838K litres to 934k litres, reflecting continued business growth and the expansion of last-mile delivery services. Electricity consumption also increased from 48 million kWh to 53 million kWh in line with the expansion of eXtra's operational footprint from 50 to 51 stores across the Kingdom.

eXtra continuously monitors fleet performance and remains committed to identifying opportunities to further improve operational efficiency and reduce environmental impacts through ongoing fleet optimization and responsible resource management.

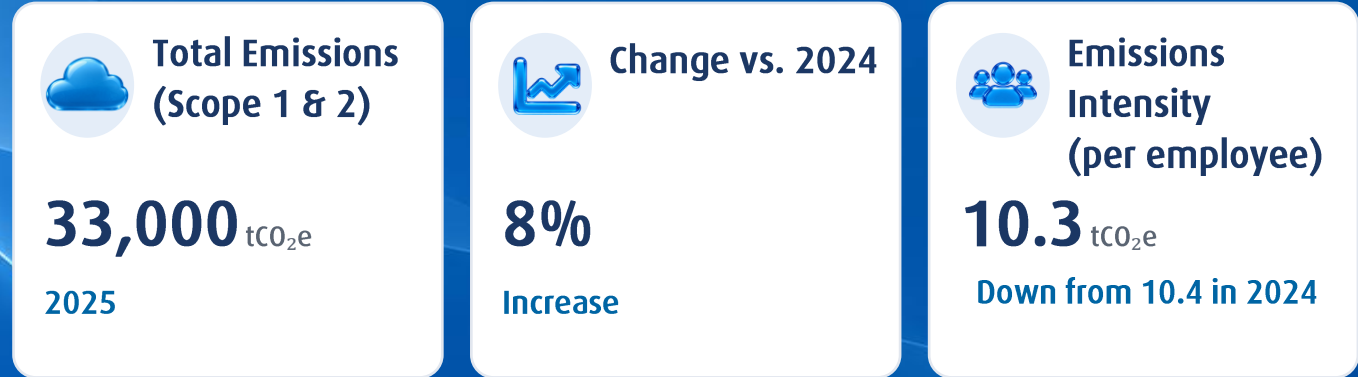


Managing Emissions in a Growing Business

As a growing organization, we recognize that expansion can increase energy demand and the emissions associated with it.

During 2025, total Scope 1 and Scope 2 emissions reached 33,000 tCO₂e, compared with 30,600 tCO₂e in 2024, an increase of roughly 8% driven by higher electricity consumption, expanded logistics, and new retail locations.

Although total emissions increased in line with business expansion, emissions intensity improved slightly reflecting incremental gains in operational efficiency.”



E-Waste Management and Recycling

At eXtra, we are committed to responsible e-waste management that protects the environment, supports the Kingdom’s circular economy ambitions, and strengthens the communities we serve.

Why E-Waste Is Material to a Technology Retailer

As a retailer of consumer electronics, eXtra sits close to one of the fastest-growing waste streams in the world. The rapid turnover of electronic products means that responsible handling of end-of-life items is both an environmental responsibility and a point of operational and regulatory exposure.

Managing e-waste well reduces landfill impact, recovers valuable materials, supports the Kingdom’s circular-economy ambitions, and protects the business against the reputational and compliance risks of improper disposal.

Building a More Circular Operation in 2025

During 2025 we strengthened material recovery through several practical steps: centralizing scrap items to enable parts recovery and the repair of complete units; introducing daily inspection and compliance checks on inbound scrap, with non-compliant materials returned to the Technical Center; and strengthening our Defective Return to Vendor (DRTV) process to reduce waste at source.

We also entered a new agreement with an established Saudi e-waste recycler, ensuring that collected e-waste is processed in line with national regulations and recognized practices.

2025 Performance Highlight



45 MT
Total e-waste
collected



235 m³
Material
diverted
from landfill.



86%
Recycling
rate



89.5
tCO₂e emission
emissions avoided



94%
Recovery rate of
recycled
material



~5%
Limited loss
during
treatment

E-Waste Management and Recycling

Indicator	Units	2023	2024	2025
Total waste collected	kg	32K	23K	45K*
Waste recycled / recovered	kg	11K	7K	39K
Recycling / recovery rate	%	34%	31%	86%

* 2025 reflects total waste collected under the expanded waste-management partnership scope; the step-change from 31% to 86% reflects broader coverage and enhanced operational capability through this collaboration.

Interpreted together, these results describe an efficient recovery system: of the material collected, **86%** entered recycling and **94%** of that was recovered as usable material, limiting losses to around **5%**.

The **89.5 tCOe** avoided demonstrates the measurable environmental benefits of our digital initiatives and reinforces our commitment to continuously reducing our environmental footprint.



Smarter choices.
Sustainable future.

How We Embed Environmental Responsibility in Decisions

From Policy to Operational Practice

Our environmental management framework focuses on four priorities:

- 1. Managing GHG emissions and improving energy efficiency across stores, warehouses, and facilities;
- 2. Enhancing fleet efficiency and sustainable logistics;
- 3. Promoting resource efficiency through operational improvement and technology modernization;
- 4. Advancing future decarbonization by exploring renewable energy and lower-carbon technologies.

These priorities are not statements of intent alone; they shape day-to-day decisions, from the equipment we buy and the vehicles we replace, to the way returned and scrap items are routed for recovery.

Environmental responsibility is most effective when it is also good operating discipline. Efficiency initiatives that lower energy and fuel use also reduce cost. On the materials side, our e-waste partnership and DRTV process are embedded into procurement and returns rather than run as a separate program, and recovered devices also feed social value through community refurbishment initiatives.

Sustainability in Action

“Environmental responsibility is not achieved through a single initiative. It is the result of continuous improvements across hundreds of operational decisions made every day, from the equipment we use and the vehicles we operate to the energy consumed across our stores and warehouses.

By embedding efficiency into our operations, we are building a stronger, more resilient business while contributing to Saudi Arabia’s sustainability ambitions.”



Opportunities to Create Value

Beyond managing risk and impact, eXtra sees the transition to a more efficient, lower-carbon operation as an opportunity to create tangible value. Building on initiatives already underway, the areas below can strengthen business performance while advancing our environmental goals:

- 01

Energy efficiency and cost savings

continued efficiency initiatives, and technology modernization, can lower both emissions and operating costs across stores and warehouses.
- 02

Cleaner electricity

evaluating on-site solar and lower-carbon sourcing offers a route to reduce Scope 2 emissions while reducing exposure to energy-price volatility.
- 03

Sustainable logistics

building on our electric MHE fleet and fleet- modernization program to improve transport efficiency as delivery volumes grow.
- 04

Circular-economy value:

recovering value from returned materials and end-of-life devices, including through community refurbishment, reduces waste while reinforcing customer trust.
- 05

Stronger data and disclosure

better environmental data sharpens decision-making and positions eXtra well for tightening reporting expectations.

Through these efforts, eXtra aims to improve environmental efficiency, strengthen business resilience, and contribute to Saudi Arabia’s Vision 2030 sustainability objectives and long-term transition toward a more sustainable future.

In the coming years, our environmental focus will include:

- 01

Evaluating renewable energy opportunities across selected stores, warehouses, and operational facilities.
- 02

Further optimizing logistics operations through fleet modernization and route-efficiency initiatives.
- 03

Enhancing environmental data management, emissions monitoring, and reporting capabilities.
- 04

Assessing opportunities to reduce Scope 2 emissions through cleaner electricity sourcing solutions.
- 05

Strengthening collaboration with suppliers and business partners to support more sustainable logistics and operational practices.

Sustainability in Action

For eXtra, environmental responsibility and business value are two sides of the same coin. Every liter of fuel saved, every kilowatt-hour avoided, and every device kept out of landfill strengthens our operations while supporting the Kingdom’s path to net zero.

04 Empowering Our People

“Building a Capable, Inclusive, and Future-Ready Workforce”

This pillar reflects our commitment to a supportive, inclusive, and safe workplace that helps our people grow, with human capital management as the central material topic. In a retail business where service and expertise shape every customer interaction, our people are not a cost to manage but a source of competitive advantage to develop.



Material Topics Covered

Human Capital & Saudization



Saudi Vision 2030 Alignment

Human Capability Development Program

Fostering skills development and lifelong learning

Quality of Life Program

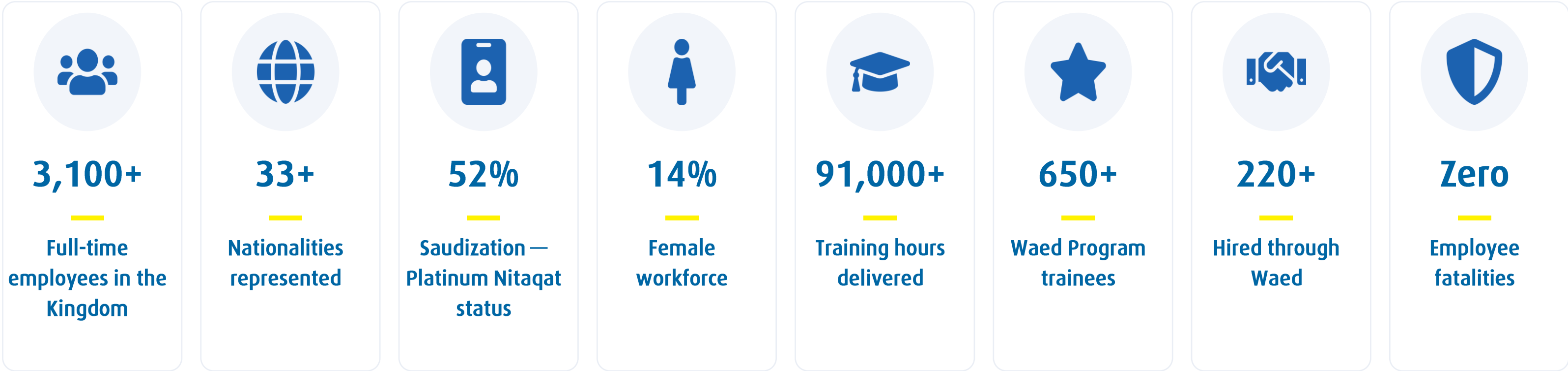
Enhancing employee well-being and work-life balance



2025

People Highlights

Investing in our people, building a stronger tomorrow.



Human Capital & Saudization

Talent as a Competitive Advantage in a Transforming Market

Saudi Arabia's labor market is undergoing rapid change. Under Vision 2030, the Kingdom is investing heavily in human-capability development, expanding national employment through Saudization and the Nitaqat program, and broadening the participation of women and young people in the workforce.

For employers, this means both opportunity and competition: the ability to attract, develop, and retain national talent is increasingly a determinant of operational performance.

For eXtra, this is a core business issue rather than a peripheral one. In a retail environment where the quality of advice on the shop floor, the responsiveness of customer service, and the reliability of warehouse and logistics operations directly shape customer experience and conversion, the capability and engagement of our people translate into commercial outcomes.

Investing in our workforce therefore supports the same goals as the rest of our strategy: stronger service, greater operational reliability, and sustainable growth.

Our human capital approach is grounded in policies covering talent development, localization, diversity and inclusion, well-being, and safety, overseen by Human Resources with regular input from senior management.

A Growing, Diverse and Localized Workforce

In 2025, eXtra's workforce continued its growth trajectory. Within Saudi operation reporting boundary, full-time employees exceeded 3,100, up from over 3,000 the prior year, supported by more than 1,100 new hires; across the group, total headcount surpassed 3,300.

Our team is enriched by people from over 33 different nationalities, and female representation held at more than 14%, reflecting a sustained commitment to an inclusive and empowering workplace. Saudization reached 52%, maintaining the Company's Platinum Nitaqat status, a recognition eXtra takes great pride in.

Workforce	Units	2023	2024	2025
Total full-time employees	#	2,500+	3,000+	3,100+
New hires	#	580+	770+	1,100+
Turnover	#	560+	800+	900+

Indicator	Unit	2023	2024	2025
Female workforce (%)	%	13%	14%	14%
Saudization rate (%)	%	48%	51%	52%

Human Capital Strategy

eXtra's people agenda is structured around a four-pillar HR strategy that links talent directly to business performance:

- **Integrating HR with business objectives**
aligning HR practices with long-term goals so that workforce decisions support strategy.
- **Developing and advancing the employee experience**
enhancing the journey through both physical and digital channels.
- **Investing in talent development**
executing targeted investments that build new skills and capabilities.
- **Introducing best-in-class HR practices**
upholding recognized standards to sustain eXtra's position as an employer of choice.

This strategy is enabled by digital tools. eXtra's Career Portal accelerates talent attraction and onboarding from the moment a role is posted, and during 2025 the Company went live with Phase 1 of the SAP Success Factors system, covering Employee Central, Time Tracking, Payroll, Service Center, Recruiting, and Onboarding.

A second phase is planned, extending into performance management, learning management, compensation and benefits, and succession and development, embedding HR more deeply into our operating processes.

Diversity, Inclusion and National Talent

eXtra recognizes that a diverse and inclusive workplace strengthens performance, and continues to focus on inclusive hiring and a representative workforce.

The Company is actively involved in youth and female empowerment initiatives, as well as programs dedicated to the recruitment and integration of people with special needs, regularly collaborating with government ministries on such initiatives.

Our hiring strategy aligns with the Kingdom's Saudization scheme, creating opportunities for young Saudi nationals and supporting their development into the business leaders of tomorrow, reflected in our sustained Platinum Nitaqat status and 52% Saudization rate.

Waed Program — Developing Frontline Retail Talent

In 2025, eXtra launched the “Waed” Program, a specialized recruitment and training initiative designed to develop young national talent and strengthen frontline workforce readiness within the retail sector.

The program targets fresh graduates and aims to prepare participants for customer-facing retail roles through an intensive five-day training journey focused on customer service excellence, operational readiness, and role-specific competencies.

Participants undergo a structured learning experience that combines theoretical instruction, practical exercises, and performance-based assessments. Candidates who successfully complete the program and meet the required evaluation standards receive employment offers to join eXtra.

Waed Program plays an important role in contributing to youth employment and workforce capability development. The initiative also supports broader national workforce development objectives aligned with Saudi Vision 2030 and the Kingdom’s human capital development priorities.

Program Objectives

- Enhance recruitment quality and workforce readiness
- Reduce turnover and improve employee retention
- Shorten time-to-hire through effective candidate selection
- Build a sustainable pipeline of qualified retail talent

Program Outcomes

- **650+** Saudi talents engaged
- **29,000+** Training hours delivered
- **220+** Employment opportunities created
- **32%** Increase in Saudi workforce representation
- Recognized as a leading employer for national talent



برنامج واعد
Waed Program



Investing in Skills: eXtra Academy and Continuous Learning

Capability-building was a priority throughout the year. We enhanced our Learning Management System (LMS) to support accessible, self-paced learning, and delivered more than 91,000 training hours across technical, operational, customer-service, compliance, and leadership programs.

	2023	2024	2025
Total training hours	86,000+	85,000+	91,000+
Average hours per employee	34	28	29

The average training hours per employee reflects the Company's strategic shift toward expanding the **Waed Program** and broadening workforce participation in targeted development initiatives.

Protecting Health, Safety, and Well-being

A safe and healthy workplace is fundamental to a resilient, engaged workforce. In 2025, eXtra recorded zero employee fatalities across all operations.

The Company actively fosters a healthy work environment and a positive culture through regular health checks, wellness days, company-wide sports days, and Saudi National Day celebrations, safeguarding employees' physical and mental well-being.

Our benefits framework, which includes life and health insurance, the Employee Stock Compensation Program, a schooling allowance, car-loan and retention programs, supports employees' financial security and long-term stability.

Well-being Initiative (2025)

	Examples	Beneficiaries
Health Activities	Medical check-ups, vaccination campaigns	700+
Social Activities	Engagement events, breakfast days	3,000+
Cultural Activities	Saudi National Day and related events	3,000+



Looking Ahead

Turning People Investment into Value Opportunities to Create Value

Investing in our people is also an investment in the performance and resilience of the business. Building on what is already underway, the following areas can create value while advancing our social goals:

- **Leadership diversity:** increasing female representation, especially in management, broadens our talent pool and strengthens decision-making.
- **Retention through development:** personalized learning and clearer career pathways can improve retention.
- **Frontline capability:** scaling the Waed model and customer-service training directly enhances the in-store and online experience.
- **Scalable digital learning:** a stronger LMS allows us to develop a fast-growing workforce efficiently and consistently.
- **Employer of choice:** a reputation for well-being, fairness, and opportunity helps attract national talent in a competitive market.

In the coming years our focus will include:

- Increase female leadership representation and set measurable diversity objectives.
- Strengthen partnerships for national workforce development and youth employment.
- Enhance learning systems for personalized development and revamp grading, rewards, and performance frameworks.
- Continue supporting national talent development and workforce localization initiatives.

Sustainability in Action

“Our people turn strategy into experience. Every well-trained sales consultant, every supported colleague, and every young national who begins a career with us strengthens the service our customers receive and the resilience of our business.”



05 Customer Experience and Product Responsibility

“Earning Trust Through Service, Transparency, and Digital Innovation”

This pillar reflects our commitment to delivering reliable, responsible customer experiences, covering responsible relationships with customers and digitalization and innovation. At eXtra, customers are at the center of our long-term value-creation approach, and for a retailer that served more than 15 million shoppers in 2025, building and protecting customer trust is fundamental to how we operate responsibly and serve our communities.

Material Topics Covered

Responsible Relationships with Customers

Digitalization and Innovation



رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Saudi Vision 2030 Alignment

National Industrial Development & Logistics Program (NIDLP)

Supporting digital transformation and innovation in retail

Quality of Life Program

Enhancing customer experiences through responsible practices

SUSTAINABLE
DEVELOPMENT
GOALS

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



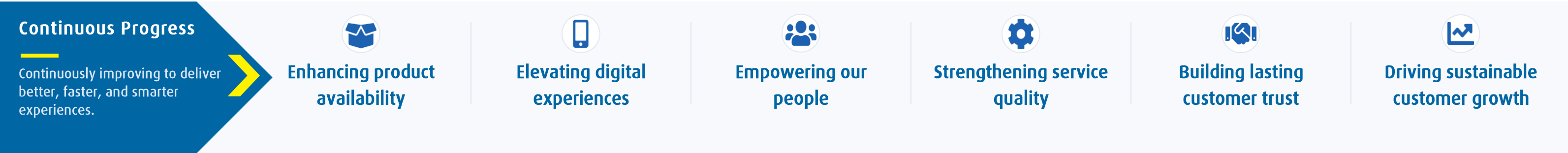
12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



2025

Customer Highlights

Continuously improving to deliver better, faster, and smarter experiences.



Create Responsible Relationships and Digital Innovations

Our Customer-Centric Strategy

Saudi Arabia is one of the fastest-growing digital retail markets in the region. Under Vision 2030 and the National Industrial Development and Logistics Program (NIDLP), digital transformation in retail is accelerating, and consumer expectations are rising in step: shoppers expect seamless movement between online and in-store channels, fast and flexible fulfillment, transparent information, and careful handling of their personal data. In 2025, eXtra served more than 15 million shoppers across its network, a scale that makes the quality and integrity of every interaction commercially significant.

At eXtra, customers are at the center of our business strategy and long-term value-creation approach. We are committed to building responsible, transparent, and responsive relationships that strengthen customer trust, enhance satisfaction, and foster long-term loyalty. Through continuous innovation and digital transformation, we aim to deliver seamless, personalized, and accessible customer experiences while maintaining high standards of ethics, accountability, and service excellence. We treat customer experience, transparency, and digital innovation as interconnected parts of operating responsibly, and strong data protection underpins the confidence on which responsible digital engagement depends.

Customer Experience and Satisfaction

We monitor customer satisfaction and service-quality indicators to evaluate our initiatives and identify where to improve. The Net Promoter Score rose from 44% in 2023 to 54% in 2025, and complaint resolution remained at 100% for three consecutive years.

Indicator	Units	2023	2024	2025
Customer Satisfaction Index	%	87%	88%	88%
Resolution rate	%	100%	100%	100%
Net Promoter Score	%	44%	51%	54%

“ Trust is earned one interaction at a time. Every resolved complaint, every accessible digital service, and every transparent commitment we keep deepens the confidence customers place in eXtra. ”

Scaling Our Omnichannel and Digital Capabilities

Digital transformation remains central to both our operations and the customer experience. Our e-commerce platform and mobile application, which contributed 22.1% of total revenue, offer rich media, peer reviews, smart search, and flexible fulfillment including click-and-collect and same-day delivery. In stores, we expanded electronic displays and digital signage, reducing reliance on printed promotional materials while enabling more dynamic, real-time communication. We also continued shifting from paper-based processes to a digital document-management system, improving efficiency and reducing paper use, and we maintained 24/7 customer support across live chat, WhatsApp, and other channels.



Omnichannel experience

Seamless online and in-store journeys



Mobile app innovation

Personalized service and faster support



Always-on support

24/7 across live chat, WhatsApp and more



Paperless operations

Digital documents for efficiency and impact

Create Responsible Relationships and Digital Innovation

Looking Ahead

Our priorities for 2026 and beyond focus on deliverable, measurable commitments:

- Continue investing in omnichannel innovation to further integrate online and in-store experiences.
- Expand mobile-application capabilities to deliver more personalized service and faster support.
- Enhance data analytics and customer insight to better anticipate evolving needs, with privacy safeguarded.
- Strengthen digital infrastructure and efficiency across customer-facing functions.
- Continue improving customer satisfaction, responsiveness, and service quality.

Turning Customer Trust into Value

- **Accessible, seamless experiences:** deeper integration of online and in-store journeys makes shopping more convenient and inclusive.
- **Personalization with trust:** data-driven, privacy-respecting personalization improves relevance without compromising confidence.
- **Responsive service:** stronger analytics and support channels help anticipate needs and resolve issues before they escalate.
- **Lower-footprint operations:** paperless processes and digital communication reduce environmental impact.
- **Lasting loyalty through transparency:** reliable service and honest communication build durable, trusted relationships.

Through these initiatives, eXtra aims to reinforce its position as a leading omnichannel retailer while delivering sustainable value to customers and stakeholders.



06 Community Impact and Engagement

“Creating Shared Value in the Communities We Serve

This pillar reflects our commitment to the well-being of the communities we serve through partnerships, social responsibility, and educational support, with community impact and engagement as the material topic. For a national retailer, healthy communities and a vibrant local economy are not separate from the business; they are the foundation of our customer base, our talent pool, and our license to operate.

Material Topics Covered

Community Impact and Engagement



Saudi Vision 2030 Alignment

Human Capability Development Program

Supporting employability training and career development

Quality of Life Program

Encouraging community participation and volunteerism



2025

Community Highlights



SAR 2M

Community investment



53,000+

Devices redistributed
through Ertiqaa



860+

Beneficiary organizations
through Ertiqaa



19,200+

Volunteer hours
through Ertiqaa

Creating
Shared Value



Digital Inclusion



Accessibility



Culture

Community Impact and Engagement

At eXtra, we believe that long-term value creation is closely linked to the well-being and resilience of the communities we serve. As a retailer present in cities across the Kingdom, the trust of these communities, the talent they offer, and the strength of the local economy are all connected to how responsibly we operate. We therefore treat community engagement not as a charitable add-on, but as an integral part of our sustainability strategy.

Our approach is guided by the principles of social responsibility and sustainable development, with a focus on creating measurable and lasting social value rather than one-off contributions. Through strategic partnerships, targeted community investments, and inclusive initiatives, eXtra supports education, digital inclusion, social empowerment, and local economic development, contributing positively to society while advancing the objectives of Saudi Vision 2030.



Our Community Engagement Approach

We deliver our community engagement through collaborative partnerships with governmental entities, charitable organizations, educational institutions, and social development associations. These partnerships allow us to extend our reach and respond to evolving community needs, while designing initiatives that promote accessibility, empowerment, and equal opportunity for all.

Our key focus areas are:



Digital inclusion and educational support — widening access to technology and learning, including through device refurbishment and reuse.



Empowerment of people with disabilities — advancing accessibility and inclusion across our services and the wider community.



Community development and social welfare — strengthening the social fabric of the communities in which we operate.



Environmental responsibility through circular-economy initiatives — linking social value to e-waste reduction and responsible resource use.



Support for local economic growth — sustaining local supply chains and opportunity across the Kingdom.

In 2025, eXtra invested approximately SAR 2 million in community-focused initiatives, reflecting our continued commitment to generating positive and measurable social impact.

Bridging the Digital Divide: The Ertiqaa Initiative

As a strategic partner of the Ertiqaa Association, eXtra helps reduce the digital divide and widen access to education through technology reuse and refurbishment. Delivered in collaboration with the Al Fozan Social Foundation and the Ministry of Human Resources and Social Development, the initiative collects, refurbishes, and redistributes used computers and electronic devices to educational and social institutions across the Kingdom.

eXtra contributes the capabilities that make this possible through the provision of spare parts, technical expertise, and trained technicians to refurbish devices and extend their useful life. In doing so, the program creates value on two fronts at once: it advances digital inclusion for underserved communities while keeping functioning electronics in use and out of landfill, directly reinforcing our circular-economy ambitions.

Ertiqaa Performance

	Devices collected	74,000
	Devices redistributed	53,000+
	Devices refurbished	48,200+
	Volunteer hours	19,200+
	Beneficiary organizations	860+

Through this initiative, we show how a single program can deliver measurable social and environmental impact, putting reliable technology into the hands of students and community organizations while reducing electronic waste.



Supporting Culture, Tourism, and Quality of Life

As part of our commitment to community engagement and cultural development, eXtra participated as a sponsor of Al Khobar Season. Through this sponsorship, the Company supported community-focused events and activities that enhance quality of life, strengthen local entertainment and tourism, and deepen engagement with the local community.

The sponsorship aligns with broader national efforts to promote cultural vibrancy and inclusive economic development across Saudi Arabia, contributing to the social fabric of the communities in which we operate.

Community Impact and Engagement

Advancing Accessibility and Inclusion

eXtra is committed to building a more inclusive society by supporting initiatives that empower people with disabilities and improve accessibility. Through campaigns such as Purple Saturday, run in collaboration with the Efaa Association for the Care of People with Disabilities, we raise awareness of disability inclusion and encourage broader community participation.

As part of the campaign, eXtra provided dedicated discount codes and tailored customer support for people with disabilities, reinforcing our commitment to an inclusive customer experience and equal access to our products and services. The Company also dedicated the day preceding its annual mega-sales event exclusively to people with disabilities, offering early access to promotions and a calmer, more accessible shopping experience.

These efforts reflect a deliberate choice to build accessibility and equity directly into how we serve our communities, rather than treating inclusion as an afterthought.

حصرياً للأشخاص ذوي الهمم

خصم إضافي* **10%**

بحد أقصى 150 ريال للمنتج

#السبت-البنفسجي

*يسري العرض في المعارض فقط 26 يوليو 2025
تطبق الشروط والأحكام

اكسترا extra | السبت البنفسجي Purple Saturday

Building stronger communities. Creating shared value.

Opportunities to Create Value

Investing in communities also strengthens the conditions in which our business thrives. Building on initiatives already underway, the following areas can create shared value:

- **Local economic resilience:** sustained local sourcing supports supplier development and a more resilient, lower-emission supply chain.
- **Digital inclusion at scale:** expanding device-refurbishment programs deepens social impact while reinforcing our circular-economy credentials.
- **Stronger partnerships:** deeper collaboration with government and social organizations multiplies the reach and effectiveness of our programs.
- **Brand and community trust:** visible, credible community engagement strengthens reputation and customer loyalty across the Kingdom.
- **Employee engagement:** volunteering opportunities build culture, pride, and retention among our people.



Looking Ahead

In the coming years, our focus on deepening impact will include:

- Strengthen partnerships that promote digital inclusion, education, and accessibility.
- Improve outcome measurement, including beneficiaries reached and the social value of key programs.
- Integrate inclusive, community-centered practices across operations.
- Explore new opportunities to support local economic development and social innovation.

07 Governance, Ethics, and Responsible Sourcing

“Strong Governance as the Foundation of Trust”

This pillar represents our commitment to upholding the highest standards of governance, transparency, and ethical conduct across all business operations. It encompasses key topics such as corporate governance and business ethics, data privacy and security, as well as responsible supply chain management, which are vital to driving long-term business sustainability, stakeholder trust, and ethical corporate behaviour.

By focusing on these areas, we aim to ensure robust governance structures, enforce strict anti-corruption policies, promote ethical behaviour, and safeguard customer and employee data. Our efforts align with Saudi Vision 2030 and the UNSDGs, particularly those related to promoting just and accountable institutions and fostering responsible business practices.

Material Topics Covered

Corporate Governance & Business Ethics

Data Privacy and Security

Responsible Supply Chain



Saudi Vision 2030 Alignment

National Transformation Program (NTP)

Enhancing corporate governance and regulatory compliance

Financial Sector Development Program (FSDP)

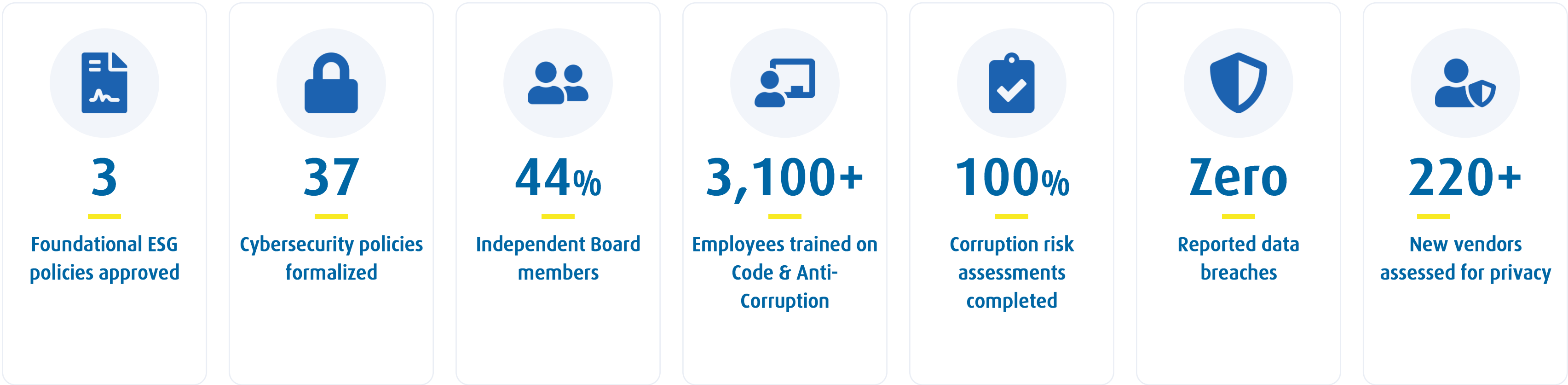
Strengthening transparency, accountability, and ethical practices



2025

Governance Highlights

Building trust, ensuring integrity, and driving responsible governance across all we do.



Corporate Governance and Business Ethics

Leading with Integrity and Accountability

At eXtra, strong corporate governance and ethical business practices form the foundation of our long-term sustainability strategy. We are committed to maintaining the highest standards of integrity, transparency, accountability, and responsible decision-making across all areas of our operations.

Our governance framework supports sustainable growth, strengthens stakeholder confidence, and reinforces our commitment to ethical conduct throughout the organization and value chain.

Governance oversight is led by the Board of Directors and supported by Board Committees, the Internal Audit Department, and the Resource Protection Department.

Together, these functions ensure effective risk management, regulatory compliance, and continuous enhancement of internal controls and governance practices.

2025 Governance Highlights

- **Approved three foundational policies:** Sustainability & Social Responsibility, Ethical Conduct & Anti-Corruption, and the Suppliers Code of Conduct
- **Maintained a Board with 44% independent directors** and separate Chairman and CEO roles
- **Extended the whistleblowing channel** to external stakeholders, under a strict non-retaliation policy

Governance Framework and Policies

eXtra's governance framework is guided by a comprehensive set of policies and charters, integrated within the Governance Manual, which serves as a practical reference for employees and management on ethical conduct, compliance expectations, and corporate governance. These include, but are not limited to:


Shareholders' Rights Policy


Board & Board Committees Charters


Code of Conduct


Conflict of Interest Policy


Whistle blowing Policy

In 2025, the Board approved three additional foundational policies covering:

- Sustainability and Social Responsibility Policy
- Ethical Conduct and Anti-Corruption Policy
- Suppliers Code of Conduct Policy

“The three policies approved in 2025 mark a deliberate step in aligning our framework with evolving ESG expectations and formalizing standards across both our operations and our value chain.”

Board of Directors

In 2025, eXtra's Board comprised nine members, including four independent directors (44%), with expertise spanning retail, finance, technology, investment, and governance. The roles of Chairman and Chief Executive Officer remain separate, supporting balanced leadership and objective oversight.

Director	Role
Yousef Ali Zaid Al Quraishi	Non-Executive Chairman
Fozan Mohamed Ahmed Al-Fozan	Non-Executive Vice Chairman
Mohamed Galal Ali Fahmy	Executive Board Member
Ali Mohamed Ali Faramawy	Independent Member
Hazem Abdullah Al Sheikh Mubarak	Independent Member
Jasir Abdullah Saleh Al-Jasir	Independent Member
Fahd Adnan Abdul Rahman Al-Mansour	Independent Member
Adel Omar Al Farouq Merheb	Non-Executive Member
Abdullatif Ali Abdullatif Al-Fozan	Non-Executive Member

Reflecting orderly succession planning, the Board appointed a new Chief Executive Officer Mr. Ali Mansour effective 1 March 2026, while the former Managing Director and CEO Mr. Mohamed Galal continues to serve as a Board Member. We are transparent that there is currently no female representation on the main Board; the Company recognizes the importance of diversity and notes that a female director serves on the Board of its subsidiary, UIHC, as a step toward broader representation.



For full details of board members' profiles, committee memberships, remuneration, and the Corporate Governance Statement, see the [eXtra’s Annual Report 2025](#).

Board Committees and Oversight Structure

The Board discharges its responsibilities through dedicated committees, supported by independent assurance and control functions.

Committee / Function	Primary Role
Audit Committee	Oversees the integrity of financial reporting, internal controls, and the work and independence of the external auditor
Nomination and Remuneration Committee	Oversees board nomination and composition, succession, and remuneration policy and process

Sustainability in Action

“Trust is our most valuable asset. The policies we approve, the standards we set for conduct, and the protected voice we give every stakeholder are not paperwork, they are the guardrails that let a growing company earn confidence every day.”



Corporate Governance and Business Ethics

Embedding Ethics and Anti-Corruption

Ethical conduct and anti-corruption are embedded in our culture, with a zero-tolerance approach to bribery, fraud, and corruption across all business activities.

In 2025, more than 3,100+ employees completed Code of Conduct, Anti-Corruption, and Sustainability training, representing approximately 13,000 training hours and covering Code of Conduct compliance, anti-bribery, fraud prevention, whistleblower protection, and ESG awareness.

As part of our proactive risk management, corruption risk assessments continued to cover all departments across the Company.

Indicator	2023	2024	2025
Corruption risk assessments completed	100%	100%	100%

Whistleblowing and Protection from Retaliation

We maintain a secure and confidential whistleblowing system that allows employees and stakeholders to report misconduct or unethical behavior without fear of retaliation.

Reports can be submitted through dedicated email and hotline channels and are managed independently to ensure objectivity. In 2025, the policy was extended to external stakeholders, including suppliers, customers, and partners, strengthening transparency and accountability across our value chain.

A strict non-retaliation policy protects anyone who raises concerns in good faith, and all reports are promptly investigated by the Internal Audit and Resource Protection teams with senior-management oversight, supported by ongoing awareness and training.



Corporate Governance and Business Ethics

Looking Ahead

Opportunities to Create Value

Strong governance is a source of resilience and trust as much as a safeguard. Building on the progress made in 2025, the following areas can create lasting value for eXtra and its stakeholders:

- **Board effectiveness and diversity:** broadening board composition, including a pathway toward female representation, strengthens decision-making and reflects evolving stakeholder expectations.
- **A culture of integrity:** a strong ethics and whistleblowing culture protects reputation and deepens the trust of employees, customers, and partners.
- **Transparent disclosure:** embedding ESG more deeply into board oversight and reporting reinforces confidence among investors, regulators, and the communities we serve.
- **Robust risk oversight:** mature governance and risk processes enhance resilience and the quality of decisions through periods of growth and change.
- **Accountable, stable leadership:** clear succession planning and committee structures sustain continuity and confidence.

In the coming years, our governance priorities will focus on:

- Further embed ESG considerations into Board discussions and strategic decision-making.
- Enhance governance-related training aligned with evolving regulatory and best-practice expectations.
- Continue strengthening the ethics and whistleblowing culture across the value chain.



Data Privacy and Security

“Safeguarding Data, Sustaining Digital Trust”

As our business and our customers move increasingly online, protecting personal and corporate data has become fundamental to responsible business practice, customer trust, and operational resilience.

eXtra maintains a comprehensive data privacy and cybersecurity framework aligned with the Saudi Personal Data Protection Law (PDPL) and supported by internationally recognized information-security practices. We treat the protection of data not as a technical obligation but as a core expression of the trust our customers, employees, and partners place in us.



Zero
reported data breaches and zero data-privacy or cybersecurity incidents during the reporting year.



3.0/5
independent cybersecurity maturity (industry average 2.5).



100%
PDPL compliance across required policies and safeguards.



37
cybersecurity policies formalized and approved.



570+
fake brand instances identified and removed through brand-protection tools.



220+
new vendors assessed.



100%
employee awareness coverage and 100% RoPA coverage.

Data Privacy and Security

Governance and Oversight

Our framework is supported by a comprehensive suite of policies and procedures, including the Data Privacy Policy, Data Breach Management Procedure, Data Retention and Disposal Policy, and Third-Party Privacy Risk Management Procedure, reinforced through structured workflows, system controls, and regular oversight.

Oversight is led by a dedicated Data Privacy Team reporting to the Cybersecurity Committee, ensuring executive-level accountability across all privacy-related activities. eXtra also maintains active registration with the Saudi Data and Artificial Intelligence Authority (SDAIA) and continuously monitors evolving regulatory requirements.

Respecting Data Subject Rights

eXtra has established a dedicated privacy channel (Privacy@extra.com), published across all digital and physical channels, enabling customers and stakeholders to exercise their rights under the PDPL, including the right to erasure.

We obtain consent from customers and employees through our Privacy Policy and respect their right to withdraw it at any time. Internal workflows ensure employee data is collected, used, and retained transparently, and our approach applies data minimization, sharing only the data elements necessary for a defined business purpose.

Awareness, Training, and Engagement

A resilient security posture depends on people as much as technology. Regular awareness communications reinforce privacy responsibilities, while the KnowBe4 platform delivers phishing simulations and interactive training modules.

Designated Data Privacy Focal Points in each department maintain their Records of Processing Activities (RoPA), achieving 100% coverage.

Layered Technical Controls and Monitoring

We protect our systems and data through multiple, overlapping controls, monitored in real time by a Security Operations Center (SOC) and supported by a dedicated Incident Response Team (IRT):

- External threat monitoring (CTM360) and domain and phishing protection (Demarc).
- Cybersecurity posture benchmarking (Hakerview), with a security rating of 90/100.
- Privileged Access Management (PAM) to restrict and monitor access to critical systems.
- Endpoint protection and Data Loss Prevention (McAfee Trellix) and full-disk encryption to protect devices.
- Enterprise firewalls safeguarding against external and internal threats.

Data Privacy and Security

Third-Party and Supplier Data Governance

eXtra operates a robust third-party data-protection program so that all vendors and partners adhere to our privacy and security standards.

All suppliers handling personal data are required to sign Data Processing Agreements (DPAs) and undergo risk assessments, with continuous monitoring and audit rights enforced and data minimization and access controls applied.

During 2025, we assessed 220+ new vendors prior to onboarding; of these, 44 signed regarding DPAs due to their involvement in processing personal data, while the remainder signed Non-Disclosure Agreements to ensure appropriate confidentiality controls.

Incident Response and Brand Protection

A dedicated Incident Response Team manages all privacy and cybersecurity incidents in line with regulatory requirements and internal protocols, supported by advanced detection and response tools.

As part of our brand-protection efforts, eXtra identified and removed more than 570 fake brand instances during 2025. During the reporting year, the Company recorded zero reported data breaches and zero data-privacy or cybersecurity incidents, reflecting the effectiveness of our preventive controls.

Audits, Assurance, and Certification

eXtra conducts regular internal reviews and annual third-party assessments to evaluate the effectiveness of its privacy and cybersecurity controls, and over recent years has engaged established firms to perform vulnerability assessments, penetration testing, and enterprise-wide cybersecurity audits.

In 2025, the Company formalized 37 cybersecurity policies, further strengthening its governance framework. eXtra is pursuing ISO/IEC 27001 and ISO/IEC 27701 certifications as part of its strategy to formalize its information-security and privacy-management systems.

Sustainability in Action

"In a digital business, trust is built quietly — in every record we protect, every threat we stop before it reaches a customer, and every consent we honor. Strong data governance is how we keep that trust as we grow."

Data Privacy and Security

2025 Data Privacy and Security Indicators

Indicator	2025 Status	Notes
PDPL Compliance	100%	Full implementation of all required policies and safeguards
Third-party penetration testing	"A" security grade	Independent assessment
Brand Protection security score	90/100	Hakerview cybersecurity posture benchmarking
Cybersecurity maturity assessment	3.0 /5	Conducted a cybersecurity maturity assessment conducted by an independent third party. eXtra achieved a score of 3.0 out of 5, compared to the industry average of 2.5
Employee Awareness Coverage	100%	PDPL workshop + KnowBe4 engagement
RoPA Coverage	100%	Maintained by privacy focal points
External Audits Conducted	Annually	Third-party review of privacy and cybersecurity controls
Supplier DPAs	100%	100% of all new third-party processors since Dec 2024; existing suppliers in progress
Fake Brand Takedowns	570+	Through brand protection tools
Reported data breaches / incidents	0	

Together, these results reflect a maturing and continuously improving data-governance posture, supported by proactive oversight, layered controls, and ongoing employee engagement. We treat these as operational security indicators rather than external endorsements and continue to invest in strengthening them.



Looking Ahead

Strengthening Digital Trust and Resilience:

Robust data protection creates lasting value for our customers and for the resilience of the business:

- **Operational resilience:** Mature monitoring and incident response strengthen our ability to anticipate and withstand evolving threats.
- **Responsible innovation:** Data minimization and consent provide a foundation for privacy-respecting personalization and digital services.
- **Trust across the value chain:** Extending DPA coverage and supplier audits safeguards data beyond our own walls.
- ISO/IEC 27001 and 27701 certifications will provide third-party validation of our information-security and privacy-management systems.
- **Trusted digital experiences:** Strong privacy protections underpin customer confidence as more services move online.
- Strengthen eCommerce platform security through advanced bot management, API rate limiting, and authentication origin protection, ensuring eXtra.com remains secure against evolving attacker techniques and resilient as customer transaction volumes grow.

In the coming years, our data privacy and cybersecurity priorities will focus on:

- Pursue ISO/IEC 27001 and ISO/IEC 27701 certifications in 2026.
- Extend DPA coverage to remaining existing suppliers (in progress).
- Sustain 100% employee awareness and RoPA coverage, with continued phishing simulations.
- Maintain zero-breach performance through proactive monitoring and response.

Sustainability in Action

"In a digital business, trust is built quietly — in every record we protect, every threat we stop before it reaches a customer, and every consent we honor. Strong data governance is how we keep that trust as we grow."

Responsible Supply Chain Management

Embedding ESG Across the Supplier Lifecycle

A resilient, transparent, and responsible supply chain is fundamental to long-term value creation. As our business grows, we embed environmental, social, and governance considerations across sourcing and supplier management to support ethical conduct, operational resilience, and local economic development.

Strategic Partnerships and Supply-Chain Resilience

eXtra's ability to serve customers reliably rests on the strength and integrity of its supplier relationships. The Company maintains direct and exclusive supply agreements with leading global brands, including Apple, Samsung, LG, Dell, HP, and Philips, alongside exclusive distribution rights for ranges such as Prime and its own exclusive brands.

eXtra also serves as noon.com's exclusive supplier of consumer electronics and home appliances and extends its reach through the cliX alliance with Panda.

These strong links across the value chain allow eXtra to proactively mitigate inventory and logistics bottlenecks, navigate global supply-chain disruptions, and maintain product availability, while disciplined category management and supply-chain optimization support both resilience and responsible operations.

5.7 SAR Billion

Spent on local suppliers

Introduced the Supplier Code of Conduct

74% of trade spend From Code-compliant suppliers

Responsible Supply Chain Management

Our Responsible Sourcing Framework

Our approach is guided by clear governance mechanisms and responsible-procurement principles designed to ensure that sourcing decisions align with our values and sustainability priorities:

- **Support for Local Suppliers** prioritizing local procurement to stimulate economic growth and reduce emissions from long-distance logistics
- **Ethical Sourcing Policies** guiding sourcing by fairness, accountability, and compliance with applicable labor and environmental standards.
- **Supplier Code of Conduct** clear expectations for ethical conduct, environmental responsibility, anti-corruption, health and safety, and compliance.
- **Supplier Assessment and Monitoring** strengthening oversight through risk assessments, questionnaires, performance reviews, and compliance monitoring.
- **Supplier Engagement** maintaining open, collaborative relationships through regular communication and performance reviews.

Supplier Code of Conduct

In 2025, eXtra introduced its Supplier Code of Conduct, reinforcing ESG expectations across the supplier lifecycle and integrating sustainability considerations into supplier relationships and contracts. The Code sets minimum standards covering:

- Compliance with all applicable laws and regulations
- Environmental, health, and safety compliance and sustainable operating practices
- Ethical business practices, including anti-corruption, fair trade and competition, and controls on gifts
- Fair employment and human rights, prohibiting child and forced labor and unlawful discrimination
- Confidentiality and the protection of intellectual property

By the end of 2025, 74% of total trade procurement spend was sourced from suppliers assessed as compliant with the Code's requirements, demonstrating meaningful early progress toward integrating responsible-sourcing principles into procurement, with a clear path to extend coverage further.

Sustainability in Action

“Every riyal we source locally and every supplier we hold to a higher standard strengthens both our value chain and the communities and economy around us. A responsible supply chain is how our growth creates value beyond our own walls.”

Responsible Supply Chain Management

Looking Ahead

Strong governance is a source of competitive advantage as much as a safeguard. Building on the progress made in 2025, the following areas can create value:

- **Local economic resilience** — sustained local sourcing supports supplier development, job creation, and a lower-emission supply chain.
- **Responsible sourcing at scale** — extending Code coverage and supplier ESG engagement reduces risk and raises standards.
- **Supply-chain resilience** — diversified supplier relationships protect availability and continuity through disruption.
- **Shared standards** — embedding ESG expectations into contracts advances supplier sustainability.
- **Transparency and trust** — clearer supplier disclosure strengthens customer, regulator, and partner confidence.

Priorities in the Coming Years

- Strengthen supply chain governance and expand responsible sourcing across operations.
- Increase adoption of the Supplier Code of Conduct.
- Enhance supplier assessment capabilities.
- Deepen supplier engagement to improve transparency, resilience, and sustainability performance.
- Sustain local procurement while growing the local supplier base.

As we look ahead, our focus remains on building a future-ready, responsible supply ecosystem that creates shared value for our customers, partners, communities, and the environment.

Through strong governance, collaboration, and innovation, we will continue to strengthen resilience, drive sustainable growth, and deliver lasting impact.

Closing Note

Growing Responsibly, Year by Year

As we conclude our 2025 Sustainability Report, we reflect on a year of meaningful progress in advancing eXtra's sustainability journey and strengthening the foundations for responsible, inclusive growth. Throughout the year, we continued to integrate sustainability considerations into our strategy and day-to-day operations, reinforcing our conviction that responsible practice and commercial performance advance together.

This report highlights the actions, initiatives, and outcomes that demonstrate our ongoing commitment to transparency, accountability, and responsible business practices. While we recognize that sustainability is an evolving journey, the progress achieved this year reflects our determination to continuously improve and respond proactively to changing stakeholder expectations and emerging industry priorities.

Looking ahead, eXtra remains committed to further strengthening ESG integration across the business, enhancing disclosure and performance measurement, and advancing initiatives that support sustainable value creation.

We extend our sincere appreciation to our shareholders, employees, customers, suppliers, business partners, and communities for their continued trust, collaboration, and support. Together, we will continue building a more resilient, responsible, and sustainable future for generations to come.

Thank you.