

Seen Impact Lived Health

Annual Report | 2025





In the name of Allah, the Most Gracious, and the Most Merciful

The Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud
May Allah protect and preserve him



His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz
May Allah protect and preserve him





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Introductory Section

Where Impact Begins





Innovations for Human Health





At Lean, our journey began with a human-centered mission built around one defining question:
How can technology empower human health?

Today, the answer lies in steady progress and in the meaningful impact we deliver across people's lives and the healthcare ecosystem.



Lean

Innovation at the Core.
Health at the Heart



PIF

لين
Lean

Founded in 2017, Lean Business Services is a leading digital health enablement company, wholly owned by PIF. Headquartered in Riyadh, Lean plays a pivotal role in driving digital health transformation across the Kingdom of Saudi Arabia.

Through innovative digital solutions, Lean works to enhance the quality of life and empower individuals to live healthier lives. We create impact as key enablers of the Saudi healthcare ecosystem, improving the efficiency of health services, enhancing quality of life, and shaping the future of healthcare through cutting-edge technologies.



Behind Lean's achievements is a national story centered around our people and their wellbeing. Our role goes beyond just digitally enabling the healthcare sector; we empower people to live healthier lives.

Our journey began with the need to develop intelligent health solutions that address the sector's evolving needs and elevate the quality of care. By harnessing data, we design proactive solutions focused on prevention, early intervention, and a healthcare system that remains centered on people.

Through our national role in enabling digital transformation, we continue to create lasting impact across society, turning technological challenges into national opportunities and strengthening the Kingdom's digital leadership in healthcare.



Our milestones reflect a journey

**of continuous growth, with each phase
bringing our healthcare promises to life.**

Our Yesterday: 2018 – 2023

**The beginning of innovation to simplify
healthcare services.**

Lean's journey began with the development of digital health solutions that support patients, healthcare practitioners, and health facilities. This phase also included a proactive response to the COVID-19 pandemic, followed by the expansion of Lean's strategic partnerships to enhance operational efficiency and support the sustainability of healthcare systems.

Our Tomorrow: 2026-2028

**Limitless horizons for sustainable
growth and innovation.**

Looking ahead, our goal is to expand the development of sustainable health solutions that elevate the efficiency of the healthcare sector. We aim to transform digital innovation into lasting impact for human health, while positioning the Saudi model as a global leader in advancing healthcare services and digital efficiency.

Our Today: 2024-2025

**A digital innovation made into a reality
with a tangible impact serving millions.**

Our current phase is defined by the adoption of artificial intelligence technologies to enable proactive care. We are turning technology into an everyday tool that improves the quality of life and simplifies people's healthcare journey through highly accurate data.





The Vision that Drives the Impact





Message from the Chairman of the Board of Directors

H.E. Eng. AbdulAziz bin Hamad AlRamaih





In a year marked by rapid transformations across the global healthcare landscape, Lean continues to strengthen its role as a national enabler, driving the development of a smart, sustainable healthcare ecosystem centered on people and powered by innovation and digital integration. As one of the Public Investment Fund's portfolio companies, Lean contributes to advancing the Fund's ambitious vision and strategy as a leading national company within the advanced industries and innovation sector, by accelerating digital transformation and enhancing the efficiency of healthcare services across the Kingdom. We have remained committed to directing our strategy toward building an advanced national model that enhances the efficiency of the healthcare sector and supports the achievement of the objectives of Saudi Vision 2030. This is pursued through investment in emerging technologies, maximizing the value of data, and fostering strategic partnerships with meaningful and lasting impact.

The Board of Directors firmly believes that sustainability is measured not only by what is achieved today, but also by our ability to build an ecosystem capable of continuous adaptation and growth. From this standpoint, we remain dedicated to empowering national talent and strengthening integration across all components of the healthcare sector, ensuring a sustainable, tangible impact that extends to every individual in society. In conclusion, the achievements reflect integrated efforts, an ambitious vision, and impactful partnerships. We move forward with determination and confidence toward a future in which Lean plays a pivotal role in fulfilling the aspirations of our wise leadership and reinforcing the Kingdom's position as a leading hub for innovation and digital health transformation.



Message from the Chief Executive Officer Eng. Mohanned bin Abdullah AlRasheed





In 2025, the pace of digital transformation advanced at an unprecedented level. Lean played a pivotal role in reshaping the healthcare experience across the Kingdom through innovative digital solutions powered by artificial intelligence and proactive data analytics. This has contributed to enhancing the efficiency of the healthcare ecosystem and improving the quality of services delivered to beneficiaries nationwide.

As a national enabler of health transformation, our focus has not been limited to developing technologies, but to effectively leveraging them to create tangible impact in people's lives by improving access to healthcare services and enabling healthcare practitioners to make more informed and efficient decisions.

These achievements were not a matter of chance but the result of the dedication and passion of our national talent and their strong belief in Lean's vision and mission. Together, we will continue building on our progress, strengthening the Kingdom's position among global leaders in digital health, and delivering sustainable impact that keeps pace with future aspirations.



Executive Summary

2025

In 2025, Lean Business Services continued to simplify the journeys of patients, healthcare practitioners, and healthcare facilities through digital solutions and innovations that advance human health and enhance the efficiency of the healthcare ecosystem in Saudi Arabia.

Empowering Patients: Proactive Care with Human Impact

We focused on humanizing technology, making it a trusted companion for beneficiaries at every step.

Through the “Digital Twin” service, we are enabling more than 300,000 beneficiaries and contributing to the early diagnosis of 52% of cases through risk-level analysis, bringing proactive care into practice.

We fully automated the blood donation journey and launched data integration for foster children, orphans, and people with disabilities, helping ensure they receive care with the highest standards of quality and ease.

Through “Sehhaty” application, we served more than 31 million beneficiaries. We also achieved a major leap through the “Ayenati” platform, completing 42 million laboratory tests, a growth of 324%, making laboratory services more accessible through 1,800 healthcare centers.





Empowering Practitioners: Smart Technologies that Accelerate Care

We worked to reduce operational burdens on healthcare professionals, allowing them to focus on their top priority: caring for patients.

We launched “Raqeem Smart Assistant”, enabling physicians to use AI-powered voice documentation for medical records and giving them more time to focus on patient care.

We also achieved a 91% practitioner satisfaction rate through “Anat” platform, which now covers 70% of healthcare practitioners across the Kingdom.





Empowering Facilities:

Efficiency and Reliability

We strengthened the resilience of healthcare infrastructure and supported more efficient government spending.

The restructuring of sick leave databases reduced operational costs by 60% and improved system performance by 300%.

Since the launch of “Seha” platform, we have successfully managed more than 249 million technical transitions. We also raised the success rate of self-check-in services across health clusters to 96.8%.



Lean's achievements in 2025 reflect our commitment to building a healthier future powered by innovation, centered on people, and aligned with the ambitions of the Health Sector Transformation Program and Saudi Vision 2030.





Impact in Numbers

A year of dedicated work to enable the future of digital health in the Kingdom.

+31 Million beneficiaries served through "Sehhaty" app.

+24 Sick leaves managed digitally.

+14 Million vaccinations recorded in national records.

249 Million digital transactions completed since the launch of "Seha" platform.

552 Thousand practitioners registered on "Anat" platform.

60% Reduction in operational costs following the restructuring of sick leave systems.



On a Steady Path

Internally,



our progress was defined by agility. We invested in strengthening our human and digital capabilities to keep pace with the Kingdom's accelerating transformation. We automated operations, enhanced our systems' readiness, and created a work environment where innovation is part of everyday practice, strengthening our operational efficiency and digital leadership.

Externally,



we reinforced our position as a strategic enabler of digital health transformation. Our impact extended beyond service delivery to building bridges of trust with our partners across the public and private sectors. Through human-centered solutions, we made healthcare closer, easier, and more reliable.

With this balance between internal strength and external impact, we close a year of meaningful progress and move forward toward a future where enablement remains sustainable, and impact continues to grow.



At Lean, every goal we achieve is not a final destination, but a new starting point.

This year marked a continuous journey of achievements, told through four chapters.

First Quarter

Starting the year by building digital trust

We began the year by focusing on strengthening digital trust and expanding core services to ensure broader access to healthcare for all.

LEAP 2025

We participated as a Diamond Sponsor and delivered more than 15 specialized workshops in digital health.

Health Capsule Solution

Introduced a model that simulates a traditional clinic experience, offering instant video consultations and vital signs measurement.

Diabetes Prevention Model

Developed an AI-powered model for the early detection of type 2 diabetes with high accuracy.

2025



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Second Quarter

Advancing smart solutions

This quarter marked a shift toward smarter solutions that leverage advanced technologies to simplify daily tasks and improve quality of life.

KLAS Global Recognition

Received international recognition for the quality of “Yamamah” platform in population health data analytics.

Excellence in Virtual Care Leadership Award

Won in the institutional category at the Telemedicine and Virtual Healthcare Exhibition in MENA, recognizing Lean’s role in enhancing the quality of healthcare.

Bayan: Lean’s AI Employee

We introduced Lean’s first virtual employee to document the company’s achievements and support internal operations.

Poisoning Case Detection Track

Developed the first digital service for detecting foodborne outbreak cases within “HESN+”, in collaboration with the Saudi Food and Drug Authority during Hajj 2025.

20

25



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Third Quarter

Connecting systems, data, and decisions

We strengthened the integration across systems and data, turning data into informed decisions that enhance operational performance.

Digital Experience Maturity Index

Achieved advanced ranking in 2025, with a maturity score of 91.15% for “Seha” platform and 89.71% for “Sehhaty” application as leading digital platforms.

Global Quality Certifications

Obtained three international certifications: ISO 9001 Quality Management System, ISO 10002 Complaints Management System, and ISO 10004 Customer Satisfaction Monitoring System.

Council of Health Insurance Accreditation

Received accreditation from the Council of Health Insurance for the DRG product, positioning Lean among the approved companies contributing to improved healthcare quality.

Innovation Partner at SSCP25

Participated in the annual international conference of the Saudi Society of Clinical Pharmacy as a health innovation partner, enabling practitioners through innovative digital solutions.

20
25



At Lean, every goal we achieve is not a final destination, but a new starting point.

This year marked a continuous journey of achievements, told through four chapters.

Fourth Quarter

Sustaining human impact

We concluded the year by reinforcing the human values behind digital transformation and ensuring sustainable impact digital transformation and ensuring sustainable impact for priority community groups.

Full Automation of the Donation Ecosystem

Automated the full blood donation journey, including appointments, records, badges, and donor cards.

Data Integration for Priority Groups

Completed the integration of data for foster children, orphans, and people with disabilities to enhance the quality of care provided to them.

Health Innovation Partner at the Global Health Exhibition

Participated as a health innovation partner at the Global Health Exhibition and sponsored the track focused on reducing premature mortality rates within the Health Datathon.

“Seha” Ecosystem

Launched “Seha Business” platform and “Seha Plus” subscription to provide entities with advanced digital solutions that contribute to improving healthcare performance.

Professional Registration Renewal Through “Anat” Platform

Launched in collaboration with the Saudi Commission for Health Specialties to simplify procedures for healthcare professionals.

20
25



AI-Powered Forecasting and Simulation Model

Developed an AI model to predict medicine shortages in collaboration with the Saudi Food and Drug Authority, as one of the world's leading smart models in this field.

Strategic Partnership with the Ministry of Defense

To develop an integrated digital health infrastructure that supports the quality of life of ministry personnel and their families through "Sehhatek" app.

First Place at the Saudi Customer Experience Awards (SCXA)

Won for Best Use of AI for the "EYENAI" project, in partnership with King Khaled Eye Specialist Hospital and Research Center.

Top CEOs Recognition

Lean's CEO Eng. Mohammed AlRasheed was named among Forbes Middle East's Top 100 CEOs in the Middle East for 2025.

International Participation at the APHA Conference

Showcased the role of "Yamamah" platform in population health management and data-driven decision-making.

"Anat" Platform Honored by the Saudi Heart Association

In recognition of its role in empowering healthcare practitioners through secure and effective digital connectivity.

Health Innovation Partner

For the graduation ceremony of trainees from the Saudi Commission for Health Specialties, in support of young national healthcare talent.

"Raqeeb" at IHOP:7

Participated in the Innovative Horizons in Hospital Pharmacy Practice Conference, reinforcing Lean's role in advancing pharmacy practices and improving quality of care.





Sustainable impact begins with a clear vision, guiding a focused strategy that drives us forward.



Strategic Section

An Impact-Driven Approach



Our Strategic Focus

We place people at the heart of our direction, using health technology to drive enablement and ease, while looking toward a future that anticipates needs and accelerates with ambitions.





The core considerations guiding the company's strategic direction in the years ahead.

Broader Health Horizons

Expanding into life sciences and quality of life sectors as new avenues for growth beyond traditional services.

Sustainable Impact as a Priority

Focusing on delivering high-value solutions that enhance the quality of healthcare, with impact as a goal beyond profitability.

Future-Focused Partnerships

Supporting the digital infrastructure of the healthcare sector and strengthening collaboration with the private sector rather than competing.

Sustained Digital Innovation

Building a smart portfolio that balances the strength of current products with proactive solutions that anticipate market needs.





Vision:

We drive innovation to empower healthier lives.

Mission:

To pioneer health and quality of life through innovative solutions and services that proactively empower the community toward a longer, healthier life.





Our strategy is built on a strong foundation of six strategic pillars that reflect Lean's leadership and the integration of its solutions across the digital health ecosystem.

01 Leading the Digital Health Ecosystem

Delivering smart solutions and platforms that enable comprehensive digital integration and enhance the efficiency of healthcare services, operational processes, and medical coding.

03 Advancing Innovation and Emerging Technologies

Developing proactive solutions powered by AI and digital twins, while automating medical documentation to improve the operational efficiency of the healthcare ecosystem.

05 Growth and Strategic Partnerships

Expanding local and global presence to support digital transformation priorities and contribute to healthcare sector goals, while raising digital awareness among beneficiaries.

02 Harnessing Data for Better Decisions

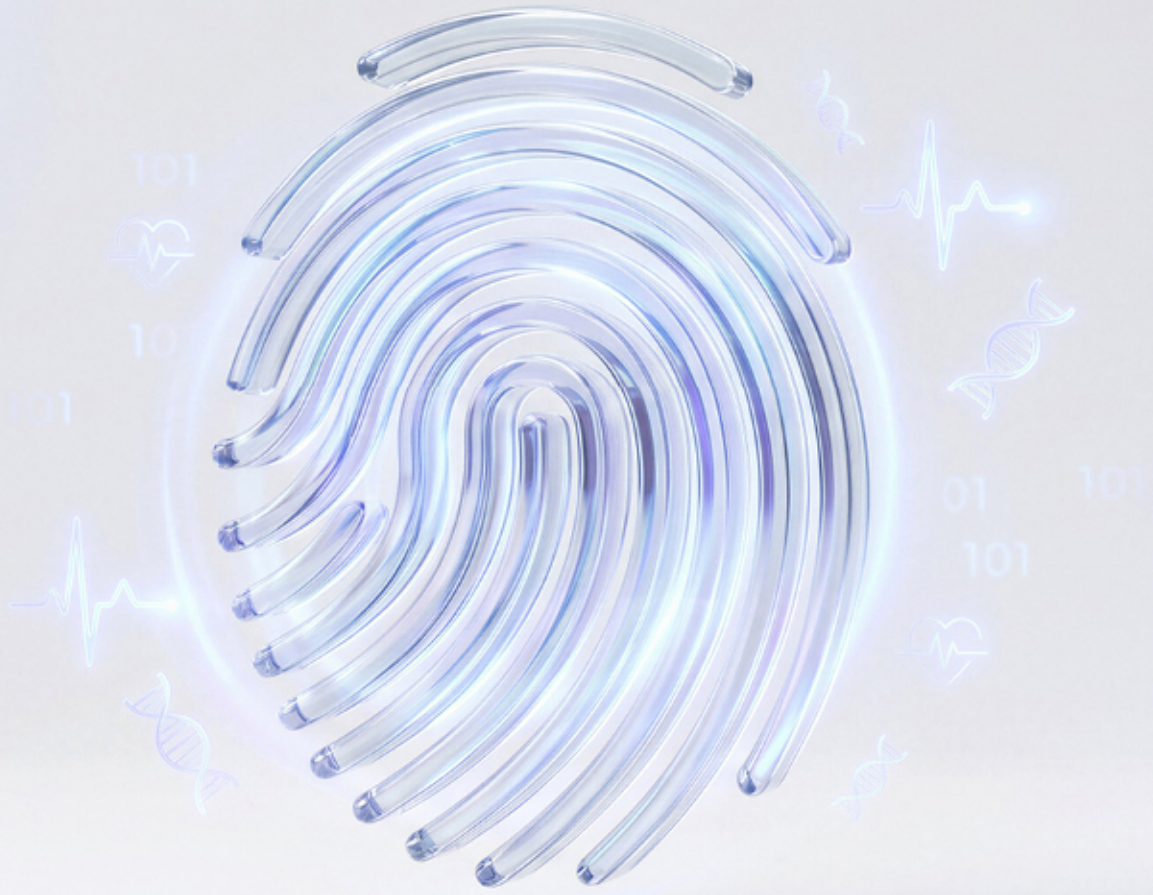
Using data to generate precise insights that empower decision-makers and strengthen operational performance through innovative products that maximize impact and support sustainability.

04 Business Agility and Operational Excellence

Simplifying the product development cycle to respond quickly to market shifts, while adopting a flexible business model that enables continuous improvement and effective sector support.

06 Investing in Human Capital

Developing national talent through advanced training programs and attracting expertise across health and technology to foster a workplace that supports innovation and professional development.



Turning these strategic pillars into tangible outcomes is driven by a distinguished leadership team across the Board of Directors and Executive Management.



Board of Directors



Eng. AbdulAziz Hamad AlRamaih

Chairman of BoD



Mr. Abdulrahman Abdullah AlAiban

Board Member



Eng. Fahad Mohammed AlShebel

Board Member



Dr. Shabbab Saad AlGhamdi

Board Member



Mr. Raid Abdullah Ismail

Board Member



Mr. Sultan Musa

Board Member



Executive Management



Eng. Mohammed AlRasheed

CEO



Mr. Faisal Alymni

Chief Shared Services Officer



Dr. Ibrahim AlQusayer

Chief Legal and GRC Officer



Mr. Ahmad Alisa

Chief Financial Officer
& Acting Chief Strategy Officer



Mr. Fahad Alsawi

Chief Data Officer



Mr. Nasser Alanazi

Chief Business Solutions Officer



Mr. Saeed AlGhamdi
Chief Information Officer



Eng. Marwan AlBalawi
Chief Digital Health Officer



Mr. Khalil Alabdulwahab
Chief Commercial Officer



Mr. Abdulelah AlHarbi
Chief Operation Officer



From a clear approach to meaningful impact,
we document achievements that reflect how
technology serves people and how impact comes
to life in better health.



Achievements Section

Our Impact in 2025





Our Impact on the **Accessibility of Care**

Access to care is not defined by the availability of services alone, but by how easily accessible they are, how quickly they are delivered, and how equitably they reach communities across regions. That is why we focused on empowering primary healthcare centers and integrating digital services into the healthcare ecosystem, bringing care closer to beneficiaries, improving efficiency, and reinforcing primary care as the starting point of the healthcare journey.

Challenge

Beneficiaries had to navigate multiple channels to access healthcare services, making the journey unclear.

Solution

We strengthened "Sehhaty's" role as a unified platform for healthcare services, enabling beneficiaries to manage their appointments and access care with ease.

Achievement

"Sehhaty" reached 31+ million beneficiaries.

Impact

"Sehhaty" became the main digital access point for healthcare services, simplifying the beneficiary journey and bringing care closer to people.

In Numbers

+31 Million beneficiaries





Challenge

The need to expand access to healthcare without geographic limitations.

Achievement

Telemedicine services scaled across 280 hospitals, 1,877 primary healthcare centers, and 63 specialized centers, connecting more than 24,000 doctors across 320 specialties.

Solution

The telemedicine services expanded to cover 280 hospitals, 1,877 primary healthcare centers, and 63 specialized centers, with the participation of more than 24,000 doctors across 320 medical specialties.

Impact

The services enabled more patients to access medical consultations remotely and reduced the need for in-person visits to healthcare facilities, making the right care more accessible.





In Numbers



+12.9

Million appointments



+4

Million patients



24+

Thousand doctors



320

Specialties

Challenge

In many regions, accessing laboratory tests required beneficiaries to visit main hospitals, placing additional pressure on hospital operations and making the testing journey inconvenient.

Achievement

"Ayenati" platform was launched across more than 1,800 primary healthcare centers under the Ministry of Health.

Solution

We expanded the reach of "Ayenati" and integrated it with primary healthcare centers, enabling beneficiaries to complete laboratory tests closer to where they live.

Impact

By bringing laboratory testing closer to beneficiaries, "Ayenati" made access to care easier and more efficient. It also strengthened the role of primary healthcare centers in prevention, early detection, and the overall care journey.

In Numbers

+42 Million laboratory tests conducted through "Ayenati"

30% increase in visits to healthcare centers



Tele-Radiology Service

Challenge

Some healthcare facilities faced high pressure on radiology departments, leading to delays in issuing radiology reports, especially for urgent cases.

Achievement

The service was activated to process radiology reports through a network of specialists, enabling the reading of more than 92,000 radiology reports, including CT scans and MRI scans, while improving report turnaround time.

Solution

We activated the “Teleradiology” Service, enabling radiology reports through a network of specialists, enabling radiology images to be read remotely and requests to be distributed digitally among specialists to ensure faster case handling.

Impact

The service accelerated the issuance of radiology reports, particularly for critical cases, and provided emergency teams with diagnostic information more quickly, helping them make timely medical decisions.



In numbers

+92K
reports

+6000
requested per month

+44K
emergency requests

+67K
CT scan readings

+18
MRI readings

Doctor for Every Family Service



Challenge

There was a need for a model that ensures continuity of care for families in primary healthcare, while strengthening regular remote follow-up rather than relying solely on treatment-based visits.

Achievement

The service expanded to cover more than 20 million beneficiaries, supported by 5,033 healthcare teams operating across 2,086 healthcare facilities.

Solution

We expanded the “Doctor for Every Family” program and activated integrated care teams within primary healthcare centers. Each team includes a doctor and a nurse who follow up on the family’s health status.

Impact

The service strengthened regular access to primary care and enabled more consistent patient follow-ups, helping families stay connected to their healthcare teams beyond facility visits.





In Numbers

+20 Million beneficiaries

+2 Thousands healthcare facilities

+5 Thousands healthcare teams

+3 Million medical visits

+9.7 Million conversations with healthcare teams

+14 Thousands participating healthcare practitioners



Our Impact on System Efficiency

The efficiency of the healthcare system depends on its ability to manage operations and services in a connected and seamless way. This is why we focused on developing digital platforms and systems that support the operations and regulation of the healthcare sector, enabling authorities and healthcare facilities to manage services and procedures more efficiently, accelerate delivery, and support data-driven decision-making.

Challenge

Managing licenses and regulatory services across the healthcare sector requires multiple procedures and channels, slowing down processes and increasing the operational burden on authorities and healthcare facilities.

Achievement

Since its launch, the platform has processed 249 million digital transactions. In 2025, it also issued 12,503 healthcare facility licenses.

Solution

We developed "Seha" as a unified digital ecosystem for managing regulatory and operational healthcare services, connecting authorities and healthcare facilities in a single digital environment.

Impact

"Seha" transformed regulatory healthcare services into connected digital processes, helping accelerate procedures and improve the efficiency of healthcare service management.

In Numbers **249M** digital transactions **+12K** healthcare facility licenses



Challenge

Professional procedures for healthcare practitioners, such as registration and the management of professional services, previously involved multiple pathways that took longer to complete.

Solution

We provided healthcare practitioner services through "Anat", creating a unified digital access point for managing professional procedures.

Achievement

In 2025, more than 41 million transactions were completed through "Anat", in addition to the issuance of 171,368 professional practice licenses.

Impact

"Anat" simplified the journey for healthcare practitioners, enabling them to complete their professional procedures more efficiently and access practice-related services faster.

In Numbers

+41M transactions through the platform

+171K professional practice licenses

Challenge

Regulatory operations in the healthcare sector require the monitoring of large volumes of data and transactions to ensure compliance with regulations and standards.

Achievement

More than 438,541,476 transactions were processed through the system.

Solution

Developing "RSD" to support regulatory operations and analyze operational data across the healthcare sector.

Impact

"RSD" strengthened the healthcare system's regulatory capabilities by enabling faster, more accurate data analysis and supporting more informed decision-making.

In Numbers **+4.5M** regulatory operations





Challenge

Monitoring infectious diseases and responding rapidly to outbreaks requires a system capable of tracking cases and analyzing large-scale health data.

Solution

Developing “HESN” to support epidemiological investigation and infectious disease surveillance across the network of healthcare facilities.

Achievement

More than 14 million epidemiological investigation cases were processed through the system.

Impact

“HESN” strengthened the healthcare system’s ability to monitor diseases and respond early to outbreaks.

In Numbers

+14M epidemiological investigation cases

Integration

Between Healthcare Facilities and Raqeeb

Challenge

Health data was dispersed across different systems, making it more difficult to exchange information between healthcare entities.

Solution

We launched an integration service between healthcare facilities and "Raqeeb" to support smoother health data exchange.

Achievement

Technical integration was enabled between healthcare facilities and "Raqeeb".

Impact

The integration improved the efficiency of health data exchange and strengthened coordination between healthcare entities.



Insurance Policy Management Project



Challenge

There was a need to manage health insurance policies more efficiently and transparently, while improving information exchange among relevant entities.

Achievement

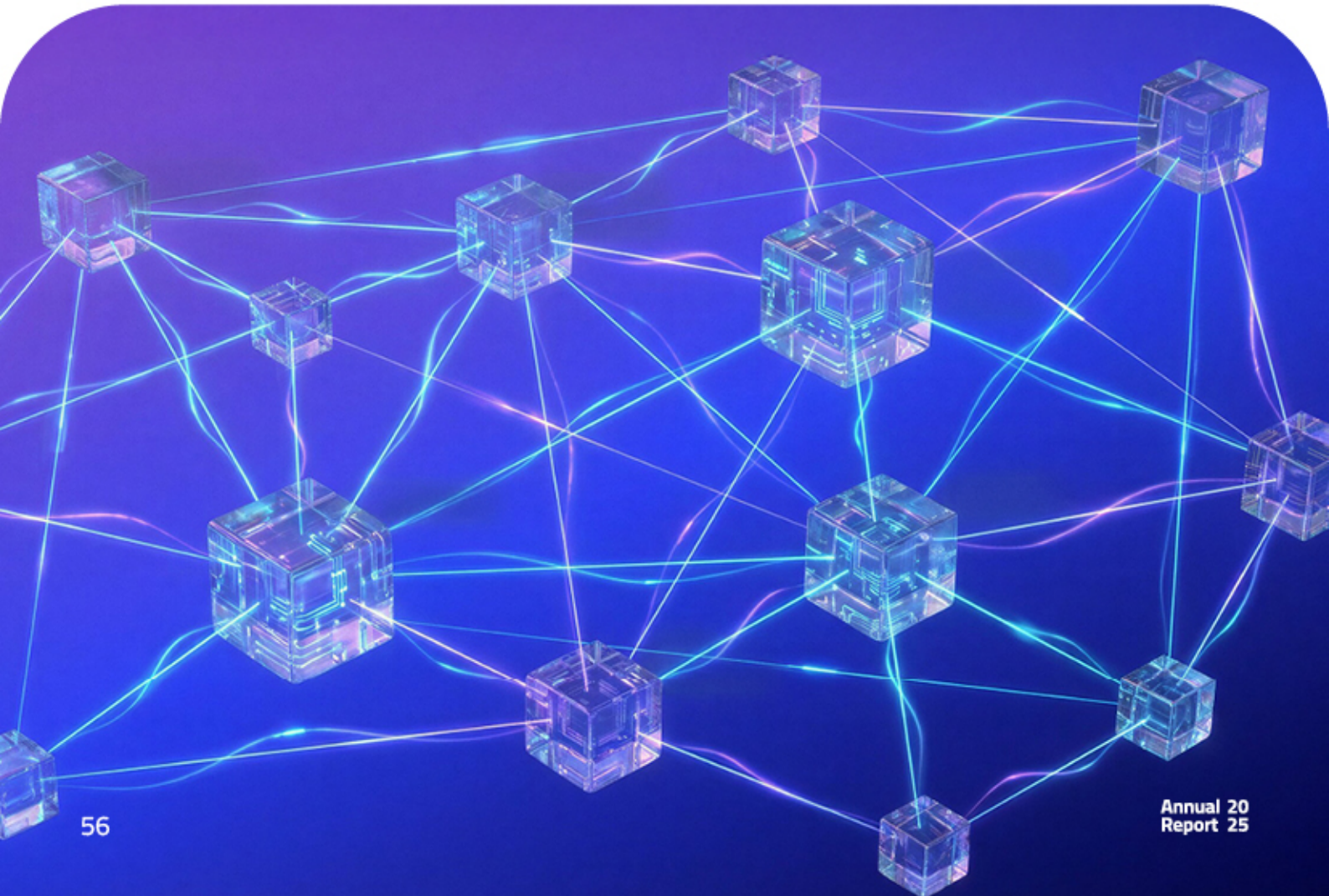
The ecosystem was developed and launched to support the management of health insurance documents and integration between the Council of Health Insurance and insurance companies.

Solution

Launching the “Insurance Policy Management” project to enable the digital management and organization of health insurance policies.

Impact

The project improved the experience of health insurance beneficiaries and enhanced transparency and governance in the management of insurance policies.





Impact Story

When Information Saves a Medical Decision

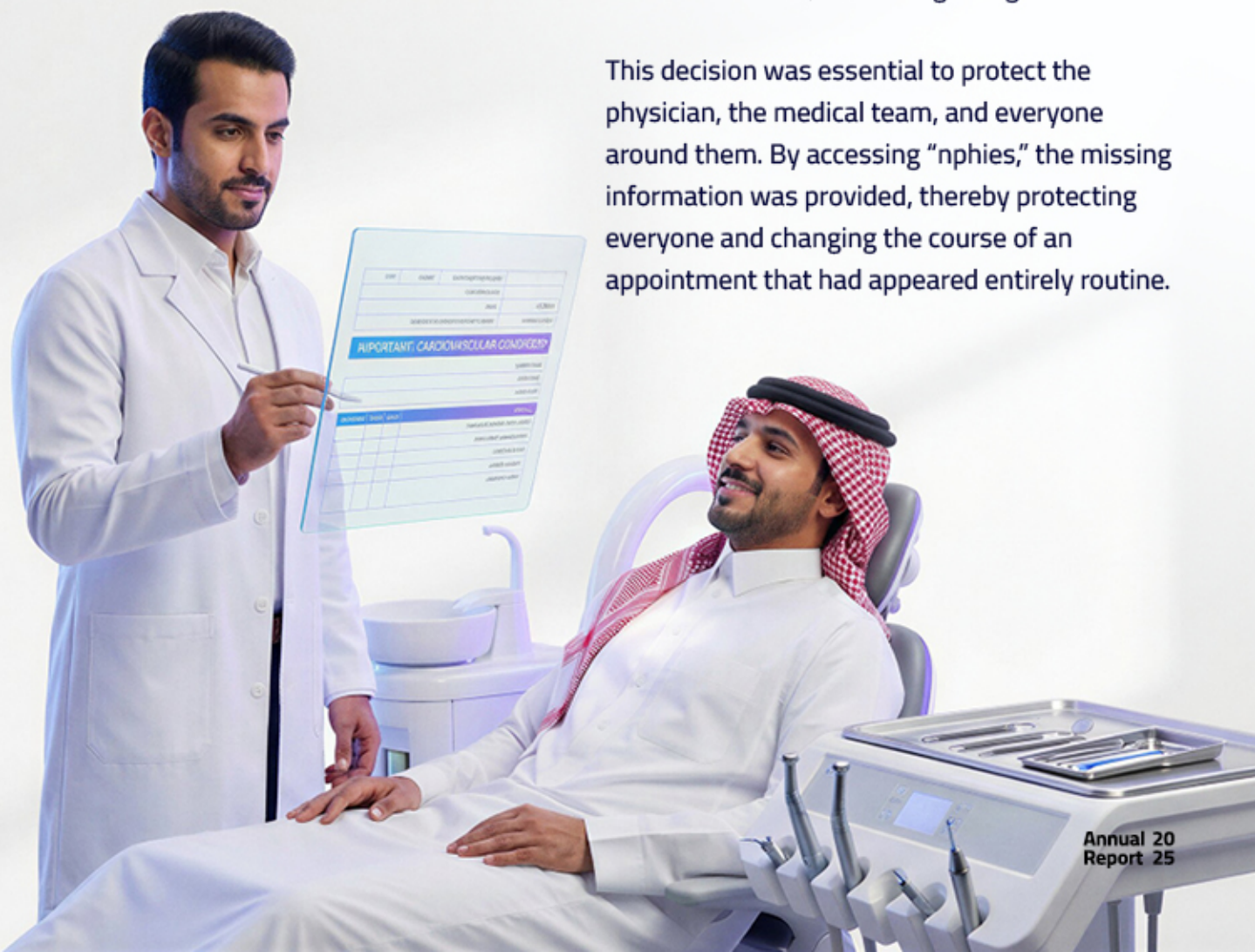
At a dental clinic, what began as a routine visit for a simple procedure quickly became a moment where digital health information made all the difference.

The patient arrived for treatment without mentioning any infectious disease, a situation physicians may face when medical decisions depend only on what the patient chooses to disclose.

Before beginning the procedure, the dentist reviewed the patient's Unified Health Record "nphies" as a precautionary step. There, the physician found information the patient had not shared: an infectious disease recorded in the patient's medical history.

This discovery changed the course of the visit. The medical team immediately implemented enhanced infection-control protocols, including special protective equipment and intensified clinic sterilization, before beginning treatment.

This decision was essential to protect the physician, the medical team, and everyone around them. By accessing "nphies," the missing information was provided, thereby protecting everyone and changing the course of an appointment that had appeared entirely routine.





Our Impact on Human Experience

The human experience in healthcare is not limited to receiving a service. It extends to how easily people can access it, how clear the procedures are, and how quickly they can receive support. In 2025, we developed digital services that enhance the experience of beneficiaries and healthcare practitioners, making their interaction with the healthcare system simpler, smoother, and more efficient.

Smart Assistant on Sehhaty



Challenge

Beneficiaries needed quick health guidance to help them understand available services and make more informed health decisions.

Solution

We launched the “Smart Assistant” on Sehhaty app to provide health guidance and answer user inquiries.

Achievement

The smart assistant was activated within the app, enabling users to receive digital health guidance.

Impact

The service enabled beneficiaries to access immediate health guidance that supports better health-related decision-making.



In Numbers **+2K** guidance conversations **+1K** service beneficiaries



Sick Leaves Service

Challenge

Sick leave procedures previously involved multiple steps and could be difficult to verify across different entities, making issuance and validation more time-consuming.

Achievement

More than 24 million sick leaves were registered through the system.

Solution

We provided a digital sick leave service that enables the issuance of sick leaves and links them electronically with relevant entities for instant verification.

Impact

The service enhanced the reliability of sick leaves and accelerated issuance and verification procedures, while reducing the potential for misuse through digital verification between entities.

In Numbers

+24M sick leave reports



Challenge

There was a need to record vaccination data in a reliable, trustworthy way.

Solution

We enabled digital vaccination registration and connected it with national health systems.

Achievement

More than 14 million vaccinations were recorded in health systems.

Impact

The service improved health status monitoring for beneficiaries and strengthened the reliability of health data.



In Numbers

+14M

**registered
vaccinations**

Challenge

Healthcare facilities needed to improve the efficiency of clinical and financial operations, ensure data integration with national systems such as the Unified Health Record "nphies", and reduce the administrative burden on healthcare practitioners.

Solution

Developing "Raqeem" as an integrated system that supports revenue cycle management in healthcare facilities. We also launched "Raqeem Smart Assistant", which uses artificial intelligence to transform doctor-patient conversations into structured medical inputs.

Achievement

The revenue cycle management component was activated and integrated with "nphies". It was implemented at Tuwaiq Medical Complex in the private sector and Al Shifa Second Health Center in the public sector. "Raqeem Smart Assistant" was also launched to support medical documentation within clinical systems.

Impact

"Raqeem" improved the efficiency of financial claims management and strengthened governance and transparency. It also reduced the administrative burden on healthcare practitioners, giving them more time to focus on patients and the quality of care.

In Numbers

14 Launched in 14 healthcare centers

639 consultations were conducted using the assistant

8 Average consultation time reduced from 21 minutes to 8 minutes



Eligibility Verification Integration for Dialysis Patients

Challenge

Healthcare facilities needed an accurate, fast mechanism to verify treatment eligibility for dialysis patients, ensuring continuity of care and reducing delays in service delivery.

Achievement

The eligibility verification service for dialysis patients was launched digitally by integrating it with medical reports.

Solution

Launching the dialysis patient eligibility verification integration service, enabling verification through medical reports and access to reports issued for the patient within a defined timeframe.

Impact

The service accelerated eligibility verification procedures and enabled healthcare facilities to provide care to beneficiaries more efficiently.

Impact Story

Care That Reassures

Mohammed had been experiencing scattered symptoms that appeared and disappeared without a clear reason. He did not know whether to ignore them or be concerned.

He hesitated. Should he book a medical appointment or not? His condition did not seem urgent enough for an emergency visit, but it was not simple enough to ignore.

When he used the “Digital Twin” service on “Sehhaty”, he began to feel reassured. By analyzing his symptoms and connecting them with his health data, the service gave him a clearer understanding of what he was experiencing.

While the service does not provide a final diagnosis, it gave him the confidence to book an appointment and begin following up on his condition.

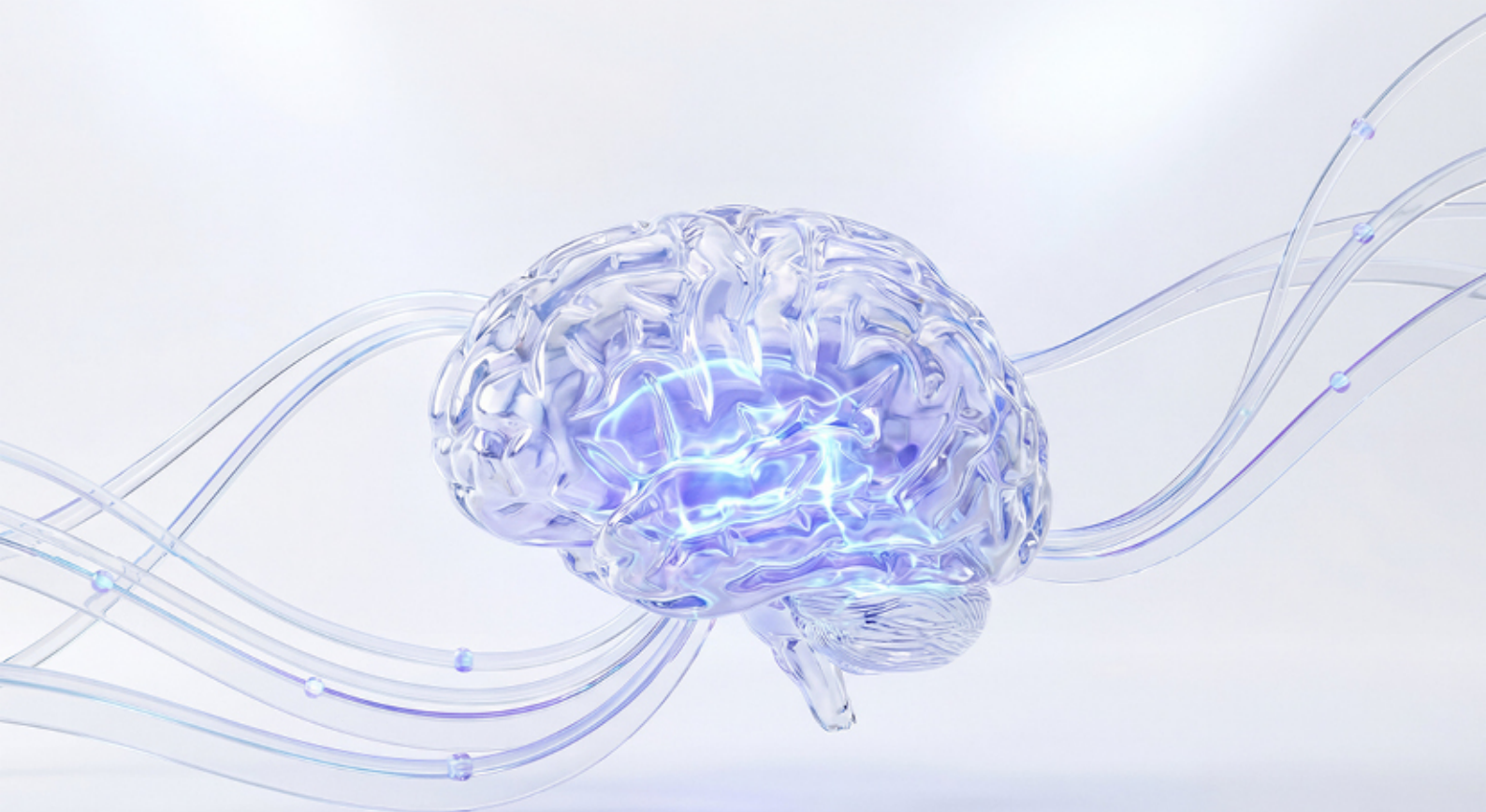
With that step, his anxiety turned into understanding, and his hesitation turned into action, allowing him to begin his treatment journey at the right time.





Innovations That Create Impact

As the healthcare system continues to evolve, digital transformation is no longer limited to digitizing services. It now extends to the use of data and advanced technologies to deliver smarter solutions. In 2025, we developed initiatives that leverage data analytics and artificial intelligence to support prevention, early diagnosis, and greater efficiency across healthcare operations.





Digital Twin



What problem did it solve?

Many diseases are detected at later stages because individuals are unaware of their personal health risk levels.

What changed?

We launched the “Digital Twin” service, which analyzes health data to assess health risk levels and recommend appropriate screenings.

What impact did it create?

The service enabled beneficiaries to understand their health more proactively, helping detect health conditions at earlier stages.

Where it stands today

The service reached 300,000 users. Health conditions were diagnosed in 52% of users following screenings based on risk assessment, with the risk engine predicting the likelihood of disease in 52% of diagnosed cases.



What problem did it solve?

Responding to health outbreaks requires tracking sources of infection and analyzing data from multiple entities, a process that takes more time and effort without a unified platform.

We launched the Outbreaks Module within “HESN+”, enabling the tracking of cases linked to individuals, food, or food establishments in integration with relevant entities.

What changed?

What impact did it create?

The module strengthened the healthcare system’s ability to respond rapidly to outbreaks by analyzing and connecting data across different entities.

The National Outbreaks Module was launched and integrated with relevant entities, including the Saudi Food and Drug Authority and the Ministry of Municipalities and Housing.

Where it stands today

What problem did it solve?

There was a need for a deeper understanding of population health data to support health planning and decision-making.

What impact did it create?

The platform strengthened the ability to understand population health indicators, plan health interventions, and improve the quality of preventive care.

What changed?

We developed “Yamamah” to analyze population health data and provide data-driven insights that support decision-makers.

Where it stands today

Six new early screening pathways were added in line with the Saudi Model of Care. The platform was officially adopted by the Population Health Agency at the Ministry of Health, and a version was developed for the Ministry of Defense. Yamamah also received an international KLAS rating.





Health Capsule

What problem did it solve?

There was a need to provide fast health consultations in different locations without relying entirely on visits to traditional clinics.

What impact did it create?

The Health Capsule improved access to healthcare services and provided an experience close to that of a traditional clinic.

What changed?

We introduced the Health Capsule as a solution that enables instant video consultations, vital sign measurements, and direct integration with digital health services.

Where it stands today

The Health Capsule was introduced as an innovative solution that supports access to integrated healthcare.





Genome Applications

What problem did they solve?

There was limited use of genetic data in supporting prevention and early diagnosis.

What changed?

We advanced genomics-enabled care planning by building the right environment to centralize genomic data and connect it with the unified health record.

What impact did they create?

These applications improve the accuracy and speed of diagnosis and accelerate precision medicine.

Where it stands today

An environment is now ready to host genomic records at a national scale.



Bayan: The First AI Employee

What problem did she solve?

Documenting business and project achievements within the organization requires continuous coordination with different teams, careful content approval, and a structured organization.

What changed?

“Bayan” joined Lean as the first AI employee, supporting the documentation of achievements, coordinating with employees for approvals, and contributing to internal campaign planning.

What impact did she create?

“Bayan” organized the process of documenting achievements and facilitated collaboration between teams, helping showcase company and employee accomplishments more clearly and consistently.

Where she stands today

“Bayan” works with teams to document, evaluate, and classify achievements, while also coordinating internal campaigns in collaboration with the Internal Communications Department.

Impact Begins with Experience



2025:

The Launch of the UX Lab

Space Designed for Creativity

This year, we took user experience to a new level with the launch of the UX Lab, a space designed to give our team the focus and tools needed to innovate and design better digital solutions.



We Test to Make Users' Lives Easier

In the lab, every product is tested before it reaches the end user. We test journeys, analyze interactions, and refine experiences to ensure that every step within our systems is as clear and simple as possible.

Elevating Digital Experience with Lean

The lab enables our team to refine digital solutions and deliver them in the best possible way. Our goal is for every user of our solutions to feel that they were designed with care, built around their reality, and created to make their day easier.



Diagnostic Related Groups (DRG)



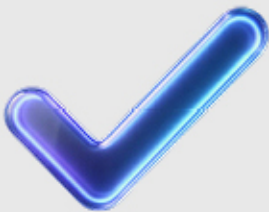
What problem did it solve?

There was a need for organized solutions to manage diagnostic services within the health insurance ecosystem.



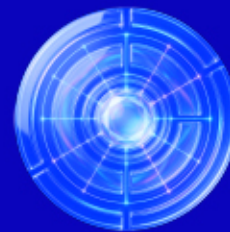
What changed?

We developed the "DRG" and secured its approval within the Council of Health Insurance ecosystem.



What impact did it create?

The product enhanced the reliability of digital solutions for managing diagnostic services.



Where it stands today

The product was approved by the Council of Health Insurance, and Lean was listed among the accredited companies.

Seha Business and Seha Plus

What problem did they solve?

Healthcare entities needed digital solutions that support service management, improve operational efficiency, and enhance preventive care.

What impact did they create?

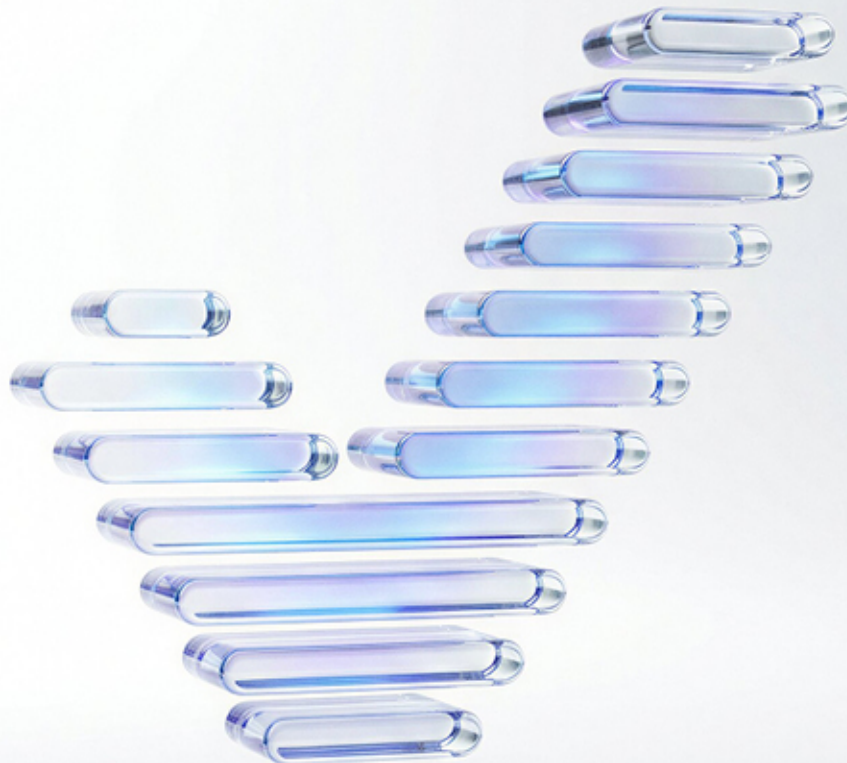
The services support entities in improving the efficiency of both health and non-health operations, while raising the quality of healthcare delivery.

What changed?

We launched “Seha Business” platform and the “Seha Plus” subscription to provide tailored digital solutions for entities.

Where they stand today

The platform and subscription were launched as part of the Seha services ecosystem.





Smart Health Coach: Dial Gemini





What problem did it solve?

Users needed more personalized health experiences powered by data analysis.

What changed?

The Dial Gemini smart health coach was activated in collaboration with the Ministry of Health and Google Cloud.

What impact did it create?

It provided personalized health experiences powered by artificial intelligence.

Where it stands today

The smart health coach was activated as part of the sector's technical collaboration initiatives.

AI Physician

What problem did it solve?

There was a need to use artificial intelligence technologies to support the development of healthcare delivery.

What changed?

We developed the concept of the AI Physician as one of our digital health innovations.

What impact did it create?

It supported innovation in the use of artificial intelligence in healthcare.

Where it stands today

Approval was obtained from the Saudi Food and Drug Authority to launch the clinical trial.





Impact Story

Technology in Service of Care

In a primary care clinic, Dr. Yasser faced the challenge of dividing his attention between the patient and the screen. The average consultation time reached 19 minutes, with a significant portion spent on medical documentation.





A visit does not end when the patient leaves. It is followed by time-consuming tasks such as writing notes, entering diagnoses, and recording codes. As a result, 35% of physicians had to complete this work after official working hours.

With the use of the Raqeem Smart Assistant, this changed. The system began capturing the medical conversation and instantly transforming it into structured notes and accurate summaries.

This allowed Dr. Yasser to regain his full focus during consultations, listening more closely to his patients without being distracted by manual documentation.

The impact was also reflected in the clinic's efficiency. The average consultation time dropped from 19 minutes to just 9 minutes. The percentage of physicians working after hours also declined from 35% to 11%.

The impact went beyond numbers. It gave physicians the space to be present, attentive, and fully focused on the people in front of them.



Our Impact on **National and Global Partnership**

The healthcare system depends on collaboration across entities and sectors to align efforts and respond effectively to health challenges. In 2025, we built national and global partnerships that support knowledge exchange, data integration, and the development of health services, contributing to broader health impact for society.





National **Partnerships**

Strategic partnership with the Saudi Ministry of Defense



وزارة الدفاع
MINISTRY OF DEFENSE

To develop an integrated digital health ecosystem through “Sehhatek” app, enhancing the quality of life for Ministry personnel and their families.

MOU with King Abdullah University of Science and Technology



To strengthen collaboration in digital transformation, applied research, knowledge exchange, and the development of national capabilities in technology and healthcare.

MOU with Takamol



To develop innovative solutions in digital healthcare, data, and technologies that support public health.

MOU with Badael



To explore opportunities for collaboration in strengthening health prevention and enabling individuals to make more informed health decisions.

MOU with Lifera



To enable the use of artificial intelligence in genetic diagnosis and health data analysis.



Cooperation Agreement with the Business Analysis Association Group (BAAG)

To enhance knowledge exchange and develop professional practices in business analysis methodologies.





Global Partnerships



Strategic Partnership with Google Cloud



Google Cloud

To develop digital health solutions powered by data and artificial intelligence.

Partnership with WHOOP



WHOOP®

To strengthen the digital health and wellbeing ecosystem through wearable technologies and health data analysis.

Framework Agreement with Pfizer



To connect digital health with the pharmaceutical sector and support innovation in health services.

Cooperation Agreement with Ascend Solutions



To develop integrated health command centers and enhance the efficiency of healthcare operations.

MOU with the Syrian Ministry of Health



To explore opportunities for developing health systems, exchanging expertise, and using innovative technologies to support the development of the health sector and improve the quality of care.

MOU with Plug and Play



To develop a sustainable and scalable health innovation ecosystem in the Kingdom by leveraging global expertise in accelerators and innovation.

Exploring Collaboration Opportunities with the Ministry of Health of Oman



Lean's CEO conducted an official visit to Oman to explore areas of collaboration in digital health ecosystems and knowledge exchange.



Research and Innovation Partnerships

Collaboration with the **Saudi Food and Drug Authority**

To develop and launch an AI-powered model for predicting medicine shortages.

Launching the **Food Poisoning Surveillance Pathway in «HESN+»**

In collaboration with the Saudi Food and Drug Authority, the pathway was launched to monitor food poisoning cases during the 2025 Hajj season.



Participation in LEAP 2025 as a Diamond Sponsor and Launching the Corporate Walking Challenge

At LEAP 2025, Lean highlighted its role in advancing digital health innovation as a Diamond Sponsor, while launching the “Corporate Walking Challenge” in collaboration with Sehhaty to promote a culture of walking in the workplace and recognize winning companies at Lean’s booth.



Innovation Partner at MSIR Conference

Supporting innovation in the pharmaceutical sector, Lean’s team delivered a workshop that reflected researchers’ efforts in digital enablement and quality-of-life enhancement.

Lean in South Korea

An official visit to strengthen global collaboration in digital health and biotechnology.

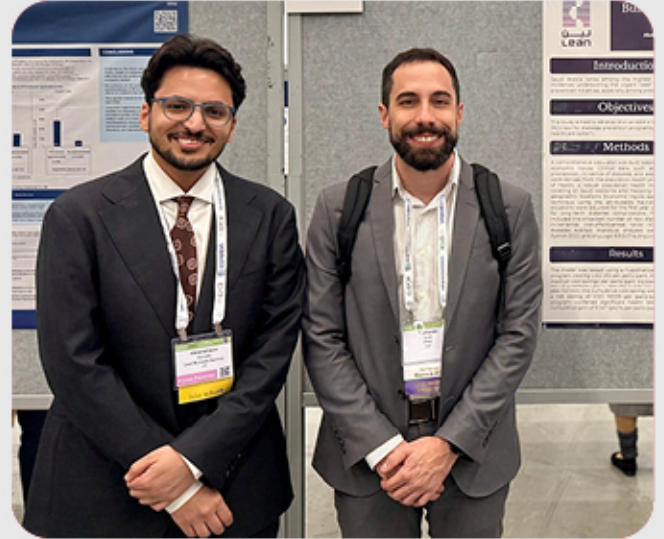


Platinum Sponsor of the 6th MENA Telehealth and Virtual Care Expo

Reflecting our commitment to innovating for human health and quality of life.

Participation in ISPOR 2025 in Canada

Lean participated in the International Society for Pharmacoeconomics and Outcomes Research Conference under the theme of collaboration to improve healthcare decision-making for all.



Participation in BIO 2025 in Boston

Lean participated in the international biotechnology conference as a digital enabler of biotechnology in healthcare.

Health Innovation Partner at the 5th International Conference of the Saudi Society of Clinical Pharmacy

Supporting the scientific and professional development pathway for practitioners.





Health Innovation Partner at the Global Health Exhibition

In addition to sponsoring the premature mortality reduction track in the Health Datathon.

Global Representation of National Solutions at APHA

Lean showcased the role of “Yamamah” in population health management and data-driven health decision-making.



National Presence at IHOP through “Raqeeb”

Lean participated in the Innovative Horizons in Hospital Pharmacy Practice Conference, reinforcing its role in advancing pharmacy practice and improving healthcare quality.

Official Visit to the United States during BIO 2025

As part of Lean's efforts to strengthen its global presence and build strategic partnerships with leaders in biotechnology and artificial intelligence to support a more innovative and sustainable health future.



Hosting the Syrian Minister of Health and Accompanying Delegation at Lean Headquarters

To showcase digital health transformation solutions and explore opportunities for collaboration in developing health systems and using innovation to improve the quality of health services.



Excellence Sustained by Impact

The awards and certifications Lean received in 2025 reflect recognition of its efforts to develop digital solutions that enhance healthcare system efficiency

and elevate the beneficiary experience, while reaffirming its commitment to the highest standards of quality and information security.

Institutional Excellence Award for Virtual Care

A global recognition of Lean's efforts in facilitating access to healthcare services and enhancing the beneficiary experience through virtual care solutions.



Saudi Customer Experience Award 2025 for Best Use of Artificial Intelligence

The EYENAI project won first place in the Best Use of Artificial Intelligence category, reaffirming the role of innovation in developing solutions that improve healthcare quality.

Forbes Ranking of the Most Powerful CEOs in the Middle East

Lean's CEO, Eng. Mohanned AlRasheed, was named among Forbes' Most Powerful CEOs in the Middle East for 2025, recognizing leadership that contributes to accelerating digital transformation in the healthcare sector.



Success Partner in the Ada'a Health Award

Lean was recognized for its role in supporting the healthcare system's efforts to improve healthcare efficiency and enhance quality of life in line with Saudi Vision 2030.



1st Place Winner #1 LucidEye



Success Partner in The Eye Hackathon

Recognized for enabling digital innovation in specialized healthcare and supporting initiatives that advance innovative health solutions.



Quality and Governance Certifications

Information Security

ISO 27001:2022

Renewing Lean's commitment to the highest standards of data protection and information security management.



Quality Management System

ISO 9001:2015

Reflecting the company's commitment to continuous improvement and service quality enhancement.

System of Monitoring and Measuring Customer Satisfaction

ISO 10002:2018

Strengthening the ability to manage feedback and respond to it effectively.



Quality Management - Customer Satisfaction & Complaints Handling

ISO 10004:2018

Supporting a deeper understanding of user needs and measuring satisfaction levels to improve overall experience.



These milestones reflect the impact we have made over the past year and give us the confidence to move toward an even more promising future.





Concluding Section

The Promise We
Carry Forward





In 2025, Lean dedicated its efforts to digitally enabling the healthcare ecosystem and contributing to the goals of the Health Sector Transformation Program. It was a year marked by enhanced operational efficiency and improved access to healthcare, guided by the direction of our wise leadership and the aspirations of Saudi Vision 2030.

As we close this year's chapter, our impact remains prominent in every service we delivered. It extends as a bridge toward 2026, as we continue building a healthier future shaped by innovation. By utilizing the power of emerging technologies and artificial intelligence, we aim to develop proactive digital solutions that strengthen the Kingdom's leadership in digital health transformation and sustain the impact we have begun. What we achieved this year is not an endpoint, but a turning point toward more advanced, inclusive, and future-ready technologies.

In closing, we extend our sincere appreciation to our partners across the healthcare ecosystem for their continued support and enablement. We also express our gratitude to Lean's national talents, whose dedication, after God's grace, has helped make human health a reality that continues to flourish with impact.

