

Building on **Solid Foundations**

**Board of Directors' Report
for the Fiscal Year 2025**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Custodian of the Two Holy
Mosques King
Salman bin Abdalziz Al Saud



His Royal Highness the Crown Prince
and Prime Minister
Mohammed bin Salman bin
Abdulaziz Al Saud

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01

About the
Company



Statement of the Chairman

Mr. Fahd bin Sulaiman Al-Rajhi

Dear Esteemed Shareholders of Yanbu Cement Company,

It is my distinct privilege, both personally and on behalf of my colleagues on the Board of Directors, to present to you the annual report of Yanbu Cement Company for the fiscal year 2025, which highlights the salient achievements the company has accomplished, and the challenges it has encountered. This report serves as a testament to the level of maturity of our business model, and its transition from relying on traditional growth to building long-term sustainable value.

Throughout the year, the Board of Directors continued to consolidate a balanced strategic direction based on four main pillars: Good Governance, Sustainability, Thoughtful Growth, and Operational Excellence; while ensuring the integration of these pillars within an institutional framework that enhances operational agility and keeps pace with economic, regulatory and technological changes.

In this context, the Company has strengthened its commitment to supporting local content as a strategic enabler for creating sustainable economic value. The percentage of local content reached (61%) including the exports percentage, which was achieved through enabling national supply chains, developing local competencies, and enhancing the Company's contribution to the national economy, in line with the Saudi Vision 2030, confirming the company's role as an active national partner in the comprehensive development process.

The year 2025 also witnessed national and international institutional recognition of the Company's efforts in the path of transformation and sustainability, represented by the Company receiving the Modon Industrial Excellence Award – Environmental Sustainability Track, in addition to being selected among the Saudi factories that joined the World Economic Forum's Global Lighthouse Network, which reflects the level of institutional maturity that the company has reached, and its ability to reconcile sustainability and industrial excellence and enhance its future readiness.

The Board of Directors has given special attention to consolidating the governance and compliance system and strengthening the regulatory frameworks, in order to support the soundness of strategic decisions and preserve the rights of shareholders and stakeholders, in parallel with integrating sustainability into the company's strategy, and developing the risk management and business continuity system for enhancing Company's readiness, flexibility and ability to adapt to changes.

We are proud that these strategic efforts have contributed to enhancing digital readiness, raising the efficiency of the business model, and achieving advanced local content levels, in addition to obtaining a number of international certifications and accreditations, which has solidified Company's position as a national model for sustainable industrial excellence.

On this occasion, I extend our profound gratitude and unwavering appreciation to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and His Royal Highness the Crown Prince, Mohammed bin Salman bin Abdulaziz Al Saud— may Allah protect them – For their steadfast support to the industrial sector that has been instrumental in empowering national enterprises, thereby bolstering contribution to assisting the national economy and achieving the objectives of Saudi Vision2030.

I extend my sincere thanks and appreciation to my colleagues, members of the Board of Directors and the executive management, and all the Company's employees, for their dedicated efforts that have transformed challenges into opportunities and aspirations into tangible achievements that enhance the Company's standing, support the sustainability of its operations, and boost its competitiveness.

In conclusion, we reaffirm that the Company's Board of Directors approaches the future with profound confidence, grounded on a robust operational foundation, a clear strategic vision and a well-established governance approach, placing at the forefront of its priorities maximizing value for shareholders and enhancing the Company's role as an active national partner in achieving sustainable development and supporting the ambitious goals of the national vision.

May Allah bless all our efforts and keep our nation in the blessings of security and prosperity.

Chairman of the Board



Statement of the CEO

Mr. Ali bin Abdullah Alayed

Dear Esteemed Shareholders,

Thanks to God's grace and guidance, the year 2025 has marked a significant milestone in the journey of Yanbu Cement Company. Supported by high operational discipline and a continuous focus on raising efficiency and maximizing the benefit from resources, the Company achieved tangible progress at the level of operational and financial performance, which contributed to improving results and enhancing our competitiveness.

Throughout the year, the Executive Management focused on translating strategic directions into practical initiatives on the ground, which included improving productivity, optimizing costs, increasing the reliability of industrial assets, enhancing the resilience of supply chains, and developing the sales and logistics system. This positively impacted the completion speed and improved customer experience.

The Company continued to fortify its international market presence. During 2025, its exports exceeded three million tons of clinker and cement, reaching to (20) countries worldwide, which contributes to diversifying revenues and enhancing the flexibility of trade growth, and confirms the competitiveness of the national product in global markets.

In our pursuit of digital transformation, we continued to expand automation and Artificial Intelligence applications in operational and administrative processes and enhance the reliance on data for decision-making. This substantively enhanced operational efficiency, optimized output quality, and supported proactive maintenance, in addition to developing the sales cycle and linking it to digital systems, enabling the company to accelerate processes and enhance transparency, accuracy and customer satisfaction. This progression culminated in the Company receiving formal recognition for its adoption of Fourth Industrial Revolution technologies, reflecting the readiness of our technological operations and the resilient transformation path the Company is implementing at the operational level.

In tangible manifestation of our commitment to environmental and social responsibility, we continued to implement initiatives to reduce energy consumption, improve environmental efficiency, and expand our low-carbon-footprint products, while simultaneously supporting community-led initiatives. These efforts emphasize the Company's commitment to conducting responsible business that has a positive impact on the environment and society.

In this regard, the Company issued its Sustainability Report for 2024, prepared in accordance with GRI 2021 standards, reflecting its commitment to promoting transparency, consolidating sustainability practices and embedding its principles into its business, aligning with the United Nations Sustainable Development Goals (SDGs) in line with the objectives of Saudi Vision 2030.

The Company further pursued to elevate quality standards and enhance occupational safety and health indicators, as well as deepening a culture of innovation and continuous improvement to ensure the delivery of products and services that meet our customers' expectations with high efficiency.

The Board of Directors, its committees, and Executive Management recognize that our human capital is a key catalyst for success, the Company continued to invest in developing human capital by providing a motivating work environment, enhancing training and development programs and attracting national talents. Furthermore, the Company supported localization programs, achieving a Saudization rate of (%57) compared to (%54) in 2024. In terms of strategic partnerships, the Company further expanded its strategic partnerships by launching the National Academy for Industrial Minerals in partnership with the Ministry of Industry and Mineral Resources and the Technical and Vocational Training Corporation, with the aim of qualifying national cadres, supporting the localization, and enhancing the efficiency of human capital in the sector.

In conclusion, I extend my profound gratitude and sincere appreciation to our wise leadership for their unwavering support of the industrial development journey. I also extend my sincere thanks and appreciation to the members of the Board of Directors of Yanbu Cement Company and its specialized committees for their trust and continued support. I would also like to extend my special thanks to all the Company's employees for their dedication and sincere efforts. We are grateful to our valued shareholders and investors for their enduring trust, and we renew our firm commitment to making the Company the preferred partner for our customers, and added value to our shareholders.

Chief Executive Officer



02

Company
Overview

Company Overview

Yanbu Cement Company (YCC) is a Saudi listed joint-stock company with a paid-up capital of SAR 1,575,000,000 (One Billion Five Hundred and Seventy-Five Million Saudi Riyals) and considered one of the largest cement manufacturers in the Kingdom of Saudi Arabia, as well as the largest in the Western Region. It is also ranked among the top 50 outstanding national companies, with a clinker production capacity of 21,000 tons per day and 7 million tons annually. Additionally, the Company's cement packing and delivery capacity reaches up to 30,000 tons per day, reflecting its ability to meet market needs efficiently and consistently.

The Company's Headquarters is located in Jeddah, while its plant is situated in the northern part of Yanbu Governorate in the Ras Beridi area on the Red Sea coast. The plant includes an industrial complex and integrated residential communities that provide all essential services, including educational and healthcare facilities, as well as recreational amenities, such as gardens, green spaces, a sports center, and a beachfront. This reflects the Company's commitment to providing a comprehensive and sustainable environment.

Yanbu Cement: A Legacy of Industrial Excellence



The Company continues to strengthen its position as a benchmark in the cement industry, by establishing an integrated operating model that combines innovation, efficiency and national commitment. In addition to its leadership in adopting Fourth Industrial Revolution technologies and raising the levels of automation and technology in its operational processes, the Company achieved a high percentage of local content, confirming its role in enabling national supply chains and enhancing the added value to the Saudi economy.

Moreover, the Company established sound governance practices through structuring clear policies, elevating the level of transparency and compliance, and enhancing the effectiveness of its boards and specialized committees, in order to ensure sustainable growth and decision-making according to the highest standards of integrity and responsibility.

As part of its commitment to environmental and social sustainability, the Company continued its efforts to reduce carbon emissions, invest in innovative solutions, such as utilizing waste heat energy, and expanding the research of using renewable energy sources, in addition to promoting sustainability principles in its operations and community activities, aiming to solidify its role as an effective partner in supporting sustainable development and achieving the objectives of Saudi Vision 2030.

Our Vision

To always be the first choice for our partners.

Our Mission

Maintain quality in our production, reliability in supply, and a commitment to nature and humanity in our surroundings.

Our Values

The Company's values are the compass that guides its operations and corporate culture, making it the foundation of its practices for achieving its strategic objectives, through compliance with the highest standards of professional conduct and good governance.

- Commitment to performance standards.
- Providing an ideal working environment.
- Adherence to ethical values.
- Commitment to social responsibility.
- Respecting environmental values.
- Supporting initiatives and innovation.



ESG Sustainability Report 2024

Yanbu Cement Company has issued its Sustainability Report for the period from January 2024 ,1, to December 2024 ,31, in accordance with the Global Reporting Initiative (GRI 2021) Standards, reflecting its firm institutional commitment to embedding sustainability practices and enhancing its positive impact across various dimensions.

The report embodies the Company's integrated approach to aligning its strategy with the United Nations Sustainable Development Goals (SDGs) and supporting the objectives of Saudi Vision 2030, thereby strengthening its role as an active partner in achieving sustainable national development.

The issuance of this report reaffirms the Company's commitment to the principles of transparency and accountability, as well as its dedication to providing stakeholders with a clear and comprehensive view of its sustainability performance. It also highlights the mechanisms through which sustainability principles are embedded across the Company's activities, spanning economic, environmental, social, and governance (ESG) dimensions—reflecting the maturity of its operational framework and reinforcing its ability to create long-term sustainable value.

Company's Strategy

The Company adopts an integrated strategic approach aimed at strengthening its leadership position in the cement industry and maximizing long-term shareholder value through a sustainable and balanced business model that keeps pace with economic, regulatory and technological changes. The strategy is based on promoting good governance and compliance, achieving sustainable and well-planned growth and digital innovation, in addition to environmental and social responsibility.

The Company's strategy for the period 2022 – 2025 was designed based on four main pillars:

1. Governance
2. Growth and business diversification
3. Sustainability
4. Maturity and operational excellence

This aligns with the pillars of Saudi Vision 2030; Sustainability is considered a fundamental element of the Company's culture and operations. The Company seeks to achieve a balance between environmental, social and economic dimensions to ensure the creation of long-term value for shareholders and stakeholders. Through this approach, the Company enhances its competitiveness and contributes to advancing the path of sustainable national development.

As part of developing this approach, the Company began implementing an ambitious strategy in January 2023 focused on three main themes:

- Governance and compliance transformation
- Promoting sustainability
- Elevating the levels of maturity and business excellence

This strategic phase included launching key initiatives in digital transformation, human capital development, and improving operational efficiency, along with a well-considered expansion into new markets and maintaining sustainable profitability for shareholders. These initiatives reaffirm the Company's commitment to innovation and responsibility, positioning it at the forefront of the cement industry and reinforcing its role as a reliable strategic partner.

ESG

Our Products

Our Company offers different products distinguished by their high quality and surpass similar products in the Saudi market, all at competitive prices that cater to various customer needs. This excellence enables the Company's products to achieve the perfect balance between high quality and affordability, reflecting the Company's keenness to enhance customer satisfaction, making them the first choice for customers in the cement sector in the Kingdom.

1.Premium Ordinary Portland Cement OPC 52.5R

The premium Ordinary Portland Cement is distinguished by its high quality, achieving high early strength of over 30 MPa, and reaching a strength of 55 MPa after 28 days. Thus, its specifications exceed the quality requirements specified in the Saudi Gulf Standard SASO GSO 1914:2009, ensuring customer satisfaction and meeting the needs of the Saudi market with high efficiency.

The Ordinary Portland Cement is used in all types of concrete structures, reinforced and precast concrete works, paving blocks, tiles and bricks of various types, as well as in high-stress concrete, walkways, roads and bridges, due to the durability and reliable performance it provides in various construction applications.

The Ordinary Portland Cement Properties

- Complies with the Saudi Gulf standard specifications SASO/ GSO 1914/2009
- Complies with the American standard specifications ASTM C150 (Type I)
- Complies with the European standard specifications EN 197-1/2011 CEM I 52.5R



2.Sulphate-Resistant Cement SRC 42.5 N

Sulphate-Resistant Cement is designed to improve the performance of concrete in areas exposed to the risks of chemical impact from sulfate compounds present in the surrounding soil, groundwater, or seawater, which lead to the deterioration and collapse of cement structures. The product contributes to ensure the concrete performance withstands in harsh conditions.

Sulphate-Resistant Cement is used in pipes and underground structures, including sewage and water treatment plants, as well as in various industrial projects such as fertilizer, petrochemical and food processing plants, coastal concrete structures, in addition to structural concrete where Ordinary Portland Cement is not suitable under normal conditions.

Sulphate-Resistant Cement Properties

- Complies with the Saudi and Gulf standard specifications SASO - GSO 1914/2009 (Type V)
- Complies with the American standard specification ASTM C150-19 (TYPE V)
- Complies with the European standard specification EN 197-1/2011 CEM I 42.5N-SR3



3. Portland Pozzolana Cement PPC 32.5 N

Portland Pozzolana Cement is an environment-friendly product with a low carbon footprint, containing up to %30 locally available natural pozzolana. The product has chemical and physical properties that help overcome the chemical effect of alkalis, sulfates and chlorides, and makes concrete less permeable with a lower heat of reaction during the preparation of the cement mix. In addition, it has higher thermal insulation, which contributes to increase the building lifespan. Portland Pozzolana Cement is used in general construction, mass concrete casting, and plastering and tiling works.

Portland Pozzolana Cement Properties

- Complies with the Saudi-American standard specification SASO ASTM C595 (TYPE IP)
- Complies with the European standard specification EN 197-1 CEM II/B-P 32.5N



4. Portland Finishing Cement LPC 32.5 N

Portland Limestone Cement is a special product for covering the needs of finishing works in the Saudi market. It is characterized by a lighter color than ordinary Portland cement making it suitable for decorative, architectural, and all finishing works. This cement also features a low carbon footprint, which is reflected positively on the environment.

Portland Finishing Cement is used in all types and categories of finishing works, architectural concrete, soil stabilization, construction, repair and restoration, paving and flooring, and floor lining before tiling works.

Portland Finishing Cement Properties

- Complies with the Saudi-American standard specification SASO ASTM C91 (TYPE M)
- Complies with the European standard specification EN 197-1 CEM II/B-L 32.5N



5. Green Cement CEMII/B-P42.5

Green Cement is a new product in the Saudi market, driven by the need to reduce carbon dioxide emissions in addition to producing more advanced and sophisticated products. The Company has intensified its research into low clinker cement through the production of Green Cement, which improves the durability and performance of concrete in the presence of sulfates, chlorides or alkalis and reactive silica (ASR), thereby contributing to extending buildings' lifespan. Green Cement complies with the requirements of the Saudi Standards, Metrology and Quality Organization (SASO).

Green Cement Properties

- Complies with the American standard specification ASTM C595 (TYPE IP)
- Complies with the European standard specification EN 197-1 CEM II-B-P42.5

6. Clinker Products

- High-quality clinker: Suitable for producing the strongest cement classes 52.5R and 52.5N
- Standard clinker: Suitable for producing the medium-strength cement classes 42.5N and 32.5N
- Sulfate-resistant clinker: Suitable for producing the sulfate-resistant cement that conforms to the American quality standards ASTM C150 (Type V) and European quality standards EN197-1 CEM I 42.5N SR3.



Environmental Product Declaration (EPD):

In alignment with its commitment to environmental responsibility and the highest standards of transparency, YCC has obtained EPD certificates for all its leading products. It has also registered and published EPD reports through the system of SCS Global Services, reflecting the Company's approach to disclosing the environmental impact of its products in accordance with relevant global standards. This is in line with the Company's direction to support sustainable construction practices in the Kingdom, in accordance with global environmental practices and the aspirations of investors and stakeholders. Shareholders can view the full EPD reports and certificates via the official website of SCS Global Services by scanning the following Quick Response (QR Code):





03

Environmental and
Social Sustainability

Environmental and Social Sustainability

During 2025, the Company's further strengthened its leading role in the field of environmental and social sustainability, by adopting an integrated approach that incorporates sustainability considerations within operations and the value chain, thereby achieving efficient use of resources, reducing environmental impact, and enhancing positive economic and social impact. The Company has adopted innovative solutions and advanced technologies aimed at reducing energy consumption, diversifying energy sources, and rationalizing fuel use in manufacturing processes and operational activities. These efforts represent a key pillar in the Company's vision to promote sustainable development and protect the environment. The Company continues to implement innovative strategies that promote the application of advanced environmental standards, along with a focus on developing quality initiatives that contribute to the sustainability of the cement sector and enhance its positive impact on the environment and society.



1.Environmental Sustainability

Reducing Carbon Dioxide Emissions

As a part of the promising vision of the Kingdom of Saudi Arabia and its keenness to elevate production efficiency and optimize energy utilization while giving priority to environmental sustainability, the waste heat recovery system was adopted to reduce dependence on the electricity produced by generators that use fossil fuels to cover %13.33 of the factory's needs. This transformation has significantly contributed to reducing our carbon footprint and cutting CO2 emissions by 480,628 tons during the period from 2020 to 2025. We place environmental protection efforts and the conservation of natural resources at the forefront of all our operations.

Increasing the Percentage of Green Additives in the Company's Products

The Company has pursued to lower its carbon footprint by increasing the percentage of green additives in cement products to exceed %15, which contributes to reducing the environmental impact of production processes and promoting sustainability practices, in line with the company's environmental targets and sustainable development requirements.

Embedding Sustainability Standards into Operations and the Supply Chain

The Company has been keen on incorporating environmental sustainability and energy efficiency requirements within its supply chain and operations, including improving the efficiency of heavy equipment, reducing fuel consumption, and scheduling the movement of equipment and vehicles to reduce emissions, within the framework of integrated supply chain and energy efficiency management. Moreover, The Company adopts advanced systems to monitor and track energy consumption and emissions within operational processes and the supply chain, and integrates them into energy and environmental management systems in accordance with ISO 14001 and ISO 50001 standards, enhancing the measurement and continuous improvement of environmental performance.

Waste Management and Activating Mutual Cooperation within the Circular Economy Framework

The Company's supported circular economy practices by signing contracts with certified service providers for recycling hazardous and non-hazardous waste, as well as recycling by-products in various industrial applications such as bricks, waterproofing, and road paving.

Supporting the National Afforestation Program

The Company's continued its active support for the National Afforestation Program, which is overseen by the National Center for Vegetation Cover Development and Combating Desertification, as one of the national pillars for promoting environmental sustainability and preserving natural resources, through the development of vegetation cover across various regions of the Kingdom. As part of this commitment, The Company aims to cultivate 200,000 seedlings by 2030, confirming its leading role in supporting national initiatives and achieving a long-term sustainable environmental impact. The Company achieved its 2025 target by planting 25,000 trees, reflecting efficient implementation and serious commitment, and enhancing its contribution to achieving a greener and more prosperous future for next generations. Building upon these efforts, the Company is actively cultivating and operationalizing strategic partnerships and memoranda of understanding with municipal secretariats, universities and relevant associations, in order to ensure the sustainability of the impact, expand the scope of the initiative and maximize the environmental and social value for shareholders and the community.

Turtle Reserve Development Project (Ras Beridi Turtle Reserve Initiative)

The Company is a key partner in the Ras Beridi Turtle Reserve Development Project, which has made significant progress in enhancing marine life conservation efforts in the Red Sea. This area is distinguished by unique ecological diversity and serves as a habitat for many rare turtle species, including the hawksbill sea turtle and the endangered green sea turtle. These species face numerous threats, such as poaching, predation and plastic waste, which harm their survival.

Therefore, the Company continues its contributions to the conservation and protection of rare turtles from extinction, through an integrated initiative based on several key elements, including: Environmental education, architectural development of the site, creation of an advanced hatchery for baby turtles, provision of logistical support, and implementation of environmental enhancement programs.

As part of these ongoing and sustainable efforts, the Company continuously seeks to enhance the protection of the marine environment, through the implementation of periodic campaigns for cleaning and preparing the waterfront, in order to support its sustainability as a suitable natural habitat for sea turtles' reproduction. This comes as part of the Company's commitment to preserving the natural environment, supporting biodiversity, and protecting surrounding coastal areas.





2.Social Sustainability

Based on its corporate social responsibility (CSR), the Company has adopted a clear strategy for social investment and community engagement, aimed at supporting local communities, promoting sustainable social and economic development, and building a long-term positive relationship with stakeholders. The Company believes that its social responsibility is of great importance for several reasons:

- Enhancing trust and building positive relationships with the local community.
- Achieving sustainable social and economic development.
- Ensuring compliance with international regulations and standards.
- Creating shared value for both the Company and the communities in which we operate, as we are an integral part of these communities, influencing while being influenced by them.

Corporate social responsibility is a core pillar of the company's strategy and an essential part of its value structure toward various segments of society. In this regard, the Company continues to provide financial and moral support to numerous charitable, community and educational organizations in various regions, in addition to initiatives to support the company's employees.

In 2025, the total amount spent to support these initiatives reached SAR 2,499,092.

Examples of these initiatives:

01

Madinah

Children with Disability Association, Hayat Charity Association, Alborhan Association for Serving the Quran and Sunnah, Ministry of Education in Madinah.

02

Umluj Governorate

Al-Birr Association and Social Services in Umluj.

03

Badr Governorate

Association for Da'wah, Guidance and Community Awareness.

04

Jeddah Governorate

Khayrokom Association for Teaching the Holy Quran, Charitable Foundation for Orphan Care (Ekhaa Camp), Chamber of Commerce (Supporting the Cement National Committee Fund).

05

Yanbu Governorate

Al Nabah Association for Humanitarian Services in Yanbu Al-Bahr, Charitable Association for the Memorization of the Holy Quran in Yanbu Industrial City.

06

Company's employees

The Company provides social assistance for its employees, medical insurance for the retired employees, and stipends for interns.

The Company affirms its commitment to continuously developing its community programs for achieving a sustainable positive impact and enhancing its contribution to serving community members, in line with its strategic directions and corporate values.

Local Content Support

In line with the Company's direction to maximize local content and enhance supply chain efficiency, Yanbu Cement Company obtained the local content certificate for 2024 during 2025, achieving a local content score of 56.77 %. In addition, export revenues contributed 4.27 %, bringing the total local content score to 61 %. This achievement reflects the Company's commitment to supporting the objectives of Saudi Vision 2030 through localizing supply chains, developing national competencies, and expanding exports, thereby enhancing the competitiveness of the national industry and strengthening its presence in global markets.

Professional Participation and Knowledge Exchange

Recognizing that the impact of environmental and social initiatives extends well beyond the Company's operational scope, contributing to tangible and meaningful change within the cement industry and the local community, the Company is keen to actively participate and engage in knowledge exchange on various topics related to the cement industry; Which highlights the Company's approach to keeping pace with sector developments, learning from best practices, and contributing to their advancement in a way that serves the future of the cement industry.

In this respect, the Company participated during the year in a number of specialized events that addressed topics related to low-carbon cement, sustainable environmental practices, optimized efficiency, and knowledge transfer, which supports the development of environmental and operational performance and promotes the adoption of responsible practices that constitute a positive model at the sector level.

Among the most notable of these participations are:

The 28th Arab International Cement & Building Materials Conference and Exhibition (AICCE28) held in the United Arab Emirates:

This reinforces the Company's leading position regionally and internationally, and its role in supporting the competitiveness of the national industry, and promoting the exchange of experiences and knowledge of the latest practices in the areas of sustainability, digital transformation and supply chains.

The Future Cement Initiative Workshop (FCI) hosted at King Abdullah University of Science and Technology (KAUST):

As part of the Company's commitment to innovation and the development of low-carbon cement technologies, including the use of alternative materials and emissions reduction technologies, in line with the sustainability targets and objectives of Saudi Vision 2030.

Company's Participation and sponsorship of Madinah Buildex 2025 Exhibition:

This participation was made to reaffirm the Company's commitment to promoting innovation and digital transformation in the cement industry and supporting urban development in the Kingdom. To highlight this support, the company organized a specialized workshop that reviewed efforts to automate and digitize sales, improve production quality, and expand exports.

Awards in Environmental Sustainability and Corporate Social Responsibility

MODON Industrial Excellence Award – Environmental Sustainability Track:

The Company won the MODON Industrial Excellence Award in the Basic Industries Category - Environmental Sustainability Track. YCC was honored by the Minister of Industry and Mineral Resources, H.E. Mr. Bandar bin Ibrahim Al-Khorayef, in the presence of the CEO of the Saudi Authority for Industrial Cities and Technology Zones "MODON" H.E. Eng. Majid bin Rafed Al-Arqoubi.

This recognition and award serve as a testament to the efforts and initiatives implemented and as confirmation of the company's alignment with global best practices and regulatory compliance. It also represents an incentive to continue strengthening the pillar of sustainability and leadership in institutional excellence, which supports the positive impact on the environment and contributes to consolidating circular economy practices.



Honoring Educational and Community Support Initiatives (Khayrokom Association):

As part of the Company's ongoing support for community initiatives, YCC was honored by Prince Saud bin Abdullah bin Jalawi, Governor of Jeddah Governorate, in recognition of its contribution to supporting the 2025 graduation ceremony, which coincided with the 50th anniversary of the founding of Khayrokom Association. This recognition serves as a testament to the Company's community role and confirms its commitment to supporting educational and developmental initiatives with sustainable impact.



Supporting the Arts and Empowering National Talent (Madinah Arts Award):

Yanbu Cement Company participated as a Gold Sponsor in the ceremony honoring the winners of the Madinah Arts Award and inauguration of the accompanying exhibition for the first edition of the Fine Arts in 2025, under the patronage of H.R.H Prince Salman bin Sultan bin Abdulaziz, as part of its commitment to supporting cultural creativity, empowering national talents and promoting social responsibility.



Empowering Youth and Developing Technical Skills (Technology Fingerprint Camp):

Yanbu Cement Company was honored as the exclusive sponsor of the Technology Fingerprint Camp of the Charitable Foundation for Orphan Care "Ekhaa", in recognition of its contribution to empowering youth and developing their technological skills, in line with the objectives of Saudi Vision 2030 for qualifying national competencies and promoting the knowledge-based economy.





04

Financial
Performance
Summary

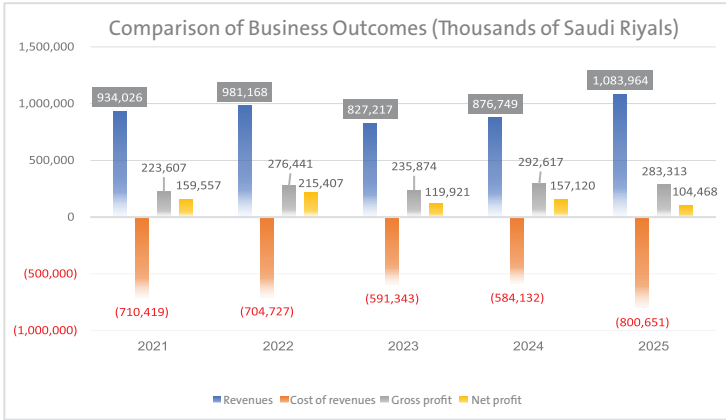
Financial Performance Summary

The Company's assets, liabilities, and business outcomes for the fiscal years 2021 to 2025

Comparison of Business Outcomes (Thousands of Saudi Riyals)

Description	2021	2022	2023	2024	2025
Revenues	934,026	981,168	827,217*	876,749 *	1,083,964
Cost of Revenues	(710,419)	(704,727) *	(591,343)	(584,132) *	(800,651)
Gross Profit	223,607	276,441	235,874*	292,617 *	283,313
Net Profit	159,557	215,407	119,921	157,120	104,468

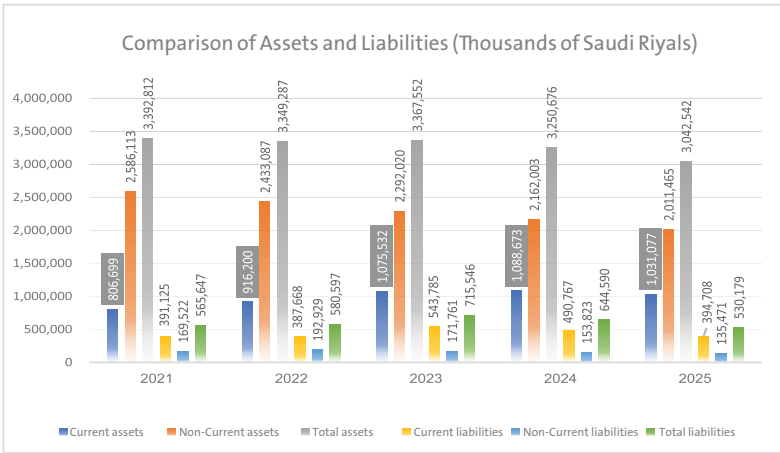
(*) Reclassification



Comparison of Assets and Liabilities (Thousands of Saudi Riyals)

Description	2021	2022	2023	2024	2025
Current Assets	806,699*	916,200	1,075,532	1,088,673 *	1,031,077
Non-Current Assets	2,586,113	2,433,087	2,292,020	2,162,003 *	2,011,465
Total Assets	3,392,812*	3,349,287	3,367,552	3,250,676	3,042,542
Current Liabilities	391,125	387,668	543,785	490,767	384,708
Non-Current Liabilities	169,522	192,929	171,761	153,823	135,471
Total Liabilities	565,647*	580,597	715,546	644,590	530,179

(*) Reclassification



Significant Variations in Operational Results Compared to the Previous Year's Results (Thousands of Saudi Riyals)

Description	2024	2025	Variations	Percentage of variation
Revenues	876,749 *	1,083,964	207,215	23.63%
Cost of Revenues	(584,132) *	(800,651)	216,519	37.07%
Gross Profit	292,617 *	283,313	(9,304)	(3.18%)
Other Operating Expenses	(112,962) *	(154,878)	41,916	37.11%
Operating Earnings (Loss)	179,655	128,435	(51,220)	(28.51%)

(*) Reclassification: Certain items in the income statement for the year 2024 have been reclassified to align with the comparative year.

Loans and Total Debt Disclosure of the Company and its Subsidiaries

The table below presents a statement of the loans obtained by the company and the repayment movements during the year 2025 (Saudi Riyals).

- Medium-term loans (SAR)

Company	Creditor's Name	Amount of principal	Loan Duration	Amounts Paid During the year	Remaining Loan Balance	Total Debt of the Company and its Subsidiaries
Yanbu Cement Company	Saudi Awwal Bank (SAB)	70,000,000 *	3 Years	20,000,000	20,000,000	20,000,000
Yanbu Cement Company	Saudi Awwal Bank (SAB)	35,000,000 *	5 Years	7,000,000	15,750,000	15,750,000

a. During 2022, the Parent Company entered into a Shariah-compliant banking facility agreement with Saudi Awwal Bank (SAB) amounted to SAR 35 million to cover the acquisition of 40% of the remaining shares of the Subsidiary Company. The loan is subject to repayment of quarterly installments of SAR 1.75 million each, starting from June 2023 to February 2028. The loan entails financing costs as per prevailing Saudi rates (SAIBOR) in addition to a fixed commission rate.

b. During 2023, the Parent Company entered into a Shariah-compliant banking facility agreement with SAB amounted to SAR 70 million. The loan is repayable in quarterly installments of SAR 5 million each, starting from September 2023 until November 2026. The loan entails financing costs as per prevailing Saudi rates (SAIBOR) in addition to a fixed commission rate.

- Short-term loans (SAR)

Company	Creditor's Name	Amount of Principal Dept	Loan Duration	Amounts Paid During the year	Remaining Loan Balance	Total Debt of the Company and its Subsidiaries
Yanbu Cement Company	Saudi National Bank	49,800,000	1 year	49,800,000	-	-
Yanbu Cement Company	Saudi National Bank	50,000,000	1 year	50,000,000	-	-
Yanbu Cement Company	Saudi National Bank	49,500,000	1 year	49,500,000	-	-
Yanbu Cement Company	Saudi National Bank	50,000,000	6 months	50,000,000	-	-
Yanbu Cement Company	Saudi National Bank	50,000,000	3 months	50,000,000	-	-
Yanbu Cement Company	Saudi National Bank	49,800,000	3 months	49,800,000	-	-
Yanbu Cement Company	Saudi National Bank	50,000,000	3 months	50,000,000	-	-
Yanbu Cement Company	Saudi National Bank	49,500,000	3 months	49,500,000	-	-
Yanbu Cement Company	Saudi National Bank	30,000,000	3 months	30,000,000	-	-
Yanbu Cement Company	Banque Saudi Fransi	50,000,000	2 months	50,000,000	-	-
Yanbu Cement Company	Gulf International Bank	50,000,000	1 month	50,000,000	-	-
Yanbu Cement Company	Gulf International Bank	50,000,000	2 months	50,000,000	-	-
Yanbu Cement Company	Gulf International Bank	50,000,000	1 month	50,000,000	-	-
Yanbu Cement Company	Saudi National Bank	20,000,000	1 month	-	20,000,000	20,000,000
Yanbu Cement Company	Saudi National Bank	50,000,000	2 months	-	50,000,000	50,000,000
Yanbu Cement Company	Saudi National Bank	50,000,000	3 months	-	50,000,000	50,000,000
Total		748,600,000		628,600,000	120,000,000	120,000,000

Paid and Outstanding Statutory Payments (Thousands of Saudi Riyals)

Description	2025		A Brief Description	Reasons
	Amount Paid	Outstanding Amount Until the End of the Fiscal Year and Unpaid		
Zakat	12,387	16,163	Payments to the Zakat, Tax, and Customs Authority (ZATCA)	Statutory Zakat due for the years 2024-2025
Withholding Tax	606	522	Payments to the Zakat, Tax, and Customs Authority (ZATCA)	Payment of income tax for non-resident individuals receiving revenue from sources within Saudi Arabia
Value-added Tax	44,095	3,403	Payments to the Zakat, Tax, and Customs Authority (ZATCA)	Settlement of Value Added Tax (VAT) liabilities
The General Organization for Social Insurance (GOSI)	11,809	1,048	Payments to the General Organization for Social Insurance (GOSI)	Settlement of employees' social insurance contributions
Raw Material Quarry Use Fees	45,000	15,661	Payment to the Ministry of Industry and Mineral Resources	Payment of quarry licensing and utilization fees
Miscellaneous Fees (Work Permits - Municipality - Passports)	1,994	-	Miscellaneous government payments	Payment of government fees and subscriptions
Customs Duties	1,084		Payments to the Zakat, Tax, and Customs Authority (ZATCA)	Payment of Customs Duties

The Company's Dividends Distribution Policy

The Company's annual Net Profits are distributed as follows:

- The Ordinary General Assembly, upon the proposal of the Board of Directors, may decide to disburse the reserve not allocated for a specific purpose in the interest of the company or shareholders, and the competent authority shall establish rules on the use of reserves.
- After reserves are set aside, a percentage of not less than 5% of the paid-up capital of the Company shall be distributed over shareholders.
- The Board of Directors' remuneration is disbursed based on the remuneration policy for member of the Board Members, its committees, and the executive management.
- Balance of the profits (or part thereof) may be distributed thereafter as an additional share to shareholders, or carry over or any, part thereof based on the proposal of the Board of Directors to the next fiscal year.
- The company may distribute interim dividends to its shareholders on an annual, semi-annual, or quarterly basis in accordance with the regulations issued by the Capital Market Authority, based on an (annual) authorization issued by the General Assembly to the Board of Directors to distribute interim dividends.

Profit Distribution for the Year 2025 (SAR)

Description	Dividends Distributed for the First Half of 2025 (SAR)	Dividends Distributed for the Second Half of 2025 (SAR)	Total
Disbursement Date	August 28, 2025	December 30, 2025	
Distribution percentage to the nominal value of the share	5 %	7.5 %	12.5 %
Total	SAR 78,750,000	SAR 118,125,000	SAR 196,875,000

Audit Committee’s Opinion on the Integrity of Financial and Administrative Systems

The committee was not alerted to any matters that would lead it to believe that there is any material deficiency that require disclosure regarding the integrity of the financial and administrative system or their relevance to the preparation of financial statements and reports. The Committee also affirms that the control systems are functioning efficiently and effectively, and that all observations and recommendations raised to it have been appropriately addressed.



05

Operational
Performance
Summary

Operational Performance Summary

Operational Excellence

As part of its 2025 strategy, the Company's continued to enhance its operational excellence by adopting the latest advancements in digital transformation and utilizing Artificial Intelligence technologies. As a result, an effective operational excellence model was developed, leveraging cutting-edge technologies, as a key driver for improving operational processes and utilizing AI solutions to analyze data more speedily and accurately. This contributed to faster decision-making and increased plant efficiency. Additionally, smart visual presentations were implemented to simplify complex data for operational teams, enhancing internal communication and motivating them to make informed decisions. The principles of agility, flexibility, and continuous improvement (Kaizen) were further integrated by strengthening the plant's organizational structure, enabling the Company to swiftly adapt to rapid changes in the work environment.

the Company remains committed to continuous development and the integration of sustainability technologies in all of its business to achieve operational excellence and fulfill its strategic goals. Furthermore, the Company continues to seek new opportunities to enhance efficiency and adopt innovative technologies, to drive sustainable growth and reinforce its leading position in the industrial sector

Digitalization in Manufacturing

Based on the advanced results achieved by the Company within the Ministry of Industry and Mineral Resources' program "Factories of the Future", achieving second place among the Saudi factories according to SIRI assessment accredited by INCIT, the Company continued during 2025 to develop its readiness for smart manufacturing and enhance its level of digital maturity. This accomplishment formed a pivotal point that drives continuous development, and contributed to accelerating the adoption of advanced digital solutions, and deepening the integration of smart technologies with the basic operations.

Development efforts have focused on expanding AI-driven industrial automation applications, improving the use of operational data to support operational decisions, and continuously improving and enhancing performance forecasting, thereby strengthening operational reliability and consolidating the shift toward a smart and sustainable manufacturing model.

This digital approach was reflected in measurable operational results during the period from 2020 to 2025, including an increase in production capacity, a 6.32% reduction in fuel consumption, and a 13% reduction in electricity consumption, which supports resource efficiency and enhances operational sustainability.

The operating system at the Company's plant is based on the application of integrated automated systems that include quality control, sampling and analysis during all stages of production, and taking automatic corrective and preventive actions, in order to ensure that the products conform to the highest local and international quality standards. Advanced digital solutions have also contributed to enhancing the monitoring of critical equipment performance, supporting proactive maintenance, and increasing operational reliability and production stability.

In terms of logistics operations, the Company developed an integrated digital system linking the customer database, the sales system, and automated loading systems, enabling the routing of trucks and the automated execution of loading operations, which positively impacted the efficiency of operations, the speed of completion, and improved customer experience. This approach reflects the Company's commitment to harnessing digital transformation to enhance operational excellence and the sustainability of its industrial business.

The Company is committed to using digital transformation as a key tool to enhance operational excellence, support the sustainability of industrial processes, and raise the level of future readiness for the manufacturing sector, in line with the objectives of Saudi Vision 2030. This approach has contributed to achieving successes that the Company is proud of and has a sustainable impact on the future of the cement industry.

Excellence in Manufacturing

The Company implemented a maintenance excellence program with the aim of enhancing operational reliability and raising the efficiency of industrial assets, which contributes to reducing unplanned downtime and improving the sustainability of operations. The program is based on developing preventive and predictive maintenance methodologies, improving maintenance planning and scheduling, and increasing the efficiency of materials and spare parts management, in order to ensure equipment readiness and control of operating costs.

Moreover, the Company adopted smart maintenance solutions to monitor the condition of critical equipment and early predict malfunctions, which contributed to improving production stability and enhancing long-term operational efficiency.

As part of the institutional recognition of its efforts in digital transformation, the Company was honored by the Deputy Minister of Industry and Mineral Resources, H.E. Eng. Khalil bin Salamah, in recognition of its adoption of Fourth Industrial Revolution technologies. The Company was selected as one of (10) Saudi factories to join the World Economic Forum's recognized Global Lighthouse Network (GLN), reflecting its commitment to innovation, developing competencies and enhancing operational efficiency, in line with the objectives of Saudi Vision 2030.



Information Technology

The Company continued to implement strategic projects in the field of information technology, which have enhanced digital transformation and raised operational efficiency, most notably the following:

Tayseer Project, which is one of the company's digital transformation initiatives. It consists of:

- Oracle's integrated Enterprise Resource Planning (ERP) system: This project contributed to unifying administrative, financial and operational systems within an integrated cloud platform, enhancing the integration of processes between departments, elevating data quality, improving the control efficiency and supporting decision-makers with accurate and timely information.
- Sales Operations Automation System (Innovation System): the Company implemented an integrated project for automating sales operations, which included developing digital systems to manage sales orders, invoicing and collection, and linking these systems to multiple electronic platforms, in addition to applying truck tracking systems to monitor transportation and delivery operations in real time, which contributed to improving the customer experience, speeding up order execution, and raising the level and accuracy of sales and distribution data.

Activating and Employing Artificial Intelligence

The Company has activated the use of AI technologies at several levels within the Company, including supporting customer service, analyzing operational data, automating some administrative procedures, managing and summarizing meetings, and improving the digital user experience, which contributes to raising productivity, enhancing performance efficiency, and supporting decision-making.

Digital Support Services

The Company supported major digital transformation projects by developing an integrated digital support services system that was carried out internally, which positively impacted cost efficiency and execution quality.

This included creating a unified platform for integration and corporate communication with Oracle Cloud to manage data exchange between systems and send automatic notifications and alerts through multiple channels, including text messages, email and interactive WhatsApp services, which enhanced coordination efficiency and communication speed. The system also included automating a number of internal processes, developing internal systems tailored to business needs, as well as redeveloping the website and activating AI solutions to serve customers and visitors, which contributed to raising operational efficiency and enhancing the Company's digital presence.

AI Governance and Cybersecurity

The Company's AI initiatives are overseen by the IT department through digital transformation and AI management, in accordance with approved IT governance and information security frameworks, with any new use cases being reviewed before implementation, to ensure compliance with the principles of AI responsible use.

In the field of cybersecurity, the company launched 'Waei' initiative to raise awareness of cybersecurity threats, and implemented advanced solutions to secure networks and ensure business continuity, reflecting the development and maturity of cybersecurity and the protection of digital assets.

Quality Management

The Company is committed to ensuring that its products comply with various national and international standards, enabling it to meet a diverse of customer needs based on any specified standard. This commitment reflects the Company's dedication to applying the highest standards of quality and corporate excellence in all stages of production and operation.

In this context, the Company has an integrated system of international and national quality certifications, including the Quality Management System (ISO 9001), Environmental Management System (ISO 14001), Occupational Health and Safety Management System (ISO 45001), and the Energy Management System (ISO 50001), in addition to the SASO accreditation, which reflects its commitment to applying the best practices and standards adopted in the cement industry.

In continuation of its journey of continuous improvement and enhancing institutional readiness, the Company obtained the two certifications of Business Continuity Management System (ISO 22301) and Risk Management (ISO 31000), which supports its ability to manage risks effectively, ensure the continuity of operations, and achieve its strategic goals efficiently and sustainably.



Key quality certifications and accreditations:

- Quality mark from the Saudi Standards, Metrology and Quality Organization (SASO)
- Quality Management System Certification ISO 9001
- Environmental Management System Certification ISO 14001
- Occupational Health and Safety Management System Certification ISO 45001
- Energy Management System Certification ISO 50001
- Business Continuity Management System Certification ISO 22301
- Risk Management Certification ISO 31000
- Environmental Product Declaration – EPD Certification for all Company products



Safety and Occupational health

The Company places the safety and health of its employees and their families at the top of its priorities. It strives to achieve this by strengthening its security and safety policies and procedures. The Company has focused its efforts on achieving several key objectives, including:

- Achieving highest quality standards in safety and occupational health.
- Promote awareness and spread the culture of occupational safety and health among all employees.
- Reducing occupational safety and health-related work injury rates.
- Identifying and minimizing occupational safety and health hazards.

The Latest Developments in Occupational Safety and Health for 2025:

As part of its efforts to improve the work environment and ensure the safety of its employees, the Company worked throughout 2025 to enhance the culture of safety and safe behavior while increasing employee awareness. This was achieved through adopting a self-safety approach and setting clear compliance standards. These efforts also included creating safety awareness platforms, and organizing regular inspection tours. In addition, the Company provided theoretical and practical training for emergency situations. It emphasized the principle of "safety is a shared responsibility," where individual commitment to personal safety in the workplace comes first, followed by active participation in raising observations and hazards at work sites.

As a result of these efforts, several notable achievements have been realized, most notably :

- **Mock Evacuation Drills:** A total of 16 simulated fire and evacuation drills were conducted, across most work areas to enhance employee readiness during emergency situations.
- **Safety Inspection Tours:** A total of 61 safety inspection tours were conducted by the safety department. The focus was on addressing observations and hazards at work sites and ensuring their effective resolution.
- **Practical Firefighting Training:** A total of 16 practical firefighting training sessions were conducted to enhance employees' skills and raise awareness in the use of firefighting equipment and taking necessary precautions for the preservation of lives and property among the company's employees and permanent contractors.
- **Injury Frequency Rate (TRIFR):** A total accident rate of 1.6 was recorded during 2025. This rate falls within the acceptable range of the reference standard for high-risk heavy industries, such as the cement industry, which ranges between (0.8 - 2), reflecting the effectiveness of the applied safety procedures and the risk control level in the work environment.
- **Safety Key Performance Indicator:** An overall rate of 92.5% was achieved. This KPI reflects the performance of all departments and their commitment to safety measures, which is related to the full attendance of annual safety courses, conducting safety awareness sessions and discussions, submitting and closing reports of work sites, and recording accidents and violations.
- **Safety Training:** The attendance rate for safety training among the Company's employees and contractor workers in the manufacturing departments reached 100%, Weekly training courses are conducted throughout the year covering general risks and safety precautions at work sites. The following topics are included:

1. Identification of accident causes and risk assessment to prevent their occurrence.
2. Safe working practices and environmental compliance in the industry.
3. Safety in laboratories and safe handling of chemicals.
4. Electrical hazards.
5. Safe work in confined spaces and hot works.
6. Energy insulation works

7. Machine guards and hazards of moving parts.
8. Lifting and fastening works.
9. Working at heights.
10. Defensive and preventative driving of vehicles and forklifts.
11. Emergency response and firefighting plan.
12. First aids.

Safety Awareness Discussions:

As part of its continued commitment to employee safety, the company conducted (2,587) Toolbox Talks prior the commencement of work to raise awareness of potential hazards and ensure compliance with safety standards.

General Safety Awareness:

Yanbu Cement Company places great importance on workplace safety awareness, in addition to community awareness, by highlighting key topics such as Electrical hazards and method of prevention, first aid, home fire hazards and ways prevent them, the risks of driving while fatigued, and other related topics. These awareness messages are communicated via electronic channels (email), and are also displayed on screens in key public areas within the plant facilities.

Yanbu Cement Company strives to improve a safe and sustainable work environment, ensuring the safety of all employees, which reflects its ongoing commitment to occupational safety and health standards.

Electricity and Equipment Management

Yanbu Cement Company continues to develop its electrical and equipment systems as a key enabler of operational excellence. This is achieved through the implementation of quality initiatives in the areas of control, automation and energy measurement. These efforts aim to increase operational reliability, improve measurement accuracy and data quality, and reduce downtime, thereby supporting operational efficiency and production stability.

The initiatives included developing control and monitoring systems, improving the efficiency of measuring energy and material consumption, and enhancing the reliability of operating and packaging systems, which contributed to raising the efficiency of operational performance and improving data-driven decision-making.

Risk Management

Yanbu Cement Company recognizes the pivotal role of risk management in ensuring production sustainability and enhancing long-term value. The Company adopts a clear and systematic framework for risk management aimed at assessing and managing potential risks in a way that maintains its commitment to responsible operations and enhances stakeholder confidence.

The Company integrates risk management into its strategic decision-making and daily operational processes, thereby supporting the establishment of a culture of accountability and ensuring consistency of performance with corporate objectives. Strategic planning embodies the Company's approved risk appetite level, which defines the limits of financial, operational and non-compliance risks, enabling the achievement of objectives within carefully considered risk exposure levels. Capital allocation decisions, particularly those related to high-risk projects, are subject to review based on risk-adjusted return on investment analyses, ensuring the highest possible value while maintaining a balance between tolerance limits and business expansion opportunities.

The Company encounters several operational risks, including the rising costs in raw material, manufacturing equipment, energy and fuel, which directly impact operating and production expenses. Additionally, there are risks associated with overall fluctuations in the economy of the Kingdom, which may lead to a decline in domestic demand for cement. To mitigate these risks, The Company follows a strategy of expanding into new markets outside the Kingdom. Regarding financial risks, the Company adopts an attentive approach to ensure sufficient cash liquidity to meet operational needs and fulfill financial obligations as they arise. This is achieved through efficient management of operational activities and credit facilities to address any future commitments.

In order to address potential risks, a permanent Steering Committee for Risk Management and Business Continuity has been established to oversee both current and future operations. This committee is responsible for monitoring and identifying the necessary resources to achieve the Company's goals and ensure execution in accordance with best practices and within the specified time-frame. Risk management is considered one of the key pillars to ensure business continuity and compliance with regulatory standards.

Yanbu Cement Company Obtains ISO 31000 Certification

The Company attainment of the ISO 31000 certification represents a strategic step that reflects the Company's commitment to implement the best international standards and practices in risk management. This accreditation reflects the level of institutional maturity that the Company has reached in developing an integrated risk management framework, based on the systematic assessment of risks and the application of effective controls to ensure business continuity and enhance the reliability of operations. This achievement also reflects the Company's commitment to strengthening governance, consolidating compliance practices, and supporting stakeholder confidence through the adoption of a robust and transparent approach to enterprise risk management.

Business Continuity Management

Yanbu Cement Company enhances its operational readiness and ability to cope with uncertainties by adopting strict resource management and developing strategic response scenarios and mechanisms that ensure timely recovery. In this regard, the Company has developed an integrated business continuity strategy aimed at ensuring the continuity of operations and maintaining predefined performance levels during various incidents that cause business interruptions. This approach forms a reference framework for designing and implementing the business continuity management system, which enables the identification of potential threats and the systematic analysis of their operational impacts, thereby contributing to protecting the Company's reputation and the interests of key stakeholders.

Based on the results of the semi-annual business impact analysis, business continuity plans define a set of operational actions and strategies that ensure recovery processes and business resumption within acceptable timeframes. These plans also provide a clear system for decision-making during incidents by adopting precise standards for managing emergency situations. The response process begins with assessing the current situation and setting work priorities, followed by selecting the most appropriate implementation paths and communicating with relevant internal and external stakeholders. The business continuity team adheres to the approved instructions for immediate incident procedures, with an emphasis on the health and safety of employees being the top priority.

Yanbu Cement Company Obtains ISO 22301 Certification

The Company's attainment of the Business Continuity Management System certification (ISO 22301) represents international accreditation for compliance with the best standards in the field of business continuity. This accreditation reflects the maturity and integration of the Company's business continuity management system, which ensures full preparedness for planning, responding to and recovering from incidents, thus maintaining the continuity of critical operations and mitigating the impact of any disruption on operational performance. This achievement also reflects the company's commitment to the highest standards of corporate governance, and reinforces the confidence of stakeholders in the company's ability to protect their interests, ensure operational sustainability, and achieve long-term operational resilience in the face of various risks and challenges.

Supply Chain

The supply chain function is one of the key pillars in achieving operational excellence and ensuring business continuity with optimal efficiency and reliability. The function plays a pivotal role in meeting the Company's operational needs with flexibility and speed, while strictly adhering to quality and cost-efficiency standards, thereby enhancing the company's competitiveness and consolidating its position as a market leader in the cement industry.

During the year, the Company continued to support the local market by adopting clear policies that prioritize products and services provided by national establishments, ensuring that localizing spending within the Kingdom and strengthening local supply chains. These efforts resulted in achieving a local procurement rate of 72%, through empowering local suppliers, developing their operational capabilities, and building sustainable relationships with them.

As part of enhancing operational efficiency, the company has been keen to implement advanced inventory management practices aimed at ensuring the continuous availability of vital materials, reducing waste, and achieving optimal balance between supply and demand. Emphasis was also placed on excellence in contract management and execution. The supply chain function oversaw numerous contracts concluded with local service and product companies, which contributed to strengthening governance, raising the efficiency of contractual performance, and building long-term strategic partnerships with suppliers and customers.

In terms of logistics, the Company continues to achieve high levels of accuracy and discipline in the execution of transactions, ensuring timely delivery of supplies,

supporting production continuity, and maintaining high levels of customer satisfaction. Furthermore, the company seeks to make the best possible use of available opportunities by employing all available supply sources and transport options, including land, air and sea, within a flexible approach aimed at accelerating operations, achieving cost efficiency, and enhancing the reliability of the supply chain, along with the ability to deal efficiently with different operational variables and supply chains.

Digital transformation is one of the key enablers for accelerating and improving the efficiency of supply chain operations. During 2025, the company continued to implement digital initiatives aimed at automating procedures, increasing transparency, and improving data quality and decision-making accuracy. This included developing planning, purchasing and inventory management systems, which contributed to reducing transaction times, enhancing operational control, and improving the level of coordination between relevant parties, thus supporting the building of a more flexible and sustainable supply chain.

Through this ongoing commitment to development and improvement, Yanbu Cement Company further solidifies its role as a trusted national partner. Its efforts are not limited to supporting local companies in the present time, but extend to developing national competencies and supporting local innovation, thus ensuring business sustainability and enhancing the added value to the national economy for the long run.

Human Capital

Yanbu Cement Company's human capital represents the cornerstone for achieving sustainability and operational excellence. The company believes its employees are the driving force of its success and the foundation for achieving of its strategic goals. Based on this approach, Yanbu Cement Company continues to work on creating a safe and engaging work environment that supports the development of employees' skills and enhances their well-being and quality of life.

During 2025, the Company focused on improving the employee experience comprehensively, through developing health and medical services, improving food services, and organizing cultural and recreational activities that contribute to enhance career integration and raise the level of belonging. Healthcare coverage was also expanded to include employees' families and the local community surrounding the company, in a practical embodiment of the company's commitment to its social responsibility and developmental role.

In the area of skills development, the company has invested in developing the skills of its employees by training 29% of the workforce through internal and external training programs, in addition to providing training opportunities for university students in support of national competencies and building future capabilities. An integrated performance management system was also developed, aligned with the Company's strategy, and contributed to improving individual performance and enhancing professional competency.

As part of its efforts to prepare future leaders, the Company launched specialized leadership development programs

aimed at enhancing leadership readiness and enabling leaders to face future challenges and achieve strategic objectives. Internal communication was enhanced through modern digital channels, which contributed to raising the level of transparency and achieving effective interaction between employees and management, in addition to implementing initiatives that support the balance of professional and personal life and create a flexible work environment.

On the technical and organizational level, the company implemented standing improvements through integrating the human resources capital management into Enterprise Resource Planning (ERP) system that contributed to raising operational efficiency and simplifying procedures, in addition to benefiting from global consulting expertise to develop recruitment practices and performance management. As part of supporting localization, the percentage of national workforce reached 57%, confirming the Company's commitment to supporting national competencies and achieving the objectives of Saudi Vision 2030.

Moreover, the Company's paid attention to promote a culture of innovation and participation, through organizing internal events and competitions for inspiring creativity and encouraging employees to participate in community initiatives, which enhances the spirit of cooperation and institutional belonging and contributes to achieving sustainable value for the company and society.



Human Capital Achievements

In 2025, the Company achieved a standing transformation in employee experience and quality of life, reflected in the increased results of the quality-of-life survey from 57% in 2024 to 87% in 2025, reflecting the success of an integrated strategic approach that placed the human being the core concern. This transformation was based on three main pillars: enabling employee development, attracting and retaining talent, and leading organizational transformation.

The improvement is due to the Company's adoption of a methodology based on active listening and analysis of employee experience data, and the launch of an integrated program for employee life quality that contributed to improving the workplace environment and enhancing satisfaction and organizational belonging. The Company's also supported an attractive work environment through quality initiatives that enhance appreciation and job engagement, and contribute to the stability of talents and the transfer of corporate knowledge.

During 2025, more than 100 initiatives targeting employees and their families were implemented, distributed across nine main

categories, including: Sports, infrastructure and mobility, development and education opportunities, entertainment, community engagement, housing and architectural design, workplace environment, healthcare, and culture.

Attached herein the QR code for the human capital management's pillars and strategy for the employee quality of life.



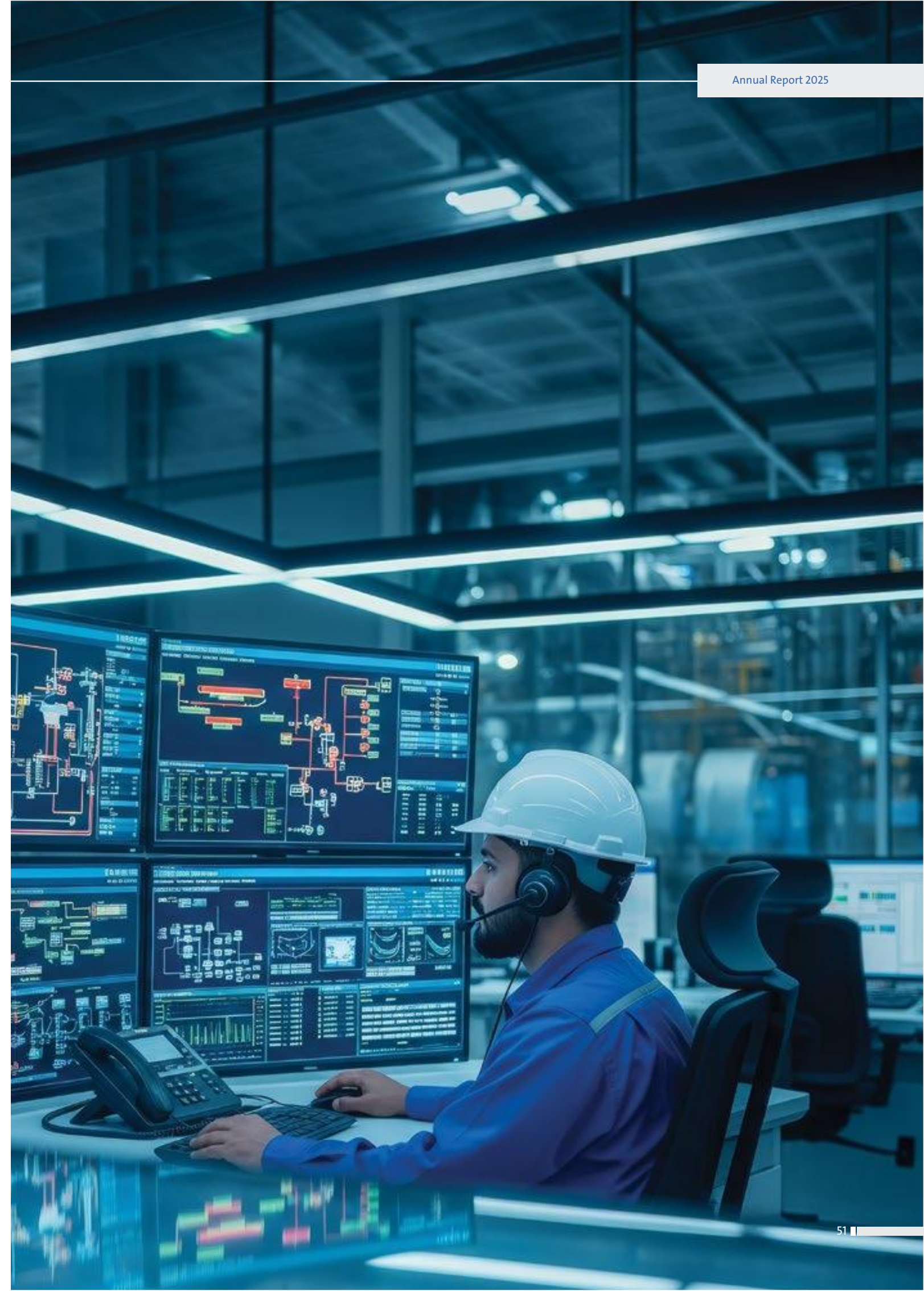
Internal Audit

The internal audit department at Yanbu Cement Company is a key foundation of the governance system. It plays an independent role in providing assessments and recommendations that contribute to improving the efficiency of operations and enhancing the effectiveness of internal control and risk management systems.

This department have organizational independence and full powers, with unrestricted access to all records and data. Its responsibilities include conducting audit and evaluation work, providing advisory services to Yanbu Cement Company's top management and executive departments, and examining the adequacy and effectiveness of governance, risk management and internal control at Yanbu Cement Company and subsidiary levels.

In 2025, the internal audit department conducted a number of audits on vital activities that covered financial, operational and support aspects, such as risk management, local sales, clinker production units, the power plant, the waste energy recovery plant, security and safety management, and accounts payable. These audits resulted in identifying opportunities to improve controls and reduce risks.

The internal audit department submits its reports on a quarterly basis to the audit committee emanating from the Board of Directors, which enhances independence and transparency and supports the achievement of Yanbu Cement Company's objectives.





06

**A Description of the
Main Types of Activities
of the Company and its
Subsidiaries**

A Description of the Main Types of Activities of the Company and its Subsidiaries

1. Yanbu Cement Company

The manufacture and production of cement, its derivatives and components, as well as trading in cement, and carrying out all activities directly or indirectly related to this purpose.

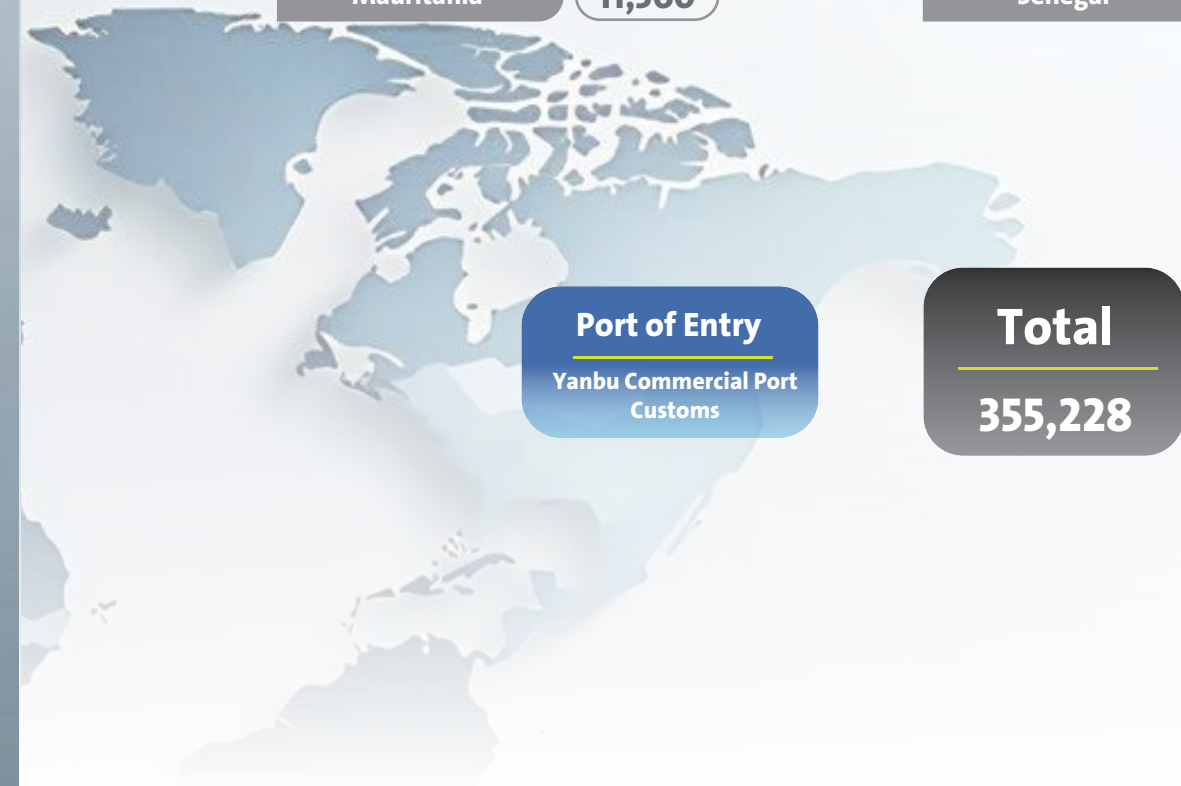
Geographic Analysis of the Company's Total Revenues for 2025 (Thousands of Saudi Riyals)



Geographic Analysis of Local Sales Revenues (Thousands of Saudi Riyals)



Geographic Analysis of Export Sales Revenue (clinker and cement) (Thousands of Saudi Riyals)



A Description of the Main Types of Activities of the Company and its Subsidiaries

2 . Yanbu Saudi Paper Products Co. Ltd.

Yanbu Saudi Paper Products Co. Ltd. is a fully owned subsidiary of Yanbu Cement Company. Established in 2005 with an initial capital of SAR 12.5 million, the company subsequently increased its capital to SAR 50 million, reflecting a significant expansion in its operations and investment portfolio. Specializing in sustainable packaging, the company produces eco-friendly multi-ply Kraft paper bags. Its annual production capacity reaches approximately 160 million units, enabling it to meet diverse market demands. These packaging solutions cover a wide range of materials, including bulk cement, lime, and gypsum. Consequently, the company has solidified its role as a strategic partner to the regional construction industry.

Vision

The leading packaging company for bags.

Mission

The ideal partner for our clients to provide and deliver packaging solutions at the best prices and quality.

Company Name	Capital	The company's ownership percentage	Main activity	Country of its principal operations	Country of incorporation
Yanbu Saudi Paper Products Co. Ltd.	SAR 50,000,000	100 %	Paper products manufacturing	Saudi Arabia	Saudi Arabia

Geographical Analysis of Total Revenues of Yanbu Saudi Paper Products Co. for the year 2025 (Thousands of Saudi Riyals)



Geographical Analysis of Total Revenues of Yanbu Saudi Paper Products Co. in the Local Market (Thousands of Saudi Riyals)



Geographical Analysis of Total Revenues of Yanbu Saudi Paper Products Co. in the Foreign Market (Thousands of Saudi Riyals)

Country	Total
N/A	-

A Description of the Main Types of Activities of the Company and its Subsidiaries

3 . Cement Knowledge Center for Training

The Center is a result of a strategic partnership between Yanbu Cement Company and the Danish engineering firm FLSmidth. It stands as a preeminent model within the Middle East and North Africa (MENA) region for the developing local competencies and the cultivation of national expertise within the cement manufacturing industry. This initiative is aligned with the objectives of Saudi Vision 2030, which seeks to empower domestic capabilities across a diverse spectrum of industrial sectors.

The Center possesses an annual capacity of 100 trainees, offering a comprehensive collection of training curricula that encompass short-, medium-, and long-term programs. These courses have been meticulously engineered to provide participants with a synthesis of practical expertise and rigorous technical knowledge, thereby enhancing their core competencies within the cement industry. Such initiatives are instrumental in fostering enduring sustainability and driving innovation throughout the industrial sector.

Company Name	Capital	The company's ownership percentage	Main activity	Country of its principal operations	Country of incorporation
Cement Knowledge Center for Training	SAR 500,000	49 %	Offering technical and administrative courses	Saudi Arabia	Saudi Arabia

Geographical Analysis of Total Revenues of Cement Knowledge Center for Training for the year 2025 (Thousands of Saudi Riyals)

The local market

-

The foreign market

-

Total

-

4 . National Academy for Industrial Minerals

As part of supporting human capital and strengthen the integration between the academic and industrial sectors, the National Academy for Industrial Minerals has been initiated in strategic partnership with the Technical and Vocational Training Corporation (TVTC), with the invaluable support of the Ministry of Industry and Mineral Resources. The Academy is mandated to prepare national cadres for professional roles within the cement manufacturing sector. This is achieved through specialized training curricula that encompass technical, operational, and administrative courses—all designed to bolster the nationalization of the workforce (Saudization) and elevate human capital efficiency across the industry.

The initiation of this Academy embodies Yanbu Cement Company’s unwavering commitment to its national role: supporting education and training, empowering Saudi talent, and enhancing the readiness of the national workforce to meet the demands of the labor market, in strict alignment with the objectives of Saudi Vision 2030.

Furthermore, the establishment of this Academy represents a strategic milestone in Yanbu Cement Company’s path to expand its operational footprint and ensure long-term institutional sustainability. The Company is currently formalizing the Academy as a specialized training entity affiliated with the Company, thereby facilitating the development of an integrated industrial education and training tailored to the enduring needs of the cement sector.





07

Governance,
Compliance, and
Related Disclosures

Governance and Compliance

Yanbu Cement Company assigns strategic primacy to governance and compliance as the cornerstone for ensuring business continuity and sustaining trust with shareholders and key stakeholders. Driven by this approach, the Company has adopted a comprehensive governance framework based on the principles of transparency, integrity, accountability, and responsibility. This structure ensures that all corporate operations are managed in accordance with the highest professional and regulatory standards.

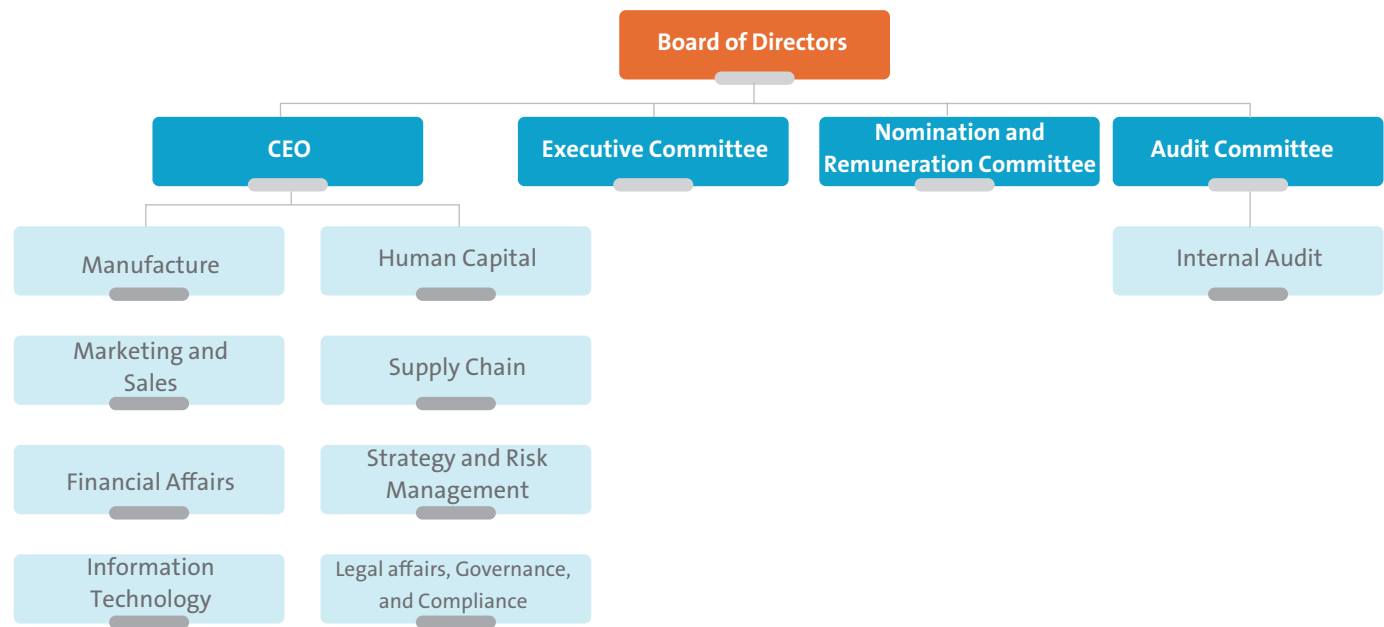
The Company is committed to adhering to all relevant rules and regulations, implementing approved best practices, and promoting a culture of compliance as an integral part of the work environment, not just an organizational obligation. This approach contributes to supporting the quality of decisions, protecting the interests of shareholders, and enhancing the sustainability of performance in the long term.

Board of Directors Structure

The Board of Directors of Yanbu Cement Company consists of a balanced mix of executive, non-executive, and independent members, achieving the required balance between executive experience, independence, and objectivity in decision-making. This formation reflects the company's commitment to applying best practices to the requirements of the Corporate Governance Regulations and enhancing the effectiveness of supervision and control over the work of executive management.

Having an appropriate percentage of independent members contributes to reducing conflicts of interest, enhancing integrity and transparency, and supporting the making of strategic decisions that serve the interests of the company and shareholders. Board members also have diverse experiences in the industrial, financial, administrative, and governance fields, which enhances the depth of vision and quality of deliberations.

The Board of Directors operates through its committees and according to clear regulatory frameworks that define roles and responsibilities, ensure efficient follow-up and compliance, support the achievement of the company's strategic objectives, and enhance business governance.



Code of Conduct and Professional Ethics

Guided by Yanbu Cement Company commitment to integrity and corporate responsibility, the Company has formally adopted a comprehensive Code of Conduct and Professional Ethics. This policy serves as the foundational reference governing the professional behavior expected of all personnel and stakeholders, reflecting a corporate culture deeply rooted in compliance and good governance.

This policy is designed to adapt the highest standards of integrity and transparency, while preventing any practices that could compromise the Company's reputation or breach its internal directives and core values. Included but not limited to: avoidance of conflicts of interest; the equitable and impartial treatment of all relevant parties; the prevention of corruption, fraud, embezzlement, and money laundering; the protection of fair competition; adherence to environmental, health, and safety requirements; and protecting the rights of intellectual property, corporate assets, and the confidentiality of sensitive information.

Conflicts of Interest

To bolster institutional integrity and the independence of decision-making, Yanbu Cement Company enforces a clear policy for the management of potential or actual conflicts of interest. This framework mandates the disclosure and remediation of such instances through established mechanisms, thereby preserving the autonomy of corporate determination and preventing any prohibited influence upon the Company's strategic interests.

Safe Whistleblowing and Anti-Corruption

Believing in the importance of transparency and protecting whistleblowers, Yanbu Cement Company has adopted a policy and mechanism for safe whistleblowing cases of corruption, fraud or embezzlement, allowing employees and stakeholders to submit reports with complete confidentiality and security.

This mechanism aims to establish a culture of integrity and responsibility, promote early detection of any irregular practices, support the company's efforts to combat corruption and fraud, in accordance with relevant rules and regulations and best corporate practices, and enhance confidence in the company's internal control systems and governance.

Internal Operational Governance

Yanbu Cement Company adopts a structured framework for internal committee governance as a supportive tool for implementing strategic directions, organizing work mechanisms, and enhancing the quality of decision-making. These committees contribute to coordinating efforts between departments, following up on priority initiatives, and ensuring clarity of responsibilities and work paths.

This approach reflects the company's keenness to manage its business in a systematic manner that focuses on clarity of roles, discipline in follow-up, and linking committee outputs to operational and strategic objectives. This framework also supports efficient implementation, reduces task overlap, and enhances the company's ability to respond flexibly to changing business requirements, which positively reflects on the sustainability of performance in the long term.

Implemented and Non-Implemented Provisions of Corporate Governance Regulations, and justification thereof

The Company acknowledges the implementation of all provisions contained in the Corporate Governance Regulations, except for the following:

Article and Paragraph Number According to the Corporate Governance Regulations Issued on 18/01/2023	Partially Implemented	Not Implemented	Reasons for non-implementation
Article Thirty-Nine: The Assessment A. The Board shall develop, based on the proposal of the nomination committee, the necessary mechanisms to annually assess the performance of the Board, its members and committees and the Executive Management using key performance indicators linked to the extent to which the strategic objectives of the Company have been achieved, the quality of the risk management and the efficiency of the internal control systems, among others, provided that weaknesses and strengths shall be identified and a solution shall be proposed for the same in the best interests of the Company. B. The procedures of performance assessment shall be in writing and clearly stated and disclosed to the Board members and parties concerned with the assessment. C. The performance assessment shall entail an assessment of the skills and experiences of the Board, identification of the weaknesses and strengths of the Board and shall attempt to resolve such weaknesses using the available methods, such as nominating competent professional staff able to improve the performance of the Board. The performance assessment shall also entail the assessment of the mechanisms of the Board’s activities in general. D. The individual assessment of the Board members shall take into account the extent of effective participation of the member and his/her commitment to performing his/her duties and responsibilities, including attending the Board and its committees’ meetings and dedicating adequate time thereof. E. The Board shall carry out the necessary arrangements to obtain an assessment of its performance from a competent third party every three years. F. Non-Executive Directors shall carry out a periodic assessment of the performance of the chairman of the Board after getting the opinions of the Executive Directors, without the presence of the chairman of the Board in the discussion on this matter, provided that weaknesses and strengths shall be identified and a solution shall be proposed for the same in the best interests of the Company.		-	Guiding article
Article Sixty-Seven: Composition of the Risk Management Committee The Company's Board shall, by resolution therefrom, form a committee to be named the “risk management committee.”. Chairman and majority of its members shall be Non-Executive Directors. The members of that committee shall possess an adequate level of knowledge in risk management and finance.	-		Guiding article

Implemented and Non-Implemented Provisions of Corporate Governance Regulations, and justification thereof

The Company acknowledges the implementation of all provisions contained in the Corporate Governance Regulations, except for the following:

Article and Paragraph Number According to the Corporate Governance Regulations Issued on 2023/01/18	Partially Implemented	Not Implemented	Reasons for non-implementation
Article Sixty-Eight: Competencies of the Risk Management Committee The competencies of the risk management committee shall include the following: 1 . developing a strategy and comprehensive policies for risk management that are consistent with the nature and volume of the Company's activities, monitoring their implementation, and reviewing and updating them based on the Company's internal and external changing factors. 2 . determining and maintaining an acceptable level of risk that may be faced by the Company and ensuring that the Company does not go beyond such level. 3. Ensuring the feasibility of the Company continuation, the successful continuity of its activities and determining the risks that threaten its existence during the following twelve (12) months. 4. overseeing the Company's risk management system and assessing the effectiveness of the systems and mechanisms for determining and monitoring the risks that threaten the Company in order to determine areas of inadequacy therein. 5. Regularly reassessing the Company's ability to take risks and be exposed to such risks (through stress tests as an example). 6 . preparing detailed reports on the exposure to risks and the recommended measures to manage such risks, and presenting them to the Board. 7. providing recommendations to the Board on matters related to risk management. 8. ensuring the availability of adequate resources and systems for risk management. 9 . reviewing the organizational structure for risk management and providing recommendations regarding the same before approval by the Board. 10. verifying the independence of the risk management employees from activities that may expose the Company to risk. 11. ensuring that the risk management employees understand the risks threatening the Company and seeking to raise awareness of the culture of risk. 12. reviewing any issues raised by the audit committee that may affect the Company's risk management.	✔	-	The tasks of the Risk Management Committee have been merged into the tasks of the Audit Committee

Article Sixty-Nine: Meetings of the Risk Management Committee The risk management committee shall convene periodically at least once every six months, and as may be necessary.	-	✔	Guiding article
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Article and Paragraph Number According to the Corporate Governance Regulations Issued on 2023/01/18	Partially Implemented	Not Implemented	Reasons for non-implementation
Article Eighty: Regulating the Relationship with Stakeholders The Board shall establish clear and written policies and procedures regulating the relationship with Stakeholders with the aim of protecting them and safeguard their rights, which shall include the following, in particular: 1. methods to compensate Stakeholders when their rights established by laws or protected by contracts are infringed. 2. methods for resolving complaints or disputes that may arise between the Company and the Stakeholders. 3. methods for building good relationships with customers and suppliers and maintaining the confidentiality of their information; 4. rules of professional conduct for Company managers and employees that are prepared in compliance with the proper professional and ethical standards and regulate their relationship with Stakeholders, provided that the Board shall establish mechanisms for supervising the implementation of, and compliance with such rules. 5. The Company's Social Contribution. 6. ensuring that the Company's transactions with Board members and Related Parties are entered into on terms identical to the terms of transactions with Stakeholders without any discrimination or bias. 7. Stakeholders obtaining of information relevant to their activities to enable them to perform their duties. Such information shall be correct and sufficient and shall be provided in timely manner and on a regular basis. 8. treating Company employees pursuant to the principles of justice and equality and without discrimination.	✔	-	Some policies have been prepared and approved by the Board

Article Eighty-Two: Employee Incentives The Company shall establish programmes for developing and encouraging the participation and performance of the Company’s employees. The programmes shall particularly include the following: 1. forming committees or holding specialized workshops to hear the opinions of the Company’s employees and discuss the issues and topics that are subject to important decisions. 2 . establishing a scheme for granting Company shares or a percentage of the Company profits and pension programmes for employees, and setting up an independent fund for such programme. 3.establishing social organizations for the benefit of the Company’s employees.	-	✔	Guiding article
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Implemented and Non-Implemented Provisions of Corporate Governance Regulations, and justification thereof

The Company acknowledges the implementation of all provisions contained in the Corporate Governance Regulations, except for the following:

Article and Paragraph Number According to the Corporate Governance Regulations Issued on 18/01/2023	Partially Implemented	Not Implemented	Reasons for non-implementation
Article Eighty-Five: Social Initiatives The Board shall establish programmes and determine the necessary methods for proposing social initiatives by the Company, which include: 1. establishing indicators that link the Company's performance with its social initiatives and comparing it with other companies that engage in similar activities. 2. disclosing the objectives of the Company's social responsibility to its employees and raising their awareness and knowledge of social responsibility. 3. disclosing plans for achieving social responsibility in the periodical reports on the activities of the Company's. 4. establishing awareness programmes to the community to familiarize them with the Company's social responsibility.	-	✓	Guiding article
Article Ninety-Two: Formation of a Corporate Governance Committee If the Board forms a corporate governance committee, it shall assign to it the competencies stipulated in Article (91) of these Regulations. Such committee shall oversee any matters relating to the implementation of governance, and shall provide the Board with its reports and recommendations at least annually.	✓	-	The tasks of the Corporate Governance Committee have been merged into the tasks of the Nominations and Remuneration Committee

Board of Directors, their Classifications, Committee Members, their Current and Previous Positions, Qualifications, and Experiences

The Board of Directors includes an elite group of leaders with rich and comprehensive expertise and experience, allowing the formation of an integrated mix of skills and experiences that support the company's progress. The Board plays a pivotal role in guiding the company's strategy, working closely with executive management to achieve the company's goals and enhance its market position.

	Mr. Fahd bin Sulaiman Al Rajhi - Non-Executive Member	
	Current Position	Previous Position
	Chairman of the Board of Directors of Yanbu Cement Company	Vice Chairman of the Board of Directors of Yanbu Cement Company
Academic Qualifications		Practical Experience
• Bachelor of Science in Industrial Management - King Fahd University of Petroleum and Minerals, 1983.		• Chairman of the Board of Directors of Yanbu Cement Company. • Vice Chairman of the Board of Directors of Sahara International Petrochemical Company (Sipchem) and Chairman of the Executive Committee. • Member of the Board of Directors of Al Rajhi Brothers Group Company. • Chairman of the Board of Directors of the Saudi German Non-Woven Products Company. • Chairman of the Board of Directors of the Advanced Flexible Packaging Company. • Vice Chairman of the Board of Directors of Musharaka Financial Company. • Member of the Board of Directors of the International Methanol Company. • Member of the Board of Directors of the King Abdullah Foundation for Humanitarian Works and Member of the Executive Committee.
	Mr. Mohammed bin Abdullah Al Khereiji - Non-Executive Member	
	Current Position	Previous Position
	Vice Chairman of the Board of Directors of Yanbu Cement Company	Chairman of the Board of Directors of Al Khereiji Holding Group
Academic Qualifications		Practical Experience
• Law Degree, Cairo University, 1973. • Diploma in Marketing, Global Marketing Institute. • Marketing Management Certificate from the Global Marketing Institute, Cambridge (USA), 1976. • Diploma in Change Management from Harvard University, 2000.		• Membership in several of Joint Listed companies and executive committees.

Board of Directors, their Classifications, Committee Members, their Current and Previous Positions, Qualifications, and Experiences



Mr. Ibrahim bin Hamad Al-Rashid - Independent Member

Current Position

Chief Executive
Officer of the SME
Bank

Previous Position

CEO of
Social Development
Bank

Academic Qualifications

- Bachelor of Computer Science, King Saud University.
- Master of Computer Science, Florida Institute of Technology, USA, 2002.
- Certified Legal Arbitrator in Information Technology.

Practical Experience

- Chairman of the Board, Saudi Venture Capital and SME Fund.
- Vice Chairman of the Board, Social Development Bank.
- Member of the Board of Directors, National Entrepreneurship Institute (Riyadh).
- Chairman of Rawafed Company.
- Vice Chairman of Takamul Holding Company.
- Business Relations and Development Manager at Al Rajhi Bank, CIO.
- General Manager of the "Yusr" e-Transactions Center.
- Consultant at Al-Rashid Accountants and Auditors.
- Chief Information Officer at the Technical and Vocational Training Corporation.
- Founder and Member of various commercial and national committees.



Mr. Ali bin Abdullah Alayed - Executive Member

Current Position

CEO of Yanbu Cement Company
Board Member
Executive Committee Member

Previous Position

CEO of the Saudi
Technology Development
and Investment Company

Member of the Board of Managers
and Managing Director of Yanbu Saudi
Paper Products Company Ltd

Member of the Board of Directors of
National Academy for Industrial
Minerals

Academic Qualifications

- Bachelor of Science in Industrial Management - King Fahd University of Petroleum and Minerals, 1979.
- Financial Analysis Program, Chase Manhattan Bank, New York, USA, 1981.

- Former member of the Board of Directors of Al Watania for Industries Company and member of the Executive Committee.
- Former General Manager of the Saudi Industrial Development Fund.
- Former Chairman of the Board of Directors of the Saudi Egyptian Industrial Investments Company (Egyptian company).
- Former Board Member of October Pharma (Egyptian company).
- Former Board Member, Audit Committee, and Executive Committee Member of the Power and Water Utility Company for Jubail and Yanbu (Marafiq).
- Former Vice Chairman of the Board of Directors and Chairman of the Audit Committee of the Arab Industrial Fibers Company (Ibn Rushd).
- Former member of the Board of Directors and Chairman of the Audit Committee, Social Development Bank.
- Former member of the Economic Balance Committee (Council of Economic and Development Affairs).
- Former member and Chairman of the Audit Committee, National Industrial Clusters Program.
- Former member of the Supreme Preparatory Committee for Local Manufacturing.
- Former member of the Board of Directors of the Saudi German Development and Investment Company Limited (SAGCO).
- Former member of the Board of Directors of the Saudi Ceramics Company.
- Former CEO of the Saudi Technology Development and Investment Company.
- Former member of the Board of Directors of Alexandria Carbon Black Company (Egyptian company).



Eng. Riyadh bin Abdulrahman Aba Al-Khail - Independent Member

Current Position

Senior Governance and
Quality Management
Consultant at Saudi
Telecom Company

Previous Position

Executive Director of
Licensing and
Registration at the
Ministry of Investment

Academic Qualifications

- Electrical Engineering, King Saud University.
- Higher Diploma, Cambridge University, UK.

Practical Experience

- General Manager of Licensing at the General Investment Authority.
- Project Management Consultant at the Saudi Industrial Development Fund.
- Supervisor of the financial audit project for foreign establishments licensed by the General Investment Authority.
- Director of the Riyadh Investor Services Center.
- Member of the Licensing Committee at the General Investment Authority.
- Representative of the General Investment Authority on the Customs Exemptions Committee.



Mr. Turki bin Musa'ed Al-Mubarak - Independent Member

Current Position

Businessman

Previous Position

Director and Partner at
Al-Asna Trading
Company

Academic Qualifications

- Bachelor of Accounting, King Saud University 2003

Practical Experience

- Director and Partner at Al-Asna Trading Company.
- Part-time consultant at Al-Yemni Holding Group.
- Manager in the Investment Department at Samba Financial Group.
- Assistant Manager in the Investment Department at Samba Financial Group.



Mr. Abdulaziz bin Sulaiman Al Rajhi - Non-Executive Member

Current Position

Businessman

Previous Position

Businessman

Academic Qualifications

- Bachelor of Financial Management, Prince Sultan University.

Practical Experience

- Chairman of the Board of Directors of Al Rajhi Investment Company and Watania Agriculture Company.
- CEO of Sulaiman Alrajhi Holding Company.
- Secretary General of the Sulaiman Al Rajhi Waqf.
- Member of the Board of Directors of several companies, including Al Rajhi International Company and Jabal Omar Company.
- Founder and member of the Board of Directors of AL Rajhi United Holding Investment Company.
- Founder and member of the Board of Directors of Raj Real Estate Company, in addition to managing some private businesses.

Board of Directors, their Classifications, Committee Members, their Current and Previous Positions, Qualifications, and Experiences



Eng. Abdulaziz bin Abdullah Al-Habardi - Independent Member

Current Position

Retired

Previous Position

Chairman of the Arabian Petrochemicals Company (Petrokemya)

Academic Qualifications

- Bachelor of Mechanical Engineering, King Fahd University of Petroleum and Minerals, 1984.

Practical Experience

- Board Member, Advanced Petrochemical Company.
- Vice Chairman of the Board, Advanced Polyolefins Company.
- Member of the Audit Committee, Advanced Polyolefins Company.
- Former Board Member, Saudi Kayan Petrochemical Company.
- Former Board Member, Arabian Petrochemical Company (Petrokemya).
- Former Board Member, Eastern Petrochemical Company (Sharq).
- Former Chairman of the Board, Gas Company (SABIC affiliate).



Mr. Fahd bin Ibrahim Al-Jomaih - Independent Member

Current Position

Investment Unit Director, MENA Investments Department, at the Public Investment Fund (PIF)

Previous Position

Senior Vice President of MENA Investments Department at the Public Investment Fund (PIF)

Academic Qualifications

- Master of Business Administration, University of Portsmouth, UK, 2007.
- Master of Science in International Securities, Investment and Banking, University of Reading, United Kingdom, 2006.
- Bachelor of Business Administration, Northeastern University, USA, 2004.

Practical Experience

- Investment Manager at Abdul Latif Jameel Investments Company.
- Vice President – Investment Banking, Saudi Fransi Capital.
- Associate – Investment Banking, Saudi Fransi Capital.



Mr. Omar Jahdi - Independent Member

Current Position

Senior Director, Head of Mergers and Acquisitions - Investment Consulting at the Public Investment Fund

Previous Position

Director of Investment Banking Consulting at HSBC

Academic Qualifications

- Master of Management and Corporate Finance - EM Lyon Business School, France, 2008.
- Bachelor of Business Administration, Al Akhawayn University, Ifrane, Morocco, 2006.

Practical Experience

- Assistant Manager of Mergers and Acquisitions - HSBC.
- Assistant - Mergers and Acquisitions - HSBC.

Companies wherein the Board Member is a Member in its Current and Previous Board or One of its Managers

Member Name	Names of Companies in which a Board Member is a Member of their Current Board or a Manager	Inside/Outside KSA	Legal Entity	Names of Companies in which a Board Member is a Member of their Previous Board or a Manager	Inside/Outside KSA	Legal Entity
Mr. Fahd bin Sulaiman Al Rajhi	Yanbu Cement Company	Inside KSA	Joint stock, listed	Al Watania Poultry	Inside KSA	Joint stock, closed
	Sahara International Petrochemical Co.	Inside KSA	Joint stock, listed	Naqua Company	Inside KSA	Joint stock, closed
	Al Rajhi and Brothers Group Company	Inside KSA	Joint stock, closed	Al Watania for Industries	Inside KSA	Joint stock, closed
	International Methanol Company	Inside KSA	Joint stock, closed	Saudi Cement Company	Inside KSA	Joint stock, listed
	Saudi German Non-Woven Products Company	Inside KSA	Joint stock, closed	Saudi Industrial Investment Group	Inside KSA	Joint stock, listed
	Musharaka Capital	Inside KSA	Joint stock, closed	-	-	-
	Advanced Flexible Packaging Company	Inside KSA	Limited Liability	-	-	-
	King Abdullah Foundation for Humanitarian Works	Inside KSA	Public Interest Entity	-	-	-
Mr. Mohammed bin Abdullah Al Khereiji	Al Khereiji Holding Group	Inside KSA	Limited Liability	Global Trade and Contracting Center	Inside KSA	Limited Liability
	Abdullah Al Khereji Sons Real Estate Company	Inside KSA	Limited Liability	Makkah International Market	Inside KSA	Limited Liability
	Hill International Company	Inside KSA	Limited Liability	Global Environmental Services Management Company Ltd.	Inside KSA	Limited Liability
	Al Khereiji Company	Inside KSA	Joint stock, closed	Jeddah Holding Company	Inside KSA	Limited Liability
	WorldCare International	Outside KSA	Limited Liability	Amen Company	Inside KSA	Limited Liability
	Ithmar Bank	Outside KSA	Joint stock, closed	Edera Company	Inside KSA	Joint stock, listed
	Yanbu Cement Company	Inside KSA	Joint stock, listed	Tihama Company	Outside KSA	Joint stock
	Egyptian Faisal Investment Bank	Outside KSA	Joint stock	Faisal Investment Bank	Inside KSA	Limited Liability
	-	-	-	Dar Al-Maal Al-Islami	Outside KSA	Limited Liability
	-	-	-	Medical Equipment and Services	Inside KSA	Limited Liability

Companies wherein the Board Member is a Member in its Current and Previous Board or One of its Managers

Member Name	Names of Companies in which a Board Member is a Member of their Current Board or a Manager	Inside/Outside KSA	Legal Entity	Names of Companies in which a Board Member is a Member of their Previous Board or a Manager	Inside/Outside KSA	Legal Entity
Mr. Ali bin Abdullah Alayed	Yanbu Cement Company	Inside KSA	Joint stock, listed	Saudi Ceramics Company	Inside KSA	Joint stock, listed
	Cement Knowledge Center for Training	Inside KSA	Limited Liability, mixed	Ibn Rushd Company	Inside KSA	Joint stock, unlisted
	National Academy for Industrial Minerals	Inside KSA	Non-Profit	Saudi German Investment Company	Inside KSA	Limited Liability
	Yanbu Saudi Paper Products Co. Ltd.	Inside KSA	Limited Liability	Saudi Egyptian Industrial Investments Company	Outside KSA	Joint stock
				Marafiq Company	Inside KSA	Joint stock, listed
				October Pharma Company	Outside KSA	Joint stock
				Alexandria Carbon Black Company	Outside KSA	Joint stock
				Social Development Bank	Inside KSA	Government Entity
				Al Watania for Industries	Inside KSA	Joint stock, closed
Mr. Ibrahim Hamad Al-Rashid	Yanbu Cement Company	Inside KSA	Joint stock, listed	Social Development Bank	Inside KSA	Government Entity
	Saudi Authority for Accredited Valuers (TAQEEM)	Inside KSA	Government Entity	Small and Medium Enterprises General Authority (Monsha'at)	Inside KSA	Government Entity
	Imam Faisal bin Turki Royal Reserve Development Authority	Inside KSA	Government Entity	Saudi Fund for Small and Emerging Companies	Inside KSA	Joint stock, closed
	Tamkeen Technology Company	Inside KSA	Joint stock, closed	National Entrepreneurship Institute	Inside KSA	Non-Profit Organization
	Future Work Company	Inside KSA	Joint stock, closed	-	-	-
Eng. Riyadh bin Abdulrahman Aba Al-Khail	National Gas and Industrialization Company	Inside KSA	Joint stock, listed	-	-	-
	Yanbu Cement Company	Inside KSA	Joint stock, listed	-	-	-
Mr. Turki bin Musaed Al-Mubarak	Yanbu Cement Company	Inside KSA	Joint stock, listed	Adaptive TechSoft Company	Inside KSA	Joint stock, unlisted
				Saudi Public Transport Company (SAPTCO)	Inside KSA	Joint stock, listed
Mr. Abdulaziz bin Sulaiman Al Rajhi	AL Rajhi United Holding	Inside KSA	Joint stock, closed	Sulaiman Alrajhi Holding	Inside KSA	Limited Liability
	Raj Real Estate	Inside KSA	Limited Liability	AL Rajhi International	Inside KSA	Limited Liability
	Alpha Investments	Inside KSA	Limited Liability	Sulaiman Alrajhi Real Estate Investments	Inside KSA	Limited Liability
	Yanbu Cement Company	Inside KSA	Joint stock, listed	-	-	-
	Watania Agricultural Company	Inside KSA	-	-	-	-

Companies wherein the Board Member is a Member in its Current and Previous Board or One of its Managers

Member Name	Names of Companies in which a Board Member is a Member of their Current Board or a Manager	Inside/Outside KSA	Legal Entity	Names of Companies in which a Board Member is a Member of their Previous Board or a Manager	Inside/Outside KSA	Legal Entity
Eng. Abdulaziz bin Abdullah Al-Habardi	Yanbu Cement Company	Inside KSA	Joint stock, listed	Saudi Kayan Petrochemical Company (Kayan)	Inside KSA	Joint stock, listed
	Advanced Petrochemical Company	Inside KSA	Joint stock, listed	National Industrial Gases Company (GAS)	Inside KSA	Limited Liability
	Advanced Polyolefins Company	Inside KSA	Joint stock, closed	The Arabian Petrochemicals Company (Petrokemya)	Inside KSA	Limited Liability
	-	-	-	Eastern Petrochemical Company (SHARQ)	Inside KSA	Limited Liability
	-	-	-	Saudi Petrochemical Company (SADAF)	Inside KSA	Limited Liability
Mr. Fahd bin Ibrahim Al-Jomaih	Yanbu Cement Company	Inside KSA	Joint stock, listed	Saudi Tadawul Group	Inside KSA	Joint stock, listed
	Saudi Reinsurance Company (Saudi Re)	Inside KSA	Joint stock, listed	-	-	-
	D360 Bank	Inside KSA	Joint stock, closed	-	-	-
	Industrial Company for Electronics	Inside KSA	Joint stock, closed	-	-	-
	The Saudi Technology Development and Investment Company	Inside KSA	Joint stock, closed	-	-	-
	Al Jomaih Equipment Company	Inside KSA	Limited Liability	-	-	-
	Pergola Holding Company	Inside KSA	Limited Liability	-	-	-
	International Refreshments Company	Inside KSA	Limited Liability	-	-	-
Mr. Omar Jahdi	Yanbu Cement Company	Inside KSA	Joint stock, listed	Lifera Omics Company	Inside KSA	Limited Liability
	Red Sea Gateway Terminal International	Outside KSA	Limited Liability	-	-	-
	IoT Squared Company	Inside KSA	Limited Liability	-	-	-

Board Meetings

Board Meeting Attendance Record								
Name	Position	Classification	First 17/03/2025 17/09/1446	Second 08/05/2025 10/11/1446	Third 14/07/2025 19/01/1447	Fourth 30/09/2025 08/04/1447	Fifth 06/12/2025 15/06/1447	Total Attendance
Mr. Fahd bin Sulaiman Al Rajhi	Chairman of the Board	Non-Executive	Attended	Attended	Attended	Attended	Attended	5
Mr. Mohammed bin Abdullah Al Khereiji	Vice Chairman of the Board	Non-Executive	Attended	Attended	Attended	Attended	Attended	5
Mr. Ali bin Abdullah Alayed	Member - CEO	Executive	Attended	Attended	Attended	Attended	Attended	5
Mr. Ibrahim bin Hamad Al-Rashid	Member	Independent	Attended	Attended	Attended	Attended	Attended	5
Eng. Riyad bin Abdulrahman Aba Al-Khail	Member	Independent	Attended	Attended	Attended	Attended	Attended	5
Mr. Turki bin Musaed Al-Mubarak	Member	Independent	Attended	Attended	Attended	Attended	Attended	5
Mr. Abdulaziz bin Sulaiman Al Rajhi	Member	Non-Executive	Attended	Attended	Attended	Attended	Attended	5
Eng. Abdulaziz bin Abdullah Al-Habardi	Member	Independent	Attended	Attended	Attended	Attended	Attended	5
Mr. Fahd bin Ibrahim Al-Jomaih	Member	Independent	Attended	Attended	Attended	Attended	Attended	5
Mr. Omar Jahdi	Member	Independent	Attended	Attended	Attended	Attended	Attended	5



Board Committees

First: Executive Committee:

The Executive Committee consist of Four (4) members of the Board of Directors and convened for Seven (7) meetings during 2025. The Committee supports the Board by submitting recommendations regarding strategic initiatives and annual budgetary projections. Furthermore, the Committee is tasked with the oversight of implementation, monitoring the efficacy of these plans in achieving corporate objectives, and conducting periodic reviews and refinements.

Executive Committee Meeting Attendance Record											
Name	Position	Classification	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Total Attendance	
			03/03/2025 03/09/1446	05/04/2025 07/10/1446	06/06/2025 10/12/1446	08/09/2025 16/03/1447	22/09/2025 30/03/1447	04/11/2025 13/05/1447	17/11/2025 26/05/1447		
Eng. Riyad bin Abdulrahman Aba Al-Khail	Committee Chairman	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended	7	
Mr. Ali bin Abdullah Alayed	Member	Executive	Attended	Attended	Attended	Attended	Attended	Attended	Attended	7	
Eng. Abdulaziz bin Abdullah Al-Habardi	Member	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended	7	
Mr. Omar Jahdi	Member	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended	7	

Second: Audit Committee :

The Audit Committee consists of Three (3) non-executive members. The committee conducted Eight (8) meetings during the year 2025. The Audit Committee supports the Board of Directors by reviewing the effectiveness of risk management and internal auditing, reviewing financial statements, verifying the effectiveness of fraud control procedures, and establishing mechanisms that allow company employees to submit their comments on any violations in financial reports or others confidentially.

Audit Committee Meeting Attendance Record											
Name	Position	Classification	First 12/03/2025 12/09/1446	Second 16/03/2025 16/09/1446	Third 14/05/2025 16/11/1446	Fourth 18/06/2025 22/12/1446	Fifth 22/07/2025 27/01/1447	Sixth 01/10/2025 09/04/1447	Seventh 22/10/2025 30/04/1447	Eighth 31/12/2025 11/07/1447	Total Attendance
Mr. Ibrahim bin Hamad Al-Rashid	Committee Chairman	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	8
Mr. Fahd bin Ibrahim Al-Jomaih	Member	Independent	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	8
Mr. Abdulaziz bin Abdullah Al-Naim	Member	External Member	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	8

Third: Nomination and Remuneration Committee :

The Nominations and Remuneration Committee consists of Three (3) members of the Board. The Nominations and Remuneration Committee conducted Five (5) meetings during 2025. The committee supports the Board of Directors regarding nominations by proposing clear policies and standards for membership in the Board of Directors and executive management, verifying the independence of independent members, and ensuring there is no conflict of interest. In addition, it identifies weaknesses and strengths in the Board of Directors and proposes solutions to address them. In terms of remuneration, it prepares a clear policy for the remuneration of members of the Board of Directors, committees emanating from the Board, and executive management to enhance and motivate the administrative staff and retain distinguished personnel.

Nominations and Remuneration Committee Meeting								
Name	Position	Classification	First 11/03/2025 11/09/1446	Second 28/04/2025 30/10/1446	Third 09/07/2025 14/01/1447	Fourth 21/09/2025 29/03/1447	Fifth 20/11/2025 29/05/1447	Total Attendance
Mr. Turki bin Musaed Al-Mubarak	Committee Chairman	Independent	Attended	Attended	Attended	Attended	Attended	5
Mr. Mohammed bin Abdullah Al Khereiji	Member	Non-Executive	Attended	Attended	Attended	Attended	Attended	5
Mr. Abdulaziz bin Sulaiman Al Rajhi	Member	Non-Executive	Attended	Attended	Attended	Attended	Attended	5

Executive Management Members, Their Current and Previous Positions, Qualifications, and Experience

Mr. Ali bin Abdullah Alayed		
Current Position	Previous Position	
CEO of Yanbu Cement Company	and Managing Director	
Board Member	Yanbu Saudi Paper Products Company Ltd	
Executive Committee Member	Member of the Board of Directors, National Academy	
Member of the Board of Managers	for Industrial Minerals	
Academic Qualifications	Practical Experience	
• Bachelor of Science in Industrial Management - King Fahd University of Petroleum and Minerals, 1979 • Financial Analysis Program, Chase Manhattan Bank, New York, USA, 1981.	• Former member of the Board of Directors of Al Wataniya for Industries Company and member of the Executive Committee. •Former General Manager of the Saudi Industrial Development Fund. •Former Chairman of the Board of Directors of the Saudi Egyptian Industrial Investments Company (Egyptian company). •Former Board Member of October Pharma (Egyptian company). •Former Board Member, Audit Committee, and Executive Committee Member of the Power and Water Utility Company for Jubail and Yanbu (Marafiq). •Former Vice Chairman of the Board of Directors and Chairman of the Audit Committee of the Arab	
	- Industrial Fibers Company (Ibn Rushd). •Former member of the Board of Directors and Chairman of the Audit Committee, Social Development Bank. •Former member of the Economic Balance Committee (Council of Economic and Development Affairs). •Former member and Chairman of the Audit Committee, National Industrial Clusters Program. •Former member of the Supreme Preparatory Committee for Local Manufacturing. •Former member of the Board of Directors of the Saudi German Development and Investment Company Limited (SAGCO). •Former member of the Board of Directors of the Saudi Ceramics Company. •Former CEO of the Saudi Technology Development and Investment Company. • Former member of the Board of Directors of Alexandria Carbon Black Company (Egyptian company).	

Mr. Waleed bin Mohammed bin Mayouf		
Current Position	Previous Position	
Chief Financial Affairs Officer at Yanbu Cement Company	Vice President to CEO for Finance of Yanbu Cement Company	
Academic Qualifications	Practical Experience	
• Bachelor of Accounting, College of Administrative Sciences, King Saud University, 1990. • Diploma in English Language and Accounting from the Institute of Economics, USA, 1994-1995.	• Director of Corporate Risk Management and Board Secretary at the National Shipping Company of Saudi Arabia. • Financial Manager - National Chemical Carriers Company (Bahri Chemicals). • Documentary Credits Manager at Saudi Basic Industries Corporation (SABIC).	

Mr. Nabeel bin Mohammed Baghdadi		
Current Position	Previous Position	
Chief Legal Affairs, Governance and Compliance Officer at Yanbu Cement Company	Advisor to the CEO of Legal and Governance Affairs at Yanbu Cement Company	

Academic Qualifications	Practical Experience	Membership of Committees and Secretariat
• Master of Regulations (Law) from King Abdulaziz University 2002. • Bachelor of Regulations (Law) from King Abdulaziz University 1992.	• Advisor to the CEO of Legal Affairs. • Advisor to the General Manager of Legal Affairs. • Assistant CEO of Legal and Administrative Affairs. • Assistant General Manager of Administrative Affairs. • Senior Manager of the Legal Affairs Department. • Head of the Personnel Affairs Department. • Assistant Head of the Personnel Affairs Department.	• Secretary of the Board of Directors of Yanbu Cement Company (15th - 16th sessions). • Secretary of the Audit Committee of Yanbu Cement Company (14th - 15th - 16th sessions). • Secretary of the Board of Managers of Yanbu Saudi Paper Products Company (6th - 7th sessions). • Managing Director of Yanbu Saudi Paper Products Limited Company. • Member of the Board of Managers of Yanbu Saudi Paper Products Limited Company. • Secretary of the Board of Managers of Yanbu Saudi Paper Products Limited Company.

Dr. Adeib bin Ahmed Al-Jafari Al-Tayyar

Current Position	Previous Position
Chief Marketing and Sales Officer	Vice President to CEO for Marketing and Sales of Yanbu Cement Company
Academic Qualifications	Practical Experience
• Higher Diploma in Programming, British Energy Institute - United Kingdom, 1986. • Master of Business Administration, Hull University, United Kingdom, 1998. • Ph.D. in Marketing, MUST University, United States, 2012.	• Sales Manager for Saudi Arabia and the Arabian Gulf at Al-Obaikan Industrial Company • Middle East Sales Manager - SABIC • Sales and Marketing Manager, Petro Rabigh Company

Eng. Hatim bin Mohammed Imam

Current Position	Previous Position
Chief Human Capital Officer of Yanbu Cement Company	Vice President to CEO for Human Resources and Support Services of Yanbu Cement Company
Academic Qualifications	Practical Experience
• Licensed Aircraft Technician Diploma (FFA), University of Washington, USA, 1999. • Bachelor of Business Administration (BBA), University of Washington, USA, 2001. • Bachelor of Computer Science (B.SC), University of Washington - USA, 2003. • Master in Human Resources (M.SC), University of Washington, USA, 2004.	• CEO of Human Resources and Administrative Affairs at Delmon Products Saudi Limited Company (Saudi Arabia and GCC countries). • Deputy CEO of Human Resources and Shared Services Sector at Tabuk Agricultural Development Company (TADCO). • Executive Director of Human Resources and Administrative Affairs at Samaco Cars Co. • General Manager of Human Resources and Administrative Affairs at Al-Miftah Car Rental Company. • General Manager of Human Resources and Administrative Affairs at Almarai Company - Western Bakeries (Louzine). • General Manager of Human Resources and Administrative Affairs at Attieh Steel Limited Company (Saudi Arabia and GCC countries).

Eng. Ali bin Yahya Al-Zailaie

Current Position	Previous Position
Chief Manufacturing Officer at Yanbu Cement Company	Vice President to CEO of Yanbu Cement Company
Academic Qualifications	Practical Experience
• Bachelor of Applied Chemical Engineering, King Fahd University of Petroleum and Minerals, 2001. • Master of Business Administration, Arab Academy for Science, Technology and Maritime Transport, 2010.	• Laboratory Specialist at the Saudi Standards, Metrology and Quality Organization. • Factory Operator at Abdullah Hashem Industrial Equipment and Gases Company. • Cement Mill Supervisor - Third Line at Yanbu Cement Company. • Production and Facilities Manager at Arab Cement Company. • Factory Manager of the Eastern Province Cement Company.

Executive Management Members, Their Current and Previous Positions, Qualifications, and Experience

Eng. Abdulrahman bin Mohammed Badahdah	
Current Position	Previous Position
Chief Supply Chain Officer at Yanbu Cement Company	Vice President to CEO for Supply Chain of Yanbu Cement Company
Academic Qualifications	Practical Experience
- Master of Business Administration (MBA), Arab Academy for Science and Technology, Egypt, 2008. - Bachelor of Petroleum Geology and Sedimentology, King Abdulaziz University, 2001.	- General Manager of Supply Chain. - General Manager of Procurement. - Manager of the Contracts and Procurement Department. - Head of the Human Resources Planning and Development Department. - Manager of the Warehouses Department. - Deputy Manager of the Warehouses Department. - Assistant Manager of Quarries. - Geologist in the Quarries Department.

Dr. Badr bin Ali Al-Ojaiman	
Current Position	Previous Position
Chief Strategy and Risks at Yanbu Cement Company	Advisor to CEO for Strategy and Risks at Yanbu Cement Company
Academic Qualifications	Practical Experience
- Ph.D. in Computer Science - Flinders University - Australia - 2016. - Master of Information Technology - Griffith University - Australia - 2009. - Bachelor of Computer Science - Edith Cowan University - Australia - 2002.	- Member of the Standing Committee for Strategic Planning and Development Initiatives at Shaqra University. - Acting Agent in the Deanship of Information Technology at Shaqra University. - Faculty Member and Head of the Department at the College of Computer Science at Shaqra University. - Systems Analyst and Quality Program Supervisor at the Saudi Standards, Metrology and Quality Organization.

Ownership of Board of Directors Members and Their Relatives, Senior Executives, Their Wives and Minor Children in the Shares or Debt Instruments of the Company or Any of Its Subsidiaries:

First: Ownership of Board Members in the Shares or Debt Instruments of the Company or Any of Its Subsidiaries:

Board Members	Number of Shares and Ownership 01/01/2025 Percentage on		Net Change During 2025		Number of Shares and Ownership 31/12/2025 Percentage on	
	Number of Shares	Percentage	Number of Shares	Percentage	Number of Shares	Percentage
Mr. Fahd bin Sulaiman Al Rajhi	708,075	0.4496 %	-	0.0 %	708,075	0.4496 %
Mr. Mohammed bin Abdullah Al Khereiji	9,138	0.0058 %	-	0.0 %	9,138	0.0058 %
Mr. Ali bin Abdullah Alayed	12,000	0.0076 %	-	0.0 %	12,000	0.0076 %
Eng. Riyadh bin Abdulrahman Aba Al-Khail	10,370	0.0066 %	-	0.0 %	10,370	0.0066 %
Mr. Turki bin Musaed Al-Mubarak	100	0.0001 %	-	0.0 %	100	0.0001 %
Mr. Abdulaziz bin Sulaiman Al Rajhi	165.020	0.1048 %	-	0.0 %	165.020	0.1048 %
Mr. Ibrahim bin Hamad Al-Rashid	-	0.0 %	-	0.0 %	-	0.0 %
Eng. Abdulaziz bin Abdullah Al-Habardi	500	0.0003 %	500	0.0003 %	1,000	0.0006 %
Mr. Fahd bin Ibrahim Al-Jomaih	-	0.0 %	-	0.0 %	-	0.0 %
Mr. Omar Jahdi	-	0.0 %	-	0.0 %	-	0.0 %

Second: Ownership of Board Members' Relatives, their Wives and Minor Children in the Shares or Debt Instruments of the Company and its Subsidiaries:

Name	Number of Shares and Ownership Percentage on 01/01/2025		Net Change During 2025		Number of Shares and Ownership Percentage on 31/12/2025	
	Number of Shares	Percentage	Number of Shares	Percentage	Number of Shares	Percentage
-	-	0.0 %	-	0.0 %	-	0.0 %

Third: Ownership of Senior Executives, Their Wives and Minor Children

Name	Number of Shares and Ownership Percentage on 01/01/2025		Net Change During 2025		Number of Shares and Ownership Percentage on 31/12/2025	
	Number of Shares	Percentage	Number of Shares	Percentage	Number of Shares	Percentage
Mr. Ali bin Abdullah Alayed	12,000	0.0076 %	-	0.0 %	12,000	0.0076 %
Mr. Nabeel bin Mohammed Baghdadi	1,200	0.0008 %	-	0.0 %	1,200	0.0008 %
Dr. Badr bin Ali Al-Ojaiman	5950	0.0038 %	350	0.0002 %	6,300	0.0040 %

Remuneration Mechanism

In accordance with all relevant regulations and directives issued by the relevant regulatory authorities, and the provisions stipulated in the Companies Law and the Corporate Governance Regulations, the determination of remuneration shall be guided by the following principles:

- Fair and commensurate with the activities and responsibilities of the members of the board of directors, committees and executive management.
- Supportive in achieving specific strategic objectives.
- Based on the recommendation of the Nominations and Remuneration Committee.
- Commensurate with the Company's activity and the skills required to manage it.
- Considering the sector in which the Company operates, its size, complexity, and the experience of the Board of Directors, committees, and executive management.
- Reasonably sufficient to retain members of the Board of Directors, its committees, and executive management, and to attract competent and experienced individuals.
- Members' remuneration is commensurate with the number of meetings they attend.

The Board of Directors believes that the compensation was distributed during the fiscal year 2025 in accordance with the approved policy, and there are no significant deviations from it

Remuneration of the Board of Directors, its Committees, and Executive Management

First: Remuneration of Board Members:

The Board of Directors shall determine the remuneration for its members based upon the recommendations of the Nomination and Remuneration Committee, in compliance with the policy approved by the General Assembly of Shareholders.

Board remuneration consists of the following:

- A specific amount.
- Allowance for attending Board meetings (disposed for In-person attendance or for attendance via modern technology means).
- Subject to the recommendation of the Nomination and Remuneration Committee, the Board of Directors may propose additional forms of remuneration, provided that such proposals are submitted to the General Assembly for final approval.

1. Table of Annual Remuneration and Compensation for Board Member :

For the second year of the 16th Board term, commencing from 06/2024 To 06/2025):-

Member	Fixed Remuneration						Variable Remuneration										
	Specific Amount (*)	Board Meeting Attendance Allowance	Total Committee Meeting Attendance Allowance	In-kind benefits	Technical, Administrative, and Advisory Work	Remuneration Chairman, Managing Director, or Secretary	Remuneration (if applicable)	Total	Percentage of Profits	Periodic Remuneration	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares	Total	End-of-Service Gratuity	Total	Expenses Allowance
First: Independent Members																	
Mr. Ibrahim bin Hamad Al-Rashid	250,000	6,000	12,000	-	-	-		268,000	-	-	-	-	-	-	-	268,000	-
Eng. Riyad bin Abdulrahman Aba Al-Khail	250,000	6,000	9,000	-	-	-		265,000	-	-	-	-	-	-	-	265,000	-
Mr. Turki bin Musa'ed Al-Mubarak	250,000	6,000	6,000	-	-	-		262,000	-	-	-	-	-	-	-	262,000	-
Mr. Fahd bin Ibrahim Al-Jomaih	250,000	6,000	12,000	-	-	-		268,000	-	-	-	-	-	-	-	268,000	-
Mr. Omar Jahdi	250,000	6,000	9,000	-	-	-		265,000	-	-	-	-	-	-	-	265,000	-
Eng. Abdulaziz bin Abdullah Al-Habardi	250,000	6,000	9,000	-	-	-		265,000	-	-	-	-	-	-	-	265,000	-
Total	1,500,000	36,000	57,000	-	-	-		1,593,000	-	-	-	-	-	-	-	1,593,000	-
Second: Non-Executive Members																	
Mr. Fahd bin Sulaiman Al Rajhi	250,000	6,000	-	-	-	-		256,000	-	-	-	-	-	-	-	256,000	-
Mr. Mohammed bin Abdullah Al Khereiji	250,000	6,000	6,000	-	-	-		262,000	-	-	-	-	-	-	-	262,000	-
Mr. Abdulaziz bin Sulaiman Al Rajhi	250,000	6,000	6,000	-	-	-		262,000	-	-	-	-	-	-	-	262,000	-
Total	750,000	18,000	12,000	-	-	-		780,000	-	-	-	-	-	-	-	780,000	-
Third: Executive Members																	
Mr. Ali bin Abdullah Alayed	250,000	6,000	9,000	-	-	-		265,000	-	-	-	-	-	-	-	265,000	-
Total	250,000	6,000	9,000	-	-	-		265,000	-	-	-	-	-	-	-	265,000	-

* The (Specific Amount) item represents the remuneration of the Board member for the second year of the 16th Board term, commencing: From 06/2024 To 06/2025.

* The Board Meeting Attendance Allowance and the Total Committee Meeting Attendance Allowance are for the period from 01/01/2025 to 31/06/2025.

2. Table: Annual Remuneration and Compensation for Members of the Board of Directors

(For the first six months of the third year of the 16th Board term, commencing: From 07/2025 To 12/2025):-

Member	Fixed Remuneration						Variable Remuneration								Expenses Allowance	
	Specific Amount (*)	Board Meeting Attendance Allowance	Total Committee Meeting Attendance Allowance	In-kind benefits	Technical, Administrative, and Advisory Work Remuneration	Chairman, Managing Director, or Secretary Remuneration (if applicable)	Total	Percentage of Profits	Periodic Remuneration	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares	Total	End-of-Service Gratuity		
First: Independent Members																
Mr. Ibrahim bin Hamad Al-Rashid	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Eng. Riyad bin Abdulrahman Aba Al-Khail	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Mr. Turki bin Musaed Al-Mubarak	125,000	9,000	9,000	-	-	-	143,000	-	-	-	-	-	-	-	143,000	-
Mr. Fahd bin Ibrahim Al-Jomaih	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Mr. Omar Jahdi	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Eng. Abdulaziz bin Abdullah Al-Habardi	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Total	750,000	54,000	69,000	-	-	-	873,000	-	-	-	-	-	-	-	873,000	-
Second: Non-Executive Members																
Mr. Fahd bin Sulaiman Al Rajhi	125,000	9,000	-	-	-	-	134,000	-	-	-	-	-	-	-	134,000	-
Mr. Mohammed bin Abdullah Al Khereiji	125,000	9,000	9,000	-	-	-	143,000	-	-	-	-	-	-	-	143,000	-
Mr. Abdulaziz bin Sulaiman Al Rajhi	125,000	9,000	9,000	-	-	-	143,000	-	-	-	-	-	-	-	143,000	-
Total	375,000	27,000	18,000	-	-	-	420,000	-	-	-	-	-	-	-	420,000	-
Third: Executive Members																
Mr. Ali bin Abdullah Alayed	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-
Total	125,000	9,000	12,000	-	-	-	146,000	-	-	-	-	-	-	-	146,000	-

* The above table was prepared based on the General Assembly's approval of the Remuneration Policy of the Board Members, its Committees and the Executive Management dated 08/05/2025 corresponding to 10/11/1446.

* The (Specific Amount) item represents the remuneration of the Board member for the first six months of the third year of the 16th Board term, commencing from 01/07/2025 To 31/12/2025.

* The Board Meeting Attendance Allowance and the Total Committee Meeting Attendance Allowance are for the period from 01/07/2025 to 31/12/2025.

Second: Remuneration of Committee Members

The remuneration of members of the Audit Committee and the Nomination and Remuneration Committee is determined by the General Assembly of Shareholders based on a proposal from the Board of Directors.

The remuneration of the committee members consists of the following:

- Annual remuneration.
- Payable for committee meetings attended both in-person and through modern technologies means.
- The Board of Directors may establish other committees as needed by the Company, its circumstances and conditions, to enable it to perform its work effectively. It may determine their work and remuneration based on a recommendation of the Nomination and Remuneration Committee and in accordance with the instructions issued by the Capital Market Authority.

Remuneration and allowances for committees and attendance allowances for committee meetings from 01/01/2025 to 31/12/2025 (SAR)

Executive Committee Members	Remuneration * 06/2024 to 06/2025	Meeting Attendance Allowance From 01/01/2025 To 30/06/2025	Total
Eng. Riyad bin Abdulrahman Aba Al-Khail	125,000	9,000	134,000
Mr. Ali bin Abdullah Alayed	125,000	9,000	134,000
Eng. Abdulaziz bin Abdullah Al-Habardi	125,000	9,000	134,000
Mr. Omar Jahdi	125,000	9,000	134,000
Total	500,000	36,000	536,000

(*) Remuneration for the second year of the sixteenth term will be disbursed after the term concludes on 29/06/2025

Executive Committee Members	Remuneration * From 01/07/2025 To 31/12/2025	Meeting Attendance Allowance From 01/07/2025 To 31/12/2025	Total
Eng. Riyad bin Abdulrahman Aba Al-Khail	62,500	12,000	74,500
Mr. Ali bin Abdullah Alayed	62,500	12,000	74,500
Eng. Abdulaziz bin Abdullah Al-Habardi	62,500	12,000	74,500
Mr. Omar Jahdi	62,500	12,000	74,500
Total	250,000	48,000	298,000

(*) The remunerations for the first six months of the third year of the Board's term will be disbursed in December 2025 in accordance with the Remuneration Policy of the Board Members, its Committees and the Executive Management, which was approved by the General Assembly on 08/05/2025 corresponding to 10/11/1446.

Second: Remuneration of Committee Members

Audit Committee Members	Remuneration * 06/2024 to 06/2025	Meeting Attendance Allowance From 01/01/2025 To 30/06/2025	Total
Mr. Ibrahim bin Hamad Al-Rashid	150,000	12,000	162,000
Mr. Fahd bin Ibrahim Al-Jomaih	150,000	12,000	162,000
Mr. Abdulaziz bin Abdullah Al-Naim	150,000	12,000	162,000
Total	450,000	36,000	486,000

(*) Remuneration for the second year of the sixteenth term will be disbursed after the term concludes on 29/06/2025

Audit Committee Members	Remuneration * From 01/07/2025 To 31/12/2025	Meeting Attendance Allowance From 01/07/2025 To 31/12/2025	Total
Mr. Ibrahim bin Hamad Al-Rashid	75,000	12,000	87,000
Mr. Fahd bin Ibrahim Al-Jomaih	75,000	12,000	87,000
Mr. Abdulaziz bin Abdullah Al-Naim	75,000	12,000	87,000
Total	225,000	36,000	261,000

(*) The remunerations for the first six months of the third year of the Board’s term will be disbursed in December 2025 in accordance with the Remuneration Policy of the Board Members, its Committees and the Executive Management, approved by the General Assembly on 08/05/2025 corresponding to 10/11/1446

Nomination and Remuneration Committee Members	Remuneration * 06/2024 to 06/2025	Meeting Attendance Allowance From 01/01/2025 To 30/06/2025	Total
Mr. Turki bin Musaед Al-Mubarak	125,000	6,000	131,000
Mr. Mohammed bin Abdullah Al Khereiji	125,000	6,000	131,000
Mr. Abdulaziz bin Sulaiman Al Rajhi	125,000	6,000	131,000
Total	375,000	18,000	393,000

(*) Remuneration for the second year of the sixteenth term will be disbursed after the term concludes on 29/06/2025

Nomination and Remuneration Committee Members	Remuneration * From 01/07/2025 To 31/12/2025	Meeting Attendance Allowance From 01/07/2025 To 31/12/2025	Total
Mr. Turki bin Musaед Al-Mubarak	62,500	9,000	71,500
Mr. Mohammed bin Abdullah Al Khereiji	62,500	9,000	71,500
Mr. Abdulaziz bin Sulaiman Al Rajhi	62,500	9,000	71,500
Total	187,500	27,000	214,500

(*) The remunerations for the first six months of the third year of the Board’s term will be disbursed in December 2025 in accordance with the Remuneration Policy of the Board Members, its Committees and the Executive Management, approved by the General Assembly on 08/05/2025 corresponding to 10/11/1446

Third: Remuneration of Executive Management Members

The executive management is responsible for overseeing the Company's daily operations, proposing and implementing strategic decisions. It includes roles such as the CEO, CFO, and deputies of the CEO. The following provisions apply to their remunerations :

- The Nomination and Remuneration Committee submits its recommendations regarding executive management remuneration and bonuses to the Board of Directors for approval.
- The Nomination and Remuneration Committee submits its recommendations regarding the executive management's key performance indicators to the Board of Directors for approval. When setting these indicators, they should be consistent with achieving the Company’s strategic objectives and linked to remunerations.

The Top Five Senior Executive Remuneration for 2025 (Thousands of Saudi Riyals)

Senior Executive Roles	Fixed Remuneration				Variable Remuneration								
	Salaries	Allowances	Benefits	Total	Remunerations	Granted Profits	Short-Term Incentive Plans	Long-Term Incentive Plans	Value of Shares Granted	Total	End-of-Service Gratuity	Total Executive Remuneration for the Board	Total
CEO	2,016	672	398	3,086	936	-	-	-	-	-	157	375	4,554
Chief Financial Affairs Officer	1,300	426	483	2,209	411	-	-	-	-	-	151	-	2,771
Chief Marketing and Sales Officer	963	317	264	1,544	288	-	-	-	-	-	73	-	1,905
Chief Manufacturing Officer	1,046	102	196	1,344	311	-	-	-	-	-	79	-	1,734
Chief Legal Affairs, Governance, and Compliance Officer	897	283	428	1,608	252	-	-	-	-	-	905	-	2,765
Total	6,222	1,800	1,769	9,791	2,198	-	-	-	-	-	1,365	375	13,729



08

Shareholders' Rights and Investor Relations

Shareholders' Rights and Investor Relations

Shareholder Relations

To enhance the Company's relationship with both external stakeholders represented by shareholders, investors, customers and the community, and internal stakeholders represented by the company's employees, who are partners in success and a major reason for its growth and prosperity while believing in the importance of corporate governance that aims to protect shareholders' rights, the Company's prioritizes the care and preservation of shareholder rights and ensures that shareholders can exercise them transparently. This is achieved by adopting strategic plans and objectives aimed to achieving sustainability and balancing corporate, social and environmental governance, with implementing integrated programs to support this direction and to consolidate the values of transparency and accountability across all of the Company's operations.

Enabling Shareholders and Investors to Access Information

Yanbu Cement Company's is committed to transparency in its dealings with stakeholders. It publishes financial reports, announcements, and fundamental resolutions through the website of the Saudi Stock Exchange "Tadawul", in addition to issuing its annual Board of Directors report. The Company's has also established a department dedicated to following upon shareholder affairs, with the aim of enhancing communication and responding to their inquiries, reflecting its keenness to meet shareholder needs and ensure their satisfaction.

Procedures Taken by the Board to Inform its Members, Non-Executive Directors in Particular, of Shareholders' Suggestions and Remarks on the Company and its Performancel

The Board reviews the comments, questions, and inquiries of shareholders (if any) in its meetings through the Company's shareholder relations department, as well as through shareholder questions in general meetings.

Meetings of the General Assembly of Shareholders in 2025 and Attended Board Members

Name	Position	Classification	Ordinary General Assembly No. (45)		Total Attendance
			10/11/1446	08/05/2025	
Mr. Fahd bin Sulaiman Al Rajhi	Chairman of the Board	Non-Executive	Attended		1
Mr. Mohammed bin Abdullah Al-Khereji	Vice Chairman of the Board	Non-Executive	Attended		1
Mr. Ali bin Abdullah Alayed	Board Member & CEO	Executive	Attended		1
Mr. Ibrahim bin Hamad Al-Rashid	Member & Chairman of the Audit Committee	Independent	Attended		1
Eng. Riyad bin Abdulrahman Aba Al-Khail	Member & Chairman of the Executive Committee	Independent	Attended		1
Mr. Turki bin Musaed Al-Mubarak	Member & Chairman of the Nominations and Remuneration Committee	Independent	Attended		1
Mr. Abdulaziz bin Sulaiman Al Rajhi	Member	Non-Executive	Attended		1
Eng. Abdulaziz bin Abdullah Al-Habardi	Member	Independent	Attended		1
Mr. Fahd bin Ibrahim Al-Jomaih	Member	Independent	Attended		1
Mr. Omar Jahdi	Member	Independent	Attended		1

The Number of the Company's Requests of Shareholders Registry, Dates and Reasons thereof

Number of the Company's Requests for Shareholder Register	Date of Request	Reasons for Request
1	05/01/2025	Company's Procedures
2	08/05/2025	General Assembly
3	30/06/2025	Company's Procedures
4	10/08/2025	Dividends File
5	21/08/2025	Company's Procedures
6	14/09/2025	Company's Procedures
7	11/12/2025	Dividends File

Company's Announcements on Tadawul Website

Announcement Title	Announcement Date
Yanbu Cement Company announces that it has received a notification from Saudi Aramco regarding the adjustment in the prices of fuel products used in production.	02/01/2025
Yanbu Cement Company Announces the latest developments on the received notification from Saudi Aramco regarding the adjustment in the prices of fuel products used in production.	13/01/2025
Yanbu Cement Company announces the Annual Consolidated Financial Results for the period ended on 31-12-2024.	17/03/2025
Yanbu Cement Company Board invites its shareholders to attend the Ordinary General Assembly Meeting the (First Meeting) via modern technology.	15/04/2025
Yanbu Cement Company announces the Results of the Ordinary General Assembly Meeting (First Meeting).	11/05/2025
Yanbu Cement Company announces the Interim Condensed Consolidated Financial Results for the period ended on 31-03-2025 (Three months).	15/05/2025
Yanbu Cement Company Announces the Latest Developments Regarding the Non-Binding Memorandum of Understanding Signed with Southern Province Cement Company.	23/06/2025
Yanbu Cement Company announces the launch of the “National Cement Academy” in collaboration with the Ministry of Industry and Mineral Resources, and in strategic partnership with the Technical and Vocational Training Corporation.	03/07/2025
Yanbu Cement Company announces the Board of Directors' resolution to distribute cash dividends to shareholders for the Frist half of the financial year 2025.	14/07/2025
Yanbu Cement Company announces the Interim Condensed Consolidated Financial Results for the period ended on 30-06-2025 (Six months).	23/07/2025
Yanbu Cement Company Announces the Latest Developments Regarding the Non-Binding Memorandum of Understanding Signed with Southern Province Cement Company.	22/09/2025
Yanbu Cement Company announces the Interim Condensed Consolidated Financial Results for the period ended on 30-09-2025 (Nine months).	22/10/2025
Yanbu Cement Company announces the Board of Directors' resolution to distribute cash dividends to shareholders for the Second half of the financial year 2025.	07/12/2025



09

Board of Directors'
Declarations

Board of Directors' Declarations

Any Penalty, Sanction, Precautionary Measure, or Precautionary Restriction Imposed on the Company by the Authority or Any Other Supervisory, Regulatory, or Judicial Body:

Entity Imposing Penalty or Sanction	Reason	Penalty	Company's Action
National Center for Environmental Compliance	Violation	50,000 SR	An appeal was filed and the initial ruling was upheld
National Center for Environmental Compliance	Violation	20,000 SR	An appeal was filed and the initial ruling was upheld
National Center for Environmental Compliance	Violation	10,000 SR	An appeal was filed and the initial ruling was upheld

Results of the Annual Review of the Effectiveness of Internal Control Procedures at the Company

Audit Committee's Opinion on the Adequacy of the Internal Control System of the Company:

Given the importance of internal control, which is one of the most critical fundamentals in protecting the Company's assets and supporting it in achieving its objectives, the Board of Directors of Yanbu Cement Company is keen to verify the effectiveness of these procedures through annual review. The Board considers sound financial, operational, and administrative control procedures as a fundamental factor in reducing the risks of misuse of the company's assets and its impact on its business. Hence, the importance of reviewing these procedures annually to verify their effectiveness and efficiency and to make necessary adjustments to them.

Believing in the pivotal role of internal control, the Board of Directors has given utmost care to internal control procedures by assigning the Audit Committee to supervise the work of the Internal Audit Department. The committee's mission is to ensure the optimal implementation of the approved internal audit plan, which is based on a risk assessment approach, for the fiscal year ending on 31 December 2025.

Board of Directors' Declarations

Declaration

In accordance with the available information and in light of the report developed by the external auditor, current market information, as well as future indicators, the Board of Directors of Yanbu Cement Company (YCC) does hereby acknowledge the following:

- The accounting records have been properly prepared according to accounting standards issued by the Saudi Organization for Certified Public Accountants.
- The internal control system was set up on a proper basis and has been effectively implemented.
- The financial position and results of the Company's business/operations confirm its ability to continue its business/operations.
- There are no business or contracts wherein the Company is a party nor an interest for any of the members of the Board of Directors, senior executives, or any person related to them.
- There is no competing business with the Company's or any of its activities that any member of the Board is or was engaging in.

Conclusion

In conclusion, this report aimed to review the most prominent achievements of Yanbu Cement Company, and to highlight its most important work and initiatives during the year, which witnessed the attainment of standing results and advanced achievements that reflect the company’s commitment to keeping pace with the objectives of Saudi Vision 2030, and enhancing its role in supporting the industrial sector, and raising the competitiveness of the cement industry at the national and international levels.

Through its achievements, the Company affirms its commitment to its path of sustainable growth, enhancing performance efficiency, and adopting best operational and governance practices, thereby contributing to consolidating the Kingdom’s position among advanced industrial nations and supporting the national economy.

The Board of Directors of Yanbu Cement Company extends its sincere thanks and appreciation to the investors and shareholders for their continued trust and support, which has had a significant impact on achieving these successes. We ask Allah the Almighty to protect the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and His Crown Prince, His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, and to guide them to what is best for the nation and its prosperity, and to perpetuate the blessings of security, safety and stability upon the Kingdom.

The Board of Directors also extends its sincere thanks and deep gratitude to all of the Company's employees, in appreciation of their dedication and sincerity in performing their work, which has contributed to supporting the continuity of the Company's business, maintaining its excellence and progress, and achieving its strategic objectives.

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May Allah grant us success. May Allah's peace, mercy, and blessings be upon you

Board of Directors

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



اسمنت ينبع
Yanbu Cement

 www.ycc.sa

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