ANNUAL REPORT

2024

ساسكو
SASCO

Pioneering the Future

بسم الله الرحمن الرحيم

The Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

His Royal Highness Crown Prince and Prime Minister

Prince Mohammed bin Salman bin Abdulaziz Al Saud

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Company Overview

“Pioneering the Future”

| 1- Chairman's Statement

"2024 witnessed a resounding triumph in the execution of SASCO's strategic plan, marked by a series of impressive milestones, spearheaded by the momentous launch of AL-JAZEERAH Station (1) Project - a monumental project that stands as the Kingdom's largest fuel station".

To our Esteemed Shareholders and our Valued Partners in Success,

It is with enormous pleasure, both personally and on behalf of the Board of Directors, that I present to you the Board's Annual Report for the year 2024. This document stands as a powerful testament to our collective success and unwavering pursuit of excellence, marking our continued journey toward shaping the future of our industry. It is also a clear demonstration of SASCO's enduring commitment to our valued shareholders and our profound dedication to maximizing their rights and safeguarding their investments, achieved through our steadfast adherence to principles of transparency and clear communication.

SASCO continued its determined ascent on the path of leadership, relentlessly pursuing greater achievements and fortifying its competitive edge in the market. This progress is driven by our successful strategy, firmly anchored in enduring values and a crystal-clear vision that powerfully reinforces our Company's theme: "Pioneering the Future". We deliver on this promise by consistently providing distinguished and innovative services. Our strategy is built upon three fundamental pillars: sustainable growth, innovation, and service excellence, all of which are vividly embodied in our ambitious new five-year plan spanning 2024 to 2028.

The year 2024 marked a monumental triumph in the execution of SASCO's strategic plan, a year brimming with achievements proudly chronicled within this very Report. Leading this impressive array of accomplishments was the spectacular inauguration of AL-JAZEERAH Station (1), a groundbreaking project that now reigns as the Kingdom's largest fuel station, strategically located on King Fahd Road and sprawling across an impressive area exceeding 274,000 square meters, housing a diverse collection of shops and businesses. SASCO continued its ambitious expansion drive, culminating in a network of 612 stations by year-end. This remarkable growth was fueled by the inauguration of 72 new fuel stations, an unprecedented number achieved in a single year since the Company's inception. Our achievements in 2024 also encompassed a significant expansion of our retail footprint and penetration, with the inauguration of 85 new "Palm Co." branches, bringing our total store count to an impressive 200 locations across the Kingdom. We are incredibly proud to have served over 19 million valued customers throughout the year. Furthermore, our logistics arm, "Ostool Al Naqel Co.", successfully augmented its capabilities, expanding its fleet to a robust 471 trucks and 481 trailers.

Our journey towards a digitally empowered future gained further momentum in 2024, as SASCO relentlessly pursued the automation of all its services. This commitment translated into tangible progress with the automation of our operational sites, proudly connecting 374 SASCO stations to a streamlined, unified central system. The year 2024 also marked a strategic alliance with "Elm" company, forging a landmark agreement to collaboratively implement cutting-edge solutions for the digital transformation of fuel dispensing operations in the transportation industry. Adding to our technological prowess, the SASCO app underwent a significant evolution to integrate all operational functions, a strategic enhancement poised to continuously boost the Company's revenue streams.

SASCO made significant strides in its sustainability journey in 2024, achieving notable milestones in expanding the implementation of systems dedicated to environmental preservation and the reduction of harmful emissions. Our commitment included a focused shift towards renewable energy sources and the installation of advanced vapor recovery units (VRUs) on fuel tanks. Furthermore, SASCO amplified its support for clean transportation by expanding the installation of EV chargers across 50 of our stations, aligning seamlessly with the Kingdom's vision for a greener future. SASCO's commitment to robust Environmental, Social, and Governance (ESG) principles was powerfully reinforced by our joining the United Nations Global Compact. This significant step has driven the development of our sustainability policies, ensuring they align with the highest global standards and best practices. SASCO's unwavering dedication to sustainability was crowned with success through the renewal of our ISO 14001 Environmental Management System (EMS) certification, underscoring SASCO's enduring commitment to environmental best practices.

"We eagerly anticipate achieving even greater milestones, buoyed by a supportive economic landscape, transformative mega-projects, a resurgent tourism sector, and a vibrant calendar of global events. Furthermore, the Kingdom's resounding success in securing the hosting of Expo Riyadh 2030 and FIFA World Cup 2034 fills us with optimism, as these prestigious events are poised to significantly amplify the demand for fuel and necessitate the strategic expansion of our station network".

SASCO embraces the future with immense optimism and boundless ambition, poised to achieve even greater milestones and maximize our successes. This positive outlook is underpinned by a supportive economic environment teeming with opportunities, which will undoubtedly propel the growth of the station sector, expand SASCO's operational horizons, diversify our investments, and enable us to deliver effective and sustainable services on an even broader scale. With a keen eye on the future, SASCO is gearing up to capitalize on the transformative wave of the Kingdom's mega-projects, the robust rebound of its tourism industry, and the captivating lineup of international events gracing our nation. We are especially enthusiastic about the game-changing prospects arising from the Kingdom's successful acquisition of the rights to host Expo Riyadh 2030 and the FIFA World Cup 2034. These prestigious events are anticipated to substantially elevate the demand for fuel, requiring a strategic augmentation of our station network, thus opening up new avenues, creating ideal conditions for expansion and value creation, and securing SASCO's long-term viability.

As we conclude, I extend my deepest and most sincere gratitude, profound appreciation, and heartfelt thanks to the visionary leadership of the Kingdom, represented by the Custodian of the Two Holy Mosques, King Salman Bin Abdulaziz Al Saud, and to His Royal Highness Crown Prince Mohammad Bin Salman Al Saud. We also offer our sincere thanks and profound appreciation to the Ministry of Energy for their unwavering support of our Company.

Finally, I must extend my sincere gratitude to all our esteemed shareholders for their unwavering trust and steadfast support. My heartfelt thanks also go to every dedicated employee for their tireless efforts and unwavering commitment. Further, a special thanks to our valued customers, whose trust has been our greatest motivator, inspiring us to continue our journey of success, achieve leadership, and maximize our accomplishments.

Ibrahim bin Mohammed Al-Hadithi

Chairman of the Board

2- Managing Director's Statement

To our Esteemed Shareholders and Valued Partners,
It gives me immense pleasure to present a glimpse into SASCO's stellar accomplishments during 2024, as a prelude to our Annual Report. Within these pages unfolds a vibrant chronicle of our achievements, offering a detailed narrative of a year brimming with dedicated effort and remarkable success, all while propelling our journey of progress and leadership across the diverse sectors in which we operate.

The year 2024 marked a set of achievements comprising a notable surge in the number of stations, fuel tankers, and diverse service locations, reflecting the breadth of the Company's activities and operations.

SASCO also proudly secured the renewal of the qualification certificate for the management, operation, and maintenance of fuel stations, adhering to the most stringent standards and the Ministry of Energy's requirements. Furthermore, the Company made remarkable strides in its project to automate the Company's fuel stations, including mobile and portable units, while simultaneously upgrading payment systems and control technologies. SASCO›s strategic pursuit of high-caliber partnerships with governmental and semi-governmental bodies to deliver comprehensive services culminated in a year-end triumph, with the Company and its subsidiaries achieving unprecedented record sales.

The subsidiaries managed to achieve various achievements, including Palm Co.›s success in opening 85 new stores and adding over 1,000 storage units during 2024. The achievements also comprised Ostool Al Naqel Co.'s success in increasing the fleet size to 330 trucks and 331 trailers, while expanding into new services. Further, Saudi Automobile and Touring Association - SATA witnessed an increase in sales from customs transit books, international driving permits, and TIR carnets, alongside an expansion of customs clearance operations.

SASCO's enduring commitment to our customers remained paramount in our operations, consistently delivering superior and groundbreaking services. We continued to harness the power of cutting-edge technologies across our fuel station network and its associated amenities, including convenience stores, motels, and maintenance services. Our drive to automate services and elevate our site experiences persisted, complemented by a comprehensive upgrade to the SASCO app, now encompassing all operational facets. This unwavering focus not only amplified the value we offer our customers but also significantly contributed to our revenue growth.

In Addition, the mobile station increased to 48 stations. 50 new electric chargers were installed, increasing the total to 53, while targeting vital sites and operating 33 integrated stations.

Our unwavering commitment to all stakeholders shone through in SASCO's relentless pursuit of maximizing profitability and boosting revenues. This dedication was realized through continuous operational expansion and a steadfast drive to enhance and broaden our service offerings. These efforts directly translated into significant added value for our shareholders, most notably demonstrated by the consistent distribution of interim and annual dividends.

SASCO continued to nurture its robust strategic alliances with both partners and suppliers, a commitment that directly fuels the expansion and diversification of our valued customer base.

Operationally, SASCO continued its upward trajectory in sales, powerfully demonstrated by a surge in gas sales to 4.105 billion liters by the close of 2024, up from 3.95 billion liters in 2023. Diesel sales also witnessed impressive growth, reaching 1.46 billion liters in 2024, compared to 1.31 billion liters in the previous year. The robust growth in SASCO's sales powerfully resonated in our financial results, culminating in the highest revenues in our Company's history, reaching a remarkable SAR 10.187 billion. This represents a substantial growth of 11.78%, compared to our revenues in 2023.

SASCO is charting a course for an even brighter future, fueled by an ambitious strategic blueprint aimed at amplifying our positive reputation and brand recognition both locally and regionally. Our vision encompasses an expanded network of stations along major highways and within cityscapes, marked by consistent year-on-year (Y-o-Y) growth in our footprint. Furthermore, we are committed to the continuous diversification and evolution of services across SASCO's network and its subsidiaries, alongside forging powerful strategic alliances with leading national and international corporations to further cement our market dominance.

As we conclude this message, I want to express my deepest gratitude, profound respect, and sincere appreciation to our exceptional colleagues on the Board of Directors, the dedicated Executive Management, and each and every hardworking employee. Their unwavering commitment to success and tireless efforts in achieving SASCO's objectives have been instrumental in elevating our Company to its deserved prominence and in upholding our legacy of leadership and excellence.

Furthermore, I extend my sincere gratitude and profound appreciation to our valued customers, our esteemed shareholders, and all our stakeholders for their unwavering support, which stands as the cornerstone of SASCO's success and the driving force behind the achievement of our ambitious goals.

Sultan bin Mohammed Al-Hadithi
Vice Chairman
Managing Director

| 3- CEO's Statement

"We continue our expansion strategy by increasing the number of fuel stations and expanding our geographical penetration, as well as enhancing our transport fleet".

Dear Valued Shareholders,

It is my pleasure to present to you the 2024 Annual Report of the Saudi Automotive Services Company (SASCO), which carries the theme "Pioneering the Future". This Report serves as a testament to the Company's success, leadership, and steady progress toward the future while reaffirming the Company's commitment to its shareholders by safeguarding their rights and maximizing their returns.

2024G has witnessed the achievement of several financial milestones, with the Company recording its highest-ever revenue at SAR 10.19 billion, representing an 11.8% increase.

Furthermore, the Company successfully increased its capital from SAR 600 million to SAR 700 million by distributing free shares to shareholders, valued at SAR 100 million, in line with the Company's business volume, assets, and future expansion plans.

«We continue our expansion plan by increasing the number of fuel stations, expanding their geographical reach, and enhancing the transportation fleet.»

On the operational front, the Company has continued implementing its expansion strategy by increasing the number of fuel stations and expanding its geographical coverage, while simultaneously enhancing its transport fleet. This was accompanied by the renewal of the qualification certificate for managing fuel stations and service centers, along with updating the organizational structure, policies, and procedures of the Company and its subsidiaries through the engagement of a consultancy firm. Furthermore, the Company has embarked on a project to develop its sites over the next three years, in compliance with the Fuel Stations and Service Centers Regulations.

As part of its commitment to enhancing the quality of services provided, SASCO has entered into a strategic partnership with "Takamol Mobility Services" to offer periodic vehicle inspection services, utilizing state-of-the-art equipment that meets the highest standards of quality and precision.

In 2024G, the Company also established a dedicated entity under the name "SASCO Stations Co. for Petroleum Services" to manage its station sites and introduced new services, including container and cargo transportation using flatbed docks. Additionally, the Company signed contracts to lease fuel station sites with the State Properties General Authority (SPGA) and participated in tenders for supplying and transporting fuel to government agencies and major corporations.

SASCO has ensured opportunities for fuel station owners to join as owners, investors, and operators by purchasing, leasing, operating, or franchising from the Company, backed by technical and financial support solutions. The Company has also strengthened its collaboration with affiliated companies to deliver integrated services, including cargo transportation under the TIR system from Saudi Arabia to GCC countries.

On the digital transformation front, SASCO has successfully expanded its customer base for the SASCO App, reaching 600,000 customers and surpassing its initial target of 500,000. Additionally, the Company implemented a self-service system in 82 stations.

We strive to be the leading company in the automotive and equipment services sector, as well as in the management of fuel stations and service centers, by providing comprehensive, integrated, and distinctive services that ensure continuous customer satisfaction.

We look to the future with an ambitious vision to position SASCO as the leader in the automotive and equipment services sector, as well as in managing fuel stations and service centers, while providing comprehensive, integrated, and exceptional services that guarantee sustained customer satisfaction. This will be achieved by adhering to the highest quality standards and excelling in all activities of our subsidiaries, making SASCO a preferred destination for all segments of society.

We also aim to capitalize on promising opportunities and major transformations taking place within the Kingdom's economy, which have created an unprecedented investment climate. The Company's clear forward-looking vision is focused on continuing to increase the number of fuel stations, expanding operational activities, diversifying investments, delivering effective and sustainable services, expanding the scope of services offered, and prioritizing quality and innovation.

SASCO has successfully continued its journey of achievements, which we dedicate to all the Company's shareholders, customers, and employees. I would like to extend special thanks to everyone who contributed to this journey, including my colleagues in the Company's management and all employees who have spared no effort in achieving success and maximizing accomplishments.

Riyadh bin Saleh Al-Malik

CEO

4- Brief Highlights

Key Operational Results

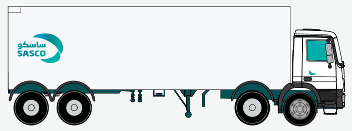
Stations

2024	2023
612	540

Increase

13.3%

Trucks

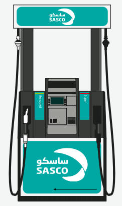


2024	2023
471	336

Increase

40.18%

Sales in Liters



2024	2023
5.56	5.25

billion liters

Increase

5.9%

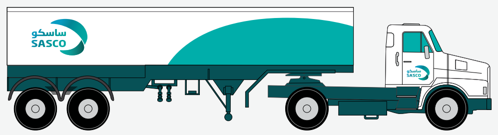
Mobile Stations

2024	2023
48	8

Increase

500%

Trailers



2024	2023
481	356

Increase

35.11%

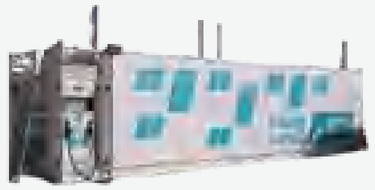
Palm Co.

2024	2023
200	120

Increase

66.67%

Portable Stations



2024	2023
33	13

Increase

153.85%

Electric Vehicle (EV) Chargers

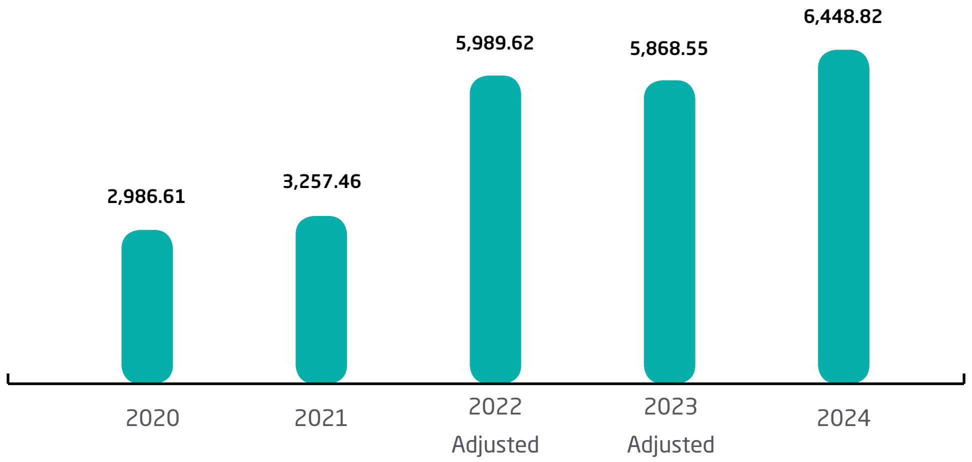
2024	2023
53	3

Increase

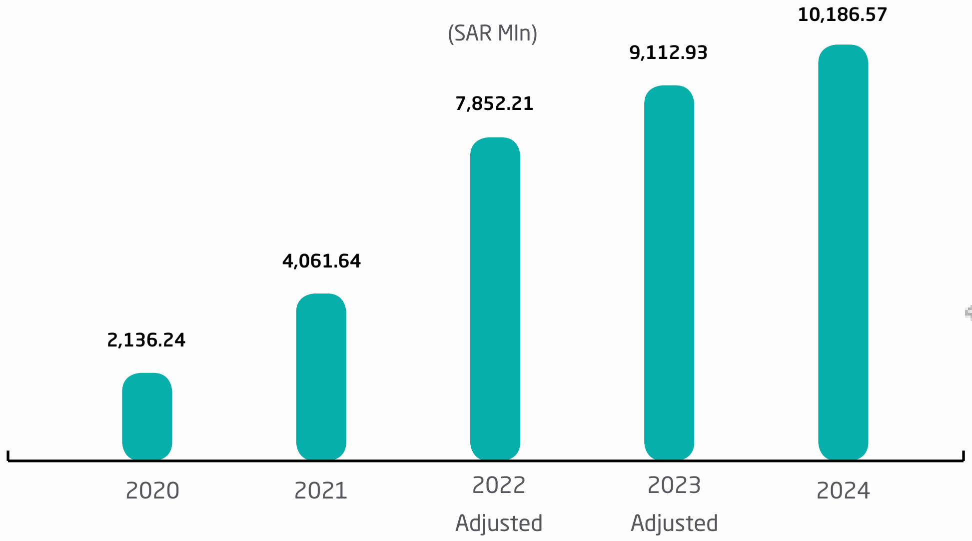
1666.67%

Key Financial Results

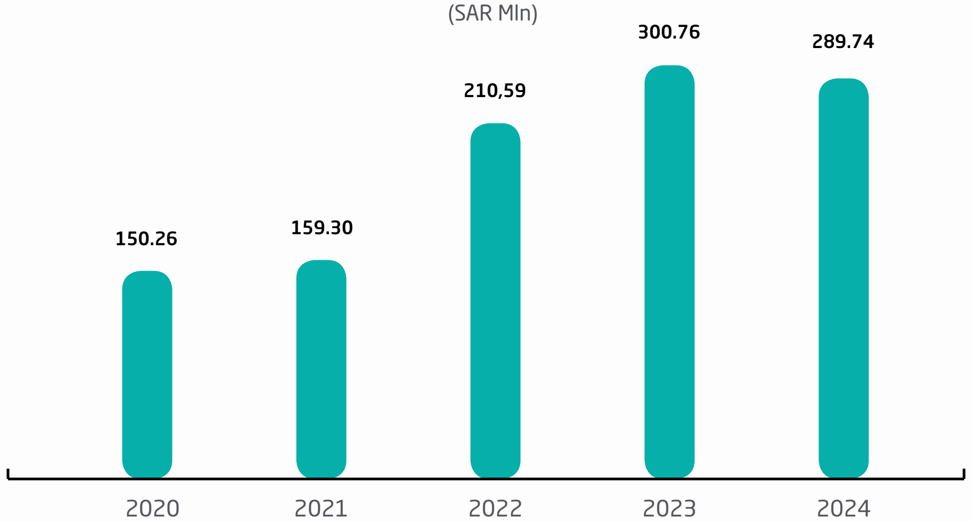
Assets
(SAR Mln)

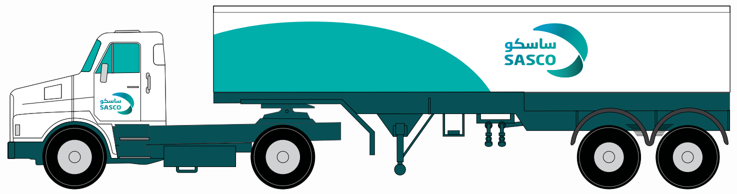


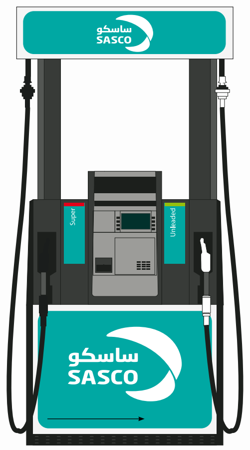
Revenues
(SAR Mln)



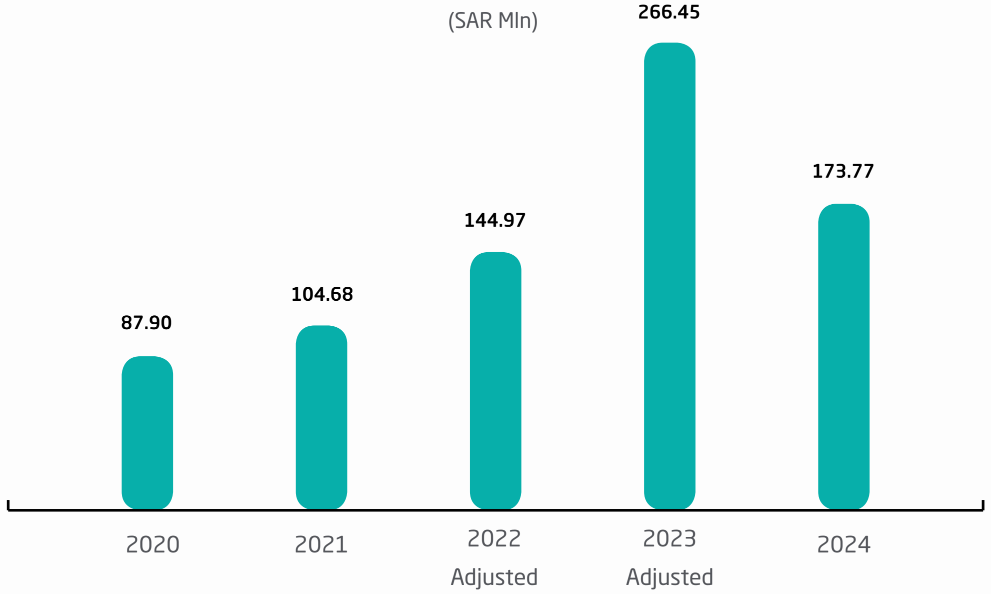
Gross Profit
(SAR Mln)



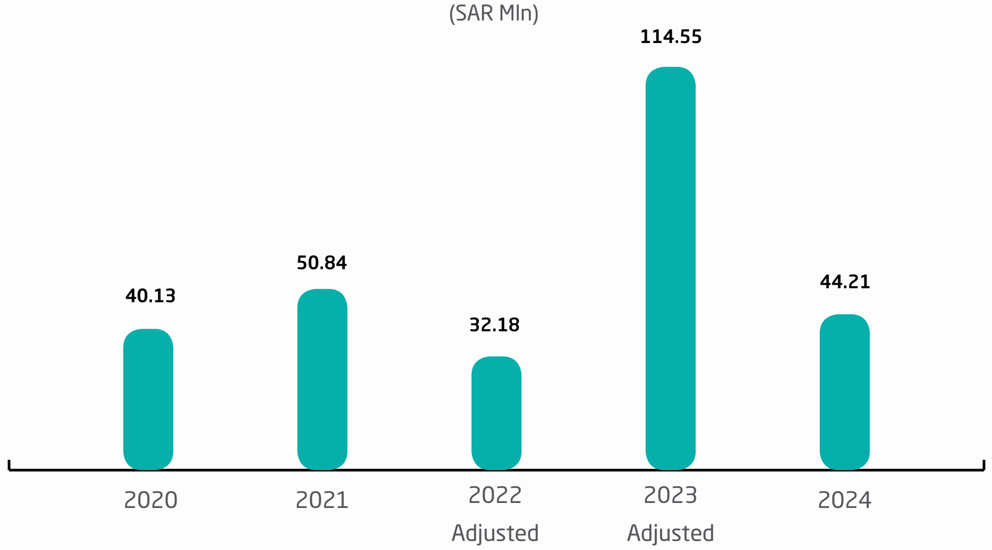




Operating Profit
(SAR Mln)



Net Profit Attributable to Shareholders of the Parent Company
(SAR Mln)



Revenue Analysis over the Last 5 Years
(SAR Mln)

Year	Fuel Revenue	Leasing Revenue	Convenience Store Revenues	Other Revenues	Total Revenue for the Year
2020	1,750.49	141.46	176.61	67.68	2,136.24
2021	3,702.24	150.27	185.37	23.76	4,061.64
2022	7,271.23	235.07	227.93	117.98	7,852.21
2023	8,496.67	285.57	246.49	84.20	9,112.93
2024	9,413.23	356.32	359.18	57.84	10,186.57

SASCO Historical Trajectory

1982
The Company's Establishment.

1985
- Opening of Al-Baha Motel.
- Launch of Vehicle Roadside Assistance Services.

1986
Establishment and Operation of the First 5 Service Centers.

1987
Launch of the Company's New Identity.

1988
Establishment and Operation of Central Workshops in Major Cities.

1990
Commencement of Operations of the Saudi Automobile and Touring Association (SATA)

1992
Entry into Auto Parts Manufacturing Sector.

2005
Participation in Organizing the First Car Rally in the Kingdom (Hail Rally).

2009
Launch of Transportation Operations.

2010
Launch of the Company's New Identity.

2011
- Launch of the First Station with the New Identity.
- SATA Rally in Dharma Governorate.
- Signing an Agreement with the International Road Transport Union (IRU) for the Issuance of TIR Carnets.

2014
Opening of the First Super 8 Hotel.

2015
Launch of Palm Co. Convenience Stores Franchise Program.

2018
- The Acquisition of Zaiti Petroleum Services Company.
- Reaching 100 Operating Stations.

2019
Increase Stake in Middle East Battery Company (MEBCO).

2020
- Reaching 200 Operating Stations.
- Launch of Mobile Station.

2022
- The Acquisition of 80% of the Capital in Naft Services Company.
- Relocation to the Company's New, Wholly-Owned Headquarters.
- Celebrating the 40th Anniversary of the Company's Founding.
- Launch of the Rebranded Identity.
- Launch of SASCO Application
- Launch of EV Chargers Services

2023
- Launch of SASCO Loyalty Program.
- Launch of Self-Service Fuel Stations at 56 Locations.
- Receiving the Best Places to Work Award.
- Launching an Asset Management System for Ostool Al Naqil and Al Nakhla Al Oula Companies.
- Obtaining ISO 45001 Certification for Occupational Health and Safety Management System (OHSMS) as the First Company in the Stations Sector.
- Obtaining ISO 9001 for Quality Management Systems (QMS) certifications.

2024
- Opening of AL-JAZEERAH Station as one of the largest stations in the world..
- Reaching 600 Operating Stations.
- Palm Co. Reaches 200 Branches.
- Implementation of a Network of Ultra-Fast Electric Charging Stations (UFCS).
- Renewal of the Qualification Certificate for the Management, Operation, and Maintenance of Fuel Stations and Service Centers.

2024 Achievements

SASCO

- Increase in Company's Capital from SAR 600 to 700 Million.
- SASCO's joining the United Nations Global Compact in Saudi Arabia.
- Initiation of a project to develop the Company's sites over the next three years in accordance with the Regulations for Gas Stations and Service Centers.
- Establishing a strategic partnership with Takamol Mobility Services to provide periodic vehicle technical inspection services, utilizing state-of-the-art equipment, and adhering to the highest standards of quality and accuracy.

SASCO Stations

- The number of stations increased with the opening of 83 new gas stations.
- Installation of 50 new EV chargers, reaching a total of 53 EV chargers.
- Targeting strategic sites and operating 33 integrated stations.
- Diversified fuel dispensing points, reaching a total of 453 stations (fixed, integrated, and mobile).
- Launch of mobile station service for the business sector with 48 mobile stations.
- Increase in application customer base to 600,000, exceeding the planned target of 500,000.
- Inauguration of AL-JAZEERAH (1) station project, the Kingdom's largest fuel station, on King Fahd Road, Spanning 274,250 square meters, featuring a wide variety of shops and stores with diverse activities.
- Establishment of a private company to manage SASCO station sites under the name "Saudi Automotive Services Company (SASCO)".
- Providing station owners with opportunities to join as owners, investors, and operators of fuel stations through acquisition, lease, operation, or franchising from SASCO, supported by technical and financial assistance.
- Renewal of the Qualification Certificate for the Management, Operation, and Maintenance of Fuel Stations and Service Centers.
- Signing investment contracts for fuel station sites with the State Properties General Authority (SPGA).

Palm Co.

- Opening of 85 new stores, expanding the network to 200 stores across the Kingdom.
- Addition of over 1,000 storage units during 2024.
- Providing services to more than 19 million customers during 2024.
- Sales budget exceeded by 7%.
- Sales growth by 45% compared to 2023.
- Net income for 2024 surpassed the budget by +50%.

Ostool Al Naqel Co.

- The Company expanded its truck fleet by approving the supply of 200 new trucks, increasing the fleet size to 330 trucks and 331 trailers.
- Introduction of new services (container and goods transportation via open flatbed trucks).
- Expansion of external customer base through a new contract with Bahri Logistics Company in dry bulk transportation.
- Increase of cooperation with sister companies to deliver integrated services (TIR-based goods transportation from Saudi Arabia to GCC countries).
- Entering into tenders for the supply and transportation of fuel to government agencies and major companies.

SASCO WAHA Co.

- Best Western Airport Hotel Project - 80% Completion.

Saudi Automobile and Touring Association - SATA

- SASCO witnessed an increase in sales from customs transit books, international driving permits, and TIR carnets, alongside an expansion of customs clearance operations to encompass Jeddah Port, King Fahd Causeway, Al-Haditha Land Port, and Umm Alzamool Border Crossing.

Digital Transformation and Automation

- Continue to automate sites.
- SASCO signs an agreement with Elm Company to collaborate on implementing innovative solutions for the digitalization of fuel-dispensing operations in the transportation sector.
- Development of SASCO application to include all operational activities, with the objective of continuously contributing to increasing the Company's revenues.

Awards and Certificates

“Most Innovative Fuel Stations” Award.

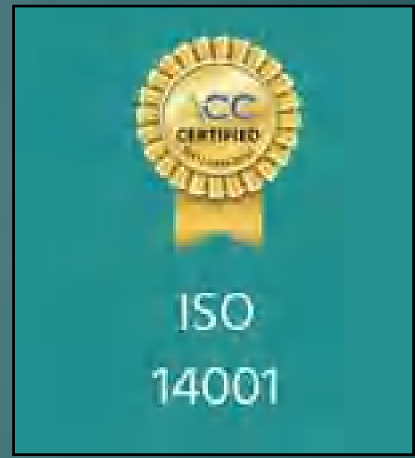
“Top CEO” Award for the stations sector in the Kingdom.

“Best Retail Services in Fuel Stations” Award

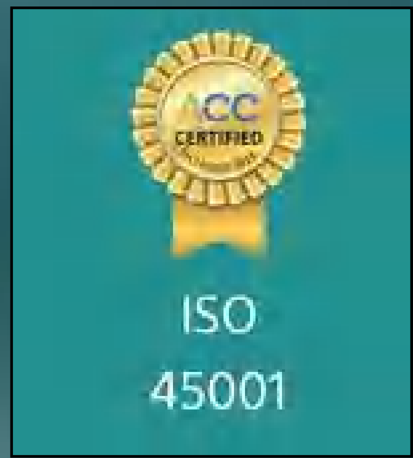
“Fastest Growing Provider of Dry Cargo Transportation Services” Award.

ISO Certifications for Quality Management Systems (QMS).

ISO Certifications for Environmental Management Systems (EMS).



ISO Certifications for Occupational Health and Safety (OH&S) Management System.



5- About the Company

Company Establishment and Objectives

SASCO is a public joint stock company established pursuant to Ministerial Resolution No. 563, dated 23/12/1402H, corresponding to 12/10/1982G. The Company's main activities include the possession of service centers for automobiles and travelers, rest stops, motels and restaurants, transporting and selling fuel, importing and selling household equipment and supplies, beverages, and refreshments along highways. The Company is supported by modern ambulance and maintenance services. SASCO also imports and sells construction and operation services, purchases and leases real estate, and operates an automobile club that issues international driving licenses and Customs Transit books (Triptek).

Our Values

Objective

SASCO aims to offer its customers world-class domestic and international services in a way that would guarantee customer satisfaction, emphasizing the importance of delivering exceptional added value.

Vision

To become the premier company in terms of service quality and integration and an example in the field of automotive services, rest stops, and motel management on the highways of the Kingdom of Saudi Arabia.

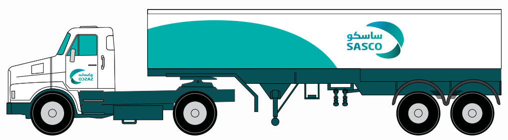
Mission

To provide a range of integrated services to motorists and travelers inside and outside cities to ensure customer satisfaction and emphasize added value.

Our Services

Gas Stations (Fixed)

Gas Stations Self-Service - Mobile - Portable



Cargo Transportation

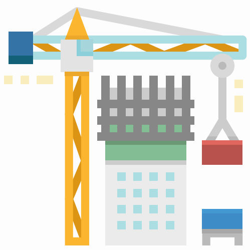
Convenience Stores

Real Estate Leasing

Hospitality Services

Logistics Services

Car Wash



Contracting

IDPs | CPDs | TIR

Our Companies

- Saudi Automotive Services Company (SASCO)
- Palm Co.
- Automotive and Equipment Investment Company
- Amlak Nakhla Real State Company
- SASCO Franchise Co.
- Ostool Al Naqel Co.
- SASCO WAHA Co.
- The Saudi Automobile and Touring Association - SATA
- Al-Nakhla Al-Oula Contracting Co.
- AutoSpa for Car Services
- North Front Real Estate Co.
- Naft Services Company

Available Payment Solutions

Payment Systems through Control Program

RFID Chips Service

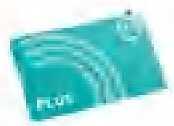
An advanced system that eliminates the need for cash and credit cards by utilizing radio-frequency identification (RFID) technology.

Pre-Paid Control Cards

Designed to enhance our customer experience in SASCO stations and to provide multiple payment options in case of cash shortage while fueling. These cards are rechargeable through the Company's headquarters or through SASCO stations when the balance runs out.

Post-Paid Control Cards

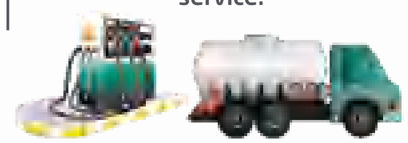
Specifically designed to enable business owners to best control fuel billing and expenses for their employee vehicles and to determine the number of fuel liters in each card, with a possibility to recharge when the balance runs out. The said cards also enable business owners to regularly monitor and manage expenditures in detail actively through the website.



Automation of Fuel Tanks and Dispensers

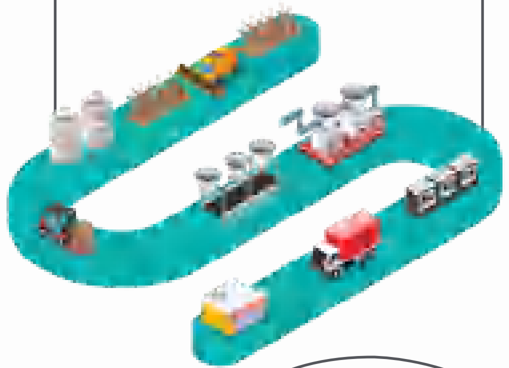
Automation enables online monitoring of fuel consumption and distribution, as well as control of all stations, through a set of integrated procedures, including the following:

Automation of the fuel transport for tanks and fuel monitoring, starting from fleet logistics and fuel offloading to customer service.

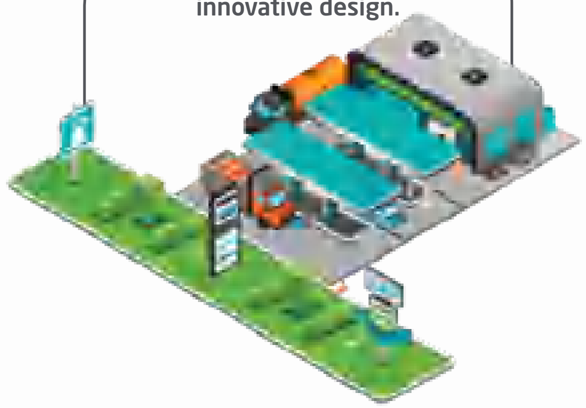


A single point of data collection for all transactions involving tanks, dispensers, customer vehicles, price monitoring, and fuel inventory management.

Automation of the fueling process at stations and using digital payment, coupled with fuel consumption control within tanks and fuel dispensing to customers.

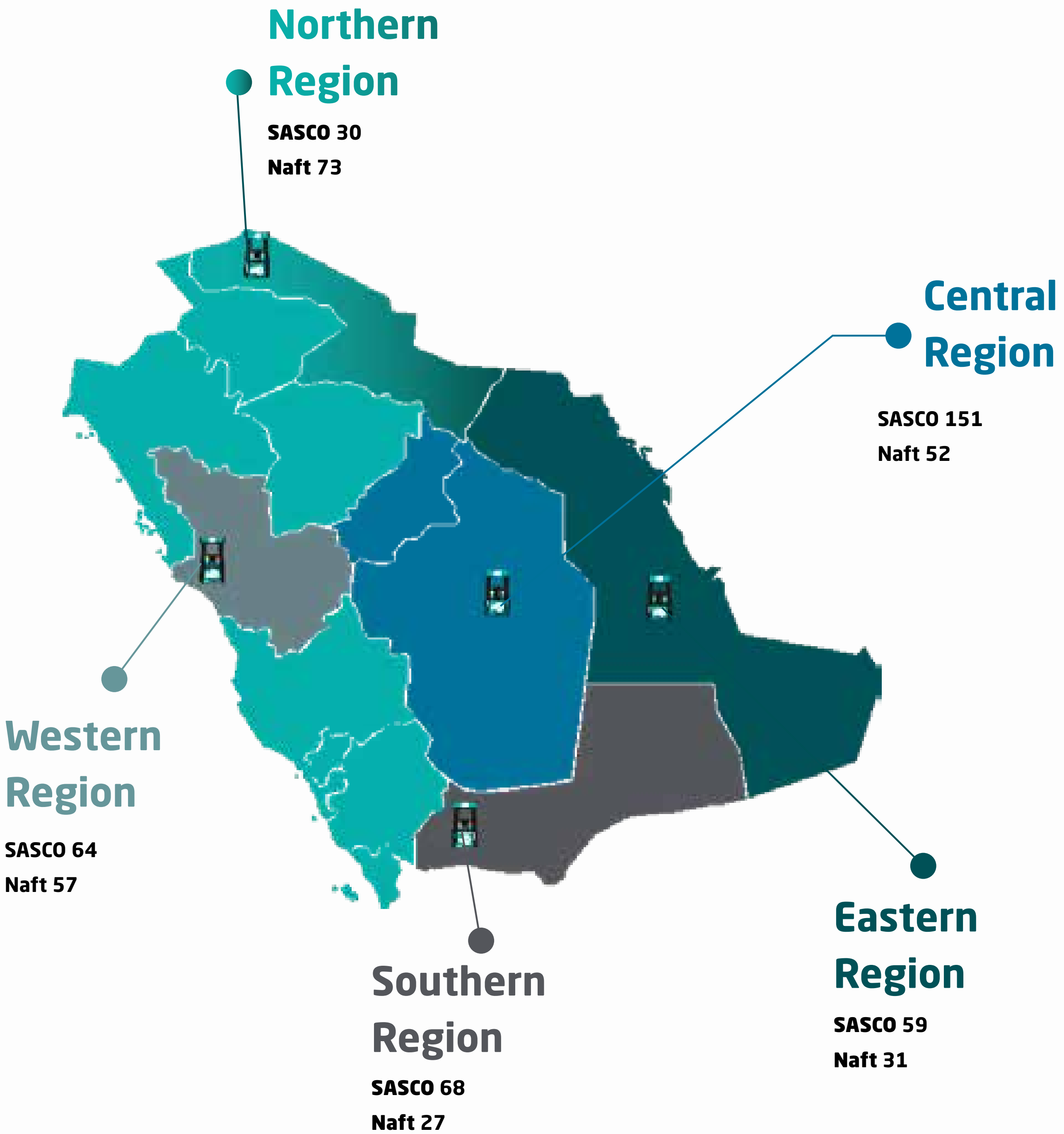


Design of smart, self-service fuel stations that feature exceptional quality and innovative design.



Activation of smart cards and RFID, enabling vehicle identification systems to automatically recognize vehicles, fueling options, and fleet and transport company services, with both methods managing fuel dispensing and payment processes digitally.

Geographical Scope



Total **612**

Our Presence

- King Abdullah Economic City (Kaec)
- Jeddah Chamber
- Ministry of Municipal and Rural Affairs and Housing (MOMRAH)
- Saline Water Conversion Corporation (SWCC)
- Riyadh Airports
- Dammam Airports Company (DACO)
- Zakat, Tax and Customs Authority (ZATCA)
- Saudi Arabia Railways (SAR)
- Saudi Authority for Industrial Cities and Technology Zones "MODON"
- State Properties General Authority (SPGA)

Success Partners

6- SASCO’s Strengths

Company Key Differentiators Compared to its Peers

- Distinguished and Qualified Human Cadres for Business Activity Management.
- Company’s Organizational Capacity to Address Business Risks.
- Infrastructure Supporting Business Transformation and Development.
- Continuous Development of the Digital Environment and Keeping Pace with Technological Advancement.
- Company’s Reputation at the Local and Regional Levels.
- Nationwide Presence Across Various Regions and Cities of the Kingdom and on Major Highways.
- Diversity and Continuous Development of Services Offered to Customers.
- Partnerships Established with Numerous Global Companies to Deliver Premium Services for Customer Satisfaction.
- Modern Truck Fleet for Providing Bulk, Liquid, and Dry Cargoes Transportation Services.
- Safe Transportation of Goods.
- International and Local Standing of the Saudi Automobile and Touring Association (SATA).
- Continuous Development of Corporate Identity and Excellence.

SASCO Key Strengths

Market Leadership

SASCO holds a leading position in the Kingdom's station sector, striving to be the premier company in the field of automotive and equipment services and station management.

In pursuit of leadership and excellence, SASCO has achieved the following accomplishments:

- For the first time in the sector of gas stations in the Kingdom, SASCO has launched a franchise project by virtue of a contract with one of the biggest franchise firms Francorp.
- The first company qualified for the management and operation of gas stations on highways.
- The first company to pioneer smart and advanced payment solutions for fueling at SASCO stations, without using cash or credit card payments.
- The first company to launch a fuel station application in the Kingdom, offering reward points on fueling.

Good Results and Constant Growth

In 2024G, SASCO has continued to achieve record figures in its business results with revenues of SAR 10.18 billion, the highest in its history, thus breaking last year's record, the highest then. The Company has also achieved a CAGR of 37% over the last five years. Therefore, the Company has stressed its commitment towards its shareholders and its constant attempts to create added value through the business, in line with the objectives of the Kingdom's Vision 2030.

Robust Financial Position

SASCO maintains a strong financial position, with total assets reaching approximately SAR 6.449 billion in 2024G, while the Company's liabilities amounted to SAR 5.490 billion, representing 85% of total assets. Our total revenues and profits, supported by high levels of liquidity, serve as a strong basis to meet the needs of customers and provide sustainable revenues for shareholders based on a range of diverse and comprehensive services that ensure achieving sustainable profits.

Regular Dividends

SASCO is committed to distributing interim dividends on a regular basis, in line with its performance and policies. Over the past seven years (2018G-2024G), the Company has consistently distributed dividends to its shareholders without interruption.

Strong Structure and Experienced Management

SASCO benefits from a robust organizational structure, experienced and competent management, and an integrated corporate governance framework designed to protect the rights of shareholders and stakeholders. This framework has been developed to align with the updates to the Corporate Governance Regulations issued by the Capital Market Authority (CMA).

Commitment to Environmental and Social Responsibility (ESR) Aspects

We believe that our role far exceeds the management and development of oil services. As a matter of fact, our social responsibility is the drive for our participation in social activities and our support for main issues. The Company also strives to enhance performance in health, safety, and environment (HSE) areas, let alone developing employee skills and talents and improving the quality of life across all operational sites in line with the Kingdom's Vision 2030.

Extensive Geographic Penetration

The Company boasts an extensive network of stations and service centers, with its 612 stations strategically located across various regions of the Kingdom.

7- Initiatives

Digital Transformation and Automation

Digital transformation and automation initiatives hold significant importance for the Company, driven by its belief in the importance of evolving the business model and providing diversified services to customers through digital technologies.

Digital transformation is a key objective of the Saudi Vision 2030, coupled with the accelerating pace of digital transformation worldwide, necessitating that companies increase their investments in digital technologies and continuously adapt their business models to meet growing customer expectations.

SASCO has achieved outstanding performance in automating its fuel stations, leveraging technology to improve and streamline station operations and management, which has contributed to increased operational efficiency and an improved customer experience.

Automation and Digital Transformation Highlights

Automating 374 Stations, Compared to 292 Stations in 2023.

Launching Self-Fueling Service in 82 Locations.

Automating All "Auto Spa" Car Wash Locations.

Automating the Customer Service Ticketing System and Internal Systems.

Enhancing and Developing the Company's Cyber and Information Security.

Launching an Asset Management System for Ostool Al Naqil and Al Nakhla Al Oula Companies.

Launching "SASCO Loyalty" Program Featuring an E-wallet, a Station Locator System, Detailed Consumer Reports, and Offering Points and Benefits.

Saudization

The Company places particular emphasis on Saudization, which it views as a core principle rather than merely a regulatory requirement. This reflects the Company's commitment to creating new and stimulating employment opportunities for Saudi nationals across the Kingdom and enhancing their participation in the labor market, in line with the objectives of the Kingdom's Vision 2030, with priority given to Saudi nationals in recruitment and development. By the end of 2024G, the Saudization rate reached 30.35%.

8- Theme of the Year

"Pioneering the Future"

SASCO's theme for this year reflects the Company's distinguished leading position in the stations sector across the Kingdom, its unprecedented achievements in development and innovation, and its pioneering role in providing the latest advancements to its customers.

SASCO has pledged to move forward into the future, building on its achievements derived from novelty and innovation and keeping pace with rapid technological advancements across all levels and in all fields. The Company has successfully improved its operational and marketing performance to align with this progress, enabling the Company to deliver the highest levels of service and superior quality to its customers The Company has taken a leading role in the development of its stations, utilizing cutting-edge digital technologies for fuel station automation, in addition to launching services of portable stations, mobile stations, and introducing self-service fuel dispensing.

SASCO has strengthened its leadership by adopting a diverse range of smart applications that provide various services and payment systems, such as smart prepaid and postpaid cards (Control program), in addition to the automation of fuel tanks and stations.

In line with its commitment to the environmental sustainability objectives of the Saudi Vision 2030, SASCO has made significant progress by expanding its electric vehicle (EV) charging service and making it available at several of the Company's stations and facilities.

The Company's efforts to strengthen its leadership have culminated in achieving record financial results by the end of 2024, where it recorded the highest revenues in its history reaching a record high of SAR 10.187 Bln.

SASCO looks to the future with optimism for continued expansion and further enhancement of its achievements, particularly given the promising opportunities presented by the Kingdom's ongoing economic development and the mega projects currently underway. Moreover, the Kingdom's successful bid to host Riyadh Expo 2030 and FIFA World Cup 2034 opens new horizons, making these opportunities an ideal environment for expansion and shareholder's equities.

2

Strategic Report

"Sustainable Growth, Innovation and Excellence"

1- Strategy and Key Performance Indicators (KPIs)
2- Market and Sector Overview
3- Future Outlook and 2025 Aspirations
4- Future Opportunities
5- Challenges
6- Risk Management

Strategy and Key Performance Indicators (KPIs)

SASCO Strategic Affairs Department

The Strategic Affairs Department at SASCO is responsible for developing and overseeing the implementation of the Company's strategic plans to achieve its objectives through the following functions:

1 Strategic Planning and Implementation

- Overseeing strategic projects at the Company level and supervising the execution of major projects to ensure alignment with strategic objectives.
- Ensuring that the strategic plan aligns with the Kingdom's Vision 2030.
- Coordinating with subsidiary managers to align strategic plans with execution across subsidiaries.

2 Sustainability Support

- Promoting innovation, sustainability, and compliance with environmental and social standards.

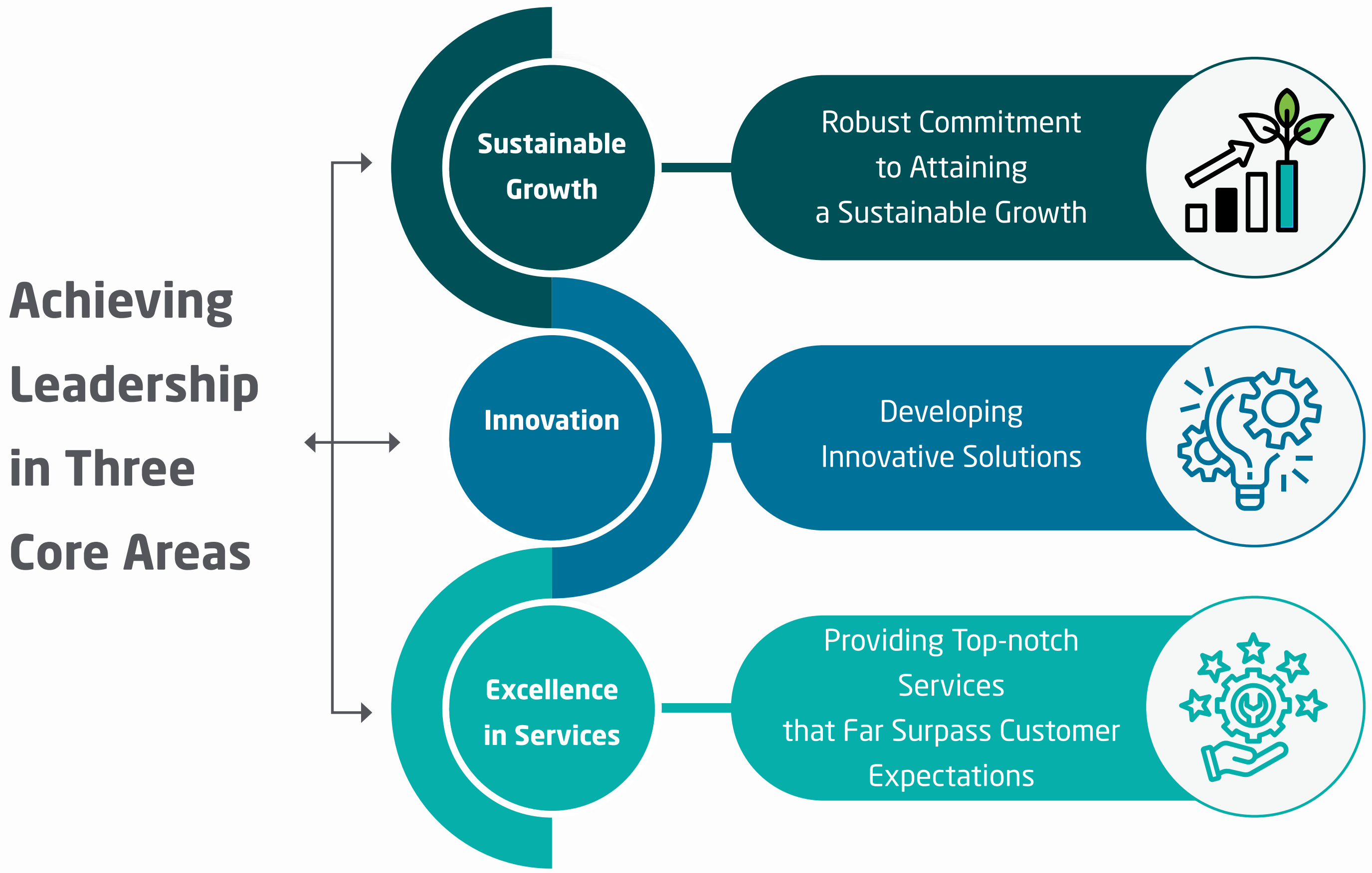
Company Strategy Overview

SASCO upholds strong values and a clear vision, embodying its mission to reinforce its theme, "Pioneering the Future," by delivering exceptional and innovative services while maintaining its competitive market position.
The Company's strategy centers on three core areas: Sustainable Growth, Innovation, and Service Excellence. This strategic direction reflects a strong commitment to achieving sustainable growth, developing innovative solutions, and delivering high-quality services that exceed customer expectations. Through this vision, the Company strengthens its position as a market leader, ensuring long-term sustainability and success.

Strategy Title:

"Leadership Vision in Sustainable Growth, Innovation, and Excellence in Services"

Strategy Pillars:



It is worth mentioning that the Company has placed significant emphasis on sustainability as a core pillar of its overall strategy, demonstrating its commitment to adapting to environmental and social changes and enhancing its reputation as a responsible Company. For example, at Palm, this focus has led to the development of eco-friendly products and a reduction in operational waste, demonstrating an advanced approach to sustainability.
The year 2023G marked the final year of SASCO's five-year strategy (2019G-2023G). Taking into account key plan considerations, the Company's competitive edges, and the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, SASCO has established quantitative and qualitative objectives for its new five-year plan (2024G-2028G). This plan incorporates organizational and financial goals tailored to this period.

Achievements for 2024 and Objectives for 2025

Fuel Stations

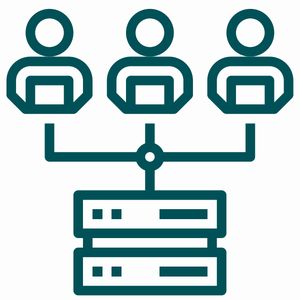
Operations Sector

Achievements of the Strategic Plan in 2024

- Expanding the network with 72 new fuel stations (SASCO only), in line with the Company's expansion policy and increase of station number.
- Continuing development of existing and acquired sites, aligning with the Company's approved identity.
- Increasing the number of partners and strengthening the future sales customer base.
- Launching mobile station services for businesses with 48 mobile stations.
- Targeting vital locations and establishing 33 integrated stations.
- Diversifying fuel sales points, reaching 453 stations (fixed, integrated, and mobile).
- Achieving the target for the number of electric chargers by installing 50 new electric chargers and reaching a total number of 53 electric chargers.
- Maximizing benefits from available enablers and support programs.
- Increasing the App's customer base to 600,000 customers, surpassing the target of 500,000 customers.

Strategic Objectives Hoped to be Achieved in 2025

- Opening 110 new fuel stations in line with the Company's expansion strategy and increase of station number.
- Deploying 20 additional mobile stations and 20 additional integrated stations.
- Installing 50 more electric chargers.
- Reaching one million customers on SASCO App.



Convenience Stores

Palm

Achievements of the Strategic Plan in 2024

- Opening 85 new stores, achieving the target of 200 stores across the Kingdom.
- Adding more than 1,000 storage units in 2024G.
- Exceeding the sales target by 7%.
- Recording a 45% sales target growth, compared to 2023G.
- Surpassing the net income budget by +50% in 2024G.
- Serving over 19 million customers in 2024.

Strategic Objectives Hoped to be Achieved in 2025

- Opening 100 new stores.
- Reaching 300 operational stores by the end of 2025.
- Meeting the projected sales budget.
- Achieving the targeted net income budget.
- Investing in logistics and enhancing the efficiency and effectiveness of product and service supply chains.
- Continuing to expand the product portfolio, offering customers a wider and better selection.

Transportation

Ostool Al Naqil Co.

Achievements of the Strategic Plan in 2024

- Diversifying transport services by introducing container and general cargo transport using flatbed docks.
- Expanding the external customer base by signing a new contract with Bahri Logistics for dry goods transport.
- Increasing the truck fleet to keep pace with the expansion of services and customer segment and achieve the targeted revenues by securing 200 new trucks.
- Strengthening cooperation with sister companies to offer integrated services:

SATA & Ostool Al Naqil: Transporting goods under the TIR system from Saudi Arabia to GCC countries.	SASCO & Ostool Al Naqil: Entering tenders for fuel supply and transportation for government entities and major corporates.

Strategic Objectives Hoped to be Achieved in 2025

- Increasing total revenue by more than 50%, compared to 2024G.
- Acquiring 100 trucks annually to support expansion and strategic goals.
- Expanding the customer network and onboarding new external customers from major corporates.
- Generating an additional SAR 25 million in dry transport revenue.

Contracting

Al Nakhla Al Oula Co.

Achievements Strategic Plan in 2024

- SASCO Stations: 21 Stations Executed.
- Convenience Stores: 93 Locations Executed.
- Owners Stations:: 53 Locations Executed.

Strategic Objectives for 2025

- Expansion of electric vehicle charger installations at 20 stations.
- Commencement of implementing the updated regulatory requirements for stations issued by the Ministry of Energy, ensuring full compliance within the designated timeframe set by the Ministry.
- 27% of the stations will be fully compliant by 2025G.
- 100 New branches of Palm catering by the end of 2025G.

Hospitality

SASCO Al Waha Super 8

Achievements Strategic Plan in 2024

- 80% Completion of the Best Western Airport Hotel Project.

International Transportation

Saudi Automobile and Touring Association (SATA)

Achievements Strategic Plan in 2024

- Expansion of customs clearance operations to include: Jeddah Port, King Fahd Causeway, Al-Haditha Border Crossing, and Umm Alzamool Border Crossing.

Strategic Objectives for 2025

- Increasing the Company's market share of its products.
- Further expansion of customs clearance services at additional entry points, including: NEOM Port, Dammam Port, and Jadidah-Arar Border Crossing.
- Strategic partnerships with: Elm for Information Security (Absher), Seera for Tourism Services, Tawuniya Insurance Company, and Al Rajhi Bank to sell international driving licenses through digital channels and loyalty programs.

Digital Transformation and Automation

SASCO App

Achievements Strategic Plan in 2024

- SASCO App is one of the most significant projects undertaken by the Company. It is continuously being developed and is expected to contribute to sustained revenue growth across all business activities.

Strategic Objectives for 2025

- Upgrade of SASCO App.

Management's Assessment of the Company's Performance in 2024

Activity / Sector/Subsidiary	Management's Performance Assessment
Activity: Fuel Stations **Sector/Subsidiary:** SASCO Stations	• The company diversifys the targets within the operations sector and the proactive and periodic innovation of services to meet market demands.
Activity: Convenience Stores **Sector/Subsidiary:** Palm	• Palm achieved its 2024G strategic objective by focusing on customer experience and an operations-driven approach. • With rapid expansion, Palm is investing in employee training, product enhancement, and logistical services to ensure effective customer service.
Activity: Transportation **Sector/Subsidiary:** Ostool Al Naqil Co.	• Strong support from the Board of Directors and financial solvency that reinforces the Company's strategy. • Successful operation of 100 new trucks despite their delivery occurring in the second half of 2024G. • Achievement of the planned revenue targets for 2024. • Strengthening collaboration with sister companies to target specific customer segments. • Acquisition of three ISO certifications. • The Company won the Fastest Growing Dry Goods Transport Service Provider Award 2024G from Global Business Outlook (GBO) Awards.
Activity: Hospitality **Sector/Subsidiary:** SASCO Al Waha (Super 8)	•SASCO successfully achieved the budget for the Super 8 Hotel and 80% of the construction work completed for the Best Western Airport project.
Activity: International Transportation **Sector/Subsidiary:** Saudi Automobile and Touring Association (SATA)	• Improving deliverables control and reduced operational inconsistencies. • Faster service delivery for digital channel services. • The introduction of a technical system for issuing TripTik and international driving licenses starting mid-2024G, with plans to expand its implementation across all traditional sales channels.

2025 Objectives

Fuel Stations — SASCO Stations

Targeted Strategic Objectives for 2025

• Achieving growth and service diversification, expanding in line with a defined vision, maintaining the Company's competitive position, and reinforcing its market leadership.

• Cumulative growth targets in the number of:

Fuel Stations	28 %
Mobile Stations	71 %
Integrated Stations	61 %
Electric Chargers	94 %

Convenience Stores — Palm

Targeted Strategic Objectives for 2025

• To become the largest and best retail chain by 2025.
• Enhancing warehouse and distribution capabilities.
• Training and developing employees. Logistics services.
• Partnership with Costa to provide a better shopping experience.

Metric	2024 Performance:	2025 Objectives: (Targeted)
Sales	359 SAR million	500 SAR million
Volume (Quantity)	61 million	80 million
Number of Visitors	19 million	23 million
Basket Size	20	22
Area	35 sq	36 sq
Employee Productivity	1450	1550

Transportation

Ostool Al Naqil Co.

Targeted Strategic Objectives for 2025

- Keeping pace with SASCO expansion by adding new stations.
- Increasing the percentage of dry transport fees crowned to fuel transport for SASCO.
- Expanding infrastructure at the main branch and strategic locations such as Jeddah and Dammam.
- Studying opportunities to enter the logistics support services based on market needs and the nature of the work of Ostool Al Naqil Cos customers, such as: Warehousing, container storage yards, and last-mile delivery within cities.

شركة اسطول النقل
OSTOOL ALNAQIL CO.

- Achieving a total of 1,100 trucks and trailers, increasing total revenue share to 53%, compared to 2024G.
- Raising dry transport revenue share to 33% of total revenue, compared to 2024G.
- Expanding the Company's fleet size by 85%, compared to 2024G.

Contracting

Al Nakhla Al Oula Co.

Targeted Strategic Objectives for 2025

- Achieving excellence in project management performance to SASCO 2025G objectives.
- Expanding the implementation of systems aligned with the Kingdom's Vision 2030 to promote environmental sustainability and reduce harmful emissions by shifting to renewable energy and installing vapor recovery systems on fuel tanks.
- 100% Completion of AL-JAZEERAH (2) Project by the end of May 2025G.
- 100% Completion of Kilometer 205 Project and ALWASE 1 Project by the end of April 2025G.
- 100% Completion of the Airport Hotel Project before the end of March 2025G.
- 100% Completion of the Electric Vehicle Charging Stations Project by the end of 2025G.

Hospitality

SASCO Al Waha (Super 8)

Targeted Strategic Objectives for 2025

- Enhancing operational efficiency and increasing occupancy rates.

واحة ساسكو
SASCO WAHA

- Super 8 Hotel Occupancy Rate: 49%.

International Transportation

Saudi Automobile and Touring Association (SATA)

Targeted Strategic Objectives for 2025

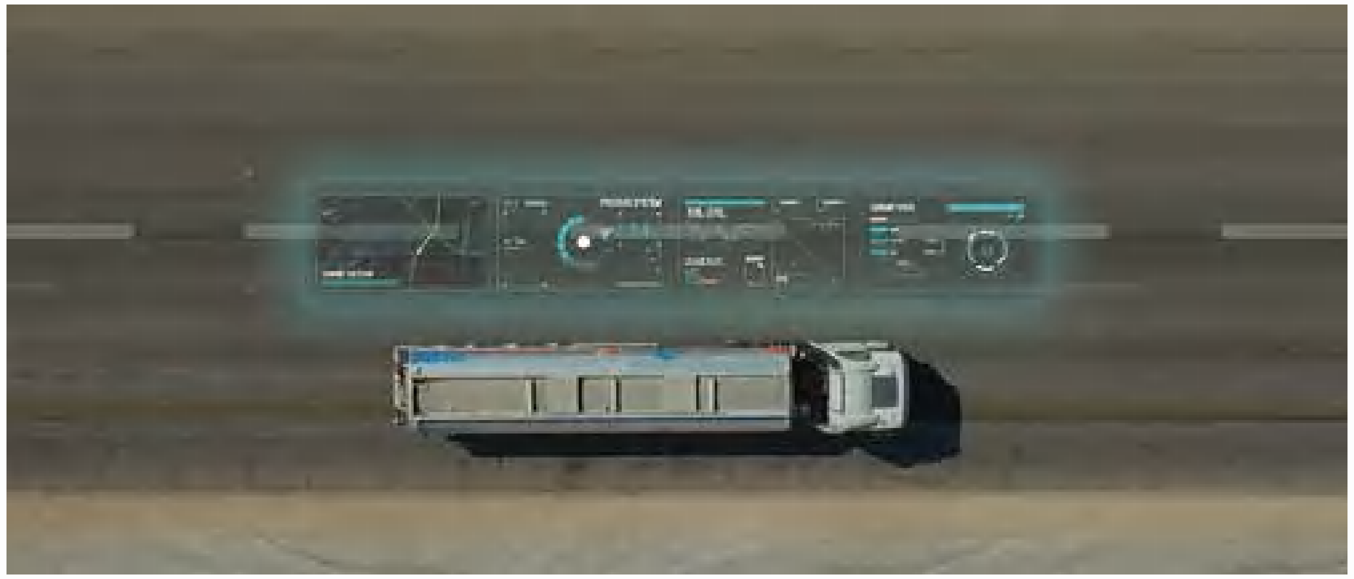
- Expected sales growth of 62%, compared to the previous year, reaching 141,000 issued permits and services.
- Expansion of customs clearance operations by serving a broader customer base at Saudi customs ports.
- Diversification of customs transit product sales channels by leveraging all available digital platforms in the market to support expansion.

Customs Transit:

- Agreement with Elm Company to issue international driving permits via "Absher" platform.
- Agreement with Seera Group to increase international driving permit sales through its digital channels.
- Agreement with Tawuniya Insurance Company to target a larger customer segment for international driving permits.
- Agreement with Al Rajhi Bank to enhance access to a broader customer base for international driving permits.
- Expected increase in customs transit book (Triptik) sales due to improved security conditions in key target countries: Jordan, Iraq, and Syria.

TIR and Customs Clearance:

- Establishing new customs clearance service points at the following ports: Dammam Commercial Port, Jeddah Islamic Port, and NEOM (Duba) Port.



Market and Sector Overview

Gross Domestic Product (GDP)

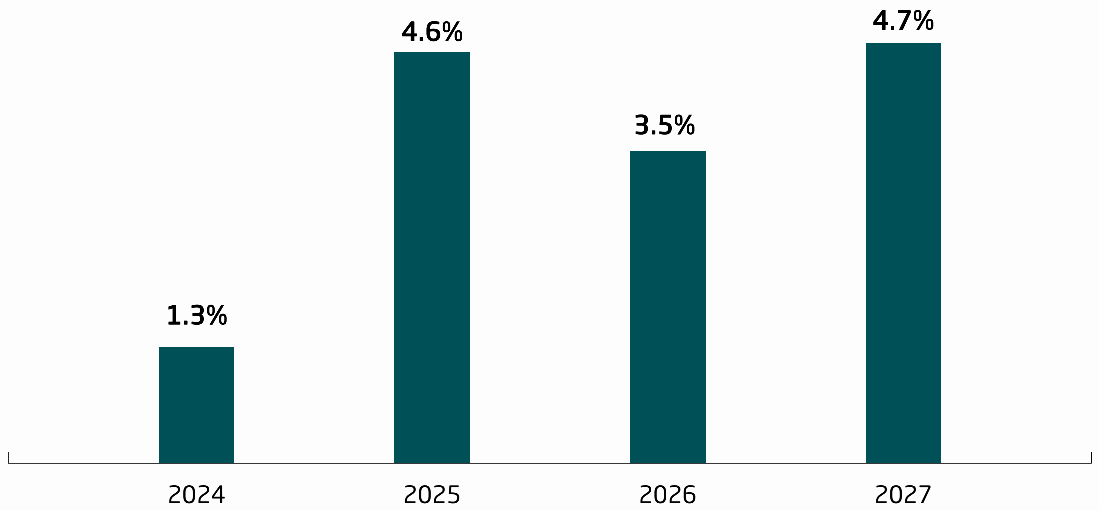
The Saudi economy continues to make significant progress, driven by efforts to achieve the Kingdom's Vision 2030 objectives, which include comprehensive structural and financial reforms aimed at diversifying the economic base, enhancing non-oil sector growth, broadening revenue streams, improving the business environment to support the private sector, and promoting the development of high-potential industries.

The Saudi economy is expected to continue achieving positive growth rates in 2025G and over the medium term, driven by private consumption and investment, with ongoing structural reforms, including economic diversification, privatization, business environment improvement, women and youth empowerment, and labor market reforms to achieve sustainable economic growth. Additionally, sectoral and geographic strategies, aligned with the Kingdom's Vision 2030, will contribute to supporting this growth.

According to data from the General Authority for Statistics (GASTAT), real GDP recorded an annual growth rate of 1.3% by the end of 2024G. This growth was driven by a 4.3% increase in non-oil activities, compared to the previous year, along with a 2.6% rise in government activities. However, oil-related activities saw a decline of 4.5% Y-o-Y. This reflects the success of economic diversification efforts and the reduced reliance on oil.

Forecasts for 2025G indicate that real GDP will grow by 4.6%, supported by non-oil sector expansion, attributed to the increased contribution and empowerment of the private sector to achieve positive growth rates, alongside continued efforts to enhance economic diversification.

Actual GDP Growth in Saudi Arabia for 2024 and Expected Growth for the Next 3 Years

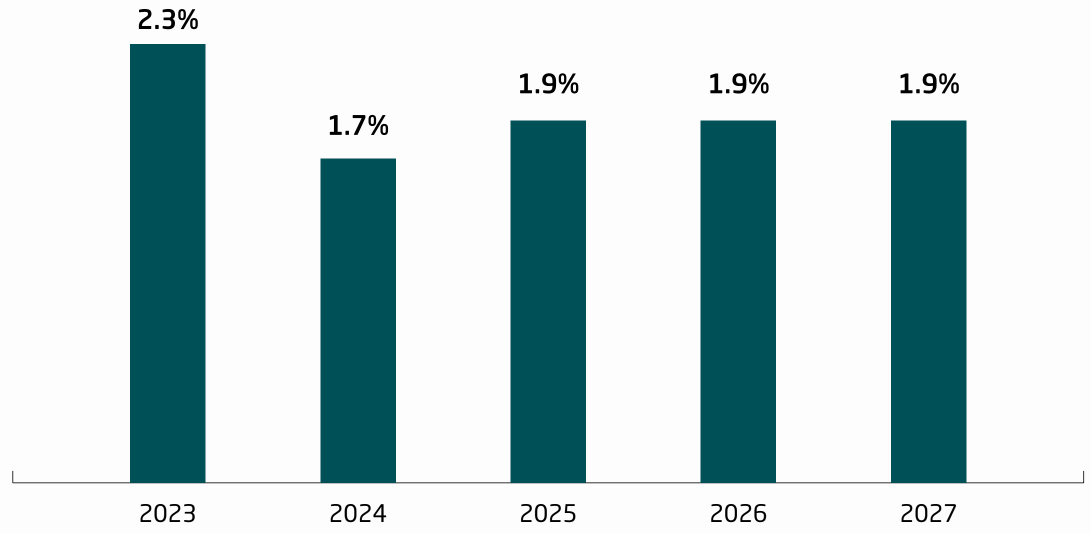


Source: The General Authority for Statistics (GASTAT) Data and the Ministry of Finance (MoF) Forecasts.

Inflation

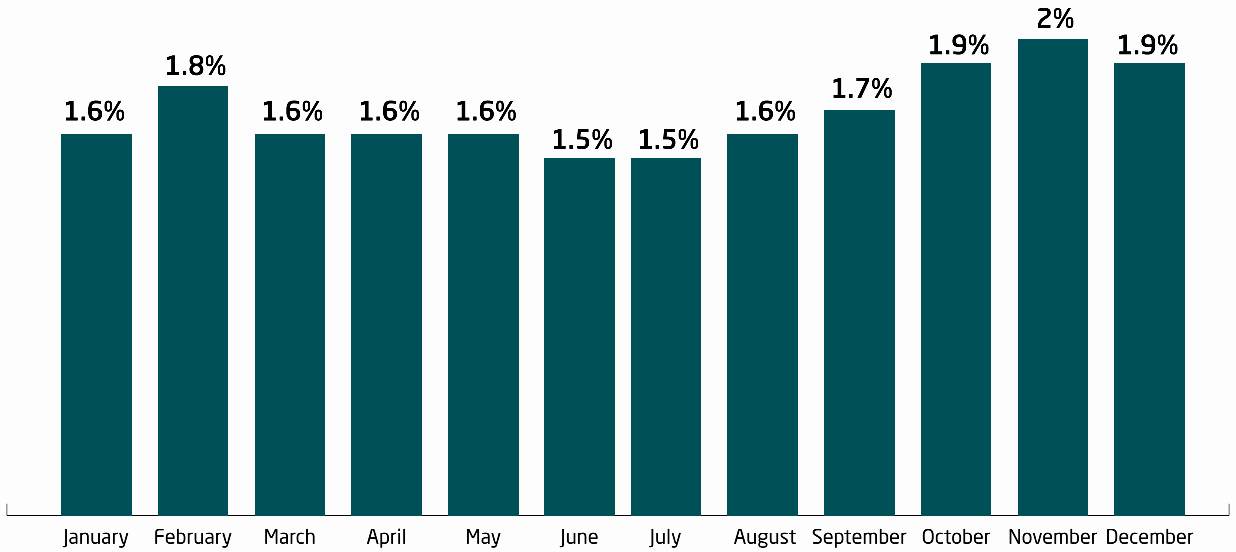
Data from 2024G indicates a decline in the inflation rate to 1.7%, compared to 2.3% in 2023G. The Kingdom has successfully maintained relatively acceptable inflation levels compared to global rates, thanks to continuous improvements in its economic conditions, as well as proactive measures and government policies implemented to contain price increases. These measures included setting a price cap on gasoline and increasing the availability of food stock.

Development of the Inflation Rate in the Kingdom over 5 Years



- Source: Ministry of Economy and Planning (MEP), Preliminary Estimates.

Development of the Inflation Rate in the Kingdom in 2024



Population Growth

The consumption of fuel and petroleum products is increasing in line with the natural and expected growth of the population in the Kingdom. This necessitates ensuring the availability of essential petroleum products and related services, primarily fuel stations.

Economic improvements are expected to drive rapid population growth, with projections indicating that the total population will reach 39.2 million by 2030G, with a compound annual growth rate (CAGR) of 2.5% from 2022G to 2030G. However, under the objectives of the Kingdom's Vision 2030, the Kingdom adopts an optimistic outlook, aiming to increase the population to 50 million by 2030G, with expatriates expected to comprise half of this figure. This would lead to a significant increase in petroleum product consumption.

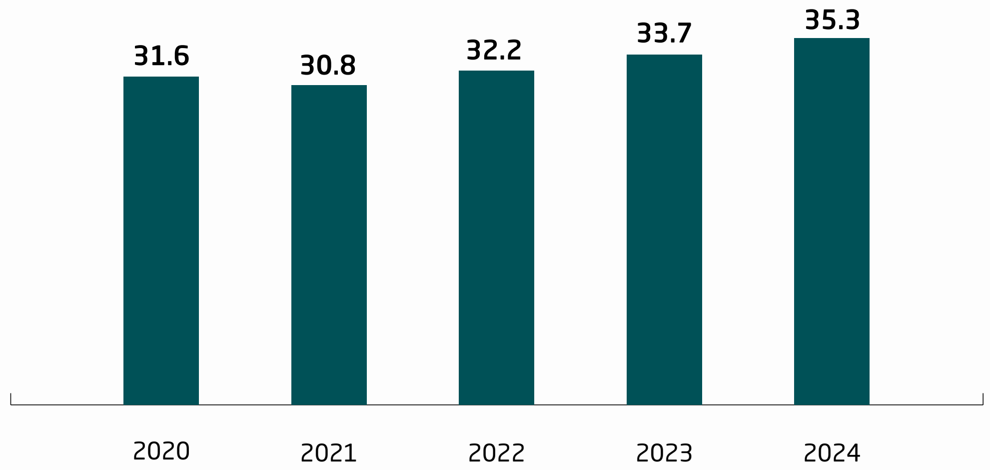
Population Indicators in the Kingdom of Saudi Arabia (2022 - 2030)

Category	Data Type	2022	2026	2030	CAGR (2022 - 2030)
Total Population	Million	32.2	38.5	39.2	2.50%

-Source: GASTAT

Population Growth in the Kingdom

(Million People)



-Source: GASTAT

Overview of the Fuel Station Sector in the Kingdom

The fuel station sector is one of the key industries receiving significant attention from the Saudi government. In recent years, this sector has witnessed notable development and organization in line with global energy sector standards, contributing to the realization of the Kingdom's Vision 2030 objectives.

There are over 10,000 fuel stations across the Kingdom, varying in size and services. Some are large stations offering a full range of services. With the Kingdom's upcoming implementation of several major projects and anticipated global events, there is a significant opportunity for various sectors, including the fuel station industry. These projects and events are expected to attract millions of workers and visitors, all of whom will need fuel stations to refuel their vehicles and other means of transportation. This situation will have a positive impact on SASCO, particularly since it is recognized as one of the leading companies in mobile and movable service stations.

Key Entities in the Sector

Primary Role in the Fuel Station Sector

Ministry of Energy	Ministry of Municipalities and Housing	Saudi Aramco	Petro Rabigh
Issues regulatory regulations and technical requirements for fuel station qualification, sets policies for sector development, and determines fuel station profit margins.	Grants licenses and approvals for fuel station construction, supervises operations, and ensures compliance with technical standards.	The Kingdom's primary oil supplier, providing petroleum products to fuel stations.	The final fuel supplier after refining and processing.

Growth in the Number of Vehicles in the Kingdom

According to "BMI", a research firm affiliated with Fitch Solutions, sales of electric vehicles (EVs) are expected to grow significantly between 2024G and 2028G, driven by increased production, strong government support, and the strategic role of EVs in boosting sales.

BMI forecasts an average annual growth rate of 19.3% for EVs sales from 2024G to 2033G, reaching approximately 51,000 units in annual sales.

SASCO has signed a memorandum of understanding with the Electric Vehicle Infrastructure Company (EVIQ) to enhance cooperation and exchange expertise in developing and strengthening electric vehicle infrastructure in the Kingdom. The objective is to create a suitable environment for the growth of the electric vehicle industry through infrastructure development and improvement. The two companies will collaborate to provide innovative and sustainable solutions for building an electric vehicle charging network. This includes establishing fast-charging and public charging stations across all cities and governorates in the Kingdom.

This partnership is expected to positively impact the growth of the electric vehicle sector, as it will contribute to creating a sustainable environment for the use of electric vehicles and encourage more individuals and companies to adopt them. Additionally, the collaboration will enhance the electric vehicle sector's capacity for growth, strengthening the Kingdom's competitiveness in the electric vehicle industry and reinforcing its position as a leading innovation center.

The increasing number of vehicles has led to a significant demand for fuel stations and related services to meet market needs and reduce congestion. This growth also highlights the importance of expanding the geographical distribution of fuel stations to cover all cities across the Kingdom.

With the rising demand, several companies have accelerated the development and diversification of their services to establish a comprehensive network of fuel stations nationwide. SASCO is one of the leading companies working toward this objective.

Growth in Station Number and Expansion Strategy

The Kingdom has over 10,000 fuel stations, while SASCO owns and operates 612 stations, including those run by its subsidiary, Naft.
SASCO focuses primarily on investing in large-scale, multi-service stations. A key example is «AL-JAZEERAH (1)» station, the largest in the Kingdom. Located on King Fahd Road, which connects the capital, Riyadh, to Al-Qassim Province, this station spans an area of 274.25 thousand square meters and is situated in the median of the highway linking Al-Qassim and Riyadh.

Franchising and Leasing Fuel Stations

The Saudi Ministry of Energy signed a cooperation agreement with the Small and Medium Enterprises General Authority (Monsha'at) to regulate the franchising of fuel stations. This initiative aims to enhance collaboration between both parties in this sector, enabling investors and entrepreneurs to obtain franchise rights from qualified entities to manage and operate fuel stations.
This initiative contributes to improving service quality, enhancing added value, addressing economic challenges, and ensuring supply security in the sector. Additionally, the agreement provides advisory and training programs to support franchise stakeholders.
Previously, a significant portion of fuel stations in the Kingdom was operated by independent individuals without regulatory oversight. However, with the introduction of new regulations for fuel stations and service centers, alongside mandatory qualification certifications, these stations were phased out of the market. This shift prompted station owners to partner with qualified companies for management and operations.
The franchise model has achieved greater operational efficiency by fostering partnerships between individually owned stations and qualified companies. This system leverages the existing infrastructure owned by individuals while sharing operational risks, diversifying revenue streams, and reducing expansion costs, enhancing long-term profitability and sustainability.
Furthermore, leasing fuel stations is an effective alternative for generating higher returns at lower costs. The sector primarily depends on fuel sales, which account for approximately 98% of some companies' revenues. Therefore, long-term station leasing is one of the most efficient strategies for expanding in this sector.
Beyond fuel sales, which provide stable profit margins, there are additional revenue streams unrelated to fuel sales. These include complementary services offered by stations, such as vehicle maintenance centers, fast-food restaurants, and rental income from associated services, all contributing to overall profit growth.

Government Support for Fuel Prices

For many years, Saudi Arabia's fuel subsidy policies have aimed to ease the cost of living for citizens and support various economic activities. However, in recent years, the Saudi government has moved toward comprehensive economic reforms under the Kingdom's Vision 2030, which seeks to diversify income sources and reduce reliance on oil as the primary revenue source.
Among these reforms is the implementation of new fuel pricing policies based on global market fluctuations. Fuel prices are now reviewed monthly in accordance with international oil market changes. Nonetheless, gasoline subsidies for citizens remain in place, with a mechanism that sets a cap on price increases.
At the beginning of 2025G, Saudi fuel prices underwent new adjustments as part of the annual review conducted by Aramco, the Kingdom's primary oil supplier. Aramco provides fuel stations with the necessary petroleum products to meet market demands. The oil giant announced a 44% increase in diesel prices, raising the price per liter to SAR 1.66, up SAR 0.51 from the previous rate of SAR 1.15, while maintaining fixed prices for other fuel types as follows:

Fuel Type	Price* (SAR)
Gasoline 91	2.18
Gasoline 95	2.33
Diesel	1.66

* Source: Official Website of Saudi Aramco

According to Mordor Intelligence, the fuel station market in Saudi Arabia exceeded 516,000 barrels per day in 2024G. This market is expected to reach 580,45 thousand barrels per day by 2029G, with a CAGR of 2.38% from 2024G to 2029G. This growth is driven by rising vehicle sales and increased investments in fuel station infrastructure across the Kingdom.

Home Fuel Delivery: A New Service to Reduce Congestion

Saudi Arabia's fuel station sector is expected to see an increase in the number of stations offering home fuel delivery services. This service will spare drivers the inconvenience of refueling in extreme temperatures and help reduce congestion at traditional stations. These developments are anticipated to create significant opportunities for market growth in the coming years. SASCO has already launched this service within the Kingdom.

Future Outlook and 2025 Aspirations

SASCO envisions the future with great optimism and ambition, aiming for further achievements and maximized returns in a promising economic environment rich with opportunities. This environment is characterized by the following key aspects:

Key Future Aspirations of SASCO

1 Growth of the Fuel Station Sector

- SASCO has promising opportunities for expansion, given the continued growth of Saudi Arabia's fuel station sector, which is expected to persist for years in alignment with the Kingdom's Vision 2030. The Company has the capability to increase its number of fuel station sites and convenience stores, boosting sales growth and shareholder returns.
- SASCO aims to reach 500 fuel stations through new acquisitions across the Kingdom, serving all regions, highways, and promising projects. The Company plans to install 250 electric chargers, strengthening its leadership in developing infrastructure for automotive and equipment services. Additionally, it targets 128 mobile stations and 113 integrated stations, serving both individuals and businesses while enhancing logistics mobility.

2 Expansion of Operational Activities

- SASCO's core operational activities offer strong growth potential, particularly with the recent introduction of regulations mandated for fuel stations and service centers. These regulatory updates provide greater expansion opportunities for the Company's stations. Ostool Al Naqil Co., accordingly, will expand its fuel transport operations, acquiring new trucks and trailers. In addition, Palm will penetrate its presence inside and outside the Company's fuel stations, including the operation of Airport Hotel (2) at its strategic location on King Salman Road.

3 Diversification of Investments

- SASCO's diversified investments are among its key strategic advantages, as it independently manages its investments through "Vehicles and Equipment Investments Co." to enhance income sources and enable efficient management of its operational and investment activities. The Company's investments include shares in Middle East Battery Company (MEBCO), in addition to utilizing available liquidity through investment portfolios in banks.

4 Provision of Effective and Sustainable Services

- SASCO is committed to delivering effective and sustainable services to its customers, with a particular focus on the guests of the Holy Mosques. This commitment is achieved by balancing expansion with the provision of exceptional services. The Company strives to uphold the highest standards of quality and efficiency in all aspects of its operations, believing that innovation and continuous improvement are the foundation for excellence in a dynamic environment.

5 Expansion of the Scope of Services

- The Company anticipates strong competition from qualified companies preparing to enter the fuel services sector, some of which have already begun operations. This drives SASCO to expand its service offerings to include additional services that comprehensively meet the needs and expectations of customers, aligning with the Company's leadership in this sector.
- This strategic direction represents a long-term vision, as the Company aims to achieve its development and innovation objectives within the petroleum products retail market. It seeks to build an efficient distribution network and provide high-quality services that meet customer expectations. This approach contributes to attracting and retaining customers while adhering to quality and safety standards, which enhances customer trust, streamlines internal operations, and ultimately improves the Company's efficiency and reduces costs.

6 Activation of Marketing Campaigns

- In 2025G, SASCO plans to continue its marketing campaigns for its application. It also intends to market the «Control» Program and contribute to a 100% increase in sales, alongside promoting car wash services to boost sales and supporting the operations sector in achieving the Company's overall objectives.

7 Quality and Innovation

● SASCO has achieved a significant milestone by obtaining three ISO certifications for its Integrated Management System (IMS)—ISO 9001 for Quality Management System, ISO 45001 for Occupational Health and Safety Management, and ISO 14001 for Environmental Management—simultaneously, a rare accomplishment. This achievement has enhanced the Company's understanding of customer needs and enabled the design of innovative competitive solutions such as SASCO application, mobile and on-the-go stations, self-service fueling, and other advanced services. At the same time, the Company has been committed to implementing employee training programs by organizing specialized training courses, adhering to regulatory requirements, and providing safety, alarm, and fire suppression systems in compliance with the highest quality standards and specifications.

● SASCO remains dedicated to achieving its goals in quality, safety, and environmental sustainability while enhancing key performance indicators (KPIs) and continuously improving its operations. The Company also leverages technology and system automation to drive efficiency and enhancement, positively reflecting on the application of standard specifications and improving the quality of services and operations it provides.

8 Mega Projects, Tourism Growth, and Global Events in the Kingdom

● Mega projects, the revival of the tourism sector, and global events in the Kingdom contribute to increased fuel demand, supporting the expansion of the station network. These projects also influence fuel distribution patterns, with a greater focus on tourist areas. Additionally, they have an indirect impact by improving infrastructure such as roads and transportation, enhancing the Kingdom's reputation as a global tourist destination, which in turn increases visitor numbers and drives higher demand for fuel services.

● Furthermore, mega-projects contribute to improving local economic conditions and diversifying revenue streams across various sectors, including fuel services.

Future Opportunities

Increase in the Kingdom's Daily Fuel Production

- The Kingdom is one of the world's largest crude oil producers. Projections indicate that its gasoline production will reach 543,000 barrels per day by 2026G.

Increase in Investment in Construction and New Cities

- The Kingdom's government plans to increase investments in construction projects, including the establishment of new cities, shopping complexes, and other developments. This will create a growing demand for fuel stations in these newly developed areas, presenting a significant opportunity for companies operating in the fuel station market to strengthen their presence and expand their service offerings.

Infrastructure Development for Fuel Stations and Increased Sector Investment

- Factors such as the expansion of existing fuel station infrastructure and increased investment in the sector by both local and foreign companies are expected to drive the fuel station market in the Kingdom in the coming period. This represents a strategic opportunity for the Company, which has already begun capitalizing on this trend by planning to add ## new stations in 2025G.

Digital Transformation and Fuel Station Automation

- With the Kingdom's strong focus on digital transformation and fuel station automation to enhance efficiency and facilitate citizens' daily lives, SASCO is leveraging this direction by implementing its strategic plan to automate all its stations. The Company has successfully automated ## stations operating under the automation system, compared to 292 sites in 2023G. The Company plans to continue this approach, which represents an opportunity to enhance operational efficiency and increase revenue.

Expansion in Establishing Mobile Fuel Stations

- Investment in mobile fuel stations represents a promising opportunity that SASCO is keen to maximize. The Company has been a pioneer in establishing these stations according to the latest specifications, having equipped and operated ## stations in 2024G. Additionally, it aims to operate ## new stations in 2025G.

Expansion of Electric Vehicles in Line with Carbon Neutrality Goals

- In 2021G, the Kingdom launched a massive investment plan aimed at achieving carbon neutrality by 2060G, with a goal to transit approximately 30% of vehicles on Riyadh's roads to electric vehicles by 2030G. The actual implementation of this plan began following Lucid Motors' announcement in 2023G of the establishment of its first manufacturing plant outside the United States in the Kingdom. This shift represents a major challenge for fuel station companies in the Kingdom, including SASCO.
- The Company has turned this challenge into an investment opportunity by offering electric vehicle services since 2018G. The Company continues to install electric vehicle charging stations and, in 2024G, signed a contract to supply a number of fast chargers for installation at various stations.

Expansion and Acquisition Plans Through the Qualification System

- The fuel station sector in the Kingdom is witnessing increasing mergers and acquisitions. As a qualified fuel station operator, SASCO is expected to gain additional market share from the unregulated sector with regulatory support. This factor, along with others, such as the expansion of station construction, the Company's market share rose to 6.2% compared to around 5% at the end of 2023G.

Improvement of the Regulated Environment for the Fuel Station Sector

- The transition of fuel stations to a regulated environment has enhanced transparency in this sector, providing a more organized setting for both companies and customers. This transformation has encouraged improved management and operational efficiency while raising the quality of services and products offered. Additionally, clear laws and regulations have facilitated expansion and increased market penetration within this sector.

Tourism Boom and Hosting of Global Events in the Kingdom

- The Kingdom's strong focus on the tourism sector, alongside its success in hosting global events such as Expo 2030 and the 2034 FIFA World Cup, presents promising investment opportunities. SASCO will be able to capitalize on these opportunities by expanding its operations and increasing its market presence and penetration to meet the growing demand during these events through the following measures:
- Acquiring new fuel station locations.
- Expanding the operation of mobile and portable stations to serve upcoming events.
- Establishing partnerships with several global companies in the restaurant and cafe sectors.
- Increasing the number of Palm convenience stores.
- Supporting Ostool Al Naqil Co. with additional tankers and drivers.

Fuel Price Stabilization and Maintaining Corporate Profitability

- The Kingdom's government is committed to stabilizing fuel prices while providing the necessary support to ensure national economic stability. At the same time, it is keen to maintain profitability levels for fuel station companies. This creates an opportunity for SASCO to advance its strategic objectives and benefit from this stable economic environment.

Challenges

Key Challenges in Operational Sectors and Subsidiaries

SASCO Stations

- The presence of multiple regulatory bodies and the frequent introduction of new requirements pose challenges. However, SASCO maintains high standards that align with these new requirements and possesses the flexibility and adaptability that position it as a leading competitor in the sector.
- One of the key challenges faced by the Company is the low fuel profit margin due to the requirements of the fuel station and service center regulations, as well as the necessary development of all existing sites. The Company is actively working with relevant authorities to increase the fuel profit margin in alignment with the requirements of the regulations, ensuring it is proportionate to operational costs and comparable to similar companies in the region.

Palm

The unprecedented number of store openings posed a challenge, but the team successfully managed this through collaboration and resource coordination. The key factors that contributed to overcoming this challenge include:

- Effective planning.
- Mutual functional support and collaboration.
- Leadership support.
- Recruitment of both national and non-national employees.
- Training.
- Effective communication and team engagement.

Risk Management

The current and future risks associated with SASCO's activities are linked to several factors, including the operational, legal, and economic environment. By identifying, assessing, and managing these risks in a timely manner, the Company maintains its ability to achieve its objectives and aspirations. The Company continuously monitors market changes to identify, analyze, and evaluate diverse risks and selects appropriate responses to achieve its strategic, operational, and profitability objectives.

Key risks faced by the Company include intensified competition due to the entry of new local and international competitors and rising operating costs resulting from inflation in land, real estate, rent, construction, and supply prices. Global economic fluctuations, rising energy prices, and supply chain disruptions further compound these challenges. Additionally, compliance with sustainability standards has emerged as a factor influencing operational strategies, necessitating enhanced risk management and adaptation to market and regulatory changes to ensure sustainable growth.

Given the dynamic and ever-changing nature of the business environment, the Company's risk management model and internal control system continue to evolve in response to emerging and increasing risks. During 2024G, the model was updated by incorporating advanced analytical tools for proactive risk monitoring and enhancing integration between risk management and governance, which improved the Company's effective risk response.

Furthermore, the internal control system was strengthened by expanding the scope of control measures and implementing more advanced audit mechanisms based on automation and artificial intelligence to enhance monitoring accuracy and efficiency. These modifications aim to improve regulatory compliance, reduce operational risks, and support the achievement of the Company's strategic objectives more effectively.

In 2024G, the Company took several measures to manage various types of risks, including strengthening preventive procedures such as property insurance and implementing control mechanisms to minimize risks or mitigate their impact. Proactive plans were also developed to address strategic, operational, market, and financial risks, with appropriate responses determined for each type of risk.

To enhance operational efficiency, the Company increased automation in its operational processes to reduce human intervention, thereby minimizing errors and improving process accuracy and effectiveness. Further, the Company obtained international certifications for its integrated management systems (ISO 14001, ISO 45001, and ISO 9001) to reinforce its commitment to the highest quality standards.

In 2025G, the Company intends to implement additional measures, including:

Expanding automation to cover more operational and administrative processes, thereby enhancing efficiency and reducing operational risks.

Continuing to strengthen the Company's commitment to sustainability by applying broader Environmental, Social, and Governance (ESG) standards to ensure compliance with increasing regulatory requirements.

Technology Risks:

As the Company expands geographically and increases its reliance on electronic systems and digital applications, IT and cybersecurity risks have become key challenges that could affect operational efficiency and performance quality. These risks include cyberattacks, security breaches, data loss, and operational system outages, which may disrupt business activities or compromise data confidentiality and integrity.

To address these challenges, the Company leverages the latest technologies and security solutions to enhance information security, including advanced protection systems, stringent security protocols, and continuous system monitoring. Additionally, the Company implements precautionary measures such as regular data backups, continuous infrastructure updates, and ongoing employee training on cybersecurity policies to ensure data protection and maintain efficient operational continuity.

Credit Risks:

Credit risks involve the possibility of a party defaulting on its financial obligations, which could result in financial losses for the Company. To mitigate these risks, the Company adopts a strict policy for verifying the creditworthiness of customers and assessing their repayment capacity before completing commercial transactions.

The Company also conducts continuous monitoring of financing ratios to ensure the selection of the best available financing options, focusing on achieving a balance between long-term fixed-interest obligations and investment flexibility. Through a centralized liquidity management approach, the Company maintains balanced debt levels that meet the financing needs of its subsidiaries, thereby enhancing its ability to hedge against interest rate fluctuations and minimizing potential financial risks.

Regulatory Environment Risks:

The Company operates in a dynamic regulatory environment where changes in the Kingdom's laws and regulations could impact its operational activities either positively or negatively. To ensure compliance and minimize potential negative impacts, the Company continuously monitors legislative changes, evaluates their effect on business operations, and takes proactive measures to adapt to them to achieve maximum benefit.

One of the key challenges in the regulatory environment is obtaining and renewing the necessary licenses to conduct activities, such as licenses from the Ministry of Municipal, Rural Affairs and Housing (MOMRAH(, and the Civil Defense permits for each Company location, along with linking them to appropriate insurance policies. Any delays or complications in licensing processes may affect the continuity of certain activities. To address this, the Company works to enhance the efficiency of compliance management and adherence to all regulatory requirements to ensure uninterrupted operations.

Legal Risks:

The Company faces legal risks related to financial claims owed by some tenants and debtors from previous periods, which require ongoing legal follow-up to ensure the collection of these receivables, whether through amicable settlements or legal proceedings, when necessary.

The Company is also involved in some legal cases, which are managed by the Legal Affairs Department to protect the Company's rights and minimize any potential legal impacts. To mitigate legal risks, the Company follows strict procedures for contract review, customer evaluation before entering agreements, and adherence to legal and regulatory standards. The Company also strives to resolve disputes amicably before resorting to litigation to ensure business stability and reduce exposure to long-term legal consequences.

It is worth noting that the Company has not faced any material lawsuits during the current period, reflecting the effectiveness of its legal risk management approach.

Market Risks:

Risks Related to the Competitive Environment: The Company's growth and ability to achieve sustainable profitability depend on its capacity to keep pace with market changes and enhance its competitive position. Amid intensified competition in the fuel station sector, the Company continues to improve its services, expand its product range, and enhance customer experience to maintain its market leadership.

Risks Related to Growth and Expansion:

The Company's expansion relies on adding new locations, which are selected after conducting comparative analytical studies to ensure economic feasibility, either through purchase or lease, in accordance with approved expansion policies.

Sustaining the Company's growth also requires the availability of qualified human resources, including administrative leadership, operational skills, and effective recruitment at the appropriate time. The Company actively supports this through talent acquisition strategies and training and development programs.

Additionally, construction and development project delays resulting from contractors' non-compliance with the project schedule may affect plans to operate new locations. To mitigate these risks, the relevant departments continuously monitor project execution to ensure adherence to timelines and address any potential challenges promptly.

Governance Risks:

The Company maintains the highest governance standards through effective strategic planning, risk management, and a commitment to transparency, social responsibility, and environmental stewardship. Governance is not limited to regulatory compliance but involves an integrated governance framework that clearly defines roles, responsibilities, decision-making mechanisms, and accountability in accordance with the delegation of authority policy approved by the Board of Directors. The governance framework aligns with the regulations of the Saudi Capital Market Authority (CMA) and global best practices, ensuring ethical and fair management of all Company operations.

It also includes mechanisms to protect shareholders' rights, enable them to exercise their rights equitably and transparently, and enhance communication channels with stakeholders.Any weakness or laxity in governance application may negatively affect the Company's operations and business relationships. Therefore, the Company is committed to applying governance procedures across all sectors and management levels to ensure the highest degrees of compliance and achieve corporate sustainability.

Financing Risks:

The Company relies on diverse financing sources from various banks to support its expansion projects, acquire new fuel station sites, and finance working capital, thereby driving growth and increasing shareholder returns. One of the Company's most prominent financing operations was the acquisition of 80% of the shares of Naft Services Company Ltd. in a transaction valued at SAR 1.1 billion during 2022G, which strengthened the Company's position in the energy and services sector. To effectively manage financing risks, the Company adopts a strict control approach aimed at enhancing financial sustainability and mitigating potential negative impacts by:

Continuously monitoring expansion targets in terms of the number of new locations and stations.

Tracking investment performance regularly to ensure desired returns.

Measuring financial performance against strategic and operational objectives.

Preparing and analyzing budgets and comparing them with actual results, discussing any deviations, and implementing corrective solutions

Managing cash flows continuously and improving liquidity to ensure the availability of necessary funding for operations and future projects.

Planning and scheduling future expansions in a balanced manner that aligns with available financial resources.

Through these measures, the Company ensures effective management of financing risks, thereby enhancing its ability to achieve financial sustainability and continuing implementing growth strategies with flexibility and efficiency.

Strategic Risks:

Strategic risks involve the possibility that the Company may not achieve its long-term objectives due to major challenges in the internal or external environment, such as economic changes, market fluctuations, legislative developments, and intensified hectic competition. These risks may directly impact the Company's growth and profitability and, in extreme cases, may cause operational or financial disruptions affecting business continuity.

To address these challenges, the Company adopts a proactive, comprehensive approach that includes:

Utilizing long-term financial and economic forecasting models to analyze potential scenarios and regularly update them to ensure readiness for various changes.

Making strategic decisions based on principles of prudence and financial stability to ensure sustainable growth and minimize potential risks.

Monitoring and analyzing external and internal environments continuously and responding swiftly to any changes that impact strategic plans.

Enhancing the Company's resilience by adopting adaptive strategies that enable effective management of crises and sudden changes.

Through these measures, the Company aims to strengthen its ability to address strategic risks with flexibility and efficiency, enabling the Company to maintain business sustainability and achieve its long-term objectives.

Investment Risks:

The Company maintains a diversified investment portfolio that includes investments in other companies, strategic acquisitions, and investment portfolios in equities and real estate funds. One of the key investment operations executed by the Company was the acquisition of 80% of the shares of Naft Services Company Ltd. for SAR 1.1 billion in 2022G, which strengthened the Company's presence in the energy and services sector.

These investments may be subject to financial, operational, or managerial risks related to the performance of the invested companies or fluctuations in the markets in which they operate.

To mitigate these risks, the Company adopts a proactive approach based on the following measures:

Conducting specialized analytical studies either internally or through external consultants to evaluate the feasibility of investments and make strategic decisions regarding their retention or exit.

Monitoring the performance of invested companies regularly through quarterly and annual financial evaluations to ensure investment stability and the achievement of targeted returns.

Restructuring the investment portfolio, when necessary, by divesting from non-strategic investments to enhance focus on the Company's core business.

Investing unused cash surpluses in low-risk investment instruments, such as short-term bank deposits and real estate investment funds, to achieve optimal returns.

Liquidity Optimization and Investment Enhancement:

As part of enhancing liquidity to finance new investments, the Company, during the period ending 20th September 2022G, executed a sale-and-leaseback transaction involving nine fuel stations, which contributed to additional liquidity. The profits from this transaction were recognized in the consolidated preliminary comprehensive income statement.

Through these measures, the Company ensures the effective management of its investments and minimizes potential risks, contributing to financial sustainability and enhancing shareholder returns.

3
Operational Review

"Continuing Expansions and Diversifying Services"

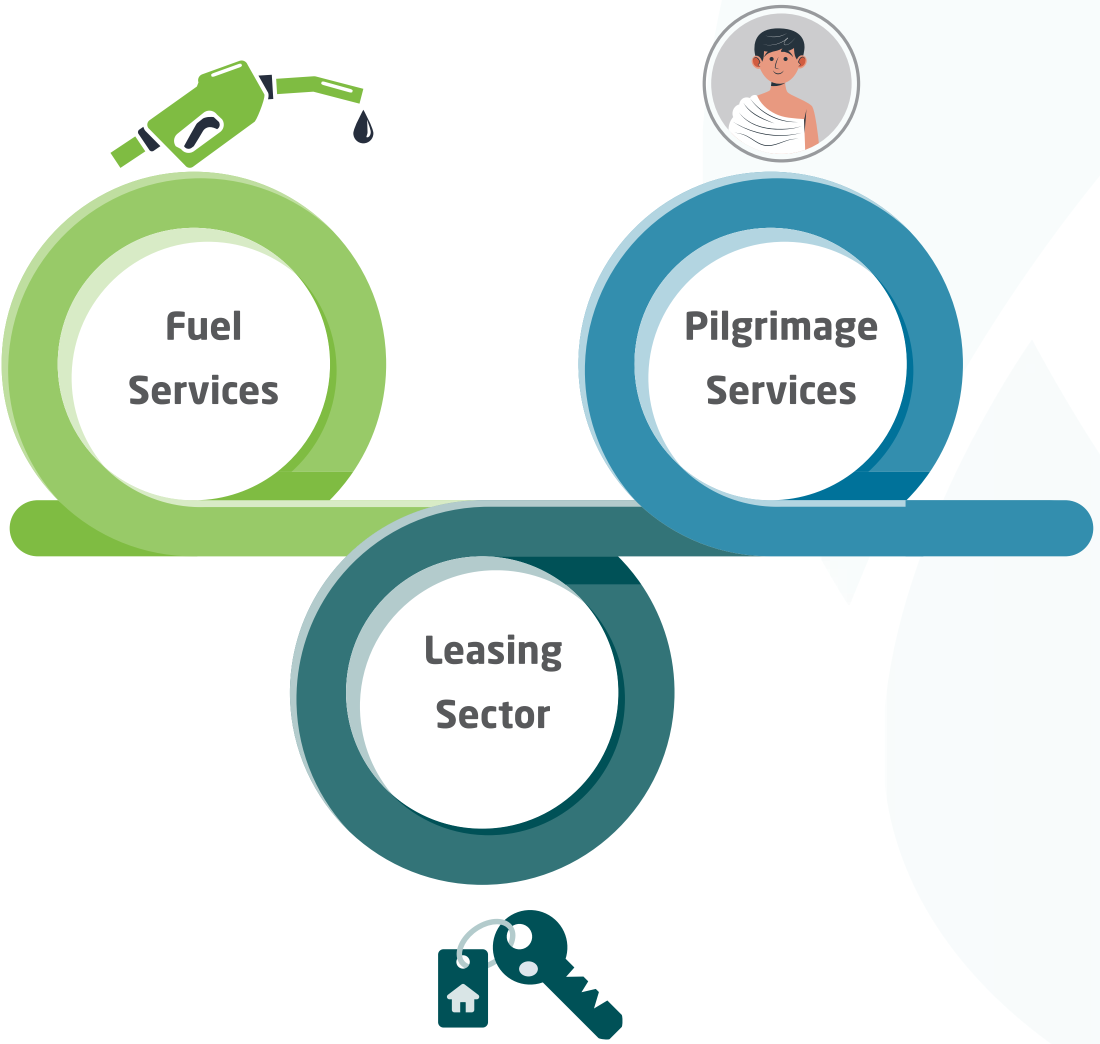
1- Company's Operational Activities
2- Subsidiaries
3- Quality and Occupational Safety
4- Digital Transformation
5- Human Resources and Employees

Company's Operational Activities

The Operations Sector at SASCO manages all operational activities of the Company and its subsidiaries. These activities include owning and operating service centers for vehicles and travelers, rest houses, motels, and restaurants, as well as transporting and selling fuel. Additionally, the sector handles the import and sale of equipment, household tools, beverages, and refreshments along highways. It also provides ambulance and modern maintenance services, manages construction and operational services, purchases and leases real estate, and operates an automobile club that issues international driving permits and customs transit documents (TripTik).

Operations Sector

The Operations Sector manages all fuel stations across the Kingdom, covering the following services:



- The regulation of the fuel station sector has improved management and services while supporting expansion through clear policies.
- With increasing competition, SASCO continues to develop its services, incorporating modern payment technologies, electric charging, and alternative fuels.
- The government sets and subsidizes fuel prices to ensure economic stability and corporate profitability, strengthening SASCO's ability to achieve its objectives.
- Major projects and infrastructure development contribute to increased fuel demand, expanding the network of stations and boosting revenues.
- The growth of tourism supports rising fuel demand, prompting the Company to focus on tourist areas to enhance its presence and capitalize on this development.

- The Operations Sector leases commercial activities, such as restaurants and automotive services, to third parties through specialized departments.
- SASCO continues to sign strategic partnerships with local and international companies specializing in restaurant and facility operations.
- These partnerships have improved service quality and enhanced customer satisfaction across all Company locations.
- The leasing sector experienced remarkable growth in 2024G, with major contract signings and updated leasing policies to maximize space utilization.
- The Company launched an electronic system to enhance contract management and performance monitoring, increasing revenue by 11.53% across more than 2,000 leased units.
- SASCO strengthened its strategic partnerships, including collaboration with one of the advanced technological solutions providers.
- These partnerships have driven service development, geographic expansion, digital transformation, and acquisition strategies.
- The leasing sector has met its five-year strategic plan targets, with revenues increasing by over 19% in its first year, focusing on attracting new tenants in the retail sector.

Pilgrimage Services

• SASCO has made all sites serving pilgrims available in collaboration with municipalities to implement initiatives for welcoming the Guests of Allah. The Company has utilized all available resources to serve pilgrims, with a full focus on providing all petroleum products at fuel stations, real-time control by inventory management, and monitoring service availability with partners at fuel stations.

• The Company actively collaborates with government authorities and entities, leveraging its fuel station network while placing great emphasis on corporate social responsibility to uphold its status and vision.

• In addition to its existing network, SASCO aims to expand further to serve pilgrims. As part of this effort, new fuel stations have been opened, starting from the Kingdom's border crossings and extending through various regions to Mecca and Medina.

• At the same time, SASCO intends to continue its expansion and diversify services in a qualitative manner, achieving unprecedented milestones in the sector.

Achievements of the Operations Sector in 2024

1

The expansion in opening new fuel stations has brought the total number of stations to 612 (SASCO and Naft).

2

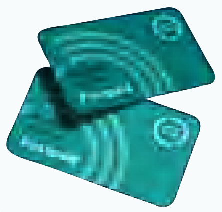
Launched 48 mobile stations for business operations and commissioned 33 mobile stations at vital locations.

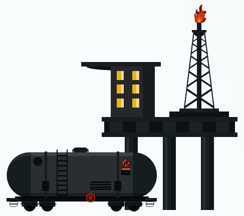
3

Installed 50 electric chargers, increasing the total to 53, achieving the Company's targets in this field.

4

Strengthened partnerships and expanded the base of credit sales customers, while operating distribution centers and completing their permits as the first fuel station company.





5

Continued the development of existing and acquired locations, aligning with the Company's approved identity and maximizing the benefit from support programs.

6

Focused on strategic partnerships with governmental and semi-governmental entities to offer comprehensive services, including fuel supply, mobile and integrated stations, car wash services, RFID tags, and the SASCO B2B Application.

7

Established the first branch for periodic vehicle inspection services in collaboration with Takamol Mobility Services for Periodic Inspection.

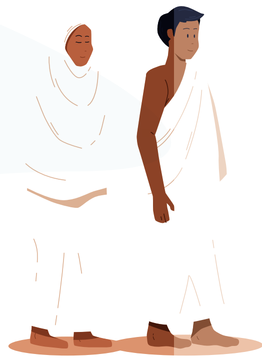
8

Completed the automation project for fuel stations, including mobile and integrated stations, while upgrading payment systems and control programs.

9

Renewed the qualification certificate for fuel station management, operation, and maintenance in accordance with the highest standards and the Ministry of Energy's requirements.

ساسكو SASCO



10

Implemented initiatives to welcome pilgrims in collaboration with municipalities, providing premium services at fuel stations with continuous inventory management oversight.

11

The inauguration of the AL-JAZEERAH (1) Station project, one of the largest fuel stations in the world, located on King Fahd Road–one of the most vital and important roads in the Kingdom, connecting the capital, Riyadh and AlQassim Province. The total land area of the project is 274,248.34 m².

Future Aspirations for the Operations Sector

Strengthening the Company's reputation and positive image locally and regionally.

Expanding station presence along highways and within cities, with an annual increase in locations.

Diversifying and continuously enhancing services offered at SASCO stations and subsidiaries.

Establishing strong strategic partnerships with leading local and international companies to solidify the Company's market position.

Achieving accelerated growth over the next five years through a strategic plan that sets a sustainable benchmark in the fuel station sector and its subsidiaries.

AL-JAZEERAH Station

One of the Largest Fuel Station in the Kingdom

SASCO announced the launch of the Kingdom's largest fuel station, AL-JAZEERAH (1), in Q2, 2024G. Located on King Fahd Road.

Spanning 274,248.34 square meters, AL-JAZEERAH (1) is strategically positioned along the Riyadh-AlQassim Highway, which sees a daily traffic flow of over 100,000 vehicles, making it a key transit point between AlQassim and Riyadh.

The Station features diverse facilities, including major retail brands, and Al Baik, along with green spaces and a fully integrated recreational area. It also houses a fully equipped mosque and vehicle maintenance and lubrication service centers.

Total Project Land Area 274,248.34 m²

Opening Date 18th October 2024

Total Built-Up Area 7,400 m²

Station Components

1 A fuel canopy with 5 islands covering an area of 1,169 m².

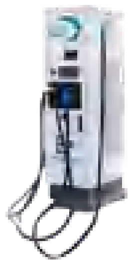
2 A food court covering an area of 1,376 m², including a convenience store, 4 restaurants, a VIP lounge ("SASCO Majlis"), a covered dining area for restaurants, and public restrooms.

3 Two drive-thru restaurants, each covering an area of 249 m².

4 Six drive-thru coffee shops, with three on each side, each covering an area of 12 m².

5 Two ATMs, one on each side.

6 An electric vehicle charging station.



7 A plaza area featuring a mix of drive-thru and dine-in restaurants, covering an area of 1,454 m², interspersed with green spaces. At the center, there is a landscaped area with a walkway, fountains, seating areas, and a children's play area covering 2,818 m².

8 A shaded traditional market area located behind the plaza, covering a total area of 231 m².

9 A mosque for men and women, including restrooms and ablution facilities, covering a total area of 731 m².

10 A car workshop covering an area of 162 m².

11 Two worker accommodations, each covering an area of 604 m².

12 Two diesel islands covering an area of 309 m².

13 A truck workshop covering an area of 131 m².

14 A drivers' rest house covering an area of 108 m².

15 Parking spaces for trucks and cars.

16 Additionally, visual signage, sculptures, and directional signs are incorporated to distinguish the Station along the Riyadh-AlQassim and AlQassim-Riyadh highways and to facilitate movement within the Station through clear directional guidance.

Project Land Features

1 A centrally located strategic site serving the Riyadh-AlQassim and AlQassim-Riyadh highways.

2 Situated 28.60 kilometers from the Riyadh checkpoint.

3 One of the largest stations, covering an area of 274,248.34 m².

4 A distinctive design that reflects SASCO's identity, incorporating colors that align with the Kingdom's historical identity using Sadu patterns and colors inspired by the surrounding environment.

5 The integration of aesthetic elements and sculptures to make the Station stand out from others.

6 Environmental enhancements, including landscaping, fountains, and water features.

7 A strong focus on digital advertising through screens and directional signage.

8 A unique addition to the project, the "SASCO Majlis," an exclusive VIP lounge featuring seating areas and a café.

9 A dedicated traditional market showcasing regional products.

10 The use of clean energy through solar panel installations.

11 The Station serves both travel directions (going and returning).

Subsidiaries

SASCO operates its business in Saudi through its 12 subsidiaries. Among them, "SATA" is the oldest, established concurrently with the Company. The Company fully owns all its subsidiaries except for "Naft Services Company Ltd.," in which it holds an 80% stake.

.S	Subsidiary Name	Capital	SASCO's Ownership Percentage	Main Activity
1	SASCO Fuel Services Stations Co.	SAR 500,000	100%	Comprehensive administrative office services, retail sale of fuel for automobiles and motorcycles, and fuel station operations.
2	Palm Co.	SAR 500,000	100%	Import and sale of food products, beverages, refreshments, equipment, coffee, hot drinks, sandwiches, baked goods, fresh vegetables and fruits, all types of non-firearm toys, travel supplies, clothing, household utensils, tools, electronics, mobile accessories, mobile devices, perfumes, cosmetics, beauty products, and automobile accessories.
3	Automotive and Equipment Investment Co.	SAR 500,000	100%	Establishment of workshops for the repair of automobiles and heavy equipment, operation of service stations for vehicles and travelers on major roads across the Kingdom to provide fuel, lubricants, and maintenance services for cars and heavy equipment. The company also engages in the establishment of rest houses, motels, and restaurants, provision of meals, beverages, and refreshments for travelers, car and equipment washing and lubrication, import and sale of equipment and tools, and construction of roads and bridges.
4	Amlak Nakhla Real Estate Co.	SAR 100,000	100%	Management and leasing of owned or leased properties (both residential and non-residential), and real estate management activities for commission.
5	The Saudi Automobile and Touring Association (S ATA)	SAR 500,000	100%	Membership in local and international automobile and motorcycle clubs, associations, and organizations concerned with automotive and motorcycle affairs. Issuance of customs transit documents (Triptik) and international driving licenses. Establishment, management, maintenance, and operation of automobile and motorcycle racing tracks. Organization and hosting of automobile and motorcycle races and events, as well as participation in such events.
6	SASCO WAHA Co.	SAR 5 Mln	100%	Provision of lodging services (hotels).
7	Ostool Al Naqil Co.	SAR 5 Mln	100%	Water transport and distribution, land transport of goods, refrigerated and frozen goods transport, heavy goods and equipment transport (heavy transport), liquid or gas transport, and automobile transport.
8	SASCO Franchise Co.	SAR 500,000	100%	Marketing services on behalf of third parties. Granting franchise rights for operating "SASCO Fuel Stations" and "Palm Convenience Stores".
9	First Palm (Al-Nakhla Al-Oula) Contracting Co.	SAR 500,000	100%	General building contracting (construction, repair, demolition, and renovation), establishment, management, maintenance, and operation of residential and commercial buildings and road works, as well as the repair, maintenance, and installation of fuel pumps.
10	Auto Care Co. for Automotive Services	SAR 25,000	100%	Automobile washing, lubrication, and polishing.
11	North Front Real Estate Co.	SAR 100,000	100%	Purchase, sale, and division of land and real estate, off-plan sales activities, management and leasing of owned or leased properties (both residential and non-residential), real estate management activities for commission, and real estate registration services.
12	Naft Services Company Ltd.	SAR 100 Mln	80%	Operation of fuel stations and related activities.
13	Zaiti Petroleum Services Company	SAR 37.5 Mln	100%	Retail sale of fuel for cars and motorcycles (gas stations).

The Saudi Automobile and Touring Association (SATA)

SATA is a subsidiary of SASCO. It was established in January 1982G with a capital of SAR 500,000 and is headquartered in Riyadh, with several branches across the Kingdom. The Association specializes in issuing customs transit documents and international driving licenses in accordance with the 1954G and 1956G international conventions. Since 1982G, it has been a member of the Alliance Internationale de Tourisme (AIT) and the Fédération Internationale de l'Automobile (FIA). The Association seeks to obtain licenses for motorsport activities for cars and motorcycles in coordination with the relevant authorities, in compliance with FIA standards. Currently, the Association operates six locations and is working on expanding its distribution network through its branches, travel and tourism agencies, and digital marketing partners.

Geographical Distribution of the Company's Operating Sites

Region	Central	Eastern	Western	Northern	Southern	Total
Number of Sites	2	2	1	1	0	6

Key Strengths Supporting the Company

1. Strong financial position supporting growth.
2. Exclusive rights to sell the "TIR Transport Card" within the Kingdom.
3. Exclusive rights for customs clearance of transit shipments using the TIR card.
4. Increasing growth in sales of the customs transit document.

Major Achievements in 2024

Significant increase in customs clearance operations for transit shipments using the TIR tag at major entry points, including Umm Alzamool Border Crossing, Jeddah Islamic Port, and King Fahd Causeway. The gross profit from service sales accounted for no less than 57% of the Association's total net sales.

Number of Customers in Retail Sector
43,400

Number of Customers in Business Sector
339

Company's Automation Program

The Association has undergone a digital transformation in processing international driving license applications, enabling smooth and transparent transactions through digital channels. Flexible delivery options have been introduced via approved suppliers in the Saudi market.
The launch of the new technology system in mid-2024G marked a significant advancement in managing international mobility products (Triptik and international licenses). It enhanced inventory management, automated order processing, streamlined closures, and improved administrative and compliance reporting to ensure regulatory adherence and optimize system outputs efficiently.

Key Financial Data (SAR)

Description	2023	2024	Change (%)
Direct Revenue	21,598,094	34,933,391	62%
Direct Costs	(11,335,260)	(15,705,851)	39%
Gross Income	10,262,834	19,227,540	87%

Ostool Al Naqil Co.

Ostool Al Naqil was established in 2009G as a closed joint-stock company with a capital of SAR 5 million. It is fully owned by SASCO and aims to provide fuel and water transport services to its stations, as well as fuel transport for major companies in compliance with Aramco standards, which has secured an additional market share in the petroleum transportation sector. Its services also include equipment and goods transport, dry and refrigerated transport, truck and trailer rental, specialized vehicle transport, and roadside assistance services.

In 2024G, the following strategic initiatives were adopted:

Mission

Providing safe and customized goods transport services to meet our customers' needs. Ensuring timely and cost-efficient delivery while expanding dry goods transport services to cover all SASCO's fuel station locations.

Vision

Becoming the preferred partner for high-quality and efficient goods transport and logistics services that meet the growing needs of local, regional, and international markets.

Values

Quality, safety, speed, and efficiency to maintain lasting partnerships with customers.

The company started with a fleet of 20 trucks and expanded to 330 trucks and 331 trailers in 2024G, compared to 225 trucks and 249 trailers in 2023G, an increase of 105 trucks and 82 new trailers, enhancing its operational capacity and service efficiency.

Geographical Distribution of the Company's Operating Sites

Region	Central	Eastern	Western	Northern	Southern	Total
Number of Sites	2	1	1	2	2	8

Company's Strengths in the Operations Sector

1. Strong financial solvency supports business expansion and growth.
2. Continuous fleet modernization, replacing old trucks with new ones.
3. Main branches in: Riyadh - Jeddah - Dammam, enhancing coverage.
4. Supporting branches in: AlQassim - Abha - Jazan - Northern Region, supporting operations.

Major Achievements in 2024

1

Achieved full coverage of SASCO stations at 100%, eliminating the need for third-party carriers by supplying 100 Mercedes-Benz Actros trucks.

2

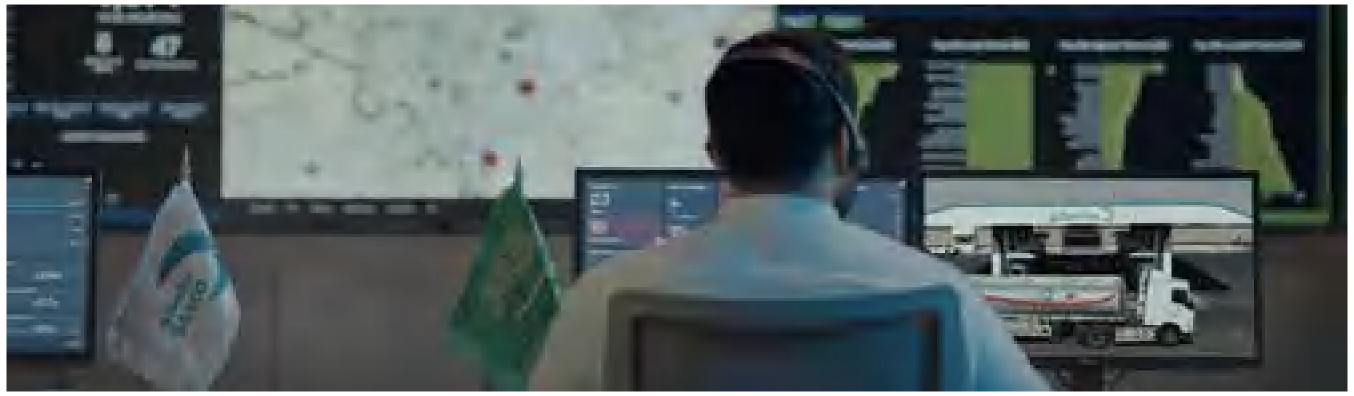
Increased the share of existing customers in dry transport, such as PepsiCo and Unicharm, in addition to securing a new contract for container transportation on flatbed docks.

3

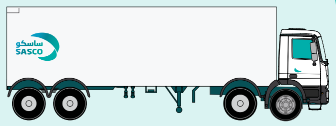
Activated container transport services from ports to the local market.

4

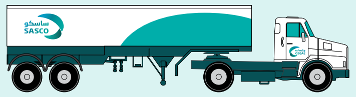
Won the Global Business Outlook 2024 award as the fastest-growing dry transport service provider for 2024G.



Fleet Overview



Trucks
2023
225
2024
330



Trailers
2023
249
2024
331

Key Financial Data (SAR)

Description	2023	2024	Change (%)
Number of Branches	5	8	60%
Direct Revenue	51,380,169	70,377,313	37%
Direct Costs	(42,267,312)	(58,106,620)	37%
Gross Income	9,112,857	12,270,693	35%

- Ostool Al Naqil's revenue from the Central Region reached SAR 18.6 million by the end of 2024G, capturing the largest share of total revenue.
- A total of 330 trucks equipped with various types of trailers (tankers, flatbed docks, curtainsiders, refrigerated trailers, and roadside assistance flatbed docks) provided services to the Company's customers.
- By the end of 2024G, the company had 16 customers, in line with its business expansion and revenue growth strategy, with 100 trucks supplied in Q2
- The supply of 100 trucks contributed to a 10% revenue increase.

Geographical Distribution of the Company's Fuel Revenue (SAR)

	Central Region	Northern Region	Southern Region	Eastern Region	Western Region	Qassim Region
2023	14,662,318	55,250	2,544,810	7,420,260	14,595,958	2,911,920
2024	18,601,120	1,665,742	7,255,367	9,972,030	15,077,986	3,908,186

Palm Co.

Palm Co. was established in August 2014G as a wholly owned subsidiary of the Company with a capital of SAR 500,000, aiming to enhance operational efficiency and drive business growth. The company specializes in providing convenience store supplies, retail food and beverages, and storage for refrigerated, frozen, and dry food products.

By the end of 2024G, the number of Palm branches reached 207, including 7 Wayne's Coffee branches, compared to 128 Palm branches in 2023G.
The branches are located at the SASCO's stations and other locations, and the company plans to expand to 400 branches over the next five years.

Geographical Distribution of the Company's Operating Sites

Region	Central	Eastern	Western	Northern	Southern	Wayne's Coffee	Total
Number of Sites	88	26	35	23	28	7	207

Palm Co. has successfully developed its branches and enhanced their efficiency by opening more than 70 locations over the past six years.

Palm Co. plans to double its number of locations to reach 400 sites within the next five years.

Advantages and Strengths

Palm Co. holds the largest market share in the convenience store sector and is the most organized.

1. Strategically located branches within cities and along highways.
2. High-quality service in a clean and attractive environment.
3. Locations secured with surveillance cameras.
4. Online sales capability at multiple locations.

Major Achievements in 2024

1

Significant growth in revenue and profits.

2

Rapid expansion with the opening of 85 new branches across all regions of the Kingdom, leading to an increase in customers, sales, and profits, setting the highest record for openings in a single year in the company's history.

3

Serving more than **19 million customers** in urban areas and on highways, including travelers, tourists, Umrah performers, and pilgrims.

Palm Co. Customers

2023	2024
12.12 Mln Customers	19.20 Mln Customers

Change 57%

Key Strategic Partnerships of the Year

- Partnership with Parcelat to provide smart locker services for customers at 68 locations.
- Partnership with Adeled to implement high-quality digital advertising screens at locations to enhance the customer experience and generate revenue.
- Agreement with DZRT (a Public Investment Fund company) to operate seven locations selling products that support smoking cessation.
- Partnership with Costa to enhance the café and fresh food experience, offering a better customer experience.
- Product range expansion by adding more than 2,000 new international and local products to meet customer needs.

Key Financial Data

Description (SAR Mln)	2023	2024	Change (%)
Number of Branches	128	207	62%
Direct Revenue	246,491,117	359,184,080	46%
Direct Costs	(234,322,444)	(344,417,993)	47%
Gross Income	12,168,673	14,766,087	21%

Geographical Distribution of Company Revenue (SAR Mln)

	Central Region	Northern Region	Southern Region	Eastern Region	Western Region
2023	146.19	23.60	7.97	21.85	46.88
2024	188,18	39.91	16.40	31.55	83.14

SASCO WAHA Co.

SASCO Hotels was established in 2017G with a capital of SAR 5 million as a wholly owned subsidiary of SASCO, aiming to provide accommodation and hotel services along highways at competitive prices. The company manages SASCO motels across the Kingdom with the goal of enhancing efficiency and growing its business.

Its first project began with the "Super 8" hotel by Wyndham. In 2024G, it inaugurated the four-star "Best Western Plus" hotel, distinguished by its prime location near King Khalid International Airport and its renovation to the highest hospitality standards.

Super 8 Hotel

"Super 8" hotel enjoys a strategic location on Thumama Road, near entertainment areas and King Khalid International Airport. It is also adjacent to Princess Nourah bint Abdulrahman University and Imam Mohammad ibn Saud Islamic University. The hotel features 48 high-standard rooms, executive suites, a restaurant serving international cuisine, meeting rooms, and a fitness center.

Company Achievements in 2024

1
Achieved revenues exceeding the target by 49%

2
Attained an average selling price per room 80% higher than planned and 24% higher than in 2023G.

3
Achieved an average selling price per available room 46% higher than planned and 3% higher than in 2023G.

4
Earned the Wyndham Green Level 2 certification.

Number of Hotel Customers until the End of 2024
7881
Guests

Naft Services Company

SASCO acquired 80% of the capital of Naft Services Company Ltd. for SAR 1.1 billion. The shares were transferred to the Company on 7th April 2022G, and the company was converted from a limited liability company to a closed joint-stock company. Naft Services was established in 1987G and specializes in fuel stations, automotive services, and petroleum product distribution. The company has expanded to include 240 stations across the Kingdom and has exited unprofitable locations.

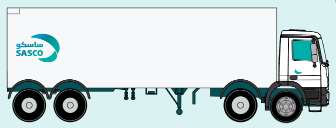
Geographical Distribution of the Company's Operating Sites

Region	Central	Eastern	Western	Northern	Southern	Total
Number of Sites	52	31	57	73	27	240

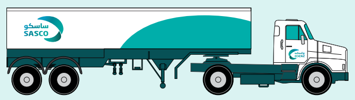
Naft Services provides various electronic services to facilitate transactions with customers, such as electronic payment systems ("Point of Sale") and "RFID" tags for fuel refueling. Additionally, Naft Services has worked on increasing Saudization in key positions and training national talents. The company has obtained qualification certificates from the Ministry of Energy, a Mowaamah certificate for individuals with special needs, as well as ISO and safety certifications.

Stations and Trucks

Stations
2023
233
2024
240



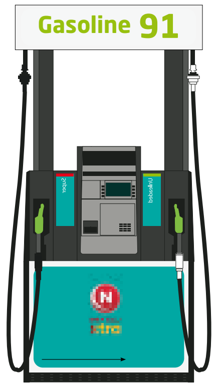
Trucks
2023
111
2024
141



Trailers
2023
107
2024
150

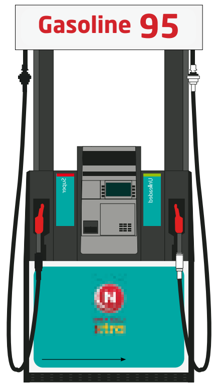
Liters Sold (Million Liters)

Gasoline 91



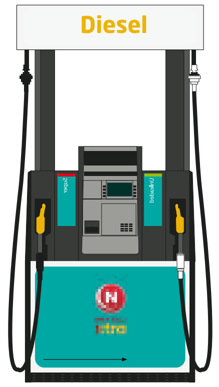
2023: **1,128**
2024: **1,034**

Gasoline 95



2023: **452**
2024: **466**

Diesel



2023: **244**
2024: **206**

Company Customers by the End of 2024

	Companies Credit	Companies Cash	Individuals	Total
2023	14	166	3,503	3,683
2024	13	174	4,686	4,873

Geographical Distribution of the Company's Revenues (SAR Mln)

	Central Region	Northern Region	Southern Region	Eastern Region	Western Region	Total
2023	641	845	244	368	1,236	3,334
2024	556	842	270	367	1,198	3,233

Auto Care Co. for Automotive Services

At the end of December 2023G, the parent Company, SASCO, converted one of its branches into a wholly owned limited liability company under the name "Auto Care Co. for Automotive Services". The capital of the new company is SAR 25,000, and it specializes in providing interior and exterior car washing, cleaning, and lubrication services.

Automotive and Equipment Investment Company

SASCO established Automotive and Equipment Investment Company as a limited liability company to enhance its revenue sources and enable it to manage its operational and investment activities efficiently and effectively. The company's capital amounts to SAR 500,000. The company's activities include establishing workshops for repairing vehicles and heavy equipment, as well as operating service stations for vehicles and travelers on major roads between cities in the Kingdom to provide fuel and oil.

The following table outlines the company's key investments:

Company Name	Number of Shares	Total Ownership Value	Ownership Percentage (%)
Middle East Battery Company (MEBCO)	1,279	7,354,250	12.79%

Dividend Distribution from the Company's Investments as of the End of 2024

	2023	2024
Companies Investments	6,202,549	7,419,111
Securities Investments	-	1,442,696

First Palm (Al-Nakhla Al-Oula) Contracting Co.

Al-Nakhla Al-Oula Contracting Co. was established with the aim of providing operation, maintenance, and cleaning services for SASCO's sites to enhance the quality of service provided to customers. The company specializes in general contracting for buildings, including the construction, management, maintenance, and operation of residential and commercial buildings, as well as roadworks.

Additionally, it oversees the establishment and development of the Company's stations.

The company collaborates with contractors and specialized entities to develop and supervise numerous sites affiliated with SASCO. Al-Nakhla Al-Oula Contracting Co. has multiple service offices located on Khurais Road in Riyadh.

Description	Executed
SASCO Stations	21
Convenience Stores	93
Owners Stations	53

The company has installed solar panels as part of the construction project for AL-JAZEERAH (1) station on King Fahd Road - AlQassim.

Company Objectives for 2025

- Expanding the implementation of systems that support the Kingdom's Vision 2030 in environmental preservation and reducing harmful emissions by relying on renewable energy and installing vapor recovery systems for fuel tanks.
- Expanding the installation of electric vehicle chargers in 20 stations.
- Commencing the implementation of the updated station regulations issued by the Ministry of Energy, with a target of covering 27% of stations during 2025G.

SASCO Franchise Co. for Investment and Commercial Development

SASCO Franchise was established in 2014G with a capital of SAR 500,000. It is a wholly owned subsidiary of SASCO. The company specializes in granting franchise rights to other operators to run the "SASCO Stations" and "Palm" brands, with the aim of creating investment opportunities and increasing revenue and profits.

The company provides marketing and training services to operators in line with SASCO's strategic policies, while setting operational and accounting standards to ensure consistency in the delivery of services and products. The cost of a SASCO station franchise ranges between SAR 4 million and SAR 7 million, with annual operating costs ranging from SAR 300,000 to SAR 600,000.

Zaiti Petroleum Services Company

SASCO acquired the shares of Madaen Star Co. in Zaiti Petroleum Services Company, which has a capital of SAR 37.5 million, in April 2015G.

Zaiti Petroleum Services Company was established on 8th August 2007G and operates in the retail sale of fuel for automobiles and motorcycles, as well as fuel station services.

North Front Real Estate Co.

North Front Real Estate Co. was established in 2020G with the purpose of purchasing, selling, and subdividing land and real estate, in addition to off-plan sales activities, managing, and leasing residential and non-residential properties, and providing real estate management services for a commission. SASCO owns 100% of its capital.

As of the end of 2023G, the company had not yet commenced actual operations.

Amlak Nakhla Real Estate Company

Amlak Nakheel Real Estate Company was established with a capital of SAR 100,000, and SASCO owns 100% of its capital. The company specializes in managing and leasing residential and non-residential properties, in addition to providing real estate management services for a commission.

Quality and Occupational Safety

Strategic Objectives

1. Developing quality, and occupational health, and safety management systems (OHSMS), implementing global standards, and improving the quality of services, technologies, and operations provided to meet customer needs and satisfaction, ensuring protection from risks at work sites, providing a safe and healthy work environment for employees and the surrounding community, and preserving the environment.

2. Enhancing coordination with departments and success partners to regulate processes and service agreements, ensuring clear and documented procedures for monitoring and evaluating performance, minimizing quality, safety, and environmental risks associated with the Company's activities and operations, and conducting periodic evaluations to improve performance.

3. Ensuring compliance with legal and regulatory standards and the legislations of the relevant authorities, guaranteeing the availability of necessary licenses and permits for all stations and subsidiaries, ensuring quality and safety compliance for contractors, suppliers, and customers, and adhering to required quality, safety, occupational health, and environmental protection standards.

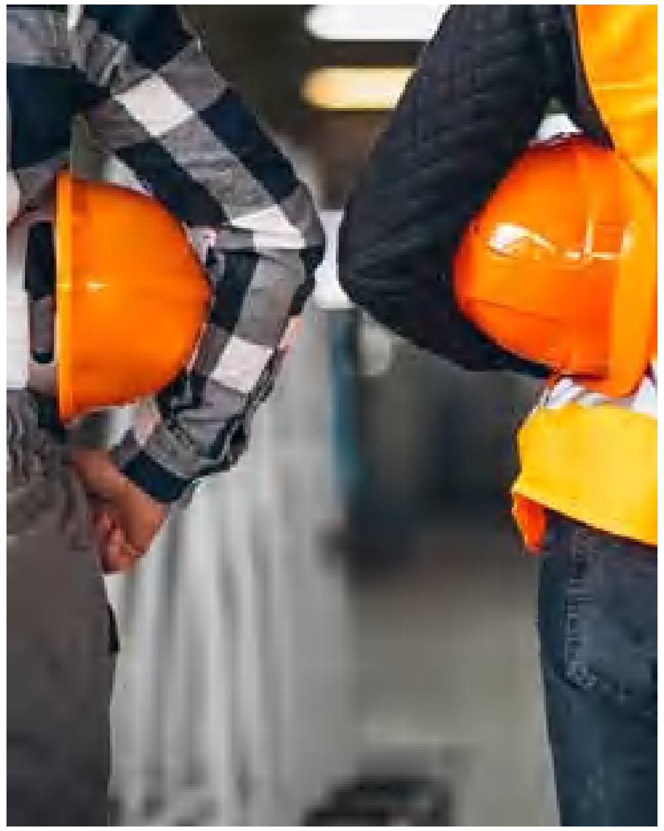
4. Strengthening cultural awareness to align with change policies, removing obstacles that hinder employee participation, and providing training to enhance performance in the fields of quality, safety, and environmental management to ensure necessary awareness. Additionally, forming a qualified, professional, and well-trained team to implement preventive measures aimed at reducing workplace accidents and injuries.

Quality and Safety Department Achievements in 2024

Item	Count
Fire extinguisher cabinet maintenance	47
Replaced fire pumps	16
Maintained fire pumps	206
Maintained and refilled fire extinguishers	7,431
Installed automatic fire suppression systems as per Ministry of Energy requirements	465
Installed circuit breakers as per reports	19
Maintenance of alarm systems (control panel - (detectors - bells - break glass units	276
Renewed safety contracts for stations and Palm convenience stores	572
Stations with renewed civil defense piping	28
Corrected and closed critical safety violations	42
Resolved safety reports received from stations via WhatsApp QR	77
Completed projects for stations and Palm (convenience stores (handover reports	147
Stations with renewed Civil Defense permits per reports	204
Stations with renewed petroleum product licenses (Ministry of Energy) per reports	87
Stations with renewed operational licenses (Municipality) per reports	109
Projects improved in quality through process re-engineering	77
Handover reports for projects at stations and Palm convenience stores	147
Stations with renewed Taqyees Program per reports	93

Efforts Undertaken by SASCO in Occupational Safety (Guidelines - Industrial Security - Individual Protection and Training)

Item	Count
New safety policies implemented or added to enhance quality, safety, and environmental performance	24
Workshops conducted	30
Courses and assumptions conducted in coordination with Civil Defense and the Red Crescent	45
Safety contractor visits to stations and Palm convenience stores	1,658
Field visits conducted to verify compliance with safety and quality standards	953
Employees trained and certified in safety courses	472
Incidents responded to, investigated, and analyzed to prevent recurrence	10



Initiatives

Enhancing coordination with official entities to serve the public interest, in collaboration with (Occupational Safety and Health Department at the Ministry of Human Resources, the Permanent Executive Committee at the Ministry of Energy, Civil Defense, Saudi Aramco, Saudi Standards Metrology and Quality Organization, the Red Crescent, and other relevant sectors).

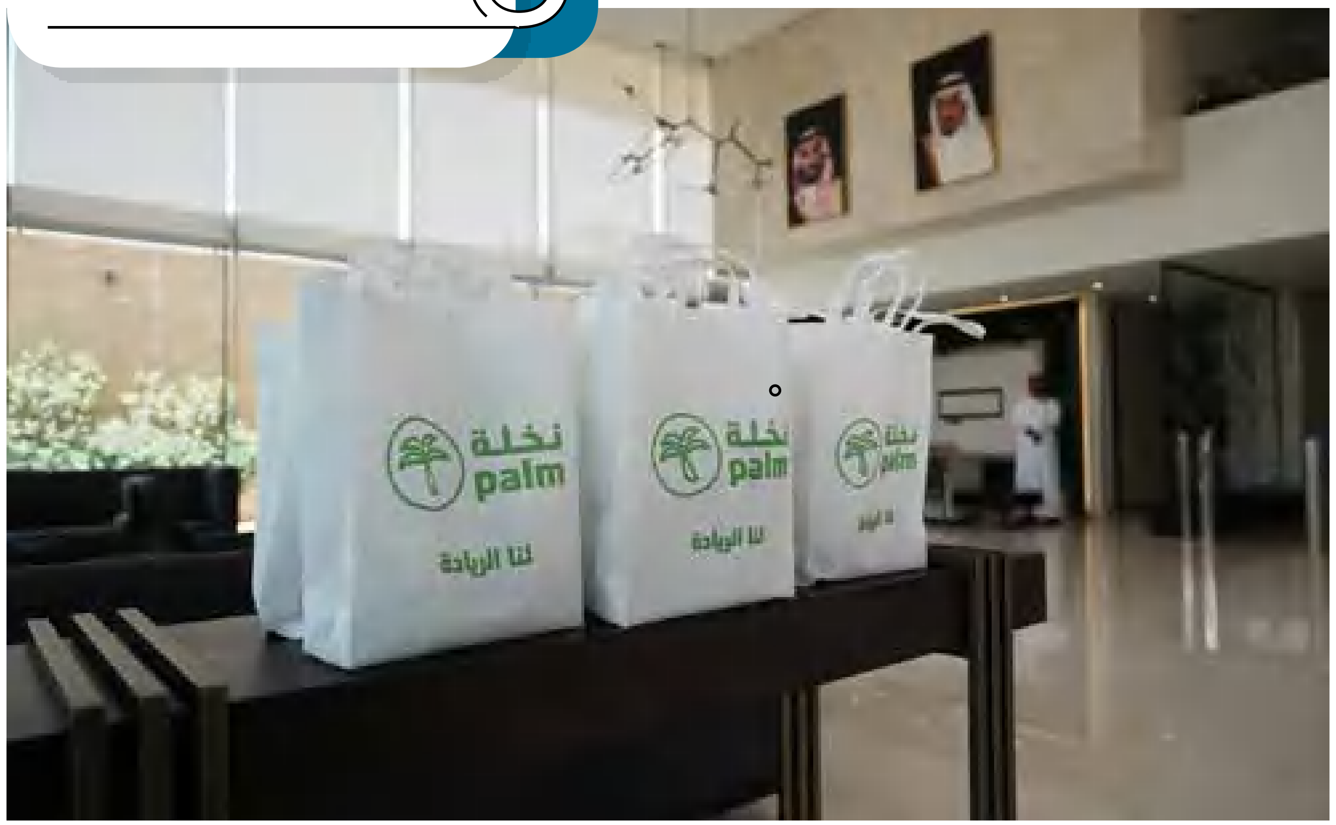
1

Launching an awareness initiative through the Company's social media platforms to disseminate educational and awareness messages on safety, quality, and the environment.

2

Participating in and celebrating international awareness days, including (World Safety Day - 28th April, World Quality Day - 2nd November, World Environment Day - 5th June, World Civil Defense Day - 1st March, and World Humanitarian Day - 19th August).

3

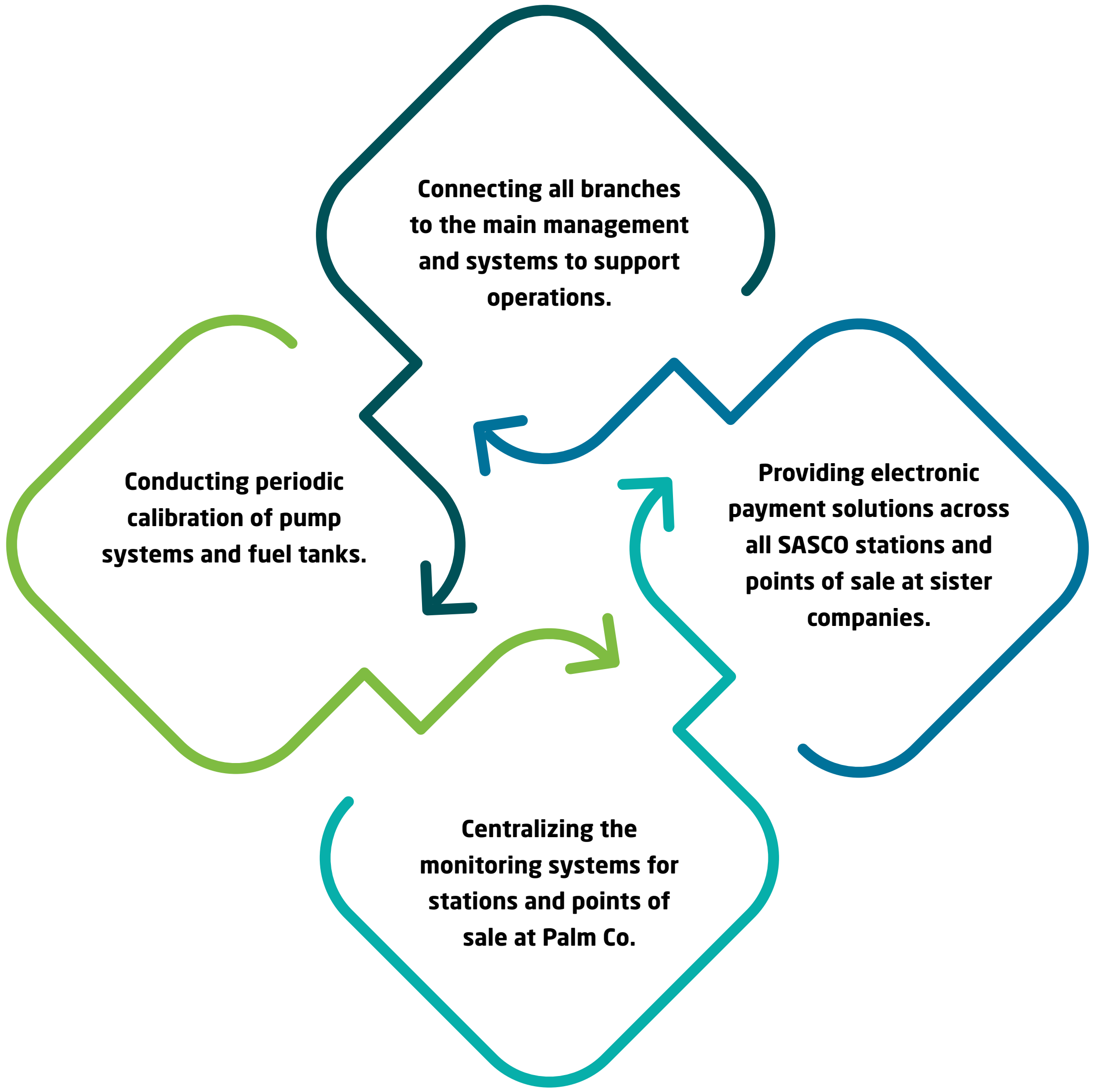


Digital Transformation

SASCO is committed to achieving the objectives of the Kingdom's Vision 2030 in digital transformation and adopts an innovative approach to developing its business model to enhance and diversify revenue streams. The Company continues to invest in technology to ensure the best possible customer experience. Additionally, it aims to provide new facilities, services, and products to customers by leveraging its technological database to understand customer preferences and offer tailored solutions that efficiently and professionally meet their needs.

Information Technology

The Information Technology Department leads the digital transformation efforts and automates all services of SASCO and its subsidiaries. This aligns with the Company's strategy, which focuses on leadership, innovation, and excellence. The department strives to improve service quality and enhance operational efficiency to ensure the highest levels of customer satisfaction by leveraging the latest technologies.
The Department plays a crucial role in meeting the new regulatory requirements for fuel stations, which include:



Service Automation

Key Technological Achievements for 2024

1. Development of the SASCO application, reaching 609,532 users by January 2025G.
2. Automation of 374 SASCO stations, linking them to a unified central system.
3. Migration of "Naft" company's infrastructure to Riyadh management and unification of internal systems.
4. Launch of the website for issuing international licenses for customs transit cards.
5. Digital transformation of "Palm" systems by automating inventory, receipt, and price printing processes, among others, using advanced electronic systems.
6. Deployment and centralized management of electronic display systems.
7. Implementation of self-service systems in 82 stations.
8. Introduction of digital/tax invoices and SASCO Customer Loyalty Program.
9. Availability of the SASCO Application and payment methods at all points of sale within SASCO and Naft outlets.
10. Expansion of the network to accept smart cards within SASCO's network.

SASCO Mobile Application

SASCO Application simplifies fuel management, allowing for easy tracking and control of expenses. It helps improve spending efficiency and maximize savings.

SASCO Application Features

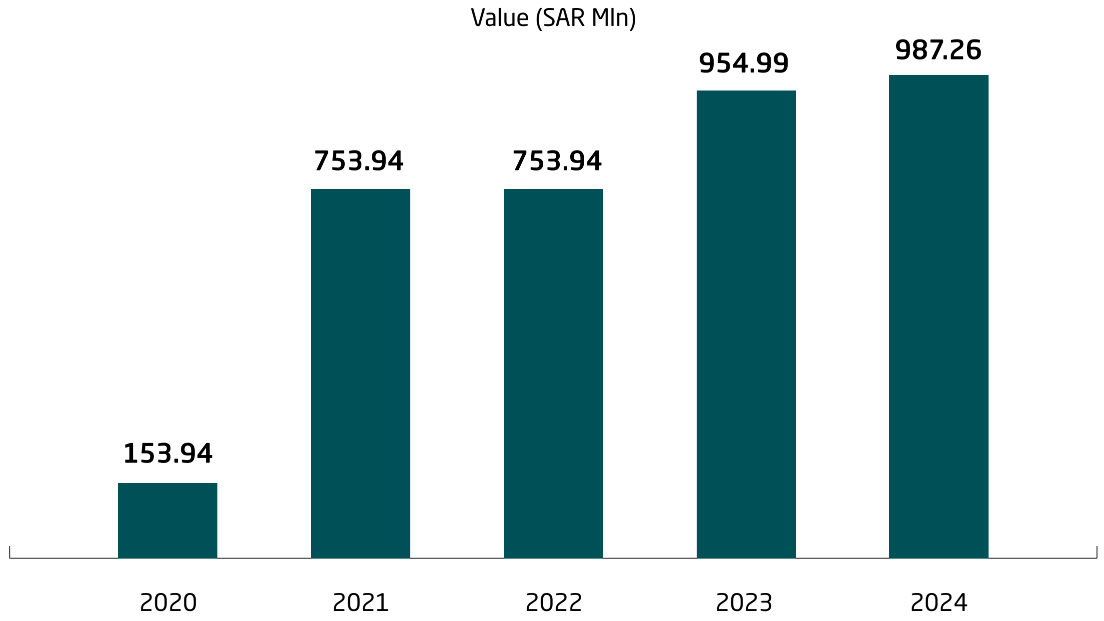
1. Earn points for every fuel refill.
2. Efficiently manage and monitor fuel expenses.
3. Generate detailed financial and consumption reports.
4. Secure and seamless payments through QR codes.
5. Integrated digital wallet functionalities.
6. Effortless access to SASCO stations.
7. Easily locate the nearest SASCO station to save time and money.
8. Enjoy exclusive promotional offers rewards, allowing you to accumulate p that can be redeemed for discounts SASCO stations and partner location

Human Resources and Employees

SASCO adopts best practices in human resources management, striving to create a work environment that meets employees' aspirations through the development of administrative structures, enhancement of policies and procedures, performance measurement, work environment improvements, and continuous training. The Company is also committed to automating HR services, starting from the application and recruitment process, to ensure efficient services and accurate performance measurement, ultimately providing employees with the best possible support. Additionally, SASCO offers a range of essential training programs for new employees, including on-the-job training, expert-led training, as well as quarterly and online training through SASCO Academy Platform. At the same time, the Company places great emphasis on recreational activities and strengthening social bonds among employees through various events and celebrations.

By the end of 2024G, SASCO's total investment in human resource development reached SAR 987.26 million.

The Company's Expenditure on Human Resource Development in the Last 5 Years

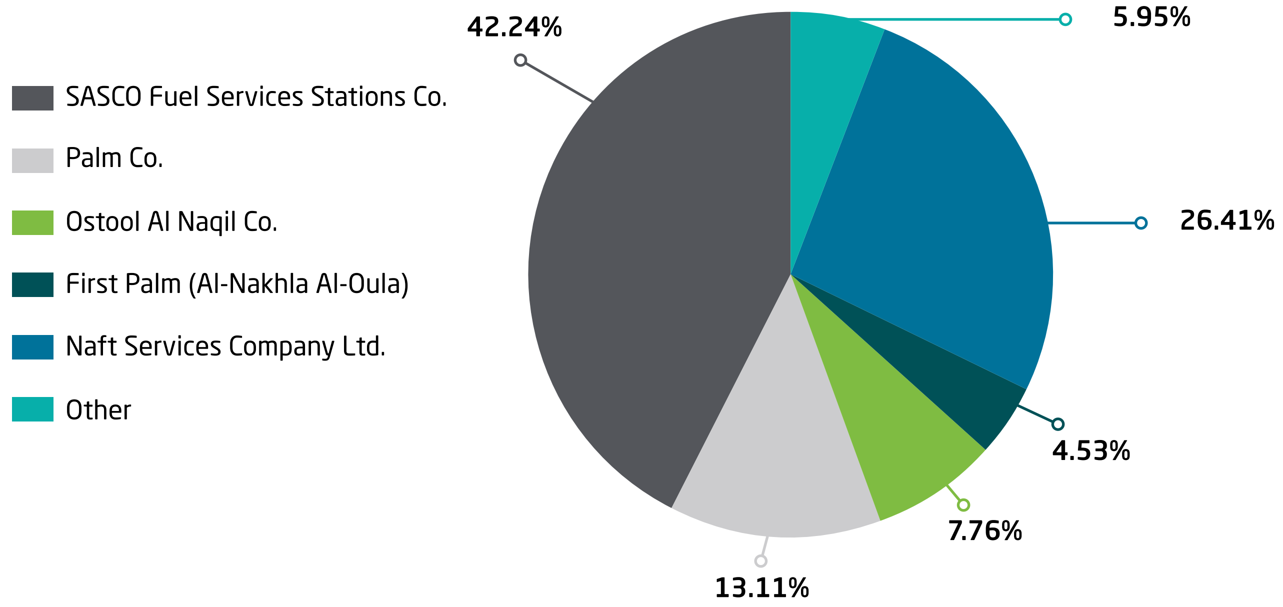


Number of Employees

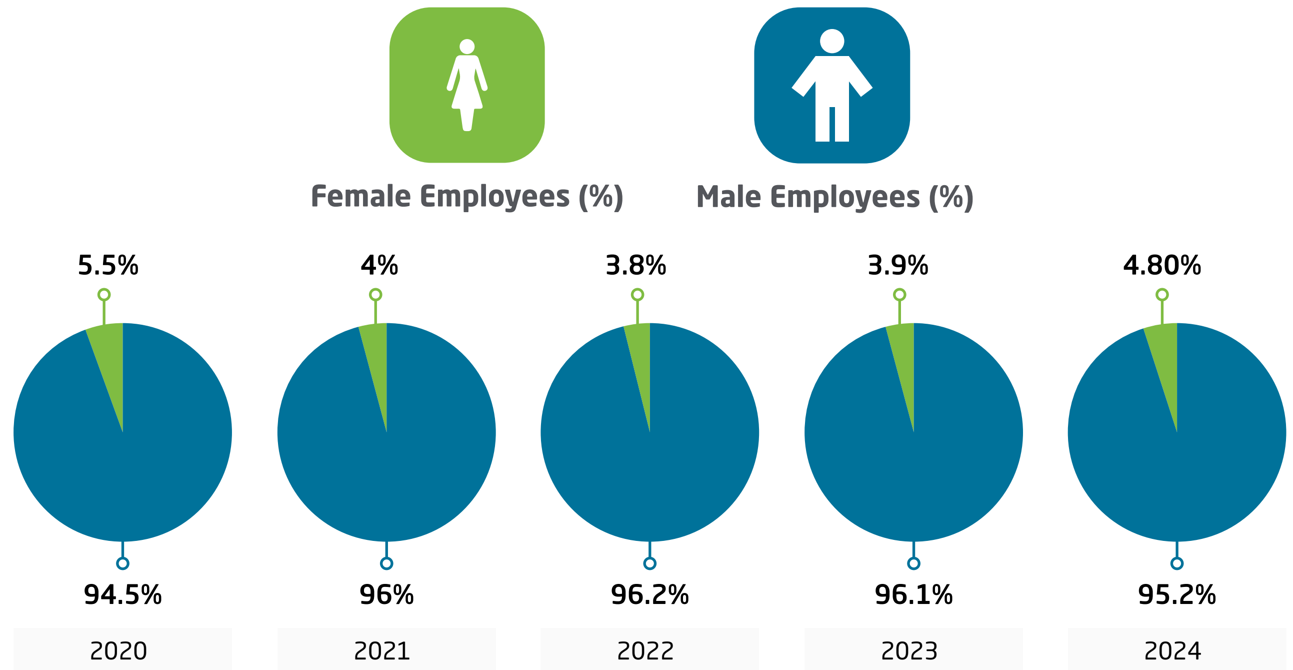
Total Employees in SASCO's Departments

Description	2023		2024	
	Saudi Employees	Non-Saudi Employees	Saudi Employees	Non-Saudi Employees
Total	506	3,211	883	5,183
	3,717		6,066	

Employee Distribution Across SASCO and Subsidiaries in 2024



Gender Distribution of Employees over the Last 5 Years



Workforce Analytics

	2023	2024
Total Employees	3,717	6,066
Female Employee Percentage (%)	3.9%	4.8%
Saudi Employee Percentage (%)	13.61%	14.56%
Number of Departing Employees	634	1,099
Employee Turnover Rate (%)	16.7%	17.46%

Saudization

Percentage of Saudi Employees in SASCO over the Last 5 Years

Year	Percentage
2020	13.37%
2021	14.7%
2022	13%
2023	13.61%
2024	14.56%

Saudization Rates in SASCO's Subsidiaries

Company	Saudization Rate (%)	Required Rate (%)
SASCO Fuel Services Stations Co.	30.35%	14.52%
The Saudi Automobile and Touring Association (SATA)	55.56%	21.98%
Palm Co.	46.40%	39.29%
Ostool Al Naqil Co.	21.85%	21.98%
SASCO WAHA Co.	37.5%	43.3%
First Palm (Al-Nakhla Al-Oula)	24.63%	21.98%

Training and Development

Training Programs, Participants, and Duration

	2023	2024
Number of Training Programs	7	12
Total Participants	1,600	2,889
Training Days	250	319
Total Training Hours	4,300	4,346
Number of Employees Trained	1,600	2,889

Training Programs by Position Level

Region	Middle Management	Others	Total
Central Region	253	594	847
Northern Region	74	179	253
Eastern Region	67	499	566
Western Region	121	652	773
Southern Region	59	190	249
Qassim Region	31	170	201

The Hours Spent by the Company's Employees in Training During the Year, Categorized by Type, Job Category, and Skill Type

<table>
<tr><th rowspan="2">Age Category</th><th colspan="3">Number of Employees</th><th colspan="3">Hours of In-Person Training</th></tr>
<tr><th>Male</th><th>Female</th><th>Total</th><th>Male</th><th>Female</th><th>Total</th></tr>
<tr><td>Mandatory</td><td>2,279</td><td>5</td><td>2,284</td><td>3,427</td><td>9</td><td>3,436</td></tr>
<tr><td>Non-Mandatory</td><td>376</td><td>229</td><td>605</td><td>566</td><td>344</td><td>910</td></tr>
<tr><td>Total</td><td>2,655</td><td>234</td><td>2,889</td><td>3,993</td><td>353</td><td>4,346</td></tr>
</table>

<table>
<tr><th rowspan="2">Age Category</th><th colspan="3">Number of Employees</th><th colspan="3">Hours of In-Person Training</th></tr>
<tr><th>Male</th><th>Female</th><th>Total</th><th>Male</th><th>Female</th><th>Total</th></tr>
<tr><td>Middle Management</td><td>376</td><td>229</td><td>605</td><td>566</td><td>344</td><td>910</td></tr>
<tr><td>Other</td><td>2,279</td><td>5</td><td>2,284</td><td>3,427</td><td>9</td><td>3,436</td></tr>
</table>

Training Programs Provided by the Company for Its Employees in 2024

Internal Courses

Course Name	Provider	Number of Participants
D-365 System	Saudi Automotive Services Company (SASCO)	630
Fuel Automation	Saudi Automotive Services Company (SASCO)	1,654
Operations and Maintenance Fundamentals	Saudi Automotive Services Company (SASCO)	40
Emergency and Evacuation Plan	Saudi Automotive Services Company (SASCO)	300

External Courses

Course Name	Provider	Number of Participants
Internal Audit of the Integrated System for Standards ISO 9001:2015 - ISO 45001:2018 ISO 14001:2015	Arabian Certification Co. for Business Services	30
Marketing and Sales Management	Injaz Training Center	36
Computer Applications Management	Injaz Training Center	59
Fundamentals of Professional Project Management (PMP)	Injaz Training Center	65
Fundamentals of Human Resource Management	Injaz Training Center	17
Personal Skills Development	Injaz Training Center	22
Fuel Station Safety Fundamentals and Maintenance Procedures	Injaz Training Center	16
Fire Safety Fundamentals	Al-Anzi Safety Equipment Foundation	20

4
Governance

"Creative Management and Constructive Compliance"

SASCO is committed to implementing the highest standards of governance to ensure the sustainability of its business and foster its growth while fully complying with the laws and regulations issued by the Capital Market Authority (CMA) and other regulatory bodies. The Company's Annual Report serves as a key tool for enhancing trust and transparency with shareholders and all relevant stakeholders by providing accurate and comprehensive information on financial performance and operational results, thereby supporting its continued success and strengthening its market position.

Company Governance

- SASCO's Management is dedicated to adhering to the Corporate Governance Regulations issued by CMA's Board while also considering the best practices implemented in the market.

- The Company applies governance through a comprehensive professional framework aimed at protecting shareholders' and stakeholders' rights, enabling employees to report any concerns or unethical practices via a reliable mechanism that ensures objectivity, confidentiality, and independence. This contributes to taking appropriate corrective actions. Furthermore, the Company strives to align its values and strategy with social and economic requirements, regulate transactions with related parties, and provide accurate and comprehensive disclosures within the designated timeframes to shareholders and regulatory authorities, thereby enhancing trust and ensuring compliance with best practices.

- In 2023G, SASCO developed the "Company Governance Regulations" document, which outlines the rules, standards, and controls related to its management to ensure the implementation of best practices in protecting shareholders' and stakeholders' rights. This aligns with the guiding Corporate Governance Regulations issued by CMA under Resolution No. (08/05/2023G) dated 25/06/1444H (corresponding to 18/01/2023G) based on the Companies Law promulgated by Royal Decree No. M/132 dated 01/12/1443H.

- Additionally, in the same year, the Board of Directors approved the updated fifth edition of the regulations, incorporating amendments made to the Corporate Governance Regulations issued by CMA on 18th January 2023G. This edition is available on the Company's website (www.sasco.com.sa).

Internal Control Concept at SASCO

SASCO adopts internal control systems through a series of practices aimed at ensuring its commitment to integrity and ethical standards while achieving strategic and operational objectives. These practices also seek to ensure the accuracy of financial and administrative reports and the Company's compliance with applicable laws and regulations.

Internal Control Objectives:

The Internal Control System aims to:

- Ensure that operations are efficient and effective.
- Ensure the necessary measures are taken to protect assets.
- Ensure that financial statements are accurate and reliable.
- Ensure full compliance with applicable laws, regulations, and rules during operations.

Components of the Internal Control - Integrated Framework (COSO)

COSO Internal Control - Integrated Framework consists of five key components:

- **Control Environment:** The foundation upon which all other internal control components are based.
- **Risk Assessment:** **Includes the following principles:** Setting appropriate objectives, identifying and analyzing risks, assessing potential fraud risks, and identifying and analyzing fundamental changes that may affect operations.
- **Control Activities:** **Includes related principles such as:** Selecting and developing control activities, enhancing IT controls, and implementing control activities through established policies and procedures.
- **Information and Communication:** **Includes the following principles:** Using high quality, relevant information to ensure the effectiveness of internal control application and maintaining internal and external communication to support and activate the control system.
- **Monitoring and Follow-up:** **Includes related principles such as:** Conducting continuous and/or separate evaluations of internal control components and assessing and reporting any deficiencies identified.

Internal Control System Activities and Practices:

- Ensuring the Company's compliance with integrity and ethical values and holding individuals accountable for responsibilities related to internal control.
- Establishing appropriate organizational structures and defining administrative dependencies, authorities, and responsibilities under the supervision of the Board or the top Executive.
- Implementing control activities through policies and procedures and clearly setting objectives to identify, assess, and analyze risks related to those objectives and determine how to manage them.
- Obtaining and using relevant information on the Company's activities and operations to support the effectiveness of internal control and the achievement of objectives.
- Evaluating and reporting deficiencies in internal controls that may negatively impact the Company's ability to achieve its objectives within the specified timeframe.

Types of Regulatory Controls:

Preventive Controls

1

Controls put in place to detect errors and deviations before they occur, such as segregation of conflicting duties.

Detective Controls

2

Controls implemented to identify errors and deviations upon occurrence, such as physical and surprise audits of cash and fixed assets.

Corrective Controls

3

Controls designed to ensure that corrective actions have been taken, such as the Management reviewing corrective procedures to ensure their adequacy and effectiveness.

Deterrent Controls

4

Controls that discourage any violations or unacceptable practices, such as the existence of an internal audit unit.

Roles and Responsibilities at SASCO

- Each individual within the Company holds a share of the responsibility for internal control. However, the ultimate responsibility for the control system rests with the Board. The Chief Executive Officer (CEO) bears the final responsibility for the control system.
- Internal control is provided by multiple parties, each contributing through their respective responsibilities. The Board (either directly or through committees), Management, Internal Auditors, and other employees all play a vital role in strengthening an effective internal control system.
- The Audit Committee, acting on behalf of the Board, regularly assesses the adequacy and effectiveness of internal control systems. This evaluation is based on the results of audit and assessment processes carried out by the Internal Audit Department and the Compliance Department, in addition to audits conducted by External Auditors.
- The Board is periodically informed of control-related matters (including risk management processes). The Board ensures the adequacy of effective internal controls across the Company based on the recommendations and guidance provided by the Audit Committee and Compliance Committee affiliated to the Board.

Application of Corporate Governance Regulations

Statement of Guiding Provisions on Governance Policies and Practices Implemented by the Company in 2024 and those Not Implemented:
The Company fully applies the provisions outlined in the Corporate Governance Regulations issued by CMA, except for the provisions listed below:

S	Article No. in the Regulations	Paragraph	Text of Article/Paragraph	Reasons of Non-Application
1	67		The Company's Board shall, by resolution therefrom, form a committee to be named the "Risk Management Committee". The Chairman and majority of its Members shall be Non-Executive Members. The Members of that Committee shall possess an adequate level of knowledge in risk management and finance.	Guiding Article. The formation of the Committee will be considered at a later stage.
2	71	a & b	For purposes of implementing the approved internal control system, the Company shall establish units or departments for the assessment and management of risks and for internal auditing. The Company may utilize external entities to perform the duties and competencies of the units or departments of risk assessments and management and internal control without prejudice to the Company's responsibility for those duties and competencies.	The Internal Audit Department is in place and has been assigned to conduct the Risk Management Department work in line with the Company's contracting with an external office to conduct the same.
3	82	2, 3	The Company shall establish programs for developing and encouraging the participation and performance of the Company's employees. The programs shall particularly include the following: 1- Establishing a scheme for granting Company shares or a percentage of the Company profits and pension programs for employees and setting up an independent fund for such programs. 2- Establishing social organizations for the benefit of the Company's employees.	Guiding Article. This will be considered at a later stage.
4	84		The Ordinary General Assembly, based on the Board recommendation, shall establish a policy that guarantees a balance between its objectives and those of the community for purposes of developing the social and economic conditions of the community.	Guiding Article. This will be considered at a later stage.
5	85	1, 2, 3, & 4	The Board shall establish programs and determine the necessary methods for proposing social initiatives by the Company, which include: 1- Establishing indicators that link the Company's performance with its social initiatives and comparing it with other companies that engage in similar activities; 2- Disclosing the objectives of the Company's social responsibility to its employees and raising their awareness and knowledge of social responsibility; 3- Disclosing plans for achieving social responsibility in the periodical reports on the activities of the Company's; and 4- Establishing awareness programs to the community to familiarize them with the Company's social responsibility.	Guiding Article. This will be considered at a later stage.
6	92		If the Board forms a corporate governance committee, it shall assign to it the competencies stipulated in Article (91) of these Regulations (Corporate Governance Regulations). Such Committee shall oversee any matters relating to the implementation of governance, and shall provide the Board with its reports and recommendations at least annually.	Guiding Article. The formation of the Committee will be considered at a later stage.

Penalties, and Sanctions:

SASCO complies with all regulatory requirements and instructions issued by CMA and other regulatory bodies. However, in 2024G, the Company was subject to certain violations related to its regular operational activities. These violations did not impact the Company's operational or financial performance.

Below is a detailed statement of the penalties, sanctions, and fines imposed by various governmental entities during the year, along with the reasons for the violations and the corrective measures taken by the Company:

S	Type of Violation	Issuing Authority	Reason for Violation	Corrective Measure
1	Operational Violations	Riyadh Airports Company (RAC)	Deficiency in safety systems	Completion of RAC requirements
2	Civil Defense Violation	National Violations Platform (Efaa)	Deficiency in safety systems	Completion of Efaa requirements
3	Security	Transport General Authority (TGA)	Violation of security guard activity regulations	Completion of TGA requirements
4	General	Transport General Authority (TGA)	Deficiency in some TGA requirements	Completion of TGA requirements
5	Overweight	Transport General Authority (TGA)	Overweight violation	Completion of TGA requirements
6	Health Card	Ministry of Municipal and Rural Affairs & Housing (MoMRAH)	Absence of a health card	Completion of MoMRAH requirements
7	Training	Ministry of Municipal and Rural Affairs & Housing (MoMRAH)	Municipal card without training	Completion of MoMRAH requirements
8	Licensing	Ministry of Municipal and Rural Affairs & Housing (MoMRAH)	Licensing	Completion of MoMRAH requirements
9	Municipal Regulation Violation	Ministry of Municipal and Rural Affairs & Housing (MoMRAH)	Municipal violation	Completion of MoMRAH requirements
10	Licensing	Ministry of Municipal and Rural Affairs & Housing (MoMRAH)	Deficiency in some licenses	Completion of MoMRAH requirements
11	Route Compliance	Jeddah Municipality (JM)	Non-compliance with designated customs routes	Completion of JM requirements
12	Building Permit	Zakat, Tax, and Customs Authority (ZATCA)	Absence of a building permit	Completion of ZATCA requirements

| Board of Directors

Mr. Ibrahim bin Mohammed Al-Hadithi

Chairman of the Board

Chairman of the Executive Committee

Mr. Sultan bin Mohammed Al-Hadithi

Vice Chairman
Executive Committee Member
Managing Director

Mr. Majid bin Mohammed Al-Othman

Board Member
Nomination and Remuneration
Committee Member

Mr. Riyadh bin Saleh Al-Malik

Board Member
Executive Committee Member
Chief Executive Officer

Mr. Turki bin Abdullah AlJawini

Board Member

Mr. Majid bin Nasser Al-Subaie

Board Member
Chairman of the Audit
Committee

Mr. Yousef bin Hamad Al-Yousifi

Board Member
Chairman of the Nomination and
Remuneration Committee

Classification of Board Members

S	Name	Nationality	Current Position	Membership Type
1	Mr. Ibrahim bin Mohammed Al-Hadithi	Saudi	Chairman of the Board	Non-Executive
2	Mr. Sultan bin Mohammed Al-Hadithi	Saudi	Vice Chairman - Managing Director	Executive
3	Mr. Majid bin Mohammed Al-Othman	Saudi	Board Member	Non-Executive
4	Mr. Riyadh bin Saleh Al-Malik	Saudi	Board Member - Chief Executive Officer	Executive
5	Mr. Turki bin Abdullah AlJawini	Saudi	Board Member	Independent
6	Mr. Majid bin Nasser Al-Subaie	Saudi	Board Member - Chairman of the Audit Committee	Independent
7	Mr. Yousef bin Hamad Al-Yousifi	Saudi	Board Member	Independent

* On 7th November 2024, the Board of Directors approved the resignation of Mr. Faisal bin Abdullah Al-Jedaie from the Board due to personal circumstances.
* On 28th November 2024, the Company's Board of Directors decided to appoint Mr. Turki bin Abdullah AlJawini as an Independent Board Member to fill the vacant seat for the current tenure ending on 29th June 2028. However, the Board's approval is not final, and this appointment will be presented at the next General Assembly meeting for ratification.

Board Members' Biographies

Mr. Ibrahim bin Mohammed Al-Hadithi

Chairman of the Board
Chairman of Executive Committee

Membership Type
Non-Executive

Nationality
Saudi

Qualifications and Experience
- Businessman with a high school diploma and over 43 years of experience in corporate management. Held various positions, including Vice Chairman of the Council of Saudi Chambers. Served on the boards of publicly and privately listed companies in the Saudi capital market, as well as companies in real estate, services, investment, and financial services within and outside the Kingdom.

Current Positions:
- Chairman, Board of Directors, Chairman of Executive Committee, Saudi Automotive Services Company (SASCO).
- Chairman, Board of Directors, Madaen Star Group.
- Chairman, Board of Directors, Ibrahim Mohammed Al-Hadithi Investment Company.
- Chairman, Board of Directors, Mulkia Investment Company.
- Chairman, Board of Directors, Zawaya Real Estate Company.
- Chairman, Board of Directors, Balada Company for Specialized Commercial Complexes.
- Chairman, Board of Directors, Akwan Real Estate Company.
- Chairman, Board of Directors, Naft Services Company.

Previous Positions:
- Vice Chairman, Board of Directors, Saudi Chambers of Commerce.
- Chairman, Board of Directors, Chamber of Commerce and Industry in Al-Kharj.
- Member, Local Council of Al-Kharj Governorate.
- Board Member, Solidarity Company.
- Board Member, Nahaz Investment Company.

Mr. Sultan bin Mohammed Al-Hadithi

Vice Chairman

Managing Director - Executive Committee Member

Membership Type	Executive
Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree with Honors, Accounting, King Saud University (KSU). MBA, London Business School (LBS). • Held leadership positions in public and private companies in the Kingdom. • Expertise in corporate restructuring, strategic planning, and investment management in financial securities, private equity, and real estate investment. • Served on the boards and committees of numerous publicly and privately held companies.
Current Positions:	• Vice Chairman, Managing Director, and Executive Committee Member, Saudi Automotive Services Company (SASCO). • Board Member, Madaen Star Group. • Vice Chairman, Zawaya Real Estate Company. • Board Member, Mulkia Investment Company. • Board Member, Nahaz Investment Company. • Board Member, Thakher Real Estate Development Company. • Board Member, Palm Co. • Board Member, Naft Services Company.
Previous Positions:	• CEO, Ibrahim Mohammed Al-Hadithi Investment Company. • CEO, Zayti Petroleum Services Company. • Deputy General Manager, Financial and Administrative Affairs, Madaen Star Group. • Board Member, Saudi Chemical Company. • Board Member, United Wire Factories Company (ASLAK).

Mr. Majid bin Mohammed Al-Othman

Board Member

Nomination and Remuneration Committee Member

Membership Type	Non-Executive
Nationality	Saudi
Qualifications and Experience	• Businessman with a high school diploma and over 36 years of experience in real estate, contracting, and automotive services.
Current Positions:	• Board Member, Nomination and Remuneration Committee Member, Saudi Automotive Services Company (SASCO). • Vice Chairman, Naft Services Company. • Chairman, Board of Directors, Ostool Al Naqil Co. • Managing Director, Madaen Star Group. • Board Member, Zawaya Real Estate Company. • Board Member, Balada Company for Specialized Commercial Complexes. • Vice Chairman, Ibrahim Mohammed Al-Hadithi Investment Company. • Chairman, Board of Executive Directors, Najmat Projects Contracting Company. • Chairman, Board of Executive Directors, Fun Gate Company.
Previous Positions:	• General Manager, Madaen Star for Contracting. • General Manager, Madaen Star Group for Automotive Services. • Chairman, Board of Executive Directors, Naft Services Company (Closed Joint Stock Company).

Mr. Riyadh bin Saleh Al-Malik

Board Member
Executive Committee Member - Chief Executive Officer

Membership Type	Executive
Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Business Administration, King Abdulaziz University (KAU). • Extensive experience in corporate management, particularly in fuel station companies. • Served as a board member for several companies.
Current Positions:	• Board Member, Executive Committee Member, and Chief Executive Officer, Saudi Automotive Services Company (SASCO). • Vice Chairman and Managing Director, Palm Co. • Vice Chairman and Managing Director, Ostool Al Naqil Co. • Vice Chairman, Theeb Car Rental Company. • Chairman, Nomination and Remuneration Committee, Theeb Car Rental Company. • Member, Customs Council of Fédération Internationale de l'Automobile (International Automobile Federation). • Chairman, National Committee for Gas Station Companies, Council of Saudi Chambers.
Previous Positions:	• General Manager, Tas'helat Marketing Company Ltd. • Deputy General Manager, Riyadh Development Company (ARDCO). • Director, Marketing Department, Saudi Real Estate Company. • Manager, Sales, Saudi Hotels Company. • President, Customs Council of the International Automobile Federation. • Member, Board of Executive Directors, Naft Services Company Ltd. (Closed Joint Stock Company).

Mr. Turki bin Abdullah AlJawini

Board Member

Membership Type	Independent
Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Management Information Systems, Clarion University, Pennsylvania, USA.
Current Positions:	• Board Member, Saudi Automotive Services Company (SASCO). • General Manager, Human Resources Development Fund (Hadaf). • Board Member, National Gas and Industrialization Company (GASCO), representing Human Resources Development Fund (HRDF). • Board Member, Al Jouf Agricultural Development Co. (JADCO), representing Human Resources Development Fund (HRDF).
Previous Positions:	• Chief Executive Officer, Dammam Airports Company. • Advisor to the Assistant President for the Airports Sector, General Authority of Civil Aviation (GACA). • Director, Investment Sector, NAS Holding. • Branch Network Manager, Saudi British Bank (SABB). • Board Member, Takamol Business Solutions Company. • Board Member, Future Work Company. • Board Member, Sawaed Business Services Company.

Mr. Majid bin Nasser Al-Subaie

Board Member
Chairman of the Audit Committee

Membership Type	Independent
Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Economic Sciences, King Saud University (KSU). • Over 22 years of experience in corporate management. • Held multiple leadership positions in various companies.
Current Positions:	• Board Member, Chairman of the Audit Committee, Saudi Automotive Services Company (SASCO). • Chief Executive Officer, Nasser bin Mohammed Al-Subaie & Sons Investment Company. • Board Member, Riyadh Development Company (ARDCO). • Managing Director, Ghrass Al-Joud Investment Company. • Managing Director, Awaser Investment Company.
Previous Positions:	• Executive Committee Member, Saudi Automotive Services Company (SASCO). • Director, Real Estate Projects, Nasser bin Mohammed Al-Subaie & Sons Investment Company. • Financial Analyst, Morgan Stanley (MS). • Managing Director, Morgan Stanley (MS).

Mr. Yousef bin Hamad Al-Yousifi

Board Member - Chairman of Nomination and Remuneration Committee

Membership Type	Independent
Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Electrical Engineering, University of Colorado, USA. • Master's Degree, Business Administration, Harvard University, USA. • Board member of several companies and a member of the Investment Committee, the Saudi Venture Capital Company (SVC). • Chairman of Nomination and Remuneration Committee and a Member of Investment and Governance Committee at MedGulf Co. • Chairman of Nomination and Remuneration Committee, Saudi Fransi Capital Co. • Partner, Future Generation Investment Company. • Partner, Sada Co. for direct investments in private equity.
Current Positions:	• Chairman of Nomination and Remuneration Committee, Saudi Automotive Services Company (SASCO). • Chief Executive Officer, Board Member, Joa Capital Company. • Board Member, Mediterranean and Gulf Cooperative Insurance and Reinsurance Company (MEDGULF). • Board Member, Saudi Post. • Board Member, General Organization for Postal and Logistics Services (SPL). • Board Member, Saudi Airlines Catering Company (SACC).
Previous Positions:	• Board Member, Saudi Fransi Capital Co. • Board Member, Leejam Sports Company. • Manager, Investment, Saudi Technology Development and Investment Company (TAQNIA). • Energy Sector Analyst, Passport Capital Co. • Advisor, King Abdullah Petroleum Studies and Research Center (KAPSARC). • Associate Officer, Private Property Department, Jadwa Investment. • Consultant, Booz & Company. • Oilfield Engineer, Schlumberger Co. • Telecommunications Engineer, Saudi Arabian Oil Company (Saudi Aramco).

Current and Previous Positions of Board Members in Companies, inside or outside the Kingdom

The following table provides a statement of the names of companies, both within and outside the Kingdom, in which a Board Member currently holds or has previously held a board membership or managerial position, as follows:

Member Name	Companies in which the Board Member Currently Serves on the Board or as a Manager			Companies in which the Board Member Previously Served on the Board or as a Manager		
	Company Name	Inside/Outside the Kingdom	Legal Entity	Company Name	Inside/ Outside the Kingdom	Legal Entity
Mr. Ibrahim bin Mohammed Al-Hadithi	Madaen Star Group	Inside the Kingdom	Unlisted Joint Stock Company	Solidarity Company	Inside the Kingdom	Listed Joint Stock Company
	Akwan Real Estate Company	Inside the Kingdom	Unlisted Joint Stock Company	Dakkin Advertising & Design Consultancy	Inside the Kingdom	Limited Liability Company
	Ibrahim Mohammed Al-Hadithi Investment Company	Inside the Kingdom	Unlisted Joint Stock Company	Nahaz Investment Company	Inside the Kingdom	Unlisted Joint Stock Company
	Zawaya Real Estate Company	Inside the Kingdom	Unlisted Joint Stock Company			
	Balada Company for Specialized Commercial Complexes	Inside the Kingdom	Unlisted Joint Stock Company			
	Mulkia Investment Company	Inside the Kingdom	Unlisted Joint Stock Company			
	Saudi Finance Company	Inside the Kingdom	Limited Liability Company			
	Naft Services Company	Inside the Kingdom	(Closed Joint Stock Company)			

Member Name	Companies in which the Board Member Currently Serves on the Board or as a Manager			Companies in which the Board Member Previously Served on the Board or as a Manager		
	Company Name	Inside/Outside the Kingdom	Legal Entity	Company Name	Inside/Outside the Kingdom	Legal Entity
Mr. Sultan bin Mohammed Al-Hadithi	Madaen Star Group	Inside the Kingdom	Unlisted Joint Stock Company	Saudi Chemical Company	Inside the Kingdom	Listed Joint Stock Company
	Zawaya Real Estate Company	Inside the Kingdom	Unlisted Joint Stock Company	Najmat Projects Contracting Company	Inside the Kingdom	Limited Liability Company
	Nahaz Investment Company	Inside the Kingdom	Unlisted Joint Stock Company	National Real Estate Group	Inside the Kingdom	Limited Liability Company
	Mulkia Investment Company	Inside the Kingdom	Unlisted Joint Stock Company	Ibrahim Mohammed Al-Hadithi Investment Company	Inside the Kingdom	Unlisted Joint Stock Company
	Thakher Real Estate Development Company	Inside the Kingdom	Limited Liability Company	United Wire Factories Company (ASLAK)	Inside the Kingdom	Listed Joint Stock Company
	Mulkia Trading Company	Inside the Kingdom	Limited Liability Company	Dakkin Advertising & Design Consultancy	Inside the Kingdom	Limited Liability Company
	Marib Development and Real Estate Investment Company	Inside the Kingdom	Limited Liability Company	Tamdeen First for Real Estate Company	Inside the Kingdom	Limited Liability Company
	Knowledge & Childhood Investment Company	Inside the Kingdom	Limited Liability Company			
	Tamdeen First for Real Estate Company	Inside the Kingdom	Limited Liability Company			
	Arzak Agricultural Company	Inside the Kingdom	Limited Liability Company			
	Dur Alkuttab Ltd Co.	Inside the Kingdom	Limited Liability Company			
	Vehicles and Equipment Investments Co.	Inside the Kingdom	Limited Liability Company			
	Ostool Al Naqil Co.	Inside the Kingdom	Limited Liability Company			
	Palm Co.	Inside the Kingdom	Unlisted Joint Stock Company			
	Al-Nakhla Al-Oula Contracting Co.	Inside the Kingdom	Limited Liability Company			
	Saudi Automobile and Touring Association (SATA)	Inside the Kingdom	Limited Liability Company			
	Zayti Petroleum Services Company	Inside the Kingdom	Limited Liability Company			
	SASCO WAHA Co.	Inside the Kingdom	Limited Liability Company			
	SASCO Franchise Co.	Inside the Kingdom	Limited Liability Company			
	Amlak Nakhla Real Estate Company	Inside the Kingdom	Limited Liability Company			
	North Front Real Estate Co.	Inside the Kingdom	Limited Liability Company			
	Naft Services Company	Inside the Kingdom	(Closed Joint Stock Company)			

Member Name	Companies in which the Board Member Currently Serves on the Board or as a Manager			Companies in which the Board Member Previously Served on the Board or as a Manager		
	Company Name	Inside/Outside the Kingdom	Legal Entity	Company Name	Inside/Outside the Kingdom	Legal Entity
Mr. Majid bin Mohammed Al-Othman	Madaen Star Group	Inside the Kingdom	Unlisted Joint Stock Company	Zayti Petroleum Services Company	Inside the Kingdom	Unlisted Joint Stock Company
	Zawaya Real Estate Company	Inside the Kingdom	Unlisted Joint Stock Company	Madaen Star Group for Automotive Services	Inside the Kingdom	Limited Liability Company
	Balada Company for Specialized Commercial Complexes	Inside the Kingdom	Unlisted Joint Stock Company	Dakkin Advertising & Design Consultancy	Inside the Kingdom	Limited Liability Company
	Ibrahim Mohammed Al-Hadithi Investment Company	Inside the Kingdom	Unlisted Joint Stock Company			
	Naft Services Company	Inside the Kingdom	(Closed Joint Stock Company)			
	Najmat Projects Contracting Company	Inside the Kingdom	Limited Liability Company			
	Fun Gate Company	Inside the Kingdom	Limited Liability Company			
Mr. Riyadh bin Saleh Al-Malik	Theeb Car Rental Company	Inside the Kingdom	Listed Joint Stock Company	Tas'helat Marketing Company Ltd.	Inside the Kingdom	Limited Liability Company
	Vehicles and Equipment Investments Co.	Inside the Kingdom	Limited Liability Company	Sahl Transportation Company	Inside the Kingdom	Limited Liability Company
	Ostool Al Naqil Co.	Inside the Kingdom	Unlisted Joint Stock Company	Sara Telecom Company	Inside the Kingdom	Limited Liability Company
	Palm Co.	Inside the Kingdom	Unlisted Joint Stock Company	Al Furousia Trading & Services Co. Ltd	Inside the Kingdom	Limited Liability Company
	Al-Nakhla Al-Oula Contracting Co.	Inside the Kingdom	Limited Liability Company			
	Saudi Automobile and Touring Association (SATA)	Inside the Kingdom	Limited Liability Company			
	Zayti Petroleum Services Company	Inside the Kingdom	Limited Liability Company			
	SASCO WAHA Co.	Inside the Kingdom	Limited Liability Company			
	SASCO Franchise Co.	Inside the Kingdom	Limited Liability Company			
	Amlak Nakhla Real Estate Company	Inside the Kingdom	Limited Liability Company			
	North Front Real Estate Co.	Inside the Kingdom	Limited Liability Company			

Member Name	Companies in which the Board Member Currently Serves on the Board or as a Manager			Companies in which the Board Member Previously Served on the Board or as a Manager		
	Company Name	Inside/Outside the Kingdom	Legal Entity	Company Name	Inside/Outside the Kingdom	Legal Entity
Mr. Turki bin Abdullah AlJawini	National Gas and Industrialization Company (GASCO)	Inside the Kingdom	Listed Joint Stock Company	Dammam Airports Company	Inside the Kingdom	Government-Owned Company
	Al Jouf Agricultural Development Co. (JADCO)	Inside the Kingdom	Listed Joint Stock Company	NAS Holding	Inside the Kingdom	Unlisted Joint Stock Company
Mr. Majid bin Nasser Al-Subaie	Nasser bin Mohammed Al-Subaie & Sons Investment Company	Inside the Kingdom	Unlisted Joint Stock Company			
	Riyadh Development Company (ARDCO)	Inside the Kingdom	Listed Joint Stock Company			
Mr. Yousef bin Hamad Al-Yousifi	Joa Capital Company	Inside the Kingdom	Closed Joint Stock Company	Leejam Sports Company	Inside the Kingdom	Unlisted Joint Stock Company
	Saudi Airlines Catering Company (SACC)	Inside the Kingdom	Listed Joint Stock Company	Saudi Technology Development and Investment Company (TAQNIA)	Inside the Kingdom	Unlisted Joint Stock Company
	Mediterranean and Gulf Cooperative Insurance and Reinsurance Company (MEDGULF)	Inside the Kingdom	Listed Joint Stock Company	Passport Capital Co.	Outside the Kingdom	Limited Liability Company
				Jadwa Investment	Inside the Kingdom	Unlisted Joint Stock Company
				Booz & Company	Outside the Kingdom	Joint Stock Company
				Schlumberger Co.	Outside the Kingdom	Joint Stock Company
				Saudi Fransi Capital Co.	Inside the Kingdom	Unlisted Joint Stock Company
				Saudi Post	Inside the Kingdom	Government Institution
				General Organization for Postal and Logistics Services (SPL).	Inside the Kingdom	Institution

Board Meetings and Attendance Record

The Board Members have demonstrated their commitment by dedicating sufficient time to fulfill their responsibilities, preparing for Board and Committees meetings, and ensuring their availability. Meetings were scheduled in advance to allow for proper preparation, with all Members adhering to attendance requirements and actively participating in discussions on all agenda items. The table below presents the attendance record of Board Members for meetings held in 2024G:

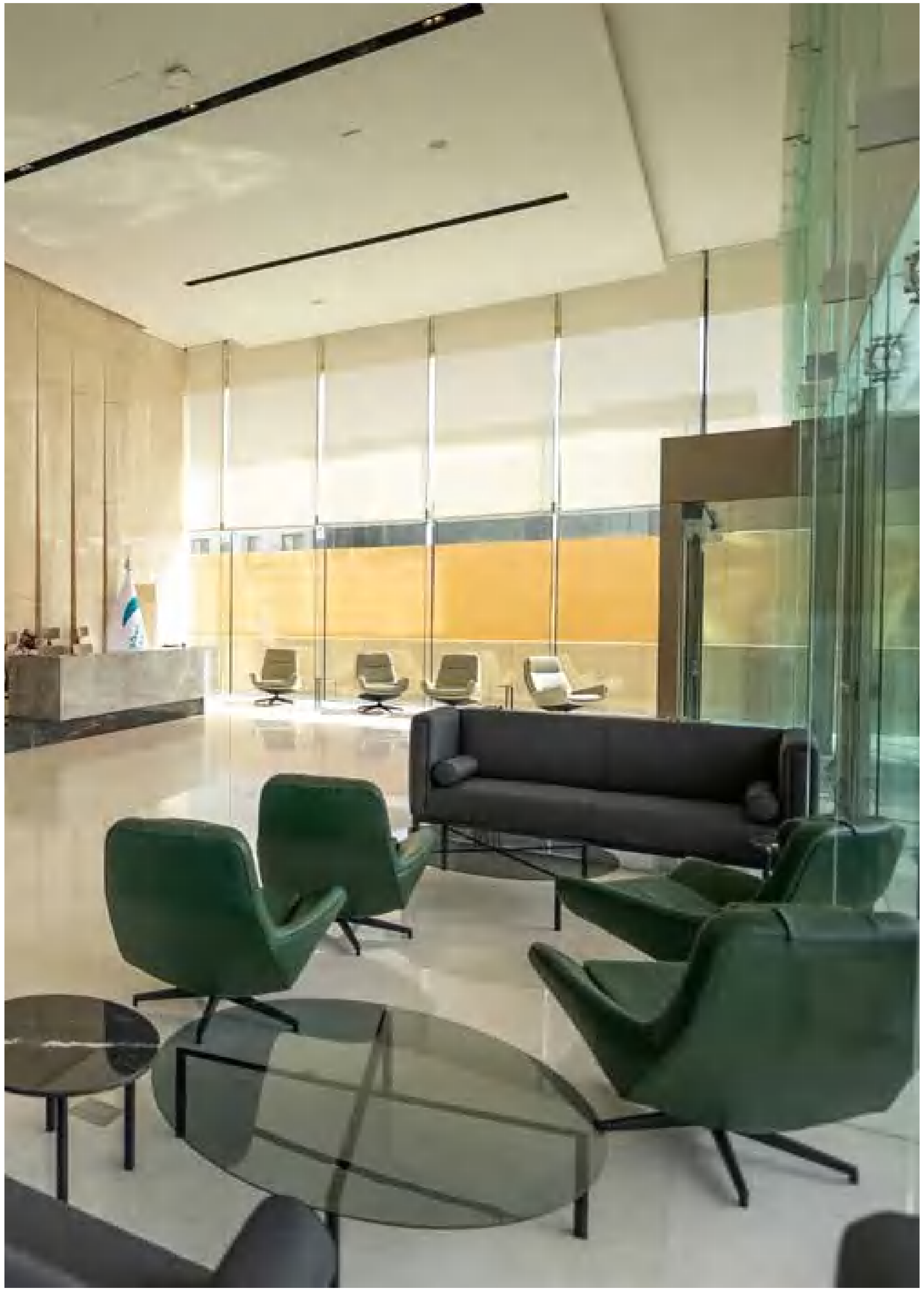
S	Member Name	Number of Meetings: (5)					Attendance Percentage
		Meeting No. (1) (27/03/2024)	Meeting No. (2) (26/05/2024)	Meeting No. (3) (04/09/2024)	Meeting No. (4) (07/11/2024)	Meeting No. (5) (25/12/2024)	
1	Mr. Ibrahim bin Mohammed Al-Hadithi	√	√	√	√	√	100%
2	Mr. Sultan bin Mohammed Al-Hadithi	√	√	√	√	√	100%
3	Mr. Nasser bin Abdullah Al-Aufi	Attended via Digital Means	Attended via Digital Means	14th Tenure			100%
4	Mr. Majid bin Mohammed Al-Othman	√	√	√	√	Apologized Due to Personal Circumstances	80%
5	Mr. Riyadh bin Saleh Al-Malik	√	√	√	√	√	100%
6	Mr. Turki bin Abdullah AlJawini	Appointed on 28th November 2024				Attended via Digital Means	100%
7	Mr. Faisal bin Abdullah Al-Jedaie	√	√	√	√	Resigned on 7th November 2024	100%
8	Mr. Ali bin Mohammed Aba Al-Khail	√	√	14th Tenure			100%
9	Mr. Majid bin Nasser Al-Subaie	Attended via Digital Means	√	√	√	Attended via Digital Means	100%
10	Mr. Yousef bin Hamad Al-Yousifi	√	√	√	√	√	100%

* No Board Member submitted a written request to convene a meeting in 2024G, nor did any Member object to the Board's agenda or decisions.

During the year 2024, no Board Member submitted a written request to convene a Board meeting, nor were any objections raised by members regarding the Board's agenda or resolutions.

Board Performance Assessment

In 2019G, the Board of Directors approved a mechanism for assessing the performance of the Board, its Committees, and its Members, based on a recommendation from the Nomination and Remuneration Committee. This mechanism includes an external assessment, with the Board arranging for an assessment by an independent external entity every three years, or as needed. In 2023G, the performance of the Board, its Members, and its Committees was assessed by an external assessor, "AMSAK Office". According to the policy, an external assessment is conducted every three years, or as required.



Board Committees

Executive Committee

Competencies and Functions of the Executive Committee

1. Reviewing the Company's strategic and operational plans and budgets and providing recommendations for submission to the Board of Directors.
2. Evaluating feasibility studies for new business projects and submitting recommendations.
3. Reviewing and granting initial approvals on high-priority matters requiring Board decisions.
4. Making decisions on matters delegated by the Board that fall outside the authority of the Managing Director and CEO. These matters may include investments, human resources, compensation, information technology, capital expenditures, and procurement, among others, within the limits of the Committee's authority.
5. Defining the Company's investment objectives and policies, which include:

- Permissible investment assets, in line with regulatory constraints.
- Asset classifications.
- Long-term investment policies and objectives, including risk tolerance, asset diversification, investment currencies, and the selection of domestic or international investments.
- Investment management and custodial arrangements.
- Appointment and periodic evaluation of portfolio managers and custodians.
- Methods and frequency of performance analysis and reporting.
- Approving investment transactions in accordance with the investment policy, with the authority to delegate approval powers within specific financial limits to the CEO or CFO to practice jointly or individually, as per the delegation conditions.
- Reviewing and assessing the Company's investment policy based on performance assessment.
- Evaluating investment results to measure the success of implemented strategies and reporting investment performance to the Board, ensuring adherence to the investment policy and guidelines.

6. Entering into short- and long-term investment agreements, as well as financing and loan arrangements within the Committee's authority.
7. Overseeing the execution and development of the Company's organizational structures and ensuring the prompt implementation of decisions.
8. Reviewing administrative regulations with Company Management and making decisions that facilitate their implementation.
9. Engaging with Senior Officials from government and private entities to address challenges facing the Company and to communicate its programs.
10. Reviewing and monitoring the implementation of all Company projects, making decisions within the delegated authority, discussing challenges in project execution, identifying causes, recommending solutions, and proposing necessary actions.
11. Evaluating designs and technical specifications and providing appropriate recommendations.
12. Making decisions on matters referred to the Committee by the Board for review and resolution.
13. Undertaking actions that support the Company's objectives within the framework of regulations, policies, and Board resolutions.
14. Conducting purchases and acquisitions of existing stations or lands for station development within the Committee's authority.
15. Reviewing suggestions from the Company Management related to achieving its objectives and overseeing administrative, financial, and operational matters to enable swift execution or escalate them to the Board, as necessary.
16. Handling tasks assigned by the Board or the Chairman for study or implementation.

Key Achievements of the Executive Committee in 2024

Reviewing the Company's and its Subsidiaries' five-year plans and provided recommendations to the Board of Directors.

Monitoring the objectives and recommendations of the Company's and its Subsidiaries' strategic plans.

Assessing investment opportunities available to the Company.

Coordinating with relevant authorities regarding the Company's lands and sites.

Following up on the execution of the Company projects.

Monitoring the financial and operational performance of the Company and its Subsidiaries.

Reviewing the Company's outstanding debts and proposed allocations.

Following up on legal matters concerning the Company.

Overseeing the acquisition of new sites for the Company.

Evaluating the Company's investments and liquidity and providing recommendations to the Board.

Developing and approving the Committee's 2025G action plan for submission to the Board.

Approving the estimated budget for the Company and its Subsidiaries, and submitted recommendations to the Board for approval.

Following up on the Company's marketing reports.

Committee Members

Member Name	Position
Mr. Ibrahim bin Mohammed Al-Hadithi	Chairman of the Committee
Mr. Sultan bin Mohammed Al-Hadithi	Committee Member
Mr. Riyadh bin Saleh Al-Malik	Committee Member

Committee Meeting Details for 2024

S	Member Name	Position	Number of Meetings: (5)					Attendance Percentage
			Meeting No. (1) (14/03/2024)	Meeting No. (2) (26/05/2024)	Meeting No. (3) (02/09/2024)	Meeting No. (4) (07/11/2024)	Meeting No. (5) (23/12/2024)	
1	Mr. Ibrahim bin Mohammed Al-Hadithi	Chairman of the Committee	√	√	√	√	√	100%
2	Mr. Sultan bin Mohammed Al-Hadithi	Committee Member	√	√	√	√	√	100%
3	Mr. Riyadh bin Saleh Al-Malik	Committee Member	√	√	√	√	√	100%

Audit Committee

Competencies and Duties of the Audit Committee

1. Reviewing the Company's interim and annual financial statements before they are presented to the Board, providing opinions, and making recommendations to ensure their integrity, fairness, and transparency.
2. Providing technical opinions – upon the Board's request – on whether the Board's report and the Company's financial statements are fair, balanced, comprehensible, and include sufficient information to enable shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
3. Examining any significant or unusual matters included in the financial reports.
4. Thoroughly investigating any issues raised by the Chief Financial Officer, his designee, the Compliance Officer, or the External Auditor.
5. Verifying the accounting estimates related to significant financial report matters.
6. Reviewing the Company's accounting policies and providing opinions and recommendations to the Board in this regard.
7. Examining and assessing the Company's internal control, financial control, and risk management systems.
8. Reviewing internal audit reports and following up on the implementation of corrective actions for the observations noted.
9. Recommending to the Board the appointment of the Head of Internal Audit or the Internal Auditor and proposing their remuneration.
10. Supervising and overseeing the performance and activities of the Internal Auditor and Internal Audit Department to ensure they have the necessary resources and effectiveness in fulfilling their responsibilities.
11. Recommending to the Board the appointment, dismissal, and remuneration of External Auditors, as well as assessing their performance after verifying their independence and reviewing the scope of their work and contractual terms.
12. Ensuring the independence, objectivity, and fairness of the External Auditor and the effectiveness of the audit process, considering relevant rules and standards.
13. Reviewing the External Auditor's audit plan and work, ensuring the External Auditor does not provide non-audit technical or administrative services beyond their audit duties, and providing opinions regarding this matter.
14. Addressing inquiries from the Company's External Auditor.
15. Reviewing the External Auditor's report, observations on financial statements, and follow-up actions taken in response.
16. Reviewing reports from regulatory authorities and ensuring that the Company has taken necessary actions accordingly.
17. Ensuring the Company's compliance with relevant laws, regulations, policies, and instructions.
18. Reviewing contracts and transactions the Company intends to enter into with related parties and submitting consultations to the Board.
19. Raising matters requiring action to the Board and making recommendations on necessary actions.

Key Achievements of the Audit Committee in 2024

- **Reviewing and assessing the Company's internal control system and preparing an annual report submitted to the General Assembly of Shareholders, which included the Audit Committee's opinion on the adequacy of internal control systems and other activities within its scope.**
- **Following up on risk assessment reports and making recommendations accordingly.**
- **Providing recommendations to the Board regarding the nomination of External Auditors, determining their fees, and evaluating their performance after reviewing submitted audit firm suggestions.**
- **Analyzing and reviewing the annual and interim financial statements before presenting them to the Board, offering opinions and recommendations to ensure their integrity, fairness, and transparency, as well as reviewing External Auditors' comments and making relevant recommendations.**
- **Reviewing the External Auditor's audit plan and work, addressing their inquiries, and ensuring they did not perform non-audit technical or administrative tasks, submitting consultations therein, thereby verifying the Company's External Auditor's independence.**
- **Discussing points raised in the Management letter from External Auditors and following up on their resolution.**
- **Reviewing and approving the annual audit plan prepared by the Internal Audit Department, ensuring its implementation, and monitoring progress.**
- **Discussing various Internal Audit reports, making recommendations, and following up on Management's implementation of agreed corrective actions, particularly those with high-risk implications.**
- **Holding several meetings with the External Auditor, Chief Financial Officer, and Head of Internal Audit during 2024G.**
- **Reviewing the Company's compliance with relevant laws, regulations, policies, and instructions, examining compliance reports, and following up on the actions taken accordingly.**

Committee Members

Member Name	Position
Mr. Majid bin Nasser Al-Subaie	Chairman of the Committee
Dr. Abdullah bin Sagheer Al-Husseini	Non-Board Member
Mr. Ali bin Mohammed Al-Hadithi	Non-Board Member

Committee Meeting Details*

Member Name	Position	Number of Meetings: (9)									Attendance Percentage
		Meeting No. (1) (03/03/2024)	Meeting No. (2) (30/04/2024)	Meeting No. (3) (09/05/2024)	Meeting No. (4) (25/07/2024)	Meeting No. (5) (22/08/2024)	Meeting No. (6) (20/10/2024)	Meeting No. (7) (24/11/2024)	Meeting No. (8) (15/12/2024)	Meeting No. (9) (24/12/2024)	
Mr. Majid bin Nasser Al-Subaie	Chairman of the Committee	√	√	√	√	√	√	√	√	√	100%
Dr. Abdullah bin Sagheer Al-Husseini	Committee Member	√	√	√	√	√	√	√	√	√	100%
Mr. Ali bin Mohammed Al-Hadithi	Committee Member	Excused	√	√	√	√	√	√	√	Excused	77.78%

* Audit Committee Meetings (2, 3, 4, 6, and 9) were conducted via virtual communication platforms, while the remaining meetings were held in person.

Biographies of Non-Board Committee Members:

Dr. Abdullah bin Sagheer Al-Husseini

Audit Committee Member

Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Accounting, Faculty of Economics and Administration, King Abdulaziz University (KAU). • Master's Degree, Accounting, College of Administrative Sciences, King Saud University (KSU). • Ph.D., Financial Accounting and Auditing. • Served as a Board Member of various companies, chaired and participated in numerous audit committees and other committees formed by boards of directors, in addition to extensive consulting experience.
Current Positions:	• Member, Saudi Organization for Chartered and Professional Accountants (SOCPA). • Member, American Accounting Group. • Member, Saudi Institute of Internal Auditors (IIA). • Professor, College of Business Administration, Prince Sultan University (PSU).
Previous Positions:	• Financial Manager. • Financial Advisor. • Accountant and Auditor.

Mr. Ali bin Mohammed Al-Hadithi

Audit Committee Member

Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Business Administration, Finance, University of Arizona. • Diverse experience in several consulting and investment firms. • Participation in multiple initiatives related to the Kingdom's Vision 2030 within various government ministries. • Contribution to business analysis and development for government ministries and the private sector. • Consultant and investment analyst for key projects in private sector companies.
Current Positions:	• Board Member, Executive Committee Member, Audit Committee Member, and Director of Business Development, Nahaz Investment Company.
Previous Positions:	• Business Analyst, Operations & Consulting, Deloitte & Touche Middle East. • Investment Analyst, Local Investments, Zawaya Real Estate Development Company.

Nomination and Remuneration Committee

Competencies and Duties of the Nomination and Remuneration Committee

1. Developing a clear policy for the remuneration of Board Members, Board Committees, and Executive Management, and submitting it to the Board for review before obtaining approval from the General Assembly, ensuring the policy adheres to performance-related standards and includes disclosure and implementation verification.
2. Clarifying the relationship between granted remuneration and the applicable remuneration policy and highlighting any material deviations from this policy.
3. Conducting periodic reviews of the remuneration policy and assessing its effectiveness in achieving the intended objectives.
4. Recommending to the Board the remuneration for Members of the Board, its Committees, and Senior Executives in accordance with the approved policy.
5. Proposing clear policies and standards for membership in the Board and Executive Management.
6. Recommending the nomination and re-nomination of Board Members in accordance with approved policies and standards, ensuring that no individual previously convicted of a breach of trust is nominated.
7. Defining the skills and qualifications required for Board membership and Executive Management positions.
8. Determining the time commitment expected from Members for Board duties.
9. Conducting an annual review of the skills and expertise required for Board membership and Executive Management positions.
10. Reviewing the structure of the Board and Executive Management and providing recommendations on necessary changes.
11. Annually verifying the independence of Independent Members and ensuring no conflicts of interest exist if a Member holds a Board position in another company.
12. Defining the roles of Executive, Non-Executive, and Independent Members, as well as Senior Executives.
13. Establishing procedures to address vacancies in the Board or Executive Management.
14. Identifying strengths and weaknesses within the Board and proposing solutions that align with the Company's best interests.

Remuneration Policy

The remuneration of Board Members and Senior Executives is disbursed in accordance with the Company's employee incentives, remuneration, and commissions Policy Manual, and in a manner that does not conflict with their individual employment contracts. Remunerations are approved by the Remuneration Committee upon recommendation from the Company's Management before disbursement. The Company's Management may also disburse an exceptional remuneration to any Senior Executive, in accordance with the Company's Authority Matrix.

The remuneration Policy for Board Members, Board Committees, and Senior Executives is available on the Company's website at www.sasco.com.sa.

Deviation from the Remuneration Policy

No deviations occurred between the remuneration granted and the Company's prevailing Remuneration Policy for Board Members, Board Committees, or Senior Executives.

Key Achievements of the Nomination and Remuneration Committee in 2024

- Reviewing the biographies of candidates for the Board membership for the 14th tenure and providing recommendations.
- Appointing a Chairman for the Committee.
- Recommending the remuneration and benefits for the Managing Director.
- Ensuring the independence of Board Members.
- Conducting periodic reviews of the Board structure.
- Conducting periodic reviews of the Executive Management structure and providing recommendations.
- Reviewing the proposed organizational structure by the Consultant and providing recommendations.
- Assessing biographies and recommending appointments for key leadership positions within the Company.
- Recommending the disbursement of remuneration for Board Members.
- Approving the Company's remuneration and incentive packages for 2024G.
- Developing and approving the Committee's 2025G action plan for submission to the Board.

Committee Members

Member Name	Position
Mr. Yousef bin Hamad Al-Yousifi	Chairman of the Committee
Mr. Majid bin Mohammed Al-Othman	Committee Member
Mr. Faisal bin Abdullah Al-Jedaie	Non-Board Member

Committee Meeting Details for 2024

S	Member Name	Position	Number of Meetings: (5)				Attendance Percentage
			Meeting No. (1) 06/03/2024	Meeting No. (2) 21/08/2024	Meeting No. (3) 06/11/2024	Meeting No. (4) 03/12/2024	
1	Mr. Yousef bin Hamad Al-Yousifi	Chairman of the Committee	√	√	√	√	100%
2	Mr. Majid bin Mohammed Al-Othman	Committee Member	√	√	√	√	100%
3	Mr. Faisal bin Abdullah Al-Jedaie	Committee Member	Appointment at the beginning of the 14th term, Effective June 30, 2024.	√	√	√	100%

Biographies of Non-Board Committee Members:

Mr. Faisal bin Abdullah Al-Jedaie

Nomination and Remuneration Committee Member

Nationality

Saudi

Qualifications and Experience

- Bachelor's Degree, Business Administration, King Saud University (KSU).
- Chairman and Board Member of various joint-stock and other companies.
- Over 25 years of experience in managing family-owned and joint-stock companies, as well as providing strategic solutions.

Current Positions:

- Chairman, Board of Directors, Thob Al-Aseel & Al Jedaie Fabrics Co.
- Member, Nomination and Remuneration Committee, Thob Al-Aseel Company.

Previous Positions:

- Board Member, Saudi Automotive Services Company (SASCO).
- Chief Executive Officer, Arabian Centres Co.
- Managing Director, Fawaz Abdulaziz Alhokair Co.
- Chief Executive Officer, NESK Group of Trading Projects.

Executive Management Members

SASCO is distinguished by a highly skilled Management Team comprising a select group of experienced and competent professionals equipped with the necessary expertise to oversee the Company's diverse activities. The organizational structure of the Company is led by the Board of Directors, its Committees, and the Executive Management Team, headed by the Chief Executive Officer (CEO).

The CEO is responsible for overseeing the development of policies and procedures to ensure effective management and risk mitigation. Additionally, the CEO works on enhancing the internal control system to achieve the Company's strategic objectives. The following table lists the Senior Executives of the Company:

Name	Position
Mr. Riyadh bin Saleh Al-Malik	Chief Executive Officer
Mr. Islam Mohamed Khairy Ahmed	Chief Financial Officer
Mr. Mamdouh bin Jalal Al-Rukhaimi	Chief Executive Manager of Naft Services Company
Mr. Mohammed Abu Saree Al-Deeb	General Manager of Ostool Al Naqil Co.
Mr. Hasan Abdullah Al-Manasif	Chief Executive Manager of the Saudi Automobile and Touring Association (SATA)
Mr. Aqib Munir	Chief Executive Manager of Palm

Biographies of Executive Management Members

Mr. Islam Mohamed Khairy Ahmed

Chief Financial Officer

Nationality

Egyptian

Qualifications and Experience

- Bachelor's Degree, Accounting, Ain Shams University, Egypt.
- Over 13 years of experience as a Financial Manager.
- Extensive expertise in leading and developing successful financial teams across various financial and accounting activities, including annual budget preparation, monitoring key accounts, multitasking, and team leadership.

Current Positions:

- Chief Financial Officer, Saudi Automotive Services Company (SASCO).
- Board Member, Ostool Al Naqil Co. (Subsidiary).

Previous Positions:

- Head of Accounts, Madaen Star Group.
- Financial Manager, Zayti Petroleum Services Company.

Mr. Mamdouh bin Jalal Al-Rukhaimi

Chief Executive Officer of Naft Services Company

Nationality

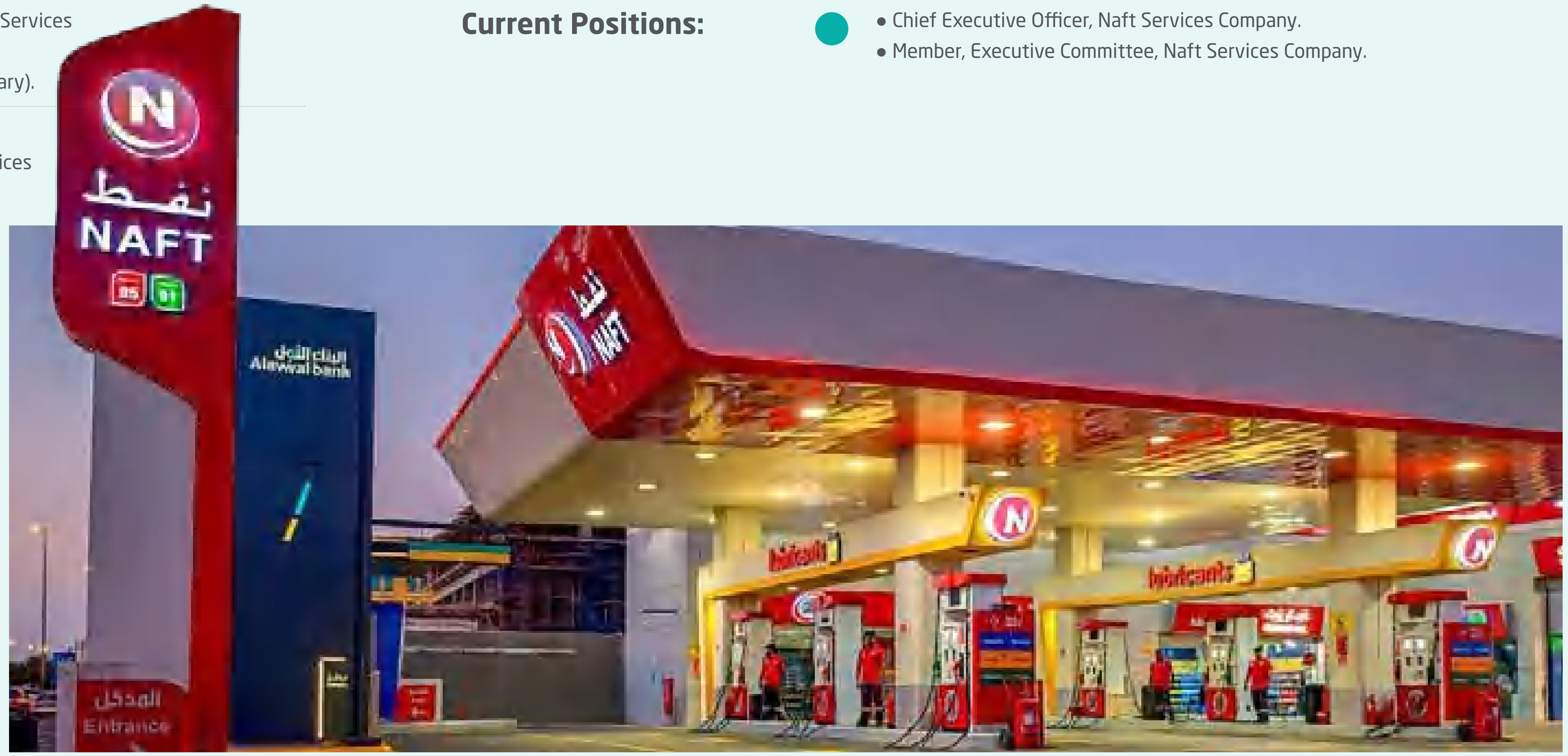
Saudi

Qualifications and Experience

- MBA, King Abdulaziz University (KAU), Jeddah, KSA.
- MBA, Mississippi State University (MSU), USA.
- Over 20 years of experience in fuel station management.

Current Positions:

- Chief Executive Officer, Naft Services Company.
- Member, Executive Committee, Naft Services Company.



Mr. Mohammed Abu Saree Al-Deeb

General Manager of Ostool Al Naqil Co.

Nationality	Egyptian
Qualifications and Experience	• Bachelor's Degree, Accounting, Ain Shams University, Egypt. • Diploma in Financial Auditing. • Over 44 years of experience in overseeing the petroleum sector in Egypt.
Current Positions:	• General Manager, Ostool Al Naqil Co. (Subsidiary).
Previous Positions:	• Director, Internal Audit, Tas'helat Marketing Company Ltd. • General Manager, Ayed Bin Dajam Transportation Co. • Executive Director, Ostool Al Naqil Co. (Subsidiary).

Mr. Hasan Abdullah Al-Manasif

Executive Manager of the Saudi Automobile and Touring Association (SATA)

Nationality	Saudi
Qualifications and Experience	• Bachelor's Degree, Urban and Regional Planning, King Faisal University (KFU), KSA. • Multifaceted Professional Skills. • Over 24 years of experience in transportation, shipping, logistics services, and international trade compliance.
Current Positions:	• Chief Executive Manager, Saudi Automobile and Touring Association (SATA). • Board Member, Ostool Al Naqil Co.
Previous Positions:	• Administrative Director, Qeema Co. • Consultant, Saber Platform, Thiqah Business Services Co. • Manager, Sales Operations, SGS. • Head, Transportation and Logistics, Ma'aden. • Manager, Operations, Maersk Line.

Mr. Aqib Munir

Executive Director, Palm Co.

Nationality	Pakistani
Qualifications and Experience	• Bachelor's Degree, Commerce. Member, Association of Chartered Certified Accountants (ACCA), UK. • ACCA (Association of certified chartered accountant) Affiliate. • Expert in the retail sector across major international organizations (Europe, the Middle East, and North Africa (MENA)), including food and beverage retail, fast-moving consumer goods, non-food items, toys, cosmetics, gifts, fashion, and apparel.
Current Positions:	• Chief Executive Manager, Palm Co.
Previous Positions:	• Manager, Operations, Tamimi Markets. • General Manager, Metro Cash and Carry. • Manager, Operations, Footwear Company.

Remuneration of Board Members, Committee Members, and Senior Executives

(A) Board Members Remuneration for 2024

Name	Fixed Remuneration							Variable Remuneration						End-of-Service Gratuity	Grand Total	Expense Allowance	Arrangements or Agreements for Waiving Any Remuneration
	Lump Sum	Allowance for Attending Board Meetings	Total Allowance for Attending Committee Meetings	In-Kind Benefits	Technical and Administrative Staff Remuneration	Remuneration for the Chairman, the Managing Director, or the Secretary (If they are Board Members)	Total	Percentage of Profits	Periodic Remuneration	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares (Value to be Entered)	Total				
First: Independent Members																	
Mr. Ali bin Mohammed Aba Al-Khail	350,000	10,000	-				360,000						360,000		360,000		
Mr. Faisal bin Abdullah Al-Jedaie	350,000	20,000	15,000				385,000						385,000		385,000		
Mr. Majid bin Nasser Al-Subaie	350,000	25,000	45,000				420,000						420,000		420,000		
Mr. Yousef bin Hamad Al-Yousifi	350,000	25,000	20,000				395,000						395,000		395,000		
Mr. Turki bin Abdullah AlJawini	-	5,000					5,000						5,000		5,000		
Total	**1,400,000**	**85,000**	**80,000**				**1,565,000**						**1,565,000**		**1,565,000**		
Second: Non-Executive Members																	
Mr. Ibrahim bin Mohammed Al-Hadithi	350,000	25,000	25,000				400,000						400,000		400,000		
Mr. Nasser bin Abdullah Al-Aufi	350,000	10,000	-				360,000						360,000		360,000		
Mr. Majid bin Mohammed Al-Othman	350,000	20,000	20,000				390,000						390,000		390,000		
Total	**1,050,000**	**55,000**	**45,000**				**1,150,000**						**1,150,000**		**1,150,000**		
Third: Executive Members																	
Mr. Sultan bin Mohammed Al-Hadithi	350,000	25,000	25,000				400,000	4,164,817*					4,164,817		4,564,817	73,654	
Mr. Riyadh bin Saleh Al-Malik	350,000	25,000	25,000				400,000						400,000		400,000	141,632	
Total	**700,000**	**50,000**	**50,000**				**800,000**						**4,564,817**		**4,964,817**	**215,285**	
Grand Total	**3,150,000**	**190,000**	**175,000**				**3,515,000**	**4,164,817**					**7,279,817**	**0**	**7,679,817**	**215,285**	

*In accordance with Chapter Four (Article (8)) of the Implementing Regulations of the Companies Law for Listed Joint Stock Companies, issued by CMA, and based on the Company's Remuneration Policy, an annual remuneration is granted to the Managing Director (in return for the executive and administrative roles and responsibilities assigned to him within the Company as a Managing Director). This remuneration is determined by a resolution of the Board of Directors upon the recommendation of the Remuneration Committee, and the decision is to be renewed with each new tenure of the Board.

(B) Remunerations of the Top 5 Executives for 2024

Top Executive Positions	Fixed Remuneration				Variable Remuneration							End-of-Service Gratuity	Total Executive Remuneration for the Board, if Applicable	Grand Total	Arrangements or Agreements for Waiving Any Remuneration
	Salaries	Allowances	In-Kind Benefits	Total	Periodic Remuneration	Profits	Short-Term Incentive Plans	Long-Term Incentive Plans	Periodic Remuneration	(Granted Shares (value to be entered)	Total				
Chief Executive Officer	1,512,000	537,600	0	2,049,600	2,296,666	0	0	0	0	0	2,296,666	170,800	0	4,517,066	0
Chief Financial Officer	660,000	231,000	0	891,000	136,410	0	0	0	0	0	136,410	37,125	0	1,064,535	0
Chief Executive Officer - Naft	1,800,000	630,000		2,430,000	1,000,000	0	0	0	0	0	1,000,000	220,368	0	3,650,368	
Executive Manager - SATA	462,660	161,940	0	624,600	71,110	0	0	0	0	0	71,110	26,025	0	721,735	0
General Manager of Ostool Al Naqil Co.	480,000	120,000	0	600,000	80,000	0	0	0	0	0	80,000	50,000	0	730,000	0
Total	4,914,660	1,680,540	0	6,595,200	3,584,186	0	0	0	0	0	3,584,186	504,318	0	10,683,704	0

(C) Committee Members Remunerations for 2024

S	Name	Fixed Remuneration (Excluding Attendance Allowance)	Attendance Allowance	Total	Arrangements or Agreements for Waiving Any Remuneration
Executive Committee Members:					
1	Mr. Ibrahim bin Mohammed Al-Hadithi	50,000	25,000	75,000	
2	Mr. Sultan bin Mohammed Al-Hadithi	50,000	25,000	75,000	
3	Mr. Riyadh bin Saleh Al-Malik	50,000	25,000	75,000	
Total		**150,000**	**75,000**	**225,000**	
Audit Committee Members:					
1	Mr. Majid bin Nasser Al-Subaie	50,000	45,000	95,000	
2	Dr. Abdullah bin Sagheer Al-Husseini (Non-Board)	80,000	45,000	125,000	
3	Mr. Ali bin Mohammed Al-Hadithi (Non-Board)	80,000	35,000	115,000	
Total		**210,000**	**125,000**	**335,000**	
Nomination and Remuneration Committee Members					
1	Mr. Ali bin Mohammed Aba Al-Khail	25,000	-	25,000	
2	Mr. Majid bin Mohammed Al-Othman	50,000	20,000	70,000	
3	Mr. Yousef bin Hamad Al-Yousifi	50,000	20,000	70,000	
4	Mr. Faisal bin Abdullah Al-Jedaie	29,402	15,000	44,402	
Total		**154,402**	**55,000**	**209,402**	
Grand Total		**514,402**	**255,000**	**769,402**	

Remuneration of Board Members of Ostool Al Naqel Company:

The following table shows what was disbursed to the members of the Board of Directors of Ostool Al Naqel Co. during the year 2024G, as follows (All amounts in SAR):

(A) Remuneration of Board Members for 2024

s	Name	Fixed Remunerations							Variable Remunerations									
	Description	Lump Sum	Board Session Attendance Allowance	Total Allowance for Committees Sessions Attendance	In-kind Benefits	Remuneration of Technical and Administrative Employees	Remuneration of Board Chairman, Managing Director, or Secretary, if a Member	Total	Profit Sharing	Periodic Remuneration	Short-term Incentive Plans	Long-term Incentive Plans	Granted Shares (Amount to be included)	Total	End of Service Gratuity	Grand Total	Expenses Allowance	Arrangements or Agreement to Waive Any Remuneration
First: Independent Members																		
1	Mr. Majid bin Mohammed Al-Othman	50000	9000					59000								59000		
2	Mr. Riyadh Saleh Al-Malik	50000	9000					59000								59000		
3	Mr. Hassan bin Abdullah Al-Manasif	50000	6000					56000								56000		
4	Mr. Islam Mohamed Khairy Ahmed	50000	9000					59000								59000		
Total		200000	33000					233000								233000		

Remuneration of Board Members of Palm Co.:

The following table shows what was disbursed to the members of the Board of Directors of Palm Co. during the year 2024G, as follows (All amounts in SAR):

(A) Remuneration of Board Members for 2024

S	Name	Fixed Remunerations							Variable Remunerations									
	Description	Lump Sum	Board Session Attendance Allowance	Total Allowance for Committees Sessions Attendance	In-kind Benefits	Remuneration of Technical and Administrative Employees	Remuneration of Board Chairman, Managing Director, or Secretary, if a Member	Total	Profit Sharing	Periodic Remuneration	Short-term Incentive Plans	Long-term Incentive Plans	Granted Shares (Amount to be included)	Total	End of Service Gratuity	Grand Total	Expenses Allowance	Arrangements or Agreement to Waive Any Remuneration
First: Independent Members																		
1	Mr. Sultan bin Mohammed Al-Hadithi	50000	12000					62000								62000		
2	Mr. Riyadh Saleh Al-Malik	50000	12000					62000								62000		
Total		100000	24000					124000								124000		

Remuneration of Board Members of Naft Services Company:

The following table shows what was disbursed to the Board Members of Naft Services Company during the year 2024G, as follows (All amounts in SAR):

Description	Fixed Remunerations							Variable Remunerations						End of Service Gratuity	Grand Total	Expenses Allowance
	Lump Sum	Board Session Attendance Allowance	Total Allowance for Committees Sessions Attendance	In-kind Benefits	Remuneration of Technical, Administrative and Advisory Works	Remuneration of Board Chairman, Managing Director, or Secretary, if a Member	Total	Profit Sharing	Periodic Remuneration	Short-term Incentive Plans	Long-term Incentive Plans	Granted Shares	Total			
Mr. Ibrahim Mohammed Al-Hadithi	-	20000	-	-	-	-	20000	-	350000	-	-	-	350000	-	370000	-
Mr. Majid bin Mohammed Al-Othman	-	20000	25000	-	-	-	45000	-	350000	-	-	-	350000	-	395000	-
Mr. Sultan bin Mohammed Al-Hadithi	-	20000	25000	-	-	-	45000	-	350000	-	-	-	350000	-	395000	-
Total	-	**60000**	**50000**				**110000**		**1050000**				**1050000**		**1160000**	-

Remuneration of Committee Members of Naft Services Company

The following table shows what was disbursed to the Committee Members of Naft Services Company during the year 2024G, as follows (all amounts are in SAR):

Description	Fixed Remunerations (Except Session Attendance Allowance)	Session Attendance Allowance	Total
Executive Committee Members:			
Mr. Majid bin Mohammed Al-Othman	50000	25000	75000
Mr. Sultan bin Mohammed Al-Hadithi	50000	25000	75000
Mr. Mamdouh bin Jalal Al Rukhimi	80000	25000	105000
Mr. Riyadh Saleh Al-Malik	80000	25000	105000
Total	**260000**	**100000**	**360000**
Audit Committee Members:			
Mr. Yousef bin Hamad Al-Yousifi	80000	25000	105000
Total	**80000**	**25000**	**105000**

Share Ownership for Board Members and Senior Executives

The following table shows the share ownership of the Board of Directors and Senior Executives of the Company **(Including their spouses and minor children)** as follows:

S	Name:	Ownership			
		Starting Period	Change	December 31, 2024	% Change
1	Mr. Ibrahim Mohammed Al-Hadithi	6.210.084 Shares	1.035.013 Shares	7,245,097 Shares	16.67%
2	Mr. Sultan bin Mohammed Al-Hadithi	33.538 Shares	(25.427 Shares)	8.111 Shares	(75.82%)
3	Mr. Majid bin Mohammed Al-Othman	1.111 Shares	184 Shares	1.295 Shares	16.56%
4	Mr. Riyadh Saleh Al-Malik	120.000 Shares	19.999 Shares	139.999 Shares	16.67%
5	Mr. Turki bin Abdullah AlJawini	-	-	11.666 Shares	-
6	Mr. Majid Nasser Al-Subaie	3.889 Shares	647 Shares	4.536 Shares	16.64%
7	Mr. Yousef bin Hamad Al-Yousifi	-	-	-	-
8	Mr. Mamdouh bin Jalal Al Rukhimi	-	-	24.850 Shares	-
9	Mr. Hassan bin Abdullah Al-Manasif	-	-	-	-
10	Mr. Mohammed Abu Saree Al-Deeb	-	-	-	-
11	Mr. Aqib Mounir	-	-	-	-
12	Mr. Islam Mohamed Khairy Ahmed	-	-	-	-

Change in the number of shares due to a capital increase from SAR 600 million to SAR 700 million through a stock grant (one share for every six shares held).

Transactions with Stakeholders

There are transactions and contracts that involve a direct or indirect interest for certain Board Members as follows:

Entity	Contracts/Transactions	Stakeholder	Description	Contract Term	Board Notification	General Assembly Notification
Nahaz Investment Company	Lease agreement for a site from Nahaz Investment Company for use as the headquarters of Ostool Al Naqil Co. (Subsidiary) and worker accommodations.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Sultan bin Mohammed Al-Hadithi	Contract Value: SAR 768,220 per annum.	One year	√	√
Mulkia Investment Company	Management of an investment portfolio with SNB Capital Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Portfolio Management Contract Value: SAR 50 Mln.	Terminable with a 30-day written notice. No transactions in 2024.	√	√
Nahaz Investment Company	Lease of stations No. (1, 2) from Nahaz Investment Company by Zayti Petroleum Services Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Sultan bin Mohammed Al-Hadithi	Contract Value: SAR 1.6 Mln per annum.	10 years starting from 01/01/2018, renewable.	√	√
Madaen Star Real Estate Company	Lease of station No. (8) from Madaen Star Real Estate Company by Zayti Petroleum Services Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Contract Value: SAR 350,000 per annum.	10 years starting from 29/04/2020.	√	√
Madaen Star Real Estate Company	Lease of station No. (10) from Madaen Star Real Estate Company by Zayti Petroleum Services Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Contract Value: SAR 1 Mln per annum.	Contract renewed for 10 years starting from 29/04/2020.	√	√
Madaen Star Real Estate Company	Lease of station No. (11) from Madaen Star Real Estate Company by Zayti Petroleum Services Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Contract Value: SAR 450,000 per annum.	Contract renewed for 8 years starting from 01/05/2020.	√	√
Nahaz Investment Company	Fuel purchases by Nahaz Investment Company and Arzak Agricultural Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Sultan bin Mohammed Al-Hadithi	Total fuel purchases in 2024 amounted to SAR 198,482.	One year	√	√
Madaen Star Group	Fuel purchases by Madaen Star Group (Najmat Projects Contracting Company and Ibrahim Mohammed Al-Hadithi Investment Company).	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Total fuel purchases in 2024 amounted to SAR 257,478.	One year	√	√

Entity	Contracts/Transactions	Stakeholder	Description	Contract Term	Board Notification	General Assembly Notification
Zawaya Real Estate Company	Fuel purchases by Zawaya Real Estate Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Total fuel purchases in 2024 amounted to SAR 37,697.	One year	√	√
Fun Gate Company	Fuel purchases by Fun Gate Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	Portfolio Management Contract Value: SAR 50 Mln.	One year	√	√
Fun Gate Company	Rental of (10) residential rooms at station No. (2) by Fun Gate Company.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	No transactions in 2024.	Contract Value: SAR 50,000 per annum.	√	√
Mulkia Investment Company	Water supply agreement with Rugove Company through an investment water fund.	Mr. Ibrahim bin Mohammed Al-Hadithi Mr. Majid bin Mohammed Al-Othman Mr. Sultan bin Mohammed Al-Hadithi	No transactions in 2024.	Duration shall be 3 years, effective from December 2, 2020, and shall thereafter be automatically renewed on an annual basis unless either party provides written notice of their intention to terminate the agreement.	√	√

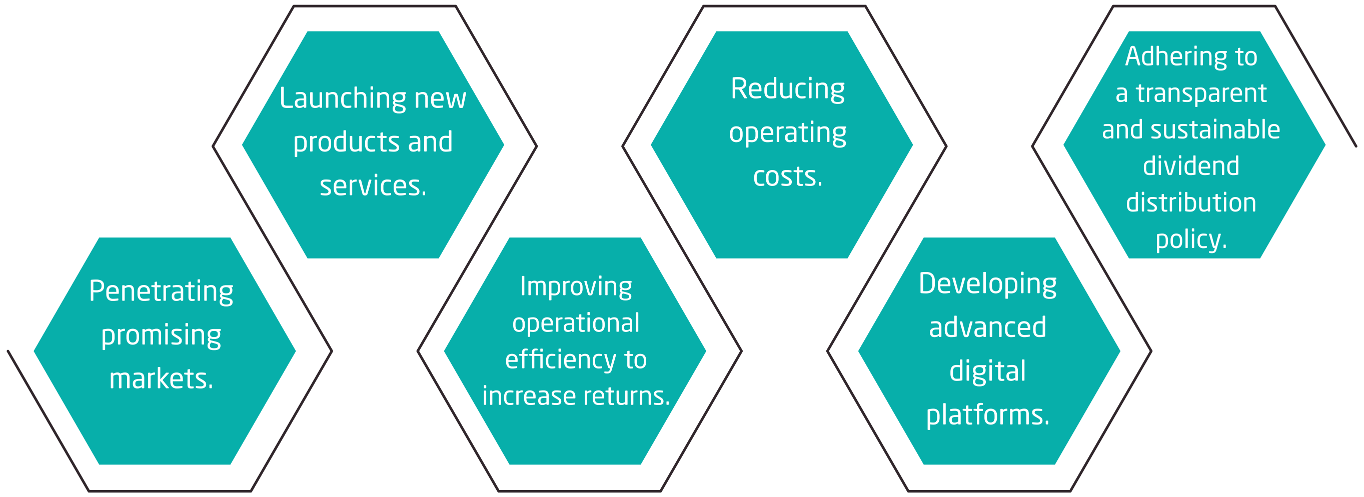
√ Notification provided.

- All the above transactions and contracts were approved and licensed for the upcoming year during the 15th Extraordinary General Assembly meeting held on 9th June 2024G. The renewal of these transactions and contracts will be subject to approval by the next General Assembly of shareholders.
- None of the Board Members engage in activities that compete with the Company or any of its business sectors.
- No preferential terms exist for these contracts and transactions.
- Other than the transactions mentioned above, there are no transactions between the Company and any stakeholder.

Shareholders

Protection of Shareholders' Rights

SASCO is committed to adopting best practices to protect and enhance its shareholders' rights by implementing ambitious growth strategies that strengthen long-term profitability through:



At SASCO, we strive to maintain a balance between distributing cash dividends to ensure attractive returns for shareholders and preserving the Company's ability to invest and grow. In 2024G, SAR 62.5 million was distributed over two entitlement periods (H1 of FY 2024G and additional dividends for FY 2023G), equivalent to 10.4% of the Company's capital at entitlement time. The total dividends distributed for 2023G (regular and additional) represented 15% of the Company's capital for that financial year, amounting to SAR 90 million. Furthermore, in 2024G, besides cash distributions, the Company's capital was increased by 16.67% using internal resources through the capitalization of the statutory reserve, granting one per six shares owned by shareholders. As a result, the total distributions for 2024G (cash and in-kind) amounted to 27% of the Company's capital before the latest capital increase.

The capital increase aimed to enhance and support the Company's business volume and assets while facilitating future expansions that reinforce our operations and drive increased cash and capital returns for shareholders in both the short and long term.

SASCO invests in several investment portfolios and growth-oriented companies to generate profits for shareholders. The key investment portfolios in which the Company is engaged are as follows:

Company Name	Allocated Investment Amount	Investment Value as of 31/ 12/ 2024
Investment Funds - Osool & Bakheet Co.	10,000,000	14,369,655
UBS XAI Investment Fund	USD 8,000,000	USD 12,745,070
Saudi Arabian Oil Company (Saudi Aramco)	40,898,867	42,022,462

Key Companies in which the Company invests:

Company Name	No. of Shares	Total Ownership Value	Ownership Percentage (%)
National Company for Tourism (SYAHYA)	3	1,500,000	0.36%
United Racing Company	125	125,000	25%

Through these mechanisms and strategies, the Company reaffirms its full commitment to enhancing shareholders' rights and maximizing the added value of their investments.

Key Information about the Company

Establishment Date
1982

Number of Employees
6,066

Company's Code on Tadawul
4050

ISIN Code
SA0007870070

Capital Market
Saudi Exchange - Main Market - Tadawul

Primary Sector in Capital Market
Consumer Discretionary Distribution & Retail

Sector
Transportation and Oil Services

Market Capitalization as of 31/12/2024
SAR **4.45** Bln

Closing Price as of 31st December 2024
63.50 SAR

Foreign Ownership as of 31st December 2024
8.32%

Free Float Ratio
89.50%

Nominal Value Per Share
10 SAR

Paid-up Capital
700 Mln SAR

Issued Shares
70 Mln Shares

ساسكو
SASCO

Source: Tadawul Website

Major Shareholders and Ownership Stakes

The following table presents the entities holding significant stakes in the Company and the changes recorded during 2024G:

Name	31st December 2023	31st December 2024	Percentage Change
Mr. Ibrahim bin Mohammed Al-Hadithi	10.35% (6,210,084 Shares)	10.35% (7,245,097 Shares)*	0%
Nahaz Investment Company	7.26% (4,353,384 Shares)	7.26% (5,078,947 Shares)*	0%

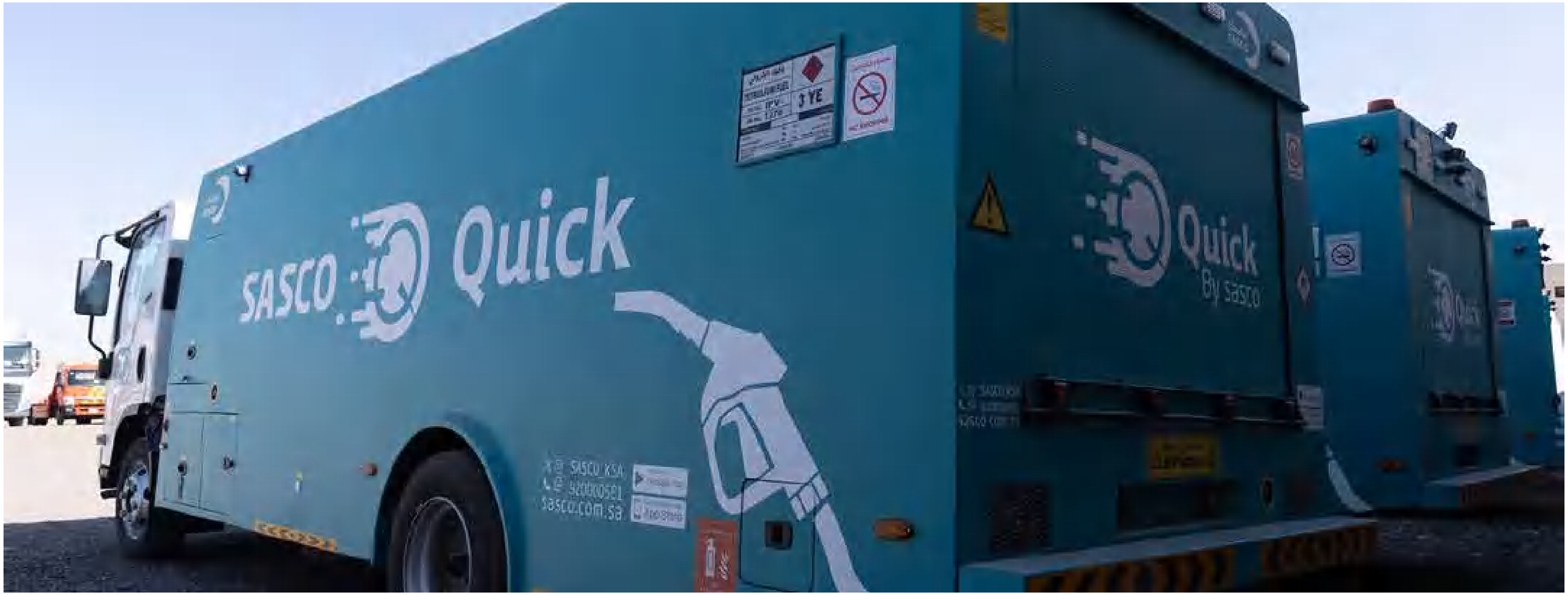
* Declaration: Regarding notifications related to substantial shareholdings and ownership changes during the year, the Saudi Automotive Services Company (SASCO) confirms that it has not received any such notifications from major shareholders indicating changes in their ownership this year. The Company relies on information from the Saudi Tadawul Group for monitoring ownership records.
* The change in the number of shares is due to the capital increase from SAR 600 to SAR 700 million through a bonus share issuance (one per six shares).

SASCO Share Performance in 2024

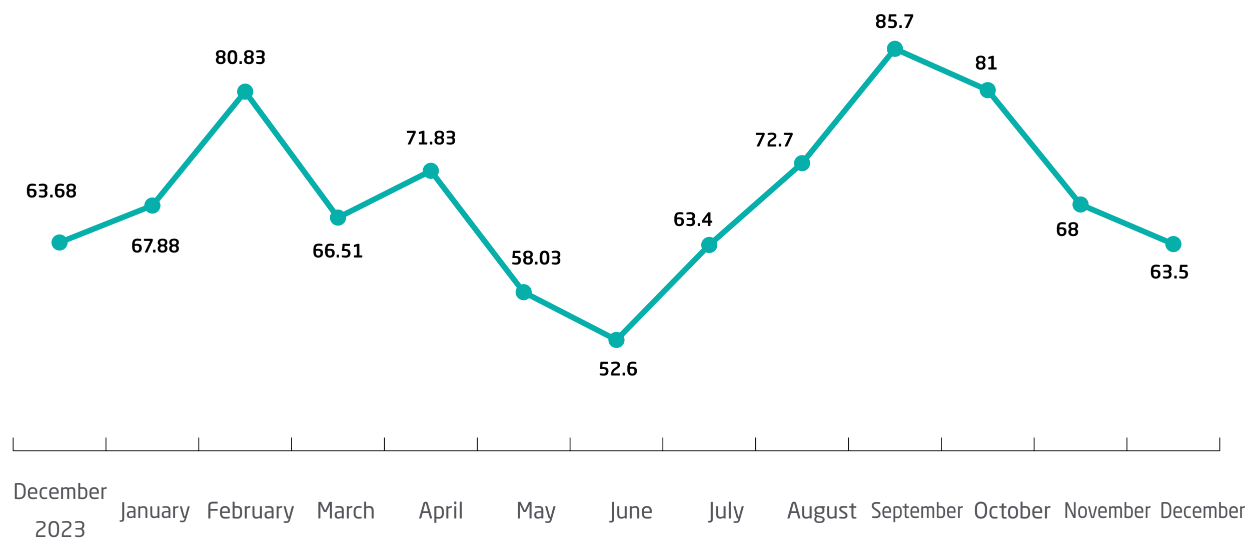
SASCO share closed at SAR 63.50 on 31st December 2024G, registering a slight decline of 0.28%, compared to its closing price of SAR 63.68 at the end of 2023G. The share reached its highest closing price of SAR 89.1 on 19th September 2024G.

The share performance was generally aligned with the overall Saudi Tadawul All-Share Index (TASI), which saw a modest increase of 0.58% in 2024G. However, the Retail and Consumer Discretionary Distribution & Retail Index (TRLI) recorded a decline of 11.76% during the same period.

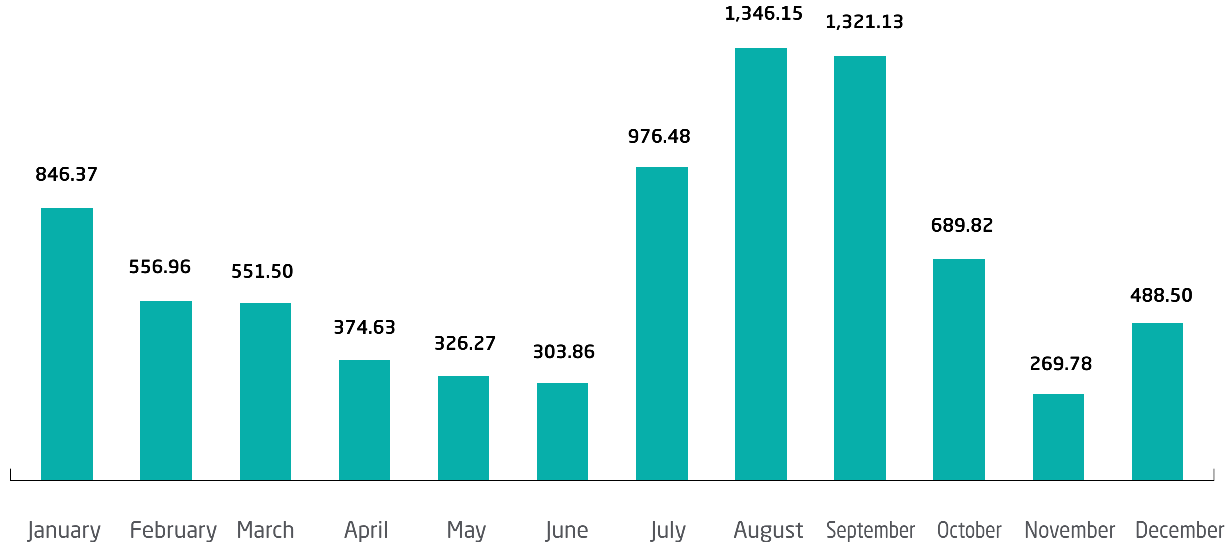
Closing Price as of 31st December 2024	SAR 63.50
Highest Closing Price During the Year (19th September)	SAR 89.10
Lowest Closing Price During the Year (4th July)	SAR 49.1



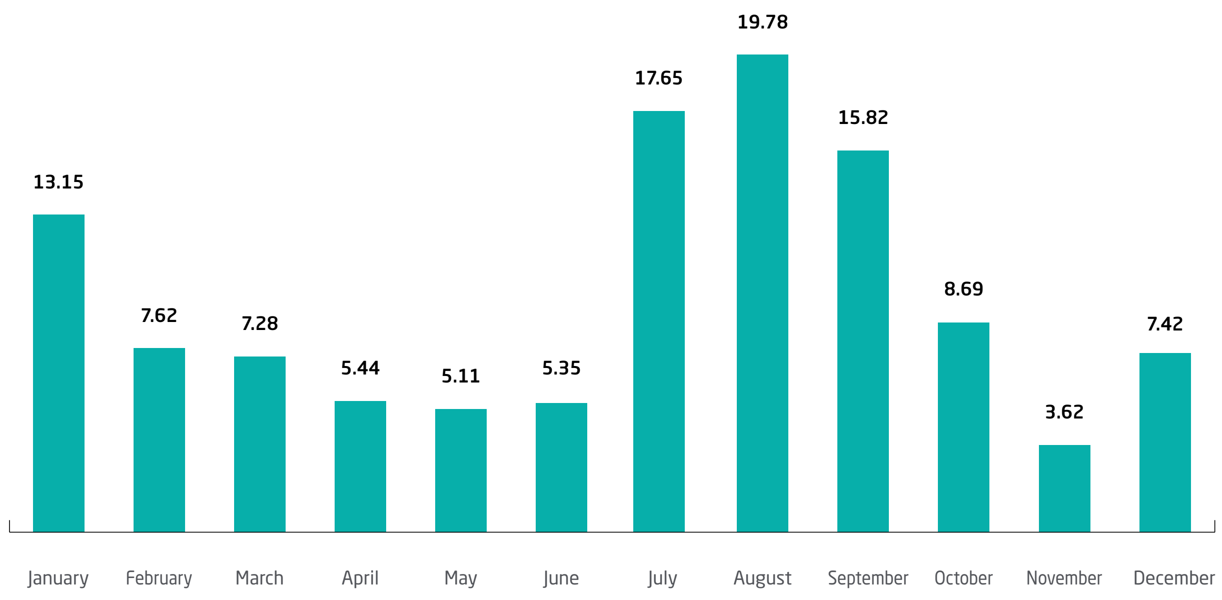
Closing Price (SAR)



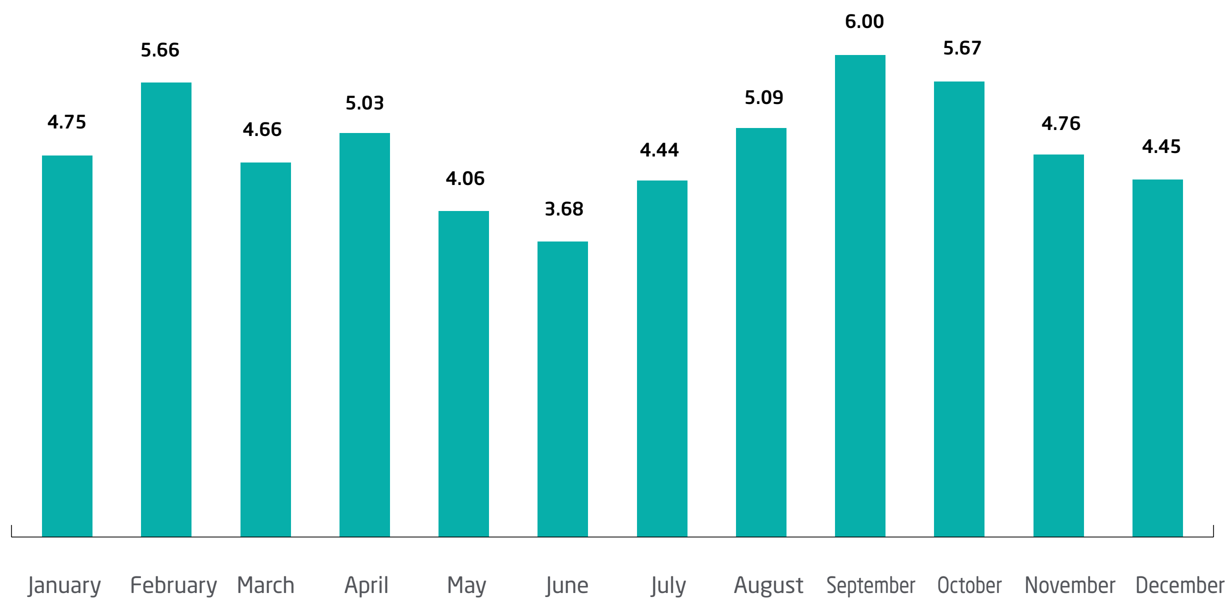
Share Monthly Trading Value (SAR Mln)



Trading Volume (Mln Shares)



Monthly Market Value (SAR Bln)



Company Applications for the Shareholder Register in 2024

During 2024G, SASCO applied for the shareholders' registers 9 times from the Securities Depository Center "Edaa." The table below provides details of these requests, including their dates and reasons:

S	Application Date	Ownership File Date	Reason for Application
1	1st January 2024	31st December 2023	Monitoring changes in the Shareholder Register
2	24th March 2024	24th March 2024	Monitoring changes in the Shareholder Register
3	26th May 2024	26th May 2024	Monitoring changes in the Shareholder Register
4	26th May 2024	9th June 2024	General Assembly Meeting
5	9th June 2024	11th June 2024	Entitlement to Dividends and Capital Increase Grants
6	4th September 2024	4th September 2024	Monitoring changes in the Shareholder Register
7	12th September 2024	17th September 2024	Entitlement to dividends for the first half of 2024
8	31st December 2024	2nd October 2024	Monitoring changes in the Shareholder Register
9	31st December 2024	2nd January 2025	Monitoring changes in the Shareholder Register

Disclosure and Transparency (Financial Calendar and Company Disclosures in 2024)

SASCO is committed to disclosing all details related to its performance, activities, and operations throughout the year via its annual Board of Directors report and the Annual General Assembly meeting. The Company also ensures that its shareholders and investors are informed of any material developments that may impact its financial position and operations without affecting its competitive ability.

SASCO provides multiple communication channels for its shareholders, including its official website, the Saudi Exchange (Tadawul) website, and other means of communication. These channels ensure effective engagement with shareholders by providing timely and comprehensive information, enhancing their participation in strategic decision-making, and supporting their ability to make well-informed investment decisions.

Below is the financial calendar and Company announcements for 2024G:

Date	Announcement Title
18th January	Announcement of investment contracts sign-off for fuel station sites with the State Properties General Authority (SPGA)
24th January	Announcement of opening the nomination for Board of Directors membership for the upcoming tenure
7th February	Announcement of Board of Directors' resolution (by circulation) to adopt the fair value or revaluation model for measuring investment properties
19th February	Announcement of the renewal of the qualification certificate for managing, operating, and maintaining fuel stations and service centers
21st March	Announcement of the annual consolidated financial results for the year ending 31st December 2023G
28th March	Announcement of the Board of Directors' recommendation to transfer the statutory reserve to retained earnings
28th March	Announcement of the Board of Directors' recommendation to distribute (additional) cash dividends to shareholders for FY 2023G
28th March	Announcement of the Board of Directors' recommendation to increase the Company's capital through bonus shares
21st April	Announcement of the commencement of a three-year project to develop its sites in accordance with fuel station and service center regulatory requirements
22nd April	Announcement of the latest developments regarding the Board of Directors' recommendation to transfer the statutory reserve to retained earnings
22nd April	Announcement of the latest developments regarding the Board of Directors' recommendation to increase the Company's capital through bonus shares
5th May	Announcement of the interim financial results for the period ending 31st March 2024G (three months)
16th May	Invitation to attend the Extraordinary General Assembly Meeting, including the capital increase (first meeting) via modern technology
10th June	Announcement of the results of the Extraordinary General Assembly Meeting, which approved the capital increase (second meeting)
24th June	Announcement of the appointment of the Chairman, Vice Chairman, Managing Director, Board Committees, and Company Representatives
7th July	Announcement of depositing proceeds from the sale of fractional shares resulting from the capital increase into eligible shareholders' accounts
28th July	Announcement of the interim financial results for the period ending 30th June 2024G (six months)
12th August	Announcement of a subsidiary Memorandum of Understanding sign-off with Tadbeer Recruitment Company
5th September	Announcement of the distribution of interim cash dividends to shareholders for H1 of 2024G
21st October	Announcement of the interim financial results for the period ending 30th September 2024G (nine months)
10th November	Announcement of the resignation of a Board Member
10th November	Announcement of the latest developments regarding a subsidiary (Vehicles and Equipment Investments Co.) Memorandum of Understanding sign-off with Tadbeer Recruitment Company for acquiring 70% of its capital
28th November	Announcement of the appointment of a Board Member to the vacant seat

General Assemblies of the Company's Shareholders Held in 2024 and Attendance Record of Board Members

SASCO held its 15th Extraordinary General Assembly Meeting (second Meeting) on 9th June 2024G (via modern technology), during which the increase in the Company's capital was approved.

Names of the Board Members Attending the General Assembly Meeting:

S	Board Member Name	Position
1	Mr. Ibrahim bin Mohammed Al-Hadithi	Chairman of the Board of Directors Chairman of the Executive Committee
2	Mr. Sultan bin Mohammed Al-Hadithi	Vice Chairman, Managing Director Member of the Executive Committee
3	Mr. Nasser bin Abdullah Al-Aufi	Board Member
4	Mr. Majid bin Mohammed Al-Othman	Board Member Nomination and Remuneration Committee Member
5	Mr. Riyadh bin Saleh Al-Malik	Board Member Chief Executive Officer Member of the Executive Committee
6	Mr. Faisal bin Abdullah Al-Jedaie	Board Member
7	Mr. Ali bin Mohammed Aba Al-Khail	Board Member Chairman of the Nomination and Remuneration Committee
8	Mr. Majid bin Nasser Al-Subaie	Board Member Chairman of the Audit Committee
9	Mr. Yousef bin Hamad Al-Yousifi	Board Member Member of the Nomination and Remuneration Committee

All agenda items were approved as follows:

1. The Board of Directors' Report for the fiscal year ending on 31st December 2023G, was reviewed and discussed.
2. Approval of the Company's Auditor's Report for the fiscal year ending on 31st December 2023G, after discussion
3. The financial statements for the fiscal year ending on 31st December 2023G, were reviewed and discussed.
4. Approval of the appointment of PricewaterhouseCoopers (PwC) from among the nominees, based on the recommendation of the Audit Committee, to examine, review, and audit the financial statements for the second, third, and fourth quarters and the annual financials of the fiscal year 2024G, as well as the first quarter of the fiscal year 2025G. The Auditor's fees were set at SAR 3,000,000, excluding VAT.
5. Approval of the discharge of the Board of Directors' Members from their liabilities for the fiscal year ending on 31st December 2023G.
6. Approval of the Board of Directors' resolution appointing Mr. Faisal bin Abdullah Al-Jedaie as an (Independent Member) of the Board of Directors, effective from his appointment date on 6th August 2023G, to complete the Board's term until the end of the current tenure on 29th June 2024G, replacing the former Member, Mr. Sulaiman bin Abdulaziz Al zabin (Independent Member).
7. Approval of the amendment of Article (25) of the Company's bylaws related to Company management.
8. Approval of the amendment of Article (30) of the Company's bylaws related to the formation of the Board of Directors.
9. Approval of the amendment of Article

All agenda items were approved as follows:

(36) of the Company's bylaws related to the quorum for Board meetings.

10. Approval of the Board of Directors' recommendation to distribute (additional) cash dividends to shareholders for the fiscal year ending on 31st December 2023G, at a rate of SAR 0.75 per share, totaling SAR 45 million, equivalent to 7.5% of the Company's capital. The entitlement will be for shareholders holding shares at the end of the trading day of the General Assembly meeting and registered in the Company's Shareholder Register at the Securities Depository Center "Edaa" by the end of the second trading day following the entitlement date. Dividend distribution will commence on 1st July 2024G, via Al Rajhi Bank.
11. Approval of the Board of Directors' recommendation to increase the Company's capital by granting free bonus shares to shareholders with a total value of SAR 100 million, as follows:

- Nominal capital before the increase: SAR 600 million.
- Nominal capital after the increase: SAR 700 million.
- Total capital increase amount: SAR 100 million.
- Number of shares before the increase: 60 million shares.
- Number of shares after the increase: 70 million shares.
- Percentage increase in capital: 16.67%.
- Reason for the capital increase: to align with the Company's business volume and assets and support future expansions.
- Number of shares granted per existing share: One per six shares.
- Value and nature of reserves to be capitalized: The full statutory reserve amounting to SAR 83,139,272 will be capitalized, in addition to SAR 16,860,728 from retained earnings.
- Entitlement Date: Shareholders holding shares at the end of the trading day of the General Assembly meeting and registered in the Company's Shareholder Register at the Securities Depository Center (Edaa) by the end of the second trading day following the entitlement date.
- Details of the handling of fractional shares: In the event of fractional shares, they will be combined into one portfolio for all eligible shareholders and sold at the market price, with the proceeds distributed to eligible shareholders proportionately within a period not exceeding 30 days from the date of determining the new eligible shares for each shareholder.
- Amendment of Article (11) of the Company's bylaws related to capital and Article (12) related to share subscription.

12. Approval of disbursing SAR 3,150,000 as remuneration for the Board of Directors' Members for the fiscal year ending on 31st December 2023G.
13. Approval of authorizing the Board of Directors to distribute interim dividends to shareholders on a semi-annual or quarterly basis for the fiscal year 2024G.
14. Approval of authorizing the Board of Directors with the powers of the Ordinary General Assembly regarding the licensing stated in Paragraph (1) of Article (27) of the Companies Law, for a period of one year from the General Assembly's approval date or until the end of the authorized Board's tenure, whichever comes first, in accordance with the conditions specified in the Executive Regulations of the Companies Law for Listed Joint-Stock Companies.
15. Approval of transactions and contracts between the Company and Nihaj Investment Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi and Mr. Sultan bin Mohammed Al-Hadithi. The transaction involves the lease of a site by Ostool Al Naqil Co. (Subsidiary) from Nahaz Investment Company for SAR 763,658 per annum for one calendar year, to be used as the headquarters for Ostool Al Naqil Co. and worker accommodations. There are no preferential conditions in these transactions and contracts.
16. Approval of transactions and contracts between the Company and Mulkia Investment Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. This involves an investment portfolio management agreement with SNB Capital Company worth SAR 50 million, which remains in effect until either party issues a written termination notice. There are no preferential conditions in these transactions and contracts.
17. Approval of transactions and contracts between Zayti Petroleum Services Company (Subsidiary) and Nahaz Investment Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi and Mr. Sultan bin Mohammed Al-Hadithi. This involves Zayti Petroleum Services Company leasing stations No. 1 and 2 from Nahaz Investment Company for SAR 1.4 million per annum for ten years starting from 1st January 2018G, renewable. There are no preferential conditions in these transactions and contracts.
18. Approval of transactions and contracts between Zayti Petroleum Services Company (Subsidiary) and Madaen Star Real Estate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. This involves Zayti Petroleum Services Company leasing Station No. 8 from Madaen Star Real Estate Company for SAR 300,000 per annum for ten years starting from 29th April 2020. There are no preferential conditions in these transactions and contracts.
19. Approval of the transactions and contracts to be conducted between Zayti Petroleum Services Company (Subsidiary) and Madaen Star Real Estate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed

Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract involves Zayti Petroleum Services Company leasing Station No. (10) from Madaen Star Real Estate Company for an amount of SAR 1 million per annum for a duration of ten years, starting from 29th April 2020G. There are no preferential terms in these transactions and contracts.

20. Approval of the transactions and contracts to be conducted between Zayti Petroleum Services Company (Subsidiary) and Madaen Star Real Estate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract involves Zayti Petroleum Services Company leasing Station No. (11) from Madaen Star Real Estate Company for an amount of SAR 350,000 per annum for a duration of eight years, starting from 1st May 2020G. There are no preferential terms in these transactions and contracts.

21. Approval of the transactions and contracts to be conducted between the Company and Nahaz Investment Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, and Mr. Sultan bin Mohammed Al-Hadithi. The contract pertains to fuel purchases by Nahaz Investment Company for one calendar year, noting that the transaction amount during the year 2023G totaled SAR 141,334. There are no preferential terms in these transactions and contracts.

22. Approval of the transactions and contracts to be conducted between the Company and Madaen Star Group, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract pertains to fuel purchases by Madaen Star Group for one calendar year, noting that the transaction amount during the year 2023G totaled SAR 290,935. There are no preferential terms in these transactions and contracts.

23. Approval of the transactions and contracts to be conducted between the Company and Zawaya Real Estate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract pertains to fuel purchases by Zawaya Real Estate Company for one calendar year, noting that the transaction amount during the year 2023G totaled SAR 18,325. There are no preferential terms in these transactions and contracts.

24. Approval of the transactions and contracts to be conducted between the Company and Fun Gate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract pertains to fuel purchases by Fun Gate Company for one calendar year, noting that the transaction amount during the year 2023G totaled SAR 42,068. There are no preferential terms in these transactions and contracts.

25. Approval of the transactions and contracts to be conducted between the Company and Fun Gate Company, in which certain Board Members have an indirect interest, namely Mr. Ibrahim bin Mohammed Al-Hadithi, Mr. Majid bin Mohammed Al-Othman, and Mr. Sultan bin Mohammed Al-Hadithi. The contract involves Fun Gate Company leasing residential rooms at Station No. (2), which is owned by the Company, for one calendar year, noting that the transaction amount during the year 2023G totaled SAR 50,000. There are no preferential terms in these transactions and contracts.

26. Approval of the election of Board Members from the nominees for the upcoming (14th) tenure, which will commence on 30th June 2024G, and extend for four years until 29th June 2028G. The nominated Members are:

Mr. Ibrahim bin Mohammed Al-Hadithi
Mr. Sultan bin Mohammed Al-Hadithi
Mr. Majid bin Mohammed Al-Othman
Mr. Riyadh bin Saleh Al-Malik
Mr. Turki bin Abdullah AlJawini
Mr. Majid bin Nasser Al-Subaie
Mr. Yousef bin Hamad Al-Yousifi

Dividend Distributions

Dividend Distribution Policy

- Pursuant to Article (49) of the Company's bylaws, titled "Reserves and Dividend Distribution," a reserve designated for specific purposes may only be used by a resolution of the Extraordinary General Assembly. If a reserve is not allocated for a specific purpose, the Ordinary General Assembly may, upon recommendation by the Board, decide to utilize it in a manner beneficial to the Company and its shareholders.
- The Ordinary General Assembly may use retained earnings and distributable reserves to settle the remaining value of the share or a portion thereof, provided that such action does not compromise fairness among shareholders. The General Assembly determines the percentage of net profits to be distributed to shareholders after deducting reserves, if any.
- According to Article (50) of the Company's bylaws, titled "Interim Dividends," the Company's Board has the authority to approve the distribution of interim dividends to shareholders on a quarterly or semi-annual basis, provided that the Company's financial position allows for such distributions and in accordance with the regulations and procedures set by the relevant authorities.
- A shareholder is entitled to their share of dividends as per the resolution issued by the General Assembly in this regard, which specifies the entitlement date and distribution date. The entitlement to dividends applies to shareholders registered in the shareholders' register at the end of the specified entitlement date, in accordance with Article (51) of the Company's bylaws.
- Pursuant to Article (52) of the Company's bylaws, if no dividends are distributed for a given financial year, dividends for subsequent years may not be distributed until the percentage specified in Article (10) of the Company's bylaws has been paid to holders of preferred shares for that year.
- If the Company fails to pay this percentage of dividends for three consecutive years, the special assembly of preferred shareholders may decide either to grant them the right to attend and vote in the General Assembly meetings or to appoint representatives to the Board in proportion to their shareholding in the capital. This arrangement remains in effect until the Company is able to pay all previously designated priority dividends to the holders of these shares.

Dividends Distributed by the Company in 2024

Board Resolution Date	Total Distributed Amount (SAR Mln)	No. of Shares Eligible for Dividends (Mln Shares)	Dividend per Share (SAR)	Distribution Percentage to Nominal Share Value	Period
27/ 03/ 2024	45	60	0.75	7.5%	For FY 2023
04 /09/ 2024	17.5	70	0.25	2.5%	For H1 2024

Dividends Distributed to Company Shareholders over the Last 5 Years

Year	Distribution Percentage	Total Distributed Amount (SAR Mln)
2024	2.5%	17.5
2023	12.5%	75
2022	10%	60
2021	5%	30
2020	6%	36

Shareholder Suggestions and Feedback on the Company and Its Performance

The measures taken by the Company's Board to ensure its Members, particularly Non-Executive Members, are informed of shareholder suggestions and feedback regarding the Company and its performance:

1. The Investor Relations (IR) Department, as the Department is responsible for shareholder affairs, receives shareholder suggestions (if any) and forwards them to the Board for discussion in Board meetings and appropriate decision-making.
2. If any suggestions or remarks regarding the Company's performance arise, they are included in the agenda of the Board's periodic meetings for discussion.

Annual Review Results on the Effectiveness of Internal Control Procedures in the Company

Based on the findings of internal audit processes of a specific scope in accordance with the internal audit work plan, risk assessment, samples examined. In addition to the Management's work in implementing any corrective actions, and based on the work of the External Auditor, the results of his work, and the discussions that took place with him and the Management. And in accordance with the reports submitted to the Audit Committee during the fiscal year 2024G, and the investigation and discussion carried out by the Audit Committee, the Committee reviewed the Company's internal control systems to ensure their effectiveness. The Committee also studied and reviewed the main operational, financial, and administrative risks that the Company may face, and evaluated the solutions and treatments required to ensure the integrity of the Company's operations. Based on all the above, the Audit Committee did not find any substantial observations with a significant impact on the adequacy of the internal control system that may require to be disclosed for the financial year ending on December 31, 2024G. It is also important to note that no audit or review system can provide comprehensive and absolute assurance about the integrity and effectiveness of internal control in the Company.

Audit Committee's Opinion

Based on the Audit Committee's review and analysis of the Consolidated Annual and Interim Financial Statements in 2024G, and our review of the External Auditor's report, and based on the deliberations and discussions with representatives of the external audit firm, the CFO, and the Internal Audit Manager and the various Audit Committee meetings held during 2024G. Given that the Audit Committee did not identify any material observations on the financial statements, it is recommended that the financial statements be approved.

Audit Committee Recommendation Regarding the Need for Appointing an Internal Auditor in the Company, if there is none

No recommendations have been issued by the Audit Committee that conflict with the Board resolutions or which the Board did not accept regarding the appointment or replacement of the Internal Auditor.

Board Declarations

The Board of Directors of SASCO declares the following:

- The accounting records have been properly prepared.
- The internal control system has been established on sound foundations and implemented effectively.
- There is no significant doubt regarding the Company's ability to continue its operations.

Board Assurances

- There are no arrangements or agreements under which any Board Member or Senior Executive has waived any salary or compensation, nor are there any arrangements or agreements under which any shareholder has waived any rights to profits.
- There is no interest in a class of voting shares held by persons (other than the Company's Directors, Senior Executives and their relatives) who have notified the Company of their holdings pursuant to Article (85) of the Rules on the Offer of Securities and Continuing Obligations and any changes in the said holdings during the last fiscal year.
- There are no categories or numbers of any convertible debt instruments into shares, contractual securities, option rights, subscription right memos or similar rights issued or granted by the Company in fiscal year.
- There is no description of any conversion or subscription rights under convertible debt instruments, contractual securities, subscription warrants, or similar rights issued or granted by the Company.
- The Company has not redeemed, purchased, or canceled any redeemable debt instruments.
- There are no investments or reserves established by the Company for the benefit of its employees.
- The Company has not received any requests from shareholders owning 5% or more of the Company's shares or from the Auditor to convene a general assembly or add an item to the agenda during the current financial year.
- There are no transactions or contracts involving an interest of the CEO, CFO, any Executive Director, or any related person.
- The Auditor's report did not include any reservations on the annual financial statements.

Treasury Shares

The Company does not hold any treasury shares.

Recommendation Regarding the External Auditor

There are no comments or reservations from the Board of Directors or the Audit Committee regarding the current External Auditor, "PricewaterhouseCoopers". Notably, 2024G marks the first year of their engagement, covering the audit of the Company's financial statements for the fiscal year 2024G and the first quarter of the fiscal year 2025G.

The Audit Committee's recommendation will be submitted to the upcoming General Assembly of Shareholders to select the Company's External Auditor from among the nominees to review, audit, and examine the quarterly and annual financial statements for the fiscal year 2025G and the first quarter of 2026G, and to determine their fees.

Related Parties and Stakeholders Engagement

- SASCO employees are the cornerstone in achieving the Company's objectives and strategies. They embrace the vision and mission that enable them to play a key strategic role in serving the Kingdom.
- We continue to invest in our employees through training, skills development, and our commitment to diversity, equality, and inclusion—both training and development are essential for our growth and future success.
- Social sustainability, led by the Senior Management, is crucial for achieving our goals and leveraging collective efforts across our organization, project sites, supplier and vendor relations, and community service initiatives.
- We are deeply grateful to our employees for their continuous support of our customers and their unwavering commitment to working on project sites nationwide
- We take great pride in our employees and their resilience, dedication, and commitment to achieving our goals this year. Equally, we appreciate the vision, guidance, and support we consistently receive from the government, the Board, and the entire community, as our success is the result of all these combined factors.
- Simultaneously, the HR Department is automating processes to establish relative/quantitative/time-based performance measurements for service levels and employee services. The Company places special emphasis on Saudization, not just as a regulatory requirement but also as a strategic approach, prioritizing Saudi nationals in recruitment and development.
- Additionally, SASCO offers various recreational programs to strengthen social relationships among employees, along with events and celebrations.

Customers

- At SASCO, we carefully assess our operational structure and implement an institutional-level organizational transformation to enhance efficiency, improve performance, and provide better support to our customers. We have also developed automated fuel stations with multiple payment solutions to serve our customers. Through proper planning and responsiveness, we ensure that we meet our customers' needs.
- We continuously innovate in delivering our field services, helping customers meet their requirements in the best possible ways.
- By offering valuable customer propositions, enhancing fuel and goods pricing systems, and utilizing advanced data and market insights, we ensure responsible pricing that benefits both the Company and our customers. We also provide competitive or discounted prices daily to capture a larger market share and strengthen our competitive advantage, specifically for non-government-regulated products. Compared to others, we take pride in continuously improving and exceeding higher expectations.
- SASCO coordinates with local regulatory bodies and operates in alignment with mandates and directives related to its commercial activities. As a Company, we aim to build a more sustainable future for the next generations by adapting to evolving customer needs and workforce dynamics.
- To keep up with ongoing changes, SASCO has adopted a digital transformation strategy within its business model to create new revenue streams. The Company continues to invest in technology to ensure the best possible customer service.
- SASCO is committed to introducing new facilities, services, and products to customers while leveraging its established technological database to understand customer preferences and deliver products and services with the highest level of professionalism.
- With a focus on the tourism sector under the Kingdom's Vision 2030, SASCO aims to provide exceptional services along highways, ensuring first-class amenities for tourists and travelers. The Company strives to reinforce its leadership position by delivering outstanding services that meet customer needs efficiently and at high-quality standards across all levels.
- The Company's commitment to its customers extends beyond direct operations, as it actively creates value for stakeholders by leveraging its extensive expertise and strong assets, enhancing both the efficiency and market value of its brands.

Partners

- Aligned with the environmental, social, and governance (ESG) principles set by the management, SASCO maintains continuous dialogue with its partners to support their initiatives in this domain and enhance their efforts.
- The Company's commitment to sustainability reflects its respect for the rights of all stakeholders and partners through the adoption of high standards. SASCO continues its ongoing development to provide tangible and sustainable solutions that meet energy needs while reducing environmental emissions.

Community

- SASCO commitment to social value is reflected in its mission to provide products and services that contribute to societal transformation toward a more sustainable future.
- The ESG framework is built on a comprehensive set of core commitments across environmental, social, and governance dimensions, guiding the Company's strategy execution. This framework includes ambitious goals and detailed action plans. SASCO also plans to implement measures to adapt to environmental changes, ensuring operational continuity while minimizing negative impacts on employee health and safety.
- In 2023G, SASCO participated in various awareness campaigns as part of its commitment to supporting the Kingdom's objectives in enhancing public awareness and initiating educational programs.

Shareholders and Investors

- We take pride in outperforming our market competitors in terms of operational efficiency and results.
- Despite our strong successes in recent years, we continue to strive for further advancement, fully recognizing the importance of corporate sustainability, operational practices, and governance, especially amidst global shifts. We remain committed to ensuring that long-term value creation is achieved sustainably and in a socially and environmentally responsible manner.

5

Sustainability and Social Responsibility

"Deep Commitment toward Environmental and Social Responsibility"

1- Environmental Practices

2- Social Contributions

SASCO believes that its role is not limited to managing and developing oil services but extends to include its profound commitment to environmental and social responsibility. Guided by this principle, the Company actively engages in community initiatives, supports significant causes, and promotes health, safety, and environmental (HSE) practices. Furthermore, the Company is dedicated to enhancing the skills and talents of its employees while striving to improve the quality of life across all its operational sites. These efforts align with the objectives of the Kingdom's Vision 2030, which seeks to achieve sustainable and balanced development across various sectors.

Environmental Practices

Company Vision and Perception of Sustainability and its Relation to the Overall Strategy

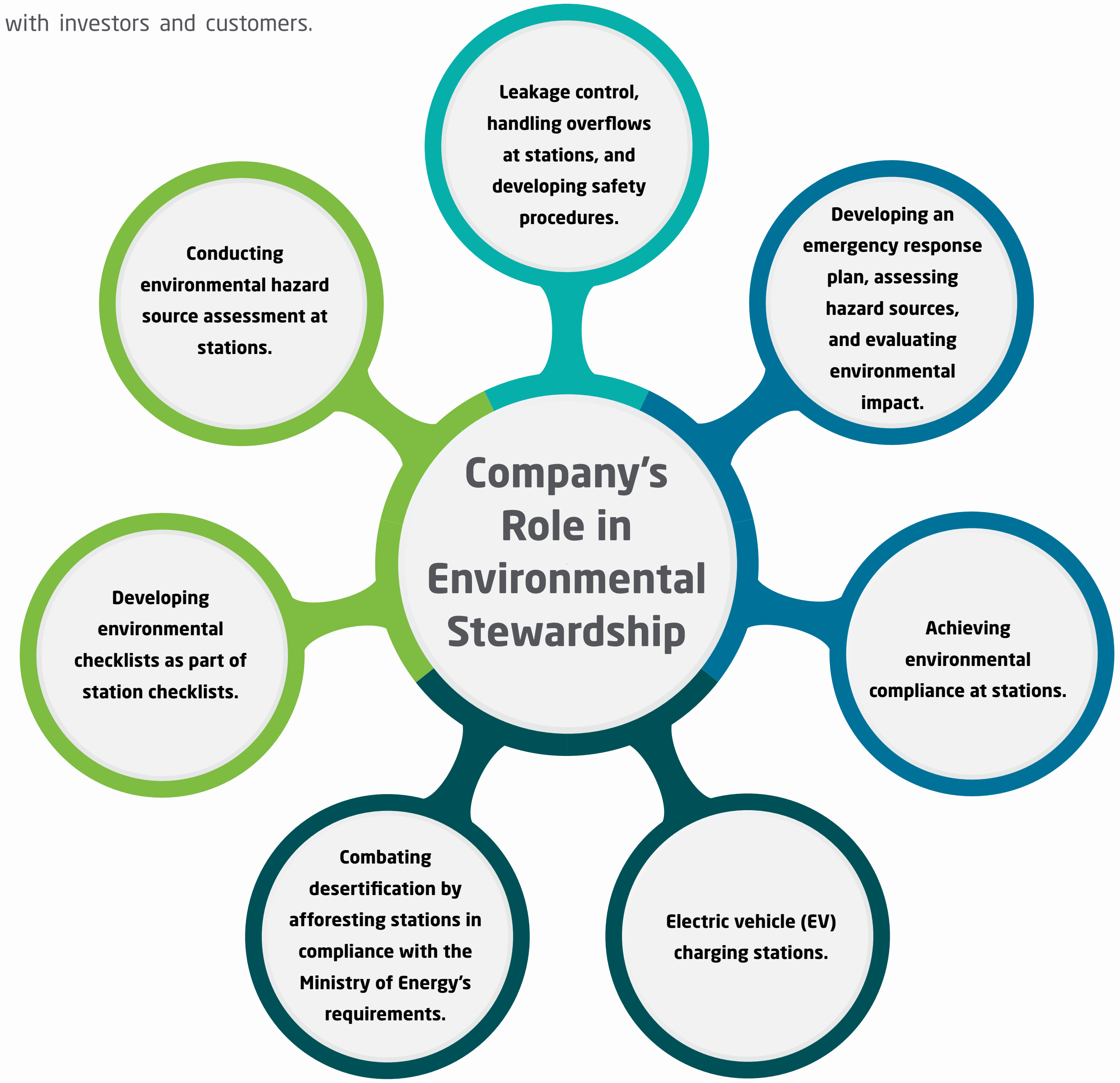
The following table outlines the pillars of sustainability across SASCO's operations, sectors, and subsidiaries:

Activity	Sector/Subsidiary	Management's Assessment of Company Performance
Stations	SASCO Stations	Sustainability is at the heart of SASCO's strategic plan. The Company's strategy is designed to ensure sustainability and enhance both short-term and long-term objectives.
Convenience Stores	Palm	Reducing the carbon footprint through efficient logistics management. Obtaining resources in an ethical and responsible manner. Reducing paper consumption. Monitoring and reducing electricity consumption. The transition from traditional Coaster buses for transporting employees in Riyadh to Riyadh Metro.
Transportation	Ostool Al Naqel Co.	The Company continuously strives to achieve sustainability by delivering advanced transportation services, with a focus on acquiring high-value customers and major corporations to ensure the continuity of contractual relationships while reinforcing the Company's strategic objectives.
International Transportation	The Saudi Automobile and Touring Association (SATA)	The Company's sustainability efforts extend to the services provided by the Saudi Automobile and Touring Association (SATA) in international mobility and international trade facilitation sectors. These services are directly linked to sustainability concepts. Through international and regional agreements that adopt standardized frameworks, cross-border alignments between nations are achieved, contributing to reduced effort, time, and energy consumption. This directly supports the realization of sustainability goals; a principle clearly reflected in SASCO's strategy to enhance the sustainability of its operations and ensure a more efficient and sustainable future.

SASCO Joins the United Nations Global Compact in Saudi Arabia

SASCO's accession to the United Nations Global Compact has reinforced its unwavering commitment to Environmental, Social, and Governance (ESG) principles, leading to the development of sustainability policies in line with global best practices.

This accession has significantly enhanced SASCO's relationships with partners and customers and bolstered the achievement of sustainable development goals (SDGs) by reducing emissions, improving resource efficiency, and supporting community initiatives, further strengthening trust and transparency with investors and customers.



Key Environmental Achievements of SASCO in 2024

Expanding the deployment of electric vehicle (EV) charging stations across 50 locations, aligning with the Kingdom's direction towards promoting clean energy utilization.

Installation of fuel leak detection sensors on pumps, tanks, and fuel lines across many stations, contributing to soil protection from leaks and contamination.

Expanding the deployment of electric vehicle (EV) charging stations across 50 locations, aligning with the Kingdom's direction towards promoting clean energy utilization.

In the field of afforestation, environmental initiatives have included a number of stations.

Implementation of ablution "Wudu" water recycling systems at some stations The water is reused for irrigating trees within the station premises.

In the field of technology, the Information Technology Department launched a number of initiatives that enhance sustainability, such as:

- Implementation of a smart building system for controlling air conditioning and lighting.
- Transition to a virtual environment for systems and servers and replace all traditional servers with virtual alternatives.
- Implementation of an e-tax invoice system to reduce paper consumption.

- The Company's efforts were recognized by His Excellency the Minister of Environment, Water and Agriculture for its contribution to the "Saudi Green Initiative" (SGI) through planting 95 trees.
- The Company has renewed the ISO 14001 Environmental Management System (EMS) certification.
- Workshops were conducted to issue and update environmental policies.
- Environmental compliance licenses were renewed for most of the stations.
- Active participation in the World Environment Day, underscoring SASCO's ongoing commitment to environmental responsibility and sustainable development.

Expenditure Volume on Environmental Initiatives in 2024

Initiative	Expenditure
Requirements of the Ministry of Energy Regulations	10 SAR Mln
Afforestation	2 SAR Mln
EV Charging Canopies	5 SAR Mln
Al-Jazeera 1 Solar Power Project	500 SAR '000

Materiality Assessment of Fundamental Sustainability Issues in 2024 - Environment

Issue	Classification	Materiality for Company			Materiality for Stakeholders		
		Major	Significant	Moderate	Major	Significant	Moderate
Water Management	Environment		√			√	
Waste Recycling	Environment			√			√
Rationalization of Energy Consumption	Environment	√				√	
Developing High-Quality, Responsible Products	Environment	√			√		

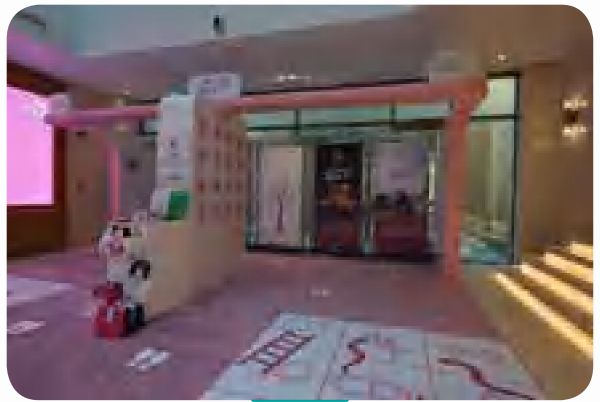
Social Contributions

SASCO's Key Social Initiatives in 2024:

The Company donated to the Association for Children with Disability (ACD).

Employee blood donation initiative.

Employee World Alzheimer's Day awareness initiative.



Breast cancer awareness initiative for Company female employees.

World Diabetes Day initiative and activation of free employee services.

Details of the Company's Social Contributions in 2024

S	Initiative	Partner Entity	Date
1	Orphan education sponsoring	Charity Society for Orphan Care in the Eastern Region "Benaa"	2024
2	Afforestation and combating desertification	The Ministry of Environment Water and Agriculture (MEWA)	2024
3	Ongoing environmental initiatives for water and waste recycling	The Ministry of Environment Water and Agriculture (MEWA)	2024-2025
4	Technology-based environmental initiatives to reduce harmful vapor emissions	The Ministry of Environment Water and Agriculture (MEWA)	2024

Statistics on the Number of Orphaned Employees

Regions of the Kingdom	Orphans	
	Males	Females
Northern Region	4	0
Southern Region	0	0
Eastern Region	2	1
Western Region	2	0
Central Region	17	3
Total	25	4

Materiality Assessment of Fundamental Sustainability Issues in 2024 - Community

S	Issue	Classification	Materiality for Company			Materiality for Stakeholders		
			Major	Significant	Moderate	Major	Significant	Moderate
1	Ethics and Regulatory Compliance	Community	√			√		
2	Community Investment	Community		√			√	
3	Quality and Food Safety	Community	√			√		
4	Occupational Health and Safety (OHS)	Community	√			√		
5	Training and development of employees and talents	Community	√			√		
6	Improving Customer Experience	Community	√			√		
7	Community Initiatives	Community		√			√	
8	Business Digitization	Community	√			√		

SAUDI AUTOMOTIVE SERVICES COMPANY (SASCO)
(A SAUDI JOINT STOCK COMPANY)

CONSOLIDATED FINANCIAL STATEMENTS AND
INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

6

Financial Performance

"Exceptional Excellence and Groundbreaking Milestones"

Results and Performance

Sales:

Sales Growth of (SASCO and Naft) in Liters Over the Last 5 Years

Total Sales in Liters:

27%
Compound Annual Growth Rate (CAGR) over the Last 5 Years

6%
Year-on-Year (Y-o-Y) Growth

2020	2023	2024
1,684,126,827	5,259,703,392	5,565,510,689

Sales in Liters by Fuel Type (SASCO and Naft):

Fuel 91

CAGR - Last 5 Years: 19%

2024
2,740,517,239
-1% Y-o-Y

2023
2,761,987,512

2020
1,139,071,556

Fuel 95

CAGR - Last 5 Years: 69%

2024
1,364,953,415
15% Y-o-Y Growth

2023
1,189,058,978

2020
99,880,293

Diesel

CAGR - Last 5 Years: 27%

2024
1,460,040,035
12% Y-o-Y Growth

2023
1,308,656,902

2020
445,174,978

Financial Data:

The Highest in the Company's History

The Highest in the Company's History

Revenue

2024	10,186,571,682
2023	9,112,927,440

Difference
1,073,644,242
11.78%

Gross Income

2024	289,737,006
2023	300,764,483

Difference
- 11,027,477
-3.66%

Operating Profit

2024	173,773,557
2023	266,447,064

Difference
-92,673,507
34.78%

Net Income Attributable to the Company's Shareholders

2024	44,212,614
2023	114,552,035

Difference
-70,339,421
-61.40%

Revenue Classification by Sales Type (SASCO and Naft):

(Sales in Liters)

	Fuel 91	Fuel 95	Diesel
2024	2,740,517,239	1,364,953,415	1,460,040,035
2023	2,761,987,512	1,189,058,978	1,308,656,902
2022	2,576,450,322	895,193,174	1,020,007,389
2021	1,570,768,731	282,535,876	622,519,894
2020	1,139,071,556	99,880,293	445,174,978

CFO's Statement

Dear Esteemed Shareholders,
It is my pleasure to present a brief overview of SASCO's financial performance during 2024G, highlighting the key achievements of the Company and reaffirming the continued efforts to enhance profitability and maximize value for all shareholders and stakeholders.

SASCO maintained its strong financial performance in 2024G, achieving the highest revenue in its history. Total revenue reached SAR 10.187 billion, reflecting an 11.78% growth, compared to the 2023G revenue of SAR 9.113 billion.

This increase was primarily driven by robust fuel sales, which grew by 5.8%, reaching SAR 5.566 billion by the end of 2024G, compared to SAR 5.260 billion in 2023G. Within the fuel category, sales of "95 Fuel" rose by 14.8% to SAR 1.365 billion, while "Diesel" sales increased by 11.6%, totaling SAR 1.460 billion. Meanwhile, "91 Fuel" sales recorded a slight decline of less than 1%, reaching SAR 2.74 billion.

The Company also strengthened its financial position, with total assets increasing by 9.9% to SAR 6.449 billion by the end of 2024G, compared to SAR 5.869 billion in 2023G. More specifically, total current assets grew by 9.2%, reaching SAR 596.687 million in 2024, compared to SAR 546.534 million in the previous year. Non-current assets increased by 10%, amounting to SAR 5.852 billion, up from SAR 5.322 billion in 2023G.

Although net income declined on a year-on-year (Y-o-Y) basis due to the impact of non-recurring gains in the comparative year, the Company achieved a compound annual growth rate (CAGR) of 4% in net income over the past five years. Gross income also witnessed a five-year CAGR of 14%, while revenue grew to an impressive five-year CAGR of 37%.

Over the past period, the Company's Finance Department has successfully automated its accounting system, transitioned to digital payment solutions for product sales, applied international standards, and aligned with the electronic integration requirements of the Zakat, Tax, and Customs Authority (ZATCA). Additionally, the Company secured the necessary liquidity for its expansion plans through strong relationships with local banks and conducted feasibility studies to capitalize on suitable investment opportunities.

The Finance Department continues to perform its duties by providing the operations sector with periodic performance monitoring reports, continuously tracking and analyzing revenues and expenses, ensuring the availability of financial resources, and maintaining ongoing collaboration with the IT Department to update and develop financial systems, further automate the accounting process, and integrate with various payment methods.

In conclusion, SASCO remains committed to maximizing shareholder value, reducing costs, improving profitability, and enhancing financial efficiency. We aim to ensure business continuity and sustainable growth by implementing our strategic plan, which focuses on achieving sustainable expansion, developing innovative solutions, and delivering high-quality services that exceed customer expectations.

Islam Mohamed Khairy Ahmed

CFO

Financial Performance:

Business Results (in SAR)

Description	2020	2021	2022 (Amended)	2023 (Amended)	2024
Revenues	2,136,241,724	4,061,642,625	7,852,211,128	9,112,927,440	10,186,571,682
Direct Costs	(1,985,986,469)	(3,902,344,305)	(7,641,623,263)	(8,812,162,957)	(9,896,834,677)
Total Income	**150,255,255**	**159,298,320**	**210,587,865**	**300,764,483**	**289,737,005**
General and Administrative (G&A) Expenses	(43,591,615)	(50,628,176)	(177,167,753)	(105,654,369)	(105,889,442)
Marketing Expenses	(2,328,178)	(2,642,077)	(4,431,958)	(4,637,218)	(8,275,483)
Provision for Doubtful Debts	(20,947,427)	(1,725,000)	4,147,766	(9,106,342)	(3,880,587)
Other Gains and Losses	0	0	0	8,256,285	7,248,272
Change in Fair Value of Investment Properties	0	0	0	70,306,500	(21,305,000)
Revenues - Miscellaneous Expenses	4,517,057	377,936	111,832,843	6,517,725	16,138,792
Net Income (Loss) from Main Business Operations	**87,905,092**	**104,681,003**	**144,968,763**	**266,447,064**	**173,773,557**
Financing Costs (FC)	(46,203,837)	(57,227,963)	(112,911,682)	(156,708,190)	(181,184,771)
Finance Income			10,349,348	30,794,427	31,430,725
Investment Income (Loss)	4,123,932	7,003,272	4,345,487	6,202,549	8,936,808
Change in Fair Value of Financial Assets Held at FVTPL					19,755,658
Net Income/Loss Before Zakat	**45,825,187**	**54,456,312**	**46,751,916**	**146,735,850**	**52,711,977**
Zakat	(5,696,537)	(3,613,333)	(8,509,744)	(6,303,847)	(3,374,222)
Net Income	**40,128,650**	**50,842,979**	**38,242,172**	**140,432,003**	**49,337,755**
Net Income Attributable to Parent Company Shareholders	**40,128,650**	**50,842,979**	**32,189,663**	**114,552,035**	**44,212,614**

Comparison of Assets and Liabilities (SAR)

Description	2020	2021	2022 (Adjusted)	2023 (Adjusted)	2024
Current Assets	348,374,311	424,159,409	951,239,813	546,534,300	596,687,366
Non-current Assets	2,638,239,910	2,833,299,061	5,038,377,862	5,322,015,778	5,852,135,795
Total Assets	**2,986,614,221**	**3,257,458,470**	**5,989,617,676**	**5,868,550,078**	**6,448,823,161**
Current Liabilities	525,836,895	712,724,557	1,399,090,714	1,425,511,370	1,660,670,171
Non-current Liabilities	1,656,027,596	1,732,797,363	3,659,382,248	3,477,388,121	3,828,897,902
Total Liabilities	**2,181,864,491**	**2,445,521,920**	**5,053,950,579**	**4,902,899,491**	**5,489,568,073**

Statement of Financial Position Data:

Description	2020	2021	2022 (Adjusted)	2023 (Adjusted)	2024
Cash and Cash Restricted	104,284,916	154,748,750	636,973,481	183,153,957	178,964,380
Trade Receivables	113,465,298	140,459,019	137,560,567	131,423,044	149,424,195
Inventory	42,171,818	51,580,925	82,574,432	108,784,960	131,060,498
Total Assets	2,986,614,221	3,257,458,470	5,989,617,676	5,868,550,078	6,448,823,161
Total Liabilities	2,181,864,491	2,445,521,920	5,058,472,962	4,902,899,491	5,489,568,073
Paid-up Capital	600,000,000	600,000,000	600,000,000	600,000,000	700,000,000
Total Equity Attributable to Parent Company Shareholders	804,749,730	811,936,550	772,852,008	841,076,154	849,451,662
Long-term Assets	2,638,239,910	2,833,299,061	5,038,377,863	5,322,015,778	5,852,135,795

Key Financial Ratios:

Growth Ratio

Description	2020	2021	2022	2023	2024
Sales Growth	(13.96%)	90.13%	93.33%	16.06%	11.78%
Net Income Growth	(66.74%)	26.70%	(36.69%)	255.87%	(61.40%)
Asset Growth	18.19%	9.07%	83.87%	(2.02%)	9.89%
Equity Growth	(5.27%)	0.89%	(4.81%)	8.83%	1.00%

Profitability Ratios

Description	2020	2021	2022	2023	2024
Return on Sales (ROS)	1.88%	1.25%	0.41%	1.26%	0.43%
Return on Capital (ROC)	6.69%	8.47%	5.36%	19.09%	6.32%
Return on Investment (ROI)	1.52%	1.79%	0.64%	2.14%	0.76%
Return on Total Assets (ROTA)	1.34%	1.56%	0.54%	1.95%	0.69%
Return on Equity (ROE)	4.99%	6.26%	4.17%	13.62%	5.20%

Efficiency Ratios

Description	2020	2021	2022	2023	2024
Inventory Turnover Ratio	47.09	75.65	91.96	81.01	75.51
Asset Turnover Ratio	0.72	1.25	1.31	1.55	1.58

Income Statement as a Percentage of Revenue

Description	2020	2021	2022	2023	2024
Sales	100.0%	100.0%	100.0%	100.0%	100.0%
Direct Costs	92.97%	96.08%	96.32%	96.70%	97.16%
Total Income	7.03%	3.92%	2.68%	3.30%	2.84%
General and Administrative (G&A) Expenses	2.05%	2.04%	1.25%	2.26%	1.16%
Revenues - Other Expenses	0.21%	0.01%	1.42%	0.16%	0.23%
Zakat	0.27%	0.09%	0.11%	0.07%	0.03%
Net Income	1.88%	1.25%	0.41%	1.26%	0.43%

Revenues Geographically - SASCO Fuels

Description	2023	%	2024	%
Central Region	1,670,375,249	30.23%	1,896,256,501	28.73%
Western Region	560,766,818	10.15%	670,603,561	10.16%
Eastern Region	767,910,458	13.90%	990,261,682	15.00%
Southern Region	1,460,059,736	26.43%	1,603,155,273	24.29%
Northern Region	676,675,593	12.25%	876,234,397	13.27%
Al-Qassim Region	388,987,392	7.04%	564,479,204	8.55%
Total	5,524,775,245	100.00%	6,600,990,619	100.00%

Detailed Statement of Regulatory Payments Paid and Outstanding for Any Zakat, Taxes, Fees, or Other Liabilities in 2024.

(All Amounts in SAR)

Description	2024		Brief Description	Explanation
	Paid	Outstanding at the End of the Financial Period		
Zakat	3,152,045	1,916,350	Paid Zakat during the year	Due for 2024
Withholding Tax	359,252	23,687	Paid withholding tax amount	Outstanding for December, to be paid in January 2025
Value Added Tax (VAT)	41,487,007	5,063,808	Paid VAT during the year	Outstanding for December, to be paid in January 2025
General Organization for Social Insurance (GOSI)	15,633,961	1,425,611	Year dues	Outstanding for December, to be paid in January 2025
Visa, Passport, and Labor Office Fees	35,554,716		Visa fees and residence renewal	Outstanding for December, to be paid in January 2025
Customs Duties	2,301,175		Paid customs duties	Outstanding for December, to be paid in January 2025

Revenues by Sector

	Direct Revenues		Direct Costs			Total Income		Contribution Margin Ratio (CM Ratio)		CM Ratio to Revenue	
Description	2023	2024	2023	2024		2023	2024	2023	2024	2023	2024
Stations and Rest Stops	8,858,505,784	9,833,914,283	(8,599,010,311)	(9,592,877,341)		259,495,473	241,036,942	86.28%	83.19%	97.21%	96.54%
SATA	21,598,094	34,933,391	(11,335,260)	(15,705,851)		10,262,834	19,227,540	3.41%	6.64%	0.24%	0.34%
Palm Co.	246,491,117	359,184,080	(234,322,444)	(344,417,993)		12,168,673	14,766,087	4.05%	5.10%	2.70%	3.53%
Ostool Al Naqel Co.	51,380,169	70,377,313	(42,267,312)	(58,106,620)		9,112,857	12,270,693	3.03%	4.24%	0.56%	0.69%
SASCO Waha Co.	3,343,465	3,211,462	(2,907,327)	(3,485,148)		436,138	(273,687)	0.15%	(0.09%)	0.04%	0.03%
Al Nakhla Al Oula	13,908,714	16,997,261	(4,910,980)	(14,643,282)		8,997,734	2,353,979	2.99%	0.81%	0.15%	0.17%
Amlak	290,774	355,453	0	0		290,774	355,453	0.10%	0.12%	0.00%	0.00%
Settlements	(82,590,678)	(132,401,559)	82,590,678	132,401,559		(0)	(0)	(0.00%)	(0.00%)	(0.91%)	(1.30%)
Total	9,112,927,440	10,186,571,683	-8,812,162,957	-9,896,834,677		300,764,483	289,737,006	100%	100%	100%	100%

Key Differences between Declared Results and Last Year's Results

(All Amounts in SAR)

Description	2023 (Amended)	2024	Change +(-)	Change %
Revenues	9,112,927,440	10,186,571,683	1,073,644,243	11.78%
Direct Costs	(8,812,162,957)	(9,896,834,677)	(1,084,671,720)	12.31%
Income Margin	**300,764,483**	**289,737,006**	**(11,027,477)**	**-3.67%**
General and Administrative (G&A) Expenses	(105,654,369)	(105,889,442)	(235,073)	0.22%
Marketing Expenses	(4,637,218)	(8,275,484)	(3,638,266)	78.46%
Provision for Doubtful Debts	(9,106,342)	(3,880,587)	5,225,755	-57.39%
Change in Fair Value of Investment Properties	70,306,500	(21,305,000)	(91,611,500)	-130.30%
Other Revenues	6,517,725	16,138,792	9,621,067	147.61%
Other Gains and Losses	8,256,285	7,248,272	(1,008,013)	-12.21%
Net Operating Income (NOI)	**266,447,064**	**173,773,557**	**(92,673,507)**	**-34.78%**
Financing Costs (FC)	(156,708,190)	(181,184,771)	(24,476,581)	15.62%
Finance Income	30,794,427	31,430,725	636,298	2.07%
Dividends Received from Financial Assets at FVTOCI	6,202,549	7,494,112	1,291,563	20.82%
Dividends Received from Financial Assets at FVTPL	0	1,442,696	1,442,696	
Change in Fair Value of Financial Assets Held at FVTPL	0	19,755,658	19,755,658	
Net Income Before Zakat	**146,735,850**	**52,711,977**	**(94,023,873)**	**-64.08%**
Zakat	(6,303,847)	(3,374,222)	2,929,625	-46.47%
Net Income After Zakat	**140,432,003**	**49,337,755**	**(91,094,248)**	**-64.87%**
Profit Attributable to Parent Company Shareholders	**114,552,035**	**44,212,614**	**(70,339,421)**	**-61.40%**
Non-Controlling Interest (NCI)	**25,879,968**	**5,125,141**	**(20,754,827)**	**-80.20%**

Reasons

The decrease in net profit for the current year compared to the previous year is due to the increase in the cost of sales, general and administrative expenses, marketing expenses, financing expenses, and the inclusion of losses from the change in the fair value of investment properties in the current year. Additionally, it is affected by the reversal of the compensation amount recorded for the Hafr Al Batin land case. This decline occurred despite the increase in sales, the decrease in the provision for credit losses, the increase in other revenues, the rise in investment income, and the positive change in the fair value of investments measured at fair value through profit and loss.

Overview of Total Debt Portfolio Development over the Past 5 Years (SAR)

Description/Year	2024	2023	2022	2021	2020
Non-Current Portion of Long-Term Loans	1,464,462,807	1,330,262,680	1,561,140,565	537,429,979	532,475,838
Short-Term Loans and Current Portion of Long-Term Loans	213,355,843	59,865,545	81,809,756	81,808,250	134,401,943
Total Loans	1,677,818,650	1,390,128,226	1,642,950,321	619,238,229	666,877,781

Detailed Overview of Debt Portfolio as of 31st December 2024 (SAR)

(All Amounts in SAR)

S	Lender	Loan Type	Principal Amount	Loan Term	Amounts Paid as of 31/12/2024	Outstanding Amount as of 31/12/2024
1	Al Rajhi Bank	Long-Term	135,600,000	5 Years	67,800,000	67,800,000
2	Al Rajhi Bank	Long-Term	57,346,231	5 Years	17,203,869	40,142,362
3	Al Rajhi Bank	Long-Term	240,000,000	5 Years	-	240,000,000
4	Al Rajhi Bank	Long-Term	24,850,194	5 Years	-	24,850,194
5	Al Rajhi Bank	Long-Term	81,584,187	5 Years	-	81,584,187
6	Al Rajhi Bank	Long-Term	43,194,791	5 Years	-	43,194,791
7	Al Rajhi Bank	Long-Term	44,654,104	5 Years	-	44,654,104
8	Al Rajhi Bank	Long-Term	41,056,000	5 Years	-	41,056,000
9	Riyad Bank	Long-Term	106,381,498	5 Years	79,786,124	26,595,375
10	Riyad Bank	Long-Term	17,796,560	4 Years	-	17,796,560
11	Riyad Bank	Long-Term	37,955,316	4 Years	-	37,955,316
12	Riyad Bank	Long-Term	450,000,000	7 Years	-	450,000,000
13	Saudi Awwal Bank	Long-Term	150,000,000	7 Years	-	150,000,000
14	Saudi Awwal Bank	Long-Term	40,823,961	4 Years	6,803,993	34,019,967
15	Bank Albilad	Long-Term	299,973,111	7 Years	-	299,973,111
16	Al Rajhi Bank	Long-Term	27,318,423	5 Years	-	27,318,423
17	Al Rajhi Bank	Long-Term	12,342,218	5 Years	-	12,342,218
	Total		1,180,876,594		171,593,986	1,639,282,608

Detailed Financial Statements

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO)

Report on the audit of the consolidated financial statements

Our opinion

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

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2024;
- the consolidated statement of income for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), endorsed in the Kingdom of Saudi Arabia (the "Code"), that is relevant to our audit of the consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with the Code's requirements.

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach

Overview

Key Audit Matters	• Revenue recognition • Impairment of goodwill • Impairment of property and equipment and right-of-use assets

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where the directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach (continued)

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
Revenue recognition	
The Group's revenue for the year ended 31 December 2024 amounted to Saudi Riyals ("SR") 10,200 million (2023: SR 9,113 million). Revenue recognition is considered a key audit matter in view of the significance of the amounts involved, the susceptibility of such revenue to misstatement and fraud risk and the fact that the Group's management focuses on revenue as one of key performance measures and a driver for the business. *Refer to Notes 3.21 and 28 to the Group's consolidated financial statements for the accounting policy related to revenue recognition and relevant disclosures.*	Our audit procedures included, among others, the following: • Obtained an understanding of the nature of revenue contracts to determine significant revenue streams; • Obtained an understanding of the various significant revenue streams and identified and evaluated the relevant controls on a sample basis; • Considered the appropriateness and tested the consistency of the Group's revenue recognition policies with International Financial Reporting Stations ("IFRS"), that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA; • Assessed the compliance of such policies with the applicable IFRS, that are endorsed in the Kingdom of Saudi Arabia, and other standards and pronouncements issued by SOCPA; • Inspected a sample of sales contracts and transactions to confirm that the related revenue recognition is compliant with IFRS 15 requirements and to obtain evidence that such transactions occurred;

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach (continued)

Key audit matters (continued)

Key audit matter	How our audit addressed the Key audit matter
Revenue recognition (continued)	• Inspected a sample of sales transactions recorded before and after the year-end to assess the appropriateness of revenue recognition in the corresponding periods; • Tested, on a sample basis, certain revenue controls. • Performed Computer Assisted Audit Techniques to analyse the fuel revenue population and identify unusual or irregular postings; • Tested, on a sample basis, journal entries posted to the revenue accounts to identify unusual or irregular postings; and • Assessed the adequacy of the disclosures in the Group's consolidated financial statements in accordance with IFRS, that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA.

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach (continued)

Key audit matters (continued)

Key audit matter	How our audit addressed the Key audit matter
Impairment of goodwill	
At 31 December 2024, the Group had goodwill, which arose on past business combinations amounting to SR 492 million (2023: SR 492 million). In accordance with the International Accounting Standard ("IAS") 36 "Impairment of assets", that is endorsed in the Kingdom of Saudi Arabia, an entity is required to test goodwill acquired in a business combination at least annually irrespective of whether there is any indication of impairment. Goodwill is monitored by management at a regional level comprising of cash-generating units ("CGUs") based on the relevant operating activities of the Group. Management carried out an impairment assessment in respect of goodwill by determining a recoverable amount based on value-in-use using a discounted cash flow model, which utilized the most recent business plan prepared by the management. We considered impairment testing of goodwill by management as a key audit matter since the assessment of the recoverable amount using value-in-use requires considerable judgment by management around use of estimates. The critical judgmental elements of management's assessment were:	We assessed management's impairment assessment of goodwill by performing the following procedures: • We engaged our internal valuation expert to assess the reasonableness of the methodology used by management to determine the recoverable amount of goodwill; • Tested the arithmetical accuracy of the model used and of the underlying calculations; • Tested the reasonableness of the cash flow projections by comparison to the CGU's historical results, business plans and tested underlying assumptions (revenue growth and earnings before interest taxes depreciation and amortisation ("EBITDA") margin) supporting the growth in forecasted cash flows; • Engaged our internal valuation experts to assist in the review of the valuation model and use of the discount rate and terminal growth rate assumption; • Tested management's sensitivity analyses over key assumptions in order to assess the potential impact of a range of possible outcomes; and • Assessed the adequacy of the disclosures in the Group's consolidated financial statements in accordance with IFRS, that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA.

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach (continued)

Key audit matters (continued)

Key audit matter	How our audit addressed the Key audit matter
a) revenue growth and earnings before interest taxes depreciation and amortization ("EBITDA") margin assumptions; and b) discount rate and terminal growth rate used in the cash flow model. *Refer to Note 3.6, 4.1.1 and 9 to the Group's consolidated financial statements for the accounting policy and relevant disclosures.*	
Impairment of property and equipment and right-of-use assets	
At 31 December 2024, the Group had property and equipment of SR 2,097 million (2023: SR 1,947 million) and right-of-use assets of SR 2,442 million (2023: SR 2,225 million). Management performs an assessment at each reporting period to consider whether there are any events or circumstances (impairment triggers or indicators) that indicate that the carrying amounts of these assets, or cash generating unit (CGUs) may not be recoverable. If any such indication exists, management estimates the recoverable amounts of the CGUs and records the related impairment charge, if any. The determination of the recoverable amounts, being the higher of value-in-use and fair value less costs of disposal, requires management to identify and then estimate the recoverable amounts of the CGUs to which the assets belong. Recoverable amounts are based on management's view of key inputs such as future business growth in the forecasted periods as well as the external market conditions, terminal growth rates and the most appropriate discount rates.	Our audit procedures included, among others, the following: • Assessed reasonableness of management's identification of impairment triggers/ indicators and the CGUs where impairment indicators have been identified. • Tested the arithmetical accuracy of the models used and of the underlying calculations; • Tested reasonableness of the key assumptions used in the discounted cash flow models which have been estimated based on forecasts for the Group and its industry and consideration of historical results. • With input from our internal valuation experts, we performed the following procedures on management's valuation models, as deemed appropriate: o Assessed the reasonableness of the methodology used in the calculation of the value-in-use; o Evaluated the reasonableness of the discount rate and terminal growth rate used in the model.

Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Our audit approach (continued)

Key audit matters (continued)

Key audit matter	How our audit addressed the Key audit matter
The CGUs to which the assets belong, where management performed its assessment, relate to individual gas stations as these are the lowest level generating cash from property and equipment and right-of-use assets. We considered this to be a key audit matter given the judgement involved in identifying impairment triggers/ indicators and the complexity inherent in estimating the recoverable amounts of these assets. *Refer to notes 3.6, 4.4.1 and 5 to the Group's consolidated financial statements for the accounting policy and relevant disclosures.*	• Performed sensitivity analyses over assumptions used in the calculation of the value-in-use in order to determine the key assumptions to focus on and to assess the potential impact of a range of possible outcomes; • Assessed the adequacy of the disclosures in the Group's consolidated financial statements in accordance with IFRS, that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the Group's Annual Report, but does not include the consolidated financial statements and our auditor's report thereon, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Group's Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Responsibilities of the Board of Directors and those charged with governance for the consolidated financial statements

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

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

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.

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Independent auditor's report to the shareholders of Saudi Automotive Services Company (SASCO) (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers

Khalid A. Mahdhar
License Number 368

27 March 2025

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of financial position
as at 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

	Note	31 December 2024	31 December 2023 (Restated – Note 42)	1 January 2023 (Restated – Note 42)
ASSETS				
NON-CURRENT ASSETS				
Property and equipment	5	2,097,480,051	1,947,032,508	1,700,492,300
Projects in progress	6	202,052,605	90,688,224	184,126,421
Investment property	7	138,482,500	155,767,500	89,481,000
Right-of-use assets	8	2,441,551,601	2,225,046,792	2,157,153,140
Intangible assets – Goodwill	9	492,197,649	492,197,649	495,348,204
Other intangible assets	10	7,750,374	7,073,002	3,563,911
Financial assets held at fair value through other comprehensive income ("FVTOCI")	11.1	174,826,798	150,190,103	158,212,867
Financial assets held at fair value through profit or loss ("FVTPL")	11.3	47,794,017	-	-
Financial assets held at amortized cost	12	250,000,000	250,000,000	250,000,000
TOTAL NON-CURRENT ASSETS		5,852,135,795	5,322,015,778	5,038,377,863
CURRENT ASSETS				
Inventories	13	151,060,498	108,784,960	82,574,432
Trade receivables	14	149,424,195	131,423,044	137,560,567
Financial assets held at amortized cost	12	3,209,918	3,187,639	3,100,543
Prepayments and other current assets	15	91,274,438	117,496,232	91,080,790
Derivative financial instruments	16	731,475	2,488,468	-
Financial assets held at fair value through profit or loss ("FVTPL")	11.2	42,022,462	-	-
Restricted bank balances	17.1	49,601,323	49,704,917	77,264,901
Cash and cash equivalents	17.2	109,363,057	133,449,040	559,708,580
TOTAL CURRENT ASSETS		596,687,366	546,534,300	951,239,813
TOTAL ASSETS		6,448,823,161	5,868,550,078	5,989,617,676
EQUITY AND LIABILITIES				
EQUITY				
Share capital	18	700,000,000	600,000,000	600,000,000
Statutory reserve	1 & 19	-	83,139,272	72,589,882
Retained earnings / (accumulated losses)		12,565,788	45,687,703	(29,617,577)
Fair value reserve of financial assets held at fair value through other comprehensive income ("FVTOCI")		136,885,874	112,249,179	129,879,703
Equity attributable to shareholders of the parent		849,451,662	841,076,154	772,852,008
Non-controlling interests		109,803,426	124,574,433	158,292,706
TOTAL EQUITY		959,255,088	965,650,587	931,144,714
LIABILITIES				
NON-CURRENT LIABILITIES				
Lease liabilities	20	2,314,618,074	2,102,316,093	2,056,596,986
Long-term loans	21	1,464,462,677	1,330,262,680	1,561,140,565
Employees' defined benefit liabilities	22	49,817,151	44,809,348	41,644,697
TOTAL NON-CURRENT LIABILITIES		3,828,897,902	3,477,388,121	3,659,382,248
CURRENT LIABILITIES				
Short-term loans	21	20,000,000	-	30,000,000
Current portion of long-term loans	21	193,355,978	84,788,710	73,941,015
Trade payables	23	860,679,745	788,406,746	767,561,064
Accrued expenses and other current liabilities	24	206,229,805	184,955,073	170,201,957
Current portion of lease liabilities	20	328,786,418	314,025,382	266,431,194
Dividends payable to shareholders	25	49,601,323	49,704,917	77,264,901
Zakat payable	26	2,017,914	3,635,542	13,690,583
TOTAL CURRENT LIABILITIES		1,660,670,171	1,425,511,370	1,399,090,714
TOTAL LIABILITIES		5,489,568,073	4,902,899,491	5,058,472,962
TOTAL EQUITY AND LIABILITIES		6,448,823,161	5,868,550,078	5,989,617,676

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

Islam Mohammed Khairi Ahmed	Riyadh Bin Saleh Malik	Sultan Bin Mohammad Al-Hudaithi
Chief Financial officer	Chief Executive Officer	Vice Chairman and Managing Director

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of income
For the year ended 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

	Note	For the year ended 31 December 2024	2023 (Restated – Note 42)
Revenue	28	10,186,571,683	9,112,927,440
Cost of revenue	29	(9,896,834,677)	(8,812,162,957)
Gross profit		289,737,006	300,764,483
General and administrative expenses	30	(105,889,442)	(105,654,369)
Selling and marketing expenses		(8,275,484)	(4,637,218)
Provision for expected credit losses	14	(3,880,587)	(9,106,342)
Change in fair value of investment property	7	(21,305,000)	70,306,500
Other income	31.1	16,138,792	6,517,725
Other gains / (losses) – net	31.2	7,348,272	8,256,285
Operating income		173,773,557	266,447,064
Finance costs	32	(181,184,771)	(156,708,190)
Finance income	33	31,430,725	30,794,427
Dividends received from financial assets held at FVTOCI		7,494,112	6,202,549
Dividends received from financial assets held at FVTPL		1,442,696	-
Change in fair value of financial assets held at FVTPL	11.2 & 11.3	19,755,658	-
Income before zakat		52,711,977	146,735,850
Zakat expense	26	(3,374,222)	(6,303,847)
Net income		49,337,755	140,432,003
Attributable to:			
Equity holders of the parent		44,212,614	114,552,035
Non-controlling interests		5,125,141	25,879,968
		49,337,755	140,432,003
Earnings per share			
Basic and diluted earnings per share for the year attributable to equity holders of the parent	34	0.63	1.64

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

Islam Mohammed Khairi Ahmed	Riyadh Bin Saleh Malik	Sultan Bin Mohammad Al-Hudaithi
Chief Financial officer	Chief Executive Officer	Vice Chairman and Managing Director

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of comprehensive income
For the year 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

	Note	For the year ended 31 December 2024	2023 (Restated – Note 42)
Net income		49,337,755	140,432,003
Other comprehensive income / (loss):			
Items that will not be re-classified subsequently to the consolidated statement of income:			
Change in fair value of financial assets held at FVTOCI	11.1	24,636,695	(17,630,524)
Re-measurement gain on employees' defined benefit liabilities	22	2,130,051	1,704,394
Total other comprehensive income for the year		76,104,501	124,505,873
Attributable to			
Equity holders of the parent		70,875,508	98,224,146
Non-controlling interests		5,228,993	26,281,727
		76,104,501	124,505,873

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

Islam Mohammed Khairi Ahmed	Riyadh Bin Saleh Malik	Sultan Bin Mohammad Al-Hudaithi
Chief Financial officer	Chief Executive Officer	Vice Chairman and Managing Director

Saudi Automotive Services Company(SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of cash flows
For the year ended 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

	Note	For the year ended 31 December 2024	2023 (Restated -Note 42)
Operating activities			
Income before zakat		58,711,977	146,735,850
Adjustments for:			
Depreciation of right-of-use assets	8	261,687,228	232,001,486
Depreciation of property and equipment	5	107,894,118	107,041,422
Provision of employees' defined benefit liabilities	22	10,490,477	8,848,201
Provision for expected credit losses	14	3,880,587	5,106,342
Change in fair value of investment property	7	21,308,000	(70,306,600)
Dividend income from financial assets held at FVTOCI		(7,494,112)	(6,202,549)
Dividend income from financial assets held at FVTPL		(1,442,696)	-
Finance costs on lease liabilities	20	96,813,676	87,500,919
Finance costs on loans	21	84,371,093	69,198,271
Impairment reversal on property and equipment	29	(500,001)	(2,846,428)
Impairment reversal on right-of-use assets	29	(3,533,709)	(2,442,224)
Impairment charge on projects in progress	6	1,256,845	2,264,254
Impairment of goodwill	30	-	3,150,555
Fair value changes from financial derivatives	16	1,756,993	(2,498,468)
Provision for slow-moving goods	13	27,900,894	18,447,727
Gain from investments at fair value through profit or loss (FVTPL)	11.2 & 11.3	(19,766,458)	-
Gains from sale of property and equipment	31	(4,234,703)	(217,983)
Gains from disposal of leases	31	(3,182,274)	(5,549,834)
Gains from lease modifications	31	(9,804,611)	(1,804,232)
Finance income		(31,430,726)	(30,794,427)
Amortization of other intangible assets	10	2,034,595	1,153,236
		600,734,396	501,804,791
Working capital adjustments:			
Trade receivables		(21,881,738)	(2,963,819)
Prepayments and other current assets		26,221,794	(26,450,249)
Inventories		(40,775,832)	(44,658,265)
Trade payables		72,272,997	20,845,682
Accrued expenses and other current liabilities		22,112,778	14,759,116
Cash from operations		659,284,335	643,326,186
Zakat paid	26	(4,991,850)	(16,358,888)
Employees' defined benefits liabilities paid	22	(3,352,623)	(3,979,256)
Net cash generated from operating activities		**650,939,862**	**622,988,042**
Investing activities			
Purchase of investments at fair value through profit and loss (FVTPL)	11.2 & 11.3	(70,898,567)	-
Purchase of investments at fair value through other comprehensive income (FVTOCI)	11.1	-	(10,000,000)
Proceed from sale of investments at fair value through other comprehensive income (FVTOCI)	11.1	-	382,260
Purchase of property and equipment	5	(62,498,805)	(60,562,933)
Additions to projects in progress	6	(310,768,200)	(182,120,808)
Proceeds from sale of property and equipment		11,382,170	6,464,269
Interest income on Sukuk investments and short-term deposits		31,408,448	39,707,381
Dividends received from financial assets held at FVTOCI		7,494,112	6,187,356
Dividends received from financial assets held at FVTPL		1,442,696	-
Additions to other intangible assets	10	(1,844,677)	(383,667)
Net cash used in investing activities		**(393,873,025)**	**(200,330,206)**
Financing activities			
Dividends paid		(82,603,594)	(117,559,984)
Restricted bank balance		103,594	27,559,984
Payment of long-term loans – finance costs	21	(110,848,547)	(87,195,954)
Proceeds from long term loans	21	315,823,962	145,724,987
Payments of long-term loans – principal	21	(66,669,625)	(368,547,083)
Short-term loans obtained		830,000,000	841,000,000
Short-term loans repaid		(810,000,000)	(871,000,000)
Lease liabilities paid – principal	20	(252,792,563)	(206,852,012)
Lease liabilities paid – finance costs	20	(84,666,047)	(83,047,311)
Net cash used in financing activities		**(261,152,820)**	**(719,917,376)**
Decrease in cash and cash equivalents		**(4,085,983)**	**(426,259,540)**
Cash and cash equivalents at beginning of the year	17.2	131,449,040	557,708,580
Cash and cash equivalents at the end of the year	17.2	**127,363,057**	**131,449,040**

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

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Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of cash flows (Continued)
For the year 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

	Note	For the year ended 31 December 2024	2023 (Restated -Note 42)
Significant non-cash items			
Share capital increase against corresponding statutory reserve and retained earnings		100,000,000	-
Transfer from statutory reserve to increase share capital		(83,139,272)	-
Transfer from retained earnings to increase share capital		(16,860,728)	-
Change in fair value of financial assets held at fair value through other comprehensive income ("FVTOCI")		24,636,695	17,630,524
Change in fair value reserve relating to financial assets held at FVTOCI		(24,636,695)	(17,630,524)
Transfer from prepayments to investments at FVTPL		(80,819,636)	-
Transfer to investments at FVTPL from prepayments		80,819,636	-
Additions to property and equipment from projects in progress		222,900,322	296,404,551
Transfer from projects in progress to property and equipment		(222,900,322)	(296,404,551)
Capitalization of finance costs to projects in progress		25,640,676	27,388,450
Finance costs transferred from long-term loans to projects in progress		(6,095,303)	(6,603,861)
Finance costs transferred from lease contract liabilities to projects in progress		(19,545,375)	(20,784,589)
Additions to right-of-use assets		504,326,752	373,260,565
Additions to lease contracts liabilities		(504,326,752)	(373,260,565)

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

Islam Mohammed Khairi Ahmed
Chief Financial officer

Riyadh Bin Saleh Malik
Chief Executive Officer

Sultan Bin Mohammad Al-Hudaithi
Vice Chairman and Managing Director

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Consolidated statement of changes in equity
(All amounts are in Saudi Riyals unless otherwise stated)

	Attributable to shareholders of the Parent Company						
	Share capital	Statutory reserve	Retained earnings	Unrealised gains from financial assets held at FVTOCI	Total	Non-controlling interests	Total Equity
Balance as at 1 January 2023 (As previously reported)	600,000,000	72,599,882	13,370,034	129,879,703	815,849,619	161,408,430	977,258,049
Adjustment of prior year (Note 42)	-	-	(42,987,611)	-	(42,987,611)	(3,115,734)	(46,103,345)
Balance as at 1 January 2023 (Restated - Note 42)	600,000,000	72,599,882	(29,617,577)	129,879,703	772,862,008	158,292,696	931,154,704
Income for the year (Restated – Note 42)	-	-	114,552,035	-	114,552,035	25,879,968	140,432,003
Other comprehensive income / (loss)	-	-	1,302,635	(17,630,524)	(16,327,889)	401,259	(15,926,630)
Total comprehensive income / (loss) for the year	-	-	115,854,670	(17,630,524)	98,224,146	26,281,227	124,505,373
Dividends (Note 25)	-	-	(30,000,000)	-	(30,000,000)	(60,000,000)	(90,000,000)
Transfer to statutory reserve	-	10,540,390	(10,540,390)	-	-	-	-
Balance as at 31 December 2023 (Restated – Note 42)	600,000,000	83,139,272	45,687,703	112,249,179	841,076,154	124,574,433	965,650,587
Balance as at 1 January 2024 (Restated – Note 42)	600,000,000	83,139,272	45,687,703	112,249,179	841,076,154	124,574,433	965,650,587
Income for the year	-	-	44,212,614	-	44,212,614	5,125,141	49,337,755
Other comprehensive income	-	-	2,026,199	24,636,695	26,662,894	103,852	26,766,746
Total comprehensive income for the year	-	-	46,238,813	24,636,695	70,875,508	5,228,993	76,104,501
Capital increase (Note 1)	100,000,000	(83,139,272)	(16,860,728)	-	-	-	-
Dividends (Note 25)	-	-	(62,500,000)	-	(62,500,000)	(20,000,000)	(82,500,000)
Balance as at 31 December 2024	700,000,000	-	12,565,788	136,885,874	849,451,662	109,803,426	959,255,088

The accompanying notes 1 to 44 form an integral part of these consolidated financial statements.

Islam Mohammed Khairi Ahmed
Chief Financial officer

Riyadh Bin Saleh Malik
Chief Executive Officer

Sultan Bin Mohammed Al-Hudaithi
Vice Chairman and Managing Director

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Notes to consolidated financial statements
As at 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

1 ACTIVITIES

The Saudi Automotive Services Company (SASCO) (the "Company" or the "Parent Company"), is a Saudi Joint Stock Company incorporated in Riyadh, Kingdom of Saudi Arabia pursuant to Ministerial Resolution No. (563) dated 23 Dhu Al-Hijjah 1402H (corresponding to 12 October 1982), under the Commercial Registration No. 1010054361 dated 28 Rajab 1404H (corresponding to 30 April 1984). The Company's head office is located in Riyadh, King Abdulaziz district, Makkah Al Mukarramah Road (Khurais), P. O Box 12411, Kingdom of Saudi Arabia.

The accompanying consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively with the Company referred to as the "Group"). The main activity of the Group is to provide services to motor vehicles and travelers by establishing central workshops to provide the highest level of maintenance and repair, and establishing a network of motor vehicle service stations, as well as providing rest houses and restaurants, importing and selling foodstuffs, drinks, beverages and raw materials required, importing motor vehicles and spare parts of all kinds for the Group's business and trading in them after obtaining the necessary licenses, carrying out all types of contracting for establishment, management, maintenance and operation of residential and commercial buildings, contracting for maintenance of motor vehicles and equipment for individuals and companies, and participation with bodies or companies that carry out activities similar to the Group's activity or merging with them or establishing subsidiaries owned by the Group or with others.

During the year ended 31 December 2024, the Group has increased its share capital by issuing bonus shares amounting to SR 100 million (equivalent to SR 10 per share) by transferring SR 83,139,272 and SR 16,860,728 from statutory reserve and retained earnings, respectively. This issuance has been recommended by the Board of Directors on 27 March 2024 and approved by the Shareholders' General Assembly held on 9 June 2024. The Group has obtained updated commercial registration and By-laws to reflect the change in share capital.

The following are the details of the subsidiaries included in these consolidated financial statements under the Company's control:

Name of subsidiary	Commercial registration #	Principal field of activity	Direct & indirect ownership percentage (%)	
			31 December 2024	31 December 2023
Fleet Transportation Company	1010283443	Water transportation and distribution, road transportation of goods, transportation of refrigerated and frozen goods, transportation of goods and equipment, transportation of liquids and gases and transportation of cars.	**100%**	100%
Saudi Automobile Club Company	1010197186	Participation in the local international clubs for cars and motorcycles, local and international bodies interested in automobile affairs, issuing cars' customs traffic document (TripTik), international driving licenses, establishing, managing, maintaining and operating motorsports and motorcycle circuits, and holding races and events related to motorsports and motorcycles.	**100%**	100%
Automobile and Equipment Investment Company Limited	1010284946	Establishing workshops for repairing cars and heavy equipment, car service stations and travelers on the main roads between the cities of the Kingdom to provide fuel and oils, maintain cars and heavy equipment, establishing rest houses, motels and restaurants, providing food meals, drinks and beverages, washing and lubricating cars and equipment, importing and selling equipment and tools, and constructing roads and bridges.	**100%**	100%
SASCO Petroleum Stations Services Company*	1010950315	Retail of automotive and motorcycle fuels, gas stations and integrated office administrative and services activities.	**100%**	-

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Notes to consolidated financial statements
As at 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

1 ACTIVITIES (CONTINUED)

Name of subsidiary	Commercial registration #	Principal field of activity	Direct & indirect ownership percentage (%) 31 December 2024	31 December 2023
The First Palm Company	1010356035	General contracting for buildings (construction, repair, demolition, restoration), construction, management and operation, maintenance of residential and commercial buildings and road works.	**100%**	100%
SASCO Palm Company	1010302217	Catering, retail of food and beverages in kiosks and markets, groceries, refrigerated food stores, frozen food stores, distribution centers for food and beverages and dry food stores.	**100%**	100%
SASCO Oasis Company	1010309488	Hotels as per the license of the General Authority for Tourism and National Heritage.	**100%**	100%
Zaiti Petroleum Services Company ("Zaiti")	1010236767	Retail of car and motorcycle fuel (Fuel stations).	**100%**	100%
SASCO Investment franchise Company	1010434138	Providing marketing services on behalf of third parties.	**100%**	100%
Nakhla Properties Company	1010647886	Management and rental of owned or leased (residential) properties, management and rental of owned or leased (non-residential) properties and management activities of properties against commission.	**100%**	100%
North Front Real Estate Company	010671792	Buying, selling and zoning lands and real estate, off-plan sale activities, managing and renting owned and leased (residential) properties, managing and renting owned and leased (non-residential) properties, management activities of properties against commission and real estate registration service.	**100%**	100%
Naft Services Company Limited ("Naft")	4030060592	Operation of fuel stations and related activities.	**80%**	80%
Automotive Services Care Company	7009292033	Washing and lubricating cars.	**100%**	100%

* During the year ended 31 December 2024, the Group transformed one of its branches into a limited liability company called SASCO Petroleum Stations Services Company.

Saudi Automotive Services Company (SASCO)
(A Saudi Joint Stock Company)
Notes to consolidated financial statements
As at 31 December 2024
(All amounts are in Saudi Riyals unless otherwise stated)

1 ACTIVITIES (CONTINUED)

In addition to the above subsidiaries, the accompanying consolidated financial statements include the assets, liabilities, and operating results of the main commercial registration of the Company and all the following sub-commercial registrations:

Branch	Commercial registration #	Commercial registration date	City
Saudi Company for Automotive Services and Equipment SASCO	1010358658	10 Safar 1434H (Corresponding to 10 January 2013)	Riyadh
Saudi Company for Automotive Services and Equipment SASCO	1010671615	16 Rabi Al-Thani 1442H (corresponding to 13 December 2020)	Riyadh
Saudi Company for Automotive Services and Equipment SASCO	1010681876	26 Jumada Al Ula 1442H (Corresponding to 10 January 2021)	Riyadh
Saudi Company for Automotive Services and Equipment SASCO	1010950315	17 Rajab 1439H (corresponding to 12 April 2018)	Riyadh
Saudi Company for Automotive Services and Equipment SASCO	1018000425	10 Safar 1434H (Corresponding to 23 December 2012)	Huraymila
Saudi Company for Automotive Services and Equipment SASCO	1128184243	16 Dhu Al-Qida 1441H (corresponding to 1 July 2020)	Onaizah
Saudi Company for Automotive Services and Equipment SASCO	1131306676	16 Dhu Al-Qida 1441H (corresponding to 7 July 2020)	Buraydah
Saudi Company for Automotive Services and Equipment SASCO	2050093628	6 Shawwal 1434H (Corresponding to 13 August 2013)	Dammam
Saudi Company for Automotive Services and Equipment SASCO	3550122825	17 Rajab 1439H (corresponding to 3 April 2018)	Tabuk
Saudi Company for Automotive Services and Equipment SASCO	4030254775	6 Dhu Al-Qida 1434H (Corresponding to 11 September 2013)	Jeddah
Saudi Company for Automotive Services and Equipment SASCO	4030308874	29 Dhul Hijjah 1439H (corresponding to 10 September 2018)	Jeddah
Saudi Company for Automotive Services and Equipment SASCO	4031216803	29 Dhul Hijjah 1439H (corresponding to 10 September 2018)	Makkah Mukarrama
Saudi Company for Automotive Services and Equipment SASCO	4032229606	29 Dhul Hijjah 1439H (corresponding to 10 September 2018)	Taif
Saudi Company for Automotive Services and Equipment SASCO	4650202976	15 Muharram 1440H (corresponding to 26 Sept 2018)	Al Madinah Al Munawwarah
Saudi Company for Automotive Services and Equipment SASCO	5850121385	7 Safar 1440H (Corresponding to 18 October 2018)	Abha
Saudi Company for Automotive Services and Equipment SASCO	5900126408	26 Jumada Al Ula 1442H (Corresponding to 10 January 2021)	Jazan
Saudi Company for Automotive Services and Equipment SASCO	1010950315	28 Safar 1445H (Corresponding 3 September 2023)	Riyadh

2 BASIS OF PREPARATION

2.1 Statement of compliance

These consolidated financial statements of the Group have been prepared in accordance with the International Financial Reporting Standards ("IFRS"), that are endorsed in the Kingdom of Saudi Arabia, and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants ("SOCPA").

The impact of seasonality or cyclicality on operations is not regarded as significant to the consolidated financial statements.

2 BASIS OF PREPARATION (CONTINUED)

2.2 Going concern

As at 31 December 2024, the Group had a net current liabilities position of SR 1,064 million (31 December 2023: SR 904 million). The Group has performed its assessment on its ability to continue as a going concern. As part of its assessment, the Group anticipates a positive impact on Group's results and profitability in the future. Moreover, the Group considered the cash nature of its main activities, payment terms provided by its main vendor, its access to an undrawn Murabaha facility and the ownership of financial assets held at amortised cost that can be used to settle any dues as needed. Furthermore, the Board of Directors has reviewed the latest financial forecasts including plans to finance committed future development. Based on the above considerations, the Board of Directors believes that the Group has sufficient resources to continue in operation for the foreseeable future. Accordingly, the accompanying consolidated financial statements have been prepared on a going concern basis.

2.3 Historical cost convention

These consolidated financial statements are prepared under the historical cost convention except for the following:
- Certain financial assets and liabilities (including derivative instruments), investment - measured at fair value; and
- Employee benefit obligations as explained in the relevant accounting policies.

2.4 New and amended standards adopted by the Group

The Group has applied the following standards and amendments for the first time for its annual reporting period commencing 1 January 2024:

- Classification of liabilities as current or non-current and non-current liabilities with covenants – amendments to IAS 1;
- Lease liability in sale and leaseback – amendments to IFRS 16; and
- Supplier finance arrangements – amendments to IAS 7 and IFRS 7.

The amendments listed above did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

2.5 Standards issued but not yet effective

Certain amendments to accounting standards have been published that are not mandatory for 31 December 2024 reporting periods and have not been early adopted by the Group. The Group's assessment of the impact of these new standards and amendments is as follows:

- Amendments to IAS 21 - Lack of Exchangeability (effective for annual periods beginning on or after 1 January 2025): In August 2023, the International Accounting Standards Board ("IASB") amended IAS 21 to help entities to determine whether a currency is exchangeable into another currency, and which spot exchange rate to use when it is not. The Group does not expect these amendments to have a material impact on its operations or consolidated financial statements.

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7 (effective for annual periods beginning on or after 1 January 2026): On 30 May 2024, the IASB issued targeted amendments to IFRS 9 and IFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

  - clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
  - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
  - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
  - update the disclosures for equity instruments designated at fair value through other comprehensive income (FVTOCI).

The Group does not expect these amendments to have a material impact on its operations or consolidated financial statements.

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2 BASIS OF PREPARATION (CONTINUED)

2.5 Standards issued but not yet effective

- IFRS 19 Subsidiaries without Public Accountability: Disclosures (effective for annual periods beginning on or after 1 January 2027): Issued in May 2024, IFRS 19 allows for certain eligible subsidiaries of parent entities that report under IFRS to apply reduced disclosure requirements. The Group does not expect this standard to have an impact on its operations or consolidated financial statements.

- IFRS 18 Presentation and Disclosure in Financial Statements (effective for annual periods beginning on or after 1 January 2027): IFRS 18 will replace IAS 1 Presentation of financial statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the consolidated financial statements.
- Amendments to IFRS 10 and IAS 28- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.

Management is currently assessing the detailed implications of applying the new standards on the Group's consolidated financial statements. The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with IFRS 18, as applicable.

3 MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied for the preparation of the consolidated financial statements of the Group are set out below. The accounting policies have been consistently applied to all the years presented, unless otherwise stated as in note 3.4.1 relating to financial assets at fair value through profit or loss.

3.1 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 31 December 2024. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of the other comprehensive income is attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.1 Basis of consolidation (continued)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary;
- Derecognises the carrying amount of any non-controlling interests;
- Derecognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss; and
- Reclassifies the parent's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee.

Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

3.2 Cash and cash equivalents

For the purpose of consolidated statement of financial position, cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the consolidated statement of financial position.

Restricted bank balances are amounts placed with banks which are not available for use by the Group and are excluded from cash and cash equivalents for the purposes of the consolidated statement of cash flows.

3.3 Current versus non-current classification

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

- Expected to be realized or intended to be sold or consumed in the normal operating cycle,
- Held primarily for the purpose of trading.
- Expected to be realized within twelve months after the reporting period, or
- Cash and cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

- Expected to be settled in the entity's normal operating cycle.
- Held primarily for the purpose of trading,
- Due to be settled within twelve months after the reporting period or there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current.

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3. MATERIAL ACCOUNTING POLICY INFORMATION (continued)

3.4 Financial instruments

3.4.1 Financial assets

The Group classifies its financial assets under the following categories:

Classification

- Financial assets designated at amortized cost.
- Financial assets designated at fair value through other comprehensive income ("FVTOCI").
- Financial assets designated at fair value through profit or loss ("FVTPL").

Trade receivables issued are initially recognized when they are originated. Trade receivables that do not contain a significant financing component or for which the Group uses the practical expedient are measured at the transaction price determined under IFRS (15). All other financial assets are initially recognized when the Group becomes a party to the contractual provisions of the instrument at fair value plus or minus, in the case of financial assets not at fair value through profit or loss, transaction costs.

A financial asset shall be measured at fair value through other comprehensive income if both of the following conditions are met:

a) The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

b) The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset shall be measured at fair value through profit or loss unless it is measured at amortized cost or at fair value through other comprehensive income. However, an entity may make an irrevocable selection at initial recognition for particular investments in equity instruments that would otherwise be measured at fair value through profit or loss to present subsequent changes in fair value in other comprehensive income.

The Company reclassifies financial assets only when its business model for managing those financial assets change.

Initial measurement

Except for trade receivables, at initial recognition, an entity shall measure a financial asset at its fair value plus or minus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset.

Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price determined under IFRS 15.

Subsequent measurement

Financial assets at amortized cost

The Company measures financial assets at amortized cost when the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the Effective Interest rate ("EIR") method and are subject to impairment. Interest received is recognized as part of finance income in the consolidated statement of comprehensive income. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

Financial assets designated at fair value through other comprehensive income (equity instruments)

Upon initial recognition, the Group can classify irrevocably its equity investments as equity instruments designated at FVTOCI when they meet the definition of equity under IAS (32) Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by instrument basis.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.4 Financial instruments (continued)

3.4.1 Financial assets (continued)

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the consolidated statement of income when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment. The Company has decided, irrevocably, to classify certain investments at fair value through other comprehensive income in this category.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the consolidated statement of income.

This category includes equity and debt instruments. Dividends from these investments are also recognized as income in the consolidated statement of income when the right of payment has been established.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e. removed from the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Company has transferred its right to receive cash flows from the asset or has assumed an obligation to fully pay it to a third party under a 'pass-through' arrangement and either:

a) *The Company has transferred substantially all the risks and rewards of the asset, or*

b) *The Company has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.*

3.4.2 Financial liabilities

The Group's financial liabilities include trade and other payables, term loans, and Murabaha from various financial institutions, contract liabilities and amounts due to related parties which are subsequently measured at amortized cost.

Classification

An entity shall classify all financial liabilities as subsequently measured at amortized cost, except for:

a) *Financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.*

b) *Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.*

Initial measurement

At initial recognition, an entity shall measure a financial liability at its fair value plus or minus, in the case of a financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial liability.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.4 Financial instruments (continued)

3.4.2 Financial liabilities (continued)

Subsequent measurement

After initial recognition, all financial liabilities, including the short-term loans, and Murabaha from various financial institutions are measured at amortized cost. In case of long-term interest-bearing loans, EIR method will be applied.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the consolidated statement of income.

3.4.3 Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

3.5 Impairment of financial assets

The Group assesses on a forward looking basis the expected credit losses associated with its financial assets carried at amortized cost.

For trade receivables and other financial assets, the Group applies the simplified approach as permitted by IFRS 9 - 'Financial Instruments', which requires expected lifetime losses to be recognised from the initial recognition of the receivables. The amount of the loss is charged to the profit or loss.

The loss rates are based on probability of default based on historical trends relating to collections of Group's trade receivables. The loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified gross domestic product for the Kingdom of Saudi Arabia as the most relevant factor, and accordingly, adjusts the loss rates based on such expected changes.

Trade receivables are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, significant decrease in credit worthiness of the customer, the failure of the customer to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 730 days past due.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in profit or loss.

For equity instruments measured at FVTOCI, impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value. For debt instruments measured at FVTOCI and financial assets carried at FVTPL, impairment gains or losses are recognized in the, consolidated statement of comprehensive income and consolidated statement of income.

For trade receivables only, the Group recognizes expected credit losses for trade receivables based on the simplified approach under IFRS (9). The simplified approach to the recognition of expected losses does not require the Group to track the changes in credit risk; rather, the Group recognizes a loss allowance based on lifetime expected credit losses at each reporting date from the date of the trade receivable. The Group has recognized provisions based on historical credit losses, adjusted for specific future factors for debtors and the economic environment.

Evidence that financial assets are impaired may include indications that a debtor or a group of debtors is experiencing significant financial difficulty, default or delinquency in profit or principal payments, the probability that they will enter bankruptcy or other financial reorganization and where observable data indicates that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.5 Impairment of financial assets (continued)

Expected credit losses are initially measured at the difference between the present value of the contractual cash flows that are due to the Group under the contract, and the cash flows that the Group expects to receive. The Group assesses all information available, including past due cases, credit ratings, the existence of third-party insurance, and forward looking macro-economic factors in the measurement of the expected credit losses associated with its assets carried at amortized cost. The Group measures expected credit loss by considering the risk of default over the contract period and incorporates forward-looking information into its measurement.

3.6 Impairment of non-financial assets

At each reporting date, the Group reviews the carrying amount of its non-financial assets to ensure that there is any indication of impairment. If such an indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its present value or its fair value less costs to sell. In assessing the present value, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generate cash flows from continuous use that are largely separate of the cash flows of other assets or groups of assets (cash-generating units). If there is an indication that an asset may be impaired, then the recoverable amount is determined for the CGU to which the asset belongs. An impairment loss is recognized if the carrying amount of an asset or a cash-generating unit exceeds its recoverable amount. Impairment losses are recognized in the consolidated statement of income. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amount of other assets in the unit (group of units) on a pro rata basis.

For non-financial assets, except goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognized impairment losses are reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years.

3.7 Derivative financial instruments

The derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value.

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

3.8 Inventories

Inventories are measured at lower of cost and net realizable value. Cost is determined using the weighted average cost method. The cost of inventory includes the purchase price plus all expenses incurred in bringing the inventory to its present location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less selling expenses. A provision is offset for obsolete, slow moving and damaged inventories when necessary.

3.9 Investment property

Investment property comprises completed property that is held to earn rentals or for capital appreciation or both. Investment property are measured initially at cost, including transaction costs. Transaction costs include transfer costs, taxes and professional fees for legal services to bring the property to the condition necessary for it to be capable of operating. Subsequent to initial recognition, investment property are stated at fair value which reflects the prevailing market conditions at the reporting date. Gains or losses resulting from changes in the fair value of real estate investments are included in the profit or loss of the period in which they arise. The fair value is determined based on an annual calendar by an accredited external evaluator applying the recommended valuation method.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.9 Investment property (continued)

Transfers are made from (or to) investment property only when there is a change in use. For transfers from investment property to property and equipment, the deemed cost for subsequent accounting is the fair value at the date of the change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property and equipment up to the date of change in use.

Investment property are derecognized either when, investment property is disposed of or when, investment property is permanently withdrawn from use and no future economic benefits is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the investment property is recognized in the consolidated statement of income in the period of derecognition.

3.10 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

3.10.1 The Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, adjusted for any re-measurement of lease liabilities.

The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (Impairment of non- financial assets).

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to the option purchase the underlying asset.

Payments of principal and finance costs components relating to leases as financing activities.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.10.1 The Group as a lessee (continued)

Short term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of commercial buildings, accommodations and offices (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of commercial buildings, accommodations and offices that are considered of low value.

Lease payments of short-term leases and leases of low value assets are recognized as expense on a straight-line basis over the lease term.

3.10.2 The Group as a lessor

Leases in which the Group does not transfer substantially all the risks and benefits associated with ownership of an asset are classified as operating leases. Rental income is accounted for on a straight-line basis over the lease term and is included under revenue in profit or loss in the statement of income due to its operating nature. Initial direct costs incurred during the negotiation and arrangement of an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

3.11 Property and equipment

Property and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing a part of the property and equipment and borrowing costs (if any) for long-term projects if the recognition criteria are met. When significant parts of property and equipment are required to be replaced at intervals, the Group depreciates them separately based on their finite useful lives. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the property and equipment as a replacement if the recognition criteria are met. All other repair and maintenance costs are recognized in statement of income as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

Item	Years	Item	Years
Buildings	33 – 50	Fixtures and furniture	10
Equipment and machinery	10	Computers	6
Motor vehicles	5 - 14 with 20% residual value	Electronic devices	10
Communication devices and phones	4	billboards	6
Leasehold improvements	25 years or over lease term, whichever is shorter		

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising on derecognition of any asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of income when the asset is derecognized. The residual values, useful lives and methods of depreciation of property and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

3.12 Projects in progress

Projects under construction are stated at cost and are not depreciated. Depreciation of projects under construction begins when the assets are ready for their intended use and have been transferred to property and equipment. Murabaha financing expenses and loans used to finance the construction of qualifying assets are capitalized over the period of time required to complete and prepare the asset for its intended use. The financing costs related to leases of projects under construction is also capitalized.

During the year ended 2023, SOCPA in their clarifications published a reply that depreciation on right-of-use assets (related to Lands) during the period of construction of project in progress has to be expensed and not capitalized.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.13 Intangible assets

Intangible assets acquired separately, are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses, if any.

The useful lives of intangible assets are classified to be either finite or infinite. Intangible assets with finite lives are amortized over their estimated useful lives and reviewed for impairment whenever there is an indication of such impairment. The amortization period and the amortization method for the intangible assets with finite lives are reviewed at least once at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

The amortization expenses of intangible assets with finite lives is recognized in the consolidated statement of income as an expense in consistency with the function of the intangible assets.

Amortization of intangible assets that consist of IT software is calculated on a straight-line basis over the useful life of the asset which is 2-5 years.

Gains or losses arising from derecognizing an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in consolidated statement of income when the asset is derecognized.

3.14 Business combination and goodwill

Business combinations are accounted for using the acquisition method. The cost of acquisition is measured as the aggregate of the consideration transferred, measured at fair value at the acquisition date and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree either at fair value or at the percentage share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in general and administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives within other financial instruments in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration that is classified as an equity is not remeasured and subsequent settlement is recognized within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS (9) "Financial Instruments", is measured at fair value with the changes in fair value recognized in the consolidated statement of income in accordance with IFRS (9). All other contingent consideration that is not within the scope of IFRS (9) is measured at fair value at each reporting date with changes in fair value recognized in the consolidated statement of income.

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any. For the purposes of impairment testing, goodwill is allocated to the Group's Cash Generating Unit ("CGU") (or groups of CGU) in a region that are expected to benefit from the synergies of the combination. A group of CGUs to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the group of CGUs is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit(Note 3.6). Any impairment loss for goodwill is recognised directly in the consolidated statement of income. An impairment loss recognised for goodwill is not reversed in subsequent periods. On disposal of the relevant CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

3.15 Dividends

The Group recognizes obligations to pay cash or non-cash dividends to shareholders when the distribution is approved and is no longer at the discretion of the Group. Final dividends are recognized as liabilities at the time of their approval by the General Assembly. Interim dividends are recorded when approved by the Board of Directors. A corresponding amount is recognized directly in statement of changes in equity.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.16 Zakat

The Company and its subsidiaries are subject to the Zakat regulations issued by Zakat, Tax and Customs Authority ("ZATCA") in the Kingdom of Saudi Arabia and are subject to interpretations issued by ZATCA. The management establishes provisions where appropriate on the basis of amounts expected to be paid to ZATCA and periodically evaluates positions taken in the Zakat returns with respect to situations in which applicable Zakat regulations is subject to interpretation. The zakat provision is charged to the consolidated statement of income. Additional zakat liability, if any, related to prior years' assessments arising from ZATCA are accounted for in the period in which the assessments are finalized.

3.17 Value-added tax ("VAT")

Expenses and assets are recognized after deducting the total value added tax, unless VAT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and receivables and payables that are stated with the amount of VAT included. The net amount of value added tax recoverable from, or payable to, the taxation authorities is included as part of receivables or payables in the consolidated statement of financial position.

3.18 Accruals

Liabilities are recognized for amounts to be paid in future for goods or services received, whether billed by the supplier or not.

Provisions, Contingent Assets and Contingent liabilities

Provisions are recognized when the Group has present obligations (legal or constructive) as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of income net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current rate that reflects, when appropriate, the risks specific to the liability. When discount is used, the increase in the provision due to the passage of time is recognized as finance costs.

Onerous contracts

If the Group has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision. However, before a separate provision for an onerous contract is established, the Group recognizes any impairment loss that has occurred on assets dedicated to that contract.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it.

3.19 Employees' defined benefits

Short term employees' benefits

Short-term employees' benefits are expensed as the related services are provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past services provided by the employee and the obligation can be estimated reliably.

Defined Contribution Plans

Retirement benefit in the form of General Organization of Social Insurance (GOSI) is a defined contribution plan. The Group has no obligations, other than the contributions payable to the GOSI. The Group recognizes contributions payable to the GOSI as an expense when fall due.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.19 Employees' defined benefits (continued)

Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The net pension liability recognized in the consolidated statement of financial position in respect of defined benefit post-employment plans is the present value of the projected defined benefit liability at the consolidated statement of financial position date. The defined benefit liability is calculated annually by qualified actuaries using projected credit unit method. Re- measurement amounts, if any, are recognized and reported within other reserves under the consolidated statement of changes in equity with corresponding debit or credit to the consolidated statement of comprehensive income that comprises of actuarial gains and losses on the defined benefits liability.

3.20 Fair value

Measurement

Fair value is the price that would be received to sell assets or paid to transfer liabilities in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the assets or transfer the liabilities takes place either:

- In the principal market for the assets or liabilities; Or
- In the absence of a principal market, in the most advantageous accessible market for the assets or liabilities.

The principal or the most advantageous market must be accessible by the Group.

The fair value of the assets or liabilities is measured using the assumptions that market participants would use when pricing the assets or liabilities, assuming that market participants act in their economic best interest.

A fair value measurement of non-financial asset considers a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are classified within fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1: Quoted (unadjusted or repriced) market prices in active markets for identical assets or liabilities

- Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

- Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in fair value hierarchy by re-assessing classification (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.21 Revenue

The Group recognizes revenues based on a five-step model as set out in IFRS (15):

Step 1. Identify the contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and set out the criteria for every contract that must be met.

Step 2. Identify the performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3. Determine the transaction price; The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4. Allocate the transaction price to the performance obligations in the contract: For contracts that have more than one performance obligation, the Group will allocate the transaction price to each performance obligation in an amount to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5. Recognize revenues when (or as) the entity satisfies a performance obligation.

Revenue from fuel sales

Revenues are recognized at a point in time when fuel is sold to the customer at an amount that reflects the consideration to which the Group is expected to be entitled in exchange for the fuel. The Group concluded that in general it is the principal in its sale agreements as it usually controls goods before delivery to the customer.

Sale of goods

Revenue is recognized when control of the goods has transferred to the customer, recovery of consideration is probable, the associated costs and potential return of the goods can be estimated reliably, there is no continuing management involvement with the goods and the amount of revenue can be measured reliably. Revenues are measured net of returns, trade discounts and volume discounts.

Rendering of services

The Group is engaged in providing services related to vehicle inspection, transportation and distribution of refined petroleum products, and it recognizes the revenues of these services upon completion of their provision, given that the duration of services is generally short in nature.

Revenue from rental

The Group leases sections of the stations and is recognized as rental income on a straight line over the lease term (Note 3.10).

Costs and expenses

Expenses are recognized when incurred based on the accrual basis of accounting. Expenses are classified as:

a) *Cost of revenue: It includes costs directly related to the sales of goods and rendering of services, i.e. directly related to recognized revenue.*

b) *Selling and marketing: It represents the Company's efforts related to the marketing and sales department.*

c) *General and administrative expenses: All other expenses, except direct costs, are classified as general and administrative expenses*

d) *Allocations between costs of revenue, selling and marketing and general and administrative expenses, when required, are made on a consistent basis.*

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.22 Finance income and finance costs

Finance income includes Interest income which is recognized as it accrues in the consolidated statement of income, using the effective Interest method.

Finance costs consist of financial charges related to Murabaha and term loans which are recognized in the consolidated statement of income. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in the consolidated statement of income using the effective interest method.

3.23 Share capital

Ordinary shares are classified as equity. Transaction costs directly attributable to the issue of new shares are shown in equity as a deduction from the proceeds.

3.24 Segmental information

An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses, including revenue and expenses related to transactions with any of the Group's other components. All operating segments' operating results are reviewed by the Group's Chief Operating Decision maker to make decisions about resources to be allocated to the segment and to assess its performance, and for which separate financial information is available.

3.25 Foreign currency

(a) Functional and presentation currency

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in "Saudi Riyals", which is also the Group's functional currency.

(b) Transactions and balances

Foreign currency transactions are translated into Saudi Riyals using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the period-end exchange rates of monetary assets and liabilities denominated in foreign currencies other than Saudi Riyals are recognized in the profit or loss.

4 CRITICAL ACCOUNTING ESTIMATES ASSUMPTIONS AND JUDGEMENTS

The preparation of consolidataed financial statements in conformity with IFRS requires the use of certain critical estimates and judgments that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the reporting period. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and judgments concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next twelve-month period.

4.1 Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the date of preparing the consolidated financial statements, that have a material impact of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year, are described below. The Group used its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

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4 CRITICAL ACCOUNTING ESTIMATES ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

4.1 Estimates and assumptions (continued)

4.1.1 Impairment of non-financial assets

An impairment exists when the carrying value of an asset or cash generating units (CGU) exceeds its recoverable amount, which is the higher of its fair value less costs to sell and the present value. The fair value less costs to sell calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for selling the asset. The present value is based on a Discounted Cash Flow ("DCF") model. The cash flows are derived from the budgeted Earnings before interest and taxes ("EBITDA") for the next years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the asset of the CGU being tested for impairment. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

4.1.2 Expected credit losses (ECLs) of trade receivables

The Group has applied the standard's simplified approach of impairment in accordance with IFRS (9) and has calculated ECLs based on lifetime expected credit losses. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

4.1.3 Employees' defined benefits liabilities

Employees' defined benefits liabilities are determined using actuarial valuations. An actuarial valuation involves making various assumptions, which may differ from actual developments in the future. These assumptions include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, a defined benefit liability is highly sensitive to changes in these assumptions. All assumptions are reviewed annually.

4.1.4 Useful lives and residual values of property and equipment

Management reviews the useful lives and residual values of property and equipment annually. Any change in the estimated useful life or depreciation pattern will be accounted for prospectively. The Group estimates the residual value of vehicles to be 20%.

4.1.5 Fair value measurement of financial instruments

When the fair values of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be measured based on quoted prices in active markets, their fair value is determined using valuation techniques including the discounted cash flow ("DCF") model and EV EBITDA multiples. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions relating to these factors could affect the reported fair value of financial instruments Changes in assumptions relating to these Judgements could affect the reported fair value of financial instruments.

4.1.6 Leases - estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group would have to pay, which requires estimation when no observable rates are available (e.g., subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (e.g., credit rating of a subsidiary).

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4 CRITICAL ACCOUNTING ESTIMATES ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

4.1.7 Valuation of investment property

To measure the fair value of investment properties, the Group engages an independent valuer who holds a recognized and relevant professional qualification and has recent experience in the location and category of the asset being valued, for the purpose of disclosures in the consolidated financial statements.

Management reviews the valuer's report and assesses appropriateness of assumptions and valuation techniques and the overall reasonableness of the valuation.

4.1.8 Going concern

The consolidated financial statements have been prepared on a going concern basis. The Group's management has made an assessment of the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. Furthermore, the management is not aware of any material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern.

4.2 Judgments

4.2.1 Determining the lease term of contract with renewal and termination options – the Group as a lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several leases that include renewal and termination options. The Group applies judgements in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customization to the leased asset).

4.2.2 Property lease classification – the Group as a lessor

The Group has entered into leases for its properties. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the useful life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property that it retains substantially all the risks and benefits incidental to ownership of these properties and accounts for the contracts as operating leases.

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5 PROPERTY AND EQUIPMENT

2024	Lands	Buildings	Equipment and machinery	Motors vehicles	Communicat-ion devices and phones	fixtures and Furniture	Computers	Electronic Devices	Billboards	Leasehold improvements	Total
Cost:											
At the beginning of the year (Restated – Note 42)	773,357,222	901,083,252	208,358,838	157,693,598	416,864	51,006,939	41,614,695	47,748,272	37,954,100	537,211,776	2,756,445,556
Additions during the year	15,043,421	464,254	7,791,603	11,418,116	-	4,721,305	3,248,113	2,116,854	2,937,029	14,358,110	62,098,805
Transferred from projects in progress (Note 6)	-	884,735	49,225,420	79,386,516	-	3,142,846	19,992,026	4,580,594	960,402	64,727,783	222,900,322
Disposals	-	(2,012,023)	(13,927,623)	(6,294,710)	-	(6,236,688)	(276,296)	(1,187,458)	(176,399)	(858,123)	(30,969,320)
Disposals from exiting leased stations	-	-	(250,901)	-	-	(6,027)	(7,186)	(134)	(11,927)	(1,213,640)	(1,489,815)
At the end of the year	788,400,643	900,420,218	251,197,337	242,203,520	416,864	52,628,375	64,571,352	53,258,128	41,663,205	614,225,906	3,008,985,548
Accumulated depreciation and impairment:											
At the beginning of the year	-	387,059,290	107,115,953	63,537,766	190,591	34,623,315	16,055,611	25,517,968	21,844,821	153,467,733	809,413,048
Charge for the year	-	30,648,472	20,280,434	12,859,837	60,036	4,413,882	6,936,330	3,860,410	3,939,689	44,895,028	127,894,118
Impairment for the year	-	311,350	(137,601)	-	-	(46,008)	(8,474)	(14,411)	(95,372)	(509,485)	(500,001)
Disposals	-	(1,754,730)	(9,432,126)	(4,899,598)	-	(5,783,861)	(266,954)	(1,019,893)	(102,984)	(551,778)	(23,811,924)
Disposals from exiting leased stations	-	-	(250,884)	-	-	(6,023)	(7,174)	(132)	(11,919)	(1,213,612)	(1,489,744)
At the end of the year	-	416,264,382	117,575,776	71,498,005	250,627	33,201,305	22,709,339	28,343,942	25,574,235	196,087,886	911,505,497
Net book value:											
As at 31 December 2024	788,400,643	484,155,836	133,621,561	170,705,515	166,237	19,427,070	41,862,013	24,914,186	16,088,970	418,138,020	2,097,480,051
As at 31 December 2023	773,357,222	514,023,962	101,242,885	94,155,832	226,273	16,383,624	25,559,084	22,230,304	16,109,279	383,744,043	1,947,032,508

As of 31 December 2024 and 31 December 2023, property and equipment did not include any assets mortgaged in favor of banks as collateral for loans and banking facilities provided by them (Note 21).

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5 PROPERTY AND EQUIPMENT (CONTINUED)

2023	Lands	Buildings	Equipment and machinery	Motors vehicles	Communicat-ion devices and phones	fixtures and Furniture	Computers	Electronic Devices	Billboards	Leasehold improvements	Total
Cost:											
At the beginning of the year	773,357,222	833,278,822	186,775,223	133,498,386	1,561,163	48,984,671	28,133,680	39,877,005	33,459,389	355,509,289	2,434,434,850
Additions during the year (Restated – Note 42)	-	1,253,499	6,059,772	28,497,918	-	1,858,298	737,954	1,710,700	2,113,549	18,331,243	60,562,933
Transferred from projects in progress (Note 6)	-	66,705,920	23,478,633	2,743,600	-	4,319,144	16,459,086	9,188,041	4,381,137	169,128,990	296,404,551
Disposals	-	(154,989)	(7,954,790)	(7,046,306)	(1,144,299)	(4,155,174)	(3,716,025)	(3,027,474)	(1,999,975)	(5,695,251)	(34,894,283)
Disposals from exiting leased stations	-	-	-	-	-	-	-	-	-	(62,495)	(62,495)
At the end of the year	773,357,222	901,083,252	208,358,838	157,693,598	416,864	51,006,939	41,614,695	47,748,272	37,954,100	537,211,776	2,756,445,556
Accumulated depreciation and impairment:											
At the beginning of the year (As previously reported)	-	325,616,654	92,389,629	59,947,693	1,275,369	34,101,349	15,525,120	24,751,124	19,917,760	119,870,820	693,395,518
Adjustment of prior year (Note 42)	-	35,682,579	1,278,822	-	-	98,400	58,885	402,601	216,964	2,808,781	40,547,032
At the beginning of the year (Restated – Note 42)	-	361,299,233	93,668,451	59,947,693	1,275,369	34,199,749	15,584,005	25,153,725	20,134,724	122,679,601	733,942,550
Charge for the year (Restated – Note 42)	-	28,865,154	18,275,243	9,734,140	59,355	4,528,991	4,117,656	3,254,248	3,570,977	34,635,658	107,041,422
Impairment (Restated – Note 42)	-	(2,964,440)	6,282	-	-	(2,011)	704	4,149	(1,086)	109,974	(2,846,428)
Disposals	-	(140,657)	(4,834,023)	(6,144,067)	(1,144,133)	(4,103,414)	(3,646,754)	(2,894,154)	(1,859,794)	(3,945,848)	(28,712,844)
Disposals from exiting leased stations	-	-	-	-	-	-	-	-	-	(11,652)	(11,652)
At the end of the year (Restated – Note 42)	-	387,059,290	107,115,953	63,537,766	190,591	34,623,315	16,055,611	25,517,968	21,844,821	153,467,733	809,413,048
Net book value											
As at 31 December 2023 (Restated – Note 42)	773,357,222	514,023,962	101,242,885	94,155,832	226,273	16,383,624	25,559,084	22,230,304	16,109,279	383,744,043	1,947,032,508
As at 31 December 2022 (Restated – Note 42)	773,357,222	471,979,589	93,106,772	73,550,693	285,794	14,784,922	12,549,675	14,723,280	13,324,665	232,829,688	1,700,492,300

5 PROPERTY AND EQUIPMENT (CONTINUED)

Depreciation expense was charged to the consolidated statement of income as follows:

	Note	2024	2023 (Restated – Note 42)
Cost of revenue	29	**122,798,598**	102,717,783
General and administrative expenses	30	**5,095,520**	4,323,639
		127,894,118	107,041,422

6 PROJECTS IN PROGRESS

Projects in progress represents the cost of establishing and developing projects related to fuel stations in various regions in the Kingdom of Saudi Arabia. This line item includes costs of contractors in addition to expenses of project management, finance costs, and other miscellaneous expenses that qualify for capitalization.

The movement of projects in progress during the year is as follows:

	Note	2024	2023
At the beginning of the year		**90,688,224**	184,126,421
Additions during the year		**310,768,200**	182,120,818
Capitalization of lease liabilities' interest	6.1	**6,025,303**	6,603,861
Capitalization of loans interest	6.2	**19,595,375**	20,784,589
Transferred to property and equipment	5 & 6.3	**(222,900,322)**	(296,404,551)
Transferred to other intangible assets	10	**(867,330)**	(4,278,660)
Impairment of projects in progress	6.4	**(1,256,845)**	(2,264,254)
At the end of the year		**202,052,605**	90,688,224

6.1 This represents interest cost incurred on lease liabilities relating to stations under projects in progress (note 20).

6.2 This represents finance costs qualified for capitalization. The rate used to determine finance costs qualified for capitalization is the weighted average rate 7.2% per annum (2023: 7.5% per annum) of borrowing costs on the Group's outstanding loans during the year and used to finance these projects (Note 21).

6.3 Transfers to property and equipment mainly represent the cost of constructing new stations (Note 5).

6.4 During the year an impairment at an amount of SR 1.3 million was recorded on the value of projects in progress as of 31 December 2024 (31 December 2023: SR 2.3 million).

7 INVESTMENT PROPERTY

The Group's investment property consists of a land in Makkah valued at SR 138,482,500 as of 31 December 2024 (2023: SR 159,787,500).

Set out below is the movement for the two years ended 31 December:

	2024	2023
Cost:		
At the beginning of the year	**159,787,500**	89,481,000
Remeasurement recognized in profit or loss	**(21,305,000)**	70,306,500
At the end of the year	**138,482,500**	159,787,500

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7 INVESTMENT PROPERTY (CONTINUED)

The fair value of the land was determined based on the valuations conducted by the Adaa Edarah Real Estate Valuation, an independent and accredited valuation expert, with license number 1210000876 by Saudi Organization for Accredited Valuers. The fair value measurement in its entirety is classified into level 2 based on the valuation techniques used in estimating the fair value and related inputs.

The fair value measurement in its entirety is classified into level 2 based on the valuation techniques used in estimating the fair value and related inputs.

Below is the valuation technique used and the main inputs for valuation of investment property:

	Valuation technique	Significant non-observable inputs	Basis
Properties (Commercial)	Comparable value approach	Price per square meter fair value	13,000 per square meter

8 RIGHT-OF-USE ASSETS

The Group has leases relating mainly to fuel stations for which lease terms usually range between 5 years to 35 years. Management considered the judgements and implication of the extension and termination options on the leases (Note 4.2.2). The movement of right-of-use assets during the year is as follows:

	Note	2024	2023 (Restated – Note 42)
Cost:			
At the beginning of the year		**2,943,241,131**	2,687,141,145
Additions		**504,326,752**	373,260,565
Lease modifications	8.2	**(16,851,369)**	(5,204,454)
Disposals	8.1	**(63,161,653)**	(111,956,125)
At the end of the year		**3,367,554,861**	2,943,241,131
Accumulated amortisation and impairment			
At the beginning of the year		**718,194,339**	529,988,005
Lease modifications		**(6,694,927)**	-
Charge for the year	29 & 30	**261,697,228**	232,001,480
Impairment		**(3,533,709)**	(3,442,224)
Disposals	8.1 & 8.2	**(43,659,871)**	(40,352,922)
At the end of the year		**926,003,060**	718,194,339
		2,441,551,801	2,225,046,792

8.1 During the year ended 31 December 2024, the Group terminated certain leases for a number of stations before the end of the lease terms. Some other leases were also modified during the year. Consequently, these disposals and modifications resulted in gains of SR 12,986,885 (2023: SR 7,354,067), which were recognized in the consolidated statement of income (Note 31).

8.2 Lease adjustments represent changes made to lease payments and other terms agreed upon with lessors.

8.3 Uncapitalized depreciation was charged to the consolidated statement of income under cost of revenue and general and administrative expenses (Notes 29 and 30).

The following are the amounts recognized in the consolidated statement of income:

	Note	2024	2023 (Restated – Note 42)
Depreciation expense of right-of-use assets	29 & 30	**261,697,228**	232,001,480
Finance costs on lease liabilities	20	**96,813,676**	87,509,919
Variable lease expenses		**51,173,215**	54,094,964
		409,684,119	373,606,363

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9 INTANGIBLE ASSETS - GOODWILL

Goodwill resulted from the acquisition of Zaiti Petroleum Services Company during 2015 and Naft during 2022.

During the year, the gas stations under the name of Zaiti were transferred to the new subsidiary in the Group; SASCO Petroleum Stations Services Company ("PSSC"), therefore the goodwill relating to Zaiti was reallocated accordingly to PSSC. Carrying amount of goodwill is as follows:

	Naft	PSSC	Zaiti	Total
2024				
At the beginning of the year	**487,888,656**	**-**	**4,308,993**	**492,197,649**
Reallocation of goodwill	**-**	**4,308,993**	**(4,308,993)**	**-**
At the end of the year	**487,888,656**	**4,308,993**	**-**	**492,197,649**
2023				
At the beginning of the year	491,039,211	-	4,308,993	495,348,204
Impairment	(3,150,555)	-	-	(3,150,555)
At the end of the year	487,888,656	-	4,308,993	492,197,649

International Accounting Standard (36) "Impairment of Assets" requires that goodwill impairment testing be performed on an annual basis regardless of whether or not there is any indication of impairment of goodwill. Goodwill is assigned to the Group of CGUs of the Group that represent the cash-generating units within the region in which the goodwill is managed.

Goodwill impairment test

The Group performed its impairment test. As at 31 December 2024, the recoverable amount of the Group's CGUs was more than the carrying value and hence, no impairment was recognised. The recoverable value is determined on the basis of present value calculations, which use cash flow projections over five years considering terminal values for owned gas stations and the projections till the end of the lease terms for leased stations. Management believes that the assumptions regarding the growth rates are no more than the average long-term growth rates of the subsidiary's activities.

Key assumptions for the current value calculations are set out below.

	2024	2023
Discount rates	**10.25%**	**7.14%**
Terminal growth rate	**2.5%**	**2.0%**

The discount rates used reflect specific risks relating to the subsidiary.

Sensitivity to changes in assumptions

	Change in assumptions		Impact on fair value	
	Increase in assumption	Decrease in assumption	(Decrease) / Increase in amount	Increase / (Decrease) in amount
Discount rate	**1%**	**1%**	**(278,919,630)**	**333,990,273**
Terminal growth rate	**1%**	**1%**	**882,935,900**	**(604,941,769)**

The estimated fair value would increase / (decrease) if the rates were lower / (higher) with no impairment identified.

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10 OTHER INTANGIBLE ASSETS

Other intangible assets mainly include accounting software and operating software at the stations; the following is the movement of other intangible assets during the year:

	Note	2024	2023
Cost:			
At the beginning of the year		**19,170,785**	14,508,458
Additions		**1,844,577**	383,667
Transferred from projects in progress	6	**867,330**	4,278,660
As at the end of the year		**21,882,692**	19,170,785
Accumulated amortization:			
At the beginning of the year		**12,097,783**	10,944,547
Charge during the year		**2,034,535**	1,153,236
At the end of the year		**14,132,318**	12,097,783
Net book value:			
As at 31 December		**7,750,374**	7,073,002

Amortization expense was charged to the consolidated statement of income as follows:

	Note	2024	2023
Cost of revenue	29	**1,195,559**	490,461
General and administrative expenses	30	**838,976**	662,775
		2,034,535	1,153,236

11 INVESTMENTS

11.1 Financial assets held at fair value through other comprehensive income ("FVTOCI")

The Group has made long term investments in the below mentioned companies. These investments do not give the Group control or the right to direct decisions over the investees. The Group has classified these investments as financial assets held at fair value through other comprehensive income in accordance with the Group's business model for such investments.

Company	% of Ownership	Country of incorporation	2024	2023
Middle East Battery Company	12.79%	Kingdom of Saudi Arabia	**157,792,995**	134,959,443
Mutual funds - Osool and Bakheet		Kingdom of Saudi Arabia	**14,369,656**	13,871,662
National Tourism Company	0.36%	Kingdom of Saudi Arabia	**2,539,147**	1,233,998
Racing Co. Ltd.	25%	Kingdom of Saudi Arabia	**125,000**	125,000
			174,826,798	150,190,103

The Group has invested in a mutual fund (Osool and Bakheet). The fund's aim is to invest in partial acquisitions of listed companies shares on Tadawul.

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11 INVESTMENTS (CONTINUED)

11.1 The movement of the investments at FVTOCI is as follows:

Cost

	2024	2023
At the beginning of the year	37,697,824	28,015,500
Additions during the year	-	10,000,000
Disposals during the year	-	(317,676)
At the end of the year	37,697,824	37,697,824

Fair value reserve of financial assets held at fair value through other comprehensive income (“FVTOCI”)

	2024	2023
At the beginning of the year	112,492,279	130,197,387
Additions during the year	-	-
Disposals during the year	-	(74,584)
Change in fair value during the year	24,636,695	(17,630,524)
At the end of the year	137,128,974	112,492,279
	174,826,798	150,190,103

11.2 Financial assets held at fair value through profit or loss (“FVTPL”) - current

The movement in FVTPL investments was as follows:

	2024	2023
At the beginning of the year	-	-
Addition during the year	40,898,867	-
Change in fair value during the year	1,123,595	-
At the end of the year	42,022,462	-

This investment represents equity in securities traded on Tadawul.

11.3 Financial assets held at fair value through profit or loss (“FVTPL”) – non-current

During the year ended 2024, the Group invested SR 30,819,636 (equivalent to USD 8,000,000) in a limited life partnership based in Delaware, United States of America. The Partnership was formed to invest in X.AI Corp. which is also based in the United States of America. At the consolidated statement of financial position date, the fair value of this investment amounted to SR 47,749,017. The movement of financial assets held at fair value through profit or loss – non-current was as follows:

	2024	2023
At the beginning of the year	-	-
Addition during the year	30,000,000	-
Change in fair value during the year	18,632,063	-
Other expenses	(838,046)	-
At the end of the year	47,794,017	-

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12 FINANCIAL ASSETS AT AMORTISED COST

Financial assets held at amortised cost represent investments in Sukuk issued by Riyad Bank with a credit rating of BBB+(31 December 2023: BBB+). These Sukuk carry an average interest rate of 5.25% per annum as at 31 December 2024 (31 December 2023: 5.25% per annum). The details of these investments are as follows:

	Maturity date	Nominal value	Credit rating
Investment in Sukuk - Riyadh Bank	17 September 2027	150,000,000	BBB+
Investment in Sukuk - Riyadh Bank	17 September 2027	100,000,000	BBB+

	2024	2023 (Re-stated Note 42)
Fixed commission debt instruments (Sukuk) – held at amortized cost	253,209,918	253,187,639
Less: Current portion	(3,209,918)	(3,187,639)
Non-Current portion	250,000,000	250,000,000

13 INVENTORIES

	2024	2023
Fuel and petroleum materials	76,335,566	70,329,120
Catering supplies	44,717,298	29,711,217
Spare parts and consumables	8,570,068	6,673,776
Customs traffic document (TripTik) and international licenses	1,437,566	2,070,847
	131,060,498	108,784,960
Less: provision for slow-moving and obsolete items	-	-
	131,060,498	108,784,960

The movement in the provision for obsolete and slow-moving inventories was as follows:

	2024	2023
At the beginning of the year	-	14,074,602
Charge for the year*	17,900,294	18,447,737
Provision written-off*	(17,900,294)	(32,522,339)
At the end of the year	-	-

*The provision and write-offs during the year ended 31 December 2024 did not include the fuel written off. This has been corrected by reflecting the amount in the provision and write offs.

14 TRADE RECEIVABLES

	2024	2023 (Restated – Note 42)
Trade receivables	170,964,417	158,785,751
Provision for expected credit losses	(21,540,222)	(27,362,707)
	149,424,195	131,423,044

Movement in the provision for Expected credit loss during the year was as follows:

	2024	2023 (Restated – note 42)
At the beginning of the year	27,362,707	29,866,746
Provision for expected credit losses	3,880,587	11,922,345
Reversal of a provision during the year	-	(2,816,003)
Written-off during the year	(9,703,072)	(11,610,381)
At the end of the year	21,540,222	27,362,707

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14 TRADE RECEIVABLES (CONTINUED)

The Group applies IFRS 9 simplified approach for measuring expected credit losses which uses a lifetime expected loss allowance for trade receivables and other financial assets. The expected loss rates are based on the roll-rate method calculated over a period of 3 years and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the gross domestic product of the Kingdom of Saudi Arabia to be the most relevant factor and accordingly adjusts the historical loss rates based on expected changes in this factor.

Ageing analysis of trade receivables

Below are the details of the expected credit losses of trade receivables:

Year	Total	Less than 90 days	91-180 days	181-360 days	More than 360 days
31 December 2024	**170,964,417**	**68,671,225**	**20,921,707**	**18,799,605**	**62,571,880**
Expected credit losses ("ECL")	**(21,540,222)**	**(1,386,093)**	**(1,211,686)**	**(2,836,273)**	**(16,106,170)**
Expected credit loss rate	**12.60%**	**2.02%**	**5.79%**	**15.09%**	**25.74%**
31 December 2023 (Restated Note – 41)	158,785,751	55,900,600	29,053,950	30,471,561	43,359,640
Expected credit losses ("ECL")	(27,362,707)	(689,360)	(824,020)	(2,385,881)	(23,463,446)
Expected credit loss rate	17.23%	1.23%	2.84%	7.83%	54.11%

Refer to note 40.6 for information about expected credit losses exposure of the Group's trade receivables.

15 PREPAYMENTS AND OTHER CURRENT ASSETS

	Note	2024	2023 (Restated – Note 42)
Prepayments		**40,851,167**	35,960,212
Advances to suppliers		**23,100,165**	23,279,153
Other receivables	15.1 & 15.2	**9,695,103**	35,417,461
Refundable deposits		**4,936,945**	8,921,251
Prepaid rentals		**3,774,011**	5,294,529
Cash margin on letters of guarantee cash margin		**3,507,200**	750,000
Employee advances and loans		**3,023,621**	5,380,969
Discount due from vendors		**1,756,420**	812,453
Due from related parties	27	**35,938**	36,472
Others		**593,868**	1,643,732
		91,274,438	117,496,232

15.1 As at 31 December 2023, the balance of other receivables included an amount of SR 8.2 million against a claim for the right to use a land, owned by the Group from the Ministry of Housing (the "Ministry"), about which a court judgement was passed in favor of the Group by the General Court in Riyadh and upheld by the Court of Appeals in Riyadh. The Group also lodged another case against the Ministry to repossess the land being used by the Ministry and the case is still under consideration as of 31 December 2024.

Subsequent to the year ended 31 December 2024, the Group received a court ruling on 13 February 2025 based on the appeal of Ministry for the claim of receivable amounting SR 8.2 million which was announced in the previous court ruling dated 25 February 2019. The current court order overturns the previous judgement; therefore, the Group has written-off the receivable.

Current year balance includes a receivable amounting to SR 8.3 million being compensation from the Ministry for loss of sales due to construction of road around the vicinity of the station. The letter was received from the Ministry to this effect on 11 July 2024.

15.2 Prior year balance represented an amount initially paid for the purchase of a land in auction. The Group recorded this amount as other receivable as the title of the land could not be transferred to the Group and the refund of the amount was requested in 2023 and majorly collected in 2024 (Note 42).

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16 DERIVATIVE FINANCIAL INSTRUMENTS

At 31 December 2024, the Group had an interest rate swap financial derivative arrangement with a local financial institution in order to reduce its exposure to interest rate risk against long-term financing. The below table summarizes the fair values of derivatives:

Derivative financial instrument	Fair value
2024	731,475
Interest rate swap	
2023	
Interest rate swap	2,488,468

The following table summarizes the amounts recognized in the statement of profit and loss:

	2024	2023
Changes in fair value, net	**(1,756,993)**	2,488,468
	(1,756,993)	2,488,468

17.1 RESTRICTED BANK BALANCES

	2024	2023 (Restated – Note 42)
Restricted bank balances	**49,601,323**	49,704,917

This represents un-claimed dividend accounts which are kept in a separate bank account for dissemination to shareholders. These bank accounts are marked as restricted by the banks as there are restrictions with respect to their usage or withdrawal.

17.2 CASH AND CASH EQUIVALENTS

	Note	2024	2023 (Restated – Note 42)
Bank balances		**115,340,138**	127,375,566
Short-term deposits	17.2.1	**4,200,000**	-
Cash on hand		**9,822,919**	6,073,474
		129,363,057	133,449,040

17.2.1 Short-term deposits represent amounts placed with commercial banks with a tenure of less than ninety days.

18 SHARE CAPITAL

The authorized, issued and fully paid share capital consists of 70 million shares with value SR 10 each (2023: 60 million shares with value SR 10 each).

During the year ended 31 December 2024, the Group has increased its share capital by issuing bonus shares amounting to SR 100 million (equivalent to SR 10 per share) by transferring SR 83,139,272 and SR 16,860,728 from statutory reserve and retained earnings, respectively. This issuance has been recommended by the Board of Directors on 27 March 2024 and approved by the Shareholders' General Assembly held on 9 June 2024. The Group has obtained an updated commercial registration and By-laws to reflect the change in share capital.

19 STATUTORY RESERVE

During the year, the Group revised its By-laws to exclude the requirements of previously held statutory reserve, thereby the Board of Directors approved the transfer of the balance of SR 83,139,272 from statutory reserve to increase the share capital (Notes 1 and 18).

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20 LEASE LIABILITIES

The Group has leases related to fuel filing stations for which lease terms usually range between 5 years to 35 years. In general, there are various leases that include extension and termination options and variable lease payments. The movement of lease liabilities during the year is as follows:

	2024	2023 (Restated – Note 42)
At the beginning of the year	**2,416,341,475**	2,323,028,180
Additions	**504,326,752**	373,260,565
Lease modifications	**(19,961,053)**	(7,008,687)
Finance costs on lease liabilities	**96,813,676**	87,509,919
Capitalization of finance costs of projects in progress	**6,025,303**	6,603,861
Disposals	**(22,684,056)**	(77,153,037)
Payments	**(337,458,610)**	(289,899,326)
At the end of the year	**2,643,403,487**	2,416,341,475
Less: Current portion	**(328,785,413)**	(314,025,382)
Non-Current portion	**2,314,618,074**	2,102,316,093

The maturity analysis of lease liabilities is disclosed in Note 39.7.

21 LOANS

Long-term loans

During the year ended 31 December 2024, the Group obtained proceeds from term loans in the form of Murabaha financing with a total value of SR 315.8 million (2023: SR 145.7 million) for the purpose of financing certain projects under construction. The interest is based on SAIBOR plus a profit margin according to the interest rates prevailing in the market.

The loan agreements contain covenants, mainly relating to certain leverage ratio, total debt to equity ratio and other commitments. Under the terms of these agreements, the banks have the right to demand immediate repayment of the loans if any of the covenants are not met. The Group didn't comply with certain covenants as at 31 December 2024 and obtained a written waiver of these covenants from banks before the end of the year.

The movement in the long-term loans during the year was as follows:

	2024	2023 (Restated – Note 42)
At the beginning of the year	**1,415,046,390**	1,635,081,580
Proceeds during for the year	**315,823,962**	145,724,987
Finance costs – charged to consolidated statement of income (Note 32)	**84,371,095**	69,198,271
Financing costs – capitalized (Note 6)	**19,595,375**	20,784,589
Repayment – principal	**(66,669,625)**	(368,547,083)
Repayment – finance costs	**(110,348,547)**	(87,195,954)
At the end of the year	**1,657,818,650**	1,415,046,390
Less: Current portion	**(193,355,973)**	(84,783,710)
Non- current portion	**1,464,462,677**	1,330,262,680

Short-term loans

These items represent working capital facilities obtained during the year from local banks. The facilities are repayable within one year and these carry average finance costs at SAIBOR plus 2.15% per annum (31 December 2023: SAIBOR plus 2.15% per annum).

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22 EMPLOYEES' DEFINED BENEFIT LIABILITIES

	2024	2023
Defined benefit liabilities	**49,817,151**	44,809,348

The Group grants employee defined benefits ("Benefit Plan") to its employees taking into consideration the local labor law requirements in the Kingdom of Saudi Arabia. The benefit provided by this benefit plan is a lump sum based on the employees' final salaries and allowances and their cumulative years of service at the date of the termination of employment.

The benefit liability recognized in the consolidated statement of financial position in respect of defined terminal benefit plan is the present value of the defined benefit liability at the reporting date.

The defined benefit is calculated regularly by qualified actuaries using projected credit unit method. The present value of the defined benefit liabilities is determined by discounting the estimated future cash outflows using yields on corporate bonds that are denominated in the currency in which the benefits will be paid.

Re-measurement amounts of actuarial gains and losses on the defined benefit liabilities, if any, are recognized and reported within re-measurements of employees' terminal benefits in the consolidated statement of comprehensive income and cumulative actuarial gains or losses in the consolidated statement of changes in equity.

The Group's plan is exposed to actuarial risk including:

- Discount rate risk: the decrease in the discount rate would increase employees' defined benefit liabilities.
- Salary changes risk: The present value of the terminal benefits provision is calculated on the basis of future salaries of plan participants, and therefore the increase in salaries will increase the value of the employees' defined benefits liabilities.

Expenses charged to the consolidated statement of income are as follows:

	2024	2023
Current service cost	**8,372,696**	7,144,428
Financial charges related to employees' terminal benefit plans	**2,117,781**	1,703,873
	10,490,477	8,848,301

Actuarial gains charged to the consolidated statement of comprehensive income:

	2024	2023
Re-measurement gain on employees' defined benefit liabilities	**2,130,051**	1,704,394

Movement of the present value of employees' defined benefit liabilities is as follows:

	2024	2023
At beginning of the year	**44,809,348**	41,644,697
Employees' terminal benefits expense	**10,490,477**	8,848,301
Benefits paid	**(3,352,623)**	(3,979,256)
Actuarial gains from employees' terminal benefits	**(2,130,051)**	(1,704,394)
At the end of the year	**49,817,151**	44,809,348

Key actuarial assumptions

	2024	2023
Salary growth rate	**4.25%**	4.15%
Discount rate	**5.25%**	4.65%
Number of employees covered under terminal benefits plan	**4,309**	3,950

The discount rate is derived based on KSA Sukuk bonds.

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22 EMPLOYEES' DEFINED BENEFIT LIABILITIES (CONTINUED)

Sensitivity analysis

A quantitative sensitivity analysis for significant assumptions on the employees' defined benefits liabilities as at 31 December is presented below:

Assumptions	Salary growth rate		Discount rate	
Sensitivity level	Increase by 50 basis points	Decrease by 50 basis points	Increase by 50 basis points	Decrease by 50 basis points
2024	**1,429,632**	**(1,364,522)**	**(1,536,784)**	**1,598,175**
2023	958,414	(733,057)	(895,974)	895,974

The sensitivity analysis above was performed based on a method by which the impact on employees' defined benefits liabilities is expected due to reasonable changes in principal assumptions which take place at the end of the year. The sensitivity analyses are based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analyses may not be representative of an actual change in the employees' defined benefit liability as it is unlikely that changes in assumptions would occur in isolation from one another.

The below represents the amounts by maturity expected to be paid for the employees' defined benefit liabilities:

	2024	2023
Within 12 months	**6,006,347**	4,831,164
Two to five years	**33,639,756**	30,863,538
More than five years	**48,497,736**	43,825,381

23 TRADE PAYABLES

	2024	2023 (Restated – Note 42)
Payables to vendors of fuel and petroleum materials	**812,212,530**	720,371,195
Payables to vendors of goods and services	**48,467,213**	68,035,551
	860,679,743	788,406,746

24 ACCRUED EXPENSES AND OTHER CURRENT LIABILITIES

	Note	**2024**	2023 (Restated – Note 42)
Deferred revenue		**124,225,275**	110,155,640
Accrued expenses		**47,338,171**	40,021,821
Performance securities		**20,119,303**	14,873,128
Refundable deposits		**5,181,676**	7,790,861
Value added tax payable, net		**1,636,171**	4,099,057
Amounts due to related parties	27	**-**	69,000
Others		**7,729,209**	7,945,566
		206,229,805	184,955,073

25 DIVIDENDS PAYABLE TO SHAREHOLDERS

	Note	**2024**	2023
At the beginning of the year		**49,704,917**	77,264,901
Dividend declared	35	**82,500,000**	90,000,000
Dividend paid		**(82,603,594)**	(117,559,984)
At the end of the year		**49,601,323**	49,704,917

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26 ZAKAT

Charge during the year

The Zakat charge during the year as follow:

	2024	2023
Zakat expense for the year	**5,739,640**	4,103,847
Prior year adjustments	**(2,365,418)**	2,200,000
	3,374,222	6,303,847

Zakat provision has been calculated as follows:

	2024	2023 (Restated – Note 42)
Equity	**959,255,088**	965,650,587
Opening provisions and other adjustments	**3,828,897,902**	3,477,388,121
Book value of long-term assets	**(5,852,135,795)**	(5,322,015,778)
	(1,063,982,805)	(878,977,070)
Income subject to zakat for the year	**49,337,755**	164,690,494
Zakat base	**49,337,755**	164,690,494

Movement in provision during the year

The movements in provision for Zakat during the year was as follows:

	2024	2023
At the beginning of the year	**3,635,542**	13,690,583
Charge during the year	**3,374,222**	6,303,847
Paid during the year	**(4,991,850)**	(16,358,888)
At the end of the year	**2,017,914**	3,635,542

The Group submits its zakat returns of the Group on a consolidated basis of the Company and its subsidiaries, except for "Naft".

Zakat status – SASCO

The Group has submitted its zakat returns to the Zakat, Tax and Customs Authority ("ZATCA") for all previous years up to 2023 and received final Zakat assessments from ZATCA up to 2022. ZATCA also raised Zakat assessments for the years from 2014 to 2018, resulting in additional Zakat liabilities/claims of SR 12.3 million. The Group lodged an objection to all of these additional claims which was rejected by ZATCA, and the Group booked additional zakat provision accordingly in 2023. No further assessment have been raised in this regard.

Zakat status – Naft

Naft group filed its zakat declarations with ZATCA on a consolidated basis for the company and its subsidiaries for all the years up to 2023. ZATCA raised Zakat assessments up to 2018 with no additional liabilities. The assessments of the remaining years have not yet been raised by ZATCA.

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27 RELATED PARTY TRANSACTIONS AND BALANCES

The Group's related parties consist of major shareholders, key management personnel, companies in which the Group, shareholders, Board of Directors or key management personnel have control or common control or significant influence. In the normal course of business, the Group transacts with related parties. These transactions represent mutual services with these entities.

Below are the details of significant transactions and the related balances:

a) *Amounts due from related parties*

Related party	Relationship	Nature of transaction	Amounts of transactions 2024	Amounts of transactions 2023	Balance 2024	Balance 2023
Najmat Al Mada'in Company - Najamt Projects	Common directorship	Sale of fuel	**87,074**	52,911	**17,208**	7,784
Entertainment Gate Company	Common directorship	Sale of fuel and lease of residential rooms	**37,697**	90,487	**4,522**	3,526
Ibrahim Al Hadithi for Investment Company	Common directorship	Sale of fuel	**170,404**	168,069	**13,050**	23,607
Zawaya Real Estate Company	Common directorship	Sale of fuel	**18,751**	16,610	**1,158**	1,555
Nahaz Investment Company	Common directorship	Sale of fuel	**115,567**	53,686	**-**	-
Arzaq Agricultural Company	Common directorship	Sale of fuel	**82,915**	36,920	**-**	-
					35,938	36,472

b) *Amounts due to related parties*

Related party	Relationship	Nature of transaction	Amounts of transactions 2024	Amounts of transactions 2023	Balance 2024	Balance 2023
Nahaz Investment Company	Common directorship	lease of an administrative building and stations	**2,263,658**	2,163,658	**-**	69,000
Najmat Al Mada'in Real Estate Company	Common directorship	Sale of fuel	**1,650,000**	1,650,000	**-**	-
					-	69,000

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27 RELATED PARTY TRANSACTIONS AND BALANCES (CONTINUED)

Benefits and remuneration of key management personnel

Key management includes Board of Directors, members of the executive committee, audit committee and the directors of business functions. Benefits and Remuneration of key management personnel comprise the following:

	2024	2023
Salaries and other short-term employee benefits	**4,914,660**	5,242,735
Attendance allowance and committee's remuneration	**6,414,726**	6,903,655
Employee benefit obligations	**504,318**	563,879
	11,833,704	12,710,269

Terms and conditions relating to related party balances

Outstanding balances with related parties at the year-end are unsecured, interest free, settled in cash within 12 months from the consolidated statement of financial position date. There has been no guarantee provided or received for any related party receivables or payables. For the years ended 31 December 2024 and 2023, the Group has not recorded any impairment of receivables relating to amounts owed by related parties. This assessment is undertaken at each reporting period by examining the financial position of the related party and the market in which the related party operates.

28 REVENUE

	2024	2023
Fuel revenue	**9,413,232,044**	8,496,674,023
Catering revenue	**356,320,065**	246,174,389
Leasing revenue	**304,861,574**	285,566,445
Others	**112,158,000**	84,512,583
	10,186,571,683	9,112,927,440
Timing of revenue recognition		
Over a period of time	**304,861,574**	285,566,445
At a point in time	**9,881,710,109**	8,827,360,995
	10,186,571,683	9,112,927,440

29 COST OF REVENUE

	Note	2024	2023 (Restated – Note 42)
Direct materials		**9,076,825,201**	8,094,924,142
Depreciation of right-of-use assets	8	**261,495,492**	231,730,831
Employees' costs		**252,278,083**	215,914,114
Depreciation of property and equipment	5	**122,798,598**	102,717,783
Impairment reversal on property and equipment	5	**(500,001)**	(2,846,428)
Impairment reversal on right-of-use assets	8	**(3,533,709)**	(3,442,224)
Impairment charge on projects in progress	6	**1,256,845**	2,264,254
Rent expense on leases of stations		**50,636,291**	53,852,502
Repair and maintenance		**26,314,676**	25,035,656
Bank charges		**28,081,515**	25,043,254
Utilities		**32,552,370**	30,487,840
Internet and communication expenses		**9,469,638**	5,353,465
Licenses and subscription		**13,396,668**	10,720,184
Fuel consumption		**8,251,556**	3,363,625
Insurance expenses		**5,317,655**	4,923,834
Amortization of other intangible assets	10	**1,195,559**	490,461
Professional fees		**1,037,172**	1,524,245
Others		**9,961,068**	10,105,419
		9,896,834,677	8,812,162,957

Certain prior year figures above have been reclassified to conform to the current period presentation.

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30 GENERAL AND ADMINISTRATIVE EXPENSES

	Note	2024	2023 (Restated - Note 42)
Salaries, wages and employees' benefits		**80,092,444**	78,530,272
Professional and consultancy fees		**8,665,593**	8,703,377
Depreciation of property and equipment	5	**5,095,520**	4,323,639
Bank charges		**2,353,692**	1,760,935
Amortization of other intangible assets	10	**838,976**	662,775
Repair and maintenance expenses		**1,008,778**	1,362,173
Rent expense on lease of stations		**536,924**	242,462
Electricity and water		**495,211**	444,743
Depreciation of right-of-use assets	8	**201,736**	270,649
Impairment of goodwill		-	3,150,555
Internet and communication expenses		**1,320,087**	424,279
Licenses and subscription		**2,012,188**	2,245,669
Fuel consumption		**468,475**	285,992
Insurance expenses		**589,534**	838,432
Others		**2,210,284**	2,408,417
		105,889,442	105,654,369

Certain prior year figures above have been reclassified to conform to the current period presentation.

31.1 OTHER INCOME

	Note	2024	2023 (Restated Note 42)
Compensation against encroachment	31.1.1	**8,295,027**	-
Grant income		**2,414,919**	-
Others		**5,428,846**	6,517,725
		16,138,792	6,517,725

31.1.1 This relates to compensation to be received from Ministry of Transport with respect to loss of sales caused to the gas station of the Group in prior years as part of ongoing government project (Note 15.1).

31.2 OTHER GAINS / (LOSSES) - NET

	Note	2024	2023 (Restated Note 42)
Write off of other receivable	15 & 43	**(8,216,323)**	-
(Loss) / profit from financial derivatives	16	**(1,756,993)**	2,488,468
Gains from disposal of leases		**3,182,274**	5,549,834
Gains from modification of leases		**9,804,611**	-
Gains from sale of property and equipment		**4,234,703**	217,983
		7,248,272	8,256,285

32 FINANCE COSTS

	Note	2024	2023 (Restated – Note 42)
Finance costs on lease liabilities	20	**96,813,676**	87,509,919
Finance costs on long-term loans	21	**84,371,095**	69,198,271
		181,184,771	156,708,190

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33 FINANCE INCOME

	Note	2024	2023 (Restated – Note 42)
Finance income on short-term deposits		**18,305,725**	17,669,427
Finance income on financial assets held at amortized cost	12	**13,125,000**	13,125,000
		31,430,725	30,794,427

34 EARNINGS PER SHARE

Basic and diluted EPS is calculated by dividing the profit for the year attributable to ordinary shareholders of the Group by the weighted average number of outstanding ordinary shares issued and paid during the year plus the weighted average number of ordinary shares to be issued when all dilutive potential ordinary shares are converted to ordinary shares. Diluted earnings per share are calculated, same as the ordinary or basic share profit, as the Group does not have any convertible bonds or diluted instruments to exercise.

The following table shows income data from main operations, income and shares used to calculate basic and diluted earnings per share for the year:

	2024	2023 (Re-stated – Note 42)
Income for the year attributable to the shareholders of the Parent	**44,212,614**	114,552,035
Weighted average number of outstanding shares	**70,000,000**	70,000,000
Basic and diluted earnings per share	**0.63**	1.64

During the year ended 31 December 2024, the Group issued 10,000,000 bonus shares as stated in Note 1. Accordingly, prior year's earnings per share has been adjusted retrospectively.

35 DIVIDENDS

2024:

On 17 Ramadan, 1445 H (corresponding to 27 March 2024), the Group's Board of Directors recommended to distribute additional cash dividends to the shareholders for the fiscal year 2023 of SR 0.75 per share, amounting to SR 45 million, which has been approved by the Ordinary General Assembly on 29 June 2024 and paid during the year ended 31 December 2024.

On 1 Rabi Al Awwal, 1446 H (corresponding to 4 September 2024), the Group's Board of Directors recommended to distribute interim cash dividends to the shareholders for the first half of the fiscal year 2024 of SR 0.25 per share, amounting to SR 17.5 million.

On 11 Safar 1446 H (corresponding to 15 August 2024) the shareholders of Naft in their Ordinary General Assembly Meeting approved dividends of SR 50 million (SR 5 per share) for the year ended 31 December 2024. The share of non-controlling interest has been adjusted in the consolidated statement of changes in equity.

On 4 Jumada al-Akhirah H (corresponding to 5 December 2024) the shareholders of Naft in their Ordinary General Assembly Meeting approved dividends of SR 50 million (SR 5 per share) for the year ended 31 December 2024. The share of non-controlling interest has been adjusted in the consolidated statement of changes in equity.

2023:

On 26 Rabi Al-Awwal, 1445 H (corresponding to 11 October 2023), the Board of Directors resolved to distribute interim dividends for the first half of 2023 at an amount of SR 30 million (SR 0.50 per share).

On 3 Dhu al-Hijjah 1444 (corresponding to 21 June 2023) the shareholders of Naft in their Ordinary General Assembly Meeting approved dividends of SR 300 million (SR 30 per share) for the year ended 31 December 2023. The share of non-controlling interest has been adjusted in the consolidated statement of changes in equity.

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36 AUDIT REMUNERATION

The audit remuneration of the Group for the year ended 2024 amounted to SR 3.0 million (31 December 2023: SR 2.7 million). This comprises of audit services amounting to SR 3.0 million and non-audit assurance services amounting to SR 0.03 million (31 December 2023: audit services SR 2.7 million).

37 SEGMENTAL INFORMATION

The Group has the following strategic departments representing its reporting segments. These segments offer various services and are separately managed because they have different economic characteristics – such as sales growth trends, return rates, level of capital investment and also have different marketing strategies.

Retail and operations:	This segment represents the activities of operating stations from the sale of fuels and operation of residential and commercial buildings.
SASCO Palm:	This segment represents the activities of retail operations of Palm stores.
Saudi Club:	This segment represents the issuance of customs traffic documents (TripTik), international driving licenses, and sports activities.
Transportation Fleet:	This segment represents transportation services of liquid and dry materials.
Others:	This segment represents the activity of investing in other companies, securities, and activities of granting the right to use SASCO trademark.

Reclassification to comparative segment information

During the year ended 31 December 2024, the Group separated the segment of "SASCO Palm" in the Chief Operating Decision Maker ('CODM') report, which was previously clubbed in "Retail and operations", for increased transparency. Management assessed the qualitative aspects of the segment and on that basis has reported the same separately. Consequently, the segment information for comparative period has been adjusted retrospectively.

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37 SEGMENTAL INFORMATION (CONTINUED)

	Retail and operation	SASCO palm	Saudi club	Transportation fleet
For the year ended 31 31 December 2024				
Revenue	**9,779,083,970**	**359,184,080**	**34,933,391**	**13,370,242**
Inter-segment revenue	**75,394,488**	**-**	**-**	**57,007,071**
Depreciation of property and equipment	**(112,599,843)**	**(6,043,234)**	**(74,180)**	**(9,176,861)**
Depreciation of right-of-use of assets	**(259,251,687)**	**(320,614)**	**-**	**(2,124,927)**
Cost of revenue	**(9,611,005,772)**	**(344,417,993)**	**(15,705,851)**	**(58,106,620)**
Gross profit	**243,472,686**	**14,766,087**	**19,227,540**	**12,270,693**

	Retail and operation	SASCO palm	Saudi club	Transportation fleet
For the year ended 31 31 December 2023				
Revenue	8,836,030,006	246,491,117	21,598,094	8,808,223
Inter-segment revenue	40,018,732	-	-	42,571,946
Depreciation of property and equipment*	(95,999,403)	(4,291,015)	(60,328)	(6,690,676)
Depreciation of right-of-use of assets*	(230,161,898)	(183,957)		(1,655,625)
Cost of revenue*	(8,606,773,194)	(234,322,444)	(11,390,685)	(42,267,312)
Gross profit*	269,275,544	12,168,673	10,207,409	9,112,857

*The items include the impact of adjustments relating to prior years (Note 42).

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37 SEGMENTAL INFORMATION (CONTINUED)

	Retail and operation	SASCO palm	Saudi club	Transportation fleet	Others	Eliminations	TOTAL
As at 31 December 2024							
Assets	**7,081,121,099**	**143,985,936**	**49,976,138**	**263,925,527**	**243,980,634**	**(1,334,166,173)**	**6,448,823,161**
Property and equipment	**1,893,144,607**	**51,311,576**	**391,872**	**131,966,897**	**20,665,099**	**-**	**2,097,480,051**
Investment property	**138,482,500**	**-**	**-**	**-**	**-**	**-**	**138,482,500**
Right-of-use assets	**2,427,417,809**	**983,943**	**-**	**13,150,049**	**-**	**-**	**2,441,551,801**
Liabilities	**6,116,815,865**	**114,358,866**	**8,295,525**	**187,248,558**	**-**	**(937,150,741)**	**5,489,568,073**

	Retail and operation	SASCO palm	Saudi club	Transportation fleet	Others	Eliminations	TOTAL
As at 31 December 2023							
Assets*	6,094,334,135	100,016,862	32,431,363	172,515,951	181,819,894	(712,568,127)	5,868,550,078
Property and equipment*	1,805,087,965	37,889,133	370,587	83,019,724	20,665,099	-	1,947,032,508
Investment property	159,787,500	-	-	-	-	-	159,787,500
Right-of-use assets*	2,209,929,051	378,578	-	14,739,163	-	-	2,225,046,792
Liabilities*	5,155,978,506	80,492,650	4,118,423	107,434,738	91,785	(445,216,611)	4,902,899,491

The Group's assets are located in the Kingdom of Saudi Arabia, where it carries out all its activities and thus represents the only geographical segment of the Group.

*The items include the impact of adjustments relating to prior years (Note 42).

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37 SEGMENTAL INFORMATION (CONTINUED)

Reconciliation of information related to the gross profit of the segments to the income before zakat of the Group:

	2024	2023 (Restated – Note 42)
Gross profit	**289,737,006**	300,764,483
Un-allocated items:		
General and administrative expenses	**(105,889,442)**	(105,654,369)
Selling and marketing expenses	**(8,275,484)**	(4,637,218)
Provision for expected credit losses	**(3,880,587)**	(9,106,342)
Fair value change in investment property	**(21,305,000)**	70,306,500
Other income	**16,138,792**	6,517,725
Other gains / (losses) – net	**7,248,272**	8,256,285
Dividends received from financial assets held at FVTOCI	**7,494,112**	6,202,549
Dividends received from financial assets held at FVTPL	**1,442,696**	-
Change in fair value of financial assets held at FVTPL	**19,755,658**	-
Finance costs	**(181,184,771)**	(156,708,190)
Finance income	**31,430,725**	30,794,427
Total un-allocated amounts	**(237,025,029)**	(154,028,633)
Income before zakat	**52,711,977**	146,735,850

38 CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

38.1 Capital commitments

The Group has capital commitments of SR 126.2 million (31 December 2023: SR 48.1 million) mainly related to establishing and developing projects of fuel stations.

38.2 Contingent liabilities

a) As at 31 December 2024, the Group has bank letters of guarantee amounting to SR 2.7 billion (31 December 2023: SR 2.9 billion). Those have been issued in the normal course of business of the Group.

b) The Group has several lawsuit cases filed against it in relation to certain leased lands. These cases have not yet been finalized and the expected outcome cannot be determined reliably. Accordingly, a provision has been made against potential liabilities of such lawsuits amounting to SR 2.5 million (2023: SR 2.5 million) as at the date of these consolidated financial statements.

39 CAPITAL MANAGEMENT

The Group's policy is to maintain a strong capital base to maintain investor, creditor and market confidence and sustain future development of the business. The Board of Directors monitors the return on capital, determined by the Group based on the output of operating activities divided by total shareholders' equity and non- controlling interests. There were no changes in the Group's approach to capital management during the year. The Board of Directors also monitors the level of dividends to ordinary shareholders and capital management. Neither the Group nor any of its subsidiaries are subject to externally imposed capital requirements. Net debt is calculated as loans and lease liabilities (as listed in the consolidated statement of financial position) minus cash and equivalents.

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39 CAPITAL MANAGEMENT (CONTINUED)

Equity comprises all components of equity.

The Group's net debt rate to its equity as 31 December was as the following:

	2024	2023 (Restated – Note 42)
Total debt	**4,321,581,758**	3,831,387,865
Less: Cash and cash equivalents	**(129,363,057)**	(133,449,040)
Net debt	**4,192,218,701**	3,697,938,825
Total equity	**959,255,088**	965,650,587
Gearing ratio	**4.37**	3.83

40 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

Financial instruments risk management objective and policies

Senior management is responsible for risk management. Financial instruments carried in the consolidated statement of financial position include cash and cash equivalents, short term deposits, investments, trade receivables, due to related parties, loans, lease liabilities, dividends payable to shareholders, accrued expenses and other current liabilities and trade payables. Recognition methods have been disclosed in the accounting policies under each related item. Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

40.1 Market risk

Market risk is the risk that changes in market prices, such as foreign equity prices, foreign currency exchange risk and interest risk will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

40.2 Equity price risk

The Group's non-listed equity investments are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages the equity price risk through diversification and by placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Group's senior management on a regular basis. The Group's Board of Directors reviews and approves all equity investment decisions.

40.3 Currency risk

The Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. The Group 's transactions are principally performed in Saudi Riyals and United States Dollar ("USD"). Since the exchange rate of SR is pegged against USD, the Group is not exposed to significant risk. Management monitors fluctuations in foreign currency rates closely.

40.4 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's loans, lease liabilities and deposits placed with banks at floating interest rates. The Group manages interest rate risk through improvement of available funds, decrease of term loans and use of selected hedging.

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40 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

40.5 Interest rate sensitivity analysis

The table below shows the sensitivity to any potential change reasonably in interest rates to the affected financial instruments. With all other variables held constant, the Group's profit before zakat is affected through the impact of floating rates financial instruments based on SAIBOR is as follows:

	100 basis points increase	**100 base points decrease**
2024	**(16,392,825)**	**16,392,825**
2023 (Restated – Note 42)	(13,901,282)	13,901,282

40.6 Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its trade receivables, bank balances and due from related parties as at 31 December:

	Note	**2024**	2023
Financial assets held at FVTPL	11.3	**47,794,017**	-
Financial assets held at amortised cost	12	**253,209,918**	253,187,639
Bank balances	17.2	**119,540,138**	127,375,566
Trade receivables	14	**170,964,417**	158,785,751
Other current assets	15	**22,919,289**	51,282,134
Amounts due from related parties	27	**35,938**	36,472
		614,463,717	590,667,562

Certain amounts in the above table have been restated due to prior year adjustments (Note 42).

The carrying amounts of financial assets represent the maximum credit exposure.

Financial assets held at amortised cost and at FVTPL

Financial assets held at amortised cost and at FVTPL are maintained with bank with strong credit ratings. Therefore, the credit in this respect is considered as insignificant.

Bank balances

The Group keeps it cash surplus with banks in Kingdom Saudi Arabia with strong credit ratings. Therefore, the credit risk related to bank balances and short-term deposits are considered by management as insignificant.

Trade receivables

Customer credit risk is managed subject to the Group's established policy, procedures and controls relating to customer credit risk management. Credit quality of the customer is assessed based on an extensive credit rating scorecard and individual credit limits defined in accordance with this assessment. During the process of monitoring credit risk of customers, such customers are grouped as per their credit characteristics, whether they are individuals, corporate, or governmental bodies, as well as their geographical locations, type of business, transaction dates with the Group, and existence of historical financial difficulties.

The Group measures trade receivables less the provision for expected credit losses. For trade receivables, the Group applies a simplified approach in calculating expected credit losses (ECLs).

Therefore, the Group does not track changes in credit risk but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment (Note 14).

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40 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

40.6 Credit risk (continued)

As at 31 December 2024, more than 37% (2023: 39%) of the Group's customers are companies and governmental bodies. Expected credit loss at an amount of SR 21.5 million (2023: SR 27.4 million) has been recognized in these consolidated financial statements.

During the process of monitoring credit risk of customers, such customers are grouped as per their credit characteristics, whether they are individuals, corporate, or governmental bodies, as well as their geographical locations, type of business, transaction dates with the Group, and existence of historical financial difficulties.

For other receivables the Group assesses the credit quality of the customer, considering its financial position, past experience and other factors. Individual risk limits are then then assigned.

Other current assets

This comprises mainly of other receivables from government, employee loans and advances, refundable deposits, rebates receivables from vendors and margins held by banks. In case of employee loans and advances, the impact on them is immaterial.

Amounts due from related parties

The Group has not recorded any impairment of receivables relating to amounts due from related parties. This assessment is undertaken at each reporting period by examining the financial position of the related party and the market in which the related party operates. There are no significant transactions with related parties as at 31 December 2024 and 31 December 2023.

40.7 Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from inability to sell financial assets quickly at an amount close to its fair value. Liquidity risk is managed by monitoring on a regular basis that sufficient funds are available through committed credit facilities to meet any future commitments.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts and bank loans.

The table below summarizes the maturity profile of the Group's financial liabilities based on undiscounted contractual payments as at 31 December. The effect of undiscounting of certain liabilities due within one year is insignificant.

2024	**Within 1 year**	**1 to 5 years**	**More than five years**	**TOTAL**
Long-term loans	**271,451,580**	**1,131,281,267**	**678,005,232**	**2,080,738,079**
Short-term loans	**20,000,000**	-	-	**20,000,000**
Trade payables	**860,679,743**	-	-	**860,679,743**
Accrued expenses and other current liabilities	**80,368,359**	-	-	**80,368,359**
Lease liabilities	**365,351,080**	**1,461,621,369**	**1,762,262,409**	**3,589,234,858**
Dividends payable to shareholders	**49,601,323**	-	-	**49,601,323**
	1,647,452,085	**2,592,902,636**	**2,440,267,641**	**6,680,622,362**

40 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

40 Financial instruments and risk management (continued)

40.7 Liquidity risk (continued)

2023	**Within 1 year**	**1 to 5 years**	**More than five years**	**TOTAL**
Long-term loans*	126,090,408	931,718,558	751,246,015	1,809,054,981
Trade payables*	788,406,746	-	-	788,406,746
Accrued expenses and other current liabilities*	70,700,376	-	-	70,700,376
Lease liabilities*	314,025,382	1,434,289,156	1,264,878,455	3,013,192,993
Dividends payable to shareholders	49,704,917	-	-	49,704,917
	1,348,927,829	2,366,007,714	2,016,124,470	5,731,060,013

*The abovementioned amounts have been restated due to prior year adjustments (Note 24).

As at 31 December 2024, the Group has available cash facilities amounting to SR 2.4 billion (31 December 2023: SR 1.3 billion) representing unwithdrawn cash from cash loan facilities granted.

41 FAIR VALUE MEASUREMENT OF FINANCIAL INSTRUMENTS

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Financial instruments comprise financial assets and financial liabilities. The Group's financial assets consist of cash and cash equivalents, financial assets at FVTOCI, FVTPL financial assets held amortised cost, derivatives financial instruments, trade receivables, other current assets and cash and cash equivalents while its financial liabilities consist of term loans, lease liabilities, trade payables, accrued expenses and other current liabilities, dividends payable to shareholders, and other liabilities.

Management determined that the fair value of cash and cash equivalents, financial assets held at amortised cost, trade receivables and payables and dividends payable to shareholders approximate their book value due to the short-term maturity of these instruments. For term loans, the fair value does not significantly differ from the carrying amount in the consolidated financial statements as profit rates prevailing in markets for identical financial instruments do not differ from the contractual rates.

The following table shows the carrying amounts and fair values of financial assets and financial liabilities that are carried at fair value, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount (amortized cost) is a reasonable approximation of fair value.

31 December 2024	**Level 1**	**Level 2**	**Level 3**	**Carrying value**
Financial assets				
Financial assets at FVTOCI (Note 11)	-	-	**174,826,798**	**174,826,798**
Financial assets at FVTPL (Note 11)				
Quoted	**42,022,462**	-	-	**42,022,462**
Un-quoted	-	**47,794,017**	-	**47,794,017**
Derivative financial instruments	-	**731,475**	-	**731,475**
	42,022,462	**48,525,492**	**174,826,798**	**265,374,752**

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41 FAIR VALUE MEASUREMENT OF FINANCIAL INSTRUMENTS (continued)

31 December 2023	Level 1	Level 2	Level 3	Carrying value
Financial assets				
Financial assets at FVTOCI (Note 11)		-	150,190,103	150,190,103
Derivative financial instruments	-	2,488,468	-	2,488,468
	-	2,488,468	150,190,103	152,678,571

42 COMPARATIVE FIGURES

In accordance with the requirements of IAS 8 "Accounting policies, changes in accounting estimates and errors" ("IAS 8"), management has restated the comparative figures to adjust prior year consolidated financial statements. The note below sets out the details of adjustments and the line items in the consolidated statements of financial position, income, comprehensive income, changes in equity and cash flows:

Adjustment 1:

As per IAS 1 paragraph 29, items of a dissimilar nature or function should be presented separately, unless they are immaterial. A material amount of finance income on financial assets at amortised cost was previously presented together with other income of a dissimilar nature. The consolidated statement of income for the year ended 31 December 2023 has been represented to separately disclose finance income on financial assets at amortised cost of SR 30,794,427. The consolidated statement of cash flows for the year ended 31 December 2023 has been represented to separately adjust the finance income accrued from profit before tax and to separately present finance income received.

Furthermore, the Group presented SR 3,187,639 and SR 3,100,543 as accrued finance income as at 31 December 2023 and 2022 respectively as part of the 'Prepayments and other current assets' instead of applying amortised cost method and presenting the accrued finance income as part of the amortised cost of the financial assets. As per IFRS 9, the amortised cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition minus the principal repayment, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance. The financial assets carried at amortised cost method have been restated to present financial assets at amortised cost to include the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount.

Adjustment 2:

In prior year, the Group presented SR 28,155,499 and SR 8,154,593 of overdue lease payment liability within the "Accrued expenses and other current liabilities" and SR 8,058,237 and SR 6,682,961 within "Trade payables" in the consolidated statement of financial position as at 31 December 2023 and 1 January 2023 respectively. Management has reassessed the classification of these amounts and concluded that they should be presented within the 'current portion of lease contract liabilities' since the liability meets the definition of lease liabilities.

Adjustment 3:

In the prior year, the Group presented gain on sale of property and equipment and gain on cancellation of lease, profit from derivative financial instruments, other income and fair value increase in investment property as non-operating items in the consolidated statement of income. In the current year, management concluded that the aforementioned other income results from operating activities of the business. Accordingly, change in fair value of investment property of SR 70,306,500, other income of SR 6,517,725 and other gains / (losses) – net of SR 8,265,285 for the year ended 31 December 2023 have been represented as part of the Group's operating activities.

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42 COMPARATIVE FIGURES (CONTINUED)

Adjustment 4:

As per IAS 37 paragraph 61, a provision should only be used for the expenditures for which it was originally recognised. Where the original provision was charged as an expense, any subsequent reversal should be credited to the same line in the income statement. During the year ended 31 December 2023, the management classified a provision reversal, which was previously charged to general and administrative expenses in other income, net. Accordingly, management corrected prior period error amounting to SR 4,005,391 in the consolidated statement of income for the year ended 31 December 2023 by restating the comparatives.

Adjustment 5:

The Group had a balance amounting to SR 49,704,917 as at 31 December 2023 and SR 77,264,901 as at 1 January 2023, held in separate bank accounts for distribution of dividends payable to shareholders. These amounts do not meet the definition of cash and cash equivalents since they are marked as restricted by the banks and there are restrictions with respect to their usage or withdrawal such that the nature of the balance is other than cash. Therefore, management concluded that the balances in these accounts should have been presented as a separate line item on the consolidated statement of financial position as "Restricted bank balances". The corresponding adjustment was made in the consolidated statement of financial position as at 31 December 2023 and 1 January 2023 by restating the comparatives.

In the consolidated statement of cash flows the payments made to these restricted accounts were previously treated as operating cash outflows despite the Group having a policy of treating dividend payments as financing. Accordingly, the consolidated statement of cash flows for the year ended 31 December 2023 has been restated to present payments to the restricted dividend accounts as financing.

Adjustment 6:

As per IAS 7 and IFRS 16, finance costs paid on a lease are to be presented separately from the capital repayment of the lease liability. In prior periods, management presented finance costs paid on leases and capital repayment of the lease liabilities in one line item amounting to SR 219,274,602. This error has been corrected by presenting finance costs paid on leases amounting to SR 83,074,314 separately from the capital repayment of the lease liabilities amounting to SR 208,227,288 in the consolidated statement of cash flows for the year ended 31 December 2023.

Adjustment 7:

Accrued interest payable amounting to SR 24,918,165 and SR 22,131,259 was presented within "Accrued expenses and other current liabilities" in the consolidated statement of financial position as at 31 December 2023 and 1 January 2023 respectively instead of being presented as part of the related liability carried at amortised cost. In the current year, accrued interest payable has been correctly presented together with the related liabilities at amortised cost and comparative figures have been adjusted accordingly.

Adjustment 8:

In prior year, the Group did not correctly disclose the change in fair value of financial assets held at fair value through other comprehensive income ("FVTOCI") in non-cash transactions disclosure. The change in the fair value was SR 17,630,524 for the year ended 31 December 2023 whereas the Group did not disclose any amount. Management has reassessed the presentation of this change in fair value consequently corrected the same in the consolidated statement of cash flows for the year ended 31 December 2024 by restating the comparative figures in the non-cash transactions of cash flow.

Adjustment 9:

The Group did not derecognise some of its gas station leases at the end of the enforceable lease period when the landlord terminated early. Management performed a review of these leases and restated comparatives to derecognise the lease accounting at the end of the lease term. Subsequently, a limited ad hoc usage of the sites was permitted again but no accrual was made for any rentals that might be due. The impact on the right-of-use assets, lease liabilities and accrued expenses and other current liabilities was SR 50,776,520, SR 61,346,934 and SR 2,560,000 respectively (1 January 2023: SR 52,272,715, SR 59,127,203 and SR 1,280,000 respectively). In 2023, reversal of amortization on right-of-use assets and booking of rental accrual expense having a net impact on cost of revenue amounting to SR 216,195 and reversal of finance cost relating to the leases amounting to SR 2,219,731 was recorded accordingly.

Adjustment 10:

There were a number of gas station locations that had been persistently loss-making for many years but had never been tested for impairment in breach of IAS 36. Each gas station is a separate CGU and should have been tested previously where indicators were present. Historic budgets existed for each location allowing the impairment test to be done at previous dates without the use of hindsight. Consequently, the Group performed impairment tests for these sites using contemporaneous data at the start of the earliest comparative period which was the earliest date it was practicable to compute the restatement at in accordance with IAS 8. Some of these sites noticed significantly improved performance during 2023 and impairment reversal was recorded in subsequent years as part of this restatement. The impairment test was performed using entirely contemporaneous data and without the use of hindsight. Management restated the comparative figures to correct these errors. The impact of this adjustment on property and equipment and right-of-use assets as at 31 December 2023 amounted to SR 36,112,877 and SR 7,673,420 respectively (1 January 2023: SR 40,507,086 and 11,130,791 respectively). The impact of these adjustments on the consolidated statement of income for the year ended 31 December 2023 is SR 7,891,526 on cost of revenue.

Adjustment 11:

The Group presented SR 4,522,382 on 31 December 2023 and 1 January 2023 relating to accrued expenses relating to customs claims within "Trade receivables" in the provision for expected credit losses in the consolidated statement of financial position as at 31 December 2023 and 1 January 2023. The same portion of this liability was mispresented at each date. Management has reassessed the classification of this amount and concluded that it should be presented within "Accrued expenses and other current liabilities" because the accrued expenses are unrelated to the trade and other receivables.

Adjustment 12:

In prior year, the Group presented a payment made for land purchased in auction during 2023, at an amount of SR 25,800,000 within "Property and equipment" in the consolidated statement of financial position as at 31 December 2023. The land was purchased through auction but the title deed could not be transferred as the land was part of government projects and been subject to compulsory purchase already. At the prior year end, the Group was aware of these facts and that its sole right was to recover the cash sat in the auctioneer's account. Management has therefore reassessed the classification of this amount and concluded that it should have been presented as an other receivable in "Prepayments and other current assets" since the amount will be recovered within a period of 12 months. The cash was recovered in 2024. Prior period ended 31 December 2023 has been adjusted to this effect.

Adjustment 13:

In prior year, the Group presented discount due from vendors amounting to SR 5,619,442 and SR 3,411,456 within "Prepayments and other current assets" in the consolidated statement of financial position as at 31 December 2023 and 1 January 2023 respectively. Management has reassessed the classification of these amounts and concluded that these should have been offset against the related payables on the grounds that the contract with the supplier required the prior month rebates earned to be set off against the month end payables.

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42 COMPARATIVE FIGURES (CONTINUED)

Adjustment 14:

During the year, the management reassessed the presentation of the consolidated statement of cash flows for the year ended 31 December 2023 and noted various computational errors. Accordingly the consolidated statement of cash flows was restated in addition to other cash flow restatements described above as follows:

Cash flow item	Impact	Amount (SR)
Operating activities		
Provision for slow-moving goods	Adding provision for slow-moving goods as part of cash flow adjustments within operating activities	18,447,737
Dividends from financial assets held at FVTPL	Adding dividends income as part of cash flow adjustments within operating activities	(6,202,549)
Gains from lease modification	Adding gains from lease modification as part of cash flow adjustments within operating activities	(1,804,233)
Prepayments and other current assets	Adjusting movement within operating activities	2,310,275
Inventories	Adjusting movement within operating activities	(18,447,737)
Trade payables	Adjusting movement within operating activities	(3,583,262)
Accrued expenses	Adjusting movement within operating activities	(21,365,066)
		(30,644,835)
Investing activities		
Additions to projects in progress	Double counting of capitalised finance costs	27,388,450
Interest income on Sukuks	Correction to present cash interest received rather than book interest income	(87,096)
		27,301,354
Financing activities		
Payment of long-term loans – finance costs	Adjusting payment of long-term loans – finance costs	1,968,205
Lease contracts liabilities paid - principal	Adjusting lease contracts liabilities paid - principal	1,375,276
		3,343,481
Significant non-cash items:		
Capitalisation of finance costs on projects in progress		27,388,450
Finance costs transfer from long-term loans to projects in progress		(6,603,861)
Finance costs transfer from leases to projects in progress		(20,784,589)

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42 COMPARATIVE FIGURES (CONTINUED)

Impact of adjustments to consolidated statement of financial position as at 31 December 2023:

	31 December 2023 (As previously reported)	Adjustment 1	Adjustment 2	Adjustment 5	Adjustment 7	Adjustment 9	Adjustment 10	Adjustment 11	Adjustment 12	Adjustment 13	31 December 2023 (Restated)
Property and equipment	2,008,945,385	-	-	-	-	-	(36,112,877)	-	(25,800,000)	-	1,947,032,508
Right-of-use assets	2,283,496,732	-	-	-	-	(50,776,520)	(7,673,420)	-	-	-	2,225,046,792
Trade receivables	126,900,662	-	-	-	-	-	-	4,522,382	-	-	131,423,044
Financial assets held at amortised cost	-	3,187,639	-	-	-	-	-	-	-	-	3,187,639
Prepayments and other current assets	100,503,313	(3,187,639)	-	-	-	-	-	-	25,800,000	(5,619,442)	117,496,232
Restricted bank balances	-	-	-	49,704,917	-	-	-	-	-	-	49,704,917
Cash and cash equivalents	183,153,957	-	-	(49,704,917)	-	-	-	-	-	-	133,449,040
Non-current portion of lease liabilities	2,161,443,296	-	-	-	-	(59,127,203)	-	-	-	-	2,102,316,093
Current portion of long term loans	59,865,545	-	-	-	24,918,165	-	-	-	-	-	84,783,710
Accrued expenses and other current liabilities	230,946,355	-	(28,155,499)	-	(24,918,165)	2,560,000	-	4,522,382	-	-	184,955,073
Trade payables	802,084,425	-	(8,058,237)	-	-	-	-	-	-	(5,619,442)	788,406,746
Current portion of lease liabilities	280,031,377	-	36,213,736	-	-	(2,219,731)	-	-	-	-	314,025,382

Impact of adjustments to consolidated statement of financial position as at 1 January 2023:

	1 January 2023 (As previously reported)	Adjustment 1	Adjustment 2	Adjustment 5	Adjustment 7	Adjustment 9	Adjustment 10	Adjustment 11	Adjustment 13	1 January 2023 (Restated)
Property and equipment	1,741,039,332	-	-	-	-	-	(40,547,032)	-	-	1,700,492,300
Right-of-use assets	2,220,556,646	-	-	-	-	(52,272,715)	(11,130,791)	-	-	2,157,153,140
Trade receivables	133,038,185	-	-	-	-	-	-	4,522,382	-	137,560,567
Financial assets held at amortised cost	-	3,100,543	-	-	-	-	-	-	-	3,100,543
Prepayments and other current assets	97,542,789	(3,100,543)	-	-	-	-	-	-	(3,411,456)	91,030,790
Restricted cash balances	-	-	-	77,264,901	-	-	-	-	-	77,264,901
Cash and cash equivalents	636,973,481	-	-	(77,264,901)	-	-	-	-	-	559,708,580
Non-current portion of lease liabilities	2,113,667,861	-	-	-	-	(57,070,875)	-	-	-	2,056,596,986
Current portion of long term loans	51,809,756	-	-	-	22,131,259	-	-	-	-	73,941,015
Accrued expenses and other current liabilities	194,685,427	-	(8,154,593)	-	(22,131,259)	1,280,000	-	4,522,382	-	170,201,957
Trade payables	777,655,481	-	(6,682,961)	-	-	-	-	-	(3,411,456)	767,561,064
Current portion of lease liabilities	253,649,968	-	14,837,554	-	-	(2,056,328)	-	-	-	266,431,194

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42 COMPARATIVE FIGURES (CONTINUED)

Impact of adjustments to the consolidated statement of income for the year ended 31 December 2023:

	For the year ended 31 December 2023 (As issued)	Adjustment 1	Adjustment 3	Adjustment 4	Adjustment 9	Adjustment 10	For the year ended 31 December 2023 (Restated)
Cost of revenue	(8,820,270,678)	-	-	-	216,195	7,891,526	(8,812,162,957)
Gross profit	**292,656,762**	**-**	**-**	**-**	**216,195**	**7,891,526**	**300,764,483**
General and administrative expenses	(109,659,760)	-	-	4,005,391	-	-	(105,654,369)
Fair value change in investment property	-	-	70,306,500	-	-	-	70,306,500
Other income	-	-	6,517,725	-	-	-	6,517,725
Other gains / (losses) - net	-	-	8,256,285	-	-	-	8,256,285
Operating income	**169,253,442**	**-**	**85,080,510**	**4,005,391**	**216,195**	**7,891,526**	**266,447,064**
Finance costs	(158,927,921)	-	-	-	2,219,731	-	(156,708,190)
Finance income	-	30,794,427	-	-	-	-	30,794,427
Other income, net	119,880,328	(30,794,427)	(85,080,510)	(4,005,391)	-	-	-
Income before zakat	**136,408,398**	**-**	**-**	**-**	**2,435,926**	**7,891,526**	**146,735,850**
Net income	**130,104,551**	**-**	**-**	**-**	**2,435,926**	**7,891,526**	**140,432,003**
Attributable to:							
Equity holders of the parent	105,493,896	-	-	-	2,435,926	6,622,213	114,552,035
Non-controlling interests	24,610,655	-	-	-	-	1,269,313	25,879,968
Basic and diluted earnings per share for the period attributable to equity holders of the parent	1.51	-	-	-	0.04	0.09	1.64

Impact of adjustments to the consolidated statement of comprehensive income for the year ended 31 December 2023:

	31 December 2023 (As previously reported)	Adjustment 9	Adjustment 10	31 December 2023 (Restated)
Net income	130,104,551	2,435,926	7,891,526	140,432,003
Total comprehensive income for the period	114,178,421	2,435,926	7,891,526	124,505,873
Attributable to:				
Equity holders of the parent	89,166,007	2,435,926	6,622,213	98,224,146
Non-controlling interests	25,012,414	-	1,269,313	26,281,727

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42 COMPARATIVE FIGURES (CONTINUED)

Impact of adjustments to the consolidated statement of cash flows for the year ended 31 December 2023:

Operating activities	For the year ended 31 December 2023 (As issued)	Adjustment 1	Adjustment 5	Adjustment 9	Adjustment 10	Adjustment 12	Adjustment 14	For the year ended 31 December 2023 (Restated)
Income before zakat	136,408,398	-	-	2,435,926	7,891,526	-	-	146,735,850
Depreciation on right-of-use assets	233,512,822	-	-	(1,496,195)	(15,147)	-	-	232,001,480
Depreciation on property and equipment	108,629,149	-	-	-	(1,587,727)	-	-	107,041,422
Finance costs on lease liabilities	89,729,650	-	-	-	(2,219,731)	-	-	87,509,919
Finance income	-	(30,794,427)	-	-		-	-	(30,794,427)
Impairment on property and equipment	-	-	-	-	(2,846,428)	-	-	(2,846,428)
Impairment on right-of-use assets	-	-	-	-	(3,442,224)	-	-	(3,442,224)
Provision for slow-moving goods	-	-	-	-	-	-	18,447,737	18,447,737
Dividends received from financial assets held at FVTPL	-	-	-	-	-	-	(6,202,549)	(6,202,549)
Gains from lease modification	-	-	-	-	-	-	(1,804,233)	(1,804,233)
Prepayments and other current assets	(2,960,524)	-	-	-	-	(25,800,000)	2,310,275	(26,450,249)
Retention by banks for dividend payments	27,559,984	-	(27,559,984)	-	-	-	-	-
Inventories	(26,210,528)	-	-	-	-	-	(18,447,737)	(44,658,265)
Trade payables	24,428,944	-	-	-	-	-	(3,583,262)	20,845,682
Accrued expenses and other current liabilities	34,838,182	-	-	1,280,000	-	-	(21,365,066)	14,753,116
Net cash generated from operating activities	**617,787,288**	**(30,794,427)**	**(27,559,984)**	**2,219,731**	**(2,219,731)**	**(25,800,000)**	**(30,644,835)**	**502,988,042**

Investing activities	For the year ended 31 December 2023 (As previously report)	Adjustment 1	Adjustment 5	Adjustment 12	Adjustment 14	For the year ended 31 December 2023 (Restated)
Purchase of property and equipment	(86,362,933)	-	-	25,800,000	-	(60,562,933)
Additions to projects in progress	(209,509,268)	-	-	-	27,388,450	(182,120,818)
Interest income on Sukuk investments and short-term deposits	-	30,794,427	-	-	(87,096)	30,707,331
Net cash used in investing activities	(293,225,987)	30,794,427	-	25,800,000	27,301,354	(209,330,206)

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42 COMPARATIVE FIGURES (CONTINUED)

Financing activities	For the year ended 31 December 2023 (As issued)	Adjustment 1	Adjustment 5	Adjustment 6	Adjustment 9	Adjustment 10	Adjustment 12	Adjustment 14	For the year ended 31 December 2023 (Restated)
Dividends paid to shareholders for prior periods	(27,559,984)	-	27,559,984	-	-	-	-	-	-
Dividends paid	(90,000,000)	-	(27,559,984)	-	-	-	-	-	(117,559,984)
Restricted bank balances	-	-	27,559,984	-	-	-	-	-	27,559,984
Payment of long-term loans – finance costs	(89,164,159)	-	-	-	-	-	-	1,968,205	(87,195,954)
Lease liabilities paid	(291,274,602)	-	-	291,274,602	-	-	-	-	-
Lease contracts liabilities paid - principal	-	-	-	(208,227,288)	-	-	-	1,375,276	(206,852,012)
Lease contracts liabilities paid – finance costs	-	-	-	(83,047,314)	-	-	-	-	(83,047,314)
Net cash used in financing activities	**(750,820,841)**	-	**27,559,984**	-	-	-	-	**3,343,481**	**(719,917,376)**
Net change in cash and cash equivalents	**(426,259,540)**	-	-	-	**2,219,731**	**(2,219,731)**	-	-	**(426,259,540)**
Cash and cash equivalents at the beginning of the period	**559,708,580**	-	-	-	-	-	-	-	**559,708,580**
Cash and cash equivalents at end of the period	**133,449,040**	-	-	-	**2,219,731**	**(2,219,731)**	-	-	**133,449,040**

Significant non-cash transactions	For the year ended 31 December 2023 (As previously reported)	Adjustment 8	Adjustment 14	For the year ended 31 December 2023 (Restated)
Change in fair value reserve relating to financial assets held at FVTOCI	-	(17,630,524)	-	(17,630,524)
Capitalisation of finance costs in projects in progress	-	-	27,388,450	27,388,450
Finance costs transfer from long-term loans to projects in progress	-	-	(6,603,861)	(6,603,861)
Finance costs transfer from leases to projects in progress	-	-	(20,784,589)	(20,784,589)

Saudi Automotive Services Company (SASCO)
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42 COMPARATIVE FIGURES (CONTINUED)

Impact of adjustments to the consolidated statement of changes in equity as at 31 December 2023:

	Retained earnings attributable to equity holders of the parent	*Non-controlling interest*	*Total equity*
As at 31 December 2023 - As previously reported)	79,617,175	126,420,844	1,001,426,470
Adjustment 9	8,010,414	-	8,010,414
Adjustment 10	(41,939,886)	(1,846,411)	(43,786,297)
As at 31 January 2023 – Restated	**45,687,703**	**124,574,433**	**965,650,587**

Impact of adjustments to the consolidated statement of changes in equity as at 1 January 2023:

	Retained earnings attributable to equity holders of the parent	*Non-controlling interest*	*Total equity*
As at 1 January 2023 - As previously reported)	13,370,034	161,408,430	977,248,049
Adjustment 9	5,574,488	-	5,574,488
Adjustment 10	(48,562,099)	(3,115,724)	(51,677,823)
As at 1 January 2023 - Restated	**(29,617,577)**	**158,292,706**	**931,144,714**

Disclosures related to the above adjustments have been restated accordingly in these consolidated financial statements.

43 SUBSEQUENT EVENTS

The Group announced on 19 January 2025 the signing of the acquisition agreement of Tadbeer Recruitment Co. (“Tadbeer”) after completing financial and legal due diligence studies and receiving initial approval to convert Tadbeer from category (B) to category (A). The signing of this agreement has no impact on these consolidated financial statements.

On 13 February 2025, the Group received a court ruling based on the appeal of Ministry of Housing for the claim of receivable amounting to SR 8.2 million which was announced in previous court ruling dated 25 February 2019. This court order overturned the previous judgement issued in 2019 (Note 15).

44 Approval of the consolidated financial statements

The consolidated financial statements have been approved by the Board of Directors on **25 March 2025**.

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