

FRENCH INTERNATIONAL SCHOOL OF RIYADH

SAIS

Conventionnel Institution

ANNUAL REPORT 2022-2023 MANAGEMENT COMMITTEE



Dear parents,

For over a year now, the "Together for Excellence" list has been leading the Managerial Committee (CDG). For us, the elected representatives are a foundation of trust, legitimacy, and even more so, responsibility. First and foremost, I would like to thank all of the voters of EFIR who impressively participated in this election, demonstrating their interest in our school and thus keeping democracy alive within EFIR. I am aware of the honor bestowed upon me, as well as its importance and the responsibility I bear for the future of our children and the school.

I also want to express my gratitude to all those who worked to make us better known, who believed in us, and who sent us messages of sympathy and encouragement during and after these elections. However, we cannot forget those who made a different choice. We are the elected representatives for all families of EFIR respectfully, attentively, and receiving. Those who met all the conditions to be part of the voting electorate, but also those who were not allowed to participate in this election. We always defend and will continue to defend the interests of all EFIR families.

During the election campaign, we made commitments that we are already achieving. Throughout our mandate, we will uphold all the promises of our electoral program.

Our team started working immediately after the election. We have taken action to improve the daily lives of our children on each of the axis of our program.

From an administrative and financial standpoint, we have two objectives: firstly, we want EFIR to become a modern school that complies with international accounting standards, taking into account local legislation, and secondly, we want EFIR to be a strong and attractive school capable of functioning independently of the people working in this administrative department. I would like to thank all the members of the administrative department (accounting, billing, general services, registrars, HR and IT) for their dedication and their ability to adapt by understanding the challenges and the advantages of implementing these tools.

As part of cultural diplomacy and influence, EFIR is the institute that contributes the most to the influence of the French language and its culture in Saudi Arabia. Nearly 70% of the students enrolled at EFIR are foreign students. We thank all these families who trust the French education system and the values of France. Currently, more than 1500 students are enrolled at EFIR. We ambitiously aim to welcome between 2000 and 2500 students as part of the construction of the new school.

On the educational level, EFIR must be a place of excellence and success for our children. For this, we want AEFÉ to strengthen its presence at EFIR by replacing expatriate or resident teachers who leave. Furthermore, we wish to develop and establish an extra-curricular activities program at EFIR.

We work voluntarily to make this school better for our children.

The President of the Committee

Talal El Khatib



Your Managerial Committee (CDG)



President of CDG
Talal EL KHATIB
Director at XPL

Vice-President of CDG
Davy CHAUVET
Vice-President at PIF



Treasurer of CDG
Dania MOHTY
Cardiologist and professor of medicine of King Faisal Specialized Hospital and Al Faisal University

Secretary General of CDG
Abderrahmane KETTANI
Responsible for the security files of the railway consortium at Siemens



Member of CDG
Jade HANTOUCHE
General Manager at Montblanc

Member of CDG
Redouane LADJAL
Responsible for the installation of signaling systems at Siemens



Summary of this Report

Dear Parents,

The Managerial Committee (CDG) stands by your side to represent you and your concerns. This report represents all efforts made during our first year as elected representatives honoring and moving forward our commitments from our electoral campaign. After identifying the needs and priorities of EFIR, strategic plans were put in place to make EFIR an efficient school. In every aspect, your CDG has encouraged the various stakeholders in the educational community to invest into making our school a pleasant place for our children and all EFIR staff.

- This is the first time a CDG has provided a detailed and precise report of its activities.
- We have placed the protection of our children and staff members at the heart of our mission. The well-being of the educational community is our priority. We do not accept that children or members of the educational community are at risk within EFIR.
- We ensure the well-being of our staff members by revising their salaries with a new transparent and appealing pay structure. We encourage the harmonization of educational practices in primary school. This harmonization prevents the comparison between teachers of the same level, which is counterproductive and does not allow teachers to perform up to their professional serenity. Our concern for the well-being of EFIR staff members is also reflected in the funding of an association that aims, among other things, to create connections between EFIR staff members and parents.
- For your committee, EFIR is not just a place of academic learning, it is also a school that embodies human values (**Secularism, tolerance, gender equality, equal opportunities, intellectual curiosity, and critical thinking**). EFIR is a showcase of French values and should contribute to the promotion of the French language and culture. Our vision is that EFIR becomes an instrument of France's policy influence. The entire educational community must be aware of this. We finance all projects that align with this objective.
- We encourage all actions that nurture unity among the different members of the EFIR staff. Whether they are accountants, HR managers, or teachers, all stakeholders at EFIR must contribute to render our school a place of serenity and distinction for our students.
- We are currently addressing the legal situation at EFIR. Our school has been operating illegally for over ten years. This is unacceptable for us. This regularization process is purely legal and will not bring any changes to the educational system at EFIR.



- One of the most urgent issues is the relocation of EFIR. Saudi authorities have asked us to vacate the premises. We have received several offers for the construction of the new school. We are carefully studying the question to obtain the best value for money from a reputable and reliable builder.
- We have financed and supported the establishment of an inclusion department. This department is responsible for supporting students with special educational needs in close coordination with teachers. We will strengthen this inclusion department to also protect students who are subjected to bullying and humiliation. To achieve this, a certain level of independence from institutional structures is essential, and we will ensure it.
- As part of the renegotiation of the agreement with AEFE, we have highlighted the inconsistencies of a label that promotes educational excellence while facing a reality where this excellence is compromised with the loss of five expatriate teachers over the past four years. We wish to have two master trainers acting as educational advisors at EFIR. They will be at the service of teachers to assist and train them. We have also requested a second headmaster or headmistress for the primary school. Other requests to defend the interests of our children and our school have been made to AEFE.
- In accordance with our campaign promises, investments within EFIR are not frozen. The purchase of a heat pump allows our children to use the swimming pool throughout the year. This pool is now protected from the heat by shades. We have renovated the stadium and the football field. Today, most students benefit from these new facilities with the installation of lampposts to light up the field in the evening. We have refurbished the surface of the kindergarten playground and introduced new educational games and courses. Today, our kindergarten children enjoy a secure and playful playground. We also consider implementing a cooling system for this kindergarten playground. The same system will also be installed at the entrance to the school in the parents' waiting area.
- Thanks to the motivation provided by the CDG, a wide range of activities is offered to families being the extracurricular activities. This offer will expand next year for the great pleasure of our children. These extracurricular activities are not intended to be profitable. The goal is for them to be self-financing. The CDG ensures that a fair price is set. We must avoid setting a higher price that would discourage some families from enrolling their children in these activities.
- To make our school strong, modern, and compliant with international standards, we have chosen a new computer system that will facilitate interconnection between all departments of EFIR.
- We have redesigned the new EFIR website to have an intuitive version with a clean and modern design.

Our roadmap for the next year is to continue working and listening to you to make EFIR a place where our children thrive and learn safely. Our objectives are as follows:



- Continue to invest in improving EFIR's infrastructure. As the number of enrolled students at EFIR increases, it is necessary to accompany this growth with new facilities to accommodate these students under acceptable conditions. One of our primary concerns is hygiene and safety in relation to the restroom facilities. We will install new toilets during this summer.
- Encourage new extracurricular activities (APE). We continue to encourage teachers to propose new APEs so that our children can have a wide choice among the different activities offered. We will ensure that an acceptable price is proposed for each APE.
- Promote school outings and trips by providing our managerial expertise.
- Ensure that EFIR is a place of learning and fulfillment for staff members and our children.

We thank you for **your support and trust**. We will prove ourselves worthy of it.

We wish you a **wonderful summer vacation** with your family and loved ones and look forward to welcoming you back on **September 5th, 2023**, for the next school year.



01. Management Committee commissions

To address the daily issues affecting our children, your CDG has created 11 committees. Each committee specializes in a specific area of activity in order to provide us with expertise and propose solutions for efficient management of EFIR. We are the first CDG to open the committees to members from the other list, EFIR staff members, and parent representatives. In the spirit of transparency and participatory democracy, we want the entire educational community to actively participate in the decisions that improve the daily lives of our children.

C1	IT & Digital	Talal El Khatib	<ol style="list-style-type: none"> 1. Davy Chauvet 2. Abdulrahman Kettani 3. Mohamed Alla (DAF)
C2	Finance	Davy Chauvet	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Dania Mohty 3. Mohamed Alla (DAF)
C3	Guardianship Relation & AEFE	Mira Hakme (parents representative at CE)	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Davy Chauvet
C4	Legal	Abderrahmane Kettani	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Davy Chauvet
C5	Human Resources	Dania Mohty	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Davy Chauvet 3. Jad Hantouche 4. Larbi Ouamalich (teacher) 5. Nadia Achatou 6. Mohamed Alla (DAF)
C6	Projets Operation & Maintenance	Talal El Khatib	<ol style="list-style-type: none"> 1. Davy Chauvet 2. Abdulrahman Kettani 3. Proviseur 4. Mohamed Alla (DAF)
C7	EFIR Identity	Jade Hantouche	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Davy Chauvet 3. Repr. du personnel 4. Mira Hakme (parents representative at CE)
C8	Health and Safety	Dania Mohty	<ol style="list-style-type: none"> 1. Davy chauvet 2. Mohamed Alla (DAF) 3. Parents representative at CE 4. Security chef
C9	Students with Special Educational Needs	Talal El Khatib	<ol style="list-style-type: none"> 1. Talal El Khatib 2. Dania Mohty 3. Malika Ait Sidi Moh – inclusion coordinator 4. Loubna – Psychologue 5. Youssef Ben Abdallah – EBEP referent
C10	Sustainable Development	Davy Chauvet	<ol style="list-style-type: none"> 1. Davy Chauvet 2. Abdulrahman Kettani 3. Laurence Tanguy (teacher) 4. Michèle Grateau (BCD) 5. Vincent Degros (teacher) 6. Jihane Amghar (Administrator)
C11	Activities & Sports	Abderrahmane Kettani	<ol style="list-style-type: none"> 1. Davy Chauvet 2. Talal Elkhatib



02. Authorization from the Saudi Civil Defense

Upon our election, we immediately started working on the urgent matters concerning our school. We obtained the exemption that allows us to continue admitting students to EFIR. The CDG negotiated and obtained authorization from the Saudi authorities to accommodate 1600 students this year. As a result, we were able to meet the high demand from families wishing to enroll their children at EFIR. This required creating additional classes and carrying out the necessary construction work to accommodate these students for the 2022-2023 school year.

As of today, we have 1504 students enrolled at EFIR. We are working with the administration to reach the full capacity of EFIR. There are factors that explain this number being lower than our capacity (1600 students), but we need to find ways to avoid situations where we reject student registrations in April-May-June while having available spots in September. The issue is complex, but we are actively seeking solutions.

To address the high demand for enrollment in the upcoming school year (2023-2024), your CDG has negotiated with the Saudi authorities and obtained authorization to accommodate 1800 students at EFIR. This will allow us to significantly increase the student population at EFIR for the next academic year.

By doing so, we align ourselves with the recommendations and policies of the President of the French Republic, who encourages French institutions abroad to double their enrollments by 2030.

03. Employment Contracts, Internal Regulations, Statutes, and Saudi Legislation

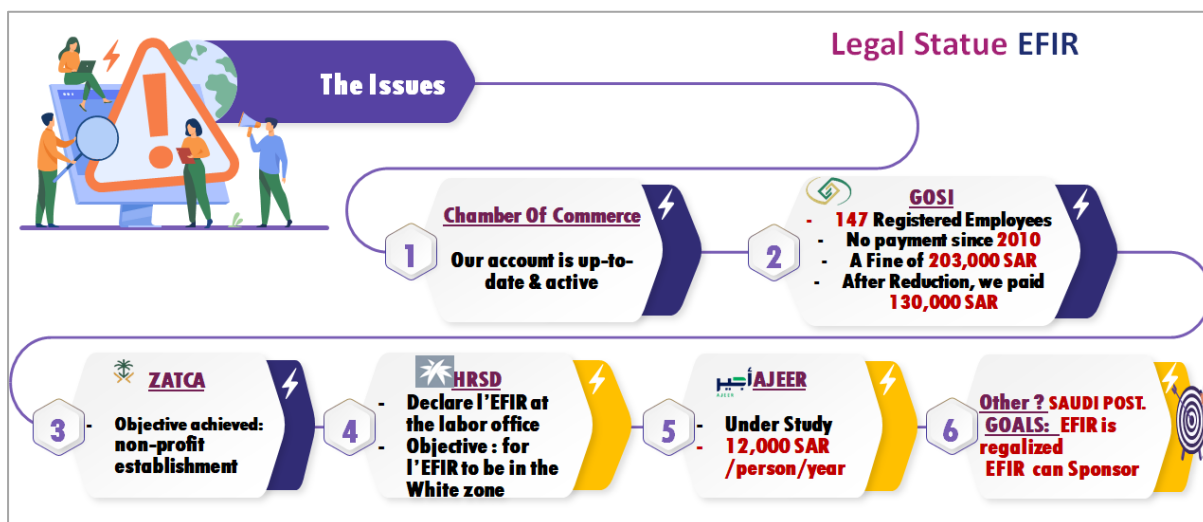
We have considered Saudi laws (labor code) and AEFÉ regulations (French laws) to review the employment contracts and internal regulations of EFIR. We now comply with all legal requirements for employment contracts and internal regulations. The HR committee of EFIR has approved these new regulations.

This process is continuous and evolving in accordance with changes in legal provisions. It is still necessary to review the statutes of EFIR to bring them into compliance with Saudi laws. We will do this in the 2023-2024 school year in collaboration with our embassy.

The objective is to ensure that our school is strong, and to achieve this, we cannot afford to apply illegal provisions within EFIR. It is also this concern for legality that explains the steps taken to regularize the situation of EFIR (GOSI, ZATCA, etc.).



04. Legal Status of EFIR



On the legal front, our school has been operating illegally since 2010. Therefore, we have taken the necessary steps to legalize the situation of EFIR. In this regard, we are the first CDG to rectify the legal status of EFIR. We cannot afford to be in violation of the law. It concerns the reputation of our country, France, and the adherence to the standards of the host country. This legal regularization does not affect the pedagogical content of our school, which maintains the specificities of French programs. We will ensure to continue to scrupulously uphold this.

Achieved objectives:

EFIR is now registered with the **Saudi Chamber of Commerce**.

GOSI: We have rectified the legal situation of EFIR. We negotiated with the Saudi authorities to obtain a reduction in the imposed fine since we had been operating illegally for 10 years. As a result, we succeeded in paying a fine of 130,000 SAR instead of the 203,000 SAR penalties initially prescribed. Today, we are up to date with this matter.

ZAKAT: After a long and challenging process, we managed to register EFIR as a non-profit establishment. This exempts our school from paying ZAKAT (2.5% taxes).

Ministry of Labor: We have registered EFIR with the Saudi labor office.

Objectives to be achieved:

Ministry of Labor: Ultimately, our goal is for EFIR to be registered as a "white zone". This will provide a special status to our school, legally exempting it from certain obligations.

AJEER: We will address the AJEER (Job Localization) issue once we know if EFIR is in a "white zone." This status would allow for fewer constraints regarding AJEER.

Iqama: Our ultimate goal is for EFIR to be able to sponsor certain specific profiles. Thus, based on the needs (such as a pedagogical advisor, French or philosophy teachers, etc.), we will be able to provide iqamas and recruit from France or elsewhere to ensure the best teachers are available for our children.



05. Human Resource



To ensure that our children can benefit from an excellent school, the human resource department is essential at EFIR. For your CDG, the educational sector is unique, therefore an effective human resource department serves towards an academic success. Thus, it is important for all departments at EFIR to understand that the ultimate goal to achieve is academic. It is under this vision that your CDG approaches the issue of human resources (recruitment, career management, staff motivation, continuous training, etc.).

- **Recruitment of a government relations officer:** To ensure our school is in compliance, we have hired a Saudi national who ensures EFIR complies with Saudi legislation. Once EFIR is in accordance with local standards, we can then recruit from France or elsewhere. This will contribute to the academic success of all our children.

- **Recruitment of a new Administrative and Financial Director (DAF):** A new DAF has recently taken office at EFIR with the following objectives:

- Modernize communication and make it more family oriented.
- Upgrade the outdated accounting and information systems at EFIR.
- Implement a rigorous organization with procedures that adhere to international standards.
- Motivate and foster strong bonds among all EFIR staff members in service of our children's academic success.
- Ensure the well-being of EFIR staff members.



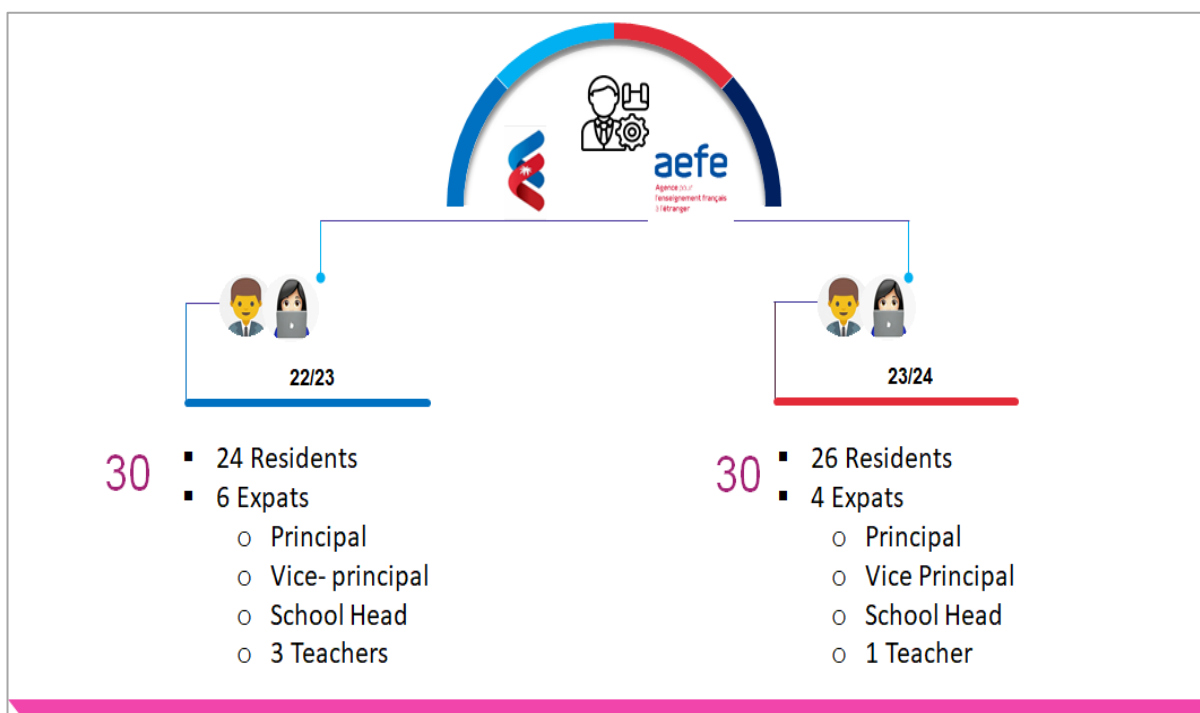
- **Recruitment of a coordinator for extracurricular activities:** As promised in our program, we have ensured that our children have the opportunity to participate in a wide range of activities offered in the afternoons. This coordinator oversees all the activities proposed at EFIR. The school also becomes a place of life and personal development for our children. Your CDG will continue to encourage and support all extracurricular activities offered by EFIR staff members. This also strengthens EFIR's identity among our children. Ultimately, we aim to present the extracurricular activities in June so that families can enroll their children well before the start of the next school year, as is done in France.

- **Recruitment of a communications manager:** In response to high parental demand, Instagram communication is now conducted in French, English, and Arabic (for the important information). Emails are sent in French and English. We are in the process of creating a new website to provide a modern, user-friendly, and comprehensive presentation. It will be available in French, English, and Arabic.

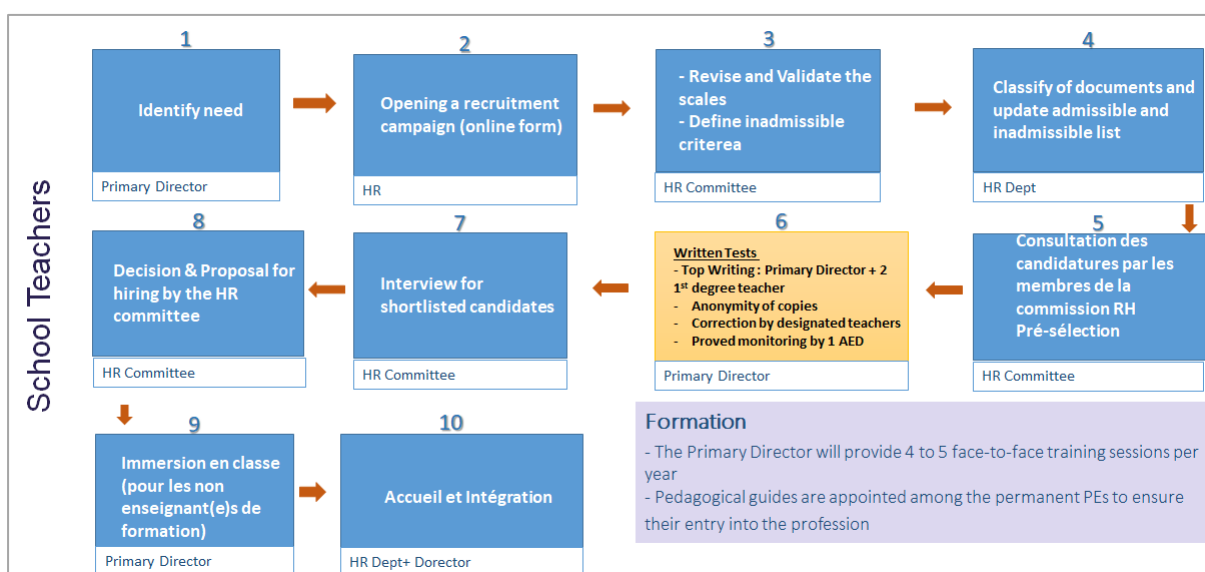
- **Appointment of an HR manager:** in order to steer HR development in a professional manner by following local and international standards and norms while ensuring the quality of social relations.

We would like to share with you the current situation regarding staff provided by AEFÉ for the school year 2022-2023 and the upcoming school year 2023-2024.

Gradually, we are losing expatriate staff members who are being replaced by residents. Next year, we will only have one expatriate teacher left. In 2018-2019, EFIR had six expatriate teachers. These expatriate teachers are of high value to our school as they train local contracts. We have raised awareness with AEFÉ about the invaluable loss of these expatriates, who are not being replaced by other expatriates.



- **Recruitment procedure:** The Human Resources Commission of your CDG has proposed a new recruitment procedure. This procedure improves upon the current one. Thus, transparency is paramount at every stage of the recruitment process. Whether it is for receiving applications, conducting initial screening based on resumes, administering assessment tests (for primary positions) to select candidates, or conducting the final interview, transparency is ensured. We now have a recruitment process that prioritizes skills and competencies. These proposals have been approved by the HR Commission of EFIR.



-**Salary scale:** We have implemented a unified salary scale for all staff members at EFIR. The objective is twofold: this scale will be publicly available and accessible to all, aligning with our commitment to the transparency at EFIR, and it is also a way to attract new personnel by offering improved working conditions.



06. Construction of the New School



Ecole Française Internationale de Riyad

2500 Student maximum
Min 40 000 m²

2 -3 years construction
Not too far from the airport
Not too far from DQ if possible.

Proposal	Key Points
Olayan	<ul style="list-style-type: none"> Serious and reliable group Price a bit high for 2000 students Problem with their land High risk if the Saudi state requisitions the land.
CAP France	<ul style="list-style-type: none"> Concept design Ambitious project with a nearby compound Awaiting proposal
Premier	<ul style="list-style-type: none"> School offered in a compound A bit far from airport and DQ Next to the King Fahad stadium The proposed price is correct for 2000 students
Abyatona	<ul style="list-style-type: none"> Ready to invest Ask for a guarantee We are to meet soon
Najd	<ul style="list-style-type: none"> Offers land in an already existing compound. Awaiting proposal

Regarding the choice of the new school, we received several proposals in early January 2023 in response to our call for bids. After a detailed analysis of these proposals, two offers met the criteria we had established. In consultation with the ambassador and the management, the offer from Olayan emerged as the most interesting.

Unfortunately, we learned that there was a risk of the Saudi government preempting the lands proposed by Al Olayan. Although this group is reputable and reliable, it does not seem appropriate for us to take this risk.

We have launched a new call for bids and have received three new proposals. We are waiting to obtain more details on what these groups are proposing. We will keep you informed as soon as we have more information.

As an indication, we currently pay almost 8 million riyals for the rental of EFIR premises. We will negotiate firmly to ensure that the rent for the next school is not too high. As diligent managers, we have already set aside 5 million riyals for the next school. Your CDG will continue to set aside money each year, all in order to avoid a significant increase in tuition fees.

If we have to leave the current premises, it is at the request of the Saudi authorities. They wish to reclaim EFIR's premises.



07. Inclusive Department and School Psychologist

In line with our program where we discussed inclusive education, the CDG has funded the recruitment of a coordinator to oversee the inclusive department. With the assistance of the school psychologist, students with special educational needs (SEN) finally have a strengthened team within EFIR. SEN students are a priority for the CDG. Inclusive education in the French manner requires that EFIR have a well-established inclusion department. The CDG is therefore very proud of the already promising results achieved by this inclusion department. Regular coffee meetings are organized with the parents of SEN students. The well-being week has attracted a large audience and has been highly successful. Finally, pedagogical activities are offered to teachers to support them when they have students with special educational needs in their classrooms.

We have allocated significant resources to ensure that this department can carry out its missions effectively. We must also acknowledge the remarkable work of the two SEN coordinators in this inclusion department.

For your CDG, the school psychologist must play an important role in protecting the children of EFIR. They should also support staff members who are struggling when the pressure becomes too intense. It is crucial that the school psychologist be independent from the CDG and the administration. Sometimes, the interests of institutional entities can differ from those of families, children, and staff members. That is why we wish to strengthen the school psychologist department by potentially hiring a second school psychologist. A call for applications has been posted on the EFIR website. The CDG will ensure that the independence of the school psychologist is included in their employment contract, allowing them to perform their duties without fearing the pressure from institutional entities.



08. AEFÉ Convention

We met with Mr. Raynaud, head of the Middle East sector for AEFÉ (Agency for French Education Abroad). As we will be renegotiating the convention this year, we have had numerous exchanges with this representative.

1. Our Observation:

- For the CDG, in order to be successful, educational achievement should not be an empty concept. It should correspond to a reality on the ground. Since the 2018-2019 school year, 5 expatriates have left EFIR at the end of their assignments. They have not been replaced by other expatriates. However, these expatriates have extreme, valuable, pedagogical advisory roles within the institution as well as the area around it. (Continuous training of local colleagues, educational cooperation, and local network animation missions, etc.). The departure of these expatriates without replacement is a qualitative loss for EFIR.
- EFIR pays a percentage of its revenue (6%) to AEFÉ. We also bear the salaries of resident teachers and all related expenses (contributions, family benefits, ISVL, etc.).
- EFIR paid over 10.5 MSAR to AEFÉ during the 2022-2023 school year. This represents 18% of our revenue. We plan to pay nearly 11 MSAR in 2023-2024. And this is to have 30 AEFÉ staff members.

2. The CDG Requests for EFIR

- Replacement of departing expatriates with other expatriates or teacher-trainers serving as pedagogical advisors. EFIR is a school with a high turnover of personnel. That is why we insist that AEFÉ send us pedagogical advisors to support and train newly recruited individuals.
 - We want to reduce the exorbitant cost of our contribution to the AEFÉ.
 - A second director (male or female) who will be in charge of the kindergarten or the primary school. We will have 39 classes in the primary school next year. This workload is difficult to bear for a single director.
- Organization of a sports event that brings together countries from the AEFÉ network or the zone.
- More resident staff. Since our enrollment is increasing significantly, it is legitimate for the number of resident staff to increase proportionally.

Many other requests have been made. We have also discussed the most urgent issue, which is the construction of the new school. AEFÉ has offered its expertise and assistance in this regard as well. It was also a constructive and professional exchange. Negotiations will continue with AEFÉ, and we will keep you informed of the progress in our future meetings. The objective of your CDG is to ensure that the AEFÉ label corresponds to quality education within EFIR.



09. Extracurricular Activities



Since our election, we have been encouraging proposals for extracurricular activities (APE) by urging staff members to suggest them. These APEs aim to develop the child's curiosity, creativity, learning of collective life and citizenship, etc.

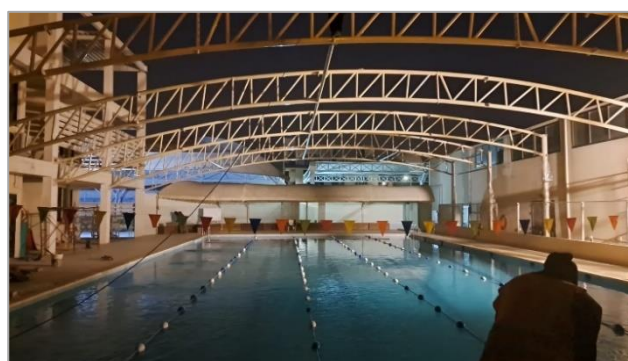
Thanks to this proactive policy, our children can now enroll in the swimming club, football club, taekwondo club, theater club, chess club, computer club, etc. For football and swimming, significant investments have been made. A three-year amortization plan has been put in place to recover the amounts advanced for the purchase of a heat pump for the pool and the renovation of the football field. Today, our school is a place of life and development after classes.

As for the cost of enrollment, we aim to set a fair price. The CDG does not want extracurricular activities to replenish EFIR's funds. The proposed price should cover the compensation paid to EFIR staff members who offer these activities, as well as the expenses or advances granted by the CDG. We remind you that only activities included in the school's project are free. We will continue to encourage anyone proposing APEs that have educational, cultural, or physical purposes.



10. Investments in the Current School

1. Construction Investments



According to the campaign promises where we expressed our desire to continue investing in the current school rather than freezing all investments for the new school, we have made decisions to preserve the health of our children, such as:

- We have covered a large part of the kindergarten playground since teachers, parents, and children were complaining about the suffocating heat starting from April.

- We have also covered a portion of the area where families wait for their children.

- We have resurfaced the kindergarten playground with a non-toxic material. New games are available for the children in this playground.

- We have installed a shade structure over the swimming pool so that our children can use it even when it's very hot.



- We have replaced the heat pump for the swimming pool. Now our children can use the pool throughout the school year.

- The soccer field has received a new synthetic turf. Additionally, we have installed lampposts to illuminate the soccer field and allow our children to use it even when it starts getting dark.

- In the interest of public health, we have replaced 70 air conditioners at the school when they were malfunctioning or posed a health risk to our children.

- Renovation work has also been carried out to improve certain toilet facilities. We understand that the cleanliness of the toilets is a major concern for families. Indeed, it can have an impact on the health of our children. This is also a matter that we care about.

- A new parking lot has been created and will soon be available for staff members, relieving the current parking lot used by families.

- We have also created additional classrooms to accommodate new classes for the year 2022-2023.



- Regarding the school catering, a new provider has been in charge of the school meals for the past few months. The selection criteria have been reviewed to offer quality products at affordable prices. Together with the management, we have negotiated with the provider to exclusively offer us fresh products and a diverse menu at an affordable price. This provider also offers hot meals at a reasonable price. Now, meal boxes are offered to elementary school students.

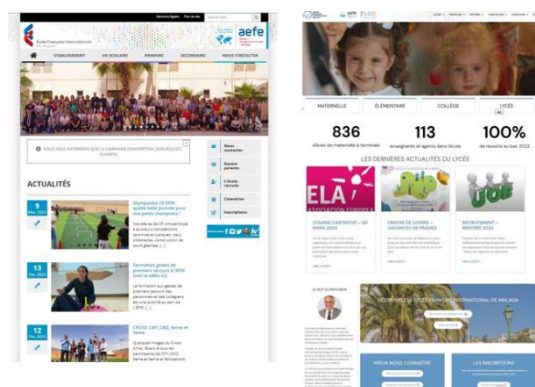
2. Logistic Investments

- Information System (ERP): We have defined the needs of EFIR and launched a call for tenders. We are currently in the process of selecting the software that will meet our requirements. The goal is to have a modern computer system that complies with Saudi codes and will make the work of various departments at EFIR more efficient, such as billing, accounting, enrollment, purchasing, HR, etc.



- We have changed the provider for maintenance and cleaning services. We discovered that the teams of the previous provider were not exclusively dedicated to our site. These workers were rotating between two different sites every day. EFIR, which upholds French values, cannot accept this situation that poses a risk to the health of these workers. Therefore, we have opted for a new provider and stipulated that their employees will only work for EFIR. They will be better paid than the employees of the previous provider. They will be under the direct control of our CFO and general resources. This way, we can ensure that the terms of the contract are respected.

- EFIR web site: We have selected a provider to redesign the new interface of our website. It will be more intuitive, streamlined, and user-friendly, with a revamped visual identity.



11. Mastery of the French Language

We know that mastery of the French language plays a crucial role in the academic success and professional integration of our children. We all want to provide our children with an education that will enable them to access top schools and the best international universities, based on humanistic values such as tolerance, gender equality, equal opportunities, intellectual curiosity, and the promotion of critical thinking, among others.

The main focus of our program is educational excellence through a strong command of the French language. We also aim to fulfill our campaign promises by promoting actions that improve French language proficiency. We are negotiating with the AEFÉ (Agency for French Education Abroad) to send us two teacher trainers who will serve as pedagogical advisors. We will keep you informed if these negotiations are successful. These pedagogical advisors will be there to support teachers and assist those who wish to receive help. With these available resources, teachers will be able to exchange ideas on pedagogical practices and align the different levels, both in primary and secondary education.

12. Communication and Transparency

We were elected on a promise of transparency, and we intend to keep that promise. We want the EFIR (French International School of Riyadh) families to know what is happening within the institution, both in terms of finances and all the actions undertaken by your CDG (Management Board). We want families to know where every cent of the tuition fees they pay is going. For your CDG, transparency is evidence of good school management.

We aim to be a CDG that is close to families and their concerns. Therefore, we do not hesitate to communicate about everything we do at EFIR. We also include your staff representatives in CDG committees and invite others to attend CDG meetings. This is the first time that a CDG invites four representatives from the school council and four representatives from the school board to each of its meetings. In this way, we promote participatory democracy within the CDG and its committees, where parents and teachers participate and make proposals that can be considered.

From now on, communication will take place in French, English, and Arabic on Instagram and Facebook. Our website will also follow this strategy of openness, which is found in most AEFÉ schools worldwide.

While we prepare to present our new communication methods, you can contact your elected representatives on the school council or the management board or send us an email to one of the CDG e-mail addresses which are on the EFIR website.

Transparency is also evident in the recruitment process for EFIR staff members. The EFIR HR committee has approved a new transparent and impartial recruitment process.

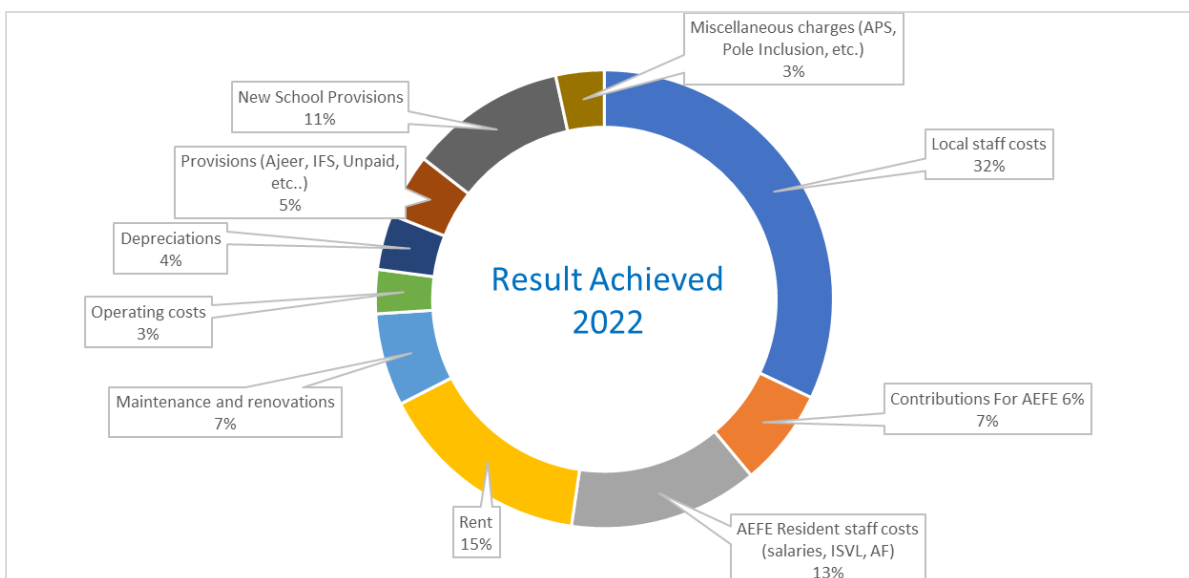
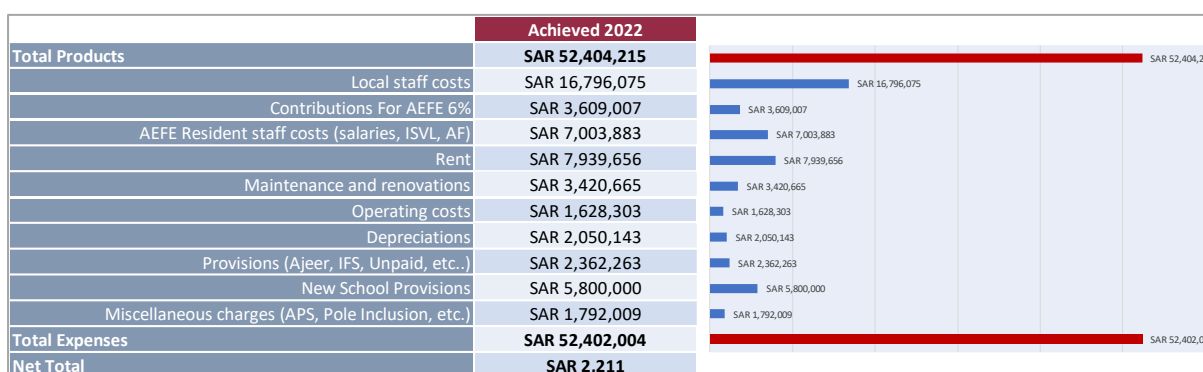


13. Financial Status

1. Introduction

The French school in Riyadh was established in October 1975 by parents, but the license to integrate within the Saudi Ministry of Education was obtained only on February 22, 1981, as a non-profit institution.

2. Achieved Result in 2022



3. Revenue (Sales)

The revenue increased from 45 MSAR at the end of 2021 to 52M SAR at the end of 2022, showing a growth of **16%**, whereas the increase in revenue between 2020 and 2021 did not exceed **4%**.

This can be mainly attributed to the policy followed by EFIR to attract a maximum number of students, including non-native speakers.

While the number of students experienced a **6%** increase in 2021-2022, this growth reached **12%** in 2022-2023.

Table of the number of students enrolled in the EFIR

Years	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024 (Provision)
Nb of students	1165	1246	1272	1347	1515	1650

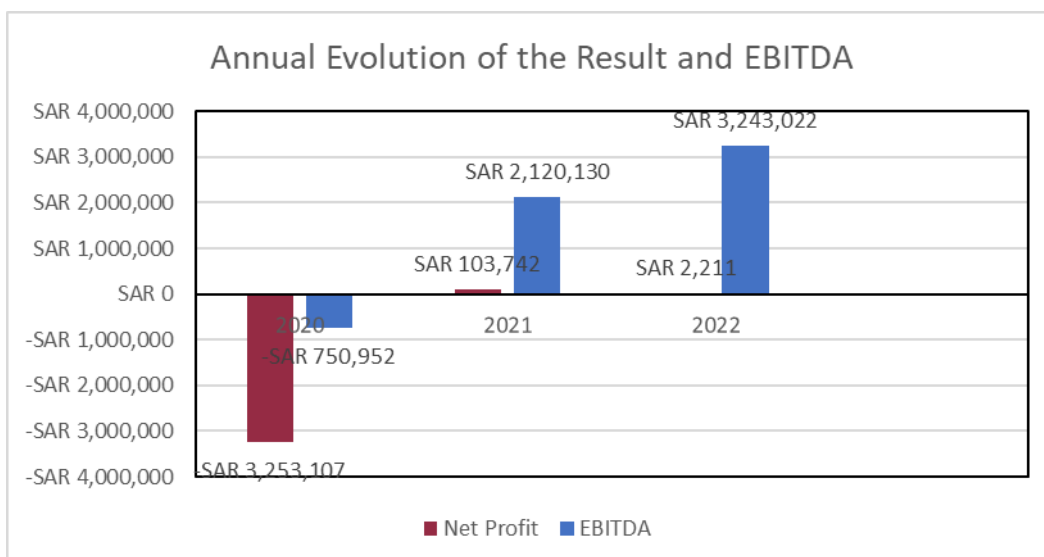
This significant increase is made possible by the CDG, which obtained permission from the Saudi authorities to accommodate 1,600 students in 2022-2023 and authorization for a capacity of 1,800 students this year. These approvals will generate additional revenue that will be used to improve the quality of education for our students.

4. Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)

EBITDA is a financial indicator that measures the financial profitability of the operating cycle.

	Achieved 2020	Achieved 2021	Achieved 2022
NET PROFIT	-SAR 3,253,107	SAR 103,742	SAR 2,211
BANK INTERESTS	SAR 91,130	SAR 85,371	SAR 1,190,668
DEPRECIATION AND AMORTIZATION	SAR 2,411,025	SAR 1,931,017	SAR 2,050,143
EBITDA	-SAR 750,952	SAR 2,120,130	SAR 3,243,022



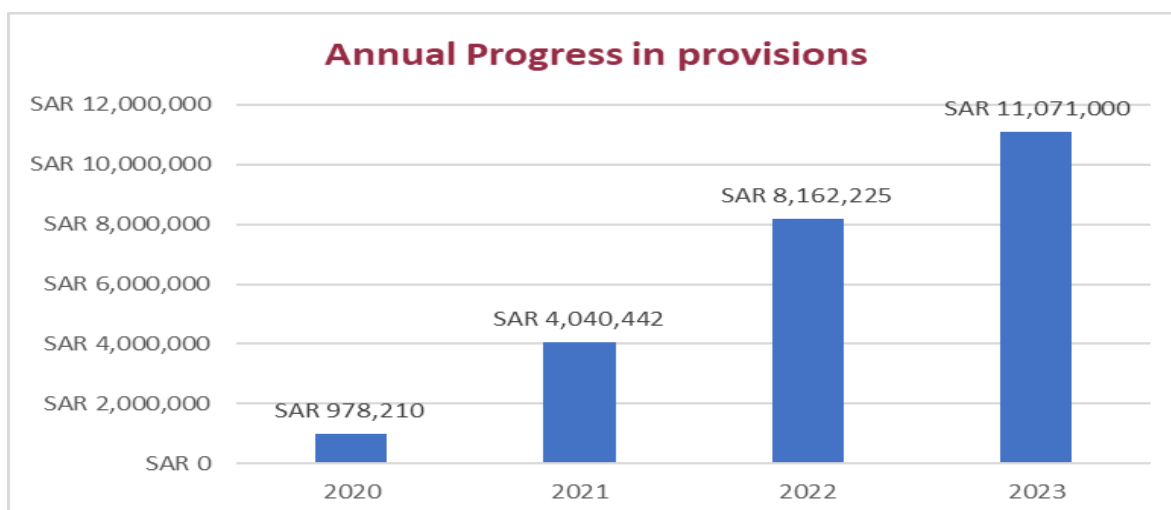


As you can see, our profitability in 2020 was negative by -751000 SAR. However, it significantly improved at the end of 2021, reaching 2 MSAR, and at the end of 2022, EBITDA achieves more than 3 MSAR which corresponds to an increase of 53%.

5. Provisions

The term "provision" can be defined as the accumulation of funds for future use in order to cover an expense that is not yet effective.

Provisions	Achieved 2020	Achieved fin 2021	Achieved fin 2022	Provisoin 2023
New school	-	SAR 2,500,000	SAR 5,800,000	SAR 4,150,000
nd of service	SAR 816,251	SAR 1,540,442	SAR 825,500	SAR 1,271,000
Ajeer	-	-	SAR 1,321,000	SAR 3,000,000
Unpaid	SAR 161,959	-	SAR 215,725	SAR 150,000
Impact of new salary grid				SAR 2,500,000
Total	SAR 978,210	SAR 4,040,442	SAR 8,162,225	SAR 11,071,000



This table highlights the performance achieved by your CDG at the end of 2021 and 2022. We doubled the amount of savings made (5.8 MSAR) in 2022 to mitigate the financial impact of the new school rent. Additionally, a provision of 1.3 MSAR will be set aside to offset the cost generated by the annual AJEER contribution.

6. Staff Expenses:

Staff expenses accounted for 51.5% of the revenue at the end of 2020 and 50% at the end of 2021. Your CDG managed to reduce personnel expenses to 45% of the revenue at the end of 2022. The total amount of personnel expenses in 2022 is estimated at 23.8 MSAR, with 70% allocated to local contracts and 30% to resident personnel expenses.

7. Miscellaneous Expenses:

Miscellaneous expenses are exceptional charges that do not correspond to the day-to-day or financials of the school. These charges consist of several expenses that will be presented below:

Charges	Amount
Travels	235,000 SAR
Continued Formation	205,000 SAR
New Personnel in AEFE	192,000 SAR
Insurance	95,000 SAR
Previous Charges	98,000 SAR
Exchange Loss	78,000 SAR
Others	809,009 SAR



8. Audit Report 2022

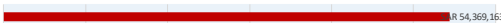








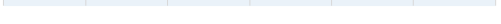


SAUDI ARABIAN INTERNATIONAL SCHOOL
FRENCH SECTION – RIYADH
Riyadh, Saudi Arabia
STATEMENT OF REVENUES AND EXPENSES
For the Year Ended December 31, 2022

	<u>Note No.</u>	<u>31 Dec. 2022</u>	<u>31 Dec. 2021</u>
<u>REVENUES</u>			
<u>Income from Main Activities</u>			
Tuition and Registration Fees(net)		49,222,538	44,547,797
Net Income from Activities		49,222,538	44,547,797
<u>Other Income</u>			
Interest on Bank Deposits		1,190,668	85,371
Other Income		1.991.009	487,508
Total Other Income		3,181,677	572,879
Total Income for the Year		52,404,215	45,120,676
<u>EXPENSES OF MAIN ACTIVITIES</u>			
Salaries and Related Costs		(23,799,958)	(22,445,947)
School and Accommodation Rent		(7,939,656)	(7,652,952)
Repairs, Maintenance and Cleaning		(3,420,665)	(3,074,363)
School Books and Supplies		(1,628,303)	(1,321,028)
Depreciation and Amortization		(2,050,143)	(1,931,017)
Miscellaneous Expenses		(13,563,279)	(8,591,627)
Total Operating Expenses		(52,402,004)	(45,016,934)
NET RESULT		2,211	103,742

NB: Miscellaneous Expenses of 13.5 million SAR are composed as follows: provisions of 8 million SAR, AEFÉ contribution of 3.6 million SAR, and miscellaneous charges of 1.7 million SAR.



9. Forecast Result for 2023

	Forecast 2023	
Total Products	SAR 54,369,163	
Local staff costs	SAR 17,777,146	
Contributions For AEFE 6%	SAR 3,697,103	
AEFE Resident staff costs (salaries, ISVL, AF)	SAR 7,266,565	
Rent	SAR 7,939,656	
Maintenance and renovations	SAR 3,776,672	
Operating costs	SAR 1,767,000	
Depreciations	SAR 2,388,967	
Provisions (Ajeer, IFS, Unpaid, etc.)	SAR 4,421,000	
New School Provisions	SAR 4,150,000	
Miscellaneous charges (APS, Pole Inclusion, etc.)	SAR 1,025,707	
Total Expenses	SAR 54,209,816	
Net Total	SAR 159,347	

