





٤. العضوية الحالية في مجالس إدارات شركات مساهمة أخرى (مدرجة أو غير مدرجة) أو أي شركة أخرى أياً كان شكلها القانوني أو اللجان المنبثقة منها

Current membership in the board of directors of other joint stock companies (listed or non-listed) or any other company, regardless of its legal form or the committees deriving from it

الشكل القانوني للشركة	عضوية اللجان	طريقة التعيين (مرشح بصفته مساهماً، معين من قبل مساهم يتمتع بحق التعيين بموجب نظام الشركات الأساس، مرشح من مساهم)	صفة العضوية ( تنفيذي ، غير تنفيذي، مستقل)	النشاط الرئيس	اسم الشركة	م
Legal form of the company	The name of the Committee in which it is a Member	Appointment method (a nominee as a shareholder, appointed by a shareholder who enjoys the right of appointment under the company's articles of association, nominated by a shareholder)	Membership type in board of directors ( executive, nonexecutive, independent )	Main activity	Company name	
شركة شخص واحد				استثمارات	مجموعة الصقر القابضة	١
شركة شخص واحد				الانشطة الرياضية	الرية الرياضية	٢
شركة ذات مسؤولية محدودة				مقاولات	الرفاد للإنشاءات الرياضية	٣
شركة ذات مسؤولية محدودة				الانشطة الرياضية	كلاء الرياضية	٤
						٥

## تقرير لجنة المراجعة عن العام المالي المنتهي في 31 ديسمبر 2025 والمقدم إلى مساهمي الشركة

السادة / مساهمين شركة اللوحات الوطنية للصناعة

السلام عليكم ورحمة الله وبركاته ،،،

يطيب لنا كأعضاء لجنة المراجعة بالتشكيل المحدث اعتباراً من تاريخ إعداد التقرير أعلاه المكون حسب التالي :

- 1- الأستاذ / عبدالمحسن الخريجي (رئيس لجنة المراجعة حتى تاريخه استقالته)\*
- 2- الأستاذ / محمد السيد (عضو ، رئيس لجنة المراجعة بعد إعادة التشكيل)\*\*
- 3- الأستاذ / مالك المبارك (عضو لجنة المراجعة)
- 4- الأستاذ سعودي فتحي (عضو لجنة المراجعة)\*\*\*

\* رئيس اللجنة خلال فترة العام المنتهي في 31\12\2025م وقد تم إعادة تشكيل اللجنة نظراً لرئاسته المجلس خلال فترة تاريخ وإعداد وصياغة تقرير اللجنة المشار أعلاه

\*\* عضو في لجنة المراجعة خلال العام 2025م ورئيس لجنة المراجعة خلال فترة إعداد وصياغة تقرير اللجنة المشار أعلاه

\*\*\* عضو بلجنة المراجعة أثناء فترة تاريخ إعداد تقرير اللجنة المشار أعلاه

وقد قمنا بتزويد السادة مساهمين الشركة بتقرير لجنة المراجعة للعام المالي المنتهي في 31 ديسمبر 2025م والمستجدات اللاحقة ، وما قمنا به كلجنة من عمليات مراجعة شاملة وفق ما تضمنته أصول المهنة والاستقلالية والتي اشتملت على مراجعة شاملة للتأكد من إستيفاء الشركة للمتطلبات النظامية اللازمة حسب إعتقادنا وتقديرنا.

ويقع ضمن اختصاصات الإدارة التنفيذية ومهامها تنفيذ أنظمة وضوابط الرقابة الداخلية والإشراف العام عليها والتأكد من وجود نظام رقابة داخلية ملائم وفعال والذي يشمل سياسات وإجراءات وعمليات تم وضعها لتحقيق أهداف الشركة بما يتماشى مع حوكمة الشركة ومتوافق مع الأنظمة والقوانين ذات الصلة والذي يحدد الأدوار والمسؤوليات الموكلة لمجلس الإدارة بما يوفر الرقابة المناسبة على مستوى الشركة كما تقوم إدارة





Strictly Private and Confidential

Baker Tilly Professional  
Services

Assurance | Advisory | Tax

## Proposal To Provide Professional Services

Submitted To:

**National Signage Industrial Company**

Kingdom of Saudi Arabia

May 5, 2026

**Now, for tomorrow**



May 5, 2026

To the Audit Committee

**National Signage Industrial Company**

Riyadh, Saudi Arabia

**Subject:** Proposal to provide statutory audit services for the year ending December 31, 2026.

Reference to your request to provide statutory audit and review services to **National Signage Industrial Company** “Company” for the financial year ending December 31, 2026 we thank you for your request and are pleased to present our proposal to provide the Company with the requested services. We are confident that this proposal will show that our Firm is the best placed to meet and exceed your expectations on this assignment.

Our technical proposal will illustrate our experience and qualifications and introduce to you the members of the team that we have formed for this assignment. We will demonstrate the experience of our team in serving similar operations and the substantial experience of our team in similar industry.

We trust that with this proposal we have demonstrated a thorough understanding of your requirements and our professional approach to meet those requirements. We are delighted to have been given the opportunity to prepare this proposal and look forward to receiving your approval to begin this engagement.

If you have any questions or require further information in respect of our response to your Request for Proposal (“RFP”), please do not hesitate to contact the undersigned at +966 11 835 1600.

Yours faithfully,

**Baker Tilly Professional Services**



Majed Alnemer  
Partner





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# Executive Summary

This section provides a high-level overview of your agenda, our methodology and time frame to achieve the desired objectives.

# Executive Summary



## Your Objectives

---

- You require statutory audit for the year ending December 31, 2026
  - You require review services for the period ending June 30, 2026.
  - Letter to the management on any findings relating to the internal control system.
  - To identify a suitable and qualified service provider recognized globally.
  - Provide independent, professional audit opinion on the Company financial statements.
- 

## Team Combination

---

- A highly experienced team that provides an optimal mix of expertise;
  - Access to regional and international network of management, financial, economic and market experts.
- 

## Methodology

---

- A concise and focused approach based on the vast experience of our Assurance Team and Baker Tilly International Guidelines.
- 

## Proposed Compensation

---

- Our fees are based on time occupied and expenses incurred, having regard to the degree of responsibility and skills involved, and we have given priority to strengthen relationship on a long-term basis.
-

# Understanding Of Assignment

This section details information about the assignment and outlines your requirements as well as key objectives.



# Understanding of Assignment

## **Your requirements**

---

As per your request, Baker Tilly will provide:

- As per your request, Baker Tilly will provide Audit Services for the Year Ending December 31, 2026, and Review Services for the Period Ending June 30, 2026.
- 

## **Our Understanding**

---

As per the requirements stated above, our scope of work would include the following:

- Audit service of the financial statements for the year ending December 31, 2026.
  - Review service of the interim condensed financial information for the period ending June 30, 2026.
-

# Scope Of Work

This section covers an overview of our detailed scope of Work.



# Scope Of Work

## **Statutory Audit of Annual Financial Statements**

The objective of our audits of the company's financial statements is to express an opinion on the fair presentation of the entity's financial position, financial performance and cash flows, as a whole, for the financial year in accordance with the International Financial Reporting Standards (IFRS) as adopted in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants.

We will conduct our audit in accordance with the International Standards on Auditing (ISAs) as adopted in the Kingdom of Saudi Arabia . Those Standards require that we comply with ethical requirements, plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

Our audit will include examinations, on a test basis, of the documents, vouchers and books of accounts. It will include examination of the proper recording of transactions and the compliance of the entity with the Saudi laws governing the preparation and filing of the statutory financial statements. Our audit will include the full set of financial documents, and we preserve the right to review any document or record that can help us in the completion of our engagement. We also retain the right of direct contact with all employees when necessary. Our audit will include other tests and audit procedures that we determine to be necessary in the circumstances.

As part of our work, we will provide you with management letter of our findings and observations on the internal accounting control system and recommendations to enhance the efficiency and effectiveness.

We expect that your employees will provide the necessary help including the preparation of schedules and analyses necessary for the audit.

As per the regulations, we shall file the audited financial statements in the Qawaem system of the Ministry of Commerce and Investment.

# Baker Tilly Profile

This section represents our proposition in providing quality services by applying the right combination of experience, approach and team. It also highlights our capability statement and our Services Sectors.



**Now, for tomorrow**

# Mission

The mission of Baker Tilly is to deliver, with integrity and objectivity, superior independent accounting, assurance, tax and specialist business advice to clients through best resources and relationships.



**Now, for tomorrow**

# **Vision**

To be widely recognized as independent accounting firm serving leading national organizations.

This recognition will reflect the quality, broad intellectual capabilities, depth of talent, specialized industry expertise, integrity and stature of our firm.

Collaboration will enable our firm to prosper with a unique, sustainable competitive advantage in our market.

# Now, for tomorrow





**Now, for tomorrow**

**For our  
clients**

We create meaningful experiences with our clients to solve their most pressing problems and seize new opportunities.

Our relationships with clients are genuine. We understand their world today and provide insights that shape their tomorrow.

Network members collaborate seamlessly to serve our clients across the globe.



**Now, for tomorrow**

**For our  
people**

Our profession is dynamic, and our network and firms are innovative and growing. This gives team members rewarding opportunities at every stage of their career.



**Now, for tomorrow**

**For our  
communities**

We are vested in the communities where we live and work, making a difference for future generations.



**Now, for tomorrow**

**For our  
profession**

We share our profession through leadership roles in key organisations.

Our network's global influence makes us outstanding advocates for our profession.

# **Now, for tomorrow**

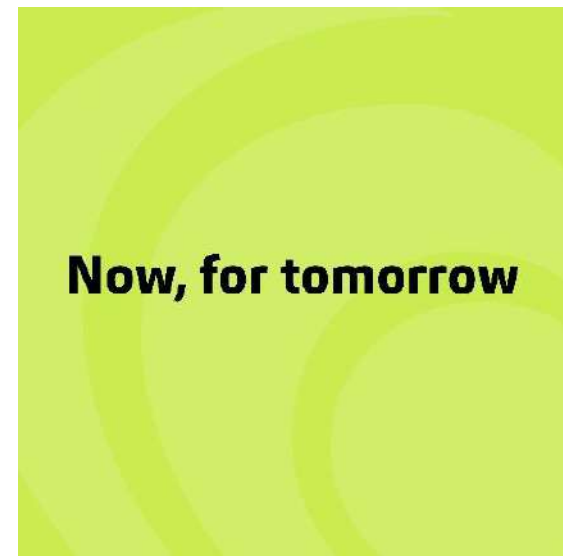
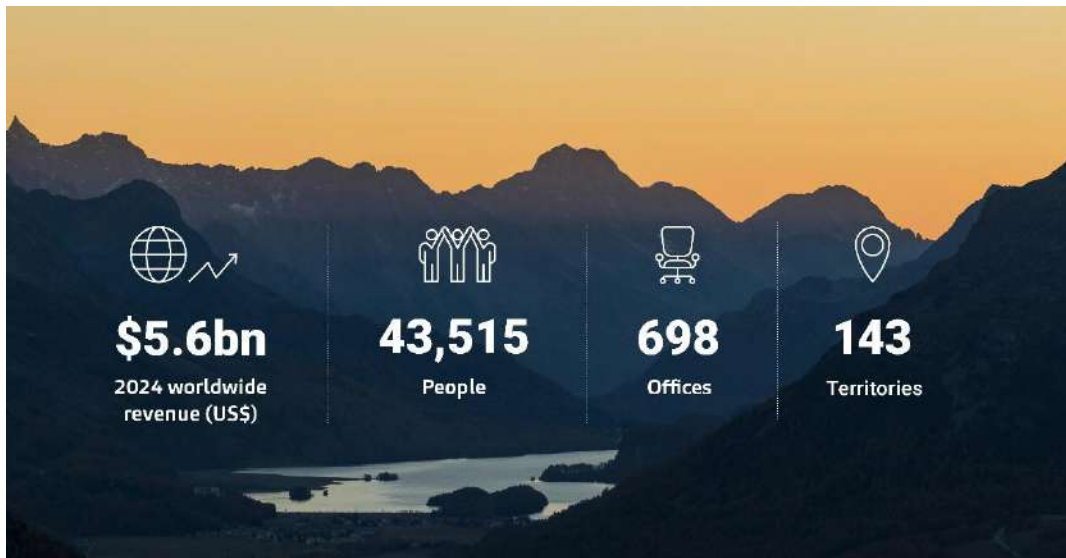
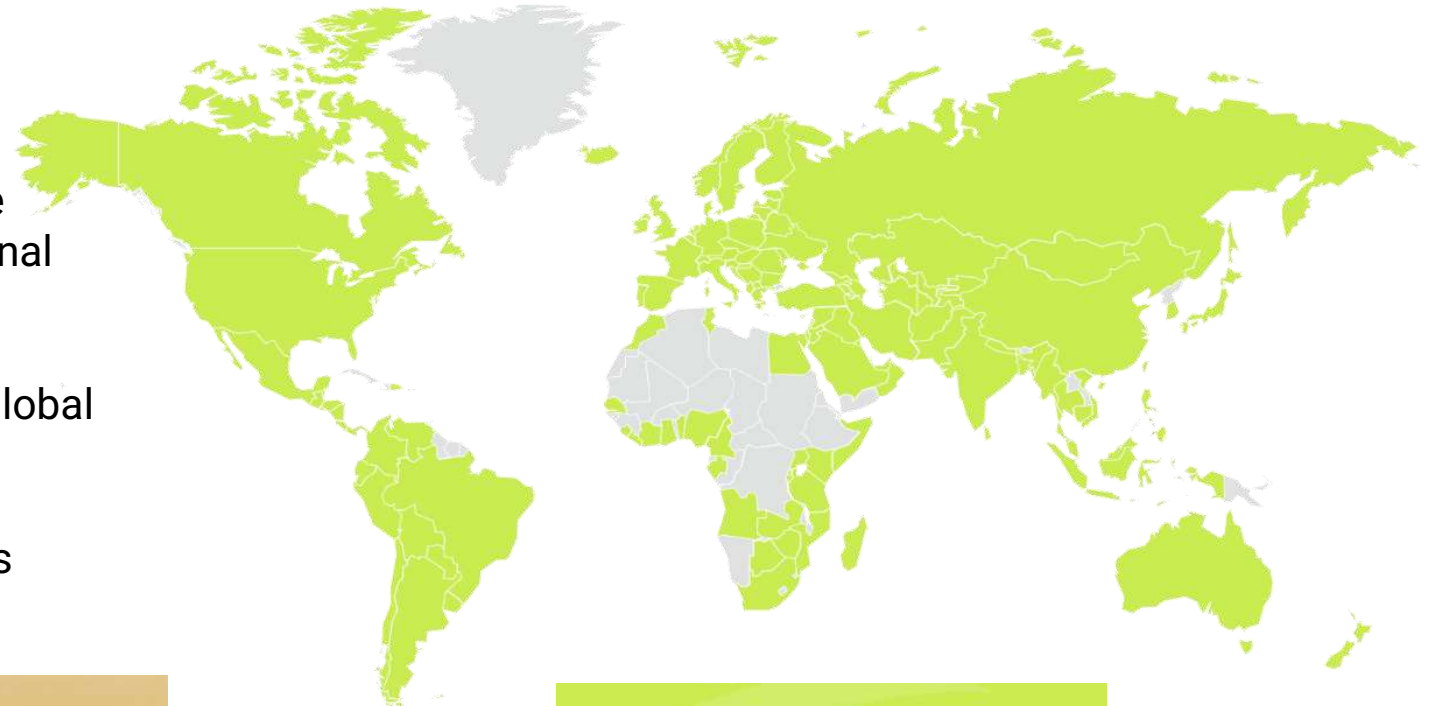
An introduction to  
Baker Tilly International



# Baker Tilly International

We are proud to be a member of the Baker Tilly network, a global network of independent accounting and business advisory firms, whose member firms share our dedication to exceptional client service.

The international network gives us significant global reach in addition to our substantial national presence. We collaborate to leverage our skills, resources and local expertise to help our clients grow locally, nationally and globally.





## Translating your ambitions into new markets

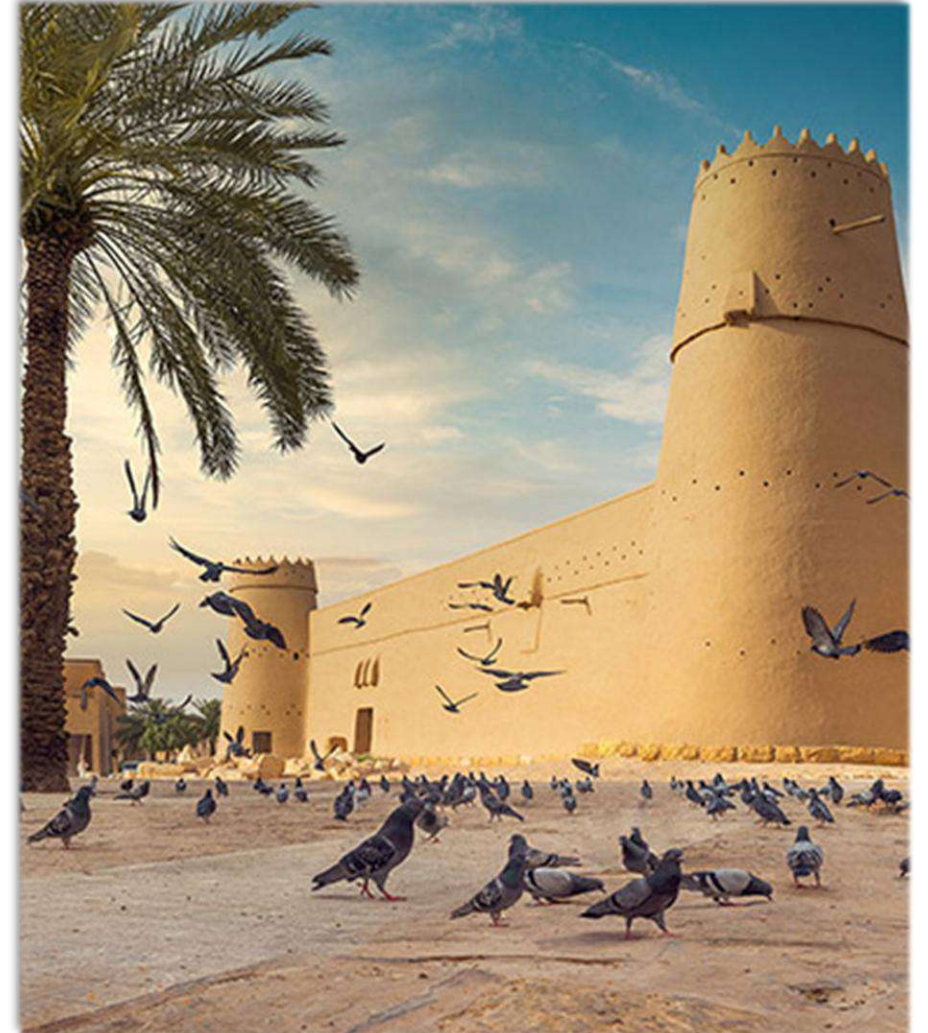
- **Global reach** and **local knowledge**
  - Language skills
  - Large enough to meet your needs and able to maintain personal relationships
- **Single point of contact**
- Hands on approach with effective **project management, transparency** and **accountability**



## Why choose us?

- A **team** approach with **strong relationships**
  - Help us to overcome time and cross border complexities to deliver a quality service to you
  - We operate globally as one team
- Not just **technical expertise**
  - We apply your knowledge to the benefit of your business
- **Tailored solutions** to a diverse range of international challenges

# Baker Tilly Professional Services (Baker Tilly Saudi Arabia)



# Baker Tilly Professional Services

- Baker Tilly Professional Services currently headquartered in Riyadh and operates through three offices in the Kingdom of Saudi Arabia, Riyadh, Jeddah and Al-Khobar, that are served by multicultural partners and senior directors who have extensive experience in Saudi Arabia.
- The firm has grown steadily in the last 5 years under a clear strategic vision.
- Our team of over 250 professionals through their widespread knowledge and professional qualifications fosters an enthusiasm for success and have widespread experience of providing professional services in the Kingdom of Saudi Arabia.
- Baker Tilly has a strong presence in niche sectors of practice which include Education, Hospitality, Healthcare, Logistics & Supply Chain Management and Industrial Projects.



**27% Growth**  
in revenues in  
2024

**Now, for tomorrow**



**3 OFFICES**



**25 PARTNERS  
AND  
DIRECTORS**



**RIYADH  
JEDDAH  
KHOBAR**



**>200  
PROFESSIONALS**

# Our Team



Particulars	Riyadh	Jeddah	AL Khobar	Total
Number of Offices	1	1	1	3
Number of Saudi Partners	3	1	1	5
Number of Senior Directors & Directors	15	3	4	22
Number of Managers	17	3	7	27
Number of Professional Staff	88	18	65	171
Number of administrative & logistics support staff	11	2	7	20

Professional Staff Accreditation Summary	Riyadh	Jeddah	AL Khobar	Total
Number of SOCPA accredited members	5	3	2	10
Number of CPAs from USA	9	4	5	18
Number of CA , ACCA from UK members	3	-	2	5
Number of CPAs from other countries	9	1	6	16
Other qualifications	5	2	1	8



# Our Key Team

We introduce below the partners and business leaders in the Saudi Arabian practice:



**Hashem Abu Farha**  
**Chairman of the Board**

*(CPA, JACPA)*  
*Bachelor of Accounting*  
*Head Office, Riyadh, Saudi Arabia*

Over 30 years of rich experience in industries including Manufacturing, Banking, Investments, Trading, Insurance, Hospitals, Construction, Oil and gas, Hotels, ISP and Not-for Profit Organizations.

Big four accounting firms experience has given him vast expertise in audit, advisory and accounting



**Majed Alnemer**  
**Senior Partner**

*(CPA, SOCPA, Accredited Valuer "Taqeem")*  
*Master in Accounting*  
*Head Office, Riyadh, Saudi Arabia*

Over 30 years specialized experience in audits & assurance services, valuation and analysis of investments and other consulting services.

Extensive exposure to a wide range of industries including Manufacturing, Investments, Trading, Insurance, Hospitals, Construction, Hotels and Not-for Profit Organizations

Big four accounting firms experience.



**Bader Altamimi**  
**Senior Partner & CEO**

*(CPA, SOCPA)*  
*Master of Science in Financial Analysis*  
*Head Office, Riyadh, Saudi Arabia*

Over 17 years of consulting and auditing experience including Big four accounting firms in Saudi Arabia.

Extensive experience in different industries including Manufacturing, Investments, Trading, Insurance, Hospitals, Construction, Hotels, ISP and Not-for Profit Organizations.



**Mohammad Alkhatib**  
**Senior Director**

*(CPA)*  
*Bachelor of Economics and Administrative Science*  
*Head office, Riyadh, Saudi Arabia*

Over 30 years of rich experience in audit and accounting services. Big four accounting firm experience in KSA and USA.

Solid professional practice of all types of assurance services. Extensive experience in taxation, budgeting & forecasting, policies & procedures and systems implementations.

Leads quality and risk management function.



# Our Key Team

We introduce below the partners and business leaders in the Saudi Arabian practice:



**Abdulmajeed Alsuhaibani**  
**Partner**  
(SOCPA)  
*Bachelor of accounting*  
*Riyadh, Saudi Arabia*

Over 11 Years specialized experience in audits and fraud examination, internal control system, financial and accounting system development and consulting services  
Rich experience in several industries including manufacturing, investments, trading, insurance, hospitals, construction, hotels and not-for profit organizations.



**Abdulrahman M. Yazqi**  
**Partner**  
(SOCPA, CPA IFRS Diploma)  
*Bachelor of accounting*  
*Jeddah, Saudi Arabia*

Over 11 years specialized experience in audits, and fraud examination, financial and accounting system development and consulting services.  
Rich experience in several industries including manufacturing, investments, trading, insurance, hospitals, construction, hotels and not-for profit organizations.



**Turki Al-Otaibi**  
**Partner**  
(SOCPA)  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Over 7 Years specialized experience in audits and fraud examination, internal control system, financial and accounting system development and consulting services  
Rich experience in several industries including manufacturing, investments, trading, insurance, hospitals, construction, hotels and not-for profit organizations.



**Abdelmuti Abdelhadi**  
**Senior Director**  
(CPA, JACPA)  
*Bachelor of Accounting*  
*Head office, Riyadh, Saudi Arabia*

Over 30 years in audit and assurance services, internal audit and advisory services. Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.



**Jamal Sholi**  
**Senior Director**  
(CPA)  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Over 30 years of rich experience in industries including Manufacturing, Banking, Investments, Trading, Insurance, Hospitals, Construction and Not-for Profit Organizations.  
Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.

# Our Key Team



**Yazan Odeh**  
**Senior Director**  
*(CPA)*  
*Master of Business Administration*  
*Alkhobar, Saudi Arabia*

---

Over 20 years of audit experience including Big four accounting Firms. Experience in IFRS reporting jurisdiction.  
Certified public Accountant – USA

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**Khaled Barahmeh**  
**Senior Director**  
*(CPA, SOCPA)*  
*Master of Science in Accounting*  
*Jeddah, Saudi Arabia*

---

Over 17 years of auditing and in-depth knowledge of IFRS.  
Big four accounting firms experience has given him vast expertise in audit and IFRS.

---



**Rashid Abu Dumedah**  
**Senior Director - Advisory**  
*Bachelor of Industrial Engineering*  
*Head office, Riyadh, Saudi Arabia*

---

Over 30 years of experience in the Business Restructuring & Re-engineering, QMS Customization & Implementation, Management, Strategy & Business Consulting, Family Business Advisory, Transaction Services Management (M&A / Valuation & DD), Project Management.

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**Wassim Alaya**  
**Senior Director**  
*(CPA)*  
*Master of Accounting*  
*Riyadh, Saudi Arabia*

---

Over 26 years of rich experience in audit and accounting services.  
In charge for several audits of IFRS reporting clients.  
Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.

---



**Yousef Abu Shameh**  
**Senior Director**  
*(JACPA "Jordan")*  
*Bachelor of Accounting*  
*Alkhobar, Saudi Arabia*

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Over 12 years of professional experience in Audit and Assurance.  
Big four accounting firms experience has given him vast expertise in audit and IFRS.

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# Our Key Team



**Sohail Bhatti**  
**Senior Director**  
(ACA "UK")  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Over 25 years of experience in the provision of audit, accounting compliance and reporting services for a diverse base of clients predominately based in the Financial Services sector (including banking), Oil and Gas, Retail, Manufacturing.

Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.



**Robert Brown**  
**Senior Director**  
(CA, CISA)  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Over 30 years experience in Internal Audit and similar disciplines.

Experience in Banking, Insurance, Telecommunications, Real Estate development and Governments.

Qualified Chartered Accountant and CISA

Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.



**Hasan Hussein**  
**Senior Director**  
(SOCPA, CPA, PCPA)  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Over 19 years in audit and assurance services, internal audit and advisory services..

Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.



**Amr Barbarawi**  
**Senior Director - Taxation**  
(CPA)  
*Bachelor of Accounting*  
*Alkhobar, Saudi Arabia*

Over 16 years of auditing and accounting services.

Big four accounting firms experience has given him vast expertise in audit and IFRS.



**Ehsan Alajlouni**  
**Audit Director**  
(CPA, CerIFRS)  
*Bachelor of Accounting*  
*Jeddah, Saudi Arabia*

Over 17 years of professional experience in Audit and Assurance.

Big four accounting firms experience has given him vast expertise in audit and IFRS.

# Our Key Team



**Fouad Yaman**  
**Senior Director - Taxation**  
*(CPA, GGC VAT diploma)*  
*Bachelor of Accounting*  
*Jeddah, Saudi Arabia*

Tax Expert

Over 26 years of, accounting & Zakat/Tax services in KSA.

Fouad started his KSA Zakat and tax career In Jeddah In January 2006 with three Big 4 professional service firm. Fouad left Big 4 on October 2023 as Director tax & Zakat services. Prior to his work in professional firm, he worked for 8 years in finance and banking



**Majed Abu Jaber**  
**Senior Director - Taxation**  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Tax Expert

Over 20 years of auditing and tax experience with international firms.

Vast expertise in taxation, zakat, audits and other financial and management consulting services.



**Tareq Massad**  
**Senior Director - Taxation**  
*(CPA "PL")*  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

VAT Expert

Over 30 years specialized experience in:

- Tax services
- Implementation of VAT systems.
- Audit services
- Corporate finance
- Internal control systems
- Financial and accounting system developments



**Ibrahim Abduh**  
**Director – Transaction Advisory**  
*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

Transactional Services.

Over 15 years of professional experience in IPO Advisory, Financial Assessment & Due Diligence, Private Equity & Investment Advisory and Valuation services.

Big four accounting firms experience has given him vast expertise in Financial due diligence, MD&A and financial modelling.



**Rana Rehan Mahmoud**  
**Director – EQR**  
*(FCA)*  
*Bachelor of Accounting*  
*Head office, Riyadh, Saudi Arabia*

Quality assurance and compliance.

Over 20 years of audit experience. Specialized expertise in audit quality, risk management and compliance.

Big four accounting firms experience has given him vast expertise in audit, advisory, accounting and IFRS.



# Our Key Team



**Mohammad Madan**  
**Director – Local Content**  
*(FCCA, CMA, CIA)*

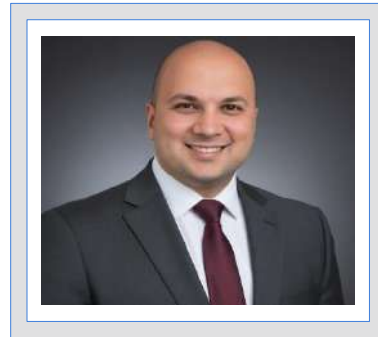
*Bachelor of Accounting*  
*Alkhobar, Saudi Arabia*

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## Localization Services

Over 9 years in of professional experience in Auditing and Other Assurance services, including Localization (LC), Accounting Services, Internal Control Systems, Tailored Assurance Assignments and Agreed Upon Procedures.

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**Ehab Abdelmohsen**  
**Audit Director**  
*(ESAA, ETS)*

*Bachelor of Accounting*  
*Riyadh, Saudi Arabia*

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Over 15 years of professional experience in accounting, auditing and other assurance services.

Big Four accounting firms experience has provided him with extensive expertise in audit and assurance.


---

# Baker Tilly - Saudi Arabia




 <b>Riyadh Office</b>
Level 3 7533 Uthman Ibn Affan Branch Rd, At Taawun, Riyadh 12476 - 4287,
PO Box 300467, Riyadh 11372, Kingdom of Saudi Arabia
T: +966 11 835 1600 F: +966 11 835 1601
Email: <a href="mailto:info@bakertilly.sa">info@bakertilly.sa</a>
<a href="#">Google Maps</a>



 <b>Jeddah Office</b>
Office B610, Bin Hamran Centre 4568 Prince Mohammed Bin Abdulaziz Branch Rd, Ar Rawda District, Jeddah 23432
PO Box 23432, Jeddah 23432, Kingdom of Saudi Arabia
T: +966 12 663 9777 F: +966 12 663 1888
Email: <a href="mailto:info@bakertilly.sa">info@bakertilly.sa</a>
<a href="#">Google Maps</a>



 <b>Khobar Office</b>
First Floor, Curvatures Mall, 6759 King Fahd Road, Al Bandariyah P.O. Box: 4037
Khobar 34423 Kingdom of Saudi Arabia
T: +966 13 830 0906
Email: <a href="mailto:info@bakertilly.sa">info@bakertilly.sa</a>
<a href="#">Google Maps</a>

<b>Email:</b>	<b><a href="mailto:info@bakertilly.sa">info@bakertilly.sa</a></b>
<b>Website:</b>	<b><a href="http://bakertilly.sa">bakertilly.sa</a></b>

# Our Services



## Audit and Assurance

- Statutory Audits & Reviews.
- Attestations and other assurance services
- Related services – Agreed Upon Procedures and Compilation



## Taxation

- Zakat & Tax Compliance and Consultancy
- Appeal Assistance
- Tax Planning and Transaction Structuring
- Transfer Pricing Compliance and Consultancy
- VAT Compliance and Consultancy



## Risk Advisory

- Internal Audit.
- Risk Assessment and Management.
- Fraud Investigations.
- Governance, Risk & Control.
- Technology Risk



## Local Content Certification

- Certification of Saudi Aramco “In-Kingdom Total Value Add Program (IKTVA)”.
- Local Content Certification for Government Procurement Authority



## Accounting & Business Advisory

- IFRS and Financial Reporting Advisory.
- Management Accounting and Bookkeeping.
- Payroll.
- GOSI assistance.
- Policies and Procedures



## Restructuring & Recovery

- Corporate Restructuring.
- Formal Insolvency.
- Special Investigation.



## Business Improvement

- Risk and Governance.
- Policies and Procedures.



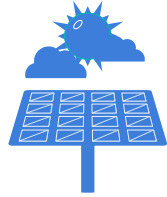
## Corporate Finance

- Financial Modelling.
- Business Valuation
- Due Diligence
- M&A
- Private Equity.

# Sectors Served



Business Support & Services



Energy & Natural Resources



Education



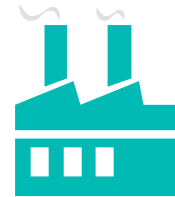
Financial Services



Food & Beverage



Leisure & Hospitality



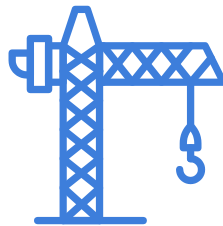
Industrial Manufacturing



Media & Technology



Transport & Logistics



Real Estate & Construction



Retail



Healthcare



# Audit & Assurance

We don't subscribe to the stereotypical view that an audit is a box ticking, legal requirement and merely a formality.

We believe it is a highly valuable exercise to protect your business and encourage it to thrive. It provides a unique opportunity to review not only the finances of your business but also its systems, controls and operations.

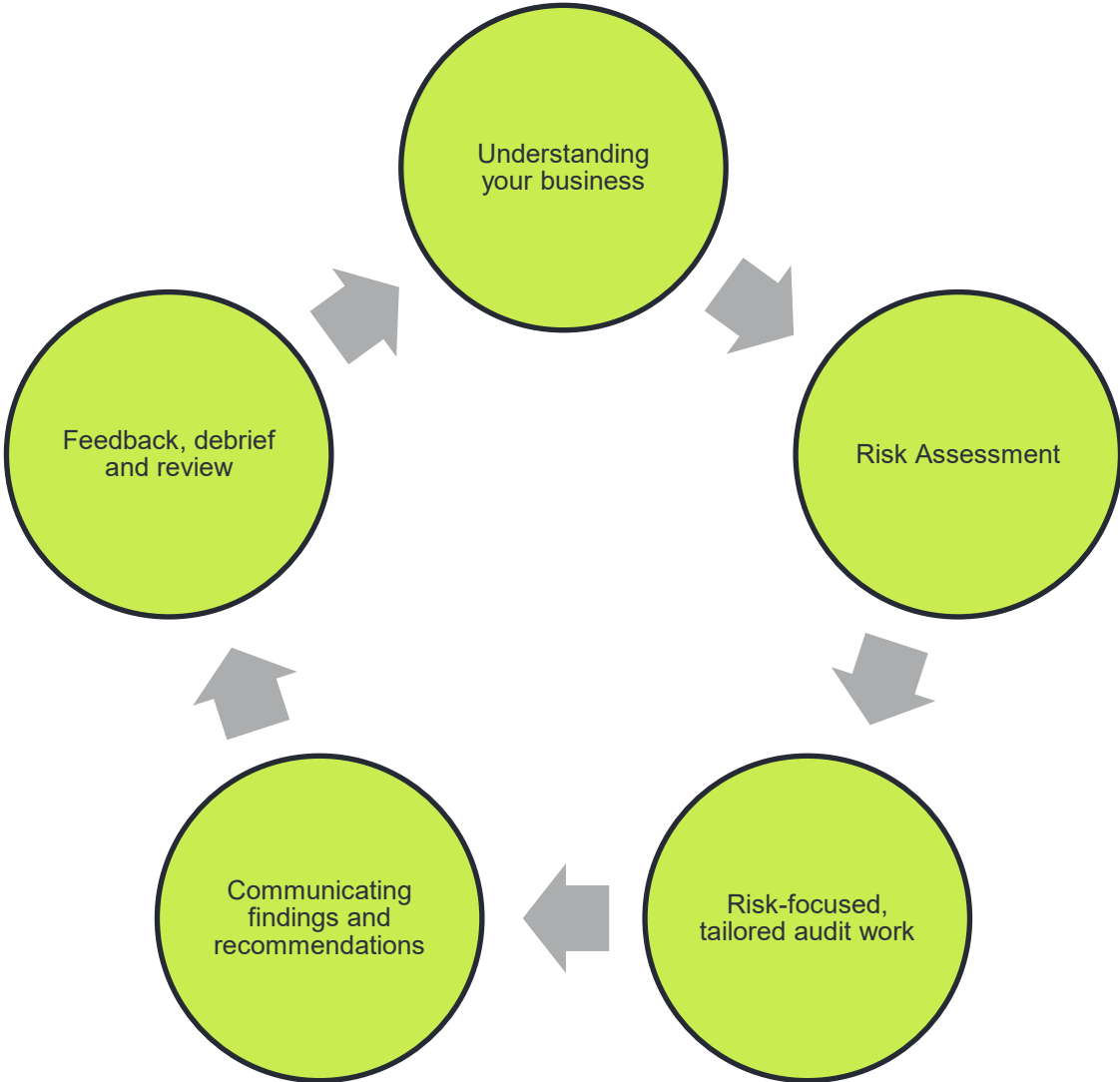
**The Baker Tilly approach is risk focused and quality-led.** (See the figure on the right)

Our audit approach is characterized by clear, timely communication and the pragmatic resolution of issues. You should expect an intelligent, robust audit by auditors who will challenge the status quo and give you constructive feedback and recommendations to enhance your business. We will also update you on relevant financial reporting and related legislative and technical changes.

We believe that an audit is an opportunity, not just an overhead. This attitude is shared by our clients, many of whom choose to have an audit performed by a Baker Tilly network member even where it is not a legal necessity.

Through use of the latest audit tools, techniques, resources and procedures, we deliver robust audit services, adhering to the highest standards of independence, ethics and professional objectivity whilst applying technical excellence. As part of our strategy and commitment to continuous improvement, the quality of audit performance and delivery to clients is regularly assessed through the Baker Tilly International Quality Improvement Program.

As well as financial audit services, we provide a range of additional assurance services including internal audit, information systems and controls assurance, cyber-security, forensic audit and investigation, reviews of historical financial information, compilation of financial statements and a wide range of engagements based on agreed-upon procedures.





# Tax

Businesses trading internationally need top quality tax advice if they are to prosper in today's competitive global markets.

At Baker Tilly we offer specialists in all of the spheres of tax.

Find out how we guide our clients through today's complex international tax environment by visiting our website and reading more on the below .

Practical **international tax** structuring and financing is imperative in the current climate for multinational groups.

Proactive **transfer pricing** planning and robust documentation comes most effectively through global collaboration.

Agile **indirect tax** reporting comes from consistent processes and tailored advisory.

Bespoke **global mobility** management helps support business travelers manage their tax and immigration needs.

Communicative **private clients** services help protect legacies and manage international assets.

*Download our mobile application "Tax Mapp"*

## Tax Mapp

Tax Mapp gives users access to the latest global tax news and content at the touch of a button. Tax Mapp now includes PE Tracker, which is designed to quickly and efficiently detect PE risk.





# Advisory

We help businesses and organizations of all kinds negotiate risk, improve their performances and realize their potential within the unique and dynamic environments in which they do business. Specialists worldwide come together to deliver these services under the following categories:

- Governance, risk and compliance
- IFRS reporting
- Corporate recovery and insolvency.



# Corporate Finance



Transaction Services including:

- ✓ Financial due diligence;
- ✓ Vendor due diligence / vendor assistance;
- ✓ Valuation; and
- ✓ Financial business planning.





# IFRS Reporting

As organizations grows and aims to public offering and globalization, transition to comply with the full International Financial Reporting Standards (IFRS) became a requirement. The complexities of transitioning to the full IFRS pose a considerable drain on time and resources for any financial department, requiring potentially hundreds of hours of work to deal effectively with all matters arising.

Using specialist teams, we can provide training and assistance, managing the complete transition process, ensuring that they have the resource they need, for the period that they need it.

We offer a four-stage process for clients requiring transition to the full IFRS, including:

- Preliminary fact assessment
- Detailed planning
- Implementation
- Post-implementation review.

Whether it is describing the differences in reconciliations of published accounts or providing a clear audit trail for boards and auditors, our conversion tools and proven methodology can ensure a smooth and painless transition to IFRS.



# Proposed Methodology

This section covers an overview of our detailed methodology devised for this engagement. Our methodology is based on our understanding of your nature of business, operations and information provided to us.

# Proposed Methodology



## Overview



## Objectives of the audit

The objectives for the audit engagement are as follows:

- To act as auditor of the Group and to express an opinion on the financial statements.
- To highlight key issues that have been of relevance in the forming of our audit opinion.

In addition to the above formal objectives, we aim to achieve the following:

- Provide advice and support on the resolution of key issues/interpretation of new accounting requirements;
- Provide a high quality audit and client service;
- Provide timely warning of issues requiring management's attention;



# Proposed Methodology

## Information Gathering

### Terms of Engagement, mobilization and information gathering

- Enter into our formal engagement contract.
- Mobilization of engagement team.
- Meetings to gain an understanding of the business objectives and related risks and controls, and your needs and expectations.
- Performing preliminary analytical review procedures.
- Assessing the control environment.
- Gathering information about the systems and IT environment.
- Understand the identification of reporting entity.
- Evaluate the assumptions and estimates used by the management for the preparation and presentation of financial statements.



# Proposed Methodology

## Risk Evaluation

### Risk evaluation, audit strategy and audit program

- Risk analysis and identification of audit risk.
- Analysis of business issues and identification of audit focus areas.
- Audit planning with management.
- Agreement of audit logistics.
- Assessment of controls/processes.
- Understanding business objectives and strategies
- Understand the processes and factors that drive business performance
- Identify business risks and evaluate the design and operating effectiveness of controls
- Preparation of task plan and budget.
- Communication with the BOD members regarding any potential accounting and auditing issues.
- Assessment of business processes and high level controls.
- Assessment of residual audit risk and planning of remaining audit procedures.



# Proposed Methodology

## Audit Execution

### Audit execution, issues meetings with client

- Undertake systems and procedures audit - report to management and consider impact on audit plan.
- Execute plan: Perform the detailed audit tests and gather evidence to support the audit report based on the planned audit program.
- Timely resolution of issues by discussion with management as and when they arise.
- Documenting audit procedures performed.
- Evaluate results of work.
- Meet management and the BOD members, whenever necessary, to discuss issues arising.
- Frequent and informal feedback on key issues, results and opportunities for improvement



# Proposed Methodology

## Reporting

### Reporting on the financial statements

- Ensure that the financial statements prepared by the management conform with the International Financial Reporting Standards (IFRS) as endorsed in the Kingdom of Saudi Arabia.
- Discuss any disclosure issues arising.
- Discuss the audit conclusions at a clearance meeting with the senior/upper management.
- Obtain representations from management and issue our auditor's report.
- Clearance of financial statements disclosures.
- Issue audit opinion
- Attend the Board of Directors' meetings as required.



# Proposed Methodology

## Debriefing

Debriefing, internal control reporting and other

- Review and assessment on how we met the Company's expectations;
- Achievement of milestones set by the Company;
- Assess efficiency of audit, use of technology;
- Evaluation of individual team member performance.

# Proposed Methodology



## Other Matters

### Group Audit & component auditors

Our group audit approach, grounded in the following principles, ensures a coordinated, high-quality audit that leverages the expertise of component auditors while maintaining our ultimate responsibility for the group financial statements. This tailored strategy mitigates risks, enhances efficiency, and delivers reliable results for your organization.

- 1. Robust Evaluation of Component Auditors:** We will thoroughly assess the professional competence, independence, and regulatory oversight of component auditors to ensure they meet the high standards required for the group audit.
- 2. Tailored Involvement Based on Component Significance:** Our approach involves determining the appropriate level of involvement with component auditors, prioritizing significant components and high-risk areas to ensure comprehensive audit coverage.
- 3. Clear and Structured Communication:** We will provide component auditors with detailed instructions on scope, materiality, risks, and reporting requirements, fostering two-way communication to align with group audit objectives.
- 4. Proactive Direction and Supervision:** As lead auditors, we will direct and supervise component auditors' work, ensuring consistency with the group audit strategy and adherence to applicable standards.
- 5. Rigorous Review of Component Auditors' Work:** We will perform in-depth reviews of component auditors' findings, documentation, and significant issues to confirm the quality and reliability of their work.
- 6. Ensuring Sufficient Audit Evidence:** Our team will evaluate the sufficiency and appropriateness of audit evidence obtained from component auditors, performing additional procedures if needed to support the group audit opinion.
- 7. Integration of Findings:** We will aggregate and assess misstatements, fraud risks, and internal control deficiencies reported by component auditors, ensuring their impact is properly reflected in the group financial statements.
- 8. Comprehensive Documentation:** Our audit process includes detailed documentation of component auditor evaluations, communications, and resolutions of significant findings, maintaining transparency and compliance.
- 9. Addressing Restrictions Effectively:** In cases of restricted access to component auditors or their work, we will implement alternative procedures or assess the need for a modified audit opinion to safeguard audit quality.
- 10. Upholding Ethical and Quality Standards:** We will ensure component auditors comply with ethical requirements and our firm's quality control policies, addressing any issues promptly to maintain the integrity of the group audit.



## Quality control

- At the engagement level, our Audit Quality Assurance Manual specifies the criteria for an Engagement Quality Control Review (EQCR) to be performed by an independent technical partner before issuing our audit report;
- At the Firm level, completed engagements are subject to annual internal quality control review as well as periodic “Audit Quality Control Reviews” by Baker Tilly International, the Capital Market Authority and SOCPA;

**The acceptance of this assignment is subject to our completion of the pre-engagement procedures in accordance with International Standard on Quality Management No. 1 (ISQM1), including those relating to independence. In this regard,**

- We shall confirm our independence from the Company as required by the international standards on Auditing and the Code of ethics
- We shall fulfill the requirements of other ethical provisions as required by the code of ethics.



# Project Schedule

# Project Schedule & Fees



## PROJECT SCHEDULE

We are prepared to commence work on this assignment within two weeks time from your formal acceptance of our proposal, subject to executing a letter of engagement, which would form the basis of our contractual relationship. We have estimated the project schedule as follows:

Tasks / Proposed Dates	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
Planning <i>(Usually scheduled during August to December)</i>											
Interim Audit <i>(Usually scheduled during September to December)</i>											
Final Audit <i>(Usually scheduled during January to June)</i>											
Reporting <i>(Usually within Two weeks after the completion of audit)</i>											

- Starting dates will be coordinated and confirmed with management.
- For review of interim financial information, we require, as a minimum, 10 working days to finalize our work and prepare our reports.

# Project Professional Fees

# Project Schedule & Fees



## **PROFESSIONAL FEE - YEAR ENDING Decmber 2026.**

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Our professional fees for the services are computed on the basis of the scope of services, degree of responsibility and skill involved, the deliverables to be given under the assignment, the level of experience required of the staff concerned, and the time necessarily spent on the assignment by our Partners, Associates, Directors, Managers, Senior & Junior Consultants and their sub-ordinate staff on the level of skill and responsibility. Our fee for the assignment is proposed as follows depending on the scope of our work:

<b>Deliverables</b>	<b>Fees - SR -</b>
Audit service of the financial statements for the year ending December 31, 2026.	312,000
Review service of the interim condensed financial information for the period ending June 30, 2026.	55,000
<b>Total</b>	<b>367,000</b>

### **Note:**

Our fees above are net of any applicable taxes such as VAT. Our fees do not include the professional fees for professional experts such as appraisers, valuers, and actuarial that will be billed directly to you if any. Out-of-pocket expenses, if any, such as travel, hotel, courier, and per diems, will be billed separately to you on an actual basis.

### **Mode of Payment**

50% of the proposed fee would be payable as an advance fee on the confirmation of the assignment. The remaining 50% of the fee would be payable upon completion of each project.

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# Team Profile

This section contains the team structure and profile of key team members.

# Our Team



## Team Leadership

A well-established approach for leading teams



## Continuing Professional Education & Coaching

Baker Tilly has established its Continuance Professional Education Policy as part of its Quality Assurance Guidelines.

Annual training plan is prepared for each level of professional team members.

A well designed on job training and coaching module is implemented to ensure that professional team members gain the necessary skills and knowledge. Leadership and several counselors monitors the process and progress.

A tremendous number of training courses and webinars are available for all staff on the Firm's intranet.

# Proposed Engagement Team



**Majed M. Alnemer**

Senior Partner

**SOCPA, CPA (USA)**

Over 25 years specialized experience in

- Audits and assurance services
- Valuation and analysis of investments
- Consulting services

## Professional Experience

- Mr. Alnemer is a partner at Baker Tilly, Saudi Arabia.
- In 1990, he was awarded his Bachelor degree in accounting from King Saudi University, Riyadh, Saudi Arabia.
- In 1994, he was awarded his Master degree in accounting from University of Southern California, Los Angeles, USA.
- Mr. Alnemer was the founder and managing director of Alnemer CPA and Consulting Firm since 2008.
- His earlier experience at big four international accounting firms in Saudi Arabia and as consultant of large groups of companies in Saudi Arabia have given him vast expertise in auditing, financial and accounting systems development, restructuring studies, internal control systems, fraud examination, implementation of ERP systems, due diligence, and other financial and management consulting services.
- In the course of his work, Mr. Alnemer extended his services to a wide range of clients in different industries including Manufacturing, Investments, Trading, Insurance, Hospitals, Construction, Hotels and Not-for Profit Organizations

# Proposed Engagement Team



**Hashem Abu Farha**

Managing Director

CPA (USA), JACPA

Over 30 years specialized experience in

- Audits and fraud investigations
- Corporate governance
- Financial and accounting system developments
- Implementation of ERP systems.
- Due diligence

## Professional Experience

Hashem Abu Farha is a Senior Director in Baker Tilly KSA based in Riyadh Kingdom of Saudi Arabia.

He is a Certified Public Accountant, USA, 1994 and a Certified Public Accountant, Jordan, 1994.

His earlier experience at one of the big four international accounting firms in Saudi Arabia, Deloitte, and as CFO of large companies in Saudi Arabia and the Middle East have given him vast expertise in auditing, financial and accounting systems development, restructuring studies, internal control systems, fraud examination, implementation of ERP systems, due diligence, and other financial and management consulting services.

In the course of his work, Abu Farha has been exposed to a wide range of clients in different industries including Manufacturing, Banking, Investments, Trading, Insurance, Hospitals, Construction, Oil and gas, Hotels, ISP and Not-for Profit Organizations.

Mr. Abu Farha was in-charge of large engagements such as Al Jomaih Group, Abu Nayyan Group, El Ajou Group, Abdullatif Jamil, Safari Group, Al Melhem Group and Al Barakat Group.

# Proposed Engagement Team



## Mohammad Alkhatib

Senior Director

CPA (USA)

Over 30 years of specialized experience in:

- Audits and other assurance
- Corporate finance
- Due diligence
- Internal audit
- Risk management
- Internal control system
- Implementation of ERP systems.

## Professional Experience

Mohammad Alkhatib is Senior Director based in Riyadh, Saudi Arabia.

He is a Certified Public Accountant, USA, 1993. He also holds a bachelor degree in economics and accounting from Yarmouk University, Jordan 1988.

His earlier experience at one of the big four international accounting firms, Deloitte, in the United States of America and in Saudi Arabia and as CFO of a large manufacturing FMCG organization in Saudi Arabia have given him vast expertise in auditing, corporate finance, restructuring studies, internal control systems, fraud examination, implementation of ERP systems, due diligence, and other financial and management consulting services. During his service he performed audits for well known wholesale and retail, manufacturing, construction and real-estate, financing institutions, insurance sector, Hotels & Hospitality sector and services sector. He was in charge for audit assignments of several manufacturing, wholesale and retail clients in Saudi Arabia and the USA.

In addition to the internal training at the Firm, Mr. Alkhatib was selected by the Saudi Organization for Certified Public Accountants SOCPA, on several occasions, for the presentation of learning material and seminars for CPA examination candidates and public accountants and auditors in the fields of accounting and auditing.

Huge exposure and experience in income tax and zakat.

# Proposed Engagement Team



**Robert Brown**

Senior Director

CA, CISA,  
Masters of Commerce (Information Systems)

Over 28 years of specialized experience in:

- Financial Advisory
- Due Diligence
- Deal Support
- Post Merger Integration
- Enterprise Risk Management
- IT Audit including COBIT
- Sarbanes Oxley
- Risk Management
- Financial Management & Governance

## Professional Experience

- Robert is a qualified Chartered Accountant and an experienced Internal Audit and Risk professional with over 28 years of experience.
- He has held a number of leadership positions in Internal Audit and related disciplines. He is skilled at identifying risks in all areas of a business, identifying optimal control mechanisms and performing appropriate testing.
- Robert has experience working in different territories including the GCC, other parts of the MENA region, the UK, Europe, Africa, Bermuda and the USA as part of an international team.
- Industry experience includes Financial Services (Banking and Insurance), FMCG, Telecoms, Construction, Retail, MNC's and Government.
- Robert has previously held leadership roles with consulting firms such as PwC, Protiviti, BDO, Deloitte and EY. He also held a leadership role in an internal audit department of a well know Fortune 500 Company. In this role, he lead internal audits in various parts of Europe, Bermuda and the USA.
- Robert has worked with a number of insurance companies in the region and globally including AXA, Allianz, Zurich, AXA XL, Bahrain National Holdings, Al Ahlia Insurance (now Solidarity), Solidarity Bahrain, Bahrain Kuwait Insurance Company, Takaful International and Arab War Risk Insurance Syndicate.

# Proposed Engagement Team



CPA (USA), SOCPA, PCPA

Over 19 years specialized experience in

- Audits and assurance services
  - Internal audit
  - Business advisory.
- *Hasan will act as Engagement Senior Director on this engagement.*

## Professional Experience

Mr. Hasan Hussein is an Audit senior Director in Baker Tilly KSA based in Riyadh Kingdom of Saudi Arabia.

- Hasan is BS (Accounting) graduate from Birzeit University, Palestine in 2005.
- He has over 19 years of professional experience gained through working for a “Big Four” international accounting and consultancy firms in Saudi Arabia, Palestine and Jordan.
- The mix of experience in Jordan, Palestine and Saudi Arabia which exposed him to a large number of international clients combined with his commitment to our firm client service standard and his considerable experience working with organizations operating in large scale, complex, multi-platform computerized environments, telecommunication, commercial, financial, services, non profit, manufacturing companies, in addition to his considerable experience in internal audit, due diligence, financial projection and business advice.

# Proposed Engagement Team



**Muhannad Al-Esaili**

Audit Manager

Over 9 Years professional experience in

- Audit and Assurance.
  - Agreed upon procedures
  - IFRS expert.
- 
- *Muhannad will act as Engagement Manager on this engagement.*

## Professional Experience

- Muhannad Al-Esaili is a Manager at Baker Tilly Riyadh, Saudi Arabia.
- B.Sc. in Accounting – American University of Madabba.
- Muhannad Al-Esaili has in total over 9 years of Audit and Assurance experience in Big Four firms providing Audit and Assurance services across a wide variety of public and private corporations with primary focus on financial institutions, retail , manufacturing and investment companies.
- Muhannad Al-Esaili is well versed in International Financial Reporting Standards and has participated in several advanced audit techniques training seminars held by his previous employers in Europe and the Middle East.

Additionally, he:

- Possesses and maintains knowledge of Audit methodologies and professional standards and applies that knowledge to enhance client service.
- Sets the audit strategy, including the weight given to specific risks identified and control reliance strategy and ensures that control weaknesses are addressed, and promptly communicated to the client.
- Establishes suitable audit approach and directs audit work to achieve audit strategy.

# Credentials

This section contains some of our key clients



# Our Clients Reference

## Listed Companies





# Our Clients Reference

## Listed Companies

سيماكو الدوائية  
SPIMACO ADDWAEIH

لـِـرْوَا  
THARWAH  
HR SERVICES

تمكين  
شركة تمكين للموارد البشرية  
Tamkeen Human Resource Co.

تدوير  
TADWEEER

أسلاك  
Aslak

شركة القصيم القابضة للاستثمار  
ALQASSIM INVESTMENT HOLDING CO.

أسمنت الجوف  
AL JOUF CEMENT

SAUDI LIME  
سعودي لايم

بنا  
BENA  
للصناعات الحديدية  
STEEL INDUSTRIES

# Our Clients Reference



## Listed Companies



المجموعة السعودية للأبحاث والتسويق  
SAUDI RESEARCH & MARKETING GROUP



الشركة السعودية للطباعة والتغليف  
Saudi Printing & Packaging Company



شركة الأهلي للتكافل  
ALAHLI TAKAFUL COMPANY



لازوردي  
L'AZURDE





# Our Clients Reference

## Listed Companies



شركة أسمنت المنطقة الشمالية  
NORTHERN REGION CEMENT CO.



Saudi Chemical

Saudi Joint Stock Co. شركة مساهمة سعودية



الشركة السعودية للم صادرات الصناعية  
Saudi Industrial Export Company



الشركة العقارية السعودية



المجموعة الطبية  
medical group





## Our Clients Reference



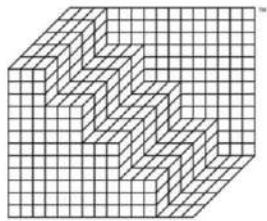
# Our Clients Reference



# Our Clients Reference



شيفرون العربية السعودية  
Saudi Arabian Chevron



Buro Happold



# Our Clients Reference



# Our Clients Reference



# Our Clients Reference



# Our Clients Reference



# Our Clients Reference



# Our Clients Reference





# IKTVA & Local Content Clients Reference

Saudi Aramco has created a program to baseline, measure and support increased levels of Saudization and localization in the Kingdom. The goal of this program, entitled In-Kingdom Total Value Add (IKTVA), is to promote local skills development leading to higher levels of Saudization and local spending to boost the Kingdom's economy, capabilities and supply chain. The IKTVA program requires Saudi Aramco suppliers to report qualitative and quantitative information from which, Saudi Aramco calculates an IKTVA ratio that approximates the percent of spend that remains in Kingdom or develops the Kingdom's supply chain and capabilities. Saudi Aramco requires third party verification of the numbers. **Baker Tilly** was selected by Saudi Aramco as one of seven approved auditors for this purpose. The following are a number of clients we provided IKTVA certification for:



Arabian Geophysical & Surveying Co.

# Thank you

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Partner  
Baker Tilly – Khobar

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