

# Annual Report 2025





King  
**Salman bin AbdulAziz  
Al-Saud**

The Custodian  
of the Two Holy Mosques



His Royal Highness  
**Price Mohammed bin Salman  
bin AbdulAziz Al-Saud**

Crown Prince, Prime Minister  
of the Kingdom of Saudi Arabia

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# 01 Company Overview



# Brief Overview

Service Equipment Co. was established in 1980 to meet the growing demand for service center and fuel station equipment in the Kingdom of Saudi Arabia. Over the years, the Company has become a leading distributor, with a strong presence across all regions of the Kingdom supported by a strategic footprint and an advanced distribution network.

## The Company focuses on four main pillars:

### Supply

Providing service center and fuel station equipment of the highest quality, supported by advanced and reliable solutions.



### Installation

Installation and commissioning carried out by specialized teams to ensure optimal system performance.



### Training

Certified training programs designed to enhance team capabilities and elevate service standards.



### After-Sales Services

Professional services including preventive maintenance and emergency technical support to ensure operational continuity and achieve customer satisfaction.



The company delivers integrated solutions that enable its customers through advanced systems and skilled technical teams.

With a strong commitment to continuous innovation to meet evolving market demands, the company achieved significant accomplishments at both operational and strategic levels during 2025. These included restructuring certain operational processes and enhancing team efficiency, contributing to improved operational performance.

The company also achieved notable growth in operational efficiency, alongside the development of the @GLOBAL trademark, which includes service equipment as part of its strategic direction. This enhances product quality and strengthens the company's competitiveness over the long term.

### Training Programs

**+40**

Program  
during the year

### Installations Completed

**+1200**

Installations  
during the year

### Technical & Operational Visits

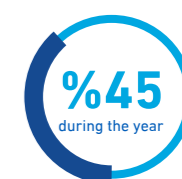
**+2500**

Visits  
during the year

### Customer Satisfaction Rate



### Improvement in Operational Efficiency



## Chairman's Message

# Toward New Horizons



**Dear Shareholders of Service Equipment Co.,**

As we conclude the fiscal year ended 31 December 2025, I am pleased to present the Board of Directors' Report, outlining the Company's performance and financial results, as well as the key operational and strategic developments achieved during the year.

In light of the rapid developments within the sector, the Board of Directors closely monitored market trends and evolving business conditions to enhance the Company's ability to adapt, maintain stability, and ensure business continuity.

During 2025, the Company continued its journey toward balanced growth and operational excellence by expanding its range of services and products to meet customer needs according to the highest quality standards. Efforts were also intensified to improve operational efficiency and strengthen the Company's market presence, reinforcing its position as a leading and reliable partner in the sector.

In alignment with Saudi Vision 2030, the Board directed the Company toward building a solid business foundation and strengthening its readiness for future growth phases, following a balanced approach that keeps pace with sector developments.

On behalf of the Board of Directors, I extend my sincere appreciation to our valued shareholders for their continued trust and support. I also express my gratitude to the Board members, executive management, and all employees for their dedication and commitment, which contributed to advancing the Company toward new horizons.

**Ahmed O. Balubaid**  
**Chairman of the Board**

## CEO's Message

# Toward Greater Efficiency & Stability



### Dear Shareholders of Service Equipment Co.,

On behalf of the Executive Management, I am pleased to present the Board of Directors' Report for the fiscal year ended 31/12/2025, which highlights the Company's operational and financial performance, as well as the key strategic developments achieved during the year.

Throughout 2025, the Board of Directors and Executive Management focused on enhancing operational stability and improving performance efficiency amid evolving market conditions. These efforts supported sustainable growth and were reflected in the Company's commercial performance, with individual sales increasing by 110% and government sales growing by 192%.

From a governance perspective, the Board of Directors worked on reinforcing strategic and exclusive partnerships with suppliers and commercial partners by developing internal policies and operational frameworks aligned with best corporate practices. These initiatives contributed to improving procedural clarity and enhancing decision-making efficiency across all levels.

In line with Saudi Vision 2030, the Executive Management remains committed to strengthening the Company's future readiness, expanding its business scope, and supporting a flexible operational model that enables sustainable growth and adaptability to future market developments.

In conclusion, I extend my sincere appreciation to the Chairman and members of the Board of Directors, our valued shareholders and partners, and all employees for their continuous efforts and dedication in supporting the Company's stability and advancing its strategic objectives.

**Majed A. Balubaid**  
Chief Executive Officer

## Year Slogan

# Experience that Leads to Achievement

In 2025, Service Equipment Co. achieved tangible milestones that reinforced its position as a leading provider within the sector. The year was marked by operational growth, improved efficiency, and strengthened business sustainability.

Throughout the year, the Company accomplished several qualitative achievements, including expanding its customer base, establishing strategic partnerships, and developing its private brand @GLOBAL to include service center equipment. These efforts contributed to enhancing product quality and strengthening the Company's competitive position in the market.

The Company continues to advance its operational capabilities, with a strong focus on delivering high-quality solutions and improving customer experience to achieve balanced and sustainable growth for its stakeholders.



In 2025, The Executive Management concentrated on strengthening operational discipline, enhancing process efficiency, and building more mature institutional foundations aligned with the standards of a listed company prepared for sustainable growth.

**Ehab Sobhi**  
Chief Operating Officer



## Installed During 2025

**+6400**   
Various Garage Equipment

**+6500**   
Oil & Lube Equipment

**+600**   
Hydraulic Lift

## About the Company

Service Equipment Co. was founded in 1980 to meet the growing needs of the market, coinciding with the comprehensive development boom witnessed by the automotive sector in the Kingdom at that time.

The Company's journey began with a pioneering hands-on experience in operating a high-standard service center equipped with advanced technologies that were, at the time, ahead of their era. Building on this success, the Company adopted a strategic vision to make such advanced equipment more widely accessible within the local market, particularly in light of the rapid growth of the automotive sector in the Kingdom.

Over the years, the Company continued its expansion and development, extending its activities to include fuel station equipment in addition to service center equipment and accessories.

Today, Service Equipment Co. combines decades of experience with a spirit of innovation to deliver high-quality solutions and continuous after-sales support, supported by its extensive network comprising main branches across the Western, Central, and Eastern regions, in addition to an advanced distribution network that covers all regions of the Kingdom.

### Paid-up Capital

The authorized capital amounts to SAR 50,000,000 (Fifty Million Saudi Riyals). The paid-up capital amounts to SAR 24,000,000 (Twenty-Four Million Saudi Riyals), divided into 2,400,000 ordinary shares with equal value, at a nominal value of SAR 10 per share.



### Our Vision

To be the leading provider of after-sales services in the Kingdom, recognized for delivering reliable support, expert training, and future-ready solutions, while offering equipment aligned with evolving market needs.



### Our Mission

To deliver integrated solutions that combine high-quality equipment with exceptional after-sales services, ensuring reliable, end-to-end support that enhances customer performance and operational efficiency.

### Our Values



### Professionalism

We operate with integrity, accountability, and excellence in every aspect of our work.



### Quality

We deliver products and services that reflect the highest standards and consistently meet international benchmarks.



### Commitment

We are dedicated to fulfilling our promises, ensuring reliability, and building long-term partnerships.

## Our Journey

# Over Four Decades of Leadership and Excellence

1980

Establishment of Service Equipment Co.

1982

Entry into the fuel equipment sector

2008

Conversion to a Limited Liability Company (LLC)

2020

Phase One

Expansion of the Company's branches in the Central and Western regions.

2020

Phase Two

Authorized Distributor



2023

Authorized Distributor



2024

Phase One

Conversion to a Closed Joint Stock Company

2024

Phase Two

Approval for Company Listing by the **Capital Market Authority (CMA)**

2024

Phase Three

Authorized Distributor



2024

Phase Four

Authorized Distributor



2024

Phase Five

Obtained the GCC Authorized Economic Operator (AEO) Certification

2024

Phase Six

Authorized Distributor



2024

Phase Seven

Authorized Distributor



2025

Phase One

Authorized Distributor



2025

Phase Two

Listing of Service Equipment Co. on the **Saudi Capital Market**

2025

Phase Three

**@GLOBAL** Private Label Launch

# Core Business Activities

Service Equipment Co. specializes in providing garage equipment and fuel station equipment, along with related services to service centers across the Kingdom, through **the following key operational activities:**

- Equipment Import
- Equipment Sales
- Equipment Supply
- After-Sales Services

## Services:

### Site Inspection

Conducting site assessments prior to installation to identify client requirements and necessary preparations, such as civil works or electrical connections, ensuring the site is fully ready for equipment operation upon installation.

### Supply and Delivery

Sourcing equipment from trusted manufacturers and ensuring safe and timely delivery to any location within the Kingdom.

### Installation and Commissioning

Comprehensive execution of equipment installation by certified technicians, including safety testing and compliance verification to ensure adherence to applicable standards.

### Maintenance and Repair

Specialized technicians providing preventive maintenance and emergency technical support to minimize downtime. This includes maintaining ready stock of spare parts and utilizing digital tools to monitor performance and anticipate potential failures.

### Training and Handover

Providing comprehensive training to users to ensure proper and safe operation of equipment, supported by internal training programs, educational materials, and operating manuals.

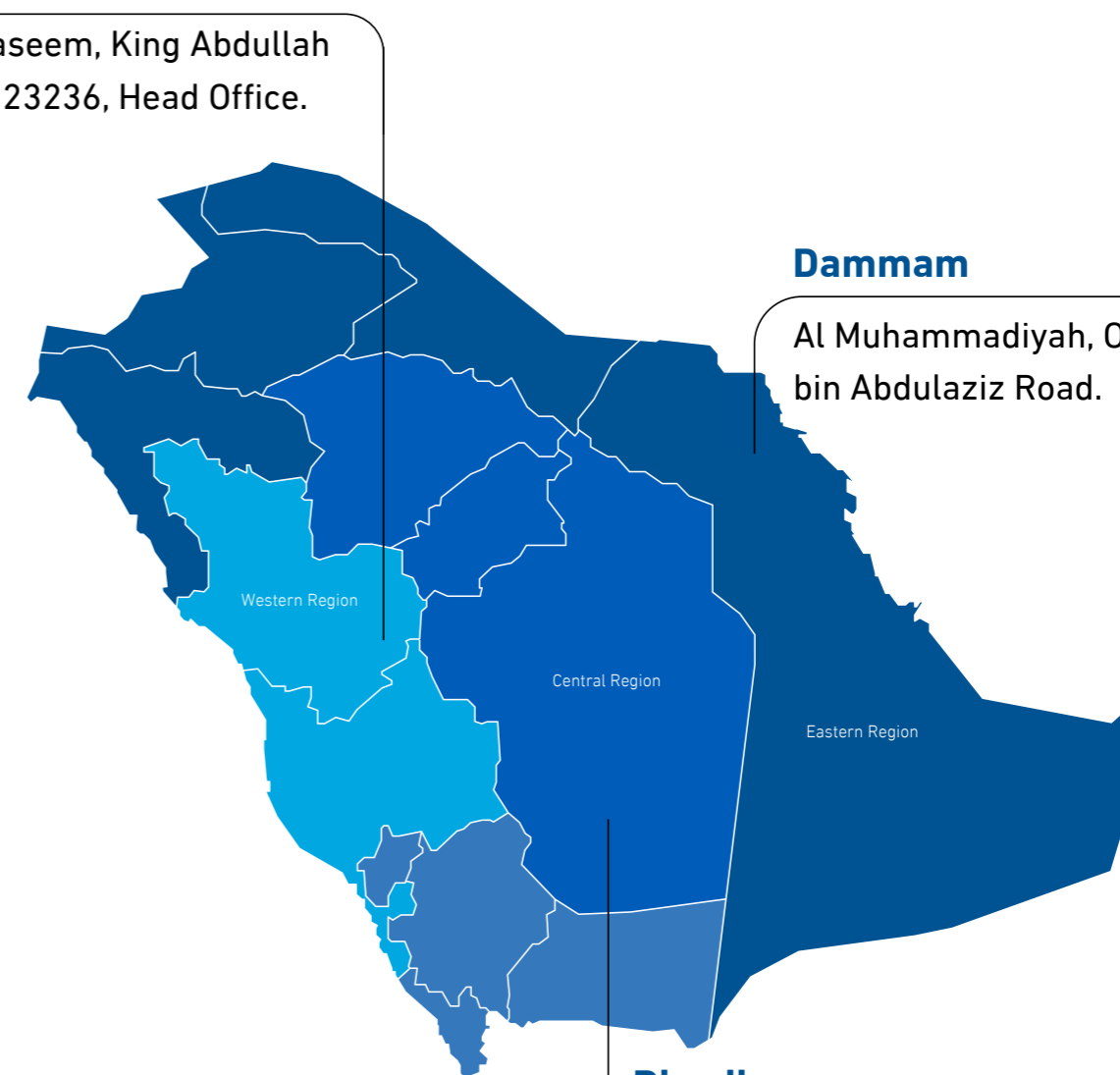
## Geographic Presence:

### Jeddah

An Naseem, King Abdullah Road 23236, Head Office.

### Dammam

Al Muhammadiyah, Omer bin Abdulaziz Road.



### Riyadh

Al Salihyah, Al Kharj Road 12874.

### Riyadh

Al Amal, Al Qarinah Road 12644.

# Our Products

A/C Service  
and Diagnostic  
Equipment



Air Compressors



Fuel Station Equipment  
and Car Wash Systems



Lubrication  
and Oil Equipment



Hand  
and Special Tools



Hydraulic Lifts  
and Garage Equipment



Tire Service Equipment



Body Repair  
and Paint Booth Systems



## 2025 Performance Highlights

# Where Innovation Meets Reliability

During 2025, the Executive Management placed a clear focus on enhancing operational performance and strengthening organizational readiness across various areas, within an integrated approach aimed at supporting operational sustainability and improving the quality of services delivered to customers.

The Company also focused on advancing its operational efficiency framework by improving responsiveness to technical service requests, alongside implementing continuous training programs for technical staff. In addition, standardized maintenance models were adopted to enhance service delivery and ensure the sustainability of operational performance over the long term

With respect to sales management, the Company achieved notable growth across various segments, with government sales increasing by 192% and individual sales rising by 110%. This reflects the expansion of the customer base and the effectiveness of the marketing strategies implemented during the period.

On the supply chain front, the Company achieved a measurable improvement in inventory management efficiency, with inventory levels increasing by approximately 20% compared to 2024. This growth was driven by increased business activity and the Company's readiness to meet anticipated demand, in addition to supporting supply continuity and ensuring the availability of spare parts, thereby enhancing customer satisfaction and operational continuity.

The Company also continued to strengthen its supplier ecosystem by securing new certifications and onboarding exclusive suppliers, contributing to an expanded product portfolio and improved contractual terms. From a logistics perspective, enhanced collaboration with shipping partners led to improved operational efficiency and a reduction in shipping costs by approximately 10%.

In response to the rapid developments within the sector, the Company expanded its operational solutions by introducing specialized equipment for servicing electric vehicles, in alignment with market requirements and the objectives of Saudi Vision 2030.

As part of its strategy to strengthen its market position, the Company continued to attract exclusive brands, becoming an authorized distributor for more than 25 brands through long-term strategic partnerships. This has positively contributed to increasing market share, strengthening customer confidence, and reinforcing the Company's position as a trusted partner in the market.

In 2025, the Company also launched its private brand GLOBAL, offering a comprehensive range of professional equipment, including lifts, tire equipment, lathes, air compressors, washing equipment, and air conditioning systems. This initiative reflects the Company's commitment to the highest standards of quality and innovation, further strengthening its market presence and providing reliable and differentiated solutions to customers.

### Government Sales Change

192% 

### Corporate Sales Change

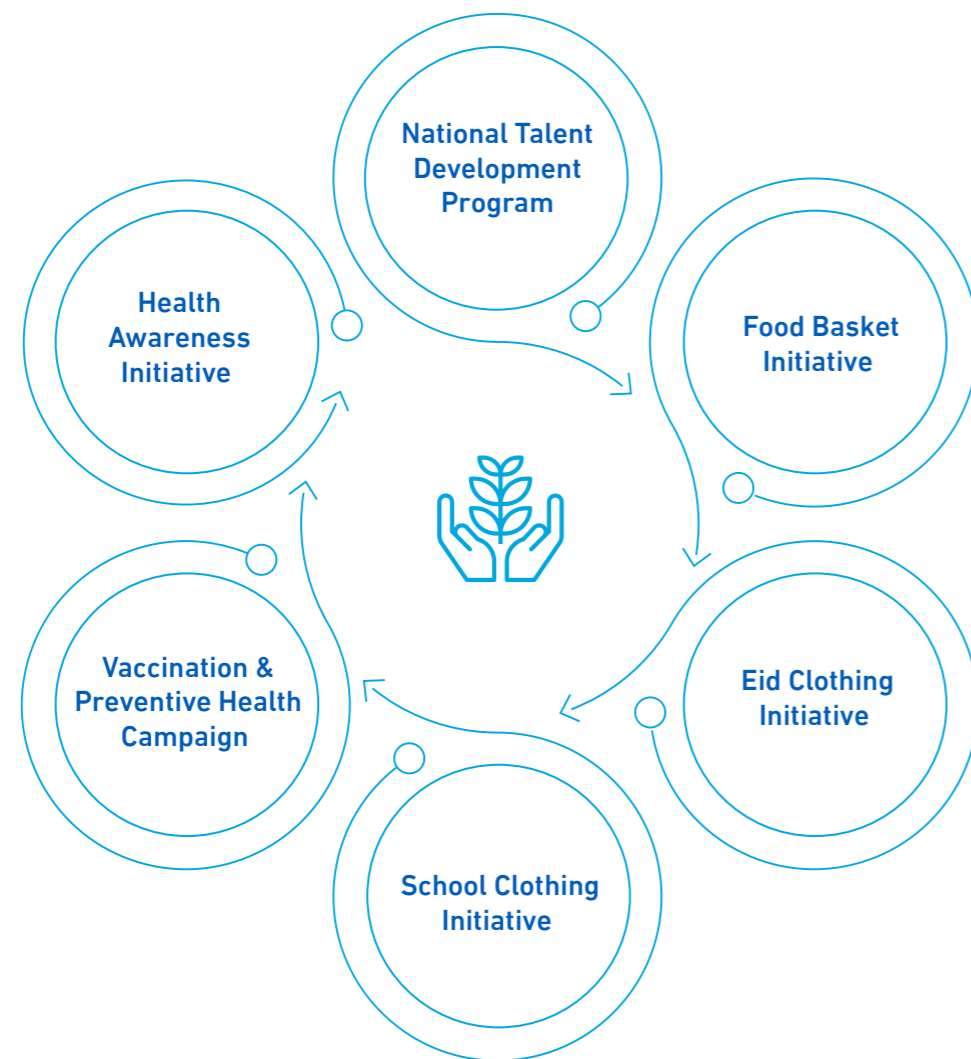
22% 

### Individual Sales Change

110% 

# Corporate Social Responsibility

In line with Service Equipment Company's belief in its role toward the community and its commitment to contributing to sustainable development, the Company remains dedicated to adopting community initiatives that reflect its social responsibility and reinforce its commitment to societal values. During 2025, the Company implemented a number of impactful programs and initiatives that contributed to supporting the community and enhancing its positive impact, as outlined below:



Total Beneficiaries

**+400**  
Beneficiaries

Total Volunteers

**+70**  
Volunteers

## National Talent Development Program

A talent development program implemented in partnership with the Higher Institute for Paper and Industrial Technologies, providing employment-linked training to develop qualified national talent.



# Accreditations & Achievements

As part of its commitment to applying the highest standards of quality and administrative compliance, and achieving a tangible impact on operational performance and key performance indicators.

Service Equipment Co. obtained a number of awards and accreditations that were directly reflected in its performance outcomes.

## Operational Achievements Linked to Quality

These accreditations contributed to strengthening the Company's institutional framework and delivering measurable improvements across key performance indicators, including:

- Improved customer satisfaction through enhanced service quality and after-sales processes
- Higher issue resolution rates and faster response to technical service requests
- Increased operational discipline and reduced error rates
- Strengthened workplace safety standards and enhanced operational continuity

## Authorized Partnerships



## Key Certifications & Accreditations

- ISO 9001 – Quality Management System
- ISO 45001 – Occupational Health and Safety Management System
- DUNS Registered Certificate
- GCC Authorized Economic Operator (AEO) Certification
- Third Party Cybersecurity Compliance – CCC Certification



# The Company's Future Plans and Prospects

The company's future plans and prospects represents an integrated framework to enhance business growth and sustainability through revenue diversification, operational efficiency improvement, and market expansion.

It is built on establishing long-term partnerships, developing internal capabilities, and capitalizing on commercial opportunities to create sustainable value, strengthen competitiveness, increase customer loyalty, expand recurring revenue streams, and reinforce the Company's position as a reliable and innovative industry leader, while ensuring sustainable growth and strong financial performance over the long term.



01

## Long-Term Strategic Partnerships

The Company focuses on building extended strategic relationships to ensure stable revenue streams and reduce reliance on transactional sales. This includes entering into long-term agreements with government entities and major corporations, as well as securing exclusive distribution arrangements with key partners. These partnerships contribute to enhanced business stability and predictable revenue generation. The Company also strives to strengthen trust with its customers by training and qualifying its team to remain fully knowledgeable about all equipment details, as well as how to operate and maintain them efficiently.

02

## Operational Efficiency and Cost Optimization

The Company aims to enhance operational performance by reviewing and improving existing processes while integrating certain functions to maximize resource utilization. This approach supports cost reduction, profitability enhancement, and faster responsiveness to market requirements.

03

## Geographic Expansion and Sales Channel Development

The Company seeks to expand its market presence by entering new geographic markets and broadening sales channels to include independent service centers and retail distributors. Operational efficiency is further supported through organizational streamlining and enhanced logistics capabilities, contributing to long-term revenue growth.

04

## Long-Term Strategic Partnerships

The Company aims to strengthen its market position and improve margins through the development and expansion of private label brands. This strategy reduces reliance on external suppliers, enhances pricing flexibility, and includes strategic manufacturing partnerships to reach new customer segments and increase overall market value.

05

## Operational Efficiency and Cost Optimization

The Company is committed to expanding recurring revenue streams and strengthening customer loyalty through the expansion of maintenance contracts, increased spare parts sales, enhanced technical support capabilities, and continuous improvement of customer experience.

06

## Geographic Expansion and Sales Channel Development

The Company seeks to expand its market presence by entering new geographic markets and broadening sales channels to include independent service centers and retail distributors. Operational efficiency is further supported through organizational streamlining and enhanced logistics capabilities, contributing to long-term revenue growth.

**02**

# Corporate Governance



# Corporate Governance

The Board of Directors of Service Equipment Company is committed to implementing effective governance to regulate internal control activities. The governance framework defines the roles and responsibilities between the Board of Directors and the Executive Management, with the aim of enhancing decision-making effectiveness and protecting the interests of shareholders and stakeholders, in compliance with the regulations and laws issued by the relevant regulatory authorities.

The Company is committed to adopting best governance practices, fostering a culture of compliance, and maintaining high standards of transparency and disclosure through the implementation and documentation of governance frameworks, policies, and procedures, including, but not limited to, the following

- Board of Directors Charter
- Audit Committee Charter
- Remuneration Policy for the Board, Committees, and Executive Management
- Policy, Criteria, and Procedures for Board and Executive Management Membership
- Competition Controls and Standards Policy
- Related Party Transactions Policy
- Disclosure Policy
- Conflict of Interest Policy
- Code of Professional Conduct
- Whistleblowing Policy

## What has been implemented from the Corporate Governance Regulations, what has not been implemented, and the reasons for that.

Article Number	Article Text	Reasons for non-implementation
Article Thirty-Seven <b>Training</b>	Establishing the necessary mechanisms to ensure that members of the Board of Directors, committee members, and executive management continuously receive training programs and courses, with the aim of developing their skills and knowledge in areas relevant to the Company's activities.	The article is guidance-based (non-mandatory)
Article Thirty-Nine <b>Evaluation</b>	<p><b>a)</b> The Board of Directors, based on the recommendation of the Nomination Committee shall establish the necessary mechanisms for the annual evaluation of the performance of the Board, its members, its committees, and the executive management. Such evaluation shall be conducted through appropriate Key Performance Indicators (KPIs) linked to the achievement of the Company's strategic objectives, the quality of risk management, the adequacy of internal control systems, and other relevant factors. The evaluation must identify strengths and weaknesses and propose appropriate remedies in line with the Company's best interests.</p> <p><b>b)</b> The performance evaluation procedures must be documented, clear, and disclosed to the Board members and the individuals involved in the evaluation process.</p> <p><b>c)</b> The evaluation shall include the skills and expertise possessed by the Board, identifying strengths and weaknesses, and addressing areas of weakness through appropriate means, such as nominating qualified professionals capable of enhancing Board performance. It shall also include an assessment of the Board's overall working mechanisms.</p> <p><b>d)</b> The individual evaluation of Board members shall take into account each member's effective participation and commitment to fulfilling their duties and responsibilities, including attendance at Board and committee meetings and allocating sufficient time for such responsibilities.</p> <p><b>e)</b> The Board of Directors shall make the necessary arrangements to obtain an independent external evaluation of its performance at least once every three years.</p> <p><b>f)</b> The non-executive Board members shall conduct a periodic evaluation of the Chairman's performance after considering the views of the executive members, without the Chairman being present during the discussion dedicated to this purpose. Strengths and weaknesses shall be identified, and appropriate recommendations shall be made in line with the Company's best interests.</p>	The article is guidance-based (non-mandatory)
Article Fifty-Seven <b>Formation of the Remuneration Committee</b>	<p><b>a)</b> A committee shall be formed by a resolution of the Board of Directors, to be named the Remuneration Committee, composed of non-executive Board members, provided that at least one independent member is included.</p> <p><b>b)</b> The General Assembly of the Company shall, based on a proposal from the Board of Directors, issue the Remuneration Committee Charter, which shall include the rules and procedures governing the Committee's work, its responsibilities, the criteria for selecting its members, the duration of their membership, and their remuneration.</p>	The article is guidance-based for companies listed on the Parallel Market (Nomu).

Article Number	Article Text	Reasons for non-implementation
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Article Sixty-One <b>Formation of the Nomination Committee</b>	<p>a) A committee shall be formed by a resolution of the Board of Directors, to be named the Nomination Committee, composed of non-executive Board members, provided that at least one independent member is included.</p> <p>b) The General Assembly of the Company shall, based on a proposal from the Board of Directors, issue the Nomination Committee Charter, which shall include the rules and procedures governing the Committee's work, its responsibilities, the criteria for selecting its members, the duration of their membership, and their remuneration.</p>	This article is guidance-based for companies listed on the Parallel Market (Nomu).
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Article Sixty-Seven <b>Formation of the Risk Management Committee</b>	<p>A committee shall be formed by a resolution of the Board of Directors, to be named the Risk Management Committee, with its Chairman and the majority of its members being non executive Board members. It is required that its members possess an appropriate level of knowledge in risk management and financial matters.</p>	This article is guidance-based (non-mandatory).
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Article Eighty <b>Regulating the Relationship with Stakeholders</b>	<p>The Board of Directors shall establish clear and documented policies and procedures to regulate the relationship with stakeholders, with the aim of protecting them and preserving their rights. Such policies shall, in particular, include the following:</p> <p>a) Mechanisms for compensating stakeholders in the event of violations of their rights as stipulated by regulations or protected by contracts.</p> <p>b) Procedures for resolving complaints or disputes that may arise between the Company and stakeholders.</p> <p>c) Methods for building strong relationships with customers and suppliers while maintaining the confidentiality of their information.</p> <p>d) Rules of professional conduct for managers and employees that align with sound professional and ethical standards and regulate their relationship with stakeholders, with the Board establishing mechanisms to monitor compliance with such rules.</p> <p>e) The Company's social contribution.</p> <p>f) Ensuring that the Company's dealings with Board members and related parties are conducted in accordance with the same terms and conditions applied to stakeholders, without any discrimination or preferential treatment.</p> <p>g) Enabling stakeholders to access information related to their activities in a manner that allows them to perform their duties, ensuring that such information is accurate, sufficient, timely, and provided on a regular basis.</p> <p>h) Ensuring that employees are treated in accordance with principles of fairness, equality, and non-discrimination.</p>	This article is guidance-based, and as part of the Company's governance plans, the relevant policy is being developed and will be formally adopted.
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Article Eighty-Two <b>Employee Incentives</b>	<p>The Company shall establish programs to develop and enhance employee participation and performance. Such programs shall, in particular, include the following:</p> <p>a) Forming committees or holding specialized workshops to listen to employees' views and engage them in discussions on matters and topics related to key decisions and retirement programs.</p> <p>b) Implementing employee share ownership or profit-sharing programs, and establishing an independent fund to support such initiatives.</p> <p>c) Establishing social institutions or initiatives for the benefit of the Company's employees.</p>	This article is guidance-based (non-mandatory).
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Article Eighty-Four <b>Social Responsibility</b>	<p>The Ordinary General Assembly, based on a proposal from the Board of Directors, shall establish a policy that ensures achieving a social and economic balance, with the aim of aligning the Company's objectives with the broader goals that society seeks to achieve and contributing to the development of the community's economic conditions.</p>	This article is guidance-based (non-mandatory).
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Article Eighty-Five <b>Social Responsibility Initiatives</b>	<p>The Board of Directors shall establish programs and determine the necessary means to present the Company's initiatives in the field of social responsibility. This shall include the following:</p> <p>a) Setting performance indicators that link the Company's performance to its social responsibility initiatives and benchmarking them against companies with similar activities.</p> <p>b) Disclosing the Company's social responsibility objectives to its employees and promoting awareness and understanding of such objectives.</p> <p>c) Disclosing the Company's plans for achieving its social responsibility goals in the relevant periodic reports related to its activities.</p> <p>d) Developing community awareness programs to promote the Company's social responsibility initiatives.</p>	This article is guidance-based (non-mandatory), and the Company implements certain social responsibility initiatives.
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Article Ninety-Two <b>Formation of the Corporate Governance Committee</b>	<p>If the Board of Directors establishes a committee specialized in corporate governance, it shall delegate to it the powers stipulated under Article Ninety-One of these Regulations. The committee shall be responsible for following up on all matters related to the implementation of governance practices and shall provide the Board of Directors, at least annually, with reports and recommendations arising from its work.</p>	This article is guidance-based (non-mandatory).
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## Shareholders' Rights and General Assemblies

The Company's Bylaws, Corporate Governance Regulations, and Investor Relations mechanisms ensure the protection of all shareholders' rights related to shares, including the right to attend General Assembly meetings, the right to vote, and the right to receive dividends as approved by the Company, in addition to all rights guaranteed under the applicable laws and regulations.

During the year 2025, the Company held two General Assembly meetings as follows:

- Extraordinary General Assembly held on: 25/06/2025
- Extraordinary General Assembly held on: 02/10/2025

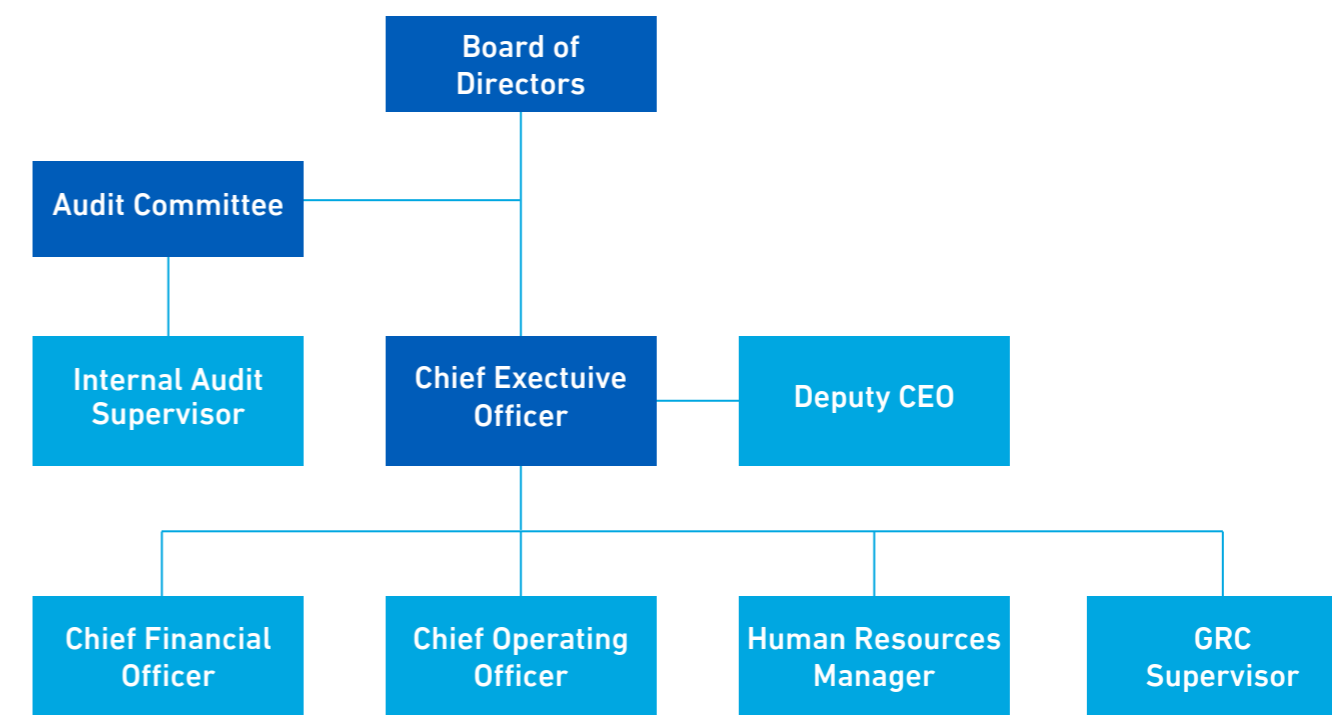
Number of General Assemblies Held During 2025				
Member Name & Position	25/06/2025	02/10/2025	Total Attendance	Attendance %
Mr.Ahmed Omar Balubaid (Chairman of the Board)	✓	✓	2	100%
Mr.Majed Ahmed Balubaid (Vice Chairman)	✓	✓	2	100%
Mr.Mohammed Hashem Al-Haj (Board Member)	✓	✓	2	100%
Mr.Tariq Mohammed Talmasani (Board Member) Membership Ends: 23/11/2025	✓	✓	2	100%
Mr.Ahmed Mahmoud Zahran (Board Member)	✓	✓	2	100%
Mr.Alaa Warad (Board Member)	✓	✓	2	100%

## Ownership Notification

During the year 2025, the Company did not receive any new notifications regarding ownership interests exceeding 5% of its issued shares. The following table illustrates shareholders holding 5% or more of the Company's shares:

Shareholder Name	Ownership % (Beginning of Year)	Ownership % (End of Year)
Ahmed Omar Abu Bakr Balubaid Holding Company	61.6%	61.6%
Omar Abu Bakr Balubaid Company	8.4%	8.4%

## Organizational Structure



# Board of Directors Members



**Ahmed Omar Abu Bakr Balubaid**  
**Chairman of the Board**  
Non-Executive Member



**Mohammed Hashem Bakr Al-Haj**  
**Board Member**  
Non-Executive Member



**Tariq Mohammed Ibrahim Talmassani**  
**Board Member**  
Independent Member  
Membership End Date: 23/11/ 2025



**Majed Ahmed Omar Balubaid**  
**Vice Chairman of the Board & Chief Executive Officer**  
Executive Member



**Bassam Ali Eid Al-Dhabi**  
**Board Member**  
Independent Member  
Membership Commencement  
Date: 24/12/2025



**Ahmed Mahmoud Ahmed Zahran**  
**Board Member**  
Independent Member

# Board of Directors – Member Profiles



## Ahmed Omar Abu Bakr Balubaid

### Position:

Chairman of the Board

### Academic Qualifications:

Bachelor's Degree in Business Administration, New York Institute of Technology, United States of America (1982)

### Professional Experience:

Over 36 years of diversified experience across the automotive, real estate, plastics manufacturing, and finance sectors within the Balubaid Group of Companies.

### Memberships in Other Boards / Current Positions:

- Director, Ahmed Omar Abu Bakr Balubaid Holding Co. Ltd. - Present.
- Vice Chairman of the Board, Wahat Al Yusr Holding Co. (Closed Joint Stock Company) - Present
- Chairman of the Board of Managers, CORE THREE Co. Ltd. - Present
- Chairman of the Board, Arabian Plastic Industries Co. (Listed Joint Stock Company) - Since 2025
- Member of the Board of Managers, Digital Excellence Co. Ltd. Present.
- Board Member, Arab Trading MAB Co. Ltd. - Since 2022
- Chairman of the Board, National Finance House Co. (Closed Joint Stock Company) - Since 2025
- Director, Marsana Rent a Car Co. Ltd. - Since 2015
- Director, Balubaid Automotive Co. Ltd. - Since 2011
- Director, Auto Mark Co. Ltd. - Since 2008
- Director, Saudi Finance House Co. Ltd. - Since 2006
- Board Member, Arabian Plant for Lubricants and Greases Co. Ltd. (Closed Joint Stock Company) - Since 1996

- Member of the Board of Managers, Aswaq Al Hijaz Commercial Co. Ltd. (Trading) – Since 1996
- Member of the Board of Managers, Omar Abu Bakr Balubaid Co. Ltd. (Real Estate) - Since 1993
- Board Member, Balubaid Holding Group Co. Ltd. (Investment) – Since 1988



## Majed Ahmed Omar Balubaid

### Position:

Vice Chairman of the Board & Chief Executive Officer

### Academic Qualifications:

Bachelor's Degree in Business Information Systems, University of Hertfordshire, United Kingdom (2010)

### Professional Experience:

Extensive experience in automotive, leasing, and business operations management, with progressive leadership roles across multiple entities within the Balubaid Group.

### Memberships in Other Boards / Current Positions:

- Founder, Nutrition Corner Co. Ltd. (Restaurant Sector) – Since 2021
- Director, Marsana Rent a Car Co. Ltd. – Since 2012
- Director, Auto Mark Co. Ltd. (Car Rental) – Present
- Director, Ahmed Omar Abu Bakr Balubaid Holding Co. Ltd. – Present
- Director, Mantiqat Al Etar Co. Ltd. – Present

### Previous Positions:

- General Manager – Spare Parts, Omar Abu Bakr Balubaid Co. Ltd. (2019 – 2024)
- Executive Manager, Auto Mark Co. Ltd. (2010 – 2019)



### Mohammed Hashem Bakr Al-Haj

**Position:**

Board Member

**Academic Qualifications:**

Bachelor's Degree in Industrial Engineering, The Hashemite University, Jordan (2004)

**Professional Experience:**

Extensive leadership experience in corporate transformation, industrial sectors, and group-level executive management.

- Chief Executive Officer, Balubaid Group – 2018 - 2025
- Vice President – Corporate Transformation, Astra Industrial Group (2017 – 2018)

**Memberships in Other Boards / Current Positions:**

- Board Member, Balubaid Group Co. Ltd. (Saudi Arabia)
- Board Member, Al Bait Al Ahli Finance Co. (Closed Joint Stock Company) – Saudi Arabia
- Board Member, Arabian Plastic Industries Co. (Listed Joint Stock Company) – Saudi Arabia
- Managing Director, Three Pillars Consulting Co. Ltd. – Saudi Arabia
- Board Member, Arabian Factory for Oils & Greases Co. – Saudi Arabia
- Board Member, Saudi Workforce Co. – Saudi Arabia
- Board Member, Initial Arabia Group – Saudi Arabia
- Board Member, SEB Arabia Group for Home Appliances Co. Ltd. – Saudi Arabia
- Board Member, United Motors Group Co. Ltd. – Saudi Arabia



### Ahmed Mahmoud Ahmed Zahran

**Position:**

Board Member

**Academic Qualifications:**

- Master's Degree in Business Administration, Buxton University, United Kingdom (2003)
- Certificate in Mechanical Sciences, Buxton University, United Kingdom (2002)
- Certificate in Automotive Service Engineering, Osaka University, Japan (1994)
- Diploma in Mechanical Engineering, Arab College, Amman, Jordan (1986)

**Professional Experience:**

Extensive experience in automotive after-sales services, operations management, and sales leadership.

- Chief Business Officer, Syarah Co. – Since January 2025
- Executive Director – After-Sales Services, Jiad Modern Motors Co. (May 2022 – January 2025)
- Executive Director – After-Sales Services, Petromin Corporation (2021 – 2022)
- Regional Service Manager, Aljomaih Automotive Co. (2012 – 2021)
- National Sales Manager, Omar Balubaid Co. (2002 – 2012)

**Memberships in Other Boards / Current Positions:**

None.



### Bassam Ali Eid Al-Dhabi

Appointed to the Board on 24/12/2025 to fill a vacant position. The appointment will be presented to the General Assembly for approval.

**Position:**

Board Member

**Academic Qualifications:**

- Master's Degree in Accounting, University of St. Thomas, Houston, USA
- Saudi Fellowship for Certified Public Accountants (SOCPA)
- American Fellowship for Certified Public Accountants (CPA)
- Harvard Executive Program

**Professional Experience:**

Extensive experience in auditing, financial management, and advisory services.

- Chief Executive Officer, BDO in cooperation with SBC Global Alliance 2020 - Present.
- Assistant Chief Financial Officer, DP World (2018 – 2020)
- External Auditor, KPMG (2016 – 2018)
- Trainee Accountant, HTS Texas, Houston, USA (2014 – 2015)

**Memberships in Other Boards / Current Positions:**

- Independent Board Member, Al-Ghanem Al Oula Co. (Fraction- al Real Estate Ownership Platform) - Since 2025
- Independent Board Member, Al Musafir Tourism & Travel Club Co. (Closed Joint Stock Company) - Since 2023
- Chairman of the Audit Committee, Al Awali Real Estate Development Co. (Closed Joint Stock Company) - Since 2021



**Tariq Mohammed Ibrahim Talmassani**

Membership ended on 23/11/2025 due to resignation.

**Position:**

Board Member

**Academic Qualifications:**

- International Executive Diploma, Thunderbird School of Global Management, USA (1980)
- Bachelor's Degree in Industrial Management, King Fahd University of Petroleum & Minerals, Dhahran (1978)

**Professional Experience:**

Extensive executive leadership experience across construction, real estate development, economic cities, and large-scale corporate operations.

- Group Chief Executive Officer, Meem Seen Beh Co. Ltd. – Since 2023
- Chief Executive Officer, Modern Building Leaders Co. (Closed Joint Stock Company) – (2021 – 2023)
- Chief Executive Officer & Managing Director, Red Sea International Co. (Public Joint Stock Company) – (2019 – 2021)
- Chief Executive Officer & Managing Partner, Al Khomasia International Real Estate Development Co. Ltd. – (2013 – 2019)
- Chief Executive Officer, Knowledge Economic City (KEC) – (2012 – 2013)

**Held several leadership roles within Savola Group, including:**

- General Manager – New Projects (1989 – 1995)
- General Manager – Packaging Division (1989 – 1995)
- Deputy General Manager – Operations, Saudi Automotive Services Co. (SASCO) – (1987 – 1989)
- General Manager – Workshops, Fuel Stations & Automotive Services, SASCO – (1987 – 1989)
- Senior Supervisor – Office Systems & Services, Saudi Aramco – (1979 – 1984)
- Senior Supervisor – In-Kingdom Training Programs, Saudi Aramco – (1979 – 1984)

**Memberships in Other Boards / Current Positions:**

- Chairman of the Board, Royal Road Arabia Co. Ltd. (Mining) – Since 2023
- Vice Chairman of the Board, Jeddah International Co. (Closed Joint Stock Company – Education) – Since 2014
- Chairman of the Board, Maido Co. Ltd. (Contracting) – Since 2023
- Board Member, First Housing Real Estate Fund – Since 2024

**Board of Directors Meetings Attendance – 2025**

The Board of Directors held four (4) meetings during the year 2025.

Member Name	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	Total Attendance	Attendance %
Mr. Ahmed Omar Abu Bakr Balubaid	✓	✓	✓	✓	4	100%
Mr. Majed Ahmed Omar Balubaid	✓	✓	✓	✓	4	100%
Mr. Mohammed Hashem Bakr Al-Haj	✓	✓	✓	✓	4	100%
Mr. Tariq Mohammed Ibrahim Talmassani <small>Membership ended on 23/11/2025</small>	✓	✓	✓	-	3	100%
Mr. Ahmed Mahmoud Ahmed Zahran	✓	✓	✓	✓	4	100%

The fourth meeting was held following the end of Mr. Tariq Mohammed Telmisani's Membership

## Audit Committee Members



**Alaa Al-Din Saeed Warad**  
**Chairman**  
**of the Audit Committee**



**Amjad Abdulrahman**  
**Jameel Alawnah**  
**Member of the Audit**  
**Committee**



**Nashat Mostafa Rashid Hilal**  
**Member of the Audit**  
**Committee**

## Executive Management Members



**Majed Ahmed Balubaid**  
**Vice Chairman &**  
**Chief Executive Officer**  
**(CEO)**



**Majdi Ahmed Balubaid**  
**Deputy Chief**  
**Executive Officer**



**Ehab Sobhi**  
**Chief Operating Officer**  
**(COO)**



**Sameer Abdulmordi Amer**  
**Chief Financial Officer**  
**(CFO)**

# Audit Committee - Member Profile



## Alaa Al-Din Saeed Warad

### Position:

Chairman of the Audit Committee

### Academic Qualifications:

- Master's Degree in Finance, Harvard University, USA (2022)
- Bachelor's Degree in Accounting, University of Jordan, Jordan (1999)

### Professional Experience:

- Extensive experience in financial management, corporate finance, and leadership roles across pharmaceutical, construction, and telecommunications sectors.
- Chief Financial Officer, Tamer Group (Pharmaceutical Sector) – Since 2022
  - Chief Financial Officer, Tabuk Pharmaceuticals Co. Ltd. – (2015 – 2021)
  - Chief Financial Officer, Saudi Binladin Group – (2014 – 2015)
  - Chief Financial Officer – Middle East Region, Hikma Pharmaceuticals PLC – (2007 – 2014)
  - Chief Controller, Orange Jordan (MobileCom) – (2007)

### Memberships in Other Boards / Current Positions:

None.



## Amjad Alawnah

### Position:

Member of the Audit Committee

### Academic Qualifications:

- Bachelor's Degree in Accounting, Jerash Private University, Jordan (1999)
- Certified Professional Financial Accountant (CPFA)
- Certified Professional Cost Accountant (CPCA)

### Professional Experience:

- Extensive experience in financial management, budgeting, and accounting across multiple sectors including automotive leasing, logistics, manufacturing, and media.
- Executive Director of Finance, Theeb Rent a Car Co. (Listed Company) – Since 2023
  - Chief Financial Officer, SAED Group (Closed Joint Stock Company – Workforce Solutions) – (2021 – 2023)
  - Chief Financial Officer, SIDC (Saudi Industrial Development Company – "SIDC") (Listed Company) – (2018 – 2021)
  - Chief Financial Officer, Vetonit Saudi Co. Ltd. (Building Materials Manufacturing) – (2010 – 2017)
  - Chief Financial Officer, Saudi Distribution Co. Ltd. (Logistics & Distribution) – (2008 – 2010)
  - Budget & Financial Operations Manager, Saudi Research & Marketing Group (Listed Company) – (2005 – 2008)
  - Chief Financial Officer, International Resources Co. Ltd. (Textiles & Apparel) – (2003 – 2005)
  - Accounting Manager, Cannon County Knitting Mills Co. Ltd. (Textiles & Apparel) – (1999 – 2003)

### Memberships in Other Boards / Current Positions:

None.



## Nashat Mostafa Rashid Hilal

### Position:

Member of the Audit Committee

### Academic Qualifications:

- Master's Degree in Public Administration, London Business School, United Kingdom (2019)
- Bachelor's Degree in Marketing, Yarmouk University, Jordan (2001)

### Professional Experience:

- Extensive experience in financial leadership, investment management, and executive roles across regional and international organizations.
- Group Chief Financial Officer, Jusoor Holding Group (Yelo Holding) – Present
  - Chief Financial Officer, Balubaid Holding Group Co. Ltd. – (2023 – 2025)
  - Chief Financial Officer, then Chief Executive Officer, Bin Hindi Group (UAE – Project Management) – (2020 – 2023)
  - Chief Financial Officer, Gulf Navigation Holding PJSC (UAE – Listed Company) – (2018 – 2020)
  - Chief Financial Officer, Oman International Development & Investment Co. (OMINVEST) (Oman – Listed Company) – (2013 – 2018)
  - Ernst & Young (EY) – (2002 – 2013), last position held: Director

### Memberships in Other Boards / Current Positions:

None.

# Committees Roles and Responsibilities

## Audit Committee:

The Audit Committee has been established to review matters within its scope of responsibilities or those referred to it by the Board of Directors. The Committee submits its recommendations to the Board for decision-making or takes decisions where delegated by the Board. It also reports to the Board on its findings, decisions, and recommendations. The Committee is responsible for overseeing the Company's activities, ensuring the integrity and reliability of financial reports and statements, and evaluating the effectiveness of internal control systems.

**The Committee's responsibilities include, in particular, the following:**

## Financial Reporting:

- Reviewing the Company's interim and annual financial statements prior to submission to the Board of Directors, providing its opinion and recommendations to ensure their integrity, fairness, and transparency.

## Internal Audit:

- Reviewing and evaluating the Company's internal control, financial, and risk management systems.
- Reviewing internal audit reports and following up on the implementation of corrective actions related to identified observations.

## Compliance:

- Reviewing the results of regulatory authorities' reports and ensuring that the Company has taken the necessary actions in response.
- Verifying the Company's compliance with applicable laws, regulations, policies, and instructions.
- Reviewing contracts and related party transactions proposed by the Company and providing recommendations to the Board of Directors.

## External Auditor:

- Recommending to the Board of Directors the appointment, dismissal, remuneration, and performance evaluation of the external auditors, after verifying their independence.
- Ensuring the independence, objectivity, and fairness of the external auditor, and evaluating the effectiveness of audit activities in accordance with relevant standards.
- Reviewing the external auditor's audit plan and work, and ensuring that no non-audit services are provided beyond the scope of audit work, while providing observations in this regard.
- Responding to the external auditor's inquiries.
- Ensuring that the external auditor is enabled to perform their duties without restriction and has full access to required information.
- Reviewing the external auditor's reports and observations on the financial statements and following up on actions taken in response.

## Audit Committee Meetings Attendance

The Audit Committee held four (4) meetings during the year 2025.

Member Name	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	Total Attendance	Attendance %
Mr. Alaa Warad	✓	✓	✓	✓	4	100%
Mr. Amjad Alawnah	✓	✓	✓	✓	4	100%
Mr. Nashat Hilal	✓	✓	✓	✓	4	100%

## Internal Controls & Audit Committee Opinion



The Board of Directors is responsible for ensuring the effectiveness of the Company's internal control system. The Audit Committee plays a key role in assessing the adequacy and effectiveness of these controls and providing recommendations to enhance them in line with the Company's objectives and the protection of shareholders' and investors' interests.

The Committee has unrestricted access to all relevant information and is fully supported by the Board to perform its duties. The Company's internal control framework is supported by Board-approved policies, qualified human resources, proper record-keeping and asset safeguarding systems, segregation of duties, and compliance with applicable laws and regulations.

### **Audit Committee Opinion on Internal Controls**

Based on its scope of work and the information provided by management and the external auditor during the year, the Audit Committee provides reasonable assurance regarding the effectiveness of the Company's internal control systems. The Committee has not identified any material weaknesses or significant deficiencies that require disclosure.

However, it is acknowledged that no internal control system, regardless of its design and effectiveness, can provide absolute assurance.

### **Audit Committee Recommendations in Conflict with Board Decisions**

There were no recommendations issued by the Audit Committee that conflicted with the decisions of the Board of Directors, nor were there any recommendations that the Board declined to adopt regarding the appointment, dismissal, remuneration, or evaluation of the Company's external auditor.

# Executive Management - Member Profiles



## Majed Ahmed Omar Balubaid

### Position:

Vice Chairman & Chief Executive Officer  
His biography has been disclosed under the Board of Directors' Members section.



## Majdi Ahmed Omar Balubaid

### Position:

Deputy Chief Executive Officer

### Academic Qualifications:

Bachelor's Degree in Mechanical Engineering Technology, Fairleigh Dickinson University, United States of America (2019).

### Professional Experience:

- Progressive experience in operations and management within Service Equipment Company:
- Deputy Chief Executive Officer, Service Equipment Company – Since 2024
- Operations Manager, Service Equipment Company – (2022 – 2024)
- Deputy Operations Manager, Service Equipment Company – (2019 – 2022)
- Procurement Specialist, Service Equipment Company – (2017 – 2019)



## Ehab Sobhy Abdelhamid Ali

### Position:

Chief Operating Officer (COO)

### Academic Qualifications:

Bachelor's Degree in Engineering (Automotive Engineering), Helwan University, Egypt (2001)

### Professional Experience:

- Extensive experience in operations management, business development, and the automotive service equipment sector.
- Chief Operating Officer, Service Equipment Company – Since 2024
  - Chief Executive Officer, Diamond Service Equipment Co. – (2017 – 2024)
  - Operations Manager, Diamond Service Equipment Co. – (2014 – 2017)
  - Development Manager, Diamond Service Equipment Co. – (2004 – 2014)
  - Sales Engineer, Advanced Technology & Environment Co. – (2001 – 2004)



## Sameer Abdulmordi Amer

### Position:

Chief Financial Officer (CFO)

### Academic Qualifications:

Bachelor's Degree in Accounting, Benha University, Egypt (1986)

### Professional Experience:

- Extensive experience in financial management, accounting, and taxation.
- Chief Financial Officer, Service Equipment Company – Since 2009 Previously served as Accounts Manager
  - Head of Accounts – Oils Division, Omar Abu Bakr Balubaid Co. – (1999 – 2008)
  - Worked at the Ministry of Finance, Egypt – Value Added Tax (Qalyubia Region)

## Clarification of Any Departure from the Accounting Standards Adopted by (SOCPA) in the Review and Audit of the Company's Financial Statements During 2025

There were no deviations from the accounting standards issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA) in the review and audit of the Company's financial statements during the year.

## Selection of the External Auditor

RSM Allied Accountants Professional Services Co. has been appointed as the Company's external auditor by the General Assembly to audit the Company's financial statements for the year 2025.

## Financial Disclosures

The accounting records have been properly maintained, and the Company continues to enhance its internal control system based on sound principles.

There are no uncertainties regarding the Company's ability to continue as a going concern, and the external auditor's report does not include any qualifications on the financial statements.

## Board of Directors' Declarations and Disclosures

Disclosure Statement	Status
Any penalty, sanction, precautionary measure, or provisional restriction imposed on the Company by any supervisory, regulatory, or judicial authority during the year 2025	None
The name of each subsidiary, its capital, the Company's ownership percentage, its principal business activity, and its country of incorporation.	None
Any non-compliance with the standards adopted by the Saudi Organization for Chartered and Professional Accountants (SOCPA).	None
If the Board of Directors recommends changing the external auditor before the end of its appointed term.	The Board of Directors did not recommend changing the external auditor before the end of the appointed term
A statement of any arrangements under which any member of the Board of Directors or senior executives has waived any remuneration.	None
A statement of any arrangements under which any shareholder of the Company has waived any rights to dividends.	None
Any request by the external auditors or shareholders holding 10% or more of the Company's shares to convene a General Assembly.	None

## Dividend Distribution Policy

Articles (52) and (54) of the Company's Bylaws stipulate that net profits shall be distributed as follows:

- The General Assembly shall determine the percentage of net profits to be distributed to shareholders after deducting reserves, if any.
- The General Assembly may, when determining shareholders' share of net profits, decide to form reserves to the extent that serves the Company's interests or ensures stable dividend distribution to shareholders. It may also allocate amounts from net profits for social purposes benefiting the Company's employees.
- The Company may distribute interim dividends on a semi-annual or quarterly basis, subject to compliance with the provisions of the Bylaws and the requirements set by the relevant regulatory authorities.

### Dividends Distribution

Year	Announcement Date	Eligibility Date	Distribution Date	Distribution Method	Dividend per Share
2025	19/08/2025	02/10/2025	16/10/2025	Bank Transfer	SAR 1.5

### Requests for the Shareholders Register (2025)

Description	Date
Corporate Procedures	05/05/2025
Corporate Procedures	04/05/2025
Corporate Procedures	06/05/2025
Corporate Procedures	04/05/2025
General Assembly	25/06/2025
Corporate Procedures	02/09/2025
General Assembly	02/10/2025
Corporate Procedures	06/11/2025

## Board of Directors Remuneration

The Remuneration Policy for the Board of Directors, its committees, and the executive management has been approved by the General Assembly. Remuneration has been granted in accordance with the policy, with no material deviations.

### The principles of the Remuneration Policy include the following:

- 1- Alignment with the Company's strategy, objectives, size, nature of activities, and risk level, and that remuneration is designed to encourage the development and long-term growth of the Company. Remuneration is determined based on the job level, duties and responsibilities, academic qualifications, professional experience, skills, and performance, taking into consideration market practices while avoiding unjustified increases.
- 2- Ensuring accurate, transparent, and detailed disclosure in the Board of Directors' report of all remuneration granted to Board members, committees, and executive management, whether direct or indirect, including any amounts, benefits, or advantages, regardless of their nature.
- 3- Adherence to the approved Remuneration Policy when determining remuneration for Board members, committees, and executive management, ensuring no material deviation from the policy's provisions and conditions governing entitlement to annual remuneration.

### Statement of Detailed Remuneration for Board Members and Audit Committee:

Board of Directors		
Membership	Annual Remuneration	Attendance Allowance
Chairman of the Board	100,000	5,000
Board Members	Not less than 60,000	5,000
Board Secretary	-	3,000
Audit Committee		
Membership	Annual Remuneration	Attendance Allowance
Chairman of the Audit Committee	60,000	3,000
Committee Members	50,000	3,000
Committee Secretary	-	1500

## Audit Committee Remuneration 2024:

Member Name	Position	Fixed Remuneration	Attendance Allowance	Total
Mr. Alaa Warad	Chairman of the Audit Committee	26,650	6,000	32,650
Mr. Amjad Alawnah	Member of the Audit Committee	22,208	6,000	28,208
Mr. Nashat Hilal	Member of the Audit Committee	22,208	6,000	28,208
<b>Overall Total</b>				<b>89,066</b>

Remuneration for the year 2024, covering the period from 21/07/2024 (the date of the Board's formation) until 31/12/2024, was paid in 2025 following the General Assembly's approval of the Remuneration Policy.

## Audit Committee Remuneration 2025:

Member Name	Position	Fixed Remuneration	Attendance Allowance	Total
Mr. Alaa Warad	Chairman of the Audit Committee	60,000	12,000	72,000
Mr. Amjad Alawnah	Member of the Audit Committee	50,000	12,000	62,000
Mr. Nashat Hilal	Member of the Audit Committee	50,000	12,000	62,000
<b>Overall Total</b>				<b>196,000</b>

## Board of Directors Remuneration 2024:

Name	Fixed Amount	Board Meeting Attendance Allowance	Fixed Compensation				Total	Variable Compensation						End-of-Service Benefits	Grand Total	Expense Allowance	
			Total Committee Attendance Allowances	In-kind Benefits	Technical, Administrative & Consultancy Compensation	Chairman / Managing Director / Board Secretary Compensation (if a Board Member)		Percentage of Profits	Periodic Bonuses	Short-term Incentive Plan	Short-term Incentive Plan	Long-term Incentive Plan	Granted Shares				
<b>First: Independent Members</b>																	
Mr. Tariq Mohammed Talmasani	55,833	10,000	-	-	-	-	65,833	-	-	-	-	-	-	-	-	65,833	-
Mr. Ahmed Zahran	33,500	10,000	-	-	-	-	43,500	-	-	-	-	-	-	-	-	43,500	-
<b>Total</b>	<b>89,333</b>	<b>20,000</b>	-	-	-	-	<b>109,333</b>	-	-	-	-	-	-	-	-	<b>109,333</b>	-
<b>Second: Non-Executive Members:</b>																	
Mr. Ahmed Balubaid	55,833	10,000	-	-	-	-	65,833	-	-	-	-	-	-	-	-	65,833	-
Mr. Mohammed Al-Haj	33,500	10,000	-	-	-	-	43,500	-	-	-	-	-	-	-	-	43,500	-
<b>Total</b>	<b>89,333</b>	<b>20,000</b>	-	-	-	-	<b>109,333</b>	-	-	-	-	-	-	-	-	<b>109,333</b>	-
<b>Third: Executive Members:</b>																	
Mr. Majed Balubaid	33,500	10,000	-	-	-	-	43,500	-	-	-	-	-	-	-	-	43,500	-
<b>Total</b>	<b>33,500</b>	<b>10,000</b>	-	-	-	-	<b>43,500</b>	-	-	-	-	-	-	-	-	<b>43,500</b>	-
<b>Overall Total</b>															<b>262,166</b>		

Remuneration for the year 2024, covering the period from 10/06/2024 (the date of the Board's formation) until 31/12/2024, was paid in 2025 following the General Assembly's approval of the Remuneration Policy.

## Board of Directors Remuneration 2025:

Name	Fixed Amount	Board Meeting Attendance Allowance	Fixed Compensation				Chairman / Managing Director / Board Secretary Compensation (if a Board Member)	Total	Percentage of Profits	Periodic Bonuses	Variable Compensation				End-of-Service Benefits	Grand Total	Expense Allowance
			Total Committee Allowances	In-kind Benefits	Technical, Administrative & Consultancy Compensation	Total					Short-term Incentive Plan	Short-term Incentive Plan	Long-term Incentive Plan	Granted Shares			
<b>First: Independent Members</b>																	
Mr. Tariq Mohammed Talmasani	89,750	15,000	-	-	-	-	104,750	-	-	-	-	-	-	-	104,750	-	
Mr. Ahmed Zahran	60,000	10,000	-	-	-	-	80,000	-	-	-	-	-	-	-	80,000	-	
<b>Total</b>	<b>149,750</b>	<b>35,000</b>	-	-	-	-	<b>184,750</b>	-	-	-	-	-	-	-	<b>184,750</b>	-	
<b>Second: Non-Executive Members:</b>																	
Mr. Ahmed Balubaid	100,000	20,000	-	-	-	-	120,000	-	-	-	-	-	-	-	120,000	-	
Mr. Mohammed Al-Haj	60,000	20,000	-	-	-	-	80,000	-	-	-	-	-	-	-	43,500	-	
<b>Total</b>	<b>160,000</b>	<b>40,000</b>	-	-	-	-	<b>200,000</b>	-	-	-	-	-	-	-	<b>200,000</b>	-	
<b>Third: Executive Members:</b>																	
Mr. Majed Balubaid	60,000	20,000	-	-	-	-	80,000	-	-	-	-	-	-	-	80,000	-	
<b>Total</b>	<b>60,000</b>	<b>20,000</b>	-	-	-	-	<b>80,000</b>	-	-	-	-	-	-	-	<b>80,000</b>	-	
<b>Overall Total</b>														<b>464,750</b>			

Board of Directors' remuneration for the year 2025 will be paid following approval by the General Assembly.

## Executive Management Remuneration 2025:

Five Senior Executives	Fixed Compensation				Variable Compensation				Total	End-of-Service Benefits	Total Executive Compensation for the Board	Grand Total
	Salaries	Allowances	In-kind Benefits	Total	Periodic Bonuses	Profits	Short-term Incentive Plan	Long-term Incentive Plan				
Chief Executive Officer (CEO)	336,000	188,004	-	524,000	-	-	-	-	-	18,900	-	542,900
Deputy Chief Executive Officer (Deputy CEO)	133,333	46,667	-	180,000	-	-	-	-	-	15,000	-	195,000
Chief Operating Officer (COO)	288,000	134,800	-	422,800	-	-	-	-	-	16,200	-	439,000
Chief Financial Officer (CFO)	108,000	70,800	-	178,800	-	-	-	-	-	12,150	-	190,950
HR Director	96,842	42,333	-	139,175	-	-	-	-	-	4,325	-	143,500
<b>Overall Total</b>												<b>1,511,350</b>

## Board Procedures for Addressing Shareholders Feedback

The Corporate Governance Regulations require Board committee chairpersons, or their delegated members, to attend General Assembly meetings to respond to shareholders' inquiries and review their proposals and observations regarding the Company's performance and activities. These matters are recorded in the meeting minutes and made available to all Board members. Outside General Assembly meetings, the Company provides shareholders and stakeholders with communication channels through Investor Relations, including contact details published on Tadawul, the Company's website, and internal platforms. The Investor Relations function also facilitates communication with shareholders, potential investors, and other stakeholders in coordination with Executive Management and the Board of Directors. Through these communication channels, feedback, inquiries, complaints, proposals, and observations are received and shared with Executive Management and the Board. The Board is regularly updated during its meetings on developments related to Investor Relations.

### Related Party Transactions:

The Company's transactions with related parties are conducted in accordance with applicable laws and regulations, and in line with the approved Conflict of Interest Policy and the Related Party Transactions Policy and Procedures adopted by the Company.

These policies and procedures include clear mechanisms for disclosure and reporting of any transactions in which a member of the Board of Directors has an interest, ensuring adherence to the principles of transparency and corporate governance.

The Board of Directors has been granted the authority to approve certain related party transactions within defined limits and in accordance with the applicable regulatory framework. Transactions that fall outside the delegated authority of the Board are presented to the General Assembly for approval, in line with the Implementing Regulations of the Companies Law for listed joint stock companies.

During the year 2025, the Company entered into a number of related party transactions conducted in the ordinary course of business, without any preferential terms.

Company Name	Board Member with Direct/Indirect Interest	Transaction Value	Balance	Description
Omar Abu Bakr Balubaid Co.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	687,926.35	3,207.9 Credit	Site rentals and commercial transactions (station purchase and administrative expenses)
Balubaid Holding Group Co.	Ahmed Omar Abu Bakr Balubaid Mohammed Al-Haj Majed Ahmed Omar Balubaid	538,409.74	155,793.07 Credit	Administrative expenses
Marsana Car Rental Co.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	386,662.1	19,834.37 Credit	Car rental and administrative expenses
CORE3 Consulting Co.	Ahmed Omar Abu Bakr Balubaid Mohammed Al-Haj Majed Ahmed Omar Balubaid	294,560.53	121,475.65 Credit	Internet, telecom services, and management consulting
Arabian Plant for Lubricants & Greases	Ahmed Omar Abu Bakr Balubaid Mohammed Al-Haj Majed Ahmed Omar Balubaid	36,582.42	-	Commercial transactions – purchases of hydraulic oils and equipment coolants
Balubaid Automotive Co. Ltd.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	9,410.75	-2,925.71 Debit	Commercial transactions – purchase of maintenance tools
United TireZone Co.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	103,397.31	-538,532.51 Debit	Commercial transactions – purchase of maintenance equipment
Ahmed Omar Balubaid Holding Co.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	58,500	-	Administrative expenses
Juthoor Business Trading Co.	Ahmed Omar Abu Bakr Balubaid Majed Ahmed Omar Balubaid	7,690	7,690 Credit	Commercial transactions – purchase of maintenance equipment
Building Lines Contracting Co.	Ahmed Omar Abu Bakr Balubaid	19,137.74	-	Commercial transactions – maintenance – purchase of maintenance tools
Theeb Car Rental Co.	Amjad Allouna (Audit Committee Member)	1,909,331.76	-	Commercial transactions – purchase of equipment

## Company Announcements on Tadawul:

Service Equipment Company announced all material events during the year 2025 through the official website of the Saudi Exchange (Tadawul) and the Company's website.

A summary of these announcements is presented below:

Date	Announcement Type	Title
03/06/2025	Invitation to the General Assembly	<a href="#">Service Equipment Co. Board invites its shareholders to attend the Extraordinary General Assembly Meeting the (First Meeting)</a>
22/06/2025	Invitation to the General Assembly	<a href="#">Service Equipment Company Announces the start of electronic voting on the agenda of the Extraordinary General Assembly Meeting (First Meeting)</a>
26/06/2025	Shareholder Notification	<a href="#">Service Equipment Co. Announces the Results of the Extraordinary General Assembly Meeting (First Meeting)</a>
19/08/2025	Financial Results	<a href="#">Service Equipment Co. announces its interim financial results for the period ending on 30-06-2025 ( Six Months )</a>
19/08/2025	Shareholder Notification (Dividend Distribution)	<a href="#">Service Equipment Co. announces the board of director's recommendation to distribute cash dividends for the first half of the fiscal year 2025</a>
31/08/2025	Shareholder Notification	<a href="#">Service Equipment Company announces the board of directors' recommendation to transfer the Statutory Reserve Balance to the Retained Earnings</a>
11/09/2025	Invitation to the General Assembly	<a href="#">Service Equipment Co. invites its shareholders to attend the Extraordinary General Assembly Meeting (the First Meeting)</a>

Date	Announcement Type	Title
05/10/2025	Shareholder Notification	<a href="#">Service Equipment Co. Announces the Results of the Extraordinary General Assembly Meeting (First Meeting)</a>
27/10/2025	Shareholder Notification	<a href="#">Service Equipment Company announces that the value of transactions with Theeb Rent a Car Company related party has exceeded 1% of its total revenues, according to the latest audited annual financial statements.</a>
24/11/2025	Shareholder Notification (Changes in the Board of Directors)	<a href="#">Service Equipment Co. Announces Resignation of a Board Member</a>
24/12/2025	Shareholder Notification (Changes in the Board of Directors)	<a href="#">Service Equipment Co. Announces Appointment of a Board Member</a>
25/12/2025	Shareholder Notification	<a href="#">Service Equipment Company announces the signing of a lease agreement with Omar A. Balubaid Company Ltd. (a related party)</a>

## Corporate Risk Management

The Company adopts an enterprise-wide approach to risk management aimed at identifying, assessing, and monitoring risks that may impact the achievement of its strategic, operational, and financial objectives.

The Risk Management function, in coordination with the Internal Audit function, oversees the implementation of the risk management framework. This includes the periodic preparation and update of the enterprise risk register, assessing the likelihood and impact of risks, and proposing appropriate mitigation plans. Risk reports are regularly submitted to executive management and relevant committees to support decision-making based on a comprehensive understanding of the Company's risk appetite, thereby enhancing the Company's ability to proactively respond to risks.

## Risk Governance Structure

- The Company's Risk Governance Framework is based on a clear allocation of roles and responsibilities among the Board of Directors, its committees, executive management, and relevant departments, ensuring independence, transparency, and effective oversight.
- The Board of Directors, through the relevant committee, provides overall supervision of the Company's risk appetite, while the Risk Management function and executive management are responsible for implementing the approved framework and integrating it into daily operations.

## Internal Control

- The Company implements an internal control system designed to ensure the integrity of operations, the reliability of financial reporting, and compliance with applicable laws and regulations. This system includes approved policies, procedures, and control mechanisms aimed at mitigating operational and financial risks, with continuous review of their effectiveness.

- The Internal Audit function reports audit results and related recommendations to the relevant authorities and follows up on the implementation of improvement plans, thereby enhancing the control environment and supporting the achievement of the Company's objectives.









Risk	Risk Description and Mitigation
<b>Market Risks</b>	Market risks include price fluctuations, increased competition, evolving customer preferences, and reliance on non-recurring projects, which require continuous acquisition of new clients to sustain business continuity. Additionally, market conditions may be affected by general economic factors. The Company mitigates these risks by closely monitoring market developments, diversifying its customer base, and continuously updating its offerings to align with market needs.
<b>Financial Risks</b>	Financial risks include credit risk related to customers and foreign exchange risk arising from fluctuations in the Saudi Riyal against the Euro. The Company mitigates these risks by closely monitoring its financial position, applying a prudent credit policy that includes obtaining adequate guarantees, and regularly monitoring and assessing currency fluctuations to maintain liquidity and financial stability.
<b>Operational Risks</b>	Operational risks include supply chain dependencies, reliance on key suppliers or specialized technical personnel, and safety risks during maintenance operations. The Company mitigates these risks by enhancing operational procedures, diversifying supply chains to reduce dependency on limited suppliers, implementing succession plans for specialized technicians, and strengthening safety and service quality controls.
<b>Legal and Compliance Risks</b>	Increasing regulatory requirements raise the risk of non-compliance. The Company mitigates these risks by ensuring full compliance with applicable laws and regulations, monitoring regulatory updates, strengthening internal compliance controls, raising organizational awareness, coordinating with relevant authorities, and proactively enhancing governance practices.

**03**

**Financials**



# Financial Performance Highlights

Item	Change 
Change in Individual Sales	110% 
Change in Government Sales	192% 
Change in Total Revenue	12% 
Change in Corporate Sales	22% 
Change in Net Profit	10M 
Change in Equity	6% 
Change in Cash and Cash Equivalents	25% 

## Operating Revenue:

### Revenue by Geographical Segment:

The table below presents the distribution of the Company's sales by geographical segment as at 31 December 2024 and 31 December 2025.

Geographical Region	Sales 2024	Sales 2025
Western Region	25,771,078	20,952,247
Central Region	22,210,112	21,534,031
Eastern Region	9,456,245	8,031,987
<b>Total</b>	<b>57,437,435</b>	<b>50,518,265</b>

### Drivers of Revenue and Net Profit Decline Compared to the Previous Year

- The decline in revenue is attributed to reduced demand in the corporate segment compared to the previous year.
- Administrative expenses increased to strengthen the organizational structure and governance.
- An expected credit loss provision was recognized for certain receivables in accordance with IFRS 9.

## Cash Flow

Cash Flow	From Operating Activities	From Investing Activities	From Financing Activities
<b>2021</b>	142,082	(102,808)	919,235
<b>2022</b>	(8,744,495)	(387,571)	10,506,012
<b>2023</b>	9,743,570	(1,228,701)	(10,259,669)
<b>2024</b>	9,462,380	(456,579)	(663,665)
<b>2025</b>	6,775,933	-75,500	-4,302,005

## Loan Details

### Banking Facilities Information:

Banking Facilities Information:

The Company has a banking facilities agreement with Riyadh Bank amounting to SAR 13,500,000, structured as follows:

- 1- SAR 10,000,000 for direct payments to suppliers or government entities, with a maximum tenure of 12 months.
  - 2- SAR 3,000,000 to cover bank guarantees and letters of credit – short term.
  - 3- SAR 500,000 to cover letters of guarantee – short term.
- No loans were obtained during 2025, and there are no loan-related obligations during the stated period.

## Zakat, Tax, and Payments

### Statement of Key Payments to Regulatory Authorities for 2025

#	Description	Amount
1	Zakat, Tax and Customs Authority (Zakat and VAT)	7,831,431
2	General Organization for Social Insurance (GOSI)	527,475
3	Government fees, attestations, and municipal fees	184,661
4	General Directorate of Passports – Ministry of Interior	65,316
5	Ministry of Human Resources (Labor Office)	716,227

### Statutory Payments Made:

- **Zakat:** The Company is subject to the regulations of the Zakat, Tax and Customs Authority in the Kingdom of Saudi Arabia. Zakat is recorded on an accrual basis. During 2025, the Zakat return for 2024 was reviewed by the Authority, and the assessment was settled and approved without any differences.
- **Tax:** The Company complies with the applicable tax laws and regulations.
- **Social Insurance:** The Company is subject to the Social Insurance Law. Social insurance obligations are recorded on an accrual basis and are paid monthly based on the amounts due for the previous month.

### Profit and Loss Trends Over the Past Years

Year	Revenue	Gross Profit	Net Profit
2021	28,132,927	11,101,471	2,178,180
2022	37,836,427	15,727,462	6,329,699
2023	51,042,267	23,619,444	12,713,614
2024	57,437,435	28,018,713	16,241,368
2025	50,518,265	22,462,772	6,000,792

### Assets, Liabilities, and Equity

Year	Assets	Liabilities	Equity
2021	24,963,850	21,256,888	3,706,962
2022	29,143,731	8,425,305	20,718,426
2023	34,899,856	9,716,492	25,183,364
2024	52,925,595	11,037,724	41,887,871
2025	55,578,682	11,311,473	44,267,209

## Current and Non-Current Assets

Year	Current Assets	Non-Current Assets
2021	24,601,181	362,669
2022	28,531,038	612,693
2023	31,156,253	3,743,603
2024	48,917,527	4,008,068
2025	52,518,196	3,060,486

## Consolidated Income Statement (Profit and Loss) for the financial year ended 31 December 2025

50,518,265	Sales	المبيعات
(28,055,493)	COGS	تكلفة المبيعات
<b>22,462,772</b>	<b>Gross profit</b>	<b>مجمّل الربح</b>
(15,557,807)	General and administration expenses.	مصروفات عمومية وإدارية
(242,355)		خسائر ائتمانية متوقعة
(533,771)	Selling and marketing expenses.	مصروفات بيعية وتسويقية
<b>6,128,839</b>	<b>Income from main activities.</b>	<b>الربح من الأنشطة التشغيلية</b>
(130,404)	Finance cost	تكاليف تمويلية
1,143,544	Other (loss) / income	ايرادات اخرى
<b>7,141,979</b>	<b>Income for the year before zakat</b>	<b>صافي الربح قبل الزكاة</b>
(1,141,187)	ZAKAT	الزكاة
<b>6,000,792</b>	<b>Net income for the year</b>	<b>صافي الربح للسنة</b>
(21,454)	Other Comprehensive loss for the year	خسائر اعادة قياس مطلوبات منافع الموظف
<b>5,979,338</b>	<b>Total net profit for the year</b>	<b>مجموع الدخل الشامل للسنة</b>

## Consolidated Statement of Financial Position for the financial year ended 31 December 2025

	Assets	الأصول
	Current assets	الأصول المتداولة
12,403,567	Account receivable	ذمم مدينة تجارية بالصادي
0	Due from related party	المستحق من اطراف ذات علاقة
1,524,388	Prepayments and other current assets	مصاريق مدفوعة مقدماً وارصدة مدينة اخرى
26,588,173	Inventory	مخزون بالصادي
12,002,068	Cash and cash equivalents	نقد وما في حكمة
<b>52,518,196</b>	<b>Total current assets</b>	<b>مجموع الأصول المتداولة</b>
	Fixed assets	الأصول الثابتة
1,541,577	Property, plant and equipment	ممتلكات ومعدات بالصادي
1,201,559	ROU	موجودات حق استخدام
317,350	Intangible assets	أصول غير ملموسة
<b>3,060,486</b>	<b>Total fixed assets</b>	<b>مجموع الأصول الثابتة</b>
<b>55,578,682</b>	<b>Total assets</b>	<b>اجمالي الأصول</b>
	<b>Current Liabilities</b>	<b>المطلوبات المتداولة</b>
4,164,133	Trade payable	ذمم تجارية دائنة
308,001	Accruals and other credit liabilities	المستحق الى اطراف ذات علاقة
3,100,564	Due to related parties	مصروفات مستحقة وارصدة دائنة اخرى
673,706	Leas liability - current	مطلوبات عقود ايجار - الجزء المتداول
1,141,187	Zakat Provisions	مخصص الزكاة
<b>9,387,591</b>	<b>Total Current Liabilities</b>	<b>مجموع المطلوبات المتداولة</b>
	<b>Non Current Liability</b>	<b>المطلوبات غير المتداولة</b>
1,209,222	Employees benefits obligations	مطلوبات خطة منافع الموظفين
714,660	Leas liability - non current	مطلوبات عقود الإيجار - الجزء غير المتداول
<b>1,923,882</b>	<b>Total Non-Current Liabilities</b>	<b>مجموع المطلوبات غير المتداولة</b>
<b>11,311,473</b>	<b>Total Liabilities</b>	<b>مجموع المطلوبات</b>
	Equity Capital	حقوق الملكية
24,000,000.00	Capital	رأس المال
-	APIC	رأس المال الإضافي
0	Legal Reserves	احتياطي نظامي
20,267,209	Retained camings	ارباح مبقاة
<b>44,267,209</b>	<b>TOTAL EQUITY</b>	<b>اجمالي حقوق الملكية</b>
<b>55,578,682</b>	<b>Total equity and liabilities</b>	<b>مجموع حقوق الملكية والمطلوبات</b>

شركة آلات الصيانة  
Service Equipment Co.   
A Listed Joint Stock Co. شركة مساهمة مدرجة



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