

Allianz Saudi Fransi Cooperative Insurance Company Proposal for External Audit and Quarterly Reviews

For the periods ending on 30 June 2024, 30 September 2024, 31 December 2024 and 31 March 2025

Allianz Saudi Fransi Cooperative Insurance Company
Riyadh
Saudi Arabia

January 18, 2024

PROVISION OF AUDIT SERVICES

Dear Sir,

We are pleased to present our proposal for audit of the financial statements of **Allianz Saudi Fransi Cooperative Insurance Company**. We appreciate your interest in our professional services and look forward to the opportunity of working with you. Our proposal describes our understanding of your needs and proposes how we can assist you in meeting your requirement.

PKF International Limited is a member of the Forum of Firms - an organisation dedicated to consistent and high quality standards of financial reporting and auditing practices worldwide. The member firms of PKFI deliver world-class assurance, advisory, tax, and consulting services, with more than 20,000 staff in over 480 locations in around 150 countries. The member firms serve some of the world's largest companies, as well as large national enterprises, public institutions, and successful fast-growing companies.

We feel that our firm is best equipped to respond to all of your service needs. Our strong local presence combined with the international strength of our affiliate, PKFI, will result in prompt effective responses to all of your local needs. We have a proven track record in delivering audits and advisory services to clients ranging from small, family owned businesses to multi-national and listed entities.

Our mission is to help our clients and people excel. This mission requires an uncompromising commitment to high professional and technical quality and service excellence. Through the varied disciplines and expertise our firm possesses, both at the local and international level, we believe that the quality of services we offer will exceed your expectations.

In this proposal we have described the scope of the work that we propose and our team of professionals. We believe that we are well qualified to serve as the independent auditor to the company, all the members of our team also share the same commitment of providing outstanding service to you.

Yours faithfully,
Al Bassam & Co.

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Why Choose Us?

PKF Al Bassam & Co is proud of its distinguished approach and various experiences in providing accounting consultancy services at the level of public and private sectors. PKF has a long-standing history of serving clients in the auditing space.

We not only have the desired experience that you need, but we also excel in customer service, to us you're more than another client. We are focused on achieving a high-quality service where our clients have direct access to decision-makers. Our people are driven to build and maintain positive, personal relationships and to thoroughly understand the sectors in which our clients operate. Our approach to **Allianz Saudi Fransi Cooperative Insurance Company** would be no different. Al Bassam & Co. can provide local expertise, with the support of a global family of firms, PKF.

Our approach to audit is risk-based, innovative and efficient. We focus on improving the audit process, year on year, and providing quality feedback to management on internal systems and controls.

We also add value to our clients through our approach to tax compliance and planning. We work with clients to provide awareness of pending changes in legislation and assess the impact on their business.

We are confident that the team we have included has the industry expertise, and the technical knowledge, to deliver the high-quality service that our current client base has become accustomed to.

1. Executive Summary





Summary and Discussion Of Scope Of Services

- a) Statutory audit of the financial statements of **Allianz Saudi Fransi Cooperative Insurance Company** for the financial period ending December 31, 2024, prepared in accordance with International Financial Reporting Standards that are endorsed in Kingdom of Saudi Arabia;
- b) Quarterly Reviews of the interim condensed financial information for the periods ending 30 June 2024, 30 September 2024 and 31 March 2025
- c) Electronic filing of Financial Statements in Qawaem System.



Our Approach And Reporting

The Audit and Reviews

Our audit approach evolves as we learn more about your business and its operations, and adapts to technological advances and changes in regulatory requirements. As a result, we constantly review and challenge the methods we are using, in order that we continue to provide a first-class service that adds value to your business.

We follow a risk-based approach and our substantive testing is supplemented, where possible, with IT audit and data analytics. These techniques allow us to review large populations of data and focus our audit testing on the exceptions identified. Our use of IT audit specialists within the business can increase the coverage of our audit testing and achieve efficiencies in the audit process. We also review the general IT environment of our clients and provide feedback to management on areas of potential improvement.

During the audit process, where opportunities are identified to improve internal controls, or potential areas where efficiencies could be gained, we will report these to management in our closing meeting and issue a management report detailing these thereafter.

Emphasis on Understanding Your Environmental Controls

Attaining and continually helping management to enhance confidence in the controls will be a primary objective of our engagement. Our audit effectiveness is much greater when we are able to rely on controls and financial management procedures at a level that permits greater attention to those items where risks and/or exceptions are identified. We will clearly report our findings to management and the board, and make recommendations as appropriate, at the earliest possible date.

For audit objectives where we plan to rely on controls to modify the nature, timing, and extent of our substantive procedures, our control evaluation includes:

- Evaluating the design and implementation of entity-wide controls;
- Understanding the relevant accounting and reporting activities for each audit objective, such as transactions processing, we look for significant risk points / places where errors could occur;
- Evaluating and testing any antifraud controls you have implemented;
- Evaluating selected controls over the significant risk points where material misstatements may occur;
- Performing a “walkthrough test,” tracing a transaction through the accounting activities and selected controls to confirm that we understand how your accounting activities and controls work; and
- Testing the operating effectiveness of selected controls.



Our Approach And Reporting – Cont'd

Focus on Planning, Quality and Clear Communications

Through comprehensive audit planning and the tracking of scheduled audit activities, we are able to consistently achieve timely results whilst minimizing risks of surprises. Our audit team preliminarily identifies the areas where the risk of material misstatements in the financial statements is the highest. We will do this through structured interviews of upper management, finance team and others, analytical procedures, observation, and inspection to review activities, share observations, and expectations. Specifically, we may consider the financial reporting framework, business and industry, accounting policies and practices, financial performance and internal control.

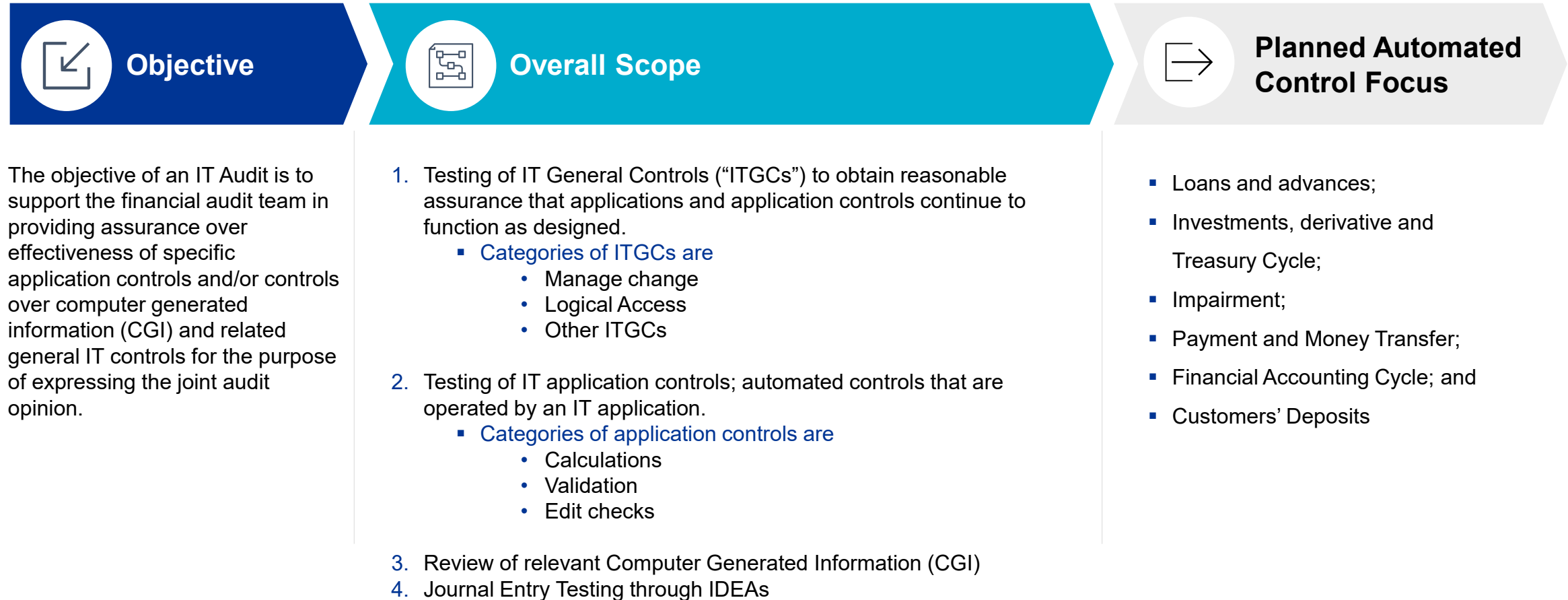
We will also identify areas where estimates and management judgment could have a material impact on the financial statements. We analyse the significance of risks we have identified and determine our procedures accordingly. Our Planning Matrix links risk to significant accounts and related assertions in the financial statements, and the assertions about these accounts into the audit objectives. These assertions are; completeness, existence, accuracy, value, ownership, and presentation. For each objective, the team assigns a risk level and preliminarily determines an effective combination of tests of internal control, analytical procedures, and tests of individual transactions and balances.

We build up our audit planning procedures properly in order to ensure that it is closely and appropriately aligned with the company's activities, processes and cycles, and we will endeavor to build sound working relationships, fully respective of our imperatives related to objectivity and independence.



Our Approach And Reporting – Cont'd

Our IT Audit Approach

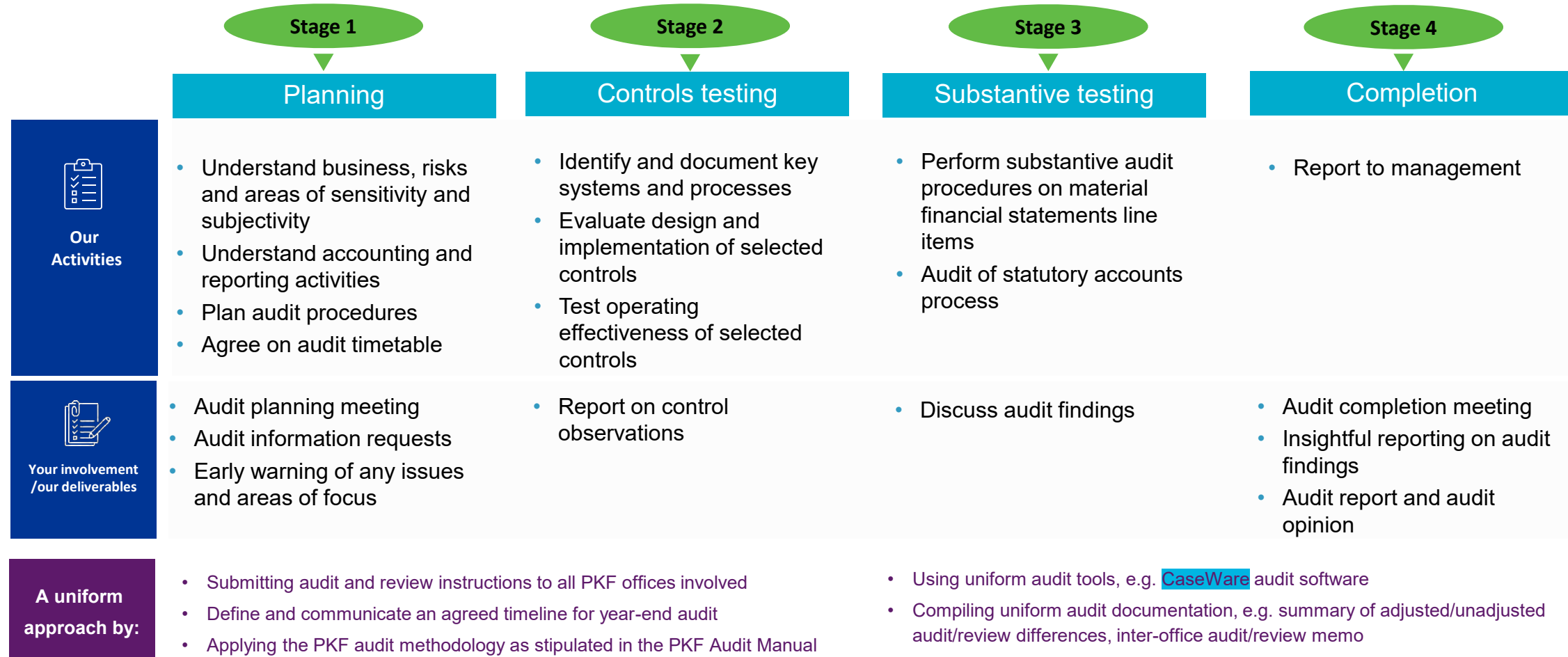


3. Executing Your Audit



Our Approach And Reporting – Cont'd

We tailor our work to fit you and your business ...





01 Audit Responsibilities, Limitations And Reporting Framework

We will conduct our audit in accordance with International Standards on Auditing “ISA”. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements presentation.

International Standards on Auditing “ISA” require that we obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatements, whether caused by an error or irregularity. While an effective internal control structure reduces the likelihood that errors or irregularities (including misappropriation of assets) may occur and remain undetected, it does not eliminate that possibility. For that reason and because we use selective testing in our audit, a material misstatement may remain undetected and we cannot guarantee that material errors or irregularities, if present, will be detected.

Our audit should, therefore, not be relied upon to discover defalcations or other irregularities that may have occurred, but their discovery, if they exist, may result from the audit tests that we undertake, and we will report such cases.

Pursuant to professional standards, in the unusual event that we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or decline to issue a report.

As part of our audit, we will obtain an understanding of the company’s internal control structure solely to plan the audit and determine the nature, timing and extent of our audit procedures. This understanding will not be sufficient to enable us to render a separate opinion on the effectiveness of the internal control structure over financial reporting.

The working papers, prepared in conjunction with our work, are the property of our firm, constitute confidential and proprietary information and will be retained by us in accordance with our firm’s policies and procedures.



02 Management's Responsibilities And Representations And Regulatory Requirements

We remind you that, in accordance with Regulation No. 175 of the Saudi Companies' Regulations, it is the responsibility of the company's management to prepare the financial statements including adequate disclosures. This includes the maintenance of adequate accounting records and internal controls, the selection and application of accounting policies, and the safeguarding of the company's assets.

Audit Objectives



- Independent opinion and report that adds creditability to financial information released by the company



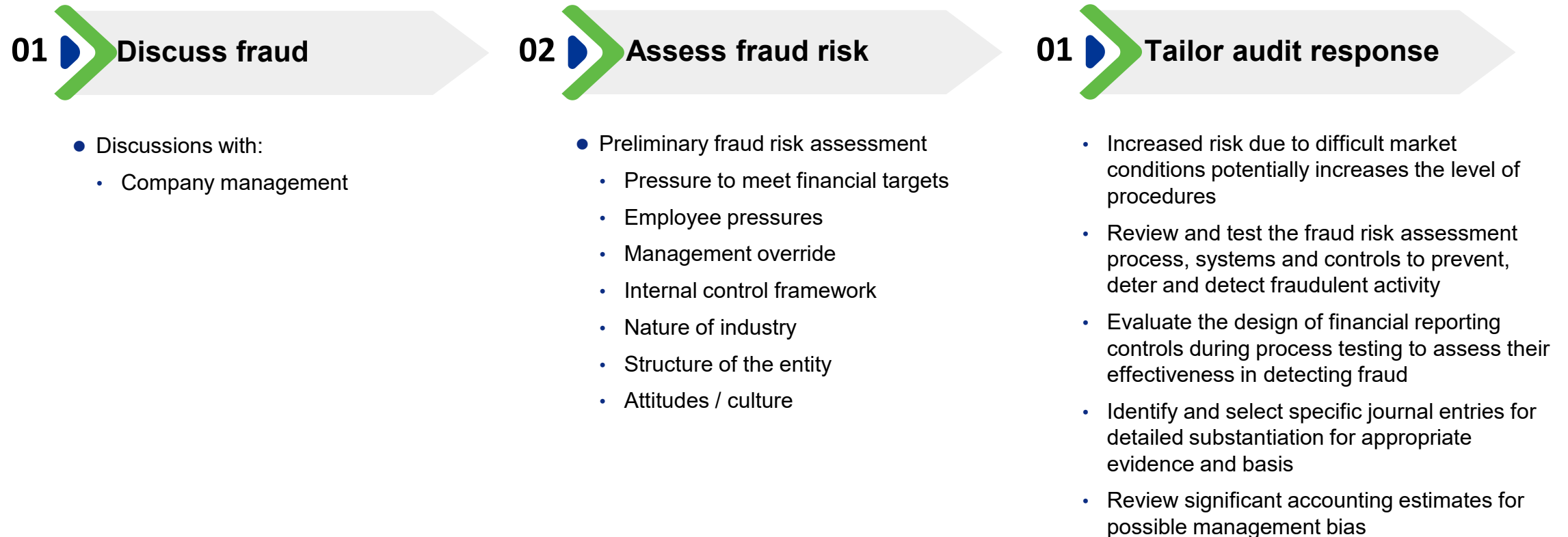
- Observation and recommendation on financial and internal control reporting, zakat, tax and business issues from senior professional who have in-depth understanding of your business and industry.
- Share our experience on industry best practice issues.



- Independent assurance that the financial statements are presented fairly and in accordance with IFRS as endorsed in Saudi Arabia
- Communicating areas of high audit risk and explaining the impact on audit approach
- Reporting significant internal control weaknesses identified during the course of the audit

03 Fraud considerations

In accordance with Applicable Standards on Auditing, the Auditor has a responsibility to consider the risk of fraud in the audit. Hence, we will undertake specific procedures and report findings to the company management in respect of financial reporting fraud. The following highlights the phases of our work on fraud:





04 Actuarial Services under IFRS 17 and IAS 19

Our in-house actuarial team directly works with the internal actuaries of the insurance companies and assist the engagement team in obtaining assurance over technical reserves of IFRS 17 – Insurance Contracts. Furthermore, IAS 19 (the standard governing employee benefits) requires companies to make provisions for post-employment and other long term benefits. This involves an actuarial valuation of the employee benefit liabilities and determining the current year provisions together with the relevant disclosures. Our audit procedures will include reviewing the following procedures in place by the client:



Data Reconciliation, Plan Details and Valuation Basis



Actuarial Liability Calculation

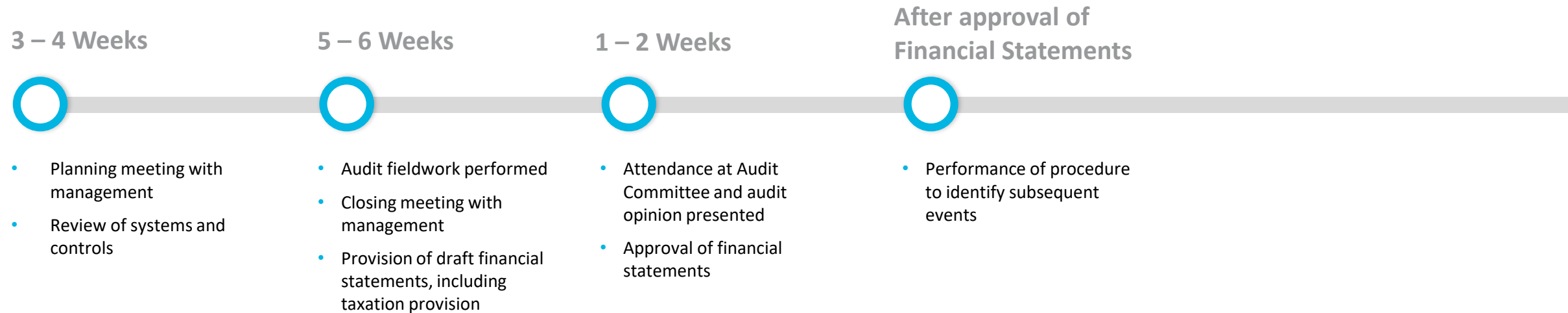


Presentation and Disclosure



05 Illustrative timeline

We have outlined below our proposed timetable for the audit engagement; however this is indicative and we are flexible depending on your requirements and preferences.





06 Quality Assurance

Our audit work is undertaken in accordance with relevant legal and regulatory requirements, International Standards on Auditing and our firm's internal audit policy. Our regular program of internal reviews ensures compliance with this.

Furthermore, we have access to specialist technical resources and draw on these as and when required. Independent partner reviews are completed on a number of audit files throughout the year. As a member of PKF, we are also subject to the PKF Global Monitoring Program, ensuring compliance and best practice. The results of such review processes are shared with staff, and learning opportunities are identified thereafter.

PKF International Limited is a member of the Forum of Firms - an organization dedicated to consistent and high quality standards of financial reporting and auditing practices worldwide.





AL BASSAM & Co.

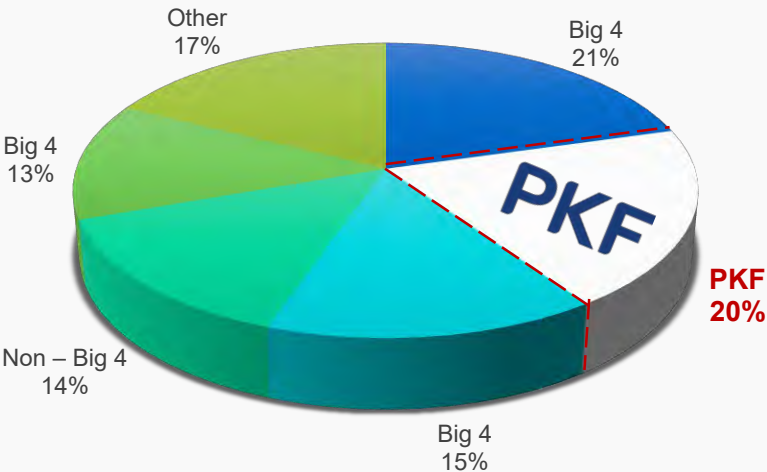
We are the only non-Big 4 firm in the Kingdom currently auditing the Foreign Bank Branches. Further, we are the second largest firm engaged in auditing listed clients. We were the first firm in Kingdom to register from the Capital Market Authority to perform audit of the listed clients.

The dynamics of each industry demand the very best services to ensure sound project and organizational structures, solid financial packaging arrangements, comprehensive financial reporting information, and expert global tax planning and management strategy.

Our network of firms transcends geographic boundaries, enabling us to direct our resources to provide clients with services and solutions throughout the world.

Our Share of Listed Clients In The Saudi Market As Compared To The Big 4*

Listed Client Percentage



Firm Category	Big – 4	PKF	Big – 4	Non – Big 4	Big 4	Others
Number of Listed Clients	48	46	35	33	30	41

* The information produced is as of 15 November, 2022 and thus subject to change.



AL BASSAM & Co. – Cont'd

Majority of our Partners , Directors and Managers are former Big 4 and carry formal qualifications from recognized accounting bodies i.e. American institute of certified public accountants (CPA) and Association of chartered certified accountants (ACCA); Around 160+ Staff in Saudi Arabia including 9 partners and senior directors, 14 directors, Managers and 66 professionals; Located in the 3 Major Cities in Saudi Arabia (Riyadh, Jeddah & Eastern Province).

■ UNIQUE QUALIFICATION

There are many reasons why we believe PKF is uniquely qualified to meet the needs of the company which differentiate our firm from other competitors are:

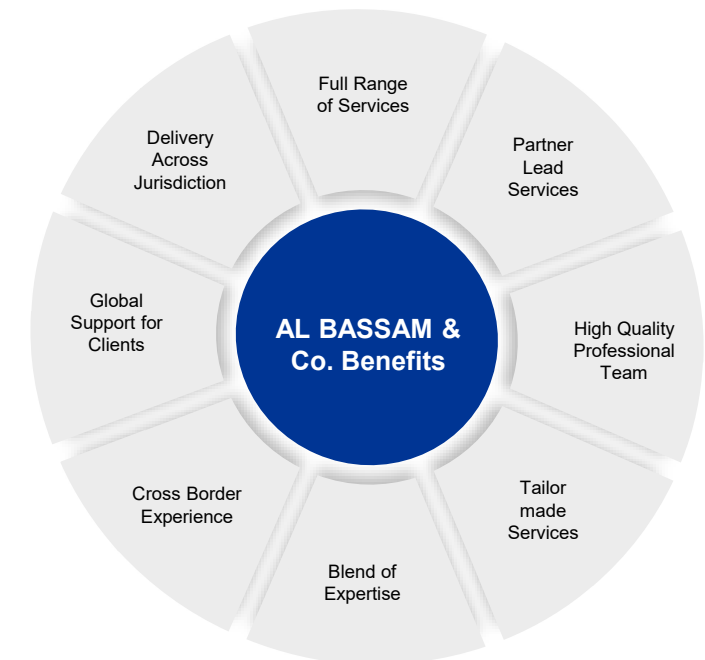
- Our team quality who has extensive expertise working in a number of countries;
- We have been the auditors of other businesses in the same industry for long time of years
- The provision of a 'no surprises' audit
- The total professionalism with which we approach our work

■ AUTHORITY

- We will be proactive in keeping you informed, responding to your requests, addressing issues that need to be resolved and making sure that deadlines are met.
- The company will be part of PKF Family, a program through which we serve our largest and most valued clients. Among other benefits, this means that PKF's global network of resources can be accessed by company at any time.

■ PROFESSIONALS WHO 'FIT'

- We have a team in place for the audit, who have the ability to work effectively with you and with each other, and who remain totally committed to serving the company into the future.
- Furthermore, we understand the need to adapt with the culture of the company and to fit well within it. The members of our team will have a goal to develop highly productive relationships with management at all levels built on common values and mutual respect, while rigorously preserving their professional objectivity and independence at any times.





AL BASSAM & Co. – Cont'd

■ Increased interaction with those charged with governance

- The role of those charged with governance is significant and our Lead Client Service Partner will be continuously available to attend all the meetings if specific issues arise that require their presence. In addition to the Engagement Manager presenting the key issues, PKF team will be available to provide their perspectives on local risks, issues and accounting developments.
- We will also keep the company senior management fully informed of developments.

Tools for Professionalism

■ Use of specialist knowledge

We use dedicated professionals in specialist areas as an integral part of PKF's audit process. This helps to ensure that you are provided with feedback based on an in-depth understanding of the risks and issues involved.

■ Independence

- PKF has been, and continues to be, independent of the company.
- Our initial risk management procedures require us to seek formal approval from our risk management team prior to proposing for any non-audit related services.

■ No conflicts of interest

The team that will serve the company is specialized in the particular industry. They are highly experienced in auditing and advising clients in these industries, yet they have no conflicts of interest.

■ Smooth transition

We are confident that our current knowledge of you and the market in which the company operates will translate directly into a smooth transition, a short learning curve and the rapid deployment of a value-added audit.



AL BASSAM & Co. – Cont'd

Enhancing our credibility by enabling our clients to meet their objectives through clarity in engagement, excellence in delivery, and committed fulfilment, nurturing talent, competence and continuous learning. In order to reach the goals of our mission we work on the following areas:

Continuous improvement

Continuous improvement is an integral part of our audit methodology. Our standard audit work papers all require improvement points to be documented throughout the audit and these form the basis of our audit debrief.

Training program

As part of our quality control policies and procedures, all our staff are obligatory required to complete at least 75 hours of technical, Managerial, soft skills, and professional training on an annual basis.

Quality Review

As a member firm of PKF International, our firm is subject to periodical peer review from PKF. Also, we have been reviewed by SOCPA several times and last review were conducted in December 2017 with satisfactory outcome.

Performance measurement

Our performance will be measured in several ways:

- Annual client service reviews incorporate a points scoring system covering various aspects of our performance,
- We will adopt a variety of measures to ensure the quality of our work.





ACCA Approved Employer - Platinum

Association of Chartered Certified Accountants

Founded in 1904, the Association of Chartered Certified Accountants (ACCA) is the global professional accounting body offering the Chartered Certified Accountant qualification (ACCA or FCCA). From Dec 2017, ACCA recorded that it has 200,000 members and 486,000 students in 180 countries. ACCA's headquarters are in London with principal administrative office in Glasgow. ACCA works through a network of over 100 offices and centers and more than 7,200 Approved Employers worldwide, who provide employee development.



Trainee Development - Platinum

Al Bassam & Co. – ACCA Approved Employer – Platinum Employer number - 26276962

The ACCA Approved Employer Programme recognizes employers' high standards of staff training and development. ACCA is committed to ensuring its students, affiliates and members have the right skills, ethics and competences to add value and drive businesses around the world forward.

Effective January 25, 2018 Al Bassam & Co. obtained a country wide approval as the “ACCA Approved Employer – Trainee Development, Platinum” status, which is the highest in this given category.

We would like to highlight, that we are the only firm within the tier 2 and the third firm amongst the big 4s to have obtained this prestigious recognition, and that even on a Country wide level.

With ACCA's presence of more than a century and core competencies in IFRS and ISAs, the qualification directly correlates with the present Saudi regulatory environment. As highlighted above, being one of the approved employers, is a significant achievement for us as a firm, and, reflects the quality of our staff and the work we deliver at our clients.



ACCA Approved Employer - Platinum

Promoting Local Talent - Saudization Percentage at Our Firm

The firm believes in promoting Saudi Talent and has been maintaining the required Saudization percentage as required by the Ministry of ministry of human resources and social development and SOCPA guidelines.



Trainee Development - Platinum

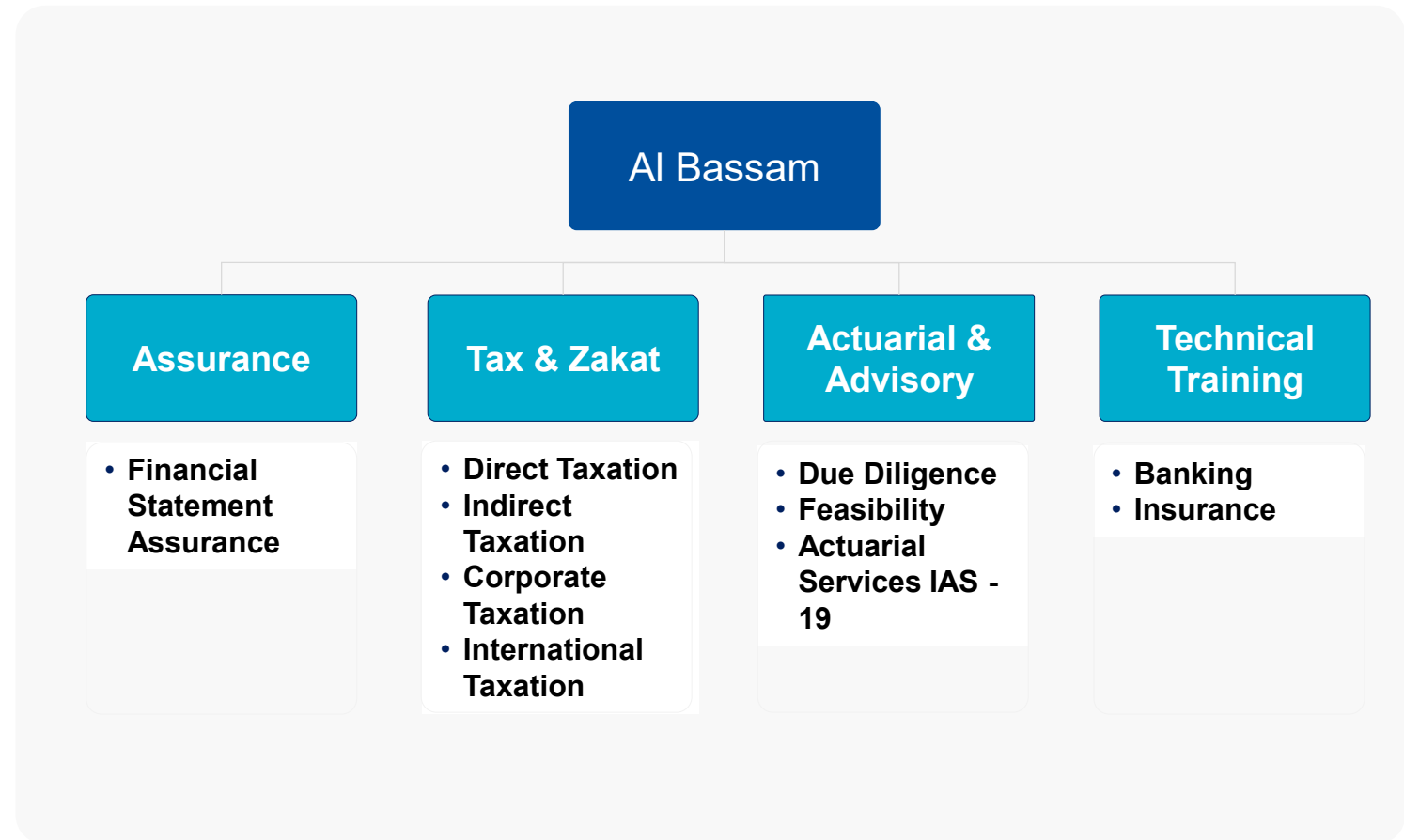
Currently, our current Saudization percentage is 33% and the firm aims to increase this to 70% within in the next 5 years along with developing our Saudi Staff under National Development Program. The Executive Management of the firm has a Saudization of 60% based on 6 out of 10 partners being Saudi National.

Under the NDP the firm has launched two programs in order to develop and promote local talent:

- 01 PKF SCOPA Program
- 02 PKF ACCA Program

Al Bassam & Co. is specialized in providing the following professional services:

- Assurance services- Audit & review assignments;
- Tax and Zakat services;
- Actuarial & Advisory services- Financial due diligence, business plan and feasibility studies;
- Banking and insurance technical training.



5. We've got what it takes



Insurance:



5. We've got what it takes



Banking & Capital Markets:



5. We've got what it takes



Banking & Capital Markets:



5. We've got what it takes



Finance and Leasing:

الجبر للتمويل
aljabr finance

الخليج للتمويل
GULF FINANCE

إيجارة
IJARÄH
للتمويل Finance

Lendo

TAYSEER
التيسير

مرابحة
مرنة
للتمول

سجل
SIJIL

تكامل
Takamol

المدفوعات الخليجية
GULF PAYMENTS

الشركة الوطنية للتمويل
National Finance Company
شركة مساهمة سعودية

تسهيل
للتمويل
الشركة المتحدة للخدمات المالية
United Company for financial services

5. We've got what it takes



Consumer, Industrial Production and Services:



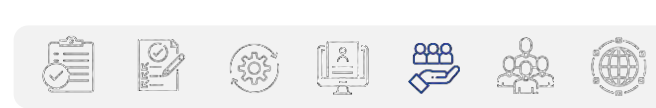
5. We've got what it takes



Consumer, Industrial Production and Services:



5. We've got what it takes



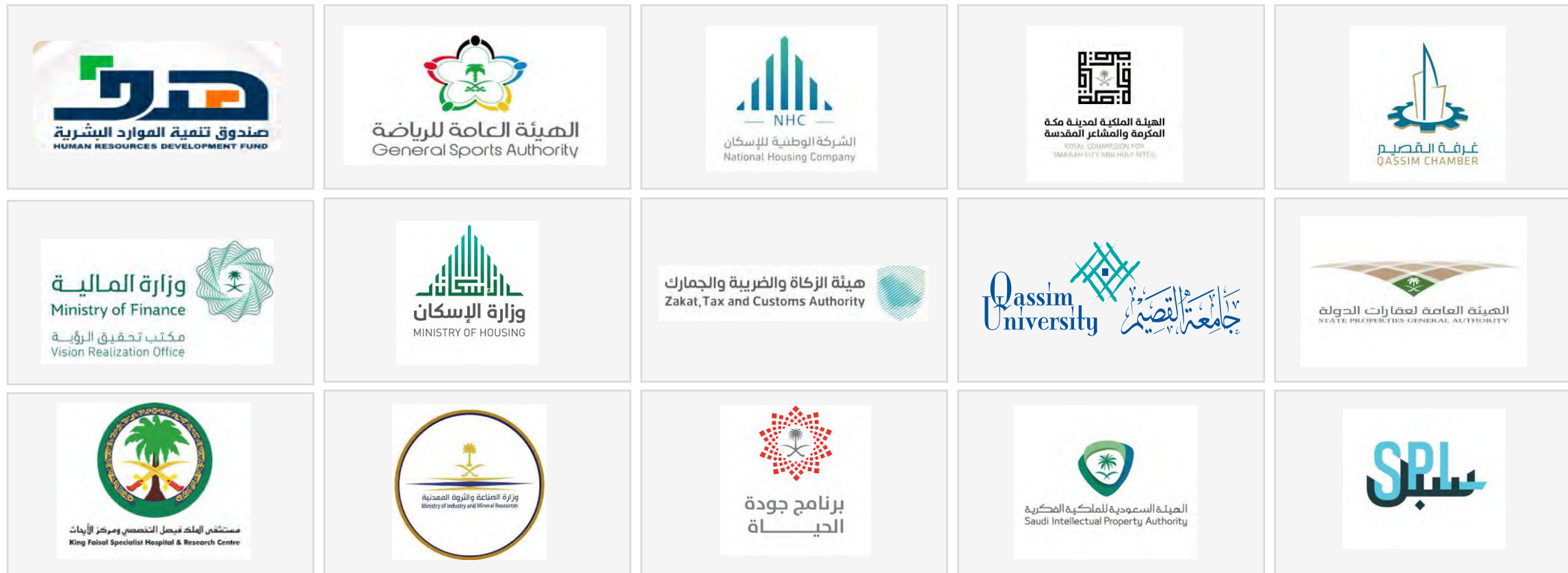
Real Estate:



5. We've got what it takes



Governmental sector:



5. We've got what it takes



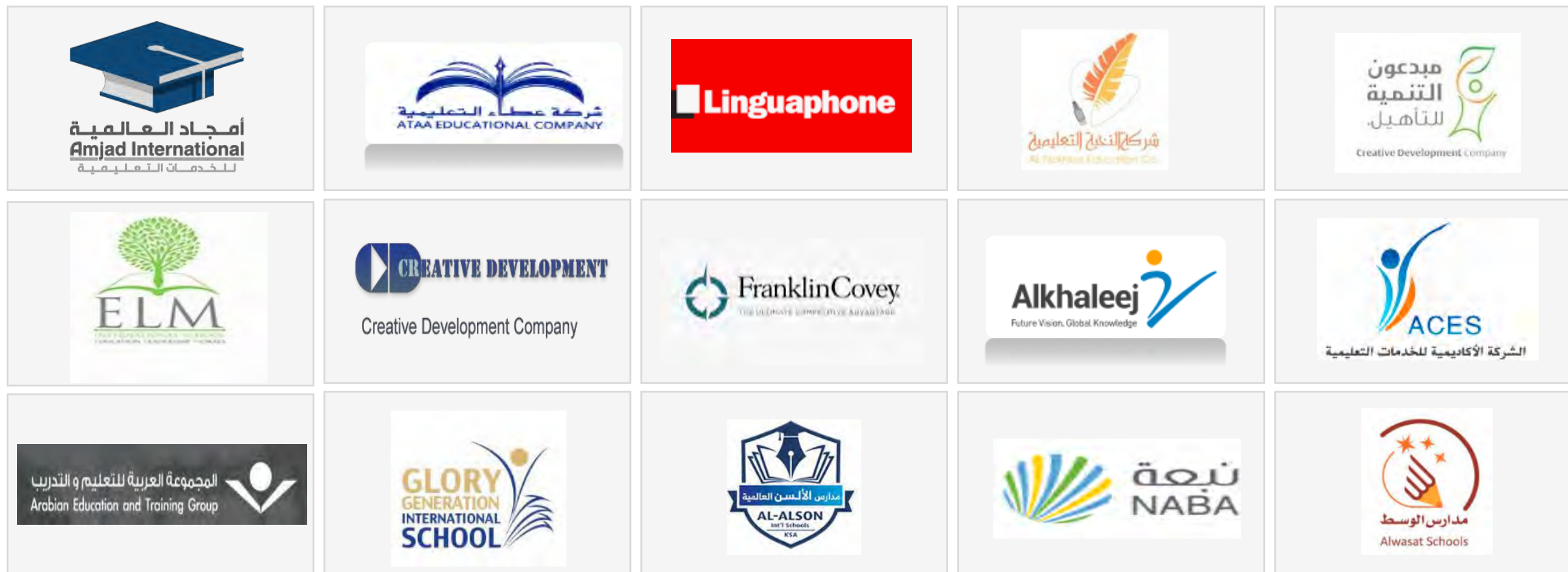
Governmental sector:



5. We've got what it takes



Education:



5. We've got what it takes



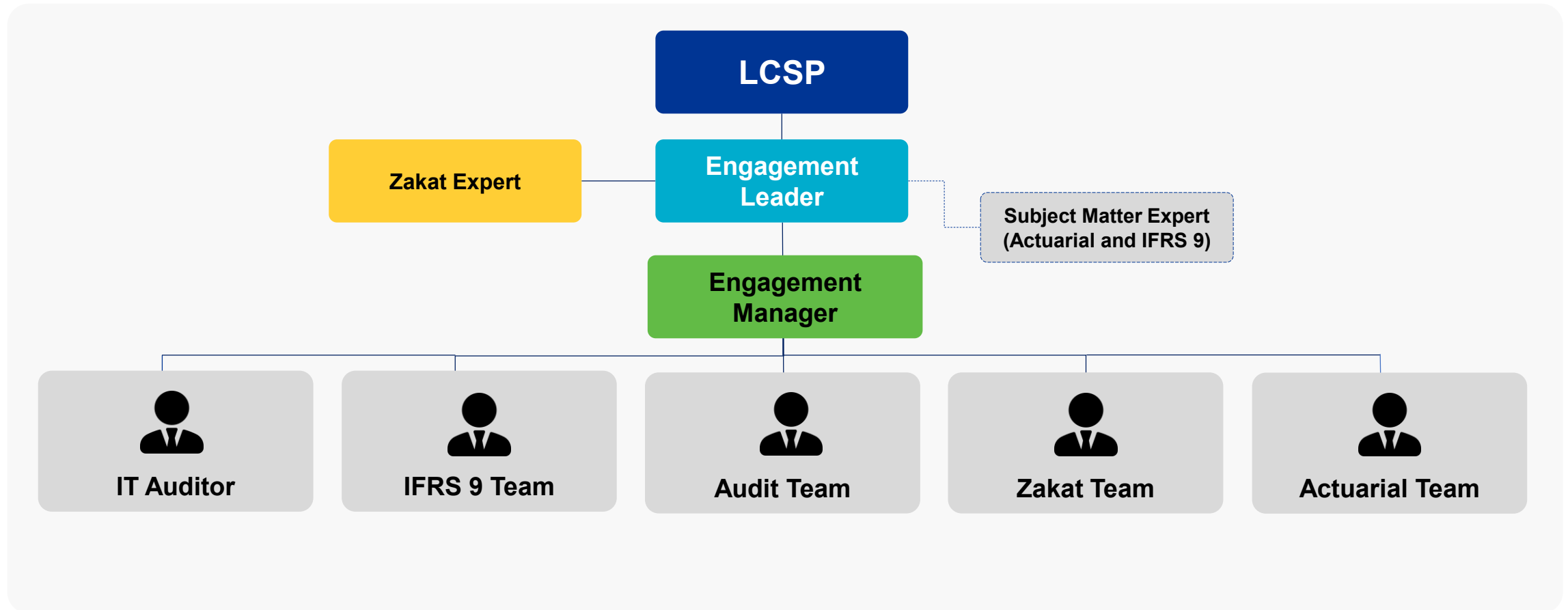
Education:



6. Our people, your team



The Lead Client Service Partner and the Engagement Leader assure the quality of performance in each phase of the audit work and ensure that the reports are delivered promptly on or before the predetermined delivery dates.



IBRAHIM AHMED AL-BASSAM
MANAGING PARTNER

Email: Ibrahim.Albassam@pkf.com
 Phone: +966 11 256333
 Mobile: +966 50 6825333



Ibrahim Al-Bassam

Profile

Education & Professional Background

Ibrahim is a Certified Public Accountant and a member of SOCPA (Saudi Organization of Certified Public Accountant. Further, he is also Certified Information Systems Auditor (CISA).

Experience

Ibrahim has more than 30 years of experience of providing professional services in Kingdom of Saudi Arabia and Bahrain. His experience include performing Audit and Assurance, Advisory, Due Diligence, Zakat and Tax services for wide range of industries such as Financial Institution, Transportation, Real Estate, Healthcare, Education, Hospitality, Contracting, Investment, Advertising, Manufacturing and Trading.

He has also served on a number of committees of SOCPA and participated as a team leader in various SOCPA Peer Review visits.

Certain Clients in region

- Saudi Post Corporation
- Al Othman Group of Companies
- Arabian Pipes Company (S.J.C.)
- Al Khaleej for Training and Education (S.J.C.)
- Al-Samaani Factory For Metal Industries (NOMU)
- Yamama Cement Company (S.J.C.)
- King Faisal Specialist Hospital and Research Center
- National Gas and Industrialization (GASCO)
- Al Arkan Group
- United Cooperative Company (S.J.C.)
- AlSagr Cooperative Insurance (S.J.C.)
- Allianz Saudi Fransi (S.J.C.).
- Saudi Re(S.J.C.).
- Saudi General Investment Fund
- Bawan Co.
- Extra Electronics
- Chub Insurance Company
- Takween Advanced Industries
- Saudi Paper Company



AHMED MOHANDIS
PARTNER



Ahmed Mohandis

Email: ahmed.mohandis@pkf.com
Phone: +966 12 652 5333
Mobile: +966 50 566 6424

Profile

Education & Professional Background

Ahmed is a fellow member of SOCPA (Saudi Organization of Certified Public Accountant). He holds bachelors degree in accounting from Qassim University.

Experience

Ahmed has more than 25 years of experience in providing professional services in Kingdom of Saudi Arabia. His experience include performing Audit and Assurance, Advisory, Zakat and Tax services for wide range of industries such as Financial Institution, Transportation, Real Estate, Healthcare, Education, Hospitality, Contracting, Investment, Advertising, Manufacturing and Trading.

Certain Clients in region

- AL SORAYAI Trading and Industrial Group Company and its subseries.
- SNASCO Holding Company.
- Abdul Latif Banaja Holding Company.
- Abdul Latif Banaja Sofian Pharma.
- Abdul Latif Banaja Sofian Medical Services.
- Abdul Latif Banaja Sofian Logistic.
- Saudi Center for Pharmaceuticals.
- Banaja Trading Company .
- Aljazira Takaful Company (S.J.C.)
- Acig Company (S.J.C.)
- United Cooperative Assurance (S.J.C.)
- Gulf General Cooperative Insurance Company (S.J.C.)
- Saudi Enaya Cooperative Insurance (S.J.C.)

SULAIMAN AL-HUSSAIN

PARTNER



Sulaiman Al-Hussain

Email: sulaiman.alhussain@pkf.com

Phone: +966 11 206 5333

Mobile: +966 53 333 9239

Profile	Certain Clients in region
<div>Education & Professional Background</div> <p>Al Hussain has a fellowship from Saudi Organization for Certified Public Accountants (SOCPA). He also holds degree from University of Dammam.</p> <div>Experience</div> <p>Al-Hussein has a rich business experience in the evaluation and sale of a partner’s share and contributions of many business people across various business sectors in Saudi Arabia. Being a financial advisor in an enterprise of a SR 5-billion investment fund to build 100 private schools in a public-private partnership (PPP), Al-Hussein has extensive financial talents, making him member of the board of directors and a founding member of the Association of Financial and Administrative Studies and Consultations.</p> <p>Al-Hussein is also a member of the International Institute of Internal Auditors - Saudi Internal Auditors Association.</p> <p>His experience include working in the domain of Financial Sector Supervision, Transformation programs, Policy Development, Financial Management , Corporate Governance, Accounting , Risk Management, Anti-financial crime, Business Development, Forensic Accounting – investigation services, Financial Tracking.</p>	<ul style="list-style-type: none"> FALCOM Financial Services Al Amthal Financing Steel World Company Al Hoshan Group Arabian Pipes Company Saudi Reinsurance Company Arabia Insurance Cooperative Company Solidarity Saudi Takaful Company United Cooperative Company (S.J.C.) AlSagr Cooperative Insurance (S.J.C.) MetLife cooperative insurance Company Ahlia Cooperative Insurance Company Tokio Marine Cooperative Insurance Company MedGulf Cooperative Insurance Company. National Gas and Industrialization (GASCO) SPL – Saudi Pro League MCI – Ministry of Commerce and Investment



ABDULELLAH AL BASSAM

PARTNER



Abdulallah Al-Bassam

Email: Abdulallah.Albassam@pkf.com

Phone: +966 13 893 3378

Mobile: +966 55 998 2608

Profile

Education & Professional Background

Abdulallah has a fellowship from Saudi Organization for Certified Public Accountants (SOCPA). He also holds degree from King Saud University.

Experience

Mr. Abdulallah Al Bassam is the Audit Partner in PKF Al Bassam & Co. Abdulallah carries an experience of more than 3 years in the profession of audit, tax and assurance services in the Kingdom of Saudi Arabia in various sectors providing services of audit and advisory, zakat and tax, and other special assignments in various industries ranging from manufacturing, trading, banks, construction, hospitality, healthcare and numerous others industries.

Certain Clients in region




- Qatar National Bank – Saudi Arabian Branch
- National Bank of Bahrain - Saudi Arabian Branch
- Riyad Capital and its funds
- National Finance Company
- Ijarah Finance
- Saudi Finance Company
- General Authority of Zakat and Tax
- Maceen Capital and its Funds
- Blink Experience
- Al Jazeera Capital Funds
- Muscat Capital Funds
- Emirates NBD Capital
- Shire
- Fitch Ratings
- STC Channels
- Global healthcare co.
- Worley Group.
- King Khalid Foundation
- Ra'idah Investment Company
- Saudi Arabian Military industry
- Saudi Financial Support Services Company
- Monshaat
- Hamat Holding Company
- ATHEEB Group
- Maarif Education and Training CO.



MOHAMMED OMER QAZI
SENIOR DIRECTOR



Mohammed Qazi

 **Email:** Omer.Qazi@pkf.com
 **Phone:** +966 11 206 5333
 **Mobile:** +966 56 716 4899

Profile

Experience

Omer has more than 15+ years of experience of providing professional services in Kingdom of Saudi Arabia, United Kingdom and United States of America. His experience include performing Audit and Assurance, Advisory, Due Diligence and Internal Audits mainly focused on financial services company. Prior to joining our firm in 2017, He has been working for PwC US and Saudi Arabia.

Whilst in Saudi, He was involved on audit of various banks & financial institutions including JPMorgan, Banque Saudi Fransi, BNP Paribas, Alinma Bank and the Saudi Investment Bank. He was also actively involved with the SAMA’s CFO committee in many research related issues including the preparation of Illustrative Financial Statements for the Saudi Banks. During his tenure in the US, he was also involved with other financial services clients as well, including Federal Home Loan Bank, RaboBank B.V. and Pacific Investment Management Company etc.

Omer is also member of our IFRS committee and in that capacity is involved in carrying out internal technical reviews of IFRS financial statements and research related to IFRS technical issues.

Certain Clients in region




- Emirates NBD Bank
- Deutsche Bank – Saudi Arabian Branch
- ICBC – Saudi Arabian Branch
- Qatar National Bank – Saudi Arabian Branch
- First Abu Dhabi Bank – Saudi Arabian Branch
- Standard Chartered Bank – KSA Branch
- National Bank of Bahrain – Saudi Arabian Branch
- Ziraat Bank – Saudi Arabian Branch
- Emirates NBD Capital Company
- Tourism Development Fund
- Riyadh Capital and its funds
- Saudi Fransi Capital
- Al Awal Capital and its funds
- Wasatah Capital and its funds
- Mefic Capital and its funds
- Ashmore investment Company

MOHSIN ABBAS

SENIOR DIRECTOR



Mohsin Abbas

 **Email:** mohsin.abbbas@pkf.com
 **Phone:** +966 11 206 5333
 **Mobile:** +966 53 795 6832

Profile	Certain Clients in region
<p>Education & Professional Background</p> <p>Mohsin is a member of Institute of Chartered Accountant of Pakistan and Institute of Cost and Management Accountant of Pakistan.</p> <p>Experience</p> <p>Mohsin has more than 16 years of combined working experience in Kingdom of Saudi Arabia and Pakistan. Prior to joining our firm he has worked for more than 8 years in PwC. During his tenor, he has led teams through planning, execution and conclusion stages of varied special nature engagements, statutory audits, internal audit assignments, validation of financial reporting packages and other advisory services for leading clients. His responsibilities include maintaining client relationship, communication with management charged with governance, co-ordination with professionals of various fields like legal, actuarial and IT experts.</p> <p>Also represents auditors’ group in SAMA’s working Group Committee for implementation of IFRS 17 in insurance sector in KSA. Involved in different capacity in firms quality control procedures specifically staff training and engagement monitoring reviews.</p>	<ul style="list-style-type: none"> Itqan Capital (Due Diligence Project) Wasatah Capital (Due Diligence Project) Saudi Ceramic Company Al Sadhan Group Saudi Reinsurance Company Globe MED Insurance Cooperative Company Amana Cooperative Insurance Company MetLife Cooperative insurance Company Allianz Saudi Fransi Malath Cooperative Insurance Company SAICO Cooperative Insurance Company Alinma Tokio Marine Cooperative Najm For Insurance Services EDARAT CO. FOR COMMUNICATION AND INFORMATION TECHNOLOGY Food Basics Trading Company Hana Company for Food Industries Al Saif Stores for Development and Investment Company Water Transmission and Technology Company Al Rabiah & Al Nassar Group Natural Gas Distribution Co

AHMED SHAHIN

SENIOR DIRECTOR



Email: Ahmed.Shahin@pkf.com

Phone: +966 11 206 5333

Mobile: +966 50 8450452

Profile	Certain Clients in region
<p>Education & Professional Background</p> <p>Ahmed has Bachelors in Commerce from the university of Cairo with specialization in accounting. He is also registered with Egyptian Society of Accountants and Auditors as Public accountants, also he is a member of Institute of Chartered Accountant of Australia (MIPA AFA)</p> <p>Experience</p> <p>Ahmed possess vast experience in delivering quality audit services in Saudi Arabia and Egypt market. Prior to joining PKF he had worked for KPMG Saudi Arabia and Egypt market for more than 14 years and 4 years of internal audit experience in Saad Group (Saad Specialist Hospital). Currently he is working as Audit Senior Director in PKF.</p> <p>Ahmed has attended various technical training courses from KPMG with regards to International, American and Egyptian accounting standards, KPMG audit manual (KAM), Risk based audit plan, Risk management course, IFRS (International Financial Reporting Standards) training course and E-Audit training course, along with extensive knowledge in Audit and Assurance by leading in the engagements from various industries as he was involved in real estate, healthcare, education, hospitality, contracting, investment, advertising, service and manufacture / trading in consumer products</p>	<ul style="list-style-type: none"> Atta Educational Group. (S.J.C.) Al Khaleej for Training and Education Co. (S.J.C.) Arabian Pipes Co. (S.J.C.) Sadr Logistics Co. (Formerly Al-Samaani Factory Metal Industries Co.) Watani Iron Steel Co. (S.J.C.) Al-Babtain Power and Telecommunication Co. (S.J.C.) Ekal Human Resources Co. Afras Trading and Contracting Co. National Leasing Company Limited (NLCO) Czech Center for Physiotherapy and Rehabilitation Co. Kaiian Trip Information Technology SWVL Company Hoshan Group Omran Najd Industry Company Abdulkarim Al Rajhi Steel Co. Riyadh Steel Co. Ideal Weight Trading Corporation Saha Al Majed Co. Saudi Kuwaiti Food Co. (KDD) Lightweight Construction Co. Ltd. (SIPOREX) Ricing Stars Company AL Jazera Home Appliances Naba Water Company Falcon Plastic Products ARCO Human Resources Co.

Yousuf Zeen

DIRECTOR



Yousuf Zeen

Email: Yousuf.zeen@pkf.com

Phone: +966 11 206 5333

Mobile: +966 50 0047518

Profile	Certain Clients in region
<p>Education & Professional Background</p> <p>Yousuf holds a Bachelor degree in Accounting, Yarmouk University</p> <p>Experience</p> <p>Yousuf is currently working as Director in our Riyadh office for assurance and related services. Yousuf has more than 16 years of experience in providing Audit and advisory services in wide range of industries along Due diligence and Fraud investigation and Internal Audit, risk management.</p> <p>During his professional career, he gained rich experience as he was involved in financial advisory and audit for clientele engaged in transportation, real estate, insurance, hospitality, contracting, investment, advertising, service and manufacture/trading in consumer products and mutual funds.</p>	<ul style="list-style-type: none"> Al Alamiya for Cooperative insurance Company Buruj Cooperative Insurance Company Arabia insurance cooperative company Amana Cooperative insurance company Emirates NBD Bank Riyad Capital and its Funds Nomw Capital and its Funds Alpha Capital Company Wasatah Capital and its funds Mefic Capital and its funds Ashmore Investment Company Addem Capital and its Fund Funds managed by Al Jazira Capital Funds managed by Al Awwal Capital National Finance Company Maalem Financing Company Al Ramz Real Estate Company Funds Managed by Derayah Finance AlRajhi REIT Al Maather REIT



JABER NASR TAX & ZAKAT DIRECTOR



Jaber Nasr

Email: jaber.nassr@pkf.com

Phone: +966 11 206 5333 Ext - 103

Mobile: +966 59 4994450

Profile	Certain Clients in region
<p>Education & Professional Background</p> <ul style="list-style-type: none"> ▪ Bachelor degree –Accounting -Faculty Commerce, Alexandria University, Egypt ▪ Master Degree in Business Administration (MBA) , Cairo University, Egypt ▪ Tax Diploma, Faculty Commerce, Alexandria University, Egypt <p>Experience</p> <p>Jaber has more than 23 years of experience in Saudi Arabia and Egypt, with significant Experience in Advisory services in Income Tax, WHT and VAT, Advisory services in Zakat Implementation, Advisory services in Zakat and Tax Planning, Advisory in Designing Strategies and Performance Evaluation Standards.</p> <p>During his professional career, he gained rich experience in Tax Audit of corporations as he was an Ex Egyptian Tax Authority employee, and as he was an Ex ZATCA – KSA employee he gained rich experience in Double Taxation Treaties implementations, Consolidation for Zakat purposes and other Zakat and Tax related issues.</p>	<ul style="list-style-type: none"> ▪ Certain Clients in region ▪ Medgulf Cooperative Insurance & Reinsurance (Listed) ▪ Saudi Finance Company (SFC) CJSC ▪ Trade Union Cooperative Insurance & Reinsurance (Listed) ▪ Saudi Martifer Constructions ▪ Al Sagr Cooperative Insurance & Reinsurance (Listed) ▪ Hoshan Group ▪ United Cooperative Insurance & Reinsurance (UCA) (Listed) ▪ Saudi Re. (Listed) ▪ Buruj Cooperative Insurance (Listed) ▪ Al Rajhi Cooperative Insurance (Listed) ▪ Solidarity Saudi Takaful (Listed) ▪ Saudi Kuwaiti Food Company ▪ Farrelly & Mitchell ▪ Fursan Travel ▪ Tawuniya (Listed). ▪ Najam (Insurance Services) ▪ Allianz Saudi Fransi (Listed) ▪ Al Ahlia Takaful Company (Listed) ▪ Ace Cooperative Insurance (Listed) ▪ Al Rajhi Co. for Cooperative Insurance (Listed) ▪ ARABIA Insurance Cooperative



Alister Chabi
SUBJECT MATTER EXPERT



Alister Chabi

Email: alister.chabi@pkf.com
 Phone: +966 11 206 5333

Profile

Education & Professional Background

Alister is a fellow member (FFA) of the Institute and Faculty of Actuaries in the UK. He is also a Chartered Enterprise Risk Actuary (CERA) with the Institute and Faculty of Actuaries (UK) – a member of the CERA global association – and holds a Masters in Business Administration (MBA) and a Bachelors in Economic Science (BEconSci).

Experience

Alister is a Senior Director for actuarial services in our Riyadh office. He has served as a partner in a PKF member firm and has held positions c-suite positions in asset management and professional services firms. He has consulted to listed and unlisted clients in several jurisdictions including Southern Africa, Eastern Africa, Western Africa, the Middle East, and Europe.

Alister has acquired experience in various actuarial spheres including insurance, pensions, investments, health and care, banking, and (personal injury and corporate) damages. He has provided expert testimonies, appearing as an expert witness before a court, a disciplinary commission and judicial commission of inquiry - having led a national forensic investigation into state capture in South Africa on a multi-billion-dollar locomotive transaction.



Mohammad Zafer Sharif
IT and IS EXPERT



Mohammad Zafer Sharif

Email: zafer.sharif@pkf.com
Phone: +966 11 206 5333
Mobile: (01) 780 680 2679




Profile	Certain Clients in region
<p>Education & Professional Background</p> <p>Zafer is a member of CIA, CISA and CGEIT. He has Bachelors of Commerce from Karachi University</p> <p>Experience</p> <p>Zafer has more than 30 years of combined working experience in United Kingdom, United States of America and Kingdom of Saudi Arabia. managing multi-cultural teams in a variety of organizational settings, including Banking, Government Industry and Advisory Services Firms. He is an experienced Audit Professional covering, IT, Sox, Performance, Financial, Operational, Fintech Audits and possesses more than 30 years of experience in the fields of IT Audits, SOX, Control Risk Assessment & Compliance, Information Security, Internal and External Audit, with leading international institutions.</p> <p>Hands-on experience in advising leading Blue-Chip Corporate on issues surrounding Risk Management, Internal and External Audits, SOX and IT Security Reviews and Compliance and Investigations with leading standards such as SOX , ISO/IEC 21000, ISO 9000.</p>	<ul style="list-style-type: none">Arab National BankSaudi Investment BankBanque saudi fransiBank albiladSABBRiyad BankAl RajhiAl Alamyia Cooperative Insurance CompanyMalath Cooperative Insurance CompanyNajam Company for Insurance ServicesBupa Arabia Health Insurance CompanyABB CompanyObeikan Group of CompaniesSABICAlmarai Food CompanyTasnee Company

OSAMA KHAN GIMMI

ENGAGEMENT MANAGER



Osama Khan Gimmi

 **Email:** osama.khan@pkf.com
 **Phone:** +966 11 206 5333
 **Mobile:** +966 55 498 9524

Profile

Education & Professional Background

Osama is a Qualified Chartered Certified Accountant from the Association of Chartered Certified Accountants (ACCA UK) and Certified in Accounting and Finance from the Institute of Chartered Accountants of Pakistan (ICAP). He is also a graduate with double majors in Political Science and Journalism from University of the Punjab.

Experience

Osama has around nine years of professional experience in the field of assurance and business advisory services with clients in KSA, USA and South Asian market. He has experience of External and Internal Audits, Financial Due Diligence, Corporate Advisory, Gap Analysis, Business Process Re-engineering, Agreed Upon Procedures and Financial Modelling.

He has served various industries ranging from Insurance, Banking, Real Estate, Aviation, Public sector, Hospitality, Healthcare, Manufacturing, FMCG, Power and Education. Prior to joining our firm, he has been working for PwC and Trivium Consulting.

Other than his external audit portfolio, he is also involved in the transition of Saudi Insurance Industry to IFRS 17 – Insurance Contracts. His prior experience includes assignments including overlooking of an outsourced internal audit function for a client in the insurance industry, heading the financial reporting and budgeting section of a manufacturing conglomerate, performing financial due diligence, gap analysis and business process reengineering for various clients, preparation of in-depth operational/financial models in relation to corporate advisory and mergers & acquisition deals, and performing detailed IFRS 16 study as part of conversion from IFRS for SMEs to full IFRS, to list a few.

Certain Clients in region

- Allianz Saudi Fransi Cooperative Insurance Company
- Saudi Arabian Cooperative Insurance Company
- Alinma Tokio Marine Insurance Company
- Malath Cooperative Insurance Company
- Sabb Takaful Company
- Cigna Worldwide Insurance Branch
- Confidential Government Entity (Aviation)
- Najm For Insurance Services Company
- Globemed Saudi Medical Claims Company
- UIB Reinsurance Broking Company
- Al Rabiah & Al Nassar Group (4 subsidiaries)
- Muro Stone Technologies Company
- Ma’ather for Property Management Company
- Ma’ather Al Arabiya for Real Estate Company
- Jaffna Investment Company (Wahid Fol)
- Water Transmission Group (3 subsidiaries)
- Advanced Tastes Group (9 subsidiaries)
- AT Golden Company Limited (Cipriani)
- Anoosh Confectionery Company
- Himmah Consortium Company Limited
- Perfect Weight Nutrition Company

Other global listed clients managed in past

- Adamjee Insurance Limited (PSX)
- Atlas Insurance Limited (PSX)
- MCB Islamic Banking Limited (PSX)
- Millat Tractors Limited (PSX)
- Pepsi Cola International (PSX)
- Kohinoor Energy Limited (PSX)
- Outfront Media, Inc. (NYSE)
- Enad Global 7 (STO)

7. Professional Fee



Our fees are charged on the basis of time occupied and expenses incurred having regard to the degree of responsibility involved and the experience and skills required for this assignment. The fee charged below are exclusive of VAT.

Services	Cost (SR)
Statutory audit of the financial statements for the year ending December 31, 2024 in accordance with International Financial Reporting Standards (IFRSs) as endorsed in Kingdom of Saudi Arabia along with the requirements of the Regulations for Companies, Law on Supervision of Cooperative Insurance Companies and the Company’s By-Laws with respect to the preparation and presentation of the financial statements. Audit shall be performed under audit standards generally accepted in Saudi Arabia;	320,000
Quarterly reviews of the interim condensed financial statements for the periods ending June 30, 2024, September 30, 2024 and March 31, 2025 prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed in Kingdom of Saudi Arabia. (SR 50,000 each)	150,000
Electronic filing of Financial Statements in Qawaem System	Nil
Total	470,000

- The proposed fee does not include any work in respect of accounting standard not yet effective. Any regulatory reporting requirement issued after the date of this proposal will be discussed and agreed upon separately.
- The proposed fees are based on the assumption that all required information & assistance requested by ourselves is available on the first day of the engagement and are of a very high quality.
- Out of pocket expenses, if any, would be billed on Actual basis after being discussed with management.
- The acceptance of this engagement is subject to clearance of our internal Risk and Quality department other engagement acceptance procedures.

Billing Time	Percentage of total fee of each category
At the signing of Engagement Letter	50%
Upon issuing the respective draft report	50%



About PKF

What differentiates PKF?

A global family

Our firm is connected to 220 firms within the PKF network by a shared commitment to quality, integrity and the creation of clarity in a complex regulatory environment. As a result, we can provide you with world-class, clear solutions in Assurance, Advisory, Taxation and Business Services anywhere in the world.

Global standards

PKF firms believe in creating a culture where client service comes first and are committed to delivering cost-effective solutions while adhering to global quality standards.

A personal approach

What truly sets us apart is the emphasis we place on listening to your unique circumstances. You get direct access to the decision-makers in our firm, and together we carve out the solutions you need, now.

A values-based approach

Our values reflect who we are and what we stand for. Our five core values are:



PASSION

We have an appetite for progress. We strive to exceed your expectations and provide opportunities to our people to grow personally and professionally.



TEAMWORK

We are advisers without borders. Member firms are independently owned and managed, but strong personal relationships allow us to work seamlessly. We treat our fellow members' clients as if they were our own.



CLARITY

We initiate clear and direct action and believe in being transparent at all times.



QUALITY

We apply the highest standards of quality to our work and are all party to the PKF Commitment.



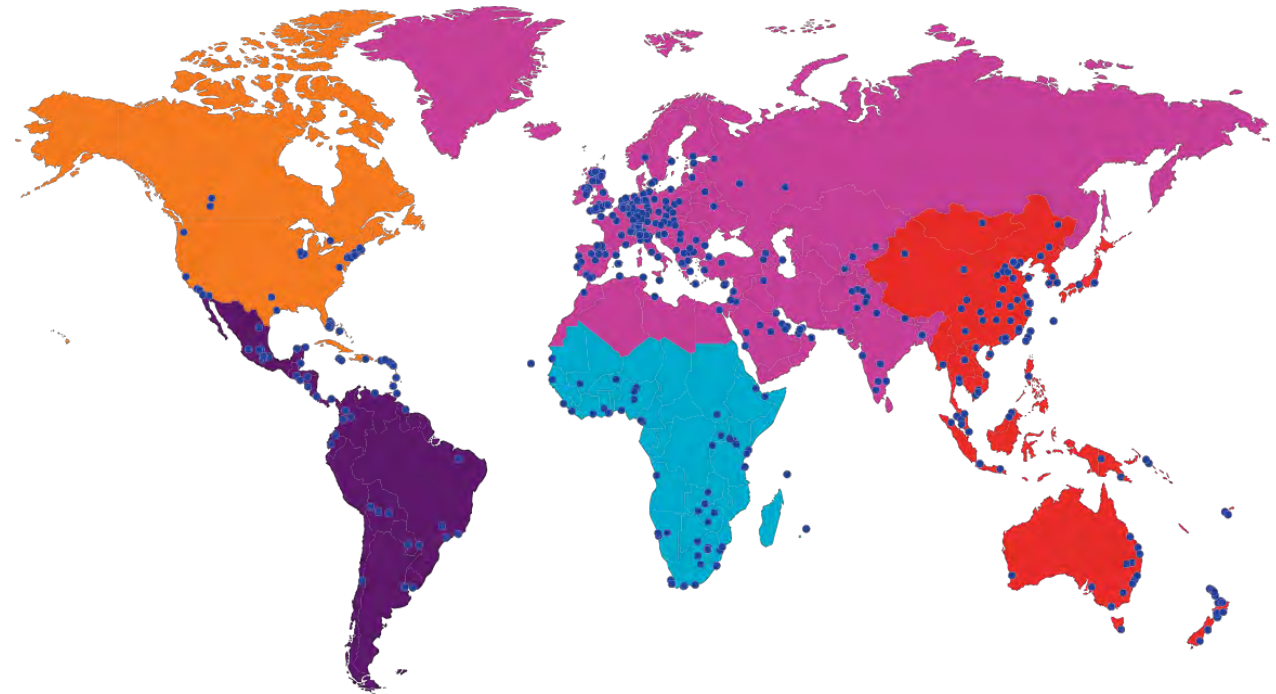
INTEGRITY

We have shared standards and a mutual respect for entrepreneurs and influential leads, which extends our voice and reach. There is a strong sense of support and encouragement to make things happen together.



Proudly part of the global PKF family..

We act together, sharing diverse ideas, niche expertise, specialist resources and deep relationships for everyone's benefit.



Over **220**
firms



Over **480** offices
worldwide



Operational in
150 countries



Ranks **15th** international
accountancy network



20,000 professionals
across the globe



Member firms generate **1.4 billion**
in aggregate fee income



Competitive pricing

There are many variations of passages of lorem ipsum available,



World class service levels

As a top 10 client for PKF you will be an extremely important client for the group



A significant investment of time in the relationship

We will invest all the time necessary to understand your business and its processes



A fully coordinated, dedicated and highly qualified team

Your individually selected and highly qualified team will be coordinated by an experienced Partner and Director at group level



A robust and efficient audit process

We understand the importance of the audit process; delivering a robust audit, helping you to achieve 'good governance' and working to tight deadlines



Continuous communication leading to a “no surprises audit”

We will speak with you in a straight forward, take a transparent approach to our working relationship, and give you clarity on issues



Client satisfaction and improvement

You will be asked for feedback throughout the audit, ensuring we constantly refine our approach, and will also receive an annual face to face client service review

THANK YOU

CONTACT US

www.pkfalbassam.com
Info.sa@pkf.com



Riyadh Office:

Tell: +966 11 206 5333

Fax: +966 11 206 5444



Jeddah Office:

Tell: +966 12 652 5333

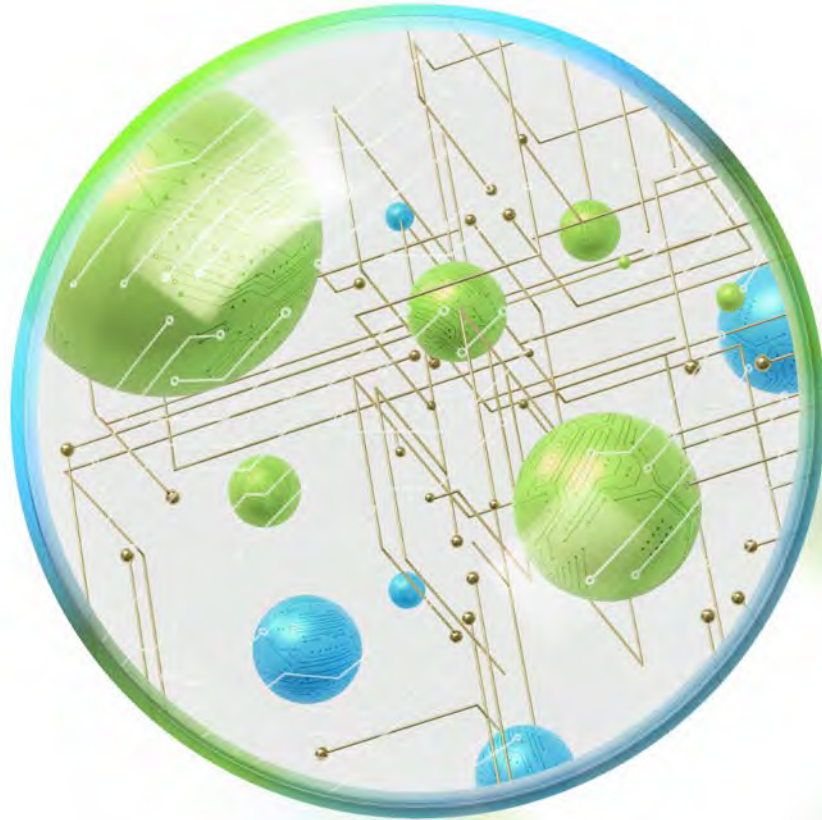
Fax: +966 12 6522894



Khobar Office:

Tell: +966 13 893 3378

Fax: +966 13 893 3349



Going beyond the expected for
Allianz Saudi Fransi Cooperative Insurance Company

External audit proposal for the year ending 31 December 2024

22 April 2024 | Commercial Proposal | Private and confidential

22 April 2024

The Chairman,
Audit Committee
Allianz Saudi Fransi Cooperative Insurance Company
2323 Makkah Al Mukarramah Rd/Az Zahra District
Ar Riyadh 12811 7634
Kingdom of Saudi Arabia

Dear Members of the Committee,

We have enjoyed spending time with your team during this proposal process where we have heard a consistent theme of messages about what you are looking for in this audit relationship and what you want us to bring to the table. We know that you desire the services we provide to be a practical and valuable business tool. We understand that you value integrity and independence.

The team that has been hand picked to be your audit team, have thought hard about how we best serve you and have built a fair fee to ensure that we can deliver these critical areas to you:

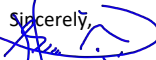
- **Audit quality:** Above all else we know that the ultimate goal is to deliver a high-quality audit to provide your stakeholders with financial information they can trust. We have embedded our specialists throughout the audit engagement to ensure we are getting the complex and judgmental areas right and sharing their feedback and insights with you.
- **Access to the right people:** Our market prominence in the industries and geographies that you operate in will provide you with unparalleled insights. We have people in our organisation that want to share their knowledge and experience with you; whatever the business demand we will have people who can help.
- **Accelerating the timetable:** We are bringing a reconsidered approach and a new lens to how your audit is structured and delivered to ensure that your auditor is bringing you the latest audit innovation and the latest project management techniques to maximize delivery and minimize duplication.
- **Experienced team:** We have gathered a team with a broad range of expertise to meet your every requirement and they are all extremely excited to be given the opportunity to work with your teams. You will have unprecedented access to this team, and we encourage you to pick up the phone to any of us to discuss any questions that you may have; the clock does not start just for talking and consulting with us.
- **Our experience of having served you previously:** We will use our experience of having served as your external auditors previously, along with our experience of serving companies similar to yours to ensure that the transition is smooth and that we use this experience to deliver an effective and efficient audit.

We bring honesty and transparency on our fees reflecting the fact that you are a large organization with well-established procurement processes surrounding engaging contractors and service providers. We always start with fair and reasonable market-based fees that enable us to deliver the highest quality standards and a focus on what is important based on what we have learned from spending time with you. The first year involves additional mobilization costs getting to know you based on our experience of delivering the most efficient transition. These additional hours will be absorbed by us to further demonstrate our commitment and investment in our relationship with Allianz Saudi Fransi Cooperative Insurance Company .

We are cognisant of the fact that Allianz Saudi Fransi Cooperative Insurance Company being large and complex can often be a challenge to price and therefore, when you complete your evaluation and if you find our fees to be inconsistent with your assessment of the audit effort required to serve you, we would appreciate the opportunity to discuss our pricing assessment with you prior to your final decision.

We look forward to discussing this and our wider proposition with you when we next meet.

The proposal has been prepared for the Audit Committee, as a body, and we therefore accept responsibility to you alone for its contents. We accept no duty, responsibility or liability to any other parties, since this proposal has not been prepared, and is not intended, for any other purpose. It should not be made available to any other parties without our prior written consent. In addition, this proposal should not be shared externally or in a public domain without prior permission.

Sincerely,

Waleed Sobahi
National Partner





01

A fair fee

Scope of services, deliverables, estimated audit fees

No.	Scope	Period /Year	Amount (In USD)	Amount (In KSA)
1	Audit / Review	<div>The item category includes the following:<ul style="list-style-type: none">Review Financial Statements: Review the quarterly financial statements for Q2, Q3 2024 and Q1 2025 for Allianz Saudi Fransi Cooperative Insurance Company.Audit: Audit of company’s financial statements for the year ending on December 31, 2024</div>	345,300	1,295,000
Price (excluding VAT)			345,300	1,295,000





02

Assumptions

Assumptions

General

No.	Assumptions
1	Our fees are based on the time required by the individuals assigned to the engagement plus out-of-pocket expenses. Individual hourly rates vary according to the degree of responsibility involved and the experience and skill required.
2	The above fees include specialist fees for the current level of operations. For any unusual transactions or increase in activities which involves specialists, will be billed at actuals, if specialists are used on the engagement.
3	Not included in fee estimate are any changes in the business or operating structure (including acquisitions/divestitures of businesses) or any group reporting.
4	Not included in fee estimate are adoption of new accounting pronouncements (IFRS or Local GAAP) or audit guidance from regulators not contemplated, evaluated or implemented by the company.
5	The fees quoted for the audit are based on certain assumptions. Circumstances may arise during the engagement that may significantly affect the targeted completion dates and our fee estimate. As a result, additional fees may be necessary.
6	You may from time to time request us to related services such as due diligence, control assurance or opinions to meet regulatory requirements. The fee for such services depends on the nature of service, the level of resources required, and timing. All fees for additional work and services will be agreed in writing before the work will be.
7	Our estimated hours assume the normal level of deliberation of accounting and reporting matters and other issues presented by a client of your size and complexity.
8	We will provide value added services at no cost to Allianz SF. The value added services will include annual updates on IFRS implementation and regulatory developments and five free passes to our annual IFRS Masterclass. We will also provide Deloitte's technical publications.
9	Kindly note that if appointed, our acceptance of the engagement is subject to clearance of the internal conflict check procedures.
10	Our exclude any regulatory requirements engagements required by the local regulator.

Our shared commitment to you

We will run an “open book” policy so that you can see where we have spent our time and to account for what we have been doing. As detailed in our technical proposal, our intention is to leverage technology where possible to drive efficiency as you transform. As these efficiencies are achieved, we commit to sharing the benefit with you as part of the annual fee proposal process.

As part of our annual engagement review process, we will present you with a comparison of actual time spent versus budgeted time for each element of the audit and analyze the reasons for any variances, ensuring that we identify potential for efficiencies.

Based on this exercise, and a consideration of any additional complexities or increases in scope, we will estimate our hours for the following years audit and apply our charge out rates.

If we determine that the estimated audit effort is below the required audit effort in an audit cycle year, we will take this into account and re-baseline the fee to reduce the following years audit fee to reflect the actual audit effort required.

We are required to follow strict audit independence rules and therefore we are prohibited from entering into any risk sharing, contingent based or outcome-based fee arrangement.



“We are transparent in our approach to fees and we agree to work with the audit committee and management to assess our performance and fees during the course of our audit relationship. Our estimated fees are competitive and represent our philosophy of staying efficient and innovative while meeting the demand of our highly regulated profession and our commitment to deliver a high-quality audit.”

Firas Anabtawi, Senior Engagement Director



This document has been prepared by Deloitte & Touche (M.E.) & Co. LLC for the sole purpose of providing a proposal to the parties to whom it is addressed in order that they may evaluate the capabilities of Deloitte & Touche (M.E.) & Co. LLC to supply the proposed services.

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This document is not contractually binding. Should this proposal be acceptable to you, and following the conclusion of our internal acceptance procedures, we would be pleased to discuss the contractual terms and conditions with you prior to our appointment.

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DME is a leading professional services organization established in the Middle East region with uninterrupted presence since 1926. DME’s presence in the Middle East region is established through its affiliated independent legal entities, which are licensed to operate and to provide services under the applicable laws and regulations of the relevant country. DME’s affiliates and related entities cannot oblige each other and/or DME, and when providing services, each affiliate and related entity engages directly and independently with its own clients and shall only be liable for its own acts or omissions and not those of any other affiliate. DME provides services through 23 offices across 15 countries with more than 7,000 partners, directors and staff. It has also received numerous awards in the last few years such as the 2022 & 2023 Great Place to Work® in the UAE, the 2023 Great Place to Work® in the KSA, and the Middle East Tax Firm of the year.



Allianz Saudi Fransi Cooperative Insurance Company

**Statutory audit and review services for
the year ending 31 December 2024 and
quarter ending 31 March 2025**

31 January 2024

Delivering exceptional quality, building trust
and embracing innovation.



14 January 2024

The Audit Committee
Allianz Saudi Fransi Cooperative Insurance Company
Riyadh
Kingdom of Saudi Arabia

Dear Distinguished Members of the Audit Committee,

On behalf of PricewaterhouseCoopers ("PwC"), I would like to thank you for providing us the opportunity to take part in the tender process for the external audit and quarterly reviews of Allianz Saudi Fransi Cooperative Insurance Company (the "Company"). We are excited about the prospect of establishing our professional relationship with you as your external auditor.

Your business really matters to us and we are all committed and passionate about delivering outstanding service that exceeds your expectations and adds value through and beyond the audit. We believe there are many reasons why PwC is the best firm to provide you with external audit services. Here are some of the most important:

A focused perspective: PwC will bring a focused perspective to the audit. This will include an independent approach and enthusiasm brought by a team with a strong combination of international and local experience of audits, who are highly motivated and have relevant experience in your industry.

Exceptional quality: As an auditor, we play an important role in helping to facilitate transparency and instill confidence in capital markets. Critical to this is audit quality which is, and has to be, our number one priority. It is core to our purpose - to build trust in society and solve important problems. Our audit quality objectives are achieved through the coming together of our culture, values, people and processes - and we have a record and reputation of bringing the highest levels of quality. We have invested heavily in building our Financial Services capability across the region with PwC now being the largest provider of FS industry specialists in the Middle East, with over 795 professionals. We also have a unique operating model where we bring all of Financial Services specialists to work in one business to ensure we bring the best to you.

A highly skilled team: We have invested heavily in building our Financial Services capability across the world. This means we are able to bring a team with immense depth and strength which leverages our firm-wide knowledge for your benefit. We have selected a senior team to lead the audit of your business - these individuals really understand your business and your business objectives from being auditors of similar entities as the Company, are highly experienced at working with insurance companies reporting under IFRS and are all based locally in Saudi Arabia. Members of the proposed team are also significantly involved in IFRS 17 projects in KSA.

Knowing you and your industry: With our experience of working with other insurance companies within the country/ region we are certain that we will be able to add value through our services provided.

A fee that represents value for money: Our proposed fee is competitive for the quality of services delivered.

Timely delivery: Our audit timetable, plan, audit tools and continuous dialogue will ensure early resolution of issues to meet the timetable and reporting requirements.

Our acceptance of an appointment to serve you as an independent auditor is subject to completion of our standard internal client acceptance processes including independence and procedures required in case of initial audit. Upon acceptance of our quotation, we will provide you, in due course, with our standard engagement letter for your signature, which will formalize the terms of the engagements for our professional services.

I look forward to presenting our audit proposal to you and we will be happy to provide any additional information or clarification you may require.

PricewaterhouseCoopers

Ali H. Al Basri
Lead Client Service Partner
License No. 409

We know you

**SR 615
mn**

Insurance revenue

**SR (10.5)
mn**

Insurance service
result

**SR 23.6
mn**

Net income for the
period

**SR 2.19
bn**

Total assets

**SR 766
mn**

Net equity

Background

Allianz Saudi Fransi Cooperative Insurance Company (a Joint Stock Company incorporated in the Kingdom of Saudi Arabia), the “Company”, was formed pursuant to Royal Decree number 60/M dated 18 Ramadan 1427H (corresponding to October 11, 2006). The Company operates under Commercial Registration number 1010235601 dated 26 Jumada Thani 1428H corresponding to 12 July 2007. The Company operates through its six branches in the Kingdom of Saudi Arabia. The Company’s ultimate parent is Allianz SE, a European financial services company headquartered in Munich, Germany. The purpose of the Company is to transact cooperative insurance operations and all related activities. Its principal lines of business include Medical, Protection and saving, Motor, Engineering, Property and Other general insurance.

How we know you

We are honored to continue our longstanding partnership as your trusted auditors for the past six years. Our enduring commitment to excellence and collaborative approach ensures the highest standards of financial integrity for your Company. We take pride in our six years collaboration, consistently working hand-in-hand with management to meet crucial deadlines, deliver exceptional quality, and uphold our unwavering commitment to the Company. The seamless transition to IFRS 17 reflects our dedication to ensuring financial excellence. We understand that you believe in a society that should have a fair and equitable system: one which rewards effort and contributes to the development of the community. In the new normal, the way we do things will inevitably need to change and be adapted - and we know that you want to be one of the leading company to help ensure that this change is fair to the many, and not just the few.

We understand and believe that Saudi capital market has a crucial role to play, particularly as we move forward into the coming years ahead, and you have an incredible responsibility towards the resources in your hands.

Your mission

The mission of the Company is to create trust and deliver excellence. As an Insurance Company the objective of the Company is to protect individuals and companies from, and help them to reduce, the risks they face in their daily life by providing insurance products that meet their needs in the areas of Property; Fire; Marine; Motor; Medical; General Accident; Engineering and Life. The Company’s strategy is to focus on underwriting and claims discipline to achieve sustainable profitable returns. The purpose of the Company is to transact cooperative insurance operations and related activities.

*Information available as per your Q3 23 interim condensed financial statements.

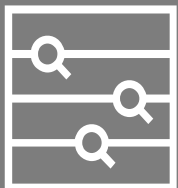
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Award wins in both financial services and technology!

Awards

We are proud to have won our recent award for 'Audit Service Provider of the Year' at the InsureTek Golden Shield Excellence Awards 2023, in addition to "Innovation and Technology" with The Middle East Legal Awards in 2021.



**InsureTek Golden Shield Excellence Awards
2023 - Audit Service Provider of the Year (March
2023)**



**The Middle East Legal Awards - Innovation
through Technology (June 2021)**



A full list of the awards and the winners can be
found [here](#).

Why PwC?

By focusing on the things that matter to you and bringing the benefits of a PwC audit proposition to the Company, as summarised below, we are confident that we are the best choice to be your external auditor.

A relentless focus on delivering a high quality, robust audit, with perspectives.



Hands-on audit experience in insurance and other financial services, with a team who has the relevant industry experience.



Value added services, which will contribute to the continuous upskilling and learning of the Company.



Technology enabled audit with innovative tools.



A long-term commitment to invest in you.



A message of commitment from our leadership

Our Middle East Financial Services practice has been an area of investment for us. Our leadership team and I have been focused on enhancing the breadth of our talent to ensure we bring the best to our clients.



Allianz Saudi Fransi is one of a leading institution in the KSA insurance industry. Being presented the opportunity to work with you as your external auditor will allow us to evolve our relationship and take it to the next level.

As the Senior Managing Partner in the Middle East, I will ensure that we personally bring the best of our firm in terms of expertise, capabilities, continuity and insights to your audit - through our most talented people and innovative technologies. Our aim is to deliver exceptional quality, build trust and embrace innovation.

Our commitment to invest heavily in Financial Services has included investing in our advisory, assurance, consulting, deals, tax and strategy capabilities - which will be made available to you. We have also invested in our teams by attracting the top talent and ensuring we also prioritise diversity. I will be your independent contact point to raise any matters of concern on a timely basis. This balance is designed to ensure that we support you to make the right decisions in an informed and pragmatic way. I'm excited about the opportunity to work with you to ensure we fulfill the promises we make.



Hani Ashkar
Middle East Senior Partner

“Financial Services has been an area of investment for PwC across the region. PwC’s leadership team and has been focused around enhancing the breadth of our talent to ensure we bring the best global talent to our clients.”



Allianz Saudi Fransi is a well reputed financial institution in Saudi Arabia. Being presented the opportunity to work with you as your external auditor allows us to build our relationship and take it to the next level.

I know our team is excited at the prospect of working with you. We have invested heavily into our Financial Services capability over the last few years. This has included focus on expanding our presence and capabilities on the ground in Saudi Arabia to ensure we deliver the highest quality audits. We have also invested in our teams by a relentless focus around talent and diversity, which you will see demonstrated in our proposal.

The resumes and teams as highlighted in this document make this clear. Our approach is to ensure our Engagement Leaders are the key point of contact and decision makers around areas of judgment. In your case, it is proposed that Amin Qureshi will be your point of contact. Having said that, the firm provides our leaders with the technical support to ensure they have the backing of the firm and access to the best specialists to make the right decisions in an informed and pragmatic way.



Mohamed ElBorno
Partner – Middle East Head of Assurance

A message of commitment from our leadership (continued)

We are excited to set out PwC's capabilities in support of our proposal. We want be your auditors of choice and regard this proposal as exciting as the audit.

”

I am excited to set out PwC's capabilities in support of our proposal. I regard this proposal as an exciting audit opportunity. Let me be clear on our ambition; we want to be your auditor.

I am therefore very pleased to provide you with this proposal to provide external audit services to Allianz Saudi Fransi.

We would be extremely proud to be your Auditor and are passionate about using our extensive knowledge and experience; to deliver a quality audit that helps you comply with regulations, gives you fresh perspectives on your business and helps you achieve your wider objectives.

You want to achieve credibility over your financial statements: we build trust in society and solve important problems.



Omar M. Al Sagga
KSA Assurance Leader and Deputy Country Leader

“Providing the best of our firm is in the forefront of my mind. The best of our firm means the best expertise, the best relationships and the best of the technologies that are available. Together these will ensure we provide a high quality, robust audit. I am excited about having the opportunity to work with you to ensure we fulfill the promises we make to you.”

”

In KSA's challenging environment, it is critical that you have a firm that you can work with to provide the highest level of services from some of the best professionals in the region.

From an Assurance perspective, we have made substantial investments in smart technology for our audits. These include initiatives around applying robotics to some of our audit processes, developing more effective ways to communicate audit progress and documents in a secure way (Connect), having a state of the art audit execution platform (Aura), and using data analytics and artificial intelligence to identify unusual / abnormal transactions (GL.ai). These are market leading technologies which provide significant audit comfort, efficiency and insight.

Like they say, if you don't disrupt yourself, you are at risk of being disrupted. The audit profession is not immune from this phenomenon. At the heart of it, we are investing to not only make us more relevant to our clients, but to stay in business.



Amin Qureshi
Engagement Leader

The background of the slide features a close-up photograph of a person's hand holding a large stack of gold coins. The hand is positioned in the center-left of the frame. Scattered coins are visible on the surface below. The image is overlaid with several semi-transparent geometric shapes: a large grey diamond in the top-left, an orange diamond in the top-center, a white diamond in the center, and a grey diamond in the bottom-right. The text 'Executive Summary' is written in a white, serif font on the right side of the slide.

Executive Summary

**“Great things in business are never done by one person. They are done by a team of people.”
- Steve Jobs**

01

Our commitment to Allianz Saudi Fransi

A team that is known to you, that you can rely on and trust

We have invested in enhancing the quality and experience of our people and teams in our Middle East financial services practice. Your proposed team for 2024 and beyond comprise some of our most experienced partners and staff drawn from our world class Financial Services practice. We have selected a team that combines the breadth and depth of skills required to audit. All team members have the attitude you need from your auditors: they are good listeners but they know how to face challenges, standing by their opinions but also be pragmatic, ready for challenges and easy to work with. Our teams are trained to do the right thing and proactively manage engagements to deliver a 'no surprises' approach.

How will we be organised?

Our team's structure reflects how your business is organised, which we have worked with you on to ensure we are, and will continue to be aligned to your needs. The core team is highly experienced in auditing and advising similar businesses, and is supported by experts in their fields. Our team is fully independent of Allianz Saudi Fransi Cooperative Insurance Company. Amin Qureshi will lead the delivery of the engagement, and key decisions and responsibility will lie with him. He will engage primarily with the Audit Committee and key members of management. Amin will be supported by other partners and team members as outlined below:

Team continuity

Audit team

For 2024 and beyond

Engagement Leader	Amin Qureshi
Lead Client Service Partner	Ali H. Al Basri
Engagement Director	Zeeshan Naeem
IT Audit Leader	Wassim El Afshal
IT Audit Director	Raheel Siddiqui
Actuarial Expert Leader	Talar Gul
IFRS 17 - Team Lead	Devrim Alcin
Accounting Consulting	Helen Wise
IFRS 9	Kuntal Sur
Tax	Mohammed A. Al-Obaidi

Our commitment to Allianz Saudi Fransi (continued)

The global network

PwC, we bring the world to you

PwC is a network of firms with more than 364,232 people operating from 151 countries in 688 cities across the globe, making us the largest professional services provider in the world.

We are committed to delivering quality services in **Assurance, Tax and Advisory** (which includes our **Consulting, Deals and Strategy&** practices). In doing so we help to build trust in society, enable our clients to make the most of opportunities and solve important business problems.



364,232 people



**151 Countries,
688 Cities**



**87% Fortune
Global 500
Clients**

We work with an extremely diverse range of clients, from private individuals and family-owned businesses, to government organizations, right through to the world's most iconic brands. We are the professional services advisor of choice to more of the world's largest companies than any of our competitors.

We have an active international mobility program which means our staff are understanding of different working practices and cultures and are well networked across our global firm.

We are a market leader when it comes to environmental management, equality and diversity, and the training and development of our staff, and leading publications such as Fortune and The Times consider us to be one of the best companies in the world to work for.

US \$53.1 billion

PwC firms' gross revenues in FY23

US \$2 billion

On our way to investing nearly US\$2 billion to expand and scale our AI capabilities

178,000+ clients across our global network

The world's largest professional services provider

We are two-thirds of the way to our goal of creating **100,000 net** new jobs over five years — and it's only year two

US \$3.7 billion

Invested across our network to strengthen our capabilities to deliver sustained outcomes for clients

2030

The year we commit to achieving our new net zero target

Our commitment to Allianz Saudi Fransi (continued)

Our staffing commitments - how we will work with you

Team members



As your Audit Engagement Leader **Amin Qureshi**, has the ability to **commit the right resources** for your audit.

This means **we will deploy our best people at the right time** to deliver an exceptional service that exceeds your expectations.

We have hand-picked team members for your audit - those with the right experience, as well as the commitment to serve a client such as yourselves.

Any **new team members will have a period of shadowing the more experienced ones**, to ensure we provide a smooth introduction.

1

Relevant experience



We have been operating in the KSA since the late 1970's. Because PwC is globally integrated, our office in the KSA regularly works with our other offices across the network, which means we have the ability to work with other countries across the globe seamlessly as and when needed.

This is effectively delivered by having **'one global leadership team'**, **'one global strategy'** and **'one global audit methodology'**, underpinned by consistent global technology.

We have experience of auditing large insurance companies across the PwC network, including Allianz, BUPA, Tawuniya, Medgulf,, Wataniya, Alrajhi Takaful and Salam Cooperative Insurance.

2

Project governance



Amin Qureshi has the overall responsibility for governance and final authority on all matters relating to the audit, whether they relate to accounting, auditing or other areas.

The team will escalate to Amin any contentious matters arising during the course of the work. He will then meet with your decision-makers to update them on any issues and discuss any proposed solutions that may be required.

Amin has a style of working which is to be thoroughly involved throughout the audit process. He will ensure that the work is done in line with your expectations.

3

Training program



Our formal training program takes into account the needs of our people for technical training.

Every member of your PwC team is enrolled in this program and undertakes the required accounting and auditing, IFRS, corporate governance best practice, and other necessary training so they are equipped with the right knowledge.

Consistent with our team's established practice, **each new team member is specifically trained on your structure, policies and procedures and other relevant areas, before they interact with you.**

4

Our commitment to Allianz Saudi Fransi (continued)

Our new global strategy: The New Equation - how will we integrate it on this audit

Building trust



We recognise that building trust is a long-game requiring shared values and open communication. Through our discussions with you, we will:

What?

- Identify levers for building and maintaining trust.
- Develop action plans such that building and maintaining trust remains at the center of what we do, how we engage and how we deliver.
- Engage in peer-to-peer conversations and work together on important issues.
- Be brave to say 'no' where and when an action may negatively impact our trusted relationship and independence.

Delivering sustained outcomes



Our framework is focussed on the outcomes you seek to achieve. We bring together a broad range of capabilities, people and organisation skills with an increased focus on developing digital products that enable you to operate with greater efficiency and versatility. We will explore with you:

- Your definition of sustained outcomes and priority focus areas against your strategic objectives and agreed commitments.
- Expectations and points of value.
- Commercial models that are aligned to delivering sustained outcomes.
- Reporting our progress through value reports.

Human-led + Tech powered



By combining the best people and technologies, we will apply an innovative mindset to identify opportunities to create value. We use technology to help solve complex business challenges, free up capacity and leverage the power of technology to identify new opportunities for you. We will use our multidisciplinary capabilities to:

How?

- Ask about your current platforms, past projects, solutions, challenges and strategic objectives.
- Bring together teams of solvers to address challenges in a way that makes sense now and adds value in the future. Where needed and as appropriate, we will design and develop bespoke solutions for you.
- Keep you and your stakeholders at the centre of our engagement.

Quality control



Our firm's worldwide quality management program includes regular reviews of a selection of audits as well as internal processes and procedures. We will explore and agree with you:

- Our commitment to maintaining best practice systems for risk management and quality control.
- Internally the PwC Network has an established review programme for all Assurance practices. This includes an annual Quality Management Review testing the quality of our control systems, and an annual Engagement Compliance Review programme to assess whether individual engagements are performed in accordance with the relevant standards.

Our commitment to Allianz Saudi Fransi (continued)

How our digital capabilities will transform your audit moving forward

Technology plays a big part in our focus on operational improvement and finding efficiencies. While most firms are investing in digital tools, we take it a step further - making deep investments in digitally upskilling our professionals to bring innovative thinking and capabilities to our clients. Using the most innovative tools and technologies along with data analytics to drive relentless efficiency leads to greater audit coverage, depth, and breadth. In addition to adding value to you through digital tools, we'll provide you with insights, lessons learned, and leading practices developed during our own transformation journey.

People-led, digitally powered

4,000+ automation ideas to date

Digital Lab — collaboration platform for developing and sharing automations

Digital Academies — learning boot camps focused on bot-building

Digital Accelerators* — upskilled professionals who create custom audit innovations

Collaboration-enabled

90% of our business is in the cloud

Google

workday

salesforce

Microsoft Dynamics

aws

DXC technology

ORACLE

SAP

Azure

Firm-led, technology-fueled

\$500m annual investment in people and tech

Powerful platforms — evolving technology foundations that power your engagement

Execution at scale — scaling approach and technology to make your team more efficient

Future-focused — From AI to Blockchain, exploring next-gen use cases for internal audit in our Digital Labs

550

Digital Accelerators embedded in active engagements in the region

55,000

Digital Accelerators embedded in active engagements across our global network

Benefits of our digital upskilling for the Company:



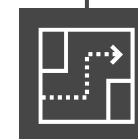
Greater efficiency in executing routine tasks to reduce disruption.



Improved quality, risk management, and consistency through greater risk and audit coverage and error-free deliverables.



Deeper insights through data visualisation and analysis to identify issues and quantify the impact.



Streamlined, standardised, and automated workflows to enhance timely execution of audit activities.



Real-time communication and dashboard reporting of information requests and status updates.

* The Digital Accelerators attend an intense six week training programme where they gain deep expertise in data and business analytics and other emerging technologies. After their graduation, they are then deployed on our priority clients to accelerate the digital enablement of those engagements and add greater value and insights to clients.

Our commitment to Allianz Saudi Fransi (continued)

How our digital capabilities will transform your audit moving forward (continued)

Our technology will continue to drive efficiency and quality - technology that takes you from today, to tomorrow.

Our approach is powered by technology that allows the delivery of enhanced quality, insights, and value. PwC invests annually in our people and technology to stay at the forefront of audit quality - and make delivery efficient and consistent. We have been adapting our approach to reduce the burden on your people. And we're delivering the ideal balance of human and machine for a productive audit and deeper insights into your processes and operations.

You need a high quality audit. One that keeps you safe, is robust, independent, applies the highest standards of rigour and compliance and meets your financial reporting timetable. **This is what we bring with each PwC audit.**

Fundamental to this **high quality audit is understanding your business and identifying your most relevant risks.** This enables us to tailor our audit to focus on what matters to you.

Our experience and our industry expertise in your sector enables us to deliver on these aspects and to scope the audit effectively.

We deliver not just a safe opinion but an audit that is efficient, customised to your systems and processes, and meets your needs. We use the latest technological innovations in our testing, ensuring the balance between audit coverage and efficiency, whilst also bringing you valuable insights.

Our audit platform, Aura Platinum, provides the backbone to our audit. Our testing plan also includes the use of other PwC proprietary technology tools as showcased further on in our proposal. **As your business evolves, we will continue to innovate and share the benefit of new approaches and techniques.**

When introducing any new technology or tools, we go through a rigorous internal review process to ensure continued compliance with your IT, data protection and other relevant policies and procedures.

Aura Platinum

Our audit tool where we document our strategy, procedures and results.



Halo

Our data analysis tool that supports identification and quantification of risks.

Halo identifies different types of unusual transactions and patterns and trends, which can be analysed further resulting in greater insight and better business decisions.



Connect

Our collaboration tool that enables us to effectively communicate and share data securely between our teams and with you.



GL.ai

Our GL auditing tool that uses Artificial Intelligence algorithms to detect anomalies.



PwC Confirmation System

Our communication tool that replaces the paper-based confirmation process with a secure, intuitive and simple to use system.



Power BI and Alteryx

Our business analytics solutions that enable visualisation and analysis of data driving advanced analyses and sharing of insights.



Our commitment to Allianz Saudi Fransi (continued)

Value adds - Viewpoint access

Constant learning and professional development will be provided to the Company, and we will provide the following to you for free.

Annual Access to Viewpoint

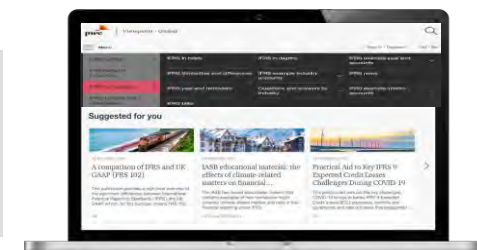
Viewpoint is a global digital platform which provides you with compelling accounting and business knowledge, all personalised for you. Viewpoint offers a modern user experience that is client focused, AI driven and scalable. With personalisation, powerful search, real-time updates and user-friendly collaboration tools, it helps you find and share the insights, intelligence and content when you need it.

How this will bring value to the Company

Ability to quickly find suggested guidance based on frequently searched terms and timely topics manually curated by our subject matter experts.

Improves efficiency – our search and sharing features help you find what you're looking for, when you need it, and allows you to share those insights with your team.

Personalised to get you what you need, when you need it – it's tailored to you and initially organised around your registered preferences. Insights and curated content page experience on a number of topics and industries.



We have made a substantial investment in developing cutting edge thought leadership in respect of many topics that may affect your industry. Throughout the year, we will provide updates as required and share with you our relevant thought leadership pieces to ensure that you are at the forefront of all developments within the industry. Below are some examples of our Thought Leadership which will be relevant to you:



Our commitment to Allianz Saudi Fransi (continued)

Click below



PwC's 26th Annual Global CEO Survey

Forty percent of global CEOs think their organisation will no longer be economically viable in ten years' time, if it continues on its current course. That stark data point underscores a dual imperative facing 4,410 CEOs from 105 countries and territories who responded to PwC's 26th Annual CEO Survey.

[Published in January 2023]

Click below



Global Consumer Insights Survey 2023 | Pulse 5 – Middle East findings

The Pulse 5 Middle East findings for PwC's latest global consumer insights survey include responses from 771 consumers in Egypt, Saudi Arabia and the UAE, split between 58% of men and 42% of women. 86% of the samples are in the 18-41 age group, reflecting the region's young demographic profile, and around 74% are employed. 39% say they have a hybrid-working pattern and can be based in any location.

[Published in May 2023]

Arabic version

Click below



Global M&A Trends in Financial Services: 2023 Outlook

A more disciplined approach to deals is expected in financial services M&A in 2023, with ESG, portfolio optimisation and digitalisation remaining strategic priorities.

[Published in 2023]

Click below



Financial Services in 2025 survey data

The financial services industry is in the midst of a significant transformation, accelerated by the COVID-19 pandemic.

And given the key role digitisation plays in the financial lives of more and more of the world's population, electronic payments are at the epicentre of this transformation.

[Published in 2021]

Click below



Retail Banking 2025 and Beyond

The retail banking industry is undergoing tremendous change. A few years ago, it was a fairly straightforward business, but today, technology and innovation, increasing competition, regulatory complexity, embedded finance, consolidation, and evolving customer expectations are placing immense pressure on traditional business models. This intricate and evolving web of trends influences whom consumers trust and how they prefer to conduct their financial lives. It also forces banks to address the fundamental question of what a financial institution is - and what value it provides.

[Published in 2022]

Click below



CBI/PwC Financial Services Survey

The level of optimism in banks is typically aligned with the real economy and the opportunities and challenges presenting themselves. Having seen a modest rise in business volumes in Q2, banks expect them to decline over the coming three months.

[Published in 2022]

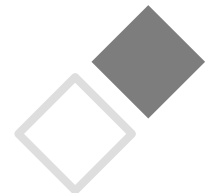


02

Relevant Experience

“Commitment is an act, not a word”

- Jean-Paul Sartre

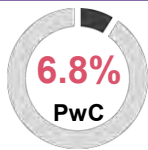


Experience you can trust

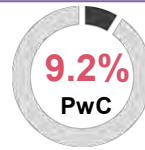
Audit Market Share

Our Audit Market Share in 2022 in Financial Services

Global

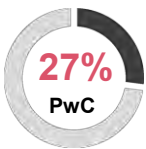


Middle East



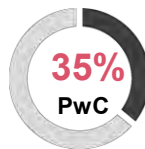
Our Global Audit Market Share in 2022

Fortune 500



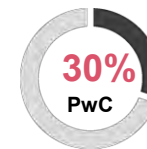
Deloitte: 23%
EY: 27%
KPMG: 19%
Others: 5%

Fortune 100



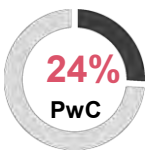
Deloitte: 22%
EY: 27%
KPMG: 12%
Others: 4%

S&P 500



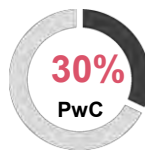
Deloitte: 21%
EY: 32%
KPMG: 16%
Others: 1%

FTSE 350



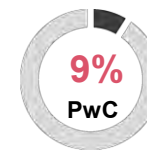
Deloitte: 18.9%
EY: 19%
KPMG: 18%
Others: 20%

FTSE 100



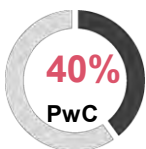
Deloitte: 20%
EY: 21%
KPMG: 23%
Others: 6%

NASDAQ Composite Index



Deloitte: 11%
EY: 16%
KPMG: 9%
Others: 55%

Dow Jones Industrial Average



Deloitte: 23%
EY: 27%
KPMG: 10%
Others: 0%



Middle East insurance sector clients experience (At a glance*)

At a glance*

Our Major Insurance Clients in Saudi Arabia	Our Major Insurance Clients in the Middle East
<p> Allianz Saudi Fransi Cooperative Insurance Company Bupa Arabia for Cooperative Insurance Co. Wataniya Insurance company Salama Cooperative Insurance Company CHUBB Arabia Cooperative Insurance Company Saudi Arabian Cooperative Insurance Co. (From 2012 to 2016) Medgulf Insurance (From 2011 to 2017) Malath Insurance (From 2011 to 2013) Amana Cooperative Insurance Company (From 2010 to 2013) Gulf Cooperative Insurance company (From 2010 to 2015) Tawuniya (From 2016 to 2021) </p>	<p> Allianz AIG Lebanon SAL American Life Insurance (ALICO) Arab Insurance Group Arab Lebanese Insurance Group Arabian Shield Insurance Company Assurex S.A.L. AXA Middle East S.A.L. Bankers Assurance Fajr Al Gulf Insurance and Reinsurance International General Insurance Company Limited Kuwait Health Insurance Company Libano-Arabe Insurance Company Medgulf Middle East Insurance & Reinsurance Co. Nasco Karaoglan Group New India Insurance Company Royal Sun Alliance Scottish Life Insurance International Company SNIC Insurance The Capital Insurance and Reinsurance Warba Health Insurance Company </p>
Our Global Insurance Client	
<p> Allianz SE Chubb Limited Aegon N.V. AIA Group Limited American International Group Inc. Aviva plc AXA Fairfax Financial Holdings Limited HDI Haftpflichtverband Der Deutschen Industrie Versicherungsverein Auf Gegenseitigkeit Prudential Financial INC QBE Insurance Group Limited Swiss RE AG Trust RE Tokio Marine Holdings, Inc. Zurich Insurance Group AG </p>	

Middle East financial services experience (At a glance*)

At a glance*

Major Banking clients (Audit and Advisory)

Abu Dhabi Islamic Bank	Bank of China	Doha Bank	Kuwait Investment Company
Agricultural Bank of China	Bank of Kuwait and the Middle East	Development Bank of Singapore	Macquarie Group
Ahli United Bank	Sohar International Bank	Dubai Islamic Bank	Mashreqbank
Ajman Bank	Barclays Bank	Emirates NBD	National Bank of Fujairah
Al Ahli Bank of Kuwait	Banque Misr	Emirates Investment Bank	National Bank of Kuwait
Al Baraka Bank	BNP Paribas	First Abu Dhabi Bank	National Bank of Ras Al Khaimah
Al Rajhi Banking & Investment Corporation	Burgan Bank	Goldman Sachs	National Bank of Oman
American Express	Cairo Amman Bank	Gulf Bank	Saudi National Bank
Arab African International Bank	Bank of Jordan	Gulf International Bank	Qatar First Investment Bank
Arab Bank	Central Bank of Bahrain	Gulf Merchant Bank	Qatar National Bank
Arab Banking Corporation	Central Bank of Kuwait	HSBC Bank Middle East	Quantum Investment Bank
Arab National Bank	Central Bank of Oman	Jordan Dubai Islamic Bank	Riyad Bank
Bahrain Islamic Bank	Central Bank of UAE	Ithmaar Bank B.S.C	Sahara Bank
Bank ABC	China Construction Bank	Invest Bank	Saudi Awwal Bank
Bank Albilad	Citibank	Jordan Dubai Islamic Bank	Saudi Investment Bank
Bank AlJazira	Commercial Bank of Kuwait	Jordan Invest Bank	Sharjah Islamic Bank
Bank muscat	Commercial Bank of Qatar	Jordan Kuwait Bank	Shuaa Capital
Bank Nizwa	Commercial International Bank	JPMorgan Chase & Co.	United Arab Bank
Bank of America, Merrill Lynch	Credit Agricole	Kuwait Finance House	Venture Capital Bank

Major Asset Management, Capital Markets, and Investment Company clients (Audit and Advisory)

Abu Dhabi Global Market	Dar Al-Maal Al-Islami Trust	Gulf Capital	Noor Takaful
Abu Dhabi Retirement Pensions & Benefits Fund	Dubai Financial Market	Investment Corporation of Dubai	Qatar Retirement and Pension Funds
Abu Dhabi Investment Council	Dubai Group	Macquarie Funds	Riyad Capital
Al Jazeera Islamic Company	Dubai Financial Services Authority	Mena Infrastructure Fund	Samba Financial Group
Al Waseala Funds	Dubai World	Mubadala Infrastructure Partners	Saudi Arabian Monetary Agency
Borse Dubai	Duet Mena Limited	Mubadala Development Company	Waha Capital
Dar Al Istithmar	GRSIA Funds	Nasdaq Dubai	

The global network

Breadth. Depth.

Global network of firms

For the fiscal year 2023, PwC firms around the world earned total gross revenue of:

\$53.1 billion

364,232

Partners and staff

87%

Fortune Global 500 Clients

151

countries



PwC firms provided services to:

178k⁺

clients

129k⁺

people joined PwC firms
around the world

Source: PwC, [Global annual review 2023](#); [pwc.com](#)

- Drawing on the talents and capabilities of more than 364,232 people in 151 countries, PwC provides a full range of services to leading global, national and local companies and public institutions.
- We are organised by industry practices rather than geographic regions; this industry-led operational model enables us to deliver the best-aligned and highest quality services to our unique client portfolio.
- We are proud to have long-standing business partnerships with industry leaders.

PwC in the Middle East

PwC has operated in the Middle East region for more than 40 years.

Collectively, our Middle East network employs in the region of over 10,000 people including over 450 partners and 630 directors working from 24 offices (in 23 locations) across 12 countries: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, the Palestinian territories, Qatar, Saudi Arabia and the United Arab Emirates and 41% of our Middle East workforce is female.

We are one of the fastest growing PwC member firms worldwide and the largest professional services firm in the Middle East.

Our tailored solutions help clients to meet the challenges and opportunities of doing business in the Middle East market and beyond.

We have experience in industries including government, energy and utilities, financial services, insurance and banking, retail, construction and engineering, manufacturing, entertainment and telecoms.

Our clients in the Middle East include prominent public and private companies, governments, insurance companies, banks and family businesses.

There are over 50 members of staff from other international territories on secondment to our Middle East firm, meaning we bring global perspectives and the full extent of our worldwide network to the work that we do for our clients in the region.

In FY23, we recruited 673 graduates from PricewaterhouseCoopers Middle East, of which 48% were female.



Our regional network functions as one seamless practice unit structured on the basis of industry lines. This enables us to mobilise our industry specialists across the Middle East region, whenever and wherever needed.



1 Tripoli	5 Jerusalem	9 Erbil	13 Riyadh	17 Al Ula	21 Dubai
2 Cairo	6 Gaza	10 Baghdad	14 Jeddah	18 Manama	22 Abu Dhabi
3 Alexandria	7 Beirut	11 Basra	15 Dhahran	19 Doha	23 Ras Al Khaimah
4 Ramallah	8 Amman	12 Kuwait	16 Al Khobar	20 Sharjah	24 Muscat

10,000+
people

including over **450**
partners, in **12**
countries

The largest
professional
services firm in the

**Middle
East**

Supporting clients
in the region for

**over 40
years**

Our presence in Saudi Arabia has been strong for 40 years

PwC is strongly committed to the Kingdom of Saudi Arabia where we've had a presence since 1979. Today we have around +2,050 people, including +100 partners and 155 directors, serving clients from 6 offices in five main locations: Riyadh, Jeddah, Al Khobar, Dhahran and Al Ula.

In line with the new global strategy "The New Equation", we'll be further ramping up our presence and commitment to Saudi Arabia. We've already announced that we'll establish our regional consulting HQ in Riyadh, to continue our central role in supporting the Kingdom's Vision 2030 and beyond. You can read more about this in the arab news article.

Through our Assurance, Advisory, and Tax practices based here in the Kingdom, we advise a wide range of clients including family-owned companies, high-profile local businesses, industrial and service companies, and global organisations. We are also lead advisors to the Government and some of the Kingdom's largest public sector entities.

Due to our long history of delivering services from this region, we have extensive experience of working with clients in most industries.



76% are Arabic speakers



Over +2,050 people out of which 56% are Saudis and 32% of our workforce are females



Presence in the Kingdom of Saudi Arabia since 1979



6 Offices (Riyadh, Al Khobar, Dhahran, Jeddah and Al Ula)



PwC is an advisor to the companies in the 100 Saudi Fast Growth awards organized by MISA

Our global commitment to Net Zero by 2030

Climate change is one of the most pressing problems facing our world today. At PwC, we believe the business community has a key role to play in making that happen. And we're determined to play our part. We've made a worldwide science-based commitment to reducing our total greenhouse gas emissions by 50% in absolute terms by 2030.

01.

Halve our emissions



Switch to 100% renewable electricity in all PwC firms worldwide



Drive energy efficiency improvements in all our offices



Reduce air travel, which accounts for 83% of our global carbon emissions



Reshape our client service model to balance remote & on-site working



Engage with our suppliers to tackle their climate impact



From 2030, invest in carbon removal projects to eliminate our remaining operational emissions

02.

Working with you



Help management assess advance non-financial reporting so stakeholders understand the impacts of business on climate & nature



Embed the implications of climate change and other ESG related factors into our client work

03.

Public policy discussions



To advance thinking about how we can reform the structures of the economy

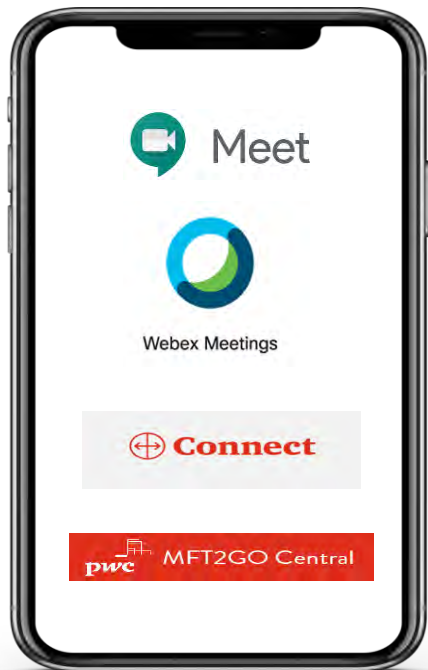


Resilient remote working capabilities

We have invested in new technologies that help us remain increasingly resilient in a digital world, which ensures that we can remain committed in our aim of relentless delivery.

We have been able to demonstrate our resilience during these challenging times and showcase our innovative solutions in being able to work remotely, whilst maintaining service continuity for our clients.

Below is a sample of the innovative solutions that we currently use:



Virtual workshops and trainings

This is not different from the ability to have good meetings and bad meetings, or good workshops and bad workshops.

It is up to us to make the virtual experience easy and accessible. We can conduct workshops and training for transferring knowledge remotely.

Tool: WebEx, Google Meet, Microsoft Teams

Meetings (kick off meeting, process understanding, closing meeting, team meetings)

The deployed team continue to use our innovative tools to conduct all the meetings required during the process understanding, issues validation, findings discussion etc. throughout the project.

PwC Tools: Webex, Google Meet, Microsoft Teams (PC and Mobile application) and PwC Connect.

Transfer, receive supporting documents

Sharing of information can be challenging. The engagement team mobilised will be able to receive and send all the client supporting documents using PwC secured tools.

PwC Tools: mf2go transfer tool and PwC Connect

A relentless delivery

We understand that being in-person with our clients is hugely important, and although remote working works well, we know that human interaction and delivery cannot be beaten. We will bring this way of working to you to ensure that we work with you on-ground and meet regularly with you and Senior Management. Our priority is always to be working by your side, however, should conditions require us to work remotely in any of the countries in scope, we have the capabilities to ensure we remain committed in our delivery.

The background features a photograph of palm trees in a desert setting, with the sun low on the horizon creating a warm glow. Overlaid on this are large, stylized geometric shapes in shades of pink, blue, and grey. A thin red line outlines a large 'V' shape, and a yellow line runs diagonally across the right side.

03

Commitment to
Saudization

Our proven commitment to the Kingdom

We are proud of our contribution to Saudi Arabia's Vision 2030 and the National Transformation Program. We are strongly committed to Saudi Arabia and dedicated to do more. A summary of our key initiatives is included below.

The new equation: Building trust and delivering sustained outcomes

1

PwC is strongly positioned at the heart of the Saudi business community

Deep relationships with Ministries and other Government bodies



Well established Saudi partners and people



Large on-ground presence



Our purpose is what drives us. Our support of Ministries and Government bodies is how we make an impact, creating value for Saudi Arabia, its people and communities. Outlined below is a list of those we have recently worked with:

- Ministry of Finance
- Ministry of Defense
- Ministry of Health
- Ministry of Interior
- Ministry of Economics & Planning
- Ministry of Commerce & Investment
- Ministry of Education
- Ministry of Foreign Affairs
- Ministry of Communication & Information Technology
- Ministry of Investment
- Ministry of Culture & Media
- Ministry of Housing
- Ministry of Energy
- Ministry of Justice
- Ministry of Sports
- Human Resources Development Fund
- Ministry of Haj & Umrah
- Ministry of Foreign Affairs
- Ministry of Transportation
- Royal Commission of Al-Jubail & Yanbu
- Royal Commission for AIUla

Supporting the Kingdom's transformation initiatives

2

We have supported the implementation of Saudi Arabia's strategic national programs

Supported the establishment of the Strategic Management Office at the Saudi Council of Economic and Development Affairs (CEDA) to supervise Vision Realisation Programs including performance.



Supported the design and structuring of the Saudi Delivery Unit, including the performance monitoring function.



Supported the Saudi National Transformation Program (NTP), including the development of the implementing entities' 5 year KPIs.



Our investment in the Kingdom

We have been serving Saudi Arabia since 1979. We have invested in six offices and a current team of 2,050+ professionals. **We look forward to continually developing our people, clients and firm as well as increasing our overall contribution to the Kingdom.**

Our people are at the heart of our investment

3

We are focused on talent management, investment in youth and Saudization

1. Our Saudi in-country team

Dedicated partners and staff serving the Saudi market

2,050+ employees - 56% Saudi

100+ partners

32% females

190 new graduates in FY23

2. Our Middle East Firm (Global Network)

Experienced auditors and experts; available to support Saudi Arabia

10,000+ employees

450 partners

41% females

FY23 we recruited 673 graduates

Supporting the Kingdom's transformation initiatives

4

We are focused on creating long-term value for the country

Clients

- We have 6 full-time offices across the country in Riyadh, Jeddah, Al Khobar, Dhahran and Al Ula.
- We offer learning and development opportunities to Saudis and are committed to developing them as **'leaders of tomorrow'**.
- Our learning and education academy provides a solid platform for development of Saudi professionals.
- We contribute to local communities through our people and our corporate social responsibility initiatives.

People

Firm

We are invested in a long-term relationship and look forward to Saudi Arabia's continued success in the future.

Leading with impact - our PwC Academy

We are proud of our contribution to the Kingdom and remain keen on continuing to do more in the future. Our commitments are focussed around key pillars, which are outlined below.

Continued focus on recruitment, training and development

We provide recruitment opportunities to Saudi nationals through our various programs that include, our:

Internship program - aimed at undergraduate students in their final year of university;
Graduate program - aimed at fresh graduates; and

Experienced hire program - that attracts Saudis with professional experience.

Over the past several years, our graduate intakes in Saudi Arabia have comprised:

100%
Saudi nationals

PwC's Academy - Learning and Education

PwC's Academy is our learning and education business. With operations in Saudi Arabia and across the Middle East, we are committed to supporting the sustainable growth of talent. We provide bespoke training for professionals and run a comprehensive year-round timetable of standard and tailored training solutions. In Saudi Arabia, PwC's Academy is led from Riyadh and we offer courses across the country. We are proud of our service offering in Saudi Arabia today and are actively expanding across the country including the Eastern Province for the benefit of in-country professionals.

The core courses we are currently providing training on include:

Leadership journeys

Our leadership journeys are designed to deliver the knowledge and skills needed to solve today's important problems and predict, prevent and manage tomorrow's. This combines functional, leadership and digital topics. We are committed to upskilling the next generation of future leaders.

Upskilling of nationals

We have tailored programmes to upskill nationals. These include our: (a) Entrepreneurs' capability program aimed at empowering entrepreneurs with skills to drive growth within their communities; and (b) Youth development program that provides young adults with knowledge that they can use to stay in their current roles, and increase the opportunity for future employment.

Graduate training

We deliver programmes to prepare local talent to join the workforce, help them advance in their careers, and take leadership roles in their organisations. We work with various organisations to support development of their employees' skills, including progressing their professional qualifications and giving them opportunities to shadow senior team members for their development.

PwC's Academy - Learning and Education

53,600+

Nationals trained

24,000+

Participant training days delivered


1,100+

Organisations trained

880+

Through our PwC Academy, we have delivered training to several government entities across KSA

Below are the key highlights around some of the related engagements:




Royal Commission of Al Ula

100+ Saudi national employees trained

12+ Days of training delivered

85% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional development training including fundamentals of project management, project risk management, programme and portfolio management, MS projects and fundamentals of risk management for internal auditors.




Ministry of Municipal and Rural Affairs

120+ Saudi national employees trained

12+ Days of training delivered

98% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional development training on fundamentals of project management.



Ministry of Health

50+ Saudi national employees trained

10+ Days of training delivered

96% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional development training on project management delivered in 3 levels: fundamental, intermediate and advanced based on the results of knowledge assessment.




Ministry of Economy and Planning

120+ Saudi national employees trained

55+ Days of training delivered

90% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional development training including project management, economics, research and analysis and behavioural training solutions.




Leading Saudi Regulatory Authority

75+ Saudi national and non-national employees trained

25+ Days of training delivered

85% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional for a 12 month graduate development programme covering technical and behavioural skill development.



Saudi Basic Industries Corporation

700+ Saudi national employees trained

120+ Days of training delivered

89% Rating on trainers' delivery. Based on feedback collected from participants.

Preferred provider of professional development training including internal audit, financial instruments, employee benefits, VAT, IFRS, COSO and train the trainer.

Our Saudization initiatives

We fully support Saudization and are committed to the development of Saudis in the audit and finance profession.

We are proud to employ Saudi nationals today (with **47%** of our in-Kingdom team being Saudi) and are looking for more to join us in the future.

Our vision is to prepare the next generation of leaders. To enable this, we:

- Work with universities and other educational bodies to encourage more applications from Saudis;
- Support Saudis in obtaining professional qualifications and practical experience; and
- Focus on providing opportunities for Saudi nationals to progress their careers.

Our KSA Assurance Centre of Excellence

We are focussed on creating jobs promoting female participation in employment. We believe it is our corporate responsibility to support the Kingdom in its efforts to do so. It all started in June 2021, when our KSA Assurance Center of Excellence ("ACE") welcomed 13 recruits.

The team strength today stands at:

98

100%
Saudi women

This marks a milestone in the progression of women in the workforce. Our partners and staff are proud of the contribution our colleagues make to our clients every day.



Omar Al-Sagga

KSA Assurance Leader & Deputy Country Leader

"We are extremely proud to see our Assurance Center of Excellence go from strength to strength, at a time when the Kingdom continues to realise Vision 2030.

We, as PwC Middle East, are committed to supporting this vision by playing our part in enabling and empowering women to fully participate in the workforce and the economy."

“

I'm 1 of 98 Saudi females in PwC's ACE team. Over the past years, I have been supporting our leading audit teams in the Kingdom. This opportunity has given me the chance to work on a number of exciting projects that contributed significantly to my learning and development. I am proud of my role and my support of the external reporting of leading Saudi companies.

Alawiyah Alsadah

Senior Associate, KSA Assurance Center of Excellence



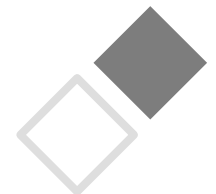


04

Smarter Auditing

**“Professionalism is not a label you give yourself,
it's a description you hope others will apply to
you”**

- David Maister



A global audit methodology

The PwC Audit

We have a common audit methodology that we apply. This overarching methodology **ensures consistency of quality and approach** - important for an organisation like yours - but also is tailored and adapted to address specific business challenges and risks:

- We define our scope through identification of material balances and transactions. This is then supplemented by an assessment of judgmental areas and any other risk areas.
- We build our audit evidence through a mix of different testing techniques, including testing of controls (both manual and automated), data analysis to audit whole classes of transactions and manual testing where required.
- We provide feedback, resolve issues and share insights through regular, open communication. Our communication plan is set out on **page 48** ensures this as we'll be auditing across the year.

Elements of this will already be familiar to you. However, it is the vision we bring and the way we work with you that will feel different.

We have highlighted on the following pages, the phases of our audit, the insight and value that will be delivered and the innovative technological solutions that support what we do.

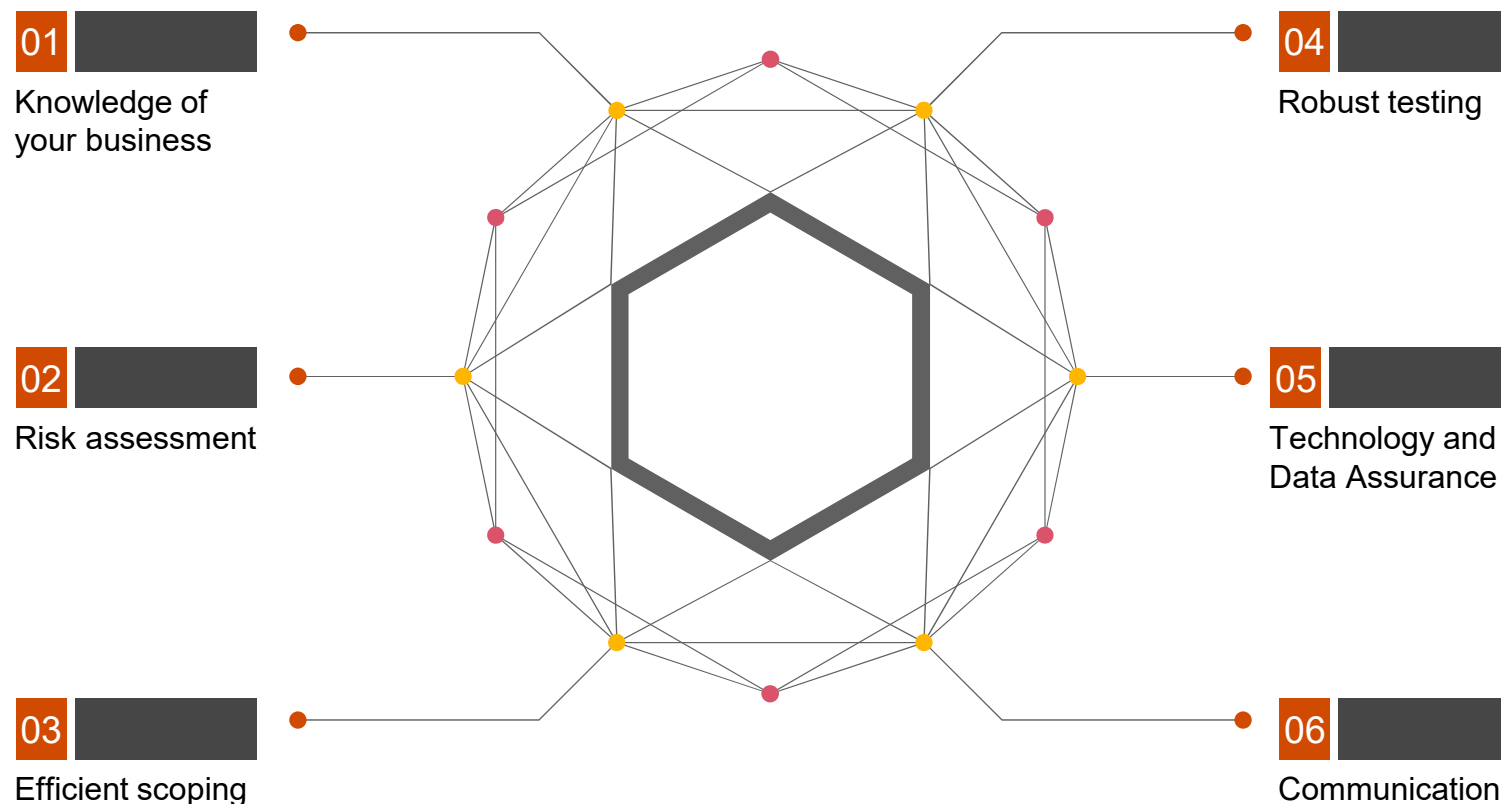


A global audit methodology (continued)

Our 6 step process

In order to deliver the benefits outlined on the prior page we build them into the rhythm of the audit and we factor these elements in by applying a methodology tailored to Allianz Saudi Fransi needs by means of a six-step audit process.

Our audit is based on a series of six elements that ensure quality, rigour, relevance and the highest level of professionalism. These six stages are all underpinned by our people, approach and technology. This results in an audit that is robust, insightful and relevant.



A global audit methodology (continued)

Quality, efficiency and insight




Our consistent audit approach, smart and experienced teams driven by the use of the most modern technologies, will allow us to carry out an efficient audit of the highest quality that will continue to deliver you meaningful insights and perspectives.

Our audit approach is designed to deliver key **benefits** to Allianz Saudi Fransi:

- a commitment to quality
- choosing the best team, making the right decisions
- and efficiency – anticipating problems, optimising the use of technology.

However, it goes much further than providing a technically correct audit that complies with all requirements. It will deliver insights: sharing our knowledge and experience in areas that really matter to Allianz Saudi Fransi.

Our audit will provide the quality, efficiency and insight to help you implement a standardised approach, streamline processes and procedures and grow your business safely.





What the Company gets	Where we start	Standardised approach	Relevance of data and systems	Assurance through change	Timely and active communication
 Quality	<ul style="list-style-type: none"> • Rigorous risk assessment • A holistic view of risk that goes beyond the financial statements 	<ul style="list-style-type: none"> • Coherence and consistency: equal approach in all locations, but considering local risk applicable • Standardised reporting templates that bring consistent and relevant conclusions 	<ul style="list-style-type: none"> • Audit of 100% of the analysed data through CAAT and Data Analytics tests where feasible • Audit risk assessment based on key control identification 	<ul style="list-style-type: none"> • Getting it right first time • Correct balance between controls, analytical and substantive testing 	<ul style="list-style-type: none"> • At the forefront in Financial Regulations • A constructive, honest, and independent challenge
 Efficiency	<ul style="list-style-type: none"> • Drawing on industry knowledge • We observe your ways of working, your culture and environment • Shared strategic audit planning 	<ul style="list-style-type: none"> • Simplify, standardise, automate • We only test what's necessary • We test once and then share the results 	<ul style="list-style-type: none"> • Extensive use of technology • More streamlined • Optimised systems and controls • Less disruption to the finance team 	<ul style="list-style-type: none"> • No surprises • Resource optimisation • An approach that evolves at the pace of Allianz Saudi Fransi 	<ul style="list-style-type: none"> • Issues resolved quickly and at the right level • Prompt responses to technical consultations • Early reporting
 Insights	<ul style="list-style-type: none"> • Early warning of emerging threats • Benchmarking by business • Peer comparisons 	<ul style="list-style-type: none"> • A global view of your business • Business and location comparisons • Feedback on opportunities and key aspects in the financial sector (e.g. regulation) 	<ul style="list-style-type: none"> • Broader view on risks • Assessment of the IT environment • Higher fraud control (Cyber Security) 	<ul style="list-style-type: none"> • Better practices benchmarks and peer comparisons 	<ul style="list-style-type: none"> • Informed opinions • Transparency • Feedback on what we see as emerging trend in the insurance sector

1. Knowledge of the business and the Company

Our audit commences from a detailed understanding of your business, the insurance industry and markets in which you operate. This forms an important part of our risk assessment.

- The quality of our audit is based on a sound understanding of your business, your industry and the regulatory and geo-political environments in which the Company operates. This enables us to consider the risks affecting your business when performing our audit risk assessment and helps us to define an audit scope and efficient approach that responds to those risks.

An example of this is summarised below. We consider how key macro factors influencing Allianz Saudi Fransi may impact the business, and how this may be expected to impact the audit. We also consider and plan for those areas where we are able to deliver added value through the audit, for example sharing experience or insights such as industry benchmarking.

Influential factors	Business Factor	Audit impact/Value
 Macroeconomy	<ul style="list-style-type: none"> Impact on business profitability, customer confidence Impact on the business model Impact on fiscal planning Impact on capital and liquidity levels 	<ul style="list-style-type: none"> Valuation of insurance contract liabilities Analysis of regulatory, tax and legal matters Measuring impairment on financial assets
 Competition	<ul style="list-style-type: none"> Commit to business models that place the client, not the product, at the centre of the organisation Simplify operating models and optimise distribution networks Technological disruption – Digitalisation Innovation Inorganic growth opportunities <p>Handling these changes requires effective Management, a clear acknowledgement of responsibility, active risk management and the right evolution of people skills, systems and processes.</p>	<ul style="list-style-type: none"> Impact on management, risk, and control environment IT resilience and maintenance
 Regulation	<ul style="list-style-type: none"> New compliance and regulatory requirements – More complex regulation and more demanding regulators Arrival of new financial intermediaries and financing methods Cost of compliance 	<ul style="list-style-type: none"> Insight on the industry future: Thought leadership Analysis of tax, regulatory and legal matters Impact on Capital Workshops on hot topics
 Operations	<ul style="list-style-type: none"> Simplification, centralisation and standardisation of systems, processes and controls Proactive risk, capital and regulatory management Turning information into a competitive advantage –Data Quality Cyber security <p>These factors are key to obtaining the goal of operative excellence in the future operating model.</p>	<ul style="list-style-type: none"> Review of the control activities surrounding financial information Standardisation of accounting criteria Impact on Capital Assurance on Big Data treatment with quality and swiftness Insight on data quality and cybersecurity

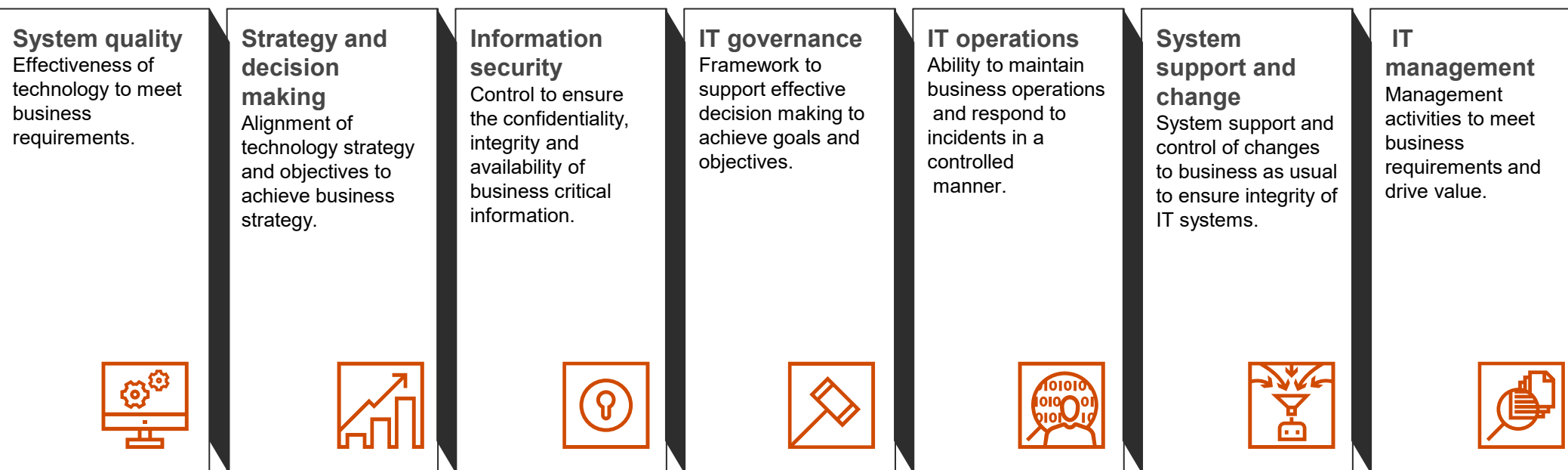
1. Knowledge of the business and the Company

Your Core Systems

Your business is critically dependent on IT and processes large volumes of data. As your efforts towards strengthening your IT processes and controls progresses, we will work to continue to closely with our IT audit specialists to develop an audit approach that fits your group and timetable.

How this will bring value to the Company

Based on the assessment of your IT environment, we will identify areas where reliance can be placed on automated controls throughout your application landscape, including your core IT systems. Further, we will provide you with insight into how your controls compare against your peers and the industry using our diagnostic and benchmarking tool to assist you in the understanding of IT risks. Our IT risk assessment consists of seven key focus areas based on industry standards such as COBIT, ITIL, ISO27001, regulatory rules and PwC market expertise. We will analyse results of our risk assessment to identify any impact on audit approach and the root causes of any deficiencies identified. Our observations and recommendations will be discussed with you. These are shown in the diagram below:



1. Knowledge of the business and the Company

The case for increased focus on cybersecurity

As your trusted business advisors, we will continue to evaluate your cyber security framework and controls as part of our audit, sharing our results and insights with you.

Pre-COVID-19 Era



Siloed security investments



Secure organisation and data centres



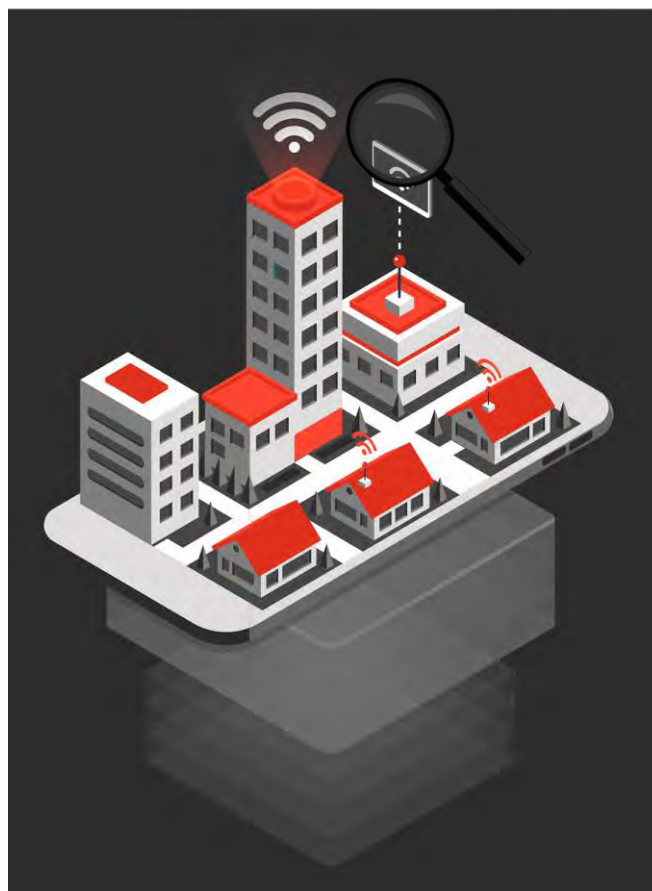
Perimeter security / trusted endpoints



Traditional security monitoring



Facility-dependent application access



Future of Business

Security optimisation and consolidation



Secure 'work from anywhere' model



Zero trust architecture / semi-trusted or untrusted personal devices and virtual desktop infrastructure (VDI) adoption



Predictive security monitoring



Secure cloud adoption



1. Knowledge of the business and the Company

Our support with your cybersecurity protocols

As part of our audit program, **we will continue to go beyond traditional testing and evaluate your specific cyber security management controls**, such as the following. Our results will provide you an external view on the effectiveness of your information security framework.

Function

A function has been established and the reporting structure is defined and segregated.

Roles and responsibilities

Stakeholders are aware of their roles and responsibilities.

Strategy

A strategy has been defined and aligned with long-term objectives.

Risk management

Risks are properly managed to protect confidentiality, integrity and availability of information assets.



Governance

There is appropriate oversight with a defined charter and a roadmap in place.

Policy

A policy has been defined and is updated on a periodic basis.

Awareness

An awareness program is in place with training conducted on a regular basis.

Incident management

An incident management process is in place. Security incidents are reported, tracked and monitored on a regular basis.

In today's digital business world, the cyber security landscape is continually changing:

Increased regulation globally is reshaping industries.



Trust has become a key factor in executing commerce.



New producers, consumers and stewards of data have emerged.



New risks are being generated by increased reliance on data.



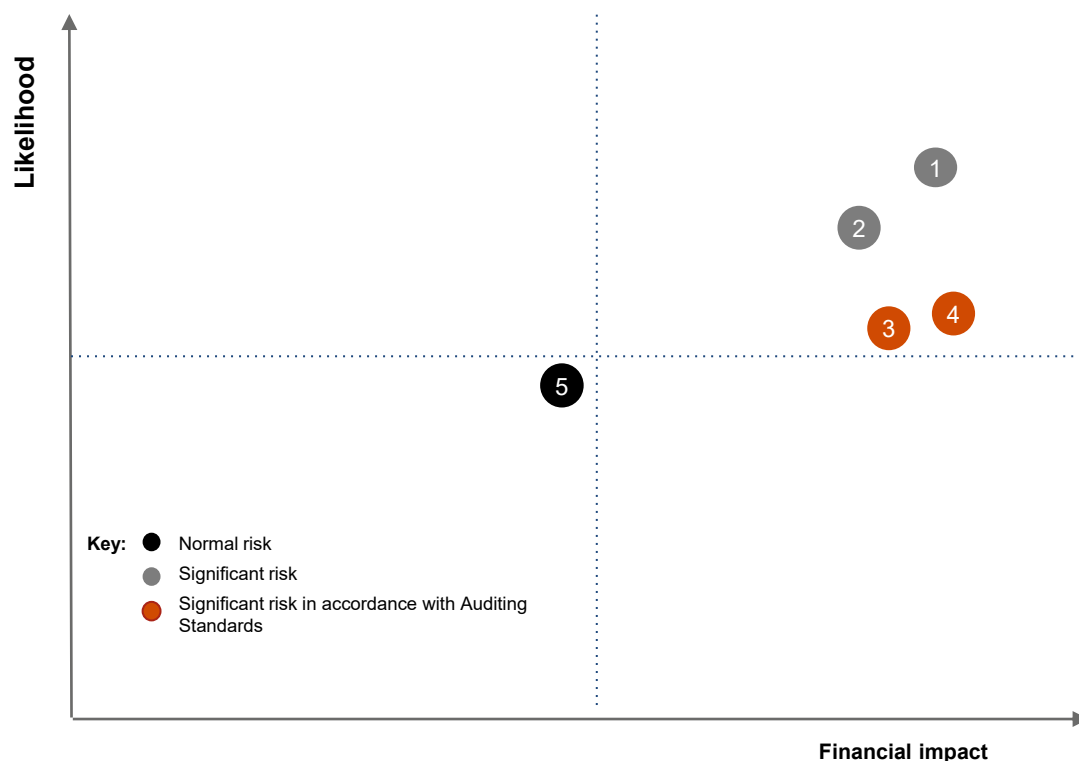
2. Risk assessment

Audit Standards require us to identify those areas that manifest themselves in a material risk of error or fraud in the financial statements. We consider the nature, magnitude and likelihood in identifying these risks.

The second element of our audit approach is around the identification and selection of the right risks that could have a material impact on Allianz Saudi Fransi's financial information.

Our risk assessment forms the basis for planning and guiding all subsequent audit work. It determines where our audit effort should be focused and whether we can place reliance on the effective operation of your controls.

Our risk assessment addresses the significance of the risk type, size and probability of occurrence, leading to a classification of Significant (highest risk) and Normal risks.



	Risks	Nature	Magnitude	Likelihood
1	Valuation of insurance contract liabilities	X	X	X
2	Valuation of financial assets at FVTOCI	X	X	X
3	Fraud in revenue recognition (Insurance revenue)	X	X	
4	Management override of control	X	X	
5	Compliance with laws and regulations	X	X	

3. Efficient scoping

An audit designed for Allianz Saudi Fransi, based on its controls and its information systems. Our audit is designed to be tailored to you to address the features of your unique control environment.

We will apply an audit methodology tailored to Allianz Saudi Fransi and oriented towards key controls, in which Allianz Saudi Fransi's processes, risks and the control environment are key in our audit approach, resulting in an efficient value-added audit.

As part of this assessment, special attention will be paid to the Control Framework in place in Allianz Saudi Fransi so as to ensure an adequate, efficient and coherent approach to the review of the internal control environment in all locations.

01



Risk assessment

Financial statement line items

Division and business unit scoping

02



Business unit processes and controls

Automated controls

IT-dependent manual controls

Manual controls

03



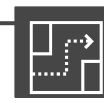
Substantive testing

Data auditing

Detailed testing over judgmental areas

Sample testing

04



IT applications

IT risks

IT general controls testing

Our risk assessment considers risks that could give rise to a material misstatement. Our first step is to consider how those risks affect each balance within the financial statements.

Benefits to Allianz Saudi Fransi:

Our effective scoping and constant communication will lead to a 'no surprises' audit.

Based on the scope we have determined, we understand business processes and controls that are key to financial reporting. We categorise controls identified as either automated, IT-dependent or manual controls.

If we take valuation of insurance contract liabilities for example, this means we must understand the end-to-end process from data capture in the underlying systems, key assumptions, through to the output from the impairment models plus overlays being posted.

We would conduct a walkthrough of the end-to-end process to assess the control environment and determine which of management's controls are key controls we would look to rely upon.

4. Robust testing

Internationally we are seeing increasing demand for more robust audits. This is coming from regulators, key stakeholders and the public more generally.

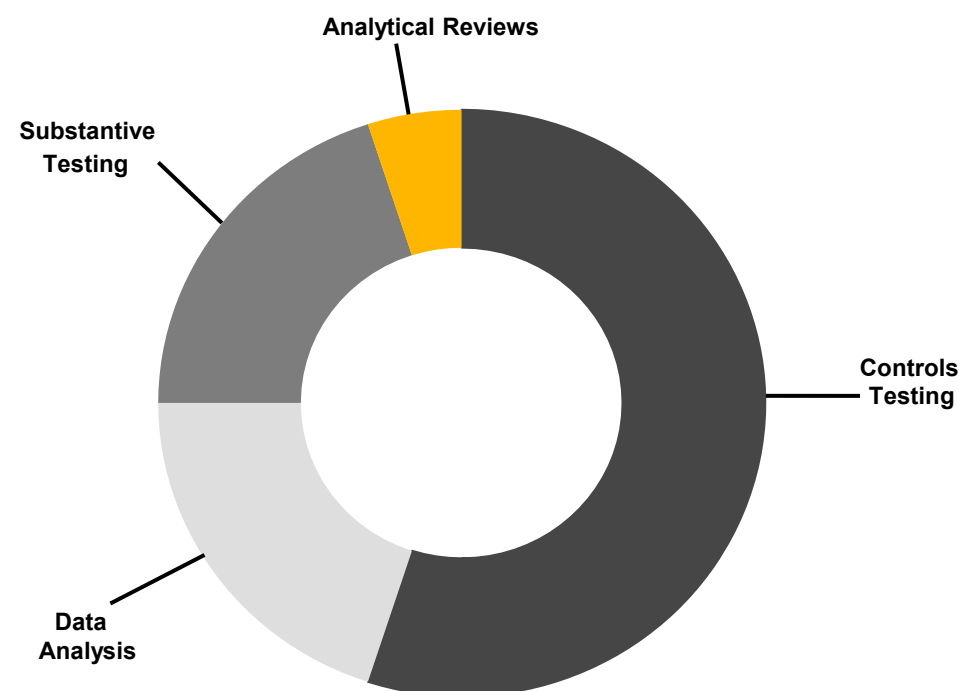
We know you want, and rightly expect, a high quality audit with robust and constructive challenge.

A robust testing strategy, execution and evaluation of testing results is critical to audit quality. We have used our latest smart technology where permitted by SAMA rules, relevant industry knowledge and our experienced team to deliver a tailored approach to you.

Bringing better technology is a key part of evolving the quality, rigour and timeliness of our work. In the next section, we provide detail on the existing technologies we have used to support, and to continue to support the audit, including Connect, Confirmations, Halo, GL.ai and PowerBI/Alteryx. We are continuing to invest with more technologies and solutions being developed.

We seek the best way to efficiently obtain audit evidence. A combination of the following testing techniques will be used for our audit:

- Testing of controls employed by Allianz Saudi Fransi.
- Detailed testing of transactions using manual or data management techniques.
- Validation of the main judgments made by management



We invested in a series of detailed insurance audit approach guides covering all key areas of a general insurance audit and these, along with a detailed library of insurance specific control and substantive audit procedures, which will be used by all of our teams to ensure greater consistency and quality of execution. Our audit will be focused on the critical accounting estimates and judgments, such as impairment and valuation. We also engage with auditor experts where required to independently assess the validity of significant judgements and their adherence to the accounting standards and market best practice. Where we are testing for the risk of material misstatement relating to Significant Risks, under International Standards on Auditing as endorsed in Kingdom of Saudi Arabia, we are required to perform substantive tests of detail over the assertions where the risk of material misstatement manifest themselves. The combination of our technologies, approach, mindset and people leads to a robust and thoughtful audit for you - and we will bring this all into the coming years audit.

5. Technology and data assurance

Our leading edge technology supports our ability to deliver a smooth, no surprises audit, to bring greater insight, and to help us to drive audit efficiency. Our investment in technology has been significant, and is embedded in the way we work for the benefit of our clients. We set out below how our technology brings value to Allianz Saudi Fransi.

Connect - our project management tool

- Web-based collaboration tool to electronically request and exchange documents and information securely.
- Allows all stakeholders to track the status of audit deliverables real-time.

How this will bring value to Allianz Saudi Fransi

Connect gives you a real time view of the status of audit deliverables across all audits, in a secure database environment. This helps both you and us manage the audit across a spread of locations.

One of the key benefits of using Connect is that it creates institutional memory, that can be leveraged later on, saving time and effort agreeing deliverables every year with your teams. This is particularly useful where there is staff turnover, as once secure access is granted all prior year documents provided by you can be viewed.



PwC's Confirmation System

PwC's Confirmation System is a web based application that automates and controls the end-to-end processing of virtually any type of external confirmations.

How this will bring value to Allianz Saudi Fransi

As businesses digitalise, our clients expect instant communication, a requirement that is changing the way we audit. PwC's Confirmation System replaces the paper-based confirmation process with a secure, intuitive and simple to use system that is both quick and cutting edge.



Aura - our audit software

- Built and evolved over the last 5+ years.
- Used by every PwC professional performing audits around the globe.
- Work performed consistently and effectively, centrally and locally.
- Systematic, risk based approach with workflow technology.

How this will bring value to Allianz Saudi Fransi

Through our use of Aura, you can be assured of a high quality and consistent audit approach at each location.

Aura is used by every PwC team executing an audit ensuring that the right amount of work is performed on every risk, at every location. We use Aura to review the audit risks identified that are in scope for audit work, and to monitor the status of work performed. We also will use the Control Analyser functionality to support testing over key controls relevant to financial reporting. This supports our delivery of the highest quality audit.



5. Technology and data assurance

Halo - our data auditing tool

- Uses analytics to better identify, assess and quantify risks.
- Evaluates 100% of the population and identifies unusual and high risk transactions.
- Provides insights on business and controls performance.

How this will bring value to Allianz Saudi Fransi

Use of data analytics has the potential to bring great insight. We will continue to seek opportunities to use data auditing techniques, but at a pace with which you are comfortable. Generally the investment made to set up data analytics, leads to efficiencies later on.

We are using data auditing techniques more and more with our clients, with examples including tests to analyse interest income and expense, fee income, and other routine transactions where whole populations can be tested.

We will work with you to identify those areas that provide useful insight to you, as well as leading to efficiencies in our audit approach.

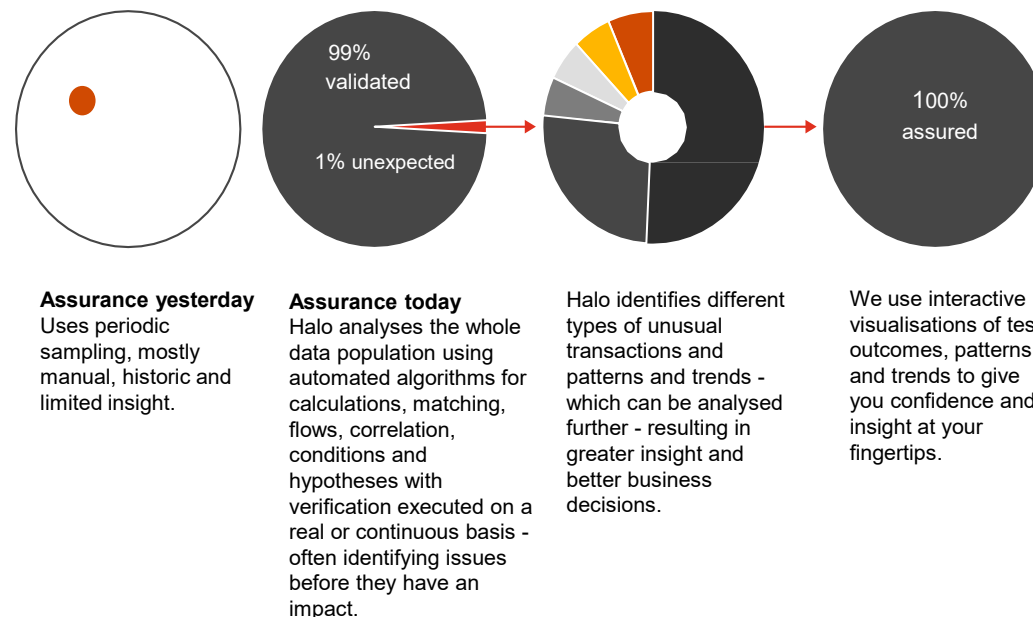


Data auditing for manual journals

As with the majority of our audits, we will seek to test manual journal entries using our tool. It allows our teams, who are closest to the business, to manipulate large volumes of data to focus audit procedures on the highest risk areas. The system is also able to apply 'fuzzy logic' to find words that might be associated with fraudulent journals.

The results of our testing provide real insight for you. For example, Halo can identify where there are a high number of low value journals, who posts them, and to what they relate. In several instances, clients have used this information to automate several journals processes such that resources can be re-allocated to value creating activities. There is a vast array of data insights that can be provided in this area, which we can tailor to what you might find most useful.

This tool will provide valuable insights your organization.



6. Communication

Our audit approach is designed and will continue to provide you with insights as well as a robust audit. This means early engagement on issues and bringing an open and pragmatic approach.

Resolving accounting and financial reporting issues

The complexity of your organisation and wider industry means that we focus our time on key judgments in accounting or financial reporting. Our team have the skills and experience to understand and work with you to resolve these. We have a number of tools available to help you reach sound conclusions:

- Our Corporate Reporting Services team, led by **Helen Wise**, are specialists in technical accounting and financial instruments. They draw on their experience with similar clients from around the world. Helen and her team are well connected with our global network with Helen being a member of our Global Corporate Reporting Services team and a Financial Instruments specialist.
- The breadth of our client base and market presence means that we have a deep understanding of your peers. We will provide a perspective on treatment norms relative to others inside and outside Saudi Arabia.
- Our work with industry bodies and regulators ensures that we are at the forefront of any developments. For example, we have a close working relationships with the Saudi Central Bank, Capital Market Authority and Zakat, Tax and Customs Authority.

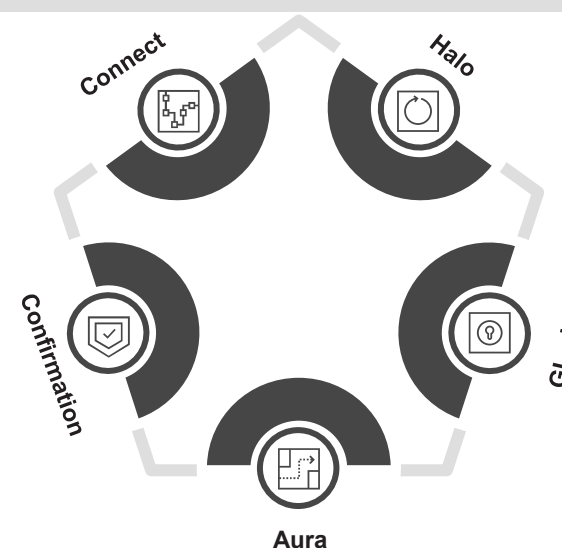
We actively encourage our staff to consult and collaborate on key issues to ensure all avenues are explored before reaching a conclusion. You will have access to all of these views through your PwC audit team. These resources and capabilities are available to support Amin Qureshi in making a final determination in his capacity as the Engagement Leader.

Meaningful conversations

During the course of our audit, we get to see and understand your end to end processes, key issues and strategic initiatives, and obtain a lot of data in the process.

As a result we are well placed to provide you with conclusions not only on the issues arising from our audit, but also to present information back to you about the Company from a different perspective, seeking to challenge you and encourage you to think about your business in a different way.

We recognise that sometimes you might not want a report to show you information about your business, but simply want to have an open, honest and interesting conversations where we share our views with you. We are committed to having these open dialogues, bringing specialists where appropriate, and having a trusted relationship.



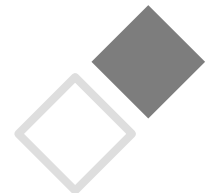


05

Timeline

"Well done is better than well said"

- Benjamin Franklin

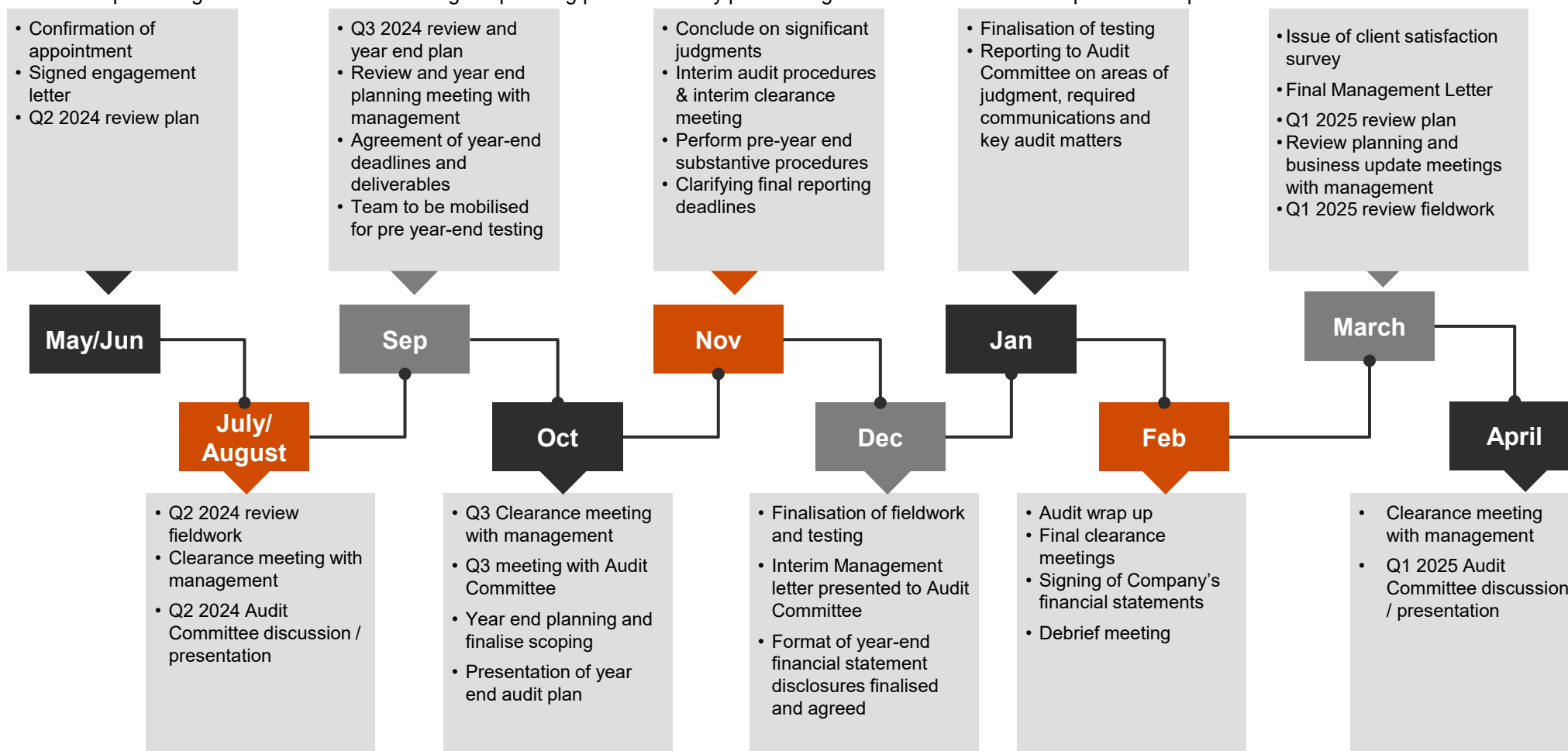


Timeline

Annual audit and interim reviews

The normal audit timeline will follow the pattern below for each financial year subject to changes we agree and dates of the Audit Committee meetings. We appreciate that you have a proactive approach to driving a timely financial reporting process. We will work with you to ensure this continues.

We would expect to agree detailed timelines during the planning phase. The key pivotal stages of our audit and review process are presented below.



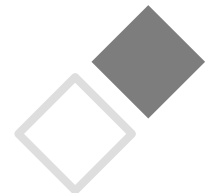


06

Independence and quality explained

**“Trust is the lubrication that makes it possible for
organisations to work”**

- Warren Bennis



Independence and quality explained

Confidentiality



We recognise that the protection of our client's data is an utmost priority. At PwC, we take our responsibility extremely seriously.

All partners and staff undertake regular training on the importance of data confidentiality, security and our legal and reputational risks. As part of the annual compliance training exercise, everyone completed 'Safe & Secure', a training module designed to remind everyone of our responsibilities in this area.

In our Financial Services practice, we work with a number of your competitors which we believe is a key strength and will benefit Allianz Saudi Fransi. However, we know we must maintain strict confidentiality between teams.

Quality control



Quality control is a process of which the Firm feels particularly proud and this comprises both internal and external monitoring. Quality monitoring is an integral part of the firm's continuous improvement programme. Instances of failure to meet defined performance standards are treated seriously and appropriate and timely action is always taken to improve performance. Partner remuneration is affected by adverse quality assurance results.

Other than continuous reinforcement in training sessions, the following physical arrangements are in force and this will apply to Allianz Saudi Fransi as for other audits.

- Access to audit information on our Aura, Halo, GL.ai and Connect files is restricted to the engagement team only and automated controls exist to ensure this access is appropriate.
 - All our workpapers (electronic and manual) supporting the audit will be stored in Saudi Arabia.
 - The key audit partners and directors ensure that adequate time is spent on each audit. We operate a strict clean desk policy in the practice.
 - Our financial services clients tell us that benchmarking across the sector provides them with powerful insight and makes us distinctive - however we only do so under strictly controlled situations, with all data anonymised.
- Internally the PwC Network has an established review programme for all Assurance practices. This includes an annual Quality Management Review testing the quality of our control systems, and an annual Engagement Compliance Review programme to assess whether individual engagements are performed in accordance with the relevant standards. In addition, we are subject to reviews by regulators relating to the quality of our audits.

Code of conduct



All employees are required to comply with the Global PwC Code of Conduct:

<https://www.pwc.com/ethics>

In addition, all partners and staff are required to confirm their understanding and compliance with the Code of Conduct on an annual basis.

"Our culture is underpinned by our Code of Conduct which sets standards of professionalism and integrity for all partners and staff. As Engagement Leader for Allianz Saudi Fransi, I will ensure that the team has followed all PwC internal policies and procedures, complied with applicable accounting and auditing standards, that opinions on the financial statements are correct and that you receive the highest quality audit".

Amin Qureshi
Engagement Leader

Independence and quality explained (continued)

Monitoring and maintaining independence

We view independence as freedom from situations and influence, facts and circumstances where a reasonably informed third party would conclude that our independence is impaired, either in fact or appearance. For an insurance company like Allianz Saudi Fransi which has several business segments, independence extends to Allianz Saudi Fransi and all its related entities.

We ensure independence and freedom from conflicts of interest in four broad areas:

Financial interests in clients

Employment relationships

Business and personal relationships

Providing non-audit services

Independence in relation to a listed company requires diligence and attention to detail

Following our appointment as your auditor, we will rigorously monitor independence. Set out opposite and on the following page is a summary of the tools and processes that will ensure our independence from Allianz Saudi Fransi.

Our training, policies, processes and monitoring procedures

What we ensure we get from our people:

Check Point	Independence confirmations	Rotation Tracking System (RTS)	External Directorship database	Global Independence Policy (GIP)	Annual Compliance Confirmation (ACC)	Personal Independence Compliance Testing (PICT)	Training, alerts, leadership updates and guidance
All partners and managerial staff are required to obtain pre-clearance of securities to ensure permissibility before any purchase, and record all trades and dispositions. Automatic disposal notices are sent when investments become restricted and are monitored by the Independence Office in PwC UAE.	Partners and staff working on an audit are unable to charge time before completing an independence declaration confirming that they are independent of their client. This confirmation is required bi-annually.	Required rotations are managed automatically through RTS which is a web-based database designed to monitor the Firm's policy on rotation.	All partners and staff are required to seek pre-approval before accepting any director or officer positions.	All partners and staff are required to comply with PwC's rigorous GIP. This policy sets independence requirements which are either the same or are more onerous than the independence requirements of the SOCPA and standards applicable to entities in KSA.	ACC provides a comprehensive picture of the independence compliance of all partners and staff.	PICT is mandated to test personal independence compliance. Compliance failures have performance assessment and compensation consequences.	Independence training for all partners and staff is mandatory and guidance updates are released at different points in the year.

Non-audit services

Non-audit services

Global Independence Checks

This identifies and analyses, according to relevant rules, any existing non-audit services and firm relationships within each territory in which a client operates.

Central Entity Services (CES)

CES includes the client hierarchy and relevant restrictions. Audit teams update client hierarchies in CES to ensure ongoing completeness.

Authorisation for Services (AFS)

AFS is used to obtain approval for non-audit services according to the relevant rules indicated in CES. As Allianz Saudi Fransi's auditor, the audit partner will receive a notification of every proposed service to be provided to Allianz Saudi Fransi globally, and will be required to pre-approve each service prior to being engaged to ensure compliance with your policy.

Relationship and conflict checks

These checks are performed prior to the acceptance of any new engagement and are designed to identify business and personal relationships, and highlight all ongoing work for clients.

Firm

Joint Business Relationships (JBRs)

The JBR database facilitates the review, approval and management of JBRs, as well as the monitoring of their ongoing permissibility. Under our Global Independence Policy, JBRs would not be permissible with Allianz Saudi Fransi or its affiliates.

Firm financial and other relationships

A review of the permissibility of financial arrangements is conducted by the Independence Office in advance of the Firm entering into such arrangements.

All non-audit services are strictly evaluated based on local KSA independence requirements.

A tireless pursuit of quality

Quality is a top priority at PwC and it is a key part of our strategy. As a leading professional services firm, our ability to deliver high quality audits is the foundation of our reputation. Audits that enhance shareholder trust in corporate reporting are an essential feature of our capital markets. In addition, our overall quality management is based on four essential aspects:

Compliance with our values

PwC's objective is to ensure that our professionals operate in accordance with the guidelines established in our Code of Conduct in all areas (PwC Code of Conduct). In addition to our code, this system rests on the implementation of training programs, our Whistleblower Channel and our Ethics Office.

Acceptance of clients and work

When any potential service arises, we always evaluate whether we are adequately prepared or if there are actual or potential conflicts of interest or other types of risk that must be taken into account before accepting a client or work.

Work standards

PwC has a Global Methodology group that establishes the minimum work execution standards and the common tasks to be performed throughout the network. This group also develops best practices, suggested work programs and templates. Each local firm has its own methodology team to assist our partners and professionals to work at the expected quality level.

Quality controls

Quality control is a process of which the Firm feels particularly proud and this comprises both internal and external monitoring. Quality monitoring is an integral part of the firm's continuous improvement programme. Instances of failure to meet defined performance standards are treated seriously and appropriate and timely action is always taken to improve performance.

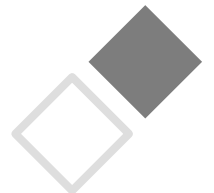


07

Assumptions

“Commitment is an act, not a word”

- Jean-Paul Sartre



Assumptions

The financial statements are prepared by the management in accordance with IFRS as endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the SOCPA.

We will not perform role-redesign or access and authorisation review. Anything that is not mentioned in the scope of work explicitly is out of scope.

We have not factored in any changes in scope during period covered by the appointment. Should there be any significant scope changes, we will discuss any implications on our proposed fees with you before performing such work.

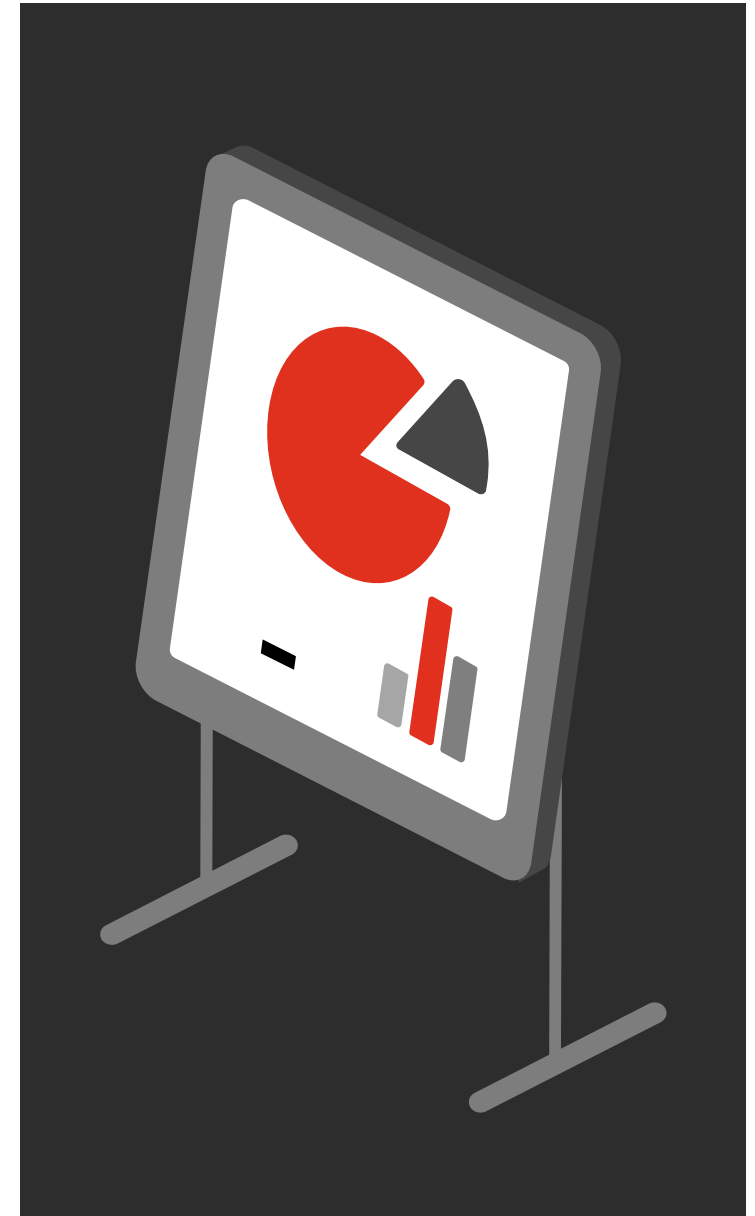
The management will provide all the required valuations for the investments and the EOSB liabilities and others as may require.

We will not perform any transactional analysis/fraud investigation as a part of this engagement.

Our above proposed fee excludes out of pocket expenses, mainly related to physical count attendance, travel, translation, tele faxes and courier service, which will be billed at actual.

We will get required read-only access to the system to perform configuration reviews.

Our fees are budgeted on the basis of the information made available to us assuming appropriate controls and governance are implemented as a result of the historical information, accounting treatment and/or restatements. Any additional services or unexpected errors/adjustments that might result in a restatement to the financial statements or extended work shall be discussed and mutually agreed separately.



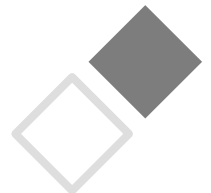


08

Proposed fees

“Professionalism is knowing how to do it, when to do it and doing it”

- Frank Tyger



Proposed Fees

Importance of relationships

We recognise the value of investing in a long term relationship. We are determined to provide further value in excess of the core audit obligations and an enhanced service at a competitive price.

The experience of our people, and our market leading technology, means PwC delivers a more efficient and higher quality service. This translates into a fair fee and greater value to your business.

An open and transparent fee discussion is important in a trusted, long term relationship and we believe that our proposed fees reflect our enthusiasm to be appointed as auditors of the Company and to continue to work with you.



Fee quote

We understand the importance that you place on a fair fee for a high quality audit alongside the added value and insight that we know we can bring to you. We believe that the fee should be both fair and competitive, while enabling our people to spend the time that is required to deliver the service that you expect.

Accordingly, we have estimated the fee for the scope of work specified in your request for proposal, excluding any out of pocket expenses, travel costs and VAT. Out of pocket expenses and travel costs will be charged on an actual basis.

Our total fees for the statutory audit, quarterly reviews and other related services to the Company for the year ending 31 December 2024 is excluding out-of-pocket expenses, which will be charged to the Company based on actual expenses Incurred.



This proposal is subject to completion of PwC's client acceptance procedures which will be addressed before signing the engagement letter and the standard terms of business. Further the proposed fee is based on the fact that the Company have done proper implementation for the new accounting standards. Any regulatory reporting requirements issued after the date of this proposal will be discussed and agreed upon separately.

Value for money

We believe that our proposed fees represent excellent value for money given the size of the Company and our knowledge of the work required to carry out a quality audit.

We look forward to being associated with the Company, and to establish a long term relationship. If any element of our fee proposal does not meet your expectations we would be pleased to discuss this with you.

Service / deliverable	Quotation (Saudi Riyals)
Audit of the annual financial statements	1,155,000
Reviews of the quarterly financial statements	
June 30, 2024	115,000
September 30, 2024	115,000
March 31, 2025	115,000
Total	1,500,000

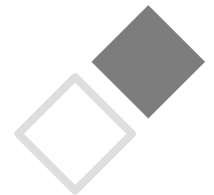


09

Appendices

“If everyone is moving forward together, then success takes care of itself.”

- Henry Ford





Appendix A

Team resumes

Core engagement team



Ali H. Al Basri
Lead Client Service Partner

Qualifications and memberships

- Ali is a qualified Certified Public Accountant (SOCPA) from Saudi Arabia. He is also a member of Saudi Organization of Certified Public Accountants (SOCPA).

Professional experience

Ali has over 23 years' public accounting experience and worked on a large number of audit engagements for listed and multinational companies.

Ali is currently managing a variety of audits for clients operating mainly in construction, manufacturing, hospitality and petrochemicals industry sectors and is engaged in advising clients on a number of other assurance assignments.



Amin Qureshi
Engagement Leader

Qualifications and memberships

- Fellow member of Institute of Chartered Accountants of Pakistan.

Professional experience

Amin is a Senior Director and has been with the firm for over 25 years. He is a fellow chartered accountant working mostly on our Financial Services clients and has been involved in the audits of insurance companies since 2001. Amin has also worked in PricewaterhouseCoopers Geneva (Switzerland) and Karachi (Pakistan), before he joined our Riyadh office. He is the engagement leader responsible for the audit of The company for Cooperative Insurance, Allianz Saudi Fransi Cooperative Insurance Company and SABB Takaful. He has also been involved on audit of various financial institutions such as Malath, Amana Cooperative Insurance Co., Saudi Indian Insurance Co., Samba, Al Rajhi Bank, Banque Saudi Fransi, Saudi Hollandi Bank, JP Morgan, BNP Paribas, BankMuscat, Amex, Alinma Bank etc. During his stay with our Geneva office, he was involved with other financial services clients as well, including Assa Abloy, DMI, Shamil Bank, Ithmaar Bank, Faisal Bank etc. Amin will continue to be the engagement leader on the audit of Allianz Saudi Fransi.

Amin is member of our IFRS committee and in that capacity is involved in carrying out internal technical reviews of IFRS financial statements and research related to IFRS technical issues. He is also actively involved with the SAMA's CFO committee in many research related issues including the preparation of Illustrative Financial Statements for the Saudi Banks and technical issues related to insurance.

Core engagement team



Zeeshan Naeem
Engagement Director

Qualifications and memberships

Zeeshan is Associate member of Institute of Chartered Accountants of Pakistan and Association of Certified Public Accountants, UK.

Professional experience

Zeeshan, has a large experience in Banking, Insurance and reinsurance industry. Zeeshan is an experienced member and has been with the profession for over 16 years. His experience includes performing and also supervising the audits of Banking, Insurance, Asset and wealth management Mining and Manufacturing industries.

Zeeshan has also worked in PricewaterhouseCoopers Muscat, Oman and Dubai, UAE before he joined our Riyadh office. Zeeshan has been working in the capacity of engagement director with Allianz Saudi Fransi for many years. Zeeshan is also the part of SAMA working group for Insurance.

Zeeshan is also involved as an engagement director for several foreign branches like Emirates National Bank, Industrial Commercial Bank of China etc. Zeeshan has also worked as engagement director for many insurance companies like Tawuniya, Medgulf, SABB Takaful Company etc. Zeeshan is also working as engagement leader on multiple asset/ wealth management companies.



Mohammed Javaid Iqbal
Engagement Senior Manager

Qualifications and memberships

Mohammed is member of Association of Chartered Certified Accountants (ACCA).

Professional experience

Mohammed is an experienced Senior Manager and has been involved in auditing a diversified portfolio of valued clients that include large multinational companies, local and foreign financial institutions and government owned entities. These entities operate in varied industries mainly covering Financial Services, Insurance, Manufacturing Concerns and Government & Public Sectors.

Mohammed has been extensively involved in the audit of Insurance companies, branches of foreign banks, Capital Companies, Funds including IPO, Trade Finance and Real Estate and others. As Manager, his exposure in Riyadh includes ICBC Branch, Emirates NBD Branch, JP Morgan Chase Bank Branch, Gulf International Bank B.S.C. Saudi Branch, Muscat Capital and Funds among others.

Core engagement team (continued)



Wassim El Afshal
Business Risk Partner

Qualifications and memberships

- Bachelors degree of Business Administration
- US Certified Public Accountant (CPA)

Professional experience

Wassim is a Risk Assurance Partner in PwC's Dubai office. Wassim oversees our Business Risk team for the UAE, bringing his extensive experience of assurance over control environments, external audits and third party controls assurance knowledge together in helping clients improve their processes, controls and procedures.

His focus is on assisting clients understand the risks they face and respond by enhancing their internal business controls environment

Wassim is also responsible for our growing Trust & Transparency businesses, providing clients with third party controls assurance (ISAE 3402, SSSAE 16) and assurance over non-financial data (e.g. sustainability reporting).

In addition, Wassim leads our Controls Assurance practice across the Middle East, ensuring our audit teams benefit from the extensive IT and business process controls knowledge and can leverage the wide range of tools of the firm.

Wassim leads the Business Controls Risk team which is focused on ensuring organisations have appropriate controls to mitigate risks.

He has experience of end-to-end management and risk from setting up an ERM framework to assist clients with improving their business controls to address the risks identified. E.g. Governance, Policies & Procedures, Internal Control Frameworks, increased automation and cross functional dependencies.



Raheel Siddiqui
IT Audit Director

Qualifications and memberships

- Bachelors of Engineering, Computer Systems from Hamdard University
- Master of Science (MS), Computer Science from PAF-Karachi Institute of Economics & Technology
- CRISC, Certified in Risk and Information Systems Control from Information Systems Audit and Control Association

Professional experience

A veteran technology assurance practitioner with cumulative experience of over 20 years in various industry sectors and territories globally. Currently associated with PwC Middle East and look after the Technology Assurance mandate for clients in the Kingdom of Saudi Arabia.

Raheel has broad range of experience in external/internal IT audit, provisioning of BCBS 239 principles, design/implementation/assessment of SOx frameworks, IT risk management, service organization controls reporting and digital forensics.

Core engagement team (continued)



Talar Gul
PwC Turkey Insurance Leader

Qualifications and memberships

- Canada Concordia University, CPA/SMMM (Turkish Certified Accountant), Kamu Gözetimi Kurumu (KGK) Audit License, Insurance Audit License, Capital Markets Audit License, Banking Audit License, Member of Solvency II Committee, Member of Independent Auditor Association, Member of Expert Accountant Association, Member of French Chambers of Commerce, Member of insurance industry sub-committee within Turkish Industrialists' and Businessmen's Association

Professional experience

- PwC Turkey Financial Services Sector Leader
- PwC Turkey Insurance Sector Leader
- 30 years of experience
- Responsible partner for French Desk in PwC Turkey
- Experience in PwC Paris Office for the audit of French Companies for 2 years
- Expert in auditing financial services companies and listed companies as well as market transactions.
- Strong audit experience in insurance and banking clients, mainly in the application of IFRS, and Capital Market Board Principles.
- Working very closely with global insurance network and she has a wide range of knowledge on industry specific issues and developments.
- Quality review partner for actuarial valuation and actuarial review projects for clients in Turkey and Middle East.
- Leading IFRS 17 Implementation Projects with major clients in Turkey.



Devrim Alcim
IFRS 17 – Team Lead

Qualifications and memberships

- Qualified actuary
- Hacettepe University, Ankara Turkey

Professional experience

Devrim has been working as a partner at assurance and actuarial services in PwC Turkey. She has over 18 years experience in insurance sector as certified/consultant actuary and actuarial department manager mostly in life and pension companies. Devrim has areas of expertise in technical reserving, product pricing, profitability and Embedded Value Calculations. She also had project manager roles in M&A projects and establishment of the life and pension companies. Had experience in lecturing in actuarial department of the universities.

Subject Matter Experts



Helen Wise
**Accounting Consulting Technical Leader
Partner**

Qualifications and memberships

- Helen is a Fellow member of Chartered Certified Accountant (CA SA)

Professional experience

Helen joined PwC Middle East from PwC South Africa where she was a globally accredited IFRS partner for ten years and led the African ACS Financial Instruments Group. She has been involved with PwC Global Financial Instruments group for over 11 years and had chaired the debt equity group for five years during this time.

Helen leads our Accounting Consulting Services team in the Middle East and has a deep understanding of IFRS and extensive experience in the practical application of IFRS. She has through her role as financial instruments leader for Africa, substantial experience in financial institutions and specifically banks.

During her time in South Africa she was the designated technical partner for three of the top banks in South Africa and advised the engagement team and the client directly on IFRS issues.

She has been a member of the PwC Global Corporate Reporting Task Force (CRTF) since 2016 which is responsible overall for IFRS in PwC. She also was a member of the Accounting Practice Committee in South Africa (technical accounting group for the South African Institute of Chartered Accountants) and led many comments letters. She chaired the IFRS 9 impairment response letters and other financial instruments related responses.



Kuntal Sur
**Financial Risk and Regulation Leader
Partner**

Qualifications and memberships

- Certified Financial Risk Manager (FRM) - GARP
- Masters in Economics - Delhi School of Economics, University of Delhi
- B.Sc. (Hons.) in Economics and Mathematics - University of Calcutta

Professional experience

Kuntal has over 25 years of experience across 14 countries as an Economist, Banker and Risk Management Consultant with number of leading financial institutions and corporate on risk strategy and governance, analytics & Basel issues.

He is also advising corporate on currency & commodity risk management, hedge strategy, hedge instruments and pricing.

His clients includes international organization like - GS, Citi, Credit Suisse, ANZ, RBS, Deutsche, NAB; Domestic institutions ICICI, HDFC Bank, I-pru, Kotak Bank, Federal, ING, PNB, Bol, Edelweiss, Reliance Capital, Tata Tele, Reliance Power, Wipro, MU, Vedanta, Snapdeal, Olam. Managed cross functional implementation and sales team for India, ASEAN, UK, Middle East and Africa markets.

He has also authored a chapter in a book "Managing Illiquid Assets: Perspectives and Challenges" published by Risk Books, London.

Subject Matter Experts (continued)



Mohammed A. Al-Obaidi
Tax Senior Partner

Qualifications and memberships

- Member of SOCPA
- CPA (US)
- Graduate in accounting from King Saud University

Professional experience

Mohammed has over 24 years of accounting, audit and tax experience in our Saudi Arabian practice during which time he has served a wide variety of clients including multi-location financial services, manufacturing companies, construction, services, communication, insurance, real estate, petrochemical, wholesale and retail distributors.

He previously worked in audit for 6 years before transferring to our Tax and Zakat department.

Mohammed leads the Tax and Zakat practice in Riyadh, as well as client accounting services. Before joining PwC, Mohammed has worked in Saudi Industrial Development Fund for three years in Saudi Arabia.

Mohammed has substantial knowledge and experience of the current Saudi tax law and has extensive knowledge and experience of preparing and arguing appeal cases.





Appendix **B**

PwC Standard Terms of Business

PwC Standard Terms of Business

1. Introduction

1.1 Terms – These terms apply to the services you have engaged us to provide under the attached engagement letter. If anything in the terms is inconsistent with the engagement letter, the terms take precedence, unless the engagement letter specifically amends any of them.

1.2 The agreement and its commencement – The agreement will start on the earlier of (i) the date of the engagement letter; and (ii) the commencement of the services. It forms the entire agreement between the parties in relation to the services and replaces any earlier agreements, representations or discussions.

2. Services

2.1 Services – We will perform the services described in the engagement letter with reasonable skill and care.

2.2 Deemed knowledge – In performing the services we will not be deemed to have received information from other services.

3. Your responsibilities

3.1 Information - In order for us to perform the services, you will make sure that (i) any information given to us by you, or anyone else working with or for you, is (a) given promptly, (b) accurate and (c) complete; and (ii) all necessary consents, permissions and authorities for the use and disclosure of that information by us and other permitted recipients in accordance with the agreement have been obtained and will remain valid as reasonably necessary.

3.2 Your obligations – Our performance depends on you performing your obligations under the agreement.

4. Fees

4.1 Payment for services – You agree to pay us for our services. Any estimate we may give you is not binding.

4.2 Basis of fees – Our fees may reflect not only time spent, but also such factors as complexity, urgency, inherent risks, use of techniques, know-how and research together with the level of skills and expertise required of the personnel needed to perform and review the services. Our fees may include any time spent travelling for the purpose of the services that cannot be used productively for other purposes.

4.3 Expenses – You will pay any reasonable expenses that we incur in connection with the services.

4.4 Taxes – You will also pay any taxes, including VAT, that are due in relation to our goods and services. You will pay us the full amount of any invoice, regardless of any deduction that you are required by law to make.

4.5 Invoices and payment – We may invoice you at appropriate intervals during the course of the year. All invoices are payable 14 days after the date on the invoice. If you do not pay an invoice within 30 days of the date of the invoice, you agree to compensate us for damages on the outstanding amount as set out in the engagement letter.

5. Confidentiality

5.1 Confidential information – We and you agree to use the other's confidential information only in relation to the services, and not to disclose it, except where required by law or regulation or by a professional body of which we are a member. However, we may give confidential information to other PwC firms, subcontractors and IT service providers as long as they are bound by confidentiality obligations.

5.2 Performing services for others – You agree that we may perform services for your competitors or other parties whose interests may conflict with yours, as long as we do not disclose your confidential information and we comply with our ethical standards.

6. Data Protection

6.1 Compliance – You and we will comply with applicable data protection legislation in relation to any personal data shared with us under the agreement.

6.2 Provision of personal data – You will not provide us with personal data unless the agreement requires the use of it, or we request it from you. In respect of any personal data shared with us, we assume you have necessary authority for us to use and transfer it in accordance with the agreement, and that data subjects have been given necessary information regarding its use.

6.3 Data processing – Where we act as a controller, we may process personal data for the purposes of any of: (i) providing the services; (ii) administering, managing and developing our business and services; (iii) security, quality and risk management activities (iv) providing you with information about us and our range of services; and (v) complying with any requirement of law, regulation or a professional body of which we are a member.

6.4 Data transfers – We may transfer personal data shared with us to other PwC firms, subcontractors and IT service providers in relation to any of the purposes set out in this clause 6. We will carry out such transfers only where we have a lawful basis to do so, including to a recipient (i) who is in a country which provides an adequate level of protection for personal data; or (ii) under an agreement which covers the applicable requirements for the transfer of personal data.

6.5 Data processing service – Where we act as processor in relation to your personal data, we will: (i) process it only on your lawful written instructions; (ii) implement appropriate measures designed to ensure its security, including by imposing confidentiality obligations on relevant personnel; (iii) transfer it only to sub-processors under a written contract which imposes obligations consistent with those in this clause 6.5 and you authorise us to transfer your personal data to them.

7. PwC firms, individuals and subcontractors

7.1 Subcontractors – We may use other PwC firms (each of which is a separate and independent legal entity) or other subcontractors to provide the services. Unless another PwC firm or subcontractor is directly contracted by you to provide any of the services we remain solely responsible for them.

7.2 Restriction on claims – You agree not to bring any claim (including one in negligence) against a beneficiary in connection with the services.

7.3 No claims against individuals – You agree to bring any claim in connection with the services only against us, and not against any individual. Where our individuals are described as partners, they are acting as one of our members.

PwC Standard Terms of Business (continued)

8. Independence

8.1 Restrictions on employment - Independence rules impose restrictions on senior audit team members subsequently being employed by an audit client. You should be aware that if, within a period of twelve months to two years (depending on circumstances) from the date of our auditor's report, you or any of the subsidiaries whose audits are governed by the agreement employ as a director or in a key management position any senior audit team member involved in the relevant audit, then this may represent a threat to our independence that is so significant we may be required to resign our audit appointment.

9. Materials and working papers

9.1 Policy – We may retain copies of all materials relevant to the services, including any materials given to us by you or on your behalf.

9.2 Release – We do not release materials which belong to us (including our working papers, which shall include all documentation prepared by us in relation to the services) unless we have specifically agreed to do so or where required by law or regulation. We may require a release letter from the recipient as a condition of disclosure.

9.3 Group access – Where we are group auditors, if requested by the relevant audit oversight or monitoring body, we are required to obtain copies or arrange unrestricted access to working papers in respect of any part of the group audited by a firm outside the Country. You will obtain the consent of your group entities to authorise unrestricted access to audit working papers should we make such a request.

9.4 Parent entity auditors – Where we are auditors of a component, we have a professional responsibility to cooperate with your parent entity's auditors and to provide them information and explanations as they may reasonably require for their audit. This could include our giving them access to our working.

10. Dispute resolution

10.1 Mediation – If a dispute arises, the parties will attempt to resolve it by discussion, negotiation and mediation before commencing legal proceedings.

10.2 Law and jurisdiction – The agreement and any dispute arising from it, whether contractual or non contractual, will be governed by the law and be subject to the exclusive jurisdiction of the courts or other dispute resolution provisions set out in the engagement letter.

11. General

11.1 Data – You are responsible for the data that will be shared with us under the agreement and you will only provide us with data which use is strictly necessary and required for the purposes of this agreement. You agree that we may transfer or store any data provided to us outside the jurisdiction where the data is originally provided or collected.

11.2 Matters beyond reasonable control – Without limiting your responsibilities set out in clause 3.1, no party will be liable to another if it fails to meet its obligations due to matters beyond its reasonable control i.e. a force majeure event.

11.3 Rights of third parties - Except for as set out in clauses 7.2, 7.3 and this clause 11.3, and the addressees of our report, a person who is not a party to the agreement has no rights to enforce any term of the agreement. The beneficiaries referred to in those clauses may enforce them in their own right. Their consent is not required to vary or rescind the agreement.

11.4 Technology Tools – Unless otherwise agreed in writing, this agreement does not, and shall not be construed to, grant or transfer to you any license, interest, or similar right with respect to any software or other technology tools that we make available to you, including visualization tools and data analytics tools (and their contents and outputs). All such rights remain expressly reserved by PwC. You agree that any such software or technology tools (i) are not deliverables and may only be used at your own risk, and (ii) may not be provided to anyone else.

11.5 Quality of service – If you are not satisfied with the services, or have suggestions for improvement, please contact the individuals set out in the engagement letter. We will look carefully and promptly at any complaint.

11.6 Survival – Any clause that is meant to continue to apply after termination of the agreement will do so including 2.2, 4, 5, 6, 7, 9, 10, 11 and 12.

12. Interpretation

In the agreement the following words and expressions have the meanings given to them below:

beneficiaries – mean (i) any PwC firm other than us that is directly or indirectly involved in the provision of the services; (ii) our subcontractors; (iii) our partners, members, directors, employees and other individuals; and (iv) the partners, members, directors, employees and other individuals of other PwC firms and subcontractors

group member – an entity which directly or indirectly, controls, is controlled by or is under common control with you

PwC firm – any entity or partnership within the worldwide network of PricewaterhouseCoopers firms and entities

services – the services set out in the engagement letter

the agreement – these terms and the engagement letter to which they relate (including any schedules and any letter on fees)

we, us or our – refers to the PwC firm from whom the engagement letter is sent

you, your – the party or parties to the agreement (excluding us)

Thank you

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 151 countries with almost 328k people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.com.

Established in the Middle East for 40 years, PwC has 24 offices across 12 countries in the region with almost 10,000 people. (www.pwc.com/me).

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

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