زمام
ZIMAM

◆ ZIMAM — Executive Decision Support

The right information.
The right time.
Your decision.

ZIMAM — Financial Insights for Informed Decisions

For business owners, boards and CEOs



Three questions every board asks

We are profitable. Where is the cash?

A cash bridge showing where profit went: receivables building up, unbilled work, short-term debt funding long-term assets.

Are we ready for financing? With whom?

Criterion-by-criterion matching against the published criteria of commercial and Islamic banks and government support programmes, with the gaps to close before applying.

What should the board decide this quarter?

Specific decisions and questions for management, grounded in the numbers, with a risk register.

We clarify the picture and show you the way. The decision is yours.

Two complementary tracks, with outputs that support your decisions

Track one

Financial Insights and Decision Support

Financial insights built on your company's data, answering the questions of the board, the owners and executive management.

- Board and performance reporting
- Liquidity, financing and valuation
- Draft financial statements for management use
- Receivables and collection risk
- Zakat and examination support
- Governance, internal controls and risk

Track two

ERP and Business Process Assessment

A business-side assessment of ERP systems and finance processes, from the current system to selecting a new one and following its implementation.

- Current system assessment
- Process and control gap analysis
- Business and reporting requirements
- System and vendor proposal comparison
- Implementation planning and business-side follow-up

We agree with you the areas and outputs you need; there is no need to take every service or report.

Ten analytical areas; your engagement uses the ones it needs

We agree with you the areas and outputs you need; there is no need to take every service or report.

Example: board and performance reporting · Areas are topics we examine within an engagement, not separate services.

1 Track	2 Service	3 What we examine	4 Outputs, as agreed in the scope of work	5 Illustrative sample
Financial Insights and Decision Support	Board and performance reporting	Budget and variance to plan Profitability and cost structure Earnings quality and risk indicators Risk management and early warning	Board report with risk register Financial health index Annual budget and variance reports Profitability and cost analysis	Financial health Profitability

Budget and variance to plan · **Profitability and cost structure** · Liquidity and cash · Working capital and collections · Financing readiness · Financial review before investment · **Earnings quality and risk indicators** · Controls and governance · **Risk management and early warning** · Zakat and tax

Financial Insights and Decision Support

Financial insights built on your company's data, answering the questions of the board, the owners and executive management.

Board and performance reporting

A regular reading of performance against plan that reaches the board before it meets, with the decisions it needs to take.

- Board and executive management reports
- Financial health index
- Performance against plan
- Annual budget and variance follow-up
- Profitability and cost structure by project or product

Liquidity, financing and valuation

How long cash lasts, what is needed before applying for finance, and what the business is indicatively worth.

- 13-week and 12-month cash forecasts
- Stress tests and scenarios
- Financing readiness against published criteria
- Indicative business valuation
- Financial review before an investment or acquisition

Draft financial statements for management use

Draft statements prepared from the company's data for management use, checked for internal consistency and reconciliations.

- Draft financial statements for management use
- Checks of internal consistency and reconciliations to the ledgers

Financial Insights and Decision Support

Receivables and collection risk

A review of receivables quality and collectability, with an expected credit loss estimate and its effect on results, based on the data available.

- Receivables ageing and customer concentration
- Expected credit loss estimate under the company's adopted accounting framework
- Effect of the estimate on financial results

Zakat and examination support

A documented zakat calculation, a reading of the examiner's observations, and evidence-based draft responses for your review.

- Zakat base and zakat due
- Review and reconciliation of filed zakat returns, when engaged
- Tax review of what concerns the company, such as VAT and withholding tax
- Analysis of examination observations, with draft responses

Governance, internal controls and risk

Where controls are weak, and which risks need the board's attention.

- Internal control self-assessment guided by the COSO framework
- Earnings quality and risk indicators in the accounts
- Risk register and early warning

Zakat and examination support · Receivables and collection risk

Zakat and examination support

A documented zakat calculation, a reading of the examiner's observations, and evidence-based draft responses for your review.

- Zakat base and zakat due
- Review and reconciliation of filed zakat returns, when engaged
- Tax review of what concerns the company, such as VAT and withholding tax
- Analysis of examination observations, with draft responses

Outputs, as agreed in the scope of work

- Zakat calculation report
- Examination analysis and draft responses
- Tax review report

> We establish the zakat and tax obligations that concern each company. We do not submit responses on its behalf without authorisation, and we do not guarantee the outcome of an examination.

Receivables and collection risk

A review of receivables quality and collectability, with an expected credit loss estimate and its effect on results, based on the data available.

- Receivables ageing and customer concentration
- Expected credit loss estimate under the company's adopted accounting framework
- Effect of the estimate on financial results

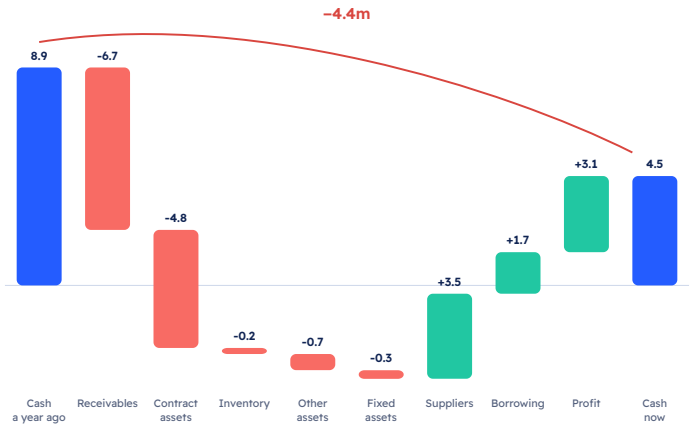
Outputs, as agreed in the scope of work

- Receivables and expected credit loss report

Selected samples of ZIMAM deliverables

Liquidity

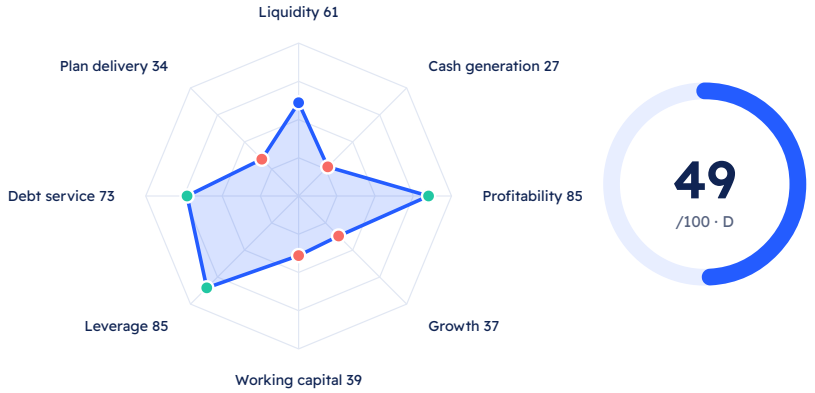
Profit is there, but cash fell SAR 4.4m in a year



- Receivables and contract assets absorbed 11.5m
- Suppliers and borrowing covered 5.2m
- Result: one month of cash cover

Financial health

49 out of 100: profitability is strong, cash generation is the weak link

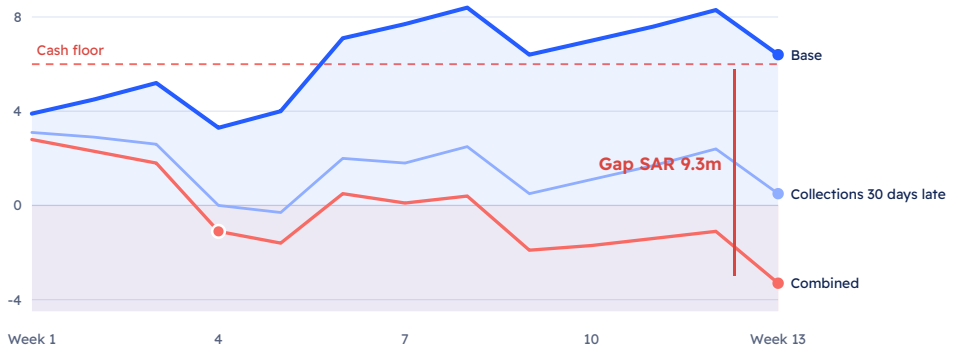


- Profitability and leverage at 85
- Cash generation 27, plan delivery 34
- 57 before limits, capped at 49

Selected samples of ZIMAM deliverables

Stress test

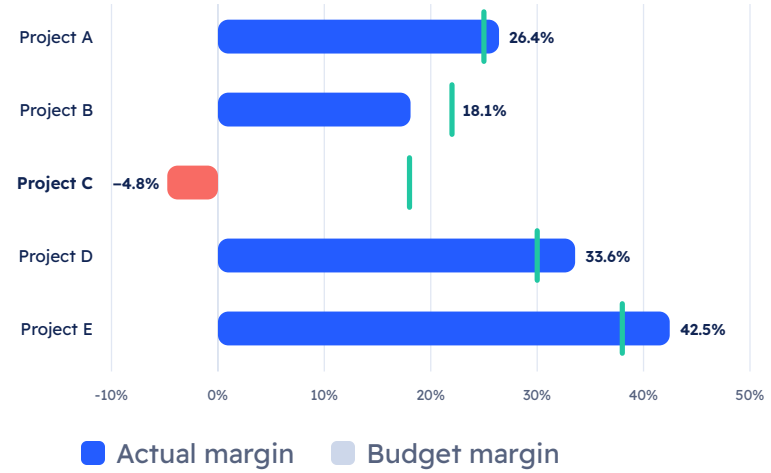
In the combined scenario cash turns negative from week 4



- Base: lowest balance 3.3m
- 30-day delay: touches zero
- Combined: a 9.3m gap

Profitability and costs

Gross profit is 1.7m below budget, and Project C alone lost 0.4m



- Project C: costs exceed revenue by 0.4m, and the margin is 22.8 points below budget
- Projects D and E: the two highest margins, 33.6% and 42.5%
- Gross profit 10.15m; net profit 3.50m after expenses, depreciation, finance costs and zakat

Published criteria met by lenders on both tracks; indicative borrowing capacity SAR 15.1m

15.1 SAR m indicative borrowing capacity

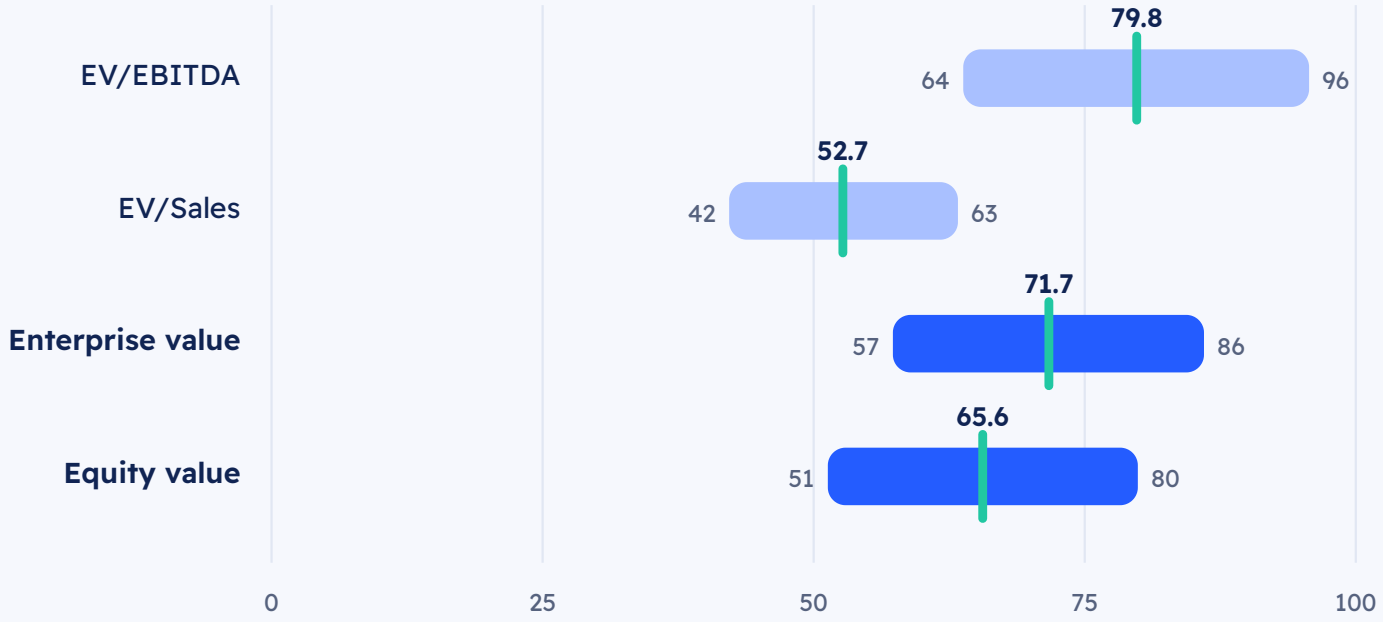


Commercial lender A	Published criteria met
Islamic bank B	Published criteria met
Islamic bank C	Audited statements missing
Commercial lender D	Audited statements missing
Government guarantee programme	Published criteria met

Matched against published criteria on the verification date. The lender decides after its own review.

SAR millions · fictional company

Enterprise value of SAR 57–86m, 9.5x EBITDA at the mid-point



An indicative valuation for management use; not a certified valuation and not tied to any financing decision.

SAR millions · fictional company

An estimated zakat base of SAR 12.65m, with two items awaiting documents before the calculation is finalised

Item	Amount	Source	Status
Paid-up capital	10.00	Trial balance and commercial register	Documented
Statutory reserve and opening retained earnings	5.80	Trial balance and prior-year statements	Documented
Opening end-of-service provision	0.85	Provision movement schedule	Awaiting document
Long-term loan, to the extent it funds deductible assets	3.00	Loan agreement	Awaiting document
Adjusted net profit	3.90	Income statement and adjustments (0.40)	Documented
Total sources	**23.55**		
Less: net fixed assets	(9.40)	Fixed asset register	Documented
Less: long-term investments	(1.50)	Investment certificates	Documented
Estimated zakat base	**12.65**		
Estimated zakat Illustrative assumption: a 365-day Gregorian financial year, rate 2.5% × 365 ÷ 354 = 2.5775%. In an actual report the rate comes from the regulation in force for the period.	**0.33**		

SAR millions · fictional company · Structural example on fictional data

- Two open items could change the base by up to 3.85m
- Every line is linked to its source in the company's data
- A draft for review, not a filed return

Sample examination analysis and draft response

A revenue difference of 0.84m: 0.77m explained by documents, 0.07m still being resolved

Examiner’s observation or request

- Explain the difference between revenue in the zakat return and total sales in the VAT returns for the same year (0.84m).

What the records establish

- 0.62m deferred revenue on contracts invoiced in advance
- 0.15m December invoices reported in the January return (timing)
- 0.07m not yet explained

Proposed response (draft)

- Most of the difference arises from the timing of revenue recognition and of the return; we attach a monthly reconciliation and request time to explain the remainder.

Supporting evidence

- Monthly reconciliation of the books to the returns
- List of December invoices
- Advance-billing contracts

Outstanding information

- Explanation of 0.07m
- A signed copy of one contract

Review status

Draft for review by the company’s professional adviser · not submitted

Structural example. Responses are submitted only by the company or someone it authorises, and a response does not mean the authority accepts it.

SAR millions · fictional company · Structural example on fictional data

Receivables of SAR 18.4m, 28% over 90 days past due, and an estimated provision 0.60m above the recorded one

Top three customers
52%
of the balance (9.6m)

Over 90 days past due
5.1
SAR m

Effect on net profit
3.50 → 2.90
SAR m, before zakat effects

Ageing	Balance	Assumed rate	Expected loss
Not yet due	7.2	1%	0.07
1–30 days	3.4	3%	0.10
31–90 days	2.7	8%	0.22
91–180 days	2.6	20%	0.52
Over 180 days	2.5	50%	1.25
Total	**18.4**		**2.16**
Recorded provision			1.56
Estimated increase			**0.60**

SAR millions · fictional company · Structural example on fictional data

Follow-up priorities

1. Confirm balances with the three largest customers
2. A collection plan for balances older than 180 days (2.5m)
3. Review credit limits before new contracts

Limits of the estimate

The rates here are assumed for illustration. In an actual report they rest on the company's own collection history under its adopted accounting framework, with assumptions and limits documented.

Three controls in purchasing and payments: exceptions in one, one without evidence yet, and one with a design gap

Scope	Covered	Not covered

Control objective	Observed condition (illustrative)	Evidence	Design / operation	Risk and possible consequence	Severity and basis	Action, owner, follow-up
No payment without an approved order and a recorded receipt	3 of 25 payments without a recorded receipt (0.42m)	Examined	Designed / exceptions in operation	Paying for goods or services not received	High: amount exceeds the agreed materiality threshold (0.25m)	Block payment without a three-way match · Finance manager · Open, review on 31 December
Whoever creates a payment does not approve it	System access report not yet provided	Awaiting evidence	Not yet assessed	An unauthorised payment going undetected	Not set: no conclusion before the evidence is examined	Provide the access report · System administrator · Awaiting document
Monthly bank reconciliation within 10 days	Reconciliations are prepared, but no reviewer is assigned to approve them	Examined	Design gap / operation not tested	Errors and differences found late	Medium: the control does not ensure timely detection	Assign a reviewer and approver, monthly sign-off · Chief accountant · In progress

Missing evidence is not a failed control: the conclusion waits until the document is provided.

Design and operation a well-designed control can fail in operation; a control that is not designed is not tested for operation.

Severity is stated with its basis: the amount against the agreed materiality threshold, or the effect of the missing control.

A fictional example for management use. It is not an audit opinion or independent assurance, and it does not cover what is outside its scope.

SAR millions · fictional company · Structural example on fictional data

Track two

ERP and Business Process Assessment

We do not start by choosing a system; we start by understanding your business and what your management needs.

Services

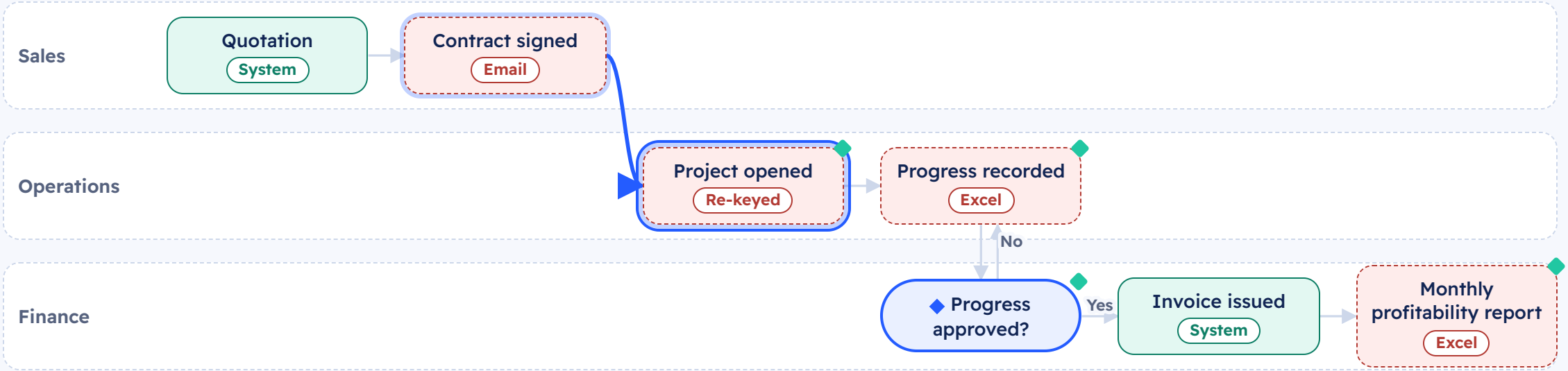
- **Current system assessment**
  Whether the system delivers what it was implemented for, and the priorities for improvement.
- **Process and control gap analysis**
  Where controls are weak in the main finance processes, and where work stays manual.
- **Business and reporting requirements**
  The processes and reports the system must support, before selection or redesign.
- **System and vendor proposal comparison**
  A comparison against written criteria agreed with your team, and a recommendation report.
- **Implementation planning and business-side follow-up**
  A phased plan with its risks, and agreed follow-up through go-live and after.

Outputs, as agreed in the scope of work

- System assessment and improvement priorities
- Process and control gap table
- Current and target process maps
- Business and reporting requirements document
- Solution evaluation and proposal comparison
- Recommendation report
- Implementation plan and risks

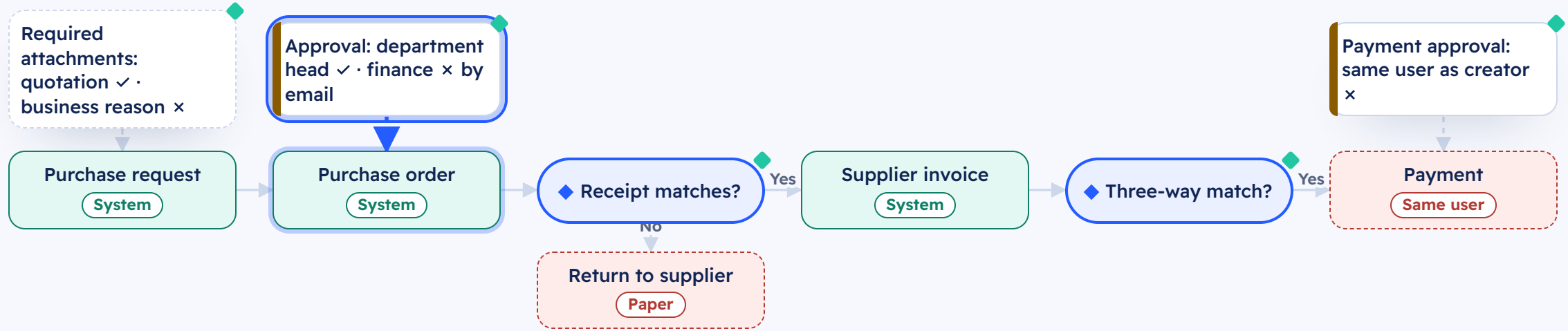
We do not sell ERP systems, we are not an implementation partner of any vendor, and we do not carry out technical installation or configuration. Our recommendations rest on a study of your business requirements and an examination of your processes, against clear evaluation criteria agreed with your team, on which we document the gaps and the trade-offs between the options.

From contract to profitability report: who hands over to whom, and where work leaves the system



The need	Current condition	Gap or control	Practical consequence	Possible deliverable
Contract data reaches the project exactly as signed	The contract is emailed and re-keyed when the project is opened	No link between contract and project in the system	Contract value or payment terms can be keyed wrongly, so billing differs from the contract	System assessment: contract-to-project link among the improvement priorities

Purchase request to payment: approval stages and control points



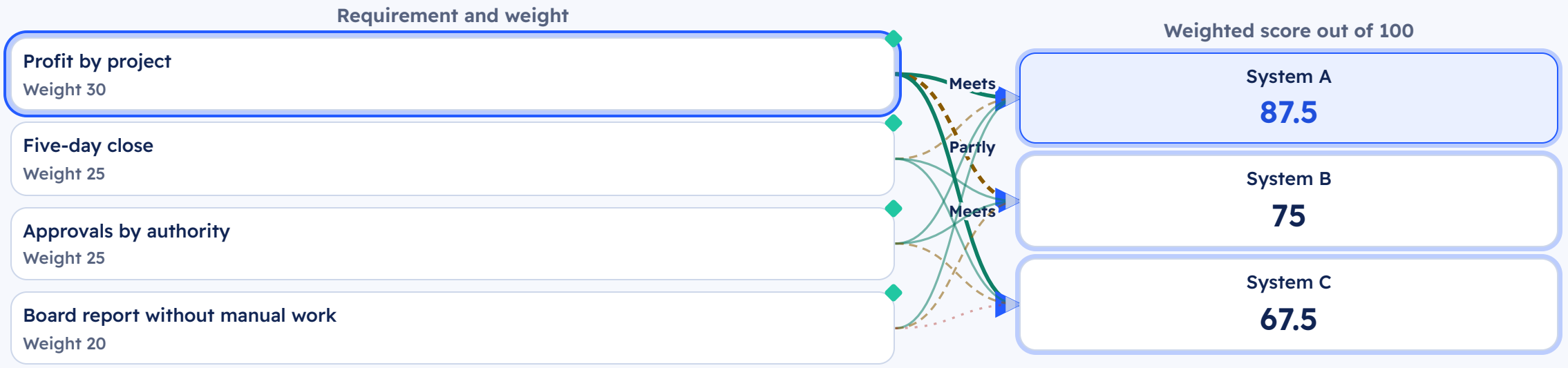
The need	Current condition	Gap or control	Practical consequence	Possible deliverable
Purchase orders approved under the authority matrix	Finance approves by email outside the system	An approval with no trace in the system log	Hard to evidence the approval in a review or a dispute	Gap table and an in-system approval route

Processes, required capabilities and reports: what feeds each report



The need	Current condition	Gap or control	Practical consequence	Possible deliverable
Project profitability straight from the system	Compiled by hand from separate sheets	Neither contract nor cost is linked to the project	Pricing and follow-up decisions on late figures	Business requirements: the two capabilities and the report

Each requirement linked to how well each system meets it, and the weighted score



Illustrative criteria and weights for fictional systems; your team agrees them before proposals are opened, and total cost and implementation risk are assessed alongside the score.

The need	Current condition	Gap or control	Practical consequence	Possible deliverable
Project profitability from the system	A and C meet it in the demonstration; B needs a custom report	A custom report in B adds cost and implementation time	Comparing on price alone hides this cost	Solution evaluation table with the agreed weights

Implementation stages and the readiness gate before go-live

Implementation stages and the readiness gate before go-live

Illustration with fictional data

1	2	3	4	5	6
Requirements	Compare solutions	Evaluate proposals	Plan implementation	Go-live readiness	Post-go-live review

Readiness gate (example)

- Ready — Data: migration tested and reconciled
- Partly — Processes: approved and rehearsed
- Not ready — Users: trained, with their access

Go-live decision in the example: postponed two weeks until user training is complete.

The need	Today	The gap	What it means in practice	Possible deliverable
Go live without disrupting the close and collections	The vendor’s plan covers technical configuration only	No business-side plan for process, data and user readiness	Go-live slips, or the team returns to the old way of working afterwards	Business-side implementation plan with its risks, and agreed follow-up through go-live and after

Assessment independent of system vendors

We do not sell ERP systems, we are not an implementation partner of any vendor, and we do not carry out technical installation or configuration. Our recommendations rest on a study of your business requirements and an examination of your processes, against clear evaluation criteria agreed with your team, on which we document the gaps and the trade-offs between the options.

ZIMAM's role: the business side

- Requirements and evaluation criteria
- Process and gap assessment
- Comparison of solutions and vendor proposals
- Business-side planning and follow-up within the agreed scope

The vendor's role: technical implementation

- Installing and configuring the system
- Technical data migration
- Development and integration between systems
- Technical support after go-live

Five steps, and a result you can defend in the boardroom

Step 1

Request and introductory session

A short introductory session to hear what concerns you and agree the track, areas and scope.

Step 2

Confidentiality agreement

Signed before we receive any data.

Step 3

Document request

Core financial data first, then only what each area needs.

What we usually ask for: Financial statements or the trial balance for the current and comparative periods; Receivables ageing and bank statements; The approved budget, or we prepare it with you, and existing facilities; Governance questionnaire answers, where needed

Step 4

Analysis

Calculations are organised and traceable; judgement is professional. Every number is checked before delivery.

What the analysis involves: 22 indicators behind the financial health score, across eight dimensions; Five stress-test cases; Published bank and support-programme criteria, with the date checked; Professional review before delivery

Step 5

Presentation and recommendations

Editable, downloadable outputs and a session to present the findings and recommendations.

Professional foundations. Clearer insight.

We connect your business data with relevant professional guidance to support informed decisions.

Accounting Standards

The accounting standards endorsed in the Kingdom, and the framework the company follows.

Zakat and Tax

The relevant laws, regulations and official guidance.

Governance and Internal Control

Professional frameworks for assessing controls and risk, including COSO.

Financial Analysis and Cash Flow

Performance analysis, scenarios and cash forecasting.

Credit Risk

Collection assessment and expected losses under the company's adopted accounting framework.

Financing and Benchmarking

Documented sources, with verification dates and the limits of each comparison.

Documented sources • Reviewable calculations • Your decision.

How a reference is chosen and tied to a result

1

What applies to the company

The accounting framework it follows, and the zakat and tax requirements for its entity, activity and period.

2

The reference in force for the period

The official source from the issuing body, with its number and effective date.

3

Checking for updates

We check the issuing body before each engagement and each issue, and record the date consulted.

4

Tied to evidence and calculation

Each result is tied to its document and its calculation, with assumptions and limits.

Accounting standards

IFRS as endorsed in the Kingdom, or the IFRS for SMEs as endorsed there, depending on what the company follows · Saudi Organization for Chartered and Professional Accountants (SOCPA)

Zakat

Implementing Regulations for Zakat Collection (1445H), Minister of Finance Decision No. 1007, applying to financial years beginning on or after 1 January 2024, with their published amendments · Zakat, Tax and Customs Authority

Internal control

COSO Internal Control — Integrated Framework (2013): five components and 17 principles. A professional framework we are guided by, not a binding regulation

Credit losses

Follow the company's adopted accounting framework; IFRS 9 concerns companies applying full IFRS

Checking references is a professional review our team performs in every engagement. The knowledge library inside the ZIMAM tool is still under development and does not update references automatically.

Sectors we serve

Sectors our services are designed for; this is not a list of past clients.

- Construction and infrastructure
- Trading and distribution
- Manufacturing
- Technology services
- Marketing and advertising
- Culture and creative industries
- Education and training
- Associations and non-profit organisations
- Professional and advisory services

Choose what you need now

Each package is priced by company size and scope, and we send a proposal after a short introductory call. A package covers only what it lists; other areas or outputs can be added by agreement.

Financial health review

- Eight-dimension financial health index
- 13-week cash forecast
- The three steps that would most improve the score

Request a Financial Health Review

Quarterly board package

- Full board report with risk register
- Health index compared with last quarter
- Analysis of the areas the board selects
- Presentation of the findings

Request the Board Package

Financing readiness file

- Both tracks: government support programmes and banks
- Indicative borrowing capacity and criteria matrix
- Financing document list
- Indicative business valuation, on request

Request a Financing Readiness File

Annual budget and tracking

- Operating, cash and capital budgets on documented assumptions
- Presented to the board for approval
- Variance reports with causes and owners
- Mid-year reforecast to year end

Request an Annual Budget

Zakat Calculation and Examination Support

- Zakat base and liability calculation report
- Review and reconciliation of filed zakat returns, where commissioned
- Analysis of examiner observations and requests
- Supporting reconciliations and required-document list
- Draft responses for review by the company's professional adviser

Request Zakat Support

Receivables and Credit Risk

- Receivables ageing and customer concentration
- Expected credit loss estimate under the company's adopted accounting framework
- Effect of the estimate on financial results
- Assumptions and their limits, and follow-up priorities

Request a Receivables Assessment

Choose what you need now

Current system assessment

For companies running an ERP system today.

- System effectiveness assessment
- Gaps between management needs and the system
- Process and control review
- Improvement priorities

Request a System Assessment

System selection and implementation planning

For companies preparing to implement or choosing between systems.

- Business requirements document
- Solutions and vendor proposals compared against written criteria
- Recommendation report
- Implementation plan, phases and risks, with business-side follow-up

Request System Selection Support

We do not sell ERP systems, we are not an implementation partner of any vendor, and we do not carry out technical installation or configuration. Our recommendations rest on a study of your business requirements and an examination of your processes, against clear evaluation criteria agreed with your team, on which we document the gaps and the trade-offs between the options.

Practical experience, one method

ZIMAM brings together practical experience in financial management and audit, within one consistent method serving owners, management teams and boards.

The work is led by a financial adviser with practical experience in financial management and external audit. That prior experience does not mean ZIMAM issues audit reports or any statutory assurance.

Confidentiality first

We sign a confidentiality agreement before we receive any file.

Any accounting system

We work from reports exported from your system, such as the trial balance and receivables ageing.

Arabic and English

Outputs in Arabic, English or both, depending on the scope.

Insights and drafts are for management use and carry no audit opinion, independent assurance or certified valuation.

ZIMAM — Executive Decision Support

The right information. The right time. Your decision.

We clarify the picture and show you the way. The decision is yours.

We do not ask for documents or detailed financial data at this stage. You may, if you wish, indicate your annual revenue range to help us suggest the right package.

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