



ANNUAL REPORT

2025

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



The Saudi citizen is the primary driver of development and its effective tool; the young men and women of this country are the pillars of achievement and the hope for the future.



خادم الحرمين الشريفين

الملك سلمان بن عبدالعزيز آل سعود

ملك المملكة العربية السعودية

- حفظه الله -



Our ambition is to build a more prosperous nation in which every citizen finds what they aspire to. The future of our country, which we are building together—we will accept nothing less than placing it at the forefront of the world.



صاحب السمو الملكي الأمير

محمد بن سلمان بن عبدالعزيز آل سعود

ولي العهد رئيس مجلس الوزراء

- حفظه الله -

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The Chairman's Message



The Chairman of the Board
Dr. Muhammad bin Nasser Al Dawood

In the name of Allah, Most Gracious, Most Merciful, and peace and prayers be upon our Prophet Muhammad, His family and all of His companions.

Ladies and Gentlemen, the Shareholders of QCC,

On behalf of the Board of Directors, it is my pleasure to present to you the annual report for the 2025 fiscal year, a period defined by transformative growth and a steadfast commitment to sustainability. Despite a challenging global economic landscape and pricing volatility within the local market, QCC has demonstrated remarkable resilience, reinforcing its leadership position in the Kingdom's building materials sector.

Strategic Growth & Market Expansion

this year marked a historic milestone with the successful completion of the merger and synergy following the 100% acquisition of Hail Cement Company.

This strategic move has not only expanded our geographic footprint but has also solidified QCC as a market leader with a significantly increased market share. Furthermore, our commitment to operational excellence is evidenced by the signing of a major contract with Sinoma International to establish a new 10,000 TPD production line at our Buraydah plant. This project is a cornerstone of our industrial modernization and efficiency initiative, aimed at replacing older technology with high-efficiency, environmentally friendly infrastructure that significantly reduces our energy intensity.

Sustainability as a Core Pillar

in line with the Saudi Green Initiative and Vision 2030, we are proud to have released our first GRI-certified Sustainability Report. Our sustainability framework is now fully integrated into our corporate strategy, focusing on:

- **Environmental Stewardship** : implementing carbon footprint mitigation and circular economy practices.
- **Afforestation** : our ambitious Green Program successfully planted 30,000 trees this year, targeting 350,000 by 2030.
- **Social Responsibility** :continuing our investment in local community development, health, and education across the Qassim and Hail regions.

Looking Ahead

moving toward 2026, we are focused on extracting maximum value from our recent acquisition and optimizing operational efficiency against global economic challenges. Our ongoing dividend policy stands as a testament to our financial strength. We remain a key partner in the Kingdom's landmark projects, providing the superior products essential to building our collective prosperity. In closing, I would like to express my profound gratitude to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and to His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister. Their visionary leadership and unwavering commitment to the Kingdom's advancement serve as the foundation of QCC's achievements and sustained growth.

I further extend my sincere appreciation to His Royal Highness Prince Faisal bin Mishaal bin Saud bin Abdulaziz, Governor of the Qassim Region, and to His Royal Highness Prince Fahad bin Turki bin Faisal bin Turki, Deputy Governor of the Qassim Region, for their continuous guidance and steadfast support. Their dedication to regional development has been instrumental to our ongoing success.

I would also like to offer my deepest gratitude to our shareholders for their enduring trust, and to our management, employees, customers, and partners for their tireless dedication and commitment. Finally, I thank my colleagues on the Board of Directors for their strategic leadership and resilience in navigating the company through a period of transition and global uncertainty.



Introduction

Qassim Cement Company (QCC) stands as a leading industrial landmark in the Kingdom of Saudi Arabia. Its journey began as a Saudi joint-stock company established by Royal Decree No. (M/62), dated 15 Shaban 1396H (corresponding to August 11, 1976G), and was officially registered in Buraydah under Commercial Registration No. 1131001224. Since its inception, QCC has maintained its leadership position in the cement industry and has actively contributed to the development of the infrastructure and economic growth across the Kingdom.

Following the landmark completion of the full acquisition of Hail Cement Company (HCC) last year - a move that solidified the company's position as a pioneer in the sector's first-ever acquisition - the year 2025 marked a radical transformation in the company's trajectory, throughout 2025, the company has completed the full integration of Hail Cement and achieved the expected synergies of the deal.

The core activities of QCC are centered around an integrated ecosystem that includes the

manufacturing and production of cement and its derivatives, this is supported by advanced marketing and logistical services that ensure product delivery to all clients. In its production operations, QCC relies primarily on locally available natural resources and mineral wealth. Additionally, it conducts various activities and business ventures directly or indirectly related to its core purpose - such as marketing, sales, and investment - which bolster the Company's operations, contribute to the stability of the domestic market, and ensure the continuity of national development projects.

QCC is listed on the Saudi Stock Exchange (Tadawul) under the ticker 3040. The company produces four main types of cement: Ordinary Portland Cement, Sulfate-Resistant Cement, and Finishing Cement, in addition to Pozzolana Portland Cement. Furthermore, the Company possesses the required technical and production flexibility to develop specialized cement varieties tailored to the unique requirements of qualitative and strategic projects across the Kingdom.



Our Vision



To be the distinguished industry champion enabling the economic growth of Saudi Arabia.

Our Mission



Support the infrastructure ambition and de-carbonization effort of Saudi Arabia by providing advanced cement products and sophisticated building material solutions through sustainable growth and value for all stakeholders while ensuring a safe and engaging work environment.

Our Core Values



Client first

we are deeply committed to bring the best services and products to the ecosystem of clients we serve architects, contractors, developers, individual builders and communities and supporting them in overcoming future construction challenges in a trusted partner relationship.



Committed to a sustainable world

as buildings represent 40% of global CO2 emissions, sustainable growth will require lower carbon cement and greener operations. We are committed to pioneering and driving the path to Net Zero Buildings in KSA.



Zero tolerance in safety

the health and safety of our employees and stakeholders is a core element of QCC's mission, critical to our success, and we will enforce best in class safety standards.



Employer of choice and Meritocracy

be enabled by our ability to attract the best talents and develop them so that they unlock their full potential.



Excellence in operations

operations excellence drives the success of QCC, and we are committed to maintain best in class standards across our operations: quality, safety, CO2, cost and environment.

Our Activity

The manufacture and production of cement, its derivatives and components along with the marketing and sale of different types and specifications, to meet the needs of the market and to carry out all related works directly or indirectly to achieve this purpose. All the company's products are certified with the Quality Mark from the Saudi Standards, Metrology and Quality Organization, and comply with the International, British, American and European Standards. The products of QCC include the following:



1

Ordinary Portland Cement

this product complies with Saudi Standard SASO ASTM C150M/2023-Type I, where it is characterized by quality that meets the different applications of concrete according to the needs and aspirations of our customers.



2

Sulphate Resisting Portland Cement

this product is produced in accordance with Saudi Standard SASO ASTM C150M/2023-Type V, where this product is distinguished from other types of cement by its resistance to sulfate and salts.



3

Masonry Cement Finishing Cement

it is one of QCC's most innovative products, which was produced after several studies and experiments that have proven it to be the most suitable cement for finishing work (construction - tiles - floor casting). This product complies with Saudi Standard SASO-ASTM C91M/2018-Type N



4

Portland Pozzolan Cement

it is one of the innovative products of QCC, which was designed to reduce the permeability of concrete making it denser, and it increases the resistance of salts, this product is produced in accordance with Saudi Standard SASO ASTM C595M/2022-Type IP. It can be used as an alternative to cement resistant to sulfate salts in underground concrete castings, salt water and marine installations.

In alignment with Saudi Vision 2030, QCC is pioneering the transition toward sustainable construction by introducing high-performance, eco-friendly products designed to significantly reduce the carbon footprint of the cement industry.

Subsidiaries

Name of Subsidiary

Hail Cement Company

Capital

SAR 979,000,000, representing 97,900,000 shares

Ownership Percentage

100%

Primary Activity

Basic Materials – Cement Manufacturing

Country (Headquarters and Main Operations)

Kingdom of Saudi Arabia

Chapter One



**Board of Directors
and Committees**



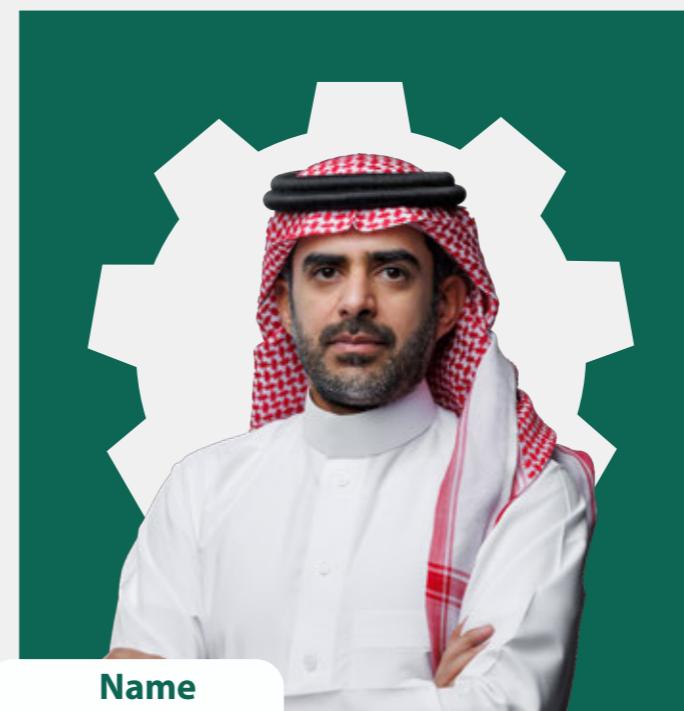
Board of Directors

1 - Board Composition and Classification

The company's Board of Directors consists of eleven (11) elected members. The table below outlines the classification of board members:

	Name of Member	
1	Dr. Muhammad bin Nasser Al-Dawood (Chairman)	Non-Executive
2	Eng. Ahmed bin Abdulaziz Al-Alsheikh (Vice Chairman)	Non-Executive
3	Prince Dr. Badr bin Khalid Al Saud	Independent
4	Mr. Bandar bin Nasser Al-Tamimi	Non-Executive
5	Mr. Abdulrahman bin Mohamed Al-Rawwaf	Independent
6	Mr. Saad bin Ibrahim Al-Mushawah	Non-Executive
7	Eng. Ahmed bin Saleh Al-Sultan	Independent
8	Dr. Ghazi bin Abdulrahim Al-Rawi	Independent
9	Eng. Omar bin Abdullah Al-Omar (CEO)	Executive
10	Mr. Abdulmalik bin Khalid Al-Rajhi	Independent
11	Mr. Abdulaziz bin Majid Al-Kassabi	Independent

2 - Current and Previous Board Members' Jobs, Qualifications and Experience



Name

Dr. Muhammad bin Nasser Al-Dawood

Chairman

Current Role

Director of Industry and Mining Department – General Directorate of Investments in the Middle East and North Africa – Public Investment Fund

Previous Role

Consultant – Boston Consulting Group (BCG)

Qualifications and Experience

PhD in Management Science and Engineering – Stanford University – 2013
 Master of Science in Management and Engineering – Stanford University – 2008
 Bachelor of Science in Electrical Engineering – King Saud University – 2005
 2007- 2013 Lecturer in Financial Analysis and Statistics – Stanford University
 2008-2012 Research Fellow – Stanford University
 2009 Consultant – Monitor Group
 2013-2014 Business Development Consultant – Careem
 2014-2015 Analyst – Passport Capital
 2015-2017 Consultant – Boston Consulting Group (BCG)
 2017-Present Director of the Industry and Mining Department, General Directorate of Investments in the Middle East and North Africa – Public Investment Fund
 In addition to membership on the boards of directors and committees of several listed and closed joint-stock companies



Name

Eng. Ahmed bin Abdulaziz Al-Alsheikh

Current Role

Vice President of the Aluminum Business Unit – Saudi Arabian Mining Company (Maaden)

Previous Role

Chief Transformation Officer / Chief Administrative Officer – Saudi Arabian Mining Company (Maaden)

Qualifications and Experience

Master of Business Administration – University of Southampton – 2010
Bachelor of Science in Industrial Engineering – King Abdulaziz University – 2005
2025-present: Executive Vice President of the Unit Aluminum Works – Metals
2022-2024 Chief Transformation Officer, Chief Administrative Officer – Maaden
2021-2022 Senior Administrator – Maaden
2020-2021 General Manager of Fertilizer Sales for Africa, North and South America and Europe – Maaden
2018-2020 Phosphate Marketing Manager - Maaden
2014-2018 Head of Marketing Research Department – Maaden
2013-2014 Senior Marketing and Research Specialist – Maaden
2011-2013 Marketing Specialist, Phosphate Business Unit – Maaden
2006-2008 Analyst – Saudi Basic Industries Corporation (SABIC)



Name

Prince Dr. Badr bin Khalid Al Saud

Current Role

General Manager of Strategic Planning Sector – Royal Commission for Jubail and Yanbu

Previous Role

Director of Strategic and Economic Planning Department – Royal Commission for Jubail and Yanbu

Qualifications and Experience

PhD in Management – University of Hull, UK – 2015
Master of Business Administration – Brunel University, UK – 2011
Bachelor of Architecture and Planning – King Saud University – 2004
2019-present: General Manager of the Strategic Planning Sector – Royal Commission for Jubail and Yanbu
2016-2019 Director of Strategic and Economic Planning Department – Royal Commission for Jubail and Yanbu
2016-2018 Director of Performance Management – Royal Commission for Jubail and Yanbu
2015-2016 Director of Research and Development – Royal Commission for Jubail and Yanbu
2007-2009 Member of the Project Management Office – Royal Commission for Jubail and Yanbu
2005-2007 Project Management Engineer – Royal Commission for Jubail and Yanbu



Name

Mr. Bandar bin Nasser Al-Tamimi

Current Role

Chief of Shared Services Officer for Al-Andalus Real Estate Company

Previous Role

Chief Human Capital Officer – General Organization for Social Insurance

Qualifications and Experience

Human Resource Management – Hawaii Pacific University, USA – 2006
 King Saud University – 2003
 2025-present: Chief of Shared Services Officer for Al-Andalus Real Estate Company
 2024-2025 Chief Human Capital Officer – General Organization for Social Insurance
 2016-2024 Director General of Human Capital – General Organization for Social Insurance
 2015-2016 Director of Organizational Development Department – General Organization for Social Insurance
 2011-2015 Talent Management Director – General Organization for Social Insurance
 2009-2011 Director of Talent Acquisition Department – General Organization for Social Insurance
 2006-2009 Employee Relations Manager – General Organization for Social Insurance



Name

Mr. Abdulrahman bin Mohamed Al-Rawwaf

Current Role

Freelance work

Previous Role

General Manager of Deposits and Bonds Department – Hassana Investment Company

Qualifications and Experience

Master of Public Administration – University of Southern California – 1995
 Bachelor of Business Administration – Arkansas State University – 1993
 2016-2021 General Manager of Deposits and Bonds Department – Hassana Investment Company
 In addition to membership on the boards of directors and committees of several listed joint-stock companies
 2014-2016 General Manager of International Markets – Hassana Investment Company
 2003-2014 Director of Investment Portfolio Management – General Organization for Social Insurance
 1996-2003 Financial Analyst in the General Investment Department – General Organization for Social Insurance



Name

Mr. Saad bin Ibrahim Al-Mushawah

Current Role

retired

Previous Role

CEO - Gulf Union Foods Company

Qualifications and Experience

CEO - Gulf Union Foods Company Bachelor of Industrial Management – King Fahd University of Petroleum and Minerals – 1985

He has completed several financial courses. specialized course from Chase Manhattan Bank in management. Finance and Investment, 1987, and a specialized course from Harvard University in 1993

2003-2019 CEO of Gulf Union Foods Company

1985-2003 Financial Analyst and Head of Lending Team with the Saudi Industrial Development Fund (SIDF)

He previously served as CEO of Anhar Al Majd Company in Jordan.

He previously served as CEO of QAFCO - Dubai

In addition to membership on the boards of directors and committees of several listed, closed and limited liability joint-stock companies.



Name

Eng. Ahmed bin Saleh Al-Sultan

Current Role

General Manager of Ahmed Al-Sultan Engineering Consulting Office

Previous Role

Mayor of Qassim Region

Qualifications and Experience

Master of Engineering in Construction Management – King Fahd University of Petroleum and Minerals – 1998

Bachelor of Science in Civil Engineering – King Fahd University of Petroleum and Minerals – 1982

2013-Present: General Manager of Ahmed Al-Sultan Engineering Consulting Office

2005-2013 Mayor of the Qassim Region

2002-2005 Director General of Municipal and Rural Affairs in the Qassim Region

1995-2005 Mayor of Buraydah

1990-1995 Project Manager, Water Authority



Name

Dr. Ghazi bin Abdulrahim Al-Rawi

Current Role

Founder and Chairman – Valuegate Company for Investment and Real Estate Development

Previous Role

Founder and Managing Partner of Eastgate Capital Group 2006 - 2015

Qualifications and Experience

PhD in Electrical Engineering – Communications – Stanford University – 2002
 Master of Science in Management Science and Engineering – Finance and Investment – Stanford University – 2001
 Master of Science in Electrical Engineering – Communications – Stanford University – 1998
 Bachelor of Science in Electrical Engineering – Electronics and Communications – King Abdulaziz University – 1994
 2006-2015 Founder and Managing Partner of Eastgate Capital Group
 2005-2006 Consultant – National Commercial Bank
 2004-2006 Assistant Professor – Faculty of Engineering, King Abdulaziz University
 2004 Consultant – Capital Market Authority
 2003-2004 Consultant – McKinsey & Company
 In addition to membership on the boards of directors and committees of several listed and closed joint-stock companies



Name

Eng. Omar bin Abdullah Al-Omar

Current Role

CEO – Qassim Cement

Previous Role

Assistant General Manager of Pepsi Factories and Chief Financial Officer of Al-Jomiah Group

Qualifications and Experience

Master of Industrial Engineering University of New Haven - 1988
 Bachelor of Science in Civil Engineering – Roger Williams University – 1985
 He holds specialized certifications in financial management and investment from Chase Manhattan Bank – USA – 1990 From Harvard University in 1994
 He held several positions, including:
 2006-Present: CEO of Qassim Cement Company
 2001-2006 Assistant General Manager of Pepsi-Cola Factories in the Kingdom, and Chief Financial Officer of Al-Jomaih Group for Metal Can Filling and Manufacturing
 1988-2001 Head of Lending Team - Saudi Industrial Development Fund (SIDF)
 In addition to membership on the boards of directors and committees of several listed, closed and limited liability joint-stock companies.



Name

Mr. Abdulmalik bin Khalid Al-Rajhi

Current Role

CEO – Saudi Construction Industries Holding Company, Al-Arab Contracting Company, and Projects and General Trading Company Limited (JETCO)

Previous Role

Chairman of the Board – Hail Cement Company

Qualifications and Experience

Executive MBA – London Business School – 2024
Bachelor of Financial Management – Insurance – Al Yamamah University – 2013
2023-Present: CEO of the Saudi Construction Industries Holding Company
2020-Present: CEO of Al Arab Contracting Company
2018-Present: CEO of General Projects and Trading Company Limited (JETCO)
In addition to membership on the board of directors of several closed joint stock and limited liability companies.



Name

Mr. Abdulaziz bin Majid Al-Kassabi

Current Role

Owner and Chairman Musheera Saudi Company and owner and chairman of Amad Arabia Company

Previous Role

Vice Chairman of the Board – Hail Cement Company

Qualifications and Experience

Master of Business Administration in Finance – Drucker School of Management – 2013
Bachelor of Engineering Management – Missouri University of Science and Technology – 2008
2014 to present Owner and President of Saudi Musheera Company and Amad Arabia Company
2016-2021 Makkah Medical Center Company – Managing Director & Board Member – Chairman of the Board of Directors
2009-2011 Customer Management / Project Coordinator – Accenture
In addition to membership Councils administration Committees For several companies input Listed.

3 - The Jobs, Qualifications and Experience of Current and Former Committees' Members (From outside the Board of Directors)

Name	
Mr. Fawzi bin Ibrahim Al-Hobayb	
Current Role	Retired
Previous Role	Head of Internal Audit at the Capital Market Authority
Qualifications and Experience	
<p>Holds a Bachelor's Degree in Accounting from King Abdulaziz University. Passed the Fellowship of the American Society of Certified Public Accountants (CPA) He worked at the accounting firm Ernst & Young for more than three years. He worked as the Head of Internal Audit at Arab Bank for 9 years. He worked at the CMA as the Head of Execution for 9 years, and then as the Head of Internal Audit for 3 years.</p>	

Name	
Dr. Abdullah bin Abdulrahman Al-Beraidi	
Current Role	Part-time university professor
Previous Role	Professor of Management and Organizational Behavior / Department of Business Administration / Faculty of Economics and Administration / Qassim University
Qualifications and Experience	
<p>Holds a PhD in Business Administration (2003) (University of Manchester - UK), university teaching for (27 years), in addition to academic and research work for more than (21 years), management and organizational consulting for (15 years).</p>	

Name	
Dr. Fahad bin Mousa Al-Zahrani	
Current Role	Retired
Previous Role	Senior Vice President of Human Resources, Etihad Etisalat Company (Mobily)
Qualifications and Experience	
<p>He holds a Ph.D. in Electrical and Computer Engineering in 1996 (University of Colorado - USA), he worked academically and research for more than seven years, then moved to the private sector as a localization consultant for Ericsson Global Telecommunications Group for four years, then moved to work at Etihad Etisalat Company "Mobily" and rose through several positions to reach the position of Senior Vice President of Human Resources for five years, and then moved to work as an advisor to the CEO at Bank Albilad, before retiring in 2017. He is currently a member of several nomination and remuneration committees in several companies.</p>	

4 - Current and Past Executive Management Jobs, Qualifications and Experience.

Name	
Eng. Fawaz bin Saleh Al-Mutairi	
Current Role	VP - Strategy and Growth
Previous Role	Mayor of the Northern Borders Region
Qualifications and Experience	
<p>He holds a Bachelor's degree in Chemical Engineering from King Fahd University of Petroleum and Minerals and several management courses from IMD University and the University of Chicago. He started his career at Qassim Cement Company in 2000 in the development program starting from the central control room operator and progressed through the functions to the position of plant manager, then to the position of Assistant CEO of Projects and Business Development in 2010. He was then appointed as the first CEO of um Al-Qura Cement Company from 2013 to 2021, then he moved to Esnad Company affiliated to the Ministry of Industry and Mineral Resources as Deputy CEO, in 2022 he joined the Ministry of Municipal, Rural Affairs and Housing as the Secretary of the Northern Borders Region, until he joined Qassim Cement Company again in October 2024 as the Executive Vice President of Strategy and Growth.</p>	

Name	
Eng. Chandrasekhar Jayaraman	
Current Role	Chief Operations Officer
Previous Role	Global Head of Operational Support, Holcim
Qualifications and Experience	
<p>He holds a Bachelor's degree in Chemical Engineering and MBA from Duke University. He worked for leading multinational cement companies such as Lafarge, Heidelberg Cement and Holcim around the world as part of the senior management team and has over 35 years of experience in the cement industry including operations, project management, and regional and global leadership roles.</p>	

Name	
Mr. Mater bin Saud Al-Anzi	
Current Role	Chief Financial Officer
Previous Role	Chief Financial Officer at Tawuniya Insurance Company
Qualifications and Experience	
<p>He holds a Bachelor's degree in Accounting from King Saud University, an Executive MBA from King Fahd University of Petroleum and Minerals, in addition to several training courses. He worked as the CFO at Tawuniya Company, Ajlan Holding Company, Saudi Military Industries Company, ACWA Power International, and Saudi Arabian General Investment Authority (Ministry of Investment). His extensive experience in the PPP model encompasses all aspects of investment, business development and operation, over more than 22 years of accumulated responsibilities and experience.</p>	

Name	
Mr. Ghassan Abdulhalim Nofale	
Current Role	Chief of Staff
Previous Role	Chief Support Officer
Qualifications and Experience	
<p>He holds a Bachelor's degree in Business Administration and has over three decades of experience with leading multinational consulting firms, during which he served as an internationally accredited consultant and lecturer, widely recognized by many global professional organizations. He acquired his extensive expertise by holding senior executive positions, most recently at Towers Watson, where he led and oversaw operations and strategic projects across the Middle East and North Africa, prior to joining Qassim Cement.</p>	

5 - The Names of Companies Inside or Outside the Kingdom where the Member of the Company's Board of Directors is a member of its current or Previous Board of Directors or Manager:

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Dr. Mohammed bin Nasser Al Dawood (Chairman)	Arabian Drilling Company	Inside KSA	Public Listed Company
	Saudi Arabian Industrial Investments Co. (Dussur)	Inside KSA	Closed Joint Stock
	Saphire	Inside KSA	LLC
	ArcelorMittal Tubular Products Jubail	Inside KSA	Closed Joint Stock
	Zamil Offshore Services	Inside KSA	Closed Joint Stock
	Al-Khareef Petroleum	Inside KSA	Closed Joint Stock
	Hadeed (Saudi Iron & Steel)	Inside KSA	LLC
	Manara Minerals Investment Co.	Inside KSA	LLC
	Al Bawani Holding	Inside KSA	Closed Joint Stock
	Saudi Global Ports	Inside KSA	Closed Joint Stock
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Arabian Industrial Fibers Co. (Ibn Rushd)	Inside KSA	LLC

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Eng. Ahmed bin Abdulaziz Al Sheikh (Vice Chairman)	Aluminum Bahrain (ALBA)	Outside KSA (Bahrain)	Public JS
	Jisoor Maaden	Inside KSA	Non Profit
	Women in Mining Association	Inside KSA	Non Profit

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Prince Dr. Badr bin Khalid Al Saud	Jabeen Industrial Cities Services	Inside KSA	Closed Joint Stock
	Veolia ME Environmental Services (Tahweel)	Inside KSA	LLC
	Raqeem Smart Solutions	Inside KSA	LLC

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Mr. Bandar bin Nasser Al Tamimi	Leaders Scout	Inside KSA	-
	Prime S	Inside KSA	-
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Abdullah Al Othaim Markets	Inside KSA	Public Listed Company

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Mr. Abdulrahman bin Mohammed Al Rawwaf	Med-Gulf Insurance	Inside KSA	Public Listed Company
	Astra Industrial Group	Inside KSA	Public Listed Company
	Gasco Holding (Gasco)	Inside KSA	Public Listed Company
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Saudi Investment Bank	Inside KSA	Public Listed Company
	Samba Financial Group	Inside KSA	Public Listed Company
	Bank Aljazira	Inside KSA	Public Listed Company
	Jabal Omar Development	Inside KSA	Public Listed Company
	Sahara Petrochemicals	Inside KSA	Public Listed Company
	Taqa (Energy & Power Services)	Inside KSA	Closed Joint Stock

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Mr. Saad bin Ibrahim Al Mishwah	Abdullah Al-Othaim Markets	Inside KSA	Public Listed Company
	Bank Aljazeera	Inside KSA	Public Listed Company
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Aljazeera Takaful	Inside KSA	Public Listed Company
	Innovative Cabinets Co.	Inside KSA	LLC
	Thobe Al Aseel	Inside KSA	Public Listed Company
	Methanol Chemicals Co.	Inside KSA	Public Listed Company
	Dorra Advanced Development Co.	Inside KSA	Closed Joint Stock
	Seeds Era Co.	Inside KSA	LLC
	King Abdullah Charity Foundation	Inside KSA	Charitable

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Eng. Ahmed bin Saleh Al Sultan	Road Mosques Care Association	Inside KSA	Charitable

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Dr. Ghazi bin Abdulrahim Al Rawi	Saudi Investment Bank	Inside KSA	Public Listed Company
	Arabian Drilling	Inside KSA	Public Listed Company
	Middle East Paper Co.	Inside KSA	Public Listed Company
	Matarat Holding	Inside KSA	Closed Joint Stock
	Roaa Al Madinah Holding	Inside KSA	Closed Joint Stock
	Second Airport Cluster Co.	Inside KSA	LLC
	Riyadh Airports Co.	Inside KSA	LLC
	Makan 360 Real Estate	Inside KSA	LLC
	ValuegateInvestment & Real Estate	Inside KSA	LLC
	Ethmar Taybah Dates	Inside KSA	LLC
	Valuegate Real Estate UK Ltd	UK	LLC
	Ethmar Taybah UK Ltd	UK	LLC
	Prince Muqrin University	Inside KSA	Private University
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Banque Saudi Fransi	Inside KSA	Public Listed Company
	National Medical Care Co.	Inside KSA	Public Listed Company
	Lazurde Jewelry	Inside KSA	Public Listed Company
	Saudi Fransi Capital	Inside KSA	Closed Joint Stock
	Sanabil Investments	Inside KSA	Closed Joint Stock
Saudi Ports Authority	Inside KSA	Independent	

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Eng. Omar bin Abdullah Al Omar	Al Wataniya Poultry	Inside KSA	Closed Joint Stock
	Seeds Era Soybean Co.	Inside KSA	LLC
	Al Wataniya Holding (Egypt)	Outside KSA (Egypt)	Closed Joint Stock
	Ekhaa Orphans Charity	Inside KSA	Charity
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	SPIMACO	Inside KSA	Public Listed Company
	HADCO	Inside KSA	Public Listed Company
	Judood Al Wataniya	Inside KSA	LLC

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Mr. Abdulmalik bin Khalid Al Rajhi	Al Rajhi Holding Group	Inside KSA	Closed Joint Stock
	Saudi Construction Industries	Inside KSA	LLC
	Al Khuld Investment	Inside KSA	Closed Joint Stock
	Marami Co.	Inside KSA	LLC
	Feda vet	Inside KSA	LLC
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Hail Cement	Inside KSA	Public Listed Company

Board Member	Current Boards / Companies	In/Outside KSA	Legal Entity
Mr. Abdulaziz bin Majid Al Kassabi	Saudi Lime Industries	Inside KSA	Public Listed Company
	Ayan Investment	Inside KSA	Public Listed Company
	Seera Holding	Inside KSA	Public Listed Company
	Petromin	Inside KSA	Closed Joint Stock
	Energy & Enthusiasm Co.	Inside KSA	Closed Joint Stock
	Previous Boards / Companies	In/Outside KSA	Legal Entity
	Hail Cement	Inside KSA	Public Listed Company

6 - The Actions Taken by the Board of Directors to inform its members, particularly non-executives, of the Shareholders' Suggestions and Observations about the Company and its Performance.

The Chairman of the Board informs the members—particularly the non-executive members—of the shareholders' feedback regarding the company and its performance during board meetings.



7 - Board of Directors meetings during year 2025.

The Board of Directors held (6) meetings during the year 2025, with a participation rate of 100%.

The following is a table of attendance at the Board meetings, their dates and how they were held.

ρ	Member's name	236-01-2025 21 January Online	237-02-2025 18 March Online	238-03-2025 20 May Riyadh	239-04-2025 26 August Online	240-05-2025 18 November Online	241-06-2025 30 December Online
1	Dr. Muhammad bin Nasser Al-Dawood (Chairman)	✓	✓	✓	✓	✓	✓
2	Eng. Ahmed bin Abdulaziz Al-Alsheikh (Vice Chairman)	✓	✓	✓	✓	✓	✓
3	Prince Dr. Badr bin Khalid Al Saud	✓	✓	✓	✓	✓	✓
4	Mr. Bandar bin Nasser Al-Tamimi	✓	✓	✓	✓	✓	✓
5	Mr. Abdulrahman bin Mohamed Al-Rawwaf	✓	✓	✓	✓	✓	✓
6	Mr. Saad bin Ibrahim Al-Mushawah	✓	✓	✓	✓	✓	✓
7	Eng. Ahmed bin Saleh Al-Sultan	✓	✓	✓	✓	✓	✓
8	Dr. Ghazi bin Abdulrahim Al-Rawi	✓	✓	✓	✓	✓	✓
9	Eng. Omar bin Abdullah Al-Omar (CEO)	✓	✓	✓	✓	✓	✓
10	Mr. Abdulmalik bin Khalid Al-Rajhi	✓	✓	✓	✓	✓	✓
11	Mr. Abdulaziz bin Majid Al-Kassabi	✓	✓	✓	✓	✓	✓

Attended ✓ Absent ✗

8 - The Means by Which the Board of Directors Has Relied to Evaluate its Performance and that of its Committees and Members, and the External Body that has Assessed and its Relationship with the Company, if any.

The performance of the Board of Directors is evaluated in accordance with the Corporate Governance Regulations. The Nomination and Remuneration Committee oversees the evaluation of the Board and its committees internally as separate units. It identifies and assesses the strengths and weaknesses of the Board and its committees and proposes remedies in alignment with the company's best interests.

9 - Disclosure of the Remuneration of Board Members and Executive Management as stipulated in Article 93 of the Corporate Governance Code.

Below is the Remuneration Policy for Board Members, Board Committees, and Executive Management

Policy Objectives:

This policy aims to achieve the following:

- A- Adhere to performance-based standards for Board members, Board committees, and executive management.
- B- Ensure transparency by disclosing the policy and actual payments.
- C- Establish mechanisms to verify policy implementation and uphold transparency principles.
- D- Define methodologies for setting objectives and expectations for Board outcomes, member roles, and criteria for performance evaluation.
- E- Review corrective actions taken by the Board to assess the effectiveness of executive management and address any identified weaknesses or failures.

Policy Scope:

The policy applies to:

- Board Members.
- Members of Board Committees.
- Executive Management, five of the highest-paid executives in the company, including the CEO and CFO.

Remuneration Policy:

Board members, Board committees, and executive management are entitled to remuneration based on this policy and related criteria, contracts, and obligations. The Nomination and Remuneration Committee:

- Reviews the relationship between granted remuneration and the approved policy.
- Identifies any material deviations in actual practices.
- Regularly evaluates the policy's effectiveness in achieving its objectives.
- Submits recommendations to the Board regarding remuneration for Board members, committees, and executive management.

Remuneration may include fixed monetary amounts, meeting attendance fees, in-kind benefits, or a combination of these. Remuneration is tied to attendance rates at Board or committee meetings, allowing for one excused absence annually.

Criteria for Remuneration:

When determining remuneration for Board members, committees, and executive management, the following criteria are considered:

- A– Fairness and alignment with responsibilities, tasks, qualifications, and risks involved.
- B– Recommendations from the Nomination and Remuneration Committee.
- C– Incentivizing success and achieving the company's medium- and long-term goals.
- D– The level of responsibility, qualifications, experience, and required skills.
- E– Consistency with the company's size, nature, and level of risks.
- F– Industry benchmarking to avoid unjustified increases in remuneration.
- G– The Board may suspend or reclaim remuneration if it is found to have been based on inaccurate information provided by a member.

Remuneration for Board Members and Committees:

1. Board Members: Annual remuneration of SAR 300,000 per member.
2. Chairman: An additional SAR 200,000 annually for Chairman duties.
3. Board Committee Members (excluding the Audit Committee): SAR 100,000 annually per committee membership.
4. Audit Committee Members: SAR 120,000 annually per member.
5. Attendance Fees: SAR 4,000 per meeting attended, applicable to Board and committee meetings.

Remuneration for Executive Management:

The Nomination and Remuneration Committee periodically reviews salary scales, incentive programs, and executive benefits, which include:

- Base Salary: Paid monthly.
- Allowances: Such as housing, transportation, and communication.
- Medical Insurance: Coverage for executives and their families.
- Annual Bonus: Linked to performance indicators and annual evaluations.
- Incentive Plans: Short-term incentives for exceptional performance and long-term incentives like stock options (if applicable).
- Other Benefits: Annual leave, travel tickets, end-of-service benefits, and additional benefits approved by relevant authorities.

Suspension or Reclaim of Remuneration:

The company may suspend or reclaim remuneration in the following cases:

1. If the remuneration was based on inaccurate information provided by a Board member or executive.
2. If suspicions arise before disbursing remuneration, indicating it was based on inaccurate information.

10 - The Relationship between the Remuneration Granted and the Applicable Remuneration policy, and the Statement of any Fundamental Deviation from the Policy:

The Nomination and Remuneration Committee reviews the relationship between the granted remuneration and the implemented remuneration policy. It also examines any deviations from the policy. The Committee has not identified any deviations from the policy.



1- Audit Committee (AC):

The Audit committee is a subcommittee established by the Board of Directors, which operates in accordance with its tasks and responsibilities stated in the Company's approved delegation of authority, and the Committee's Charter approved by the Fiftieth Extraordinary General Assembly held on 23/04/2025 corresponding to 25/10/1446 (H), the number of its members shall not be less than three and not more than five, and the Committee currently consists of (4) four members appointed by the Board of Directors, and their term of membership shall be determined so that this period shall not exceed the period of membership in the Board of Directors.

Audit Committee Members

1	Dr. Ghazi bin Abdulrahim Al-Rawi	Committee Chair	Independent
2	Mr. Saad bin Ibrahim Al-Mushawah	Member	Non-Executive
3	Mr. Abdulaziz bin Majid Al-Kassabi	Member	Independent
4	Mr. Fawzi bin Ibrahim Al-Hobayb	Member	From outside the Board

Scope of the Committee's work

Without any restrictions, the audit committee may:

- Review the Company's records and documents.
- Request any clarification or statement from the Board members or the Executive Management.
- Request that the Board calls for a General Assembly Meeting if its activities have been impeded by the Board or if the Company has suffered significant losses and damages.



The Audit Committee shall be competent in monitoring the Company's activities and ensuring the integrity and effectiveness of the reports, financial statements and internal control systems. The duties of the audit committee shall particularly include the following:

Financial Reports:

- Analyzing the Company's interim and annual financial statements before presenting them to the Board and providing its opinion and recommendations thereon to ensure their integrity, fairness and transparency.
- Providing its technical opinion, at the request of the Board, regarding whether the Board's report and the Company's financial statements are fair, balanced, understandable, and contain information that allows shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
- Analyzing any important or non-familiar issues contained in the financial reports.
- Accurately investigating any issues raised by the Company's chief financial officer or any person assuming his/her duties or the Company's compliance officer or external auditor.
- Examining the accounting estimates in respect of significant matters that are contained in the financial reports; and
- Examining the accounting policies followed by the Company and providing its opinion and recommendations to the Board thereon.

Internal Audit:

- Reviewing and evaluating the company's internal control systems, financial controls, and risk management processes.
- Examining internal audit reports and monitoring the implementation of corrective actions for the observations mentioned.
- Overseeing and supervising the performance and activities of the Head of Internal Audit and the Internal Audit Department to ensure the availability of necessary resources and their effectiveness in performing their assigned duties.

- Recommending to the Board of Directors the appointment of the Head of Internal Audit and proposing their remuneration.
- Reviewing and approving the annual work plan of the Internal Audit Department and ensuring its effectiveness.
- Reviewing and approving the Internal Audit Charter.

External Auditor:

- Providing recommendations to the Board to nominate external auditors, dismiss them, determine their remunerations, and assess their performance after verifying their independence and reviewing the scope of their work and the terms of their contracts.
- Verifying the independence of the external auditor, its objectivity, fairness, and effectiveness of the audit activities, considering the relevant rules and standards.
- Reviewing the plan of the Company's external auditor and its activities and ensuring that it does not provide any technical or administrative works that are beyond its scope of work and provides its opinion thereon.
- Responding to queries of the Company's external auditor.
- Reviewing the external auditor's reports and its comments on the financial statements and following up the procedures taken in connection therewith.

Ensuring Compliance:

- Reviewing the findings of the reports of supervisory authorities and ensuring that the Company has taken the necessary actions in connection therewith.
- Ensuring the Company's compliance with the relevant laws, regulations, policies and instructions.
- Reviewing the contracts and proposed Related Party transactions, and providing its recommendations to the Board in connection therewith; and
- Reporting to the Board any issues in connection with what it deems necessary to act on and providing recommendations as to the steps that should be taken.

Note: The Board of Directors has authorized the Audit Committee to approve and publish the quarterly financial reports.

Risk Management:

- Develop a comprehensive strategy and policies for risk management that align with the nature and size of the company's activities, ensure their implementation, review, and update them based on internal and external changes.
- Ensure the identification and maintenance of an acceptable level of risk that the company may face and verify that the company does not exceed this level.
- Assess the feasibility of the company's continued success and activity, identifying risks that threaten its continuity over the next twelve months.
- Supervise the company's risk management system and evaluate the effectiveness of systems and mechanisms for identifying, measuring, and monitoring risks that the company may face to identify deficiencies.
- Periodically review and reassess the company's ability to bear and be exposed to risks.
- Supervise the preparation of reports on risk exposure and proposed steps to manage these risks, and submit them to the Board of Directors.
- Provide recommendations to the Board on matters related to risk management.
- Monitor and supervise the performance of the risk management function in the company to ensure the availability and effectiveness of necessary resources in performing its tasks.
- Ensure that risk management employees understand the risks surrounding the company and work to increase awareness of the risk management culture.



2 -Nomination and Remuneration Committee (NRC):

The Nomination and Remuneration Committee is a subcommittee established by the Board of Directors. It operates in accordance with its roles and responsibilities outlined in the committee's charter and the company's approved delegation of authority. The committee comprises at least three and no more than five members, appointed by the Board of Directors. NRC currently consists of (4) four members appointed by the Board of Directors, and the term of their membership shall be determined so that this period shall not exceed the period of membership in the Board of Directors.

Audit Committee Members

1	Mr. Abdulrahman bin Mohammed Al-Rawwaf	Committee Chair	Independent
2	Eng. Ahmed bin Abdulaziz Al-Alsheikh	Member	Non-Executive
3	Mr. Bandar bin Nasser Al-Tamimi	Member	Non-Executive
4	Dr. Fahad bin Musa Al-Zahrani	Member	From outside the Board

Statement of Audit Committee meetings for 2025

The Audit Committee held (6) meetings during the year 2025, in which the participation rate reached 100%, the following is the schedule of attendance of the committee's meetings, dates and means of participation.

Member's name	106-01-2025 11 March Online	107-02-2025 07 May Online	108-03-2025 06 August Online	109-04-2025 10 August Online	110-05-2025 30 October Online	111-06-2025 14 December Online
Dr. Ghazi bin Abdulrahim Al-Rawi	✓	✓	✓	✓	✓	✓
Mr. Saad bin Ibrahim Al-Mushawah	✓	✓	✓	✓	✓	✓
Mr. Abdulaziz bin Majid Al-Kassabi	✓	✓	✓	✓	✓	✓
Mr. Fawzi bin Ibrahim Al-Hobayb	✓	✓	✓	✓	✓	✓

Attended ✓ Absent ✗



Tasks and Responsibilities of the Committee

- Recommending to the Board of Directors the nomination and re-nomination of its members in accordance with approved policies and standards, ensuring that no individual convicted of a dishonesty-related offense is nominated.
- Conducting an annual review of the required skills or expertise necessary for Board membership and executive management positions.
- Preparing a description of the capabilities and qualifications required for Board membership and executive management roles.
- Determining the time commitment required from members for Board duties.
- Reviewing the structure of the Board and executive management and providing recommendations regarding potential changes.
- Identifying strengths and weaknesses within the Board and proposing solutions to address them in alignment with the company's interests.
- Annually verifying the independence of independent members and ensuring no conflicts of interest exist if the member serves on another company's Board.
- Developing a clear policy for the remuneration of Board members, committees, and executive management, and submitting it to the Board for approval before presenting it to the General Assembly for adoption. This policy must adhere to performance-based standards, ensure transparency, and include mechanisms for its implementation.
- Clarifying the relationship between granted remuneration and the applicable remuneration policy, while highlighting any significant deviations from the policy.
- Periodically reviewing the remuneration policy and evaluating its effectiveness in achieving intended objectives.
- Recommending to the Board remuneration for its members, committee members, and senior executives in line with the approved policy.
- Proposing clear policies and standards for membership in the Board of Directors and executive management.

- Establishing job descriptions for executive, non-executive, independent members, and senior executives.
- Outlining procedures to address vacancies in Board or senior executive positions.
- Ensuring that the committee chairperson or their delegate attends General Assemblies to address shareholder inquiries.
- Reviewing the compensation plan to ensure its alignment with labor market conditions and requirements and evaluating the succession plan for second-tier employees to ensure the company's continuity in the event of senior executive departures.
- Examining the profiles of candidates proposed for senior executive roles within the company and approving their appointments.
- Reviewing changes in human resources policies and annual rewards and providing necessary recommendations to the Board for approval.



Statement of Nomination & Remuneration Committee meetings for 2025

NRC held (4) meetings during the year 2025, in which the participation rate reached 100%, and the following is the schedule of attendance of the committee's meetings, dates and method of holding them.

Member's name	59-01-2025 22 April Riyadh	60-02-2025 18 August Online	61-03-2025 28 October Online	62-04-2025 17 December Online
Mr. Abdulrahman bin Mohammed Al-Rawwaf	✓	✓	✓	✓
Eng. Ahmed bin Abdulaziz Al-Alsheikh	✓	✓	✓	✓
Mr. Bandar bin Nasser Al-Tamimi	✓	✓	✓	✓
Dr. Fahad bin Musa Al-Zahrani	✓	✓	✓	✓

Attended ✓ Absent ✗

3 - Executive Committee (ExCom):

The Executive Committee is a sub-committee established by the Board of Directors. It operates in accordance with its roles and responsibilities outlined in the committee's charter and the company's approved delegation of authority. The ExCom currently consists of five (5) members appointed by the Board of Directors, with their membership term not exceeding their term on the Board of Directors.

Audit Committee Members

No.	Name	Role	Category
1	Dr. Mohammed bin Nasser Al-Dawood	Committee Chair	Non-Executive
2	Eng. Ahmed bin Abdulaziz Al-Alsheikh	Member	Non-Executive
3	Prince Dr. Badr bin Khalid Al-Saud	Member	Independent
4	Dr. Ghazi bin Abdulrahim Al-Rawi	Member	Independent
5	Eng. Omar bin Abdullah Al-Omar	Member	Executive

Committee's Scope of Work

- Conduct regular meetings to review emerging issues and obstacles, propose suitable solutions, and present matters requiring Board decisions.
- Perform field visits to the plant whenever operational requirements necessitate.
- Review studies, reports, and proposals submitted to the committee and provide suggestions and recommendations to company management and the Board of Directors to enhance and develop operations.
- Direct the activities of the commercial sector, set frameworks for sales incentives, and monitor sales activities.
- Guide the strategy for investing the company's cash surpluses and define the business model.
- Oversee the selection of portfolio managers and monitor the performance of investment portfolios.
- Supervise risk management and address challenges related to investments.
- Carry out tasks and responsibilities assigned to the committee by the Board of Directors.
- Exercise the powers delegated to it under the authority manual approved by the company's Board of Directors.



Statement of Executive Committee meetings for 2025

The Executive Committee held (5) meetings during the year 2025, in which the participation rate reached 100%, and the following is the schedule of attendance of the committee's meetings, dates and method of holding them.

Member's name	326-01-2025 04 March Online	327-02-2025 13 May Online	328-03-2025 12 August Online	329-04-2025 11 November Online	330-05-2025 23 December Online
Dr. Mohammed bin Nasser Al-Dawood	✓	✓	✓	✓	✓
Eng. Ahmed bin Abdulaziz Al-Alsheikh	✓	✓	✓	✓	✓
Prince Dr. Badr bin Khalid Al-Saud	✓	✓	✓	✓	✓
Dr. Ghazi bin Abdulrahim Al-Rawi	✓	✓	✓	✓	✓
Eng. Omar bin Abdullah Al-Omar	✓	✓	✓	✓	✓

Attended ✓ Absent ✗

4 - Sustainability & Safety Committee:

Sustainability & Safety Committee is a sub-committee established by the Board of Directors, which was established for the first time in the Company by a decision of the Board of Directors at the beginning of 2025, and operates in accordance with its tasks and responsibilities stipulated in the Committee's charter and the Company's approved delegation of authority. The Committee currently consists of (4) four members appointed by the Board of Directors, and their term of membership has been determined so that this period does not exceed the period of membership in the Board of Directors.

Committee Members

1	Prince Dr. Badr bin Khalid Al-Saud	Committee Chair	Independent
2	Eng. Ahmed bin Saleh Al-Sultan	Member	Independent
3	Eng. Omar bin Abdullah Al-Omar	Member	Executive
4	Dr. Abdullah bin Abdulrahman Al-Beraidi	Member	From outside the Board

Committee's Objective and Scope of Work

The objectives of the Sustainability and Safety Committee are to oversee and assist in the implementation of the Sustainable Development Goals (SDGs) in the company's overall concept, whether at the company level or in the community, including employing a clear policy and framework for sustainability and safety, setting priorities and goals for the company's sustainable development, highlighting the company's activities in achieving these goals, and demonstrating the company's efforts in this regard. The scope of the committee's work is related to sustainability, safety, occupational health, the environment, and the achievement of the sustainable development goals of Qassim Cement Company and reviews them periodically for the purpose of continuous development

Committee Tasks & Responsibilities

- Ensuring the company's compliance with regulatory requirements related to sustainability, environment, and occupational health and safety.
- Guiding the company's core policies, guidelines, and standards relevant to the committee's scope of work, and reviewing management processes designed to ensure compliance with these policies and their alignment with applicable laws and regulations and submitting related recommendations to the Board of Directors.

- Directing the company's initiatives and programs related to sustainability and safety.
- Reviewing executive management reports related to the implementation of policies and standards within the committee's scope of work and providing guidance to enhance their accuracy and completeness.
- Periodically monitoring any disabling incidents—God forbid—in accordance with adopted professional protocols.
- Following up on the progress of sustainability and safety programs, initiatives, and related projects.
- Ensuring the effectiveness of the sustainability governance framework.
- Reviewing the company's sustainability and safety performance indicators based on the standards applied and agreed upon within the company, in addition to local benchmarks, relevant global best practices, and any targets and metrics set by management related to matters within the committee's scope.
- Proposing sustainability and corporate social responsibility initiatives according to clear priorities, evaluating matters referred to the Board of Directors in this regard, and providing recommendations.
- Proposing consulting entities related to the committee's field of work, evaluating referrals from the Board of Directors, and providing recommendations.
- Proposing entities for cooperation and partnerships that enhance the company's sustainability efforts, showcase its achievements, and strengthen its position and reputation in national and international forums.
- Studying emerging matters and obstacles, proposing appropriate solutions, and presenting to the Board of Directors any issues that require its decision.



Statement of Sustainability & Safety Committee meetings for 2025

The Sustainability & Safety Committee held (2) meetings during the year 2025, in which the participation rate reached 100%, and the following is the schedule of attendance of the committee's meetings, dates and method of holding them.

Member's name	01-01-2025 15 April Online	02-02-2025 21 October Online
Prince Dr. Badr bin Khalid Al-Saud	✓	✓
Eng. Ahmed bin Saleh Al-Sultan	✓	✓
Eng. Omar bin Abdullah Al-Omar	✓	✓
Dr. Abdullah bin Abdulrahman Al-Beraidi	✓	✓

Attended ✓

Absent ✗

Third

Ownership of the Board of Directors and Senior Executives of the company's shares

Qassim Cement Board of Directors consists of natural members nominated by themselves, or shareholders with legal personality. The following is a statement of the total shares owned by the Chairman of the Board, natural members and senior executives:

Direct and indirect ownership of the Company's shares by members of the Board of Directors and senior executives:

Member Name	Title	Remarks	Number of Shares		Change	Change as %
			Beginning of the year	End of the year		
Dr. Muhammad bin Nasser Al-Dawood	Chairman	PIF	21,019,080	21,019,080	-	0%
Eng. Ahmed bin Abdulaziz Al-Sheikh	Vice Chairman					
Prince Dr. Bader bin Khalid Al-Saud	Member	Personal	10	10	-	0%
Mr. Bandar bin Nasser Al-Tamimi	Member	GOSI	4,455,000	3,255,000	(1,200,000)	(27%)
Mr. Abdulrahman bin Mohamed Al-Rawwaf	Member	Personal	100	100	-	0%
Mr. Saad bin Ibrahim Al-Mushawah	Member	-	-	-	-	0%
Eng. Ahmed bin Saleh Al-Sultan	Member	-	-	-	-	0%
Dr. Ghazi bin Abdulrahim Al-Rawi	Member	Personal	10	10	-	0%
Eng. Omar bin Abdullah Al-Omar	CEO & member	Personal	1,000	1,000	-	0%
Mr. Abdulmalik bin Khalid AL-Rajhi	Member	Personal	210	210	-	0%
		Shares of Al Rajhi Holding Group represented by the member	315,000	315,000	-	0%
Mr. Abdulaziz bin Majid Al-Kassabi	Member	Personal	138,072	138,072	-	0%
		Shares of Mushirah Saudi Limited Company in which the member holds a controlling stake	478,800	478,800	-	0%

Important: The Company has no debt instruments.

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Ownership related to Board Members' Relatives:

Member Name	Title	Remarks	Number of Shares		Change	Change as %
			Beginning of the year	End of the year		
Mr. Abdulaziz bin Majid Al-Kassabi	Member	Shares owned by Dr. Majid bin Abdullah Othman Al-Kassabi, the father of the Board Member.	993,615	984,110	(9,505)	(1%)

There is no ownership of relatives of board members, except for what is mentioned above

Ownership of Senior Executives, Their Wives and Their Children:

Member Name	Title	Remarks	Number of Shares		Change	Change as %
			Beginning of the year	End of the year		
Mr. Ghassan Abdulhalim Nofale	Chief of Staff	Personal	3,690	3,690	-	-

Remuneration of the Board of Directors members and Senior Executives:

The company pays Board members and committee members expenses, attendance allowances, and financial rewards in accordance with the regulations and the remuneration policy for Board members, committee members, and executive management. During the year 2025 (for entitlements from the fiscal year 2025), the company disbursed an amount of 5,015,342 SAR, this amount consists of 4,175,342 SAR as remuneration for Board members for their membership in the Board and committees. In addition to 240,000 SAR remuneration for the Audit Committee members from outside the Board (two members), amount of 100,000 as remuneration for a Nomination and Remuneration Committee member from outside the Board, and 500,000 SAR as attendance allowances for Board and committee meetings during the year 2025.

Below is a summary of the total entitlements for Board members for the year 2025 and the payments made during 2024 to five senior executives (including the CEO and CFO).

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Statement of Board Committees' Remunerations:

Description	Fixed bonuses (Except the allowance for attending the meetings)	allowance for attending the meetings	Total
Audit Committee Members:			
Dr. Ghazi bin Abdul Rahim Al-Rawi	120,000	24,000	144,000
Mr. Saad bin Ibrahim Al-Moshawah	120,000	24,000	144,000
Mr. Abdulaziz bin Majed Al-Kassabi	120,000	24,000	144,000
Mr. Fawzy bin Ibrahim Al-Hobayb (from outside the board)	120,000	24,000	144,000
Total	480,000	96,000	576,000
Members of the Sustainability & Safety Committee:			
Prince Dr. Badr bin Khalid Al Saud	100,000	8,000	108,000
Eng. Ahmed bin Saleh Al-Sultan	100,000	8,000	108,000
Eng. Omar bin Abdullah Al-Omar	100,000	8,000	108,000
Dr. Abdullah bin Abdulrahman Alberidi (from outside the board)	100,000	8,000	108,000
Total	400,000	32,000	432,000
Members of the Nomination and Remuneration Committee:			
Mr. Abdulrahman bin Mohamed Al-Rawwaf	100,000	16,000	116,000
Mr. Bandar bin Nasser Al-Tamimi	100,000	16,000	116,000
Eng. Ahmed bin Abdulaziz Al-Sheikh	100,000	16,000	116,000
Dr. Fahad bin Mosa Al-Zahrani (from outside the board)	100,000	16,000	116,000
Total	400,000	64,000	464,000
Executive Committee Members:			
Dr. Muhammad bin Nasser Al-Dawood	100,000	20,000	120,000
Eng. Ahmed bin Abdulaziz Al-Sheikh	100,000	20,000	120,000
Prince Dr. Badr bin Khalid Al Saud	100,000	20,000	120,000
Dr. Ghazi bin Abdulrahim Al-Rawi	100,000	20,000	120,000
Eng. Omar bin Abdullah Al-Omar	100,000	20,000	120,000
Total	500,000	100,000	600,000

Description	Fixed Remuneration						Total
	Annual remuneration	Allowance to attend Board Meetings	Allowances for attending Board Committees Meetings	In-kind Benefits	Rewards against technical, administrative and advisory work	Special Remuneration for the Chairman, or Managing Director or the Secretary, if he is a board member	
(A) Independent board of directors' members:							
Prince Dr. Badr bin Khalid Al Saud	300,000	24,000	28,000	-	-	-	352,000
Eng. Ahmed bin Saleh Al-Sultan	300,000	24,000	8,000	-	-	-	332,000
Dr. Ghazi bin Abdul Rahim Al-Rawi	300,000	24,000	44,000	-	-	-	368,000
Mr. Abdulaziz bin Majed Al-Kassabi	300,000	24,000	24,000	-	-	-	348,000
Mr. Abdulrahman bin Mohammed Al-RaTwwaf	300,000	24,000	16,000	-	-	-	340,000
Mr. Abdulmalik bin Khalid Al-Rajhi	300,000	24,000	-	-	-	-	324,000
Sub Total (A)	1,800,000	144,000	120,000	-	-	-	2,064,000
(B) Non-executive board of directors' members:							
Dr. Mohammed bin Nasser Al-Dawood	300,000	24,000	20,000	-	-	200,000	544,000
Eng. Ahmed bin Abdulaziz Al-Alsheikh	300,000	24,000	36,000	-	-	-	360,000
Mr. Bandar bin Nasser Al-Tamimi	300,000	24,000	16,000	-	-	-	340,000
Mr. Saad bin Ibrahim Al-Mashhouh	300,000	24,000	24,000	-	-	-	348,000
Sub Total (B)	1,200,000	96,000	96,000	-	-	200,000	1,592,000
(C) Executive board of directors' members:							
Eng. Omar bin Abdullah Al-Omar	300,000	24,000	28,000	-	-	-	352,000
Sub Total (C)	300,000	24,000	28,000	-	-	-	352,000

Payments to five senior executives including the CEO and CFO:

Description	The rewards of the five top executives who received the highest remuneration and compensation
Salaries and compensation	8,039,388
Allowances	2,912,958
Periodic and annual bonuses and incentive plans	7,035,849
Total	17,988,195

Fourth

A statement of the dates of the shareholders' general assemblies held during the last fiscal year, and the names of the board of director members attending those general assemblies:

Name	The 53rd Extra Ordinary General Assembly held on 23/04/2025 (Through modern technology from the company's headquarters in Buraidah)	
1	Dr. Muhammad bin Nasser Al-Dawood (Chairman)	✓
2	Eng. Ahmed bin Abdulaziz Al-Alsheikh (Vice Chairman)	✓
3	Prince Dr. Badr bin Khalid Al Saud	✓
4	Mr. Bandar bin Nasser Al-Tamimi	✓
5	Mr. Abdulrahman bin Mohamed Al-Rawwaf	✓
6	Mr. Saad bin Ibrahim Al-Mushawah	✓
7	Eng. Ahmed bin Saleh Al-Sultan	✓
8	Dr. Ghazi bin Abdulrahim Al-Rawi	✓
9	Eng. Omar bin Abdullah Al-Omar (CEO)	✓
10	Mr. Abdulmalik bin Khalid Al-Rajhi	✓
11	Mr. Abdulaziz bin Majid Al-Kassabi	✓

Attended ✓ Absent ✗

Fifth

the number of the company's requests for the shareholders' register, dates and reasons for those requests:

The number of company requests for shareholder register	Date	Reason of request
1	02/01/2025	Other
2	23/03/2025	Dividend File
3	23/04/2025	General Assembly
4	28/05/2025	Dividend File
5	08/09/2025	Dividend File
6	08/12/2025	Dividend File

Sixth

Details about Treasury Shares:

The total number of treasury shares owned by Qassim Cement as of 31/12/2025 reached (798,353) shares, the Fifty-third Extraordinary General Assembly held on 23/04/2025 corresponding to 25/10/1446 (H) decided as follows:

- Approval of retaining treasury shares resulting from the acquisition of Hail Cement Company, totaling (798,353) shares, for a period of (10) years.
- Approval of establishing an employee stock program and authorizing the Board of Directors to determine its terms, including the allocation price for each share offered to employees if applicable.
- Approval of authorizing the Board of Directors to use treasury shares, wholly or partially, in exchange transactions for acquiring companies or assets, and/or using them within the employee stock program.

Seventh

The recommendations of the Audit Committee that are in conflict with the decisions of the Board of Directors, or which the Board refused to adopt regarding the appointment and dismissal of the Company's auditor, the determination of his fees, the evaluation of his performance, or the appointment of the internal auditor, the justifications for those recommendations, and the reasons for not adopting them

There are no recommendations from the audit committee in it that contradict them with the decisions of the Board of Directors, or that the Board refused to adopt regarding the appointment and dismissal of the company's auditor, the determination of his fees, the evaluation of his performance, or the appointment of the internal auditor.

Eighth

Disclosure of any penalties, penalties, precautionary measures or reserve restrictions imposed on the Company by the Capital Market Authority or any other supervisory, regulatory or judicial body

The following are the details of the sanctions imposed on the company and its subsidiary during the fiscal year 2025:

- The subsidiary company was fined 30,000 SAR for not implementing the results of the environmental audit study at the company's quarry in Baqaa city. The fine was paid, with the necessary corrective measures taken.
- The company was fined 14,824 SAR for violating some provisions of the petroleum products trade law at the company's factory in Buraidah. The fine was paid, with the necessary corrective measures taken.

Ninth

Related Party Transactions, including any transactions or contracts in which any member of the Board of Directors or senior executives of the Company has or has had a direct or indirect interest.

The Company enters into several transactions with related parties to support the normal course of its business. All such transactions and contracts with related parties are conducted on a commercial basis and do not involve any preferential terms or conditions.

- Below is a statement about these transactions and contracts which falls under the scope of related parties transactions due to the existence of joint ownership of one of the substantial shareholder (Public Investment Fund) in both parties to the transaction:
 1. A Sharia compliant credit facility agreement with the Saudi National Bank (SNB), to contribute to financing the project of establishing a fourth production line at the Company's plant, with a production capacity of 10,000 TPD, to replace some of the existing production lines, in addition to financing the Company's working capital. The total value of the agreement is SAR 1.5 Bn and its term is 10 years.
 2. A Sharia compliant credit facility agreement with Riyadh Bank, to finance the Company's working capital, letters of guarantee, and letters of credit. The total value of the agreement is SAR 150 Mn, and it is renewed annually.
 3. Transactions and contracts with the Saudi Telecom Company (STC), within the normal course of business, with a total amount of 2,011,886 SAR during the year.
 4. Transactions and contracts with Saudi Tadawul Group, within the normal course of business, with a total amount of 920,620 SAR during the year.
- Below is a statement about the transactions and contracts which falls under the scope of related parties transactions due to the existence of joint Board Member in both parties to the transaction:
 1. Transactions and contracts with the Mediterranean and Gulf Insurance and Reinsurance Co. (MEDGULF), within the normal framework of business, with a total amount of SAR 4,665,182 during the year. (Board Member Mr. Abdulrahman bin Mohammed Al-Rawaf)

During the year 2025, there were no transactions or contracts in which any member of the Board of Directors or senior executives of the Company had a direct or indirect interest.

Statement of Loans

Sr.	Loan provider	Transaction Nature	Total Facility Value (SAR)	Cash withdrawals (Balance as of December 31, 2025)
1	Saudi National Bank (SNB)	Sharia Compliant Credit facilities	1,500,000,000	-
2	Riyad Bank	Sharia Compliant Credit facilities	150,000,000	-
3	Arab National Bank (ANB)	Sharia Compliant Credit facilities	150,000,000	100,640,493

Acknowledgement of the Board of Directors

1. The accounting records were prepared correctly.
2. The internal control system was established on sound principles and implemented effectively.
3. There is no significant doubt regarding the company's ability to continue its operations.
4. In accordance with the law and based on the Rules on the Offering of Securities and Continuing Obligations issued by the Capital Market Authority Board, no penalties, sanctions, precautionary measures, or provisional restrictions have been imposed on the company by the Capital Market Authority or any other supervisory, regulatory, or judicial authority. except as stated in Clause (Eighth) above.
5. The Group's financial statements are prepared in accordance with the IFRS accounting standards IFRS Accounting standards endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants ("SOCPA")
6. There is no interest in voting rights shares attributable to individuals other than what has been disclosed about the Board of Directors, senior executives, and their relatives, who informed the company of these rights during 2025.
7. There are no interests, contractual securities, or subscription rights belonging to the Board of Directors, senior executives, or their relatives in the company's shares or debt instruments, except as mentioned in Item third above.

8. There are no categories or numbers of convertible debt instruments, contractual securities, subscription warrants, or similar rights issued or granted by the company during the fiscal year 2025.
9. There were no transactions between the company and any related party. Except as stated in item Ninth above.
10. There are no transactions or contracts involving the company as a party where any Board member, the CEO, the CFO, or any related party has an interest.
11. There are no convertible debt instruments, subscription warrants, or similar rights issued or granted by the company.
12. The company has not redeemed, purchased, or canceled any redeemable debt instruments.
13. There are no arrangements or agreements whereby any Board member or senior executive in the company has waived any salary or compensation.
14. There are no competitive activities conducted by any Board member or relating to the company's branches or operations.
15. There are no arrangements or agreements whereby any shareholder has waived any rights to dividends.
16. There are no investments or other reserves established for the benefit of the company's employees.
17. No shares or debt instruments have been issued to any subsidiary.
18. The company has no loans. Except as stated in item tenth above.

Chapter Two



**Planning, Performance,
and Sustainability**



First

Strategy and Action Plan

Leading consolidation of KSA's cement industry, QCC successfully completed the acquisition of Hail Cement Company in 2024, a defining milestone that strengthens our market position and enhances our capacity for groundbreaking innovation. In 2025, QCC successfully completed the full operational integration of HCC and realized the estimated synergies of the deal. We, at QCC take immense pride in setting new industry benchmarks through our bold initiatives, visionary solutions, strong customer focus, and operational excellence. Our transformation journey has already delivered significant capability enhancements, enabling organic expansion, adoption of advanced technologies, and diversification into new product offerings, ensuring adaptability in a highly competitive market.

Anchored in the twin pillars of Growth and Sustainability, QCC's 2030 strategy reflects our commitment to innovation and alignment with Saudi Vision 2030's objectives. Through a comprehensive transformation program, we are capitalizing on emerging opportunities while driving cost optimization and building resilience against market volatility. Our environmental stewardship agenda includes advancing green cement, de-carbonization initiatives, and energy-efficient technologies, directly supporting the Kingdom's Giga Projects and broader socio-economic development goals.

To further strengthen our competitive edge, we are actively driving organic growth initiatives by expanding our operational footprint, optimizing channel management, and accessing untapped geographic markets. In 2025, QCC signed the EPC contract with Sinoma to construct a new production line that will replace the ageing lines. The capital expenditure of SAR 1.2 Bn will be partially debt-financed reflecting management's confidence in future cashflows and disciplined balance sheet management. Complementing these initiatives is our strategic focus on inorganic growth, exemplified by the HCC deal, which has not only unlocked significant synergies but has also laid a strong foundation to meet the growing market demands, paving the way for further opportunities. Additionally, through continued investments in talent, processes, and innovation, QCC is cultivating a culture of accountability and excellence. Overall, these efforts reinforce our leadership position within the industry and solidify our reputation as an employer of choice. Looking ahead, QCC remains focused on delivering superior shareholder value, enhancing customer experiences, and empowering our people. By maintaining a relentless drive for strategy execution, we are shaping a sustainable, resilient future for the KSA cement sector.

Second

Production

Clinker production -Qassim and Hail plants:

QCC maintained high operational reliability by running all kilns at the Qassim and Hail plants throughout 2025. Despite a slight 1.5% decrease in clinker production, the Company leveraged a flexible inventory strategy, utilizing 0.7 Mn tons of strategic reserves to meet rising markets demand.

Cement production -Qassim and Hail plants

Cement production for both plants in Qassim and Hail increased by 10.75% compared to the year 2024, in response to higher sales volumes in the market.

Energy Consumption -Qassim and Hail Plants

Driven by our commitment to margin optimization and cost reduction, QCC achieved a 0.68% reduction in electricity consumption year-on-year across both plants, despite higher cement production volumes. This improvement underscores our focus on operational efficiency and aligns with the ESG standards prioritized by our shareholders.



Upon reviewing the consolidated financial statements of the group for the year ended 31/12/2025 which were audited by "Dr. Mohammed Al-Amri and Co. – BDO" its represent the following:

Assets and liabilities during the last five years (in thousand SAR):

Serial	Description	2025	2024	2023	2022	2021
1	Current Assets	1,251,461	1,490,181	954,558	1,133,528	1,207,529
2	Current Liabilities	369,013	279,972	166,835	204,972	232,256
3	Working Capital	882,447	1,210,209	787,723	928,556	978,667
4	Other Long-Term Assets	619,910	330,705	344,465	245,058	206,532
5	Fixed Assets	1,248,619	1,296,200	505,783	547,842	605,902
6	Total Assets	3,119,990	3,117,086	1,804,806	1,926,428	2,019,963
7	Other Liabilities	93,209	86,968	58,670	56,679	55,528
8	Total Liabilities	462,222	366,940	225,505	261,651	287,784
9	Paid-Up Capital	1,105,590	1,105,590	900,000	900,000	900,000
10	Additional share capital	997,112	997,112	-	-	-
11	Reserves and Retained Earnings	602,684	695,062	679,301	764,777	832,179
12	Shareholders' Equity (No Minority Interests)	2,657,768	2,750,146	1,579,301	1,664,777	1,732,179
13	Total Liabilities and Shareholders' Equity	3,119,990	3,117,086	1,804,806	1,926,428	2,019,963

Business results for the last five years (in thousand SAR):

Serial	Description	2025	2024	2023	2022	2021
1	Revenue	1,133,303	967,578	583,560	678,456	722,798
2	Cost of Goods Sold	872,676	642,218	432,459	489,971	436,851
3	Gross Profits	260,627	325,360	151,101	188,486	285,947
4	G&A and S&D Total Expenses	69,078	98,316	39,137	46,593	29,546
5	Other income and expenses (net)	91,146	88,429	46,612	13,161	65,583
6	Zakat	22,762	27,982	16,605	24,541	30,112
7	Net Income (No Minority Interests)	259,933	287,491	141,971	130,513	295,266

Operational results for year 2025 compared with year 2024 (in thousand SAR):

Description	2025	2024	Change	%
Revenue	1,133,303	967,578	165,725	17%
Cost of Goods Sold	(872,676)	(642,218)	230,458	36%
Gross Profits	260,627	325,360	(64,733)	(20%)
G&A and S&D Total Expenses	(69,078)	(98,316)	(29,238)	(30%)
Operational Income	191,549	227,044	(35,495)	(16%)
Other income and expenses (net)	91,146	88,429	2,717	3%
Zakat	(22,762)	(27,982)	(5,220)	(19%)
Net Income (No Minority Interests)	259,933	287,491	(27,558)	(10%)

By reviewing the differences in the operational results compared with the previous year's results, the following is evident:

Qassim Cement Group achieved revenue of SAR 1,133 Mn during the year 2025, compared to SAR 968 Mn for the year 2024 with an increase of (17%), driven by the increase in sales volume and the consolidation of the subsidiary company's results as of the acquisition on June 10, 2024. This also resulted in an increase in the total cost of sales by (36%) compared to 2024. The group achieved a net profit after zakat for 2025 amounted of SAR 260 Mn, compared to SAR 287 Mn for 2024 with a decrease by (10%), due to the decrease in the average selling price and the increase in operating costs affected by the increase in fuel prices since the beginning of 2025, despite the increase in sales volume and the increase in other revenues. As for operating profits, the group recorded an amount of SAR 261 Mn for 2025 compared to SAR 325 Mn for 2024 with a decrease by (20%). Thus, the result of earnings per share for year 2025 is SAR 2.37 compared to SAR 2.85 for year 2024 with a decrease by (17%).

Geographic Analysis of Total Revenue for the Company and its Subsidiaries:



Region	Revenue (Mn SAR)	Percentage
Central Region	SAR 879.6 Mn	(78%)
Western Region	SAR 184.9 Mn	(16%)
Eastern Region	SAR 64.6 Mn	(6%)
Northern Region	SAR 3.9 Mn	(0%)



Due regular payments:

Quarries fees

The company is subject to the mining investment law issued by the Royal Decree No. M/47 dated, 20/08/1425 H, whereby an annual accrual is recorded to be paid to the Ministry of Industry and Mineral Resources in the following year.

Zakat

The company is subject to the regulations of Zakat, Tax and Customs Authority (ZATCA) in the KSA, whereby the amount of Zakat is recorded on accrual basis. The company has paid the due zakat for year 2024 and has obtained a certificate from (ZATCA) valid until 30-04-2024.

Value-Added Tax

The company is subject to the value-added tax (VAT) law issued by council of ministers' resolution no. 654 dated 01/11/1438H, the company filling its monthly VAT returns since the beginning of year 2018 and pays it monthly during the statutory period.

GOSI Subscriptions

The company is subject to the social insurance system; the contributions of the General Organization for Social Insurance (GOSI) are recorded on accrual basis and pays it as per GOSI rules during the statutory period.

The following table shows the amounts of regular payments paid during the year 2025 and the due amounts.

Description	Year 2025	
	Paid During the Year	Due by end of the year
Quarries fees	48,274,038	11,229,256
Zakat	31,260,376	24,959,088
Value Added Tax	71,252,095	7,591,086
GOSI Subscriptions	12,336,605	978,750

Environmental Sustainability Occupational Health and Safety

QCC adopts a steadfast strategic approach toward comprehensive sustainability, moving beyond a mere moral commitment to becoming a core pillar of our business model, this commitment extends to our environment and all our stakeholders, including employees, customers, suppliers, shareholders, and the local community.

In 2025, the Company further integrated Environmental, Social, and Governance (ESG) standards into the heart of its operational processes, placing Occupational Health, Safety, and Environmental protection as top, non-negotiable priorities. Through this vision, we strive to ensure sustainable growth that balances industrial expansion with the preservation of natural resources for future generations, by adopting clean technologies and carbon emission reduction initiatives.

The following are the key pillars of environmental sustainability that have been activated:

- **Green Plant Initiative:**

Expanded the tree planting program to increase tree coverage within and around the plant areas, selecting plants adapted to the Qassim region's climate that require less water. This initiative aims to improve air quality, sequester carbon, and enhance site aesthetics, supporting the goals of Vision 2030.

- **Licensing & Compliance:**

Successfully obtained necessary construction and operational environmental licenses for the 4th production line. The team also renewed the three-year environmental licenses for both the QCC and HCC plants and the Al-Jumoum and Gypsum quarries, ensuring continuous, legal raw material supply and operations.

- **Sustainability Reporting:**

Participated in the issuance of Qassim Cement Company's first sustainability report, meeting ESG demands and enhancing corporate reputation.

- **Clean Plant Initiative:**

Implemented continuous improvement activities focused on cleanliness and beautification to create a safer, more organized, and visually appealing work environment.

Biodiversity and Preservation of Natural Resources

- **Optimizing Water and Raw Material Usage:**

QCC is committed to optimizing the use of water and raw materials by implementing efficient consumption and recycling practice to enhance sustainability.

- **Energy Conservation:**

Qassim Cement is committed to promoting sustainable energy sources and planning for alternative fuel usage, reducing dependence on fossil fuels, and minimizing its carbon footprint.

Environmental Risks Management

- **Chemicals Management:**

The company implements recycling and reuse systems and adopts precautionary measures to prevent negative environmental impacts.

- **Environmental Rehabilitation of Quarries:**

Qassim Cement rehabilitates areas used for quarrying by planting drought-resistant trees like Sidr, Talh, and Ghaf, contributing to biodiversity restoration and combating desertification.

Afforestation and Air Quality Improvement

- **Extensive Tree Planting Initiatives:**

In 2024, the company launched an ambitious afforestation program in collaboration with the National Center for Vegetation Cover Development and Combating Desertification, successfully planting 30,000 trees around its facilities and surrounding areas. It aims to plant 350,000 trees by 2030.

- **Enhancing Air Quality:**

The planted trees absorb CO2 and filter pollutants like carbon monoxide and sulfur dioxide, reducing the effects of global warming. The company has also established an ambitious air quality management program using advanced sensors for real-time monitoring and rapid response. Specialized filtration systems ensure emissions remain well below regulatory limits, reflecting their environmental responsibility.

Recycling Water for Irrigation

- **Wastewater Treatment Plant:**

Qassim Cement has established a modern wastewater treatment facility using Moving Bed Bio-film Reactor (MBBR) and biological treatment technologies. Treated water is reused for irrigating trees and green spaces, with ongoing efforts to enhance the plant's capacity.

Investment in Modern Technologies

- **Advanced Technologies for Environmental Efficiency:**

The company invests in cutting-edge technologies to increase energy efficiency and reduce emissions, contributing to its net-zero carbon goals.

Periodic Review and Continuous Improvement

- **Environmental Performance Enhancement:**

Qassim Cement is dedicated to regularly reviewing and improving its environmental practices to ensure optimal results and minimize environmental impact.

Compliance with Environmental Standards

- **ISO 14001-2015 Certification:**

The company has achieved certification under the latest ISO 14001-2015 standard for integrating environmental management, further solidifying its leadership in environmental sustainability.

- **Renewal of Operational Environmental License:**

The National Center for Environmental Compliance has renewed the company's operational environmental license in recognition of its full adherence to environmental protection regulations and license conditions.

Occupational Health and Safety

- **Advanced Safety Measures:**

Qassim Cement applies cutting-edge occupational health and safety procedures aligned with global standards to protect employees and visitors from harm.

- **Work Safety System:**

Implemented a new work permit system to improve both work efficiency and overall safety protocols.

- **ISO Certification:**

Conducted an internal gap analysis to issue new ISO certificates and renew the existing certificates for HCC without hiring an external consultant.

Promoting Safety Awareness:

The company prioritizes raising awareness of occupational health and safety among its employees and stakeholders. It regularly organizes training programs to foster a strong safety culture, enhance awareness of environmental and safety issues, and ensure optimal implementation of safety measures.

QCC remains committed to advancing sustainable development through environmental innovation, partnerships with government entities, and active contributions to afforestation and environmental protection projects.

For more information about our sustainability journey, kindly download our corporate sustainability report.

At Qassim Cement, our social commitment is a sustainable investment that goes beyond traditional charity to foster developmental partnerships addressing real community needs. As an essential part of our corporate identity, we integrate social and environmental responsibilities into our core strategy to drive tangible impact, supporting national prosperity and the goals of Saudi Vision 2030 goals. This commitment was demonstrated during 2025 through a package of qualitative initiatives and strategic partnerships, most notably:

Quality of Life and Urban Humanization Initiatives

- **The Unveiling of Hail Cement Park:** In a landmark achievement for the company's community engagement, 2025 marked the official unveiling of 'Hail Cement Park.' This project stands as the fruit of a model strategic partnership with the Hail Region Municipality. Spanning an area of more than 30,000 square meters, the park was designed to serve as a sustainable urban retreat, centered on the 'Urban Humanization' concept. It features expansive green spaces, dedicated walking and cycling paths, and inclusive facilities tailored for children and seniors. The delivery of this landmark reflects the company's vision to create a lasting community legacy that enhances the quality of life and encourages the adoption of healthy, active lifestyles

Environmental Initiatives

- **Vegetation Cover Development and Combating Desertification:** Driven by our leading role in preserving ecological balance, QCC continued to activate the Memorandum of Understanding with the National Center for Vegetation Development and Combating Desertification. Our efforts focused on executing intensive afforestation and planting projects at our plants in the Qassim and Hail, prioritizing native plant species that contribute to combating desertification and reducing emissions. This year-round initiative represents a core part of the company's active contribution to the "Saudi Green Initiative" underscoring our commitment to ensuring the sustainability of natural resources for future generations.

Health and Public Safety Initiatives

- **Emergency Medicine Conference:** Driven by QCC's leading position in the region and its strategy to support the healthcare sector and develop specialized services, the company provided Diamond Sponsorship for the "Qassim Emergency Medicine Conference." The event was held under the gracious patronage of HRH, the Governor of Qassim Region and in the presence of the Deputy Minister for Public Health. This event holds strategic importance as the first of its kind in the region, attracting over 40 elite local and international speakers. Through this sponsorship, the company aimed to contribute to the advancement of emergency medical services and enhance critical care, reinforcing its role as a key 'Success Partner' in such prestigious scientific forums. This support ensures the sustainability of high-caliber conferences that elevate the quality of life and healthcare services for the residents of the Qassim region.
- **World Civil Defense Day:** In collaboration with the General Directorates of Civil Defense in the Qassim and Hail regions, the company participated in World Civil Defense Day activities. This engagement aimed to promote a culture of preventive safety and enhance community skills in emergency response. Such participation underscores the company's unwavering commitment to the highest standards of Public Safety and proactive risk management.

Social and Economic Empowerment Initiatives

- **The Empowerment Forum:** QCC participated in the "Empowerment Forum for Social Insurance Beneficiaries" organized by the Ministry of Human Resources and Social Development. This participation stems from the company's belief in the necessity of transitioning from a charitable to a developmental approach by supporting training and employment opportunities to empower national cadres as productive elements in the national economy.
- **PIF Private Sector Forum:** The company recorded a prominent presence in the third edition of the "PIF Private Sector Forum." This participation aimed to strengthen strategic cooperation and build partnerships that support local content and contribute to driving comprehensive economic development in line with the Kingdom's giga-projects and national growth ambitions.

Awareness and Women's Empowerment Initiatives

- **Shaqa'iq Al-Rijal Award (5th Edition):** As part of its ongoing commitment to supporting impactful national initiatives, QCC continued its sponsorship of the 'Shaqa'iq Al-Rijal' Award in its fifth edition for 2025. This prestigious award, launched by HRH Prince Dr. Faisal bin Mishal bin Saud bin Abdulaziz, Governor of Qassim Region, celebrates the achievements of Saudi women and supports their empowerment in line with Vision 2030. The company's contribution focused on supporting various award tracks, including Quran Memorization, Academic Excellence, Performance Efficiency, Innovation, and National Identity. This sponsorship holds significant weight as it recognizes excellence nationwide, reinforcing Qassim Cement's brand as a primary supporter of all social segments and strengthening its strategic relationship with the Qassim Region Governorate.

Charitable and Social Initiatives for Employees

- **Support for "Abnaa" Charity for Orphans:** QCC continued its humanitarian commitment by supporting the "Abnaa" The Charitable Society for the Care of Orphans in Buraidah. The company contributed to the construction and establishment of a Charitable Endowment (Waqf), designed to facilitate the delivery of the association's educational and developmental programs. This initiative aims to secure a promising future for orphans, empowering them to integrate effectively into society as productive and creative members.
- **Ramadan Umrah Campaigns for Employees:** In appreciation of its employees' dedication and to foster spiritual values in the workplace, the company launched the "Ramadan Umrah" initiative. This program enabled participating colleagues to perform Umrah, thereby enhancing corporate loyalty and strengthening the spirit of teamwork.

Housing and Family Development Initiatives

- **Supporting the "Ahliya" Housing Association:** Believing that decent housing is the cornerstone of family and social stability, QCC provided support to the "Ahliya Housing Association". This contribution aims to provide housing solutions for families in most need and support projects dedicated to securing suitable residential units for targeted groups, in line with the "Housing Program" of Saudi Vision 2030.



Sixth

Human Resources

Qassim Cement placed great emphasis on human capital as a main pillar for achieving sustainability and institutional excellence. Throughout 2025, the Company remained committed to strengthening the role of Human Resources as a strategic partner that supports performance and contributes to enabling long term operational objectives. HR initiatives were driven by the adoption of modern and sustainable human capital management practices focused on building a stable and qualified workforce, enhancing future readiness, and supporting the Company's aspirations and competitiveness in the work market.

1. Enhancing Stability and Employee Engagement

Throughout 2025, the Company continued its efforts to support workforce stability and reinforce a motivating work environment through:

- Developing internal communication channels and promoting a collaborative and cohesive work culture that enhances business continuity and strengthens employee engagement.
- Activating the On spot Recognition Program to reinforce a culture of appreciation, encourage outstanding performance and individual initiatives, and positively influence job satisfaction and excellence values.
- Investing in long term learning and development programs targeted at fresh graduates holding bachelors and diploma degrees in various technical fields, in partnership with specialized and experienced training entities.

2. Developing Capabilities and Supporting National Talent

The Company implemented a wide range of training and development programs aimed at enhancing employee competencies across all administrative and technical levels, strengthening leadership readiness, and supporting national talent to ensure knowledge continuity and expertise sustainability within the organization. Furthermore, employees were encouraged to participate in educational programs, conferences, and specialized exhibitions to expand their knowledge and stay aligned with advancements in the cement and construction materials industry.

3. Systems Development and Work Environment Enhancement

As part of its operational transformation efforts, the Company continued to enhance its internal work systems to improve process efficiency. Key accomplishments included:

- Developing technical systems and providing advanced work tools that enable employees to perform their tasks more efficiently.
- Integrating and automating employee services across all geographical locations through the SAP system, which significantly improved employee experience and enhanced the effectiveness of internal services.
- Improving the work environment, particularly in remote and distant locations, and ensuring the provision of necessary employee needs to maintain high performance levels and sustain achievements.

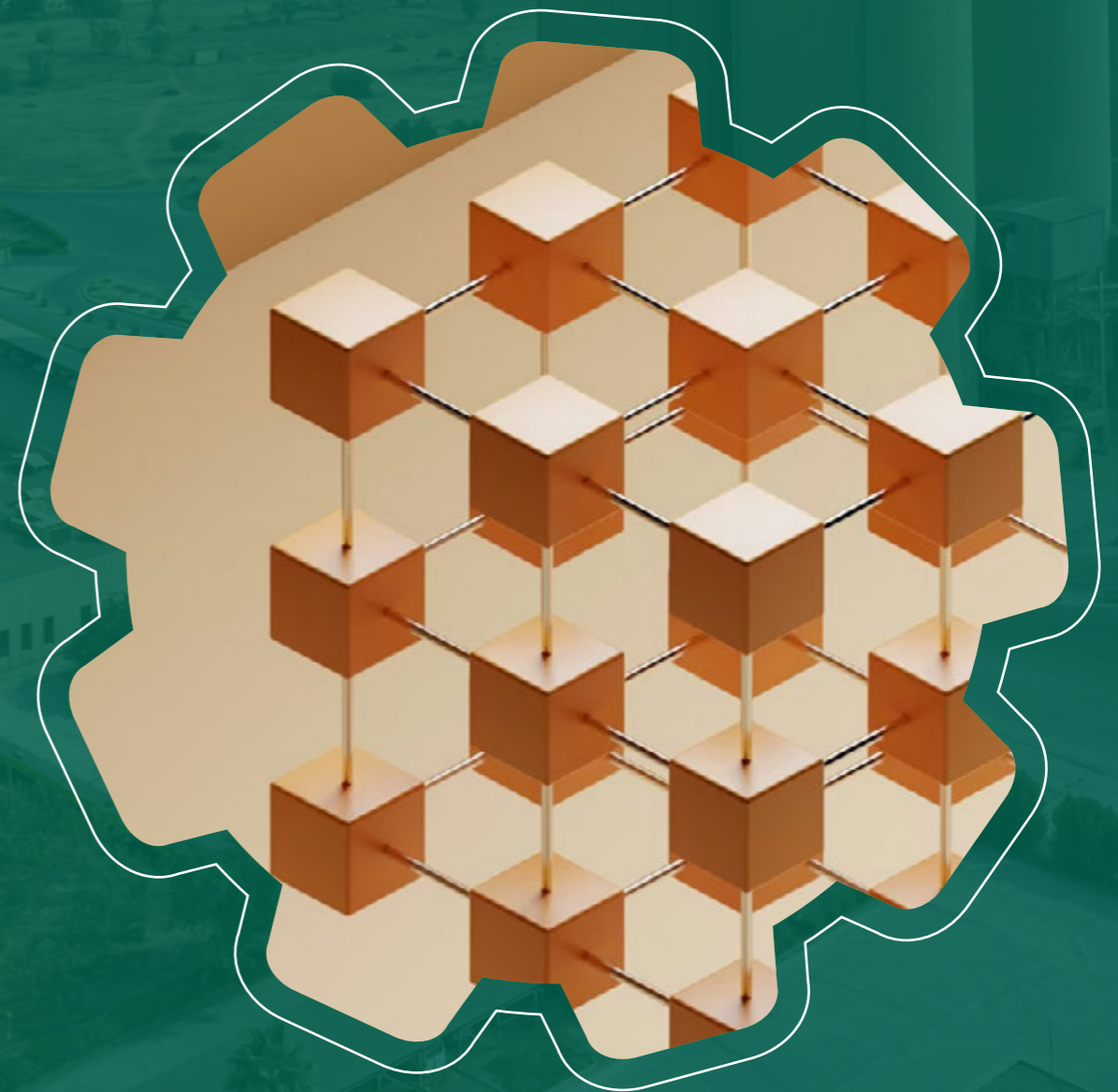
4. Nationalization and Supporting Saudi Vision 2030

The Company reaffirmed its full commitment to the nationalization programs issued by the Ministry of Human Resources and Social Development. It maintained advanced Saudization rates across various professions, reflecting its active role in supporting the objectives of Saudi Vision 2030 and contributing to the development of a sustainable national human capital.

Chapter Three



Governance



Qassim Cement Company adheres to the Corporate Governance Regulations issued by Capital Market Authority (CMA) in order to implement best governance practices that ensure the protection of rights for shareholders and stakeholders. QCC has adopted a corporate governance framework based on the CMA's Corporate Governance code. As an extension, the Board of Directors adopted all policies arising from the Corporate Governance code. The following is a table explaining the company's position on the application of the corporate governance code issued by the Capital Market Authority.

The Company applies all the provisions in the CMA's Corporate Governance Code, except for the guideline's provisions below:

Article Number /Paragraph	Provision	Reason
37/2	Training and preparation of the Board members and committee members	A Guiding Article
39/ (A, E, F)	Assess the performance of the Board, its members and committees	A Guiding Article
67	Composition of the Risk Management Committee	A Guiding Article
69	Meetings of the Risk Management Committee	A Guiding Article
82	Employee Incentives	A Guiding Article
84	Social Responsibility	A Guiding Article
85/ (1-4)	Social Initiatives	A Guiding Article
92	Formation of a Corporate Governance Committee	A Guiding Article



The risk management process is considered one of the most important lines of defense and an integral part of the internal control system and the company's strategy to achieve long-and short-term goals while ensuring the company's ability to implement its strategies and achieve its goals effectively. Therefore, QCC is committed to the systematic and organized process of assessing the risks of operations and activities in a transparent manner, and within the Company's governance framework, the Board of Directors oversees the risk management process through the Audit Committee.

The risk is hedged through close cooperation between the company's departments, assessing the likelihood of its occurrence and assessing the implications of it, classifying risks that affect the company's objectives, and identifying necessary measures to manage those risks. This may involve the use of insurance, implementing safety and protection measures, diversifying supply sources, improving resource utilization efficiency, enhancing cost management, implementing customer evaluation mechanisms, establishing appropriate credit limits, expanding the customer base to mitigate the impact of price competition, and implementing an effective internal control system to mitigate the risks as much as possible to avoid any damage that may occur. The company monitors risks and updates its register annually based on the prevailing risks. Some of the key risks that the company faces and may have a negative impact on achieving its future plans include:

- ✓ Change or uncertainty in Geo-political circumstances, Trade Policies impacting the supply chain of regionally /globally procured material. This may potentially lead to disruption in supply chain, and availability of material.
- ✓ Increase in the royalty for extraction of limestone and clay due to change in KSA regulations. This may potentially lead to reduced profit margin of QCC due to high raw material cost.
- ✓ Reduction of government subsidy in the fuel price and power tariff due to change in government policies. This may potentially lead to reduced profit margin of QCC due to high operational costs.
- ✓ Heavy dependence on single source procurement rather than identifying alternative vendors. This may potentially lead to irrational purchases and disruption in supply chain due to failure of a single vendor.

- ✓ Risk of emergence of new market players / competitors due to industry attractiveness and growth opportunity. This may potentially lead to:
 1. QCC unable to sustain its position of market leader in the central region
 2. Contraction of QCC market share
- ✓ Risk of price war among existing players in industry. This may potentially lead to erosion of market share or profit margin of QCC.
- ✓ Risk of absence of documented strategy to optimize the outbound logistics cost (i.e. from dispatch area to customer/ distributor's location). This may potentially result in decline in profits to the company because of un-optimized logistics cost
- ✓ Risk of absence of entity level credit risk appetite that cascades into customer/ distributor level credit limits. This may potentially lead to bad debts significant at company level. Third-party risks arising from the organization's reliance on outsourcing and strategic sourcing arrangements, IT vendor contracts, and other partnerships/Joint Ventures. This may potentially lead to operational disruptions.

The risks that are mentioned in the external auditor's disclosures are only to clarify the company's position on those risks, and they are as follows: -

Financial Risk Management:

The Company has exposure to the following risks from its use of financial instruments:

1. Credit Risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty fails to meet its contractual obligations and arises principally from the Company's trade receivables and cash and cash equivalents. The carrying amount of financial assets represents the maximum credit exposure.

2. Liquidity Risk

Liquidity risk refers to the difficulties that an entity may encounter in providing funds to meet obligations arising from financial instruments. Liquidity risk can arise from the inability to sell a financial asset quickly and at an amount close to its fair value. Liquidity risk is managed through continuous monitoring of liquidity and ensuring the availability of adequate financial resources. Concentration of liquidity risk may arise in terms of settlement of financial liabilities, sources of financing or reliance on a specific market for obtaining liquid assets. Below are the contractual maturities of financial liabilities at the end of the year, which have been presented based on gross undiscounted amounts.

3. Market Risk

Market risk is the risk of possible impact of changes in market prices, such as foreign exchange rates and commission rates.

The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

Third

The Results of the Annual Review of the Effectiveness of the Internal Control Procedures, in addition to the Opinion of the Audit Committee on the Adequacy of the Internal Control system

The Audit Committee continuously develops and supports internal control and monitoring systems, where the internal audit section conducts tasks based on annual risk-based audit plan, which is approved and monitored by the Audit Committee. The audit processes aim to evaluate the internal control systems. The audit processes carried out by our internal audit section did not present any fundamental weakness in the company's internal control system.

Accordingly, the Audit Committee has a reasonable basis to report that the Company's internal control system is effective and adequate.



Chapter Four



Dividend and Board Recommendations



First

Dividend Policy

1. The company distributes profits to the shareholders who are registered in the shareholders' register maintained by Securities Depository Center Co., (Edaa) at the end of second business day following the eligibility date, which is determined and announced in compliance with the settlement mechanism (T+2).
2. The distribution of profits depends on several factors, including the company's profits, its financial position, the market situation, the general economic climate, and other factors, including an analysis of investment opportunities, the company's needs for reinvestment, monetary and capital requirements, in addition to other legal and regulatory considerations, including any restrictions on distribution according to any financing loans the company intends to enter into or it has entered, the company may also take into consideration the rules for dividends that are generally applied in the Saudi companies, companies operating in the Gulf countries, and international companies operating in the cement field.
3. Based on the Board of Directors recommendation, the shareholders' general assembly decides to distribute profits to the shareholders, and it is announced in Tadawul and the local newspapers.
4. The company's management execute the dividends approved by the general assembly to the shareholders according to the appropriate method, within a maximum of 15 business days from the eligibility date.

Second

Dividend procedures

1. The company implements a series of measures to ensure that dividends are paid to shareholders smoothly and easily. These include:
 - The company announces the dividend amount, the bank responsible for distribution, the record date, and the payment date through Tadawul (Saudi stock exchange).
 - Shareholders are encouraged to update their information by completing a shareholder data form.
 - Regular reminders are sent to shareholders with unpaid dividends through Tadawul and the company's website.

2. Dividends are paid to shareholders through banks by depositing them into their investment portfolios on dates determined by the board of directors.
3. The company's annual net profit, after deducting all general expenses and other costs, is distributed as follows:
 - The general assembly may decide to form reserves to secure the company's interests or to ensure the distribution of stable dividends to shareholders.
 - The general assembly determines the percentage of net profit to be distributed to shareholders after deducting reserves, if any.
 - The company may distribute interim dividends semi-annually or quarterly based on a decision by the board of directors, subject to annual authorization by the general assembly, in accordance with the regulatory procedures issued by the Capital Market Authority.
 - The general assembly may use retained earnings and distributable reserves to reduce the share capital, provided that this does not violate the principle of fairness among shareholders in accordance with the regulations.

Third

Interim dividends distributed during the year 2025

The company distributed 2.75 SAR per share for the year 2024, amounting to a total of 302,879,639 SAR representing 27.5% of the capital. Additionally, the company distributed 2.40 SAR per share for the first, second, and third quarters of 2025 amounting total of 263,425,554 SAR which is equivalent to 24% of the capital.



Fourth

Proposed dividends for the year 2025

In accordance with Articles 47 and 48 of the company's bylaws, and based on the authorization granted by the ordinary general assembly to the board, the board of directors has approved the distribution of dividends as follows:

Description	Amount in SAR
Retained earnings opening balance	424,945,654
Less: Quarterly distributions to shareholders at a rate of 8% of capital (for the fourth quarter of 2024)	(87,808,518)
Balance	337,137,136
Net income after zakat	259,932,859
Less: Quarterly distributions to shareholders at a rate of 24% of capital (for the first, second, and third quarters of 2025)	(263,425,554)
Balance carried forward to the next year	333,644,441
Deduct quarterly distributions to shareholders at a rate of 8% of capital for the fourth quarter of 2025, approved by the board of directors on 16/02/2026	(87,808,518)
Balance	245,835,923

Fifth

Board of Directors Recommendations for the Fifty-fourth Ordinary General Assembly

In accordance with Articles 46 and 47 of the company's bylaws, and after reviewing the company's achievements during the year ended on 31/12/2025, as well as the financial statements, the board of directors proposes the following:

1. Review and discussion of the board of directors' report for the fiscal year ended on 31-12-2025.
2. Voting on the report of the company's auditor for the fiscal year ended on 31-12-2025.
3. Review and discussion of the financial statements for the fiscal year ended on 31-12-2025.
4. Voting on the appointment of the company's auditor from among the candidates recommended by the audit committee, to examine, review, and audit the financial statements for the second, third, and fourth quarters of the fiscal year 2026 and the first quarter of the fiscal year 2027, and to determine their fees.
5. Voting to discharge the members of the board of directors from liability for the year ended on 31-12-2025.
6. Voting to pay an amount of (5,836,000 SAR) as a remuneration to the members of the board of directors and its committees for the fiscal year ended on 31-12-2025.
7. Voting to delegate the board of directors to distribute quarterly interim dividends for the fiscal year 2026.
8. Voting to delegate the board of directors with the authority of the ordinary general assembly to grant the license stipulated in paragraph (1) of Article Twenty-Seven of the Companies Law, for a period of one year from the date of approval of the General Assembly, in accordance with the conditions stipulated in the regulatory controls and procedures issued in implementation of the Companies Law for listed joint-stock companies.

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