

Annual Report 2025





«With continued excellence and leadership, Yamama Cement Company is solidifying its position as a leader in the cement industry in the Kingdom of Saudi Arabia year after year, in line with its strategic vision to increase its market share and sustain its growth. This is driven by its superior ability and efficiency in meeting the steadily growing public demand for cement, given the significant progress in various major development projects, especially housing projects with the increase in new housing finance for individuals in the Kingdom. This is in addition to the giant Saudi Vision projects such as NEOM, the Red Sea Project, Qiddiya, and Diriyah, as well as the major global events and projects that the Kingdom will host in the coming period, such as Expo 2030 and the facilities for the 2034 World Cup.»



Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al-Saud

may Allah protect him

His Royal Highness Prince
Mohammed bin Salman Al Saud

Crown Prince and Prime Minister
may Allah protect him





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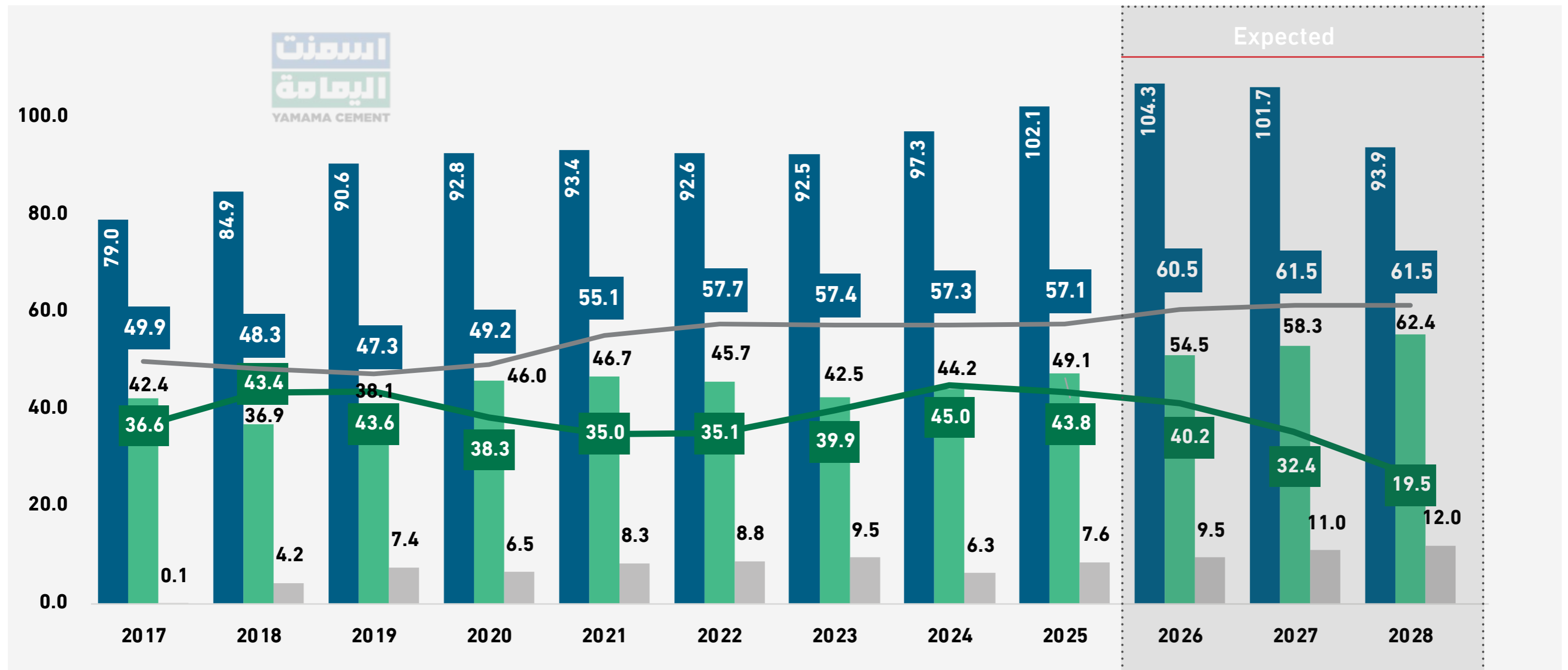
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01

General introduction



Supply and demand for cement in the Kingdom's market During the period 2017- 2028G (clinker equivalent)



- Demand is expected to increase by **11%** in 2025G
- Expected growth for 2026G is **11%**, and for 2027–2028G, it is estimated at **7%** annually.
- The conversion factor (demand) from cement to clinker is equivalent to **(-10%)** as a sector average.

■ Total Supply ■ Demand ■ Exports — Actual Production — Inventory

Company at Glance

Yamama Cement, a joint stock company, with a capital of SAR 2,025,000,000, is a leading player in the Saudi Arabian cement industry. Its long history as a cornerstone of the sector is rooted in its long-standing commitment to excellence. Since its founding in Riyadh in 1956G by His Royal Highness Prince Mohammed bin Saud Al Kabeer and a group of partners, the company has consistently focused on enhancing product quality through technological advancements and production line upgrades, achieving strong financial results driven by increased sales. This commitment is further demonstrated by its ability to effectively navigate emerging challenges and intense competition in the local and regional markets, thanks to its exceptional capacity to adapt to fluctuations in supply and demand. Yamama Cement is the first cement company in the Central Region and the third in the Kingdom.

The company is active in the manufacturing, production, and trading of cement, its derivatives, and related materials, both within and outside Saudi Arabia. It also manages and operates cement plants of all types. Yamama Cement company is committed to applying the highest standards of quality, control, and continuous improvement across all stages of its integrated operations, including drilling, rock crushing, loading, transportation, and storage, in accordance with required technical procedures and specifications. Its factory was built according to the latest international engineering, operational, and environmental standards and designs. It has a production capacity of 20,000 tons per day of high-quality cement and its derivatives, across several integrated production lines:



Ordinary Resistant Portland Cement



Salt-Resistant Portland Cement



Finishing Portland Cement



Yamama Cement is distinguished by an advanced business environment in accordance with the highest international standards, through which it attracts a select group of distinguished technical and engineering competencies and expertise. The Company is keen to support and empower them through sustainable training and development courses and programs, enhance their capabilities to handle heavy equipment and advanced production lines, and monitor them under comprehensive supervisory procedures in line with the applicable industrial specifications and standards in the Kingdom of Saudi Arabia.



2,025 million riyals

The value of the company's capital



1956

Year of establishment



20,000 ton

Daily production capacity



Vision

To be the leading company in the cement industry, committed to environmentally friendly practices.



Mission

To deliver sustainable high-quality products, by leveraging our growing capabilities.



Values



Innovation and Excellence

We cultivate a healthy work environment that enhances creativity, fosters new ideas, encourages innovation, and reduces costs.



Collaboration

We share hope and work together as a team, a family, and a community.



Transparency and Integrity

We uphold honesty, integrity, and transparency in all our interactions, fostering positive communication.



Value

Our products and contributions are of high-quality.

Geographical Presence

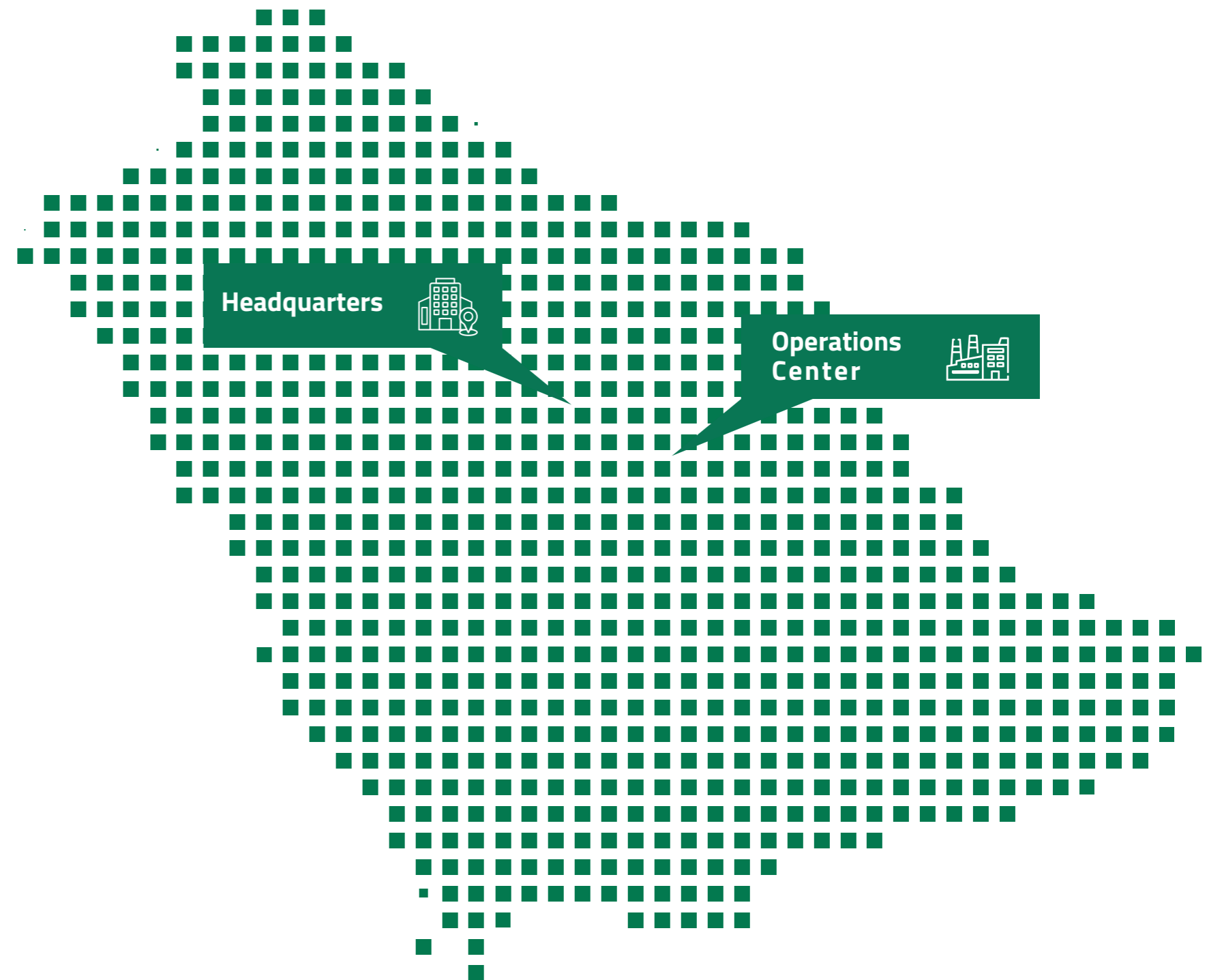
In line with its leadership in the local and regional high-quality cement manufacturing and trading sector, Yamama Cement continues to strengthen its strategic presence through a carefully planned geographical expansion strategy focused on meeting the growing demand across the Kingdom of Saudi Arabia.

01 - Headquarters

Headquarters in Riyadh (Al Falah District)

02 - Operations Center

All of the company's production operations is in southern Riyadh to the «Al-Halal Al-Shamaliyah» area in Al-Kharj Governorate (Riyadh Region).



Milestones in the journey of success



1956G

Yamama Cement Company was established by Prince Mohammed bin Saud Al-Kabeer, along with: His Highness Prince Musaed bin Saud and his brothers, His Highness Prince Abdullah bin Mohammed bin Saud and his brothers, His Highness Prince Mohammed bin Abdullah bin Abdulaziz bin Turki, Sheikhs Abdulaziz and Mohammed Al-Abdullah Al Jumaih, Sheikhs Ibrahim Al Rashid Al Humaid and his brothers, Sheikh Mohammed Al-Abdullah Al Arifi, and the National Commercial Bank and Riyadh Bank.

1965G

- Opening of the first production line with a production capacity of 300 tons of clinker per day, under the patronage of King Faisal bin Abdulaziz, may God have mercy on him. On that day, the birth of the first heavy industry in Riyadh was announced.
- Offering shares of Yamama Cement Company for trading was one of the first ten companies to enter the Saudi Stock Exchange.

1971G

Operation of the second line with a production capacity of 800 tons of clinker per day.

1977G

Operation of the third and fourth lines with a production capacity of 1,500 tons per day for each.

1988G

Operation of the sixth line with a production capacity of 3,000 tons of clinker per day.

1981G

Operation of the fifth line with a production capacity of 1,500 tons of clinker per day.

2010G

- Obtaining the certificate of conformity to the international specifications of the Occupational Safety and Health Association OSHA 18001, as the first Saudi cement company to obtain this certificate.
- Obtaining the ISO 14001 certificate for the Environmental Management System, as the first Saudi cement company to obtain this certificate.
- Starting the (Yamama ERP System) project.

2007G

Operation of the seventh line with a production capacity of 10,000 tons of clinker per day. It is considered the first line of its kind in the Kingdom in terms of production quantity.

2015G

Signing an agreement to establish the new Yamama Cement Factory with the German company ThyssenKrupp Industrial Solutions, with two production lines and a production capacity of 20,000 tons of clinker per day, utilizing the latest modern technologies in the world in the cement industry at an estimated total cost of 4.7 billion Saudi riyals.

2001G

Receiving the ISO 9001 quality certificate, as the first cement company to obtain it in Saudi Arabia.

2016G

Inauguration of the company's new administrative building.

2022G

Operation of the new plant with two production lines and a total production capacity of 20,000 tons of clinker per day.

2024G

- Inauguration of the new Yamama Cement Factory, under the patronage of the Emir of Riyadh Region, Prince Faisal bin Bandar bin Abdulaziz, in the presence of His Excellency the Minister of Industry and Mineral Resources Bandar bin Ibrahim Al-Khorayef.
- Signing a non-binding memorandum of understanding with Obeikan Investment Group and Sultan Holding Company, for the purpose of establishing a holding company to invest in the field of metals industry in the Kingdom of Saudi Arabia, including the production of metals (lithium, graphite, silica, etc.).

2025G

Completion of over 97% of the third line.



His Royal Highness Prince

**Nayef bin Sultan bin Mohammed
bin Saud Al Kabeer Al Saud**

Chairman of the Board

Chairman's Statement

**Dear Shareholders and Partners,
Peace, mercy, and blessings of Allah be upon you.**

It gives me immense pleasure at the outset of my presentation of our annual report for 2025G, on my own behalf and on behalf of my fellow members of the Board of Directors, to express our deepest gratitude and appreciation to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, may Allah protect him, and to his Crown Prince, His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Prime Minister, may Allah protect him, in continued support of the industry and industrial sector.

As the Kingdom's comprehensive development momentum continues to advance across economic and social fronts, Yamama Cement has successfully reinforced its leadership position, demonstrating strong capabilities and efficiency in playing a pivotal role in meeting the growing demand on a wide scale. This comes in line with the government's prudent efforts to achieve the objectives of Saudi Vision 2030, including mega-projects in addition to major infrastructure developments and facilities dedicated to hosting global events such as Expo 2030 and the 2034 FIFA World Cup, as well as promising housing and urban development initiatives.

Driven by its firm belief in the importance of sustainability in preserving resources for future generations, Yamama Cement has continued to advance an integrated strategy to enhance its production operations through the adoption of the latest technologies, while maintaining full compliance with international environmental standards. The Company has also sustained its diligent efforts to develop innovative solutions that respond to evolving market needs, while progressing with the implementation of a comprehensive digital transformation and business automation plan aimed at improving operational efficiency and delivering added value to all stakeholders. Furthermore, the Company has leveraged artificial intelligence technologies and activated automation systems across production, maintenance, and administrative functions, paving the way toward a smarter and more sustainable future.

In conclusion, I would like to extend my sincere appreciation to our shareholders and partners for their valued trust and continued support. I would also like to express my gratitude to all employees for their dedicated efforts in strengthening the Company's growth journey, demonstrating loyalty, commitment, and professionalism in achieving the Company's strategic objectives with the highest levels of efficiency.



**Mr/ Jihad bin Abdulaziz
Al-Rashid**
CEO

CEO's Statement

Dear shareholders and partners,
Peace, mercy and blessings of Allah be upon you.

Another year has passed, filled with more achievements that Yamama Cement Company adds to its journey full of excellence and sustainable leadership, reflected in a wide range of facts and figures, which we are pleased to share with you through our annual report for the year 2025G.

Alongside the continuation of its journey toward greater institutional maturity, achieved through the renewal of the Company's corporate identity, the development of its logo with an innovative artistic approach, and the restructuring of the Company under a comprehensive and professional governance framework aligned with its overall development strategy, Yamama Cement continued to implement its integrated strategy to ensure sustainable improvement across all its administrative and operational facilities. The company's digital transformation journey has made significant progress through the adoption of the latest global technologies and smart systems that guarantee speed and accuracy in operational decision-making, enhancing efficiency and productivity. This also strengthens our ability to support our partners with integrated solutions that keep pace with market developments and requirements. We always strive to deliver the best through our distinguished team, established expertise, and innovations, which reinforce our ability to maintain leadership.

This resulted in an increase in Yamama Cement's market share during the year 2025G by 26% compared to 2024G. The company's total annual revenue increased to 1,423 million riyals, achieving a growth of 21% compared to 2024G. Annual net profit hit 483 million riyals, an increase of 15% compared to 2024G. Annual operating profit was 419 million riyals, a decrease of -7% compared to 2024G.

In our ongoing pursuit of integrating the concept of sustainability into all of the company's diverse administrative, operational, and production activities, we continue to develop a strategy to enhance Yamama Cement's leadership in operational excellence in the local cement industry market, in a way that raises its institutional maturity towards sound governance of its environmental, social, and corporate (ESG) practices, through the implementation of a set of controls and procedures, and monitoring and following up on their application according to integrated performance indicators at all business segments and diverse tracks in the company. Hence, the company reinforces its diligent efforts through which it seeks to reduce the carbon footprint and adopt environmentally friendly practices in all stages of production, stemmed from our deep belief in our responsibility toward our community and environment. Finally, I would like to express my sincere gratitude to our wise government, led by the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and his Crown Prince, His Royal Highness Prince Mohammed bin Salman Al Saud, Prime Minister, may the Almighty protect them. My thanks also go to all our shareholders and partners for their invaluable trust, and to all members of the Board of Directors, the Executive Management, and all company employees for their dedicated efforts and perseverance in achieving the company's strategic objectives with distinction. May Allah bless you all.

Renewed Identity for Growing Leadership

In line with strategic developmental directions, the new brand identity was launched in September 2025. This launch represents a pivotal milestone in the company's journey, reflecting its future vision built on innovation, sustainability, and quality enhancement.



Brand launch in September

2025

The launch of the brand identity reaffirms the company's commitment to modernizing its image in alignment with rapid shifts in the business environment. This transformation maintains the core pillars that have solidified its market position, primarily its historical depth, quality, reliability, and the cultivation of long-term stakeholder relationships.

The new brand is built upon key concepts, most notably innovation and continuous development through the adoption of modern solutions and advanced operational approaches. It further emphasizes a human-centric focus, recognizing employees, customers, and the community as the core drivers of success.

Additionally, the identity reflects the company's commitment to environmental sustainability and social responsibility, aiming to achieve a long-term positive impact and support a more efficient and sustainable future.

The new identity embodies professional excellence and performance distinction, unifying corporate messaging and elevating the company's image. This alignment with its overarching strategy and future ambitions strengthens its competitive edge and capacity for sustainable growth.



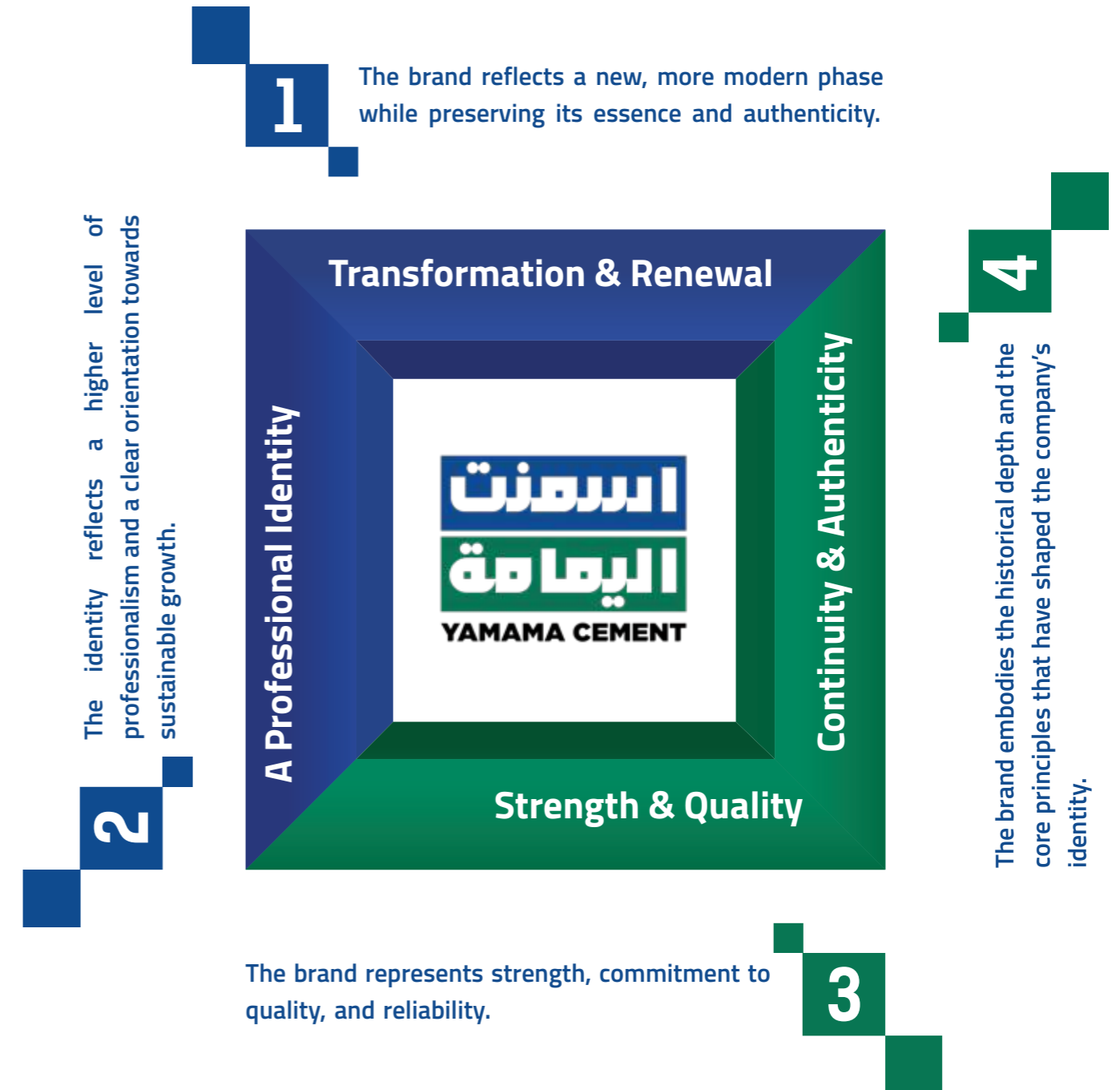
Innovation and Continuous Development through the adoption of modern solutions and an advanced operational approach.



Sustainability and social responsibility to achieve a long-term positive impact.



Professionalism and Corporate Image Integration to Support Competitiveness and Sustainable Growth.





Selected Achievements for the Year 2025G

This section highlights selected achievements of the Company during 2025, demonstrating its ongoing efforts to develop human capabilities, strengthen community partnerships, and embed robust governance and compliance practices.

It illustrates how the Company translates its strategic priorities into practical initiatives that enhance performance, improve efficiency, and generate sustainable economic and social impact, in alignment with its long-term objectives.

Data Governance and Compliance Enablement



Through enhanced excellence, Yamama Cement achieved a qualitative leap in the field of information security by transforming challenges into opportunities for distinction and innovation, thereby establishing a cyber-secure work environment through the following initiatives:

- Successfully approving and implementing a new set of cybersecurity and data protection policies and procedures, including policies aligned with the requirements of the Personal Data Protection Law (PDPL).
- Launching advanced workshops to implement the Data Loss Prevention (DLP) system project, aimed at strengthening the protection of sensitive data and preventing any unauthorized use or transfer, in line with Yamama Cement's ongoing commitment to enhancing cybersecurity maturity and developing controls in accordance with best practices and national standards.

Enriching the Journey of Ambassadors of Giving



Believing that its human capital is the cornerstone of its growth and leadership, Yamama Cement takes pride in achieving a series of development and empowerment initiatives that had a positive and tangible impact on the Company's progress during 2025, most notably:

75%



Achieving a Saudization rate of 75%, the highest in the sector.

89%



Supporting employees through a wide range of specialized technical and industrial workshops, professional training programs, and leadership development initiatives, benefiting more than 89% of the Company's total workforce.

Al Yamamah Cement obtains a certificate of Mowaamah



Reflecting its strong commitment to fostering work environments that adopt best social practices, Yamama Cement reinforced an inclusive corporate culture based on equal opportunity values and obtained the Mowaamah Certification, demonstrating its commitment to developing an organizationally and technically inclusive workplace that supports and integrates employees with disabilities effectively.

ISO 22000:2018

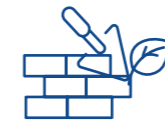


In line with its commitment to the highest standards of quality and safety, Yamama Cement obtained the international ISO 22000:2018 certification, relating to the efficient receipt, storage, preparation, and serving of meals in accordance with a comprehensive professional methodology.

Advanced Capabilities with a Leading Competitive Presence



As an extension of its comprehensive growth across all business sectors, Yamama Cement successfully transformed emerging marketing and sales challenges in the highly competitive local and regional cement industry—characterized by increasing demand for high-quality products at fluctuating competitive prices—into a remarkable advancement. This was reflected in elevating the efficiency of its marketing and sales systems to unprecedented levels, through the following key pillars:



Production and sale of green cement.



Achieving the highest sales volume in the Company's history.



Continued strengthening of the Company's competitive position by attaining the highest market share in the sector during 2025.

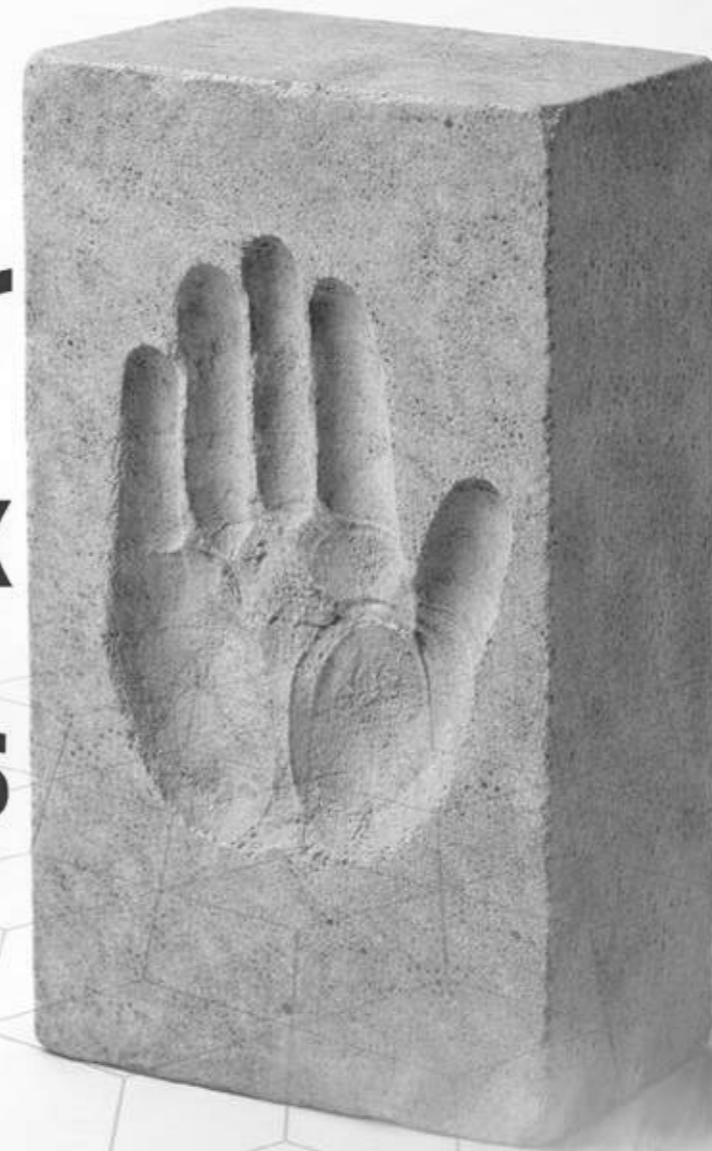


Development of the Company's brand, in line with its growing leadership position in the market.

02

Strategic Report

O u r
M a r k
B u i l d s



Our Strength Continues

Company Strategy and its Pillars of Implementation

Yamama Cement Company applies an integrated development strategy that covers all of the company's administrative, operational and production tracks, through which it works to invest its long experience in understanding the changing market requirements, and its leading operational and production efficiency, to ensure the provision of products according to the highest global standards of quality and efficiency, enabling it to meet the needs of its customers in their various segments in the market.



Key pillars for implementing the company's strategy



Environment

- Environmentally friendly factory
- Use of renewable energy sources



Human Capital

- Engagement and training of our employees and the community in which we operate



Marketing

- Increasing market share
- Enhancing customer service



Information Technology

- Digital transformation
- Technological improvements



Sustainability

- Maximizing return on investment
- Improving spending efficiency

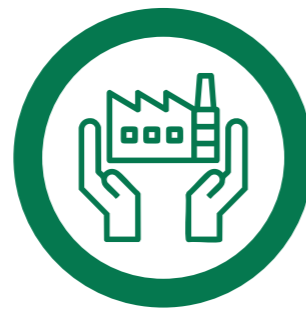


Operations

- Cost reduction
- Improving asset efficiency

Established Track Record and Firmly Established Position

Yamama Cement is one of the oldest and largest companies in the sector in the Kingdom of Saudi Arabia.



Distinguished Expertise and Competencies

Yamama Cement Company boasts a select group of experienced administrative, professional, and investment leaders, while attracting distinguished technical talent and expertise across the company's diverse business lines.



Commitment to Quality and Development

The company focuses on delivering high-quality products using the latest technologies to ensure excellence and sustainable competitiveness.



Distinguished Operating Environment

Based on its strategy to develop and enhance the efficiency of its operational and production assets, the company continuously upgrades its production lines to increase operational efficiency and sustainability.



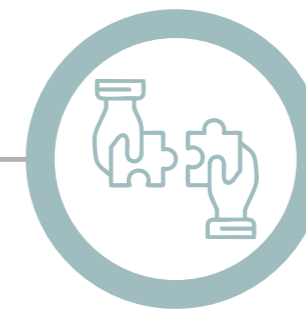
Strong Financial Performance

The company is experiencing steady financial growth thanks to increased sales volume and rising revenues, reflecting its ability to capitalize on growing demand.



Strategic Support for Vision 2030

Yamama Cement Company participates as a Diamond Sponsor in major forums such as the Future Projects Forum, demonstrating its commitment to supporting urban development projects and national development.



03

Investor Relations



Shareholders

The company endeavors to achieve shareholder's aspirations, develop their equity, and facilitate their access to information. It pays great attention to enhancing the quality of disclosure of financial results, important developments, and fundamental changes, focusing on the timing factor and the method of communicating them to shareholders, committed to its disclosure and transparency policy, which is in line with the instructions of the Saudi Capital Market Authority. The Investor Relations also publishes financial information and reports related to investors on the company's website, in addition to publishing the company's quarterly and annual financial statements, and the General Assembly meetings.



■ Dividend Policy

The General Assembly may, based on a proposal of the Board of Directors, distribute interim dividends to shareholders on a quarterly, semi-annual or annual basis. It may authorize the Board of Directors to do so in accordance with the regulations issued by the Capital Market Authority. The General Assembly may set aside any amount of the company's funds available for cash distributions as reserves or to achieve social purposes for the company's employees, or for other purposes related to the company as the Board of Directors deems to be in the best interest of the company.

■ Company Applications for Shareholder Register during 2025G.

Application Date	Reason for Application
January 05	Periodic Reports
February 17	Periodic Reports
March 26	Periodic Reports
April 14	General Assembly
April 29	Periodic Reports
October 07	Periodic Reports
November 02	Periodic Reports
December 03	Periodic Reports

■ Distribution of Dividends to shareholders

Cash dividends were distributed to the company's shareholders for the year 2024G, as follows:

Total Distributed Amount	202,500,000
Number of Shares Eligible for Dividends	202,500,000
Distribution per Share	One riyal
Ratio of Distribution to Nominal Share Value	10%
Date of Entitlement	14/04/2025G
Date of Distribution	04/05/2025G

Responsible Engagement of Stakeholders



Yamama Cement Company is committed to an integrated strategy of building strong and sustainable relationships with all stakeholders across their various segments and engaging them in all of the company's diverse corporate activities, through transparent and clear corporate governance practices in accordance with the guidelines and regulations of the Capital Market Authority, thus ensuring the achievement of sustainable economic and social growth, in line with the objectives of Saudi Vision 2030. This is as follows:

Key Stakeholders & How to Engage them

Employees

- Commitment to providing a fair, equal, and non-discriminatory work environment.
- Implementing ongoing employee development and performance management plans.
- Implementing fair compensation and remuneration structures.
- Implementing a whistleblowing policy to protect employee rights.



Shareholders

- Distributing dividends and applying of good governance principles.
- Dealing with them with complete transparency and fairness.



Local Community

- Aligning company and community goals.
- Contributing to sustainable development through corporate social responsibility programs.
- Adopting international standards and best practices.



Customers and Suppliers

- Building strong and sustainable relationships based on trust and fairness.
- Ensuring product quality and providing the best service.



Mechanisms and Tools

- Implementing a stakeholder relationship policy to define the general framework for interaction and ensure the rights of all without discrimination.
- Corporate Social Responsibility (CSR) initiatives and practices as a fundamental part of the company's strategy to foster a positive and sustainable impact.
- Issuing CSR reports to disclose objectives and initiatives on a regular basis.

Responsible Social practices



Yamama Cement is committed to implementing an integrated strategy for its social practices, in pursuit of its strategic objectives aligned with the Kingdom's Vision 2030, which are as follows:

01 Focusing on the sustainable development of employees and the community.



02 Building strong relationships with the local community.



03 Contributing to community development through sponsorship and support of diverse social events.



04 Implementing the highest standards of occupational health and safety and environmental protection.



05 Ensuring transparency and disclosure in its periodic reports to guarantee a continuous positive impact.



06 Emphasizing its role as a partner in comprehensive community development.



07 Giving top priority to the environment, employee safety, and community well-being as part of its sustainable growth strategy.



04

Operational Excellence



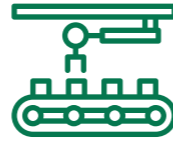


Leading Operational Excellence

To solidify its leading position in the cement and cement derivatives manufacturing and trading sector on a local and regional levels, Yamama Cement Company is committed to achieving and sustainably developing the highest levels of operational excellence. This is accomplished through the widespread adoption of advanced technologies (such as digitalization, automation, and artificial intelligence), adherence to environmental standards, development of innovative solutions, dedication to high production efficiency, performance improvement, waste reduction, and sustainability. The company focuses on the continuous development of its employees and teams across all disciplines, ensuring the improvement of all operational and production processes and activities to meet evolving customer needs with the required speed and efficiency.

Pillars of the company's operational excellence

First High production and technological capabilities



01

Modern plants

The company operates one of the largest and most modern factories in the Middle East, ensuring the highest levels of efficiency and quality

02

Production capacity efficiency

The company implements integrated plans, with the aim of increasing daily production while operating new production lines, to reduce consumption and waste and increase efficiency.

03

Automation and digitalization

The Company invests in the latest AI and digital transformation applications and solutions in production and maintenance to achieve higher accuracy and greater efficiency.

Second Quality and Innovation



01

Global standards

The company applies the highest standards to ensure product quality and continuity.

02

Innovative solutions

The company continues to develop new products to meet constantly changing market demands.

Third Sustainability and environmental responsibility



01

Environmentally friendly technologies

The company is committed to implementing integrated and responsible practices in accordance with the highest internationally recognized standards, with the aim of reducing emissions, using modern filters, and improving energy efficiency.

02

Advanced waste management

The company implements innovative solutions for waste management and recycling with high efficiency.

03

Comprehensive Occupational Health and Safety (HSE)

Adherence to the highest standards for a safe working environment.

Fourth Governance and Continuous Improvement



01

Comprehensive governance

The company applies best corporate practices under a responsible and comprehensive governance framework. It strives to win awards for its compliance with the highest governance standards.

02

Continuous improvement

The company continuously reviews performance across all business and production segments to ensure the highest levels of quality and efficiency, with a focus on meeting the ever-growing expectations of its customers.



An Ambitious Vision for the Future

In its relentless pursuit of consolidating its leading position in the local and regional market, Yamama Cement Company aims to achieve the following future objectives:

Continuous improvement of operational processes, Based on the achievements and experiences gained by the company during 2025G.



2

Development of performance indicators to facilitate daily monitoring and making sound operational decisions.

Introduction and marketing of new cement and non-cement products.



3

Enhancement of the efficiency and smoothness of daily operations, ensuring the continuation and sustainability of operational excellence.



4

05

Overall Operational Performance



Year after year, Yamama Cement demonstrates its growing leadership in the cement and cement derivatives manufacturing and trading sector, maintaining its superior quality both locally and regionally, despite emerging challenges and intense competition in these markets. Based on its deep understanding of evolving customer needs and its investment in the state-of-the-art global technologies, digital applications, and artificial intelligence (AI) solutions, the company aims for continuous improvement in the efficiency and quality of its operational processes and production lines. This ensures its ability to quickly meet its customer's sustainable demands for a diverse range of products, adhering to the highest international quality standards in the field.

Growing Operational Performance

During 2025G, the company continued to achieve outstanding operational results, setting new records in operational efficiency and production. The year witnessed a significant improvement in performance indicators compared to previous years, which can be summarized as follows:



■ Production Volume



The average annual production rate per furnace reached 11,200 tons per day. The company was able to exceed 7 million tons by the end of the year through its two existing production lines.

■ Ability to Meet Demand & Cement Sales



The Company has maintained its ability to meet market demand for cement products, with sales exceeding 8.4 million tons this year, the highest sales figure achieved since the company's establishment.

Advanced Business Environment

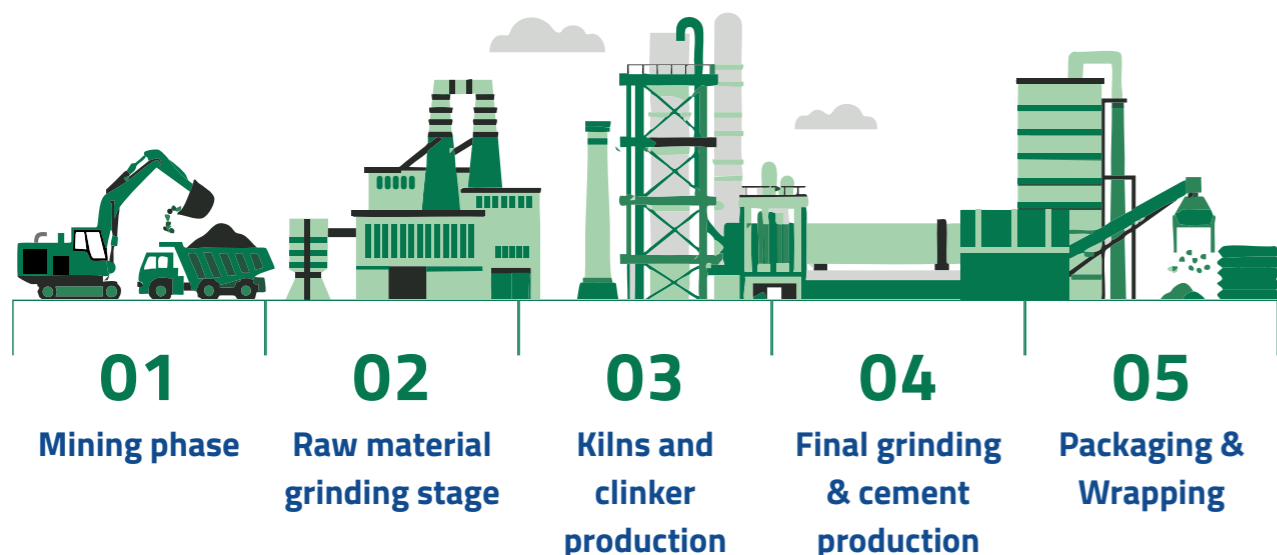
Yamama Cement relies on developing an integrated operating system, encompassing advanced industrial infrastructure built according to the latest global technical standards, and managing highly reliable and efficient production processes. This is achieved through an integrated operational framework and facilities that ensure the smooth and sustainable flow of production processes, supporting the company's ability to achieve record performance levels and maintain its leading position in the cement market. This advanced operating environment includes the following:

■ Excellence in terms of performance and Production

Yamama Cement plant is the heart of all its operational and production processes, designed according to the highest international technical and engineering standards. The plant complex houses state-of-the-art facilities specializing in cement manufacturing. It consists of 3 main production lines, including raw material crushers and mills, and clinker production kilns. These lines are characterized by high reliability in automation and control systems, contributing to high levels of efficiency and minimizing losses, waste, and deviations in the process sequence.

■ Production Lines and Stages

The company currently produces cement through two production lines with advanced operational capacities, covering the following integrated manufacturing stages:



Production and Sales

■ Company Production (Million Tons)

Statement	2025G	2024G	(%) Change
Clinker Production	7.3	7.2	1%
Cement Production	8.5	6.1	40%

■ Cement Sales in 2025G (Million Tons)

2025G	2024G
8.49	6.06

■ Geographical Distribution of the Company Revenues

All of the company's sales were made within the Kingdom of Saudi Arabia, and the company did not export any of its products outside the Kingdom.

■ Integrated Service Facilities

Yamama Cement continues to invest in developing state-of-the-art service facilities that support its core production environment, adhering to the highest standards of quality, efficiency, and safety.

These facilities include:



01

A gas plant used in the kilns for clinker production and power generators.



02

A water treatment plant serving industrial equipment and providing water for the residential city.



03

Power generation plant.



04

Mechanical and electrical maintenance workshops.



05

Automated quality laboratories for monitoring chemical and physical analyses at all stages of production.

■ Advanced Technological and Operational Production Environment

Yamama Cement relies on advanced centralized control systems and modern digital technologies to monitor and optimize operations in real time, while strictly adhering to occupational health and safety and environmental protection standards. This operational environment ensures the maintenance of product quality and continuous production with the highest levels of reliability.



Growing Competitive Operational Advantages

Yamama Cement is committed to the continuous improvement of its operational and production environment, enriching it with the latest global technical, engineering, and digital solutions. This aligns with its strategy to solidify its leadership in the cement industry, both locally and regionally. The most prominent key competitive advantages of the company's business and production environment:

- 

A specialized team supported by ongoing training programs to enhance technical efficiency.
- 

Advanced technologies such as control and automation systems for monitoring performance at all stages of production.
- 

Consistent high quality thanks to a comprehensive control system that extends from raw materials to the final product.
- 

Energy efficiency and waste reduction, leading to lower costs.
- 

Advanced equipment design that ensures the highest standards of operational efficiency in terms of thermal and electrical energy consumption.
- 

Future expansion readiness thanks to modern infrastructure and the plant's ability to add new production lines without disrupting operations.
- 

Modern equipment was selected to maintain environmental standards during production processes, with the plant containing more than 260 filters.
- 

Several conveyor belt support units were added, contributing to reduced production costs, along with advanced monitoring systems that enhance the reliability of production units.

Global Strategic Partnerships

In line with its pursuit of increased production efficiency and enhanced operational and institutional excellence in a sustainable manner, Yamama Cement Company has successfully entered into numerous contracts for integrated annual development services with several prestigious international companies, including, but not limited to:

Strategic partnerships for the implementation of upgrades and construction of capital assets with Renoir, Thyssenkrupp, FLS Germany, and SINOMA OVERSEAS of China.





06

Leading Projects and Achievements

Leading Projects and Achievements

Based on its growing leadership in the cement industry, on a local and regional levels, its operational and production efficiency, and its ability to meet the increasing demands and needs of its clients in a timely manner, Yamama Cement has managed since its inception in becoming the primary supplier for a range of construction projects and industrial, commercial, and urban infrastructure projects throughout the Kingdom. This has given it the flexibility and efficiency to expand its project portfolio, broaden its customer base, and increase and maintain its market share in a highly competitive market, thus generating greater returns and profits for the company as well as to its shareholders and partners. The most prominent of these projects are listed below:



01

Investment in the Yemeni Saudi Cement Company

Yamama Cement Company owns a share of (20%) in the Yemeni Saudi Company, with an amount of (75) million Saudi Riyals, out of its capital of (375) million Saudi Riyals. This investment was financed from the cash flows of Yamama Cement Company. The Yemeni Saudi Company's factory is located in Abyan Governorate near the city of Aden in the Republic of Yemen. Its design capacity is (1.4) million tons of cement annually, while the project was halted in its first experimental stages in 2011G, due to the political and security conditions that the Republic of Yemen was going through, and thus the commissioning was not possible until now. To address this emergency, Yamama Cement Company has created a provision for the decline in investments, in order to confront any possible decline in the value of the investment. The provision balance at the end of 2017G amounted to (75) million Saudi riyals, equivalent to (100%) of the value of the investment. Yamama Cement Company also contributes to the coverage of security costs and guards' salaries.

02

Yamama Cement's former factory land

The old factory's site covers an area of 4,710,234 square meters and is owned by the company with an electronic title deed. The Board of Directors of Yamamah Cement Company continues its diligent efforts to find the best ways and options to utilize the site of the former factory in a timely manner. The following measures and procedures have been implemented:

- Sale of the old production lines (1 to 5), in addition to the sale of parts of the old production line accessories from previous years and in 2025G, which have been fully depreciated as detailed in the 2025G financial statements.
- Sale of the gas turbines belonging to the old power plant during the 2025G fiscal year, resulting in a financial impact that has been included in the 2025G financial statements.



03

Third Production Line Project

The contract for the Third Production Line project (relocation, upgrade, and construction works of the seventh line), with a production capacity of (12.5) thousand tons of clinker per day in the Al-Halal North area, was signed on November 6, 2022G, by His Royal Highness Prince Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer, Chairman of the Board, with the contractor "Sinoma Overseas" for Approximately SAR 1 billion , with a total implementation period of (35) months. The overall completion rate was (98%) by the end of 2025G, and is expected to commence in the third quarter of 2026G.

Power Plant Expansion Project

The power plant expansion project, contracted with Wärtsilä for SAR 312 million, was completed on November 2025G, with a 100% completion rate.

Fuel Supply Project for Third Production Line

Ongoing works are being carried out by Al Arabia Contracting Company, with an overall completion rate of (60%) as of the end of December 2025. The total estimated project value is SAR (68.1) million.



Investment

Yamama Cement Company invests in certain companies, funds and Sukuk, as shown below:

#	Company Name	Share of Yamama Cement Company (%)	Investment value as of 31/12/2025G (in SAR'000)
1	Manufacturing & Energy Services Company (LLC) ⁽¹⁾	3.92	247,500
2	Cement Products Manufacturing Company (LLC) ⁽²⁾	33.33	54,978
3	Yemeni Saudi Cement Company – Net (LLC) ⁽³⁾	20	0
Total investments in companies			302,478
The company's investments in various Sukuk and funds			
4	Real Estate Funds		35,195
5	Islamic Murabaha		227,000
Total Investments in Sukuk and Funds			262,195

⁽¹⁾ The valuation was based on fair value.

⁽²⁾ The investment value was determined according to the book value method.

⁽³⁾ An investment impairment provision was created in a total amount of (75) million riyals, equivalent to (100%) of the total investment volume.

Affiliates

Cement Products Manufacturing Company



Main Activity

Paper bag manufacturing



Capital

18 million Saudi Riyals



Country of Establishment

Saudi Arabia



Place of Operations

King Abdullah Economic City – Rabigh

33.33%

Yamama Cement Ownership of the company's capital

Details of Shares and Debt Instruments Issued by the Affiliate (SAR Million)

Company	Lender	Loan Term	Loan Principal Amount	Loan Balance at the Beginning of the Year	Amount Received During the Year	Amount Repaid During the Year	Loan Balance at the End of the Year
Cement Products Manufacturing Company	Aljazira Bank	6 Months	55	3	40	38	5
	Riyadh Bank	6 Months	67	0	25	25	14
	Saudi Export-Import Bank	3 Months	6	0	6	0	6
	Alinma Bank	9 Years	63	27	-	10	17

Marketing and Sales

In line with its comprehensive development strategy, Yamama Cement continues to implement an integrated marketing and sales methodology based on the following pillars:



The company has achieved remarkable success in increasing its market share by 29%, despite the highly competitive environment of the cement and cement derivatives industry both locally and regionally.

A chart showing the annual growth of market share :



Active Local Participation

Yamama Cement is committed to participating in and sponsoring relevant and important events and occasions, based on their significance. This strengthens its active corporate presence and provides a valuable opportunity to meet with business leaders, investors, and other stakeholders. Through these engagements, the company gains insight into the market landscape and identifies promising opportunities that can enhance its project portfolio and increase its market share. The following are some of the company's most significant participations for 2025G:

- 01 Participation as a Main Sponsor of the Saudi Build Exhibition 2025G.
- 02 Participation as a Diamond Sponsor of the Future Projects Forum 2025G.



07

Human Capital Development

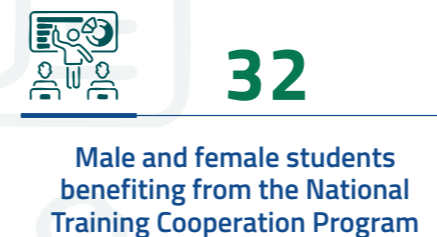
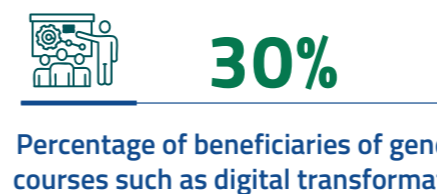
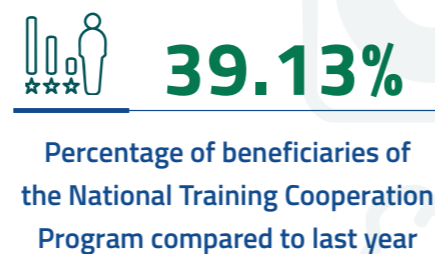
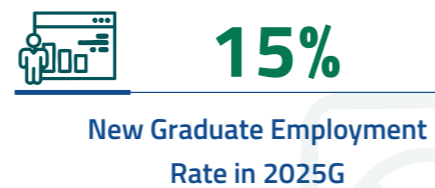
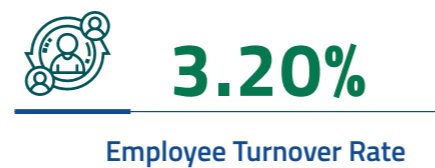


Promising Facts and Figures

Yamama Cement Company places great importance on the sustainable development of its human resources and workforce as a fundamental pillar of its strategy to ensure operational efficiency and sustainable growth across all its diverse business lines and sectors. This aligns with the fundamental transformations and changes taking place in the Kingdom, particularly in light of the government's launch of a large number of mega-projects under Saudi Vision 2030.

Human Resources Governance

In a pioneering strategic step, and stemming from Yamama Cement's commitment to enhancing corporate governance and workplace fairness, while upholding the principles of transparency and accountability in handling employee grievances, two committees have been formed: (the Employee Discipline Committee and the Grievance Committee). These committees aim to guarantee and protect employee rights, thereby enhancing job stability, positively impacting productivity, and contributing to the development of institutional performance.



Advanced Strategy for Recruiting Young Talent

Yamama Cement continues to attract top young talent and expertise, providing outstanding career opportunities for graduates and new employees through specialized training programs designed to meet their professional needs. The company also offers diverse training courses to support their skills development and connects graduates with mentors and supervisors to help them grow professionally and adapt to the work environment.

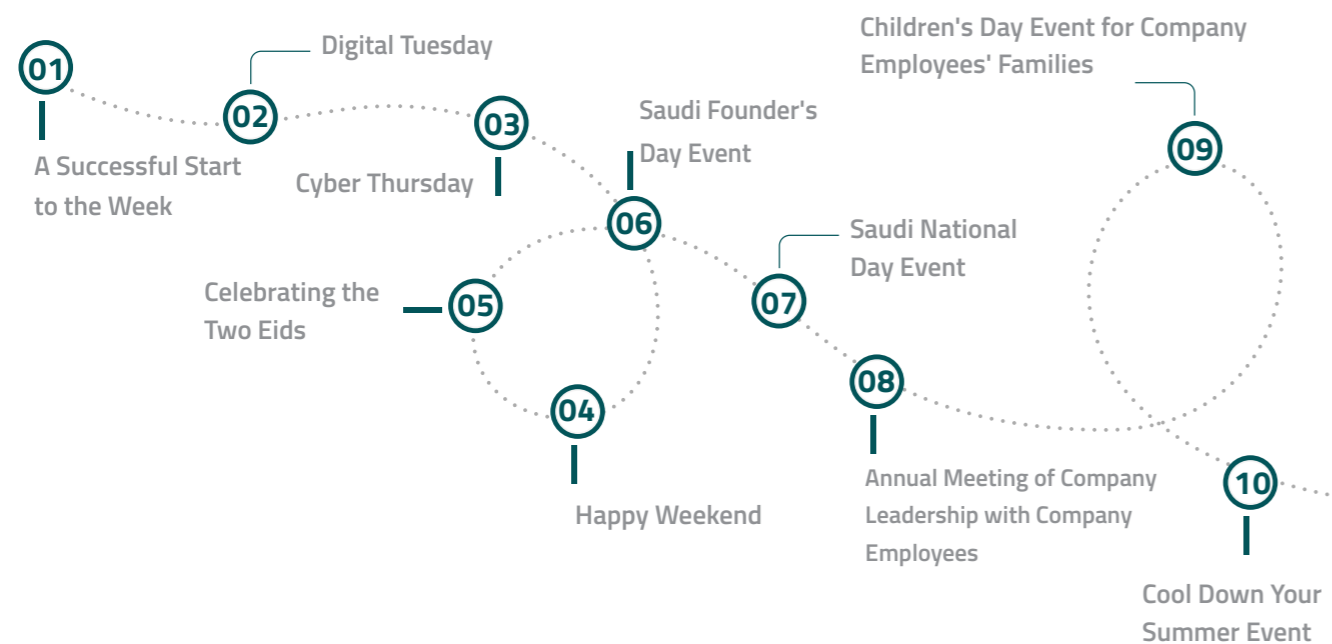
A Sustainable Methodology for Enhancing Competencies and Refining Skills

Based on its deep belief that its human resources and workforce are a vital pillar of its success, Yamama Cement continues to qualify and train Saudi engineers to localize leadership, develop technical skills (in operation and maintenance), and implement the highest occupational health and safety standards to ensure a safe working environment and sustainable, contributing to the achievement of the company's production and development goals in line with Saudi Vision 2030. The company also develops ambitious programs to cultivate future leaders and talent through its «Succession Planning» program and the provision of advanced training and development programs in leadership and strategy.

Integrated Internal Communication Strategy

The company offers a range of training courses, including effective communication skills. We work to enhance corporate communication through ongoing programs, most notably email communication and the activation of an internal communication channel on Telegram for all employees. We also prepare new employees by supporting them with a range of programs, including (company orientation, an introduction to the cement industry, cybersecurity awareness training, and an occupational safety and health program).

Among the most prominent events and occasions launched by Yamama Cement during 2025 were the following:



A Stimulating and Competitive Work Environment

Yamama Cement is committed to the continuous development of its work environment, which is truly one of the most modern, advanced, and integrated in the region. This includes operational and production facilities, as well as a residential area with modern amenities, abundant green spaces, and diverse shopping and entertainment options. Through these initiatives, the company effectively embodies the concept of high quality of life.

The following are some of the key activities and services the company provides to create a more integrated, advanced, and modern work environment:

- ▶ A fully integrated residential city for employees and the workforce.
- ▶ A housing loan program for employees.
- ▶ The «Fellowship Fund» program, offering interest-free loans to employees.
- ▶ An excellence award for employees who have performed exceptional work beyond their regular duties, aiming to foster a motivating work environment and culture and encourage innovation and creativity within the company.
- ▶ The «Experience» internal training program in the cement industry, delivered by a team of senior expert engineers at the plant.



«Employee Lifecycle Operational Excellence» Project

In an effort to improve the efficiency of procedures and enhance the quality of internal services provided to employees, the Human Resources Department implemented the «Employee Lifecycle Operational Excellence» project during 2025G. This project involved redesigning the stages of the career cycle, simplifying procedures and facilitating access to them, and developing Service Level Agreements (SLAs) to ensure faster completion times and clear commitments between departments.

The company aims for this project to contribute to significant improvements in procedures and service efficiency during 2026G, with the achievement of each of the following milestones:



Reducing process completion time by up to 35% and decreasing unnecessary operational steps by 28% through improved workflow.



Increasing compliance with Service Level Agreements (SLAs) from 68% to 75%.



Reducing operational waste by 30%.



Reducing rework due to errors by 40%.



Improving the quality of operational data by 40%.



Including the employee satisfaction rates on the experience across the stages of the career cycle.



08

Governance & Compliance





«Yamama Cement Company integrates the concept of governance into all aspects of its operations and internal and external relationships, based on established values such as quality, innovation, and environmental protection. It applies to the latest technologies and business automation programs to raise efficiency and production quality, which positively impacts its ranking among the best local companies in the Corporate Governance Index (CGI) and its receipt of excellence awards in this field. This is achieved through its focus on achieving transparency, protecting shareholder's rights, and adhering to global standards for achieving comprehensive development in all its operational, production, and administrative processes.»

Disclosure and Transparency Policy

Yamama Cement Company is committed to applying the highest standards of disclosure and transparency, which ensures the protection of the rights of shareholders and other stakeholders. The company also confirms that transparency and timeliness of information disclosure are the foundations of governance in the company. Hence, the company has developed a policy for disclosure and transparency of information in accordance with the requirements of the Capital Market Authority and the Companies Law. The company's Board of Directors works to create effective and credible practices, to comply with the rules and regulatory requirements in force in the Kingdom of Saudi Arabia.

■ Governance Practices Framework

Yamama Cement Company is committed to applying the principle of governance within an integrated professional framework, in accordance with the best practices followed by companies listed on the market. Based on a general framework for comprehensive governance as follows:



Protecting the rights of the Company's shareholders in a way that ensures the best interests of them and the Company.



Protecting the rights of all stakeholders and providing stability and functional sustainability through the Company's good financial performance.



Providing accurate and comprehensive disclosures within the specified time frame to the company's shareholders, related parties and relevant regulatory authorities.



Disclosing of conflicts of interest that may arise between the company and related parties, in accordance with the approved policy.



Enabling employees to report any concerns or incorrect behavior observed within the Company by providing reporting mechanism within the adopted policy.



Regulating transactions with related parties, whether between the Company and its employees, or between the Company and members of its Board of Directors, executive management, subsidiaries, or other related parties.



Aligning the Company's values and strategy with social and economic needs, by ensuring that responsible and ethical practices are applied in all Company activities while continuing to provide the necessary support to the community.



Establishing reliable communication channels with investors to enhance the Company's position in the market and attract shareholders and investments.

■ General Pillars of Governance Implementation



Transparency



Responsibility



Accountability



Justice



Sustainability

■ A glance on the Current State of Corporate Governance

Yamama Cement Company applies all mandatory articles in the Corporate Governance Regulations issued by the Capital Market Authority with its latest amendments, except for the following:

▶ 37 Training

Guiding Article



2) developing the necessary mechanisms for Board members, and the Executive Management to continuously enroll in training programs and courses in order to develop their skills and knowledge in the fields related to the activities of the Company

▶ 39 The Assessment

Guiding Article



a) The Board shall develop, based on the proposal of the nomination committee, the necessary mechanisms to annually assess the performance of the Board, its members and committees and the Executive Management using key performance indicators linked to the extent to which the strategic objectives of the Company have been achieved, the quality of the risk management and the efficiency of the internal control systems, among others, provided that weaknesses and strengths shall be identified and a solution shall be proposed for the same in the best interests of the Company.

▶ 67 Composition of the Risk Management Committee

Guiding Article



The Company's Board shall, by resolution therefrom, form a committee to be named the (Risk management committee.) The Chairman and majority of its members shall be Non-Executive Directors. The members of that committee shall possess an adequate level of knowledge in risk management and finance.

■ Article Number

■ Text of the Article/
Paragraph

■ Reasons for
Non-compliance



▶ 82 Employee Incentives

Guiding Article



2) Establishing a scheme for granting Company shares or a percentage of the Company profits and pension programs for employees and setting up an independent fund for such program.
3) Establishing social organizations for the benefit of the Company's employees.

▶ 85 Social work initiatives

Guiding Article



1) Establishing indicators that link the Company's performance with its social initiatives and comparing it with other companies that engage in similar activities.
4) Establishing awareness programs in the community to familiarize them with the Company's social responsibility

▶ 92 Formation of the Governance Committee

Guiding Article



If the Board forms a corporate governance committee, it shall assign to it the competencies stipulated in Article (91) of these Regulations. Such committee shall oversee any matters relating to the implementation of governance and shall provide the Board with its reports and recommendations at least annually.

■ Article Number

■ Text of the Article/
Paragraph

■ Reasons for Non-compliance

Board of Directors

■ Board Meetings

The Board of Directors held (4) meetings during the year 2025G. Following is a statement of the attendance record of Directors and a statement of their membership in the Board of Directors of other joint-stock companies:

Member Name	Classification	Board of Directors meetings during 2025G				Joint stock companies in which the member holds their membership inside and outside the Kingdom
		(1)	(2)	(3)	(4)	
		18 February	22 April	20 October	16 December	
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer Chairman of the Board of Directors	Non-Executive	✓	✓	✓	✓	<ul style="list-style-type: none"> Almarai Company Arabian Shield Cooperative Insurance Company
Eng/ Abdullah bin Abdulrahman Al-Obeikan Deputy Chairman of the Board of Directors	Non-Executive	✓	✓	✓	✓	<ul style="list-style-type: none"> Obeikan Investment Company Arabian Shield Cooperative Insurance Company
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	Independent	✓	✓	✓	✓	
Mr/ Fahd bin Thunayan Al-Thunayan	Non-Executive	✓	✓	✓	✗	<ul style="list-style-type: none"> National Gypsum Company
Eng/ Faisal bin Sulaiman Al-Rajhi	Non-Executive	✓	✓	✓	✓	
Dr/ Sultan bin Saleh Al-Salem	Non-Executive	✓	✓	✓	✓	
Mr/ Farraj bin Saad Al-Qabbani	Independent	✓	✓	✓	✓	<ul style="list-style-type: none"> National Medical Care Company. Al-Drees Petroleum and Transport Services Company.
Mr/ Salman bin Abdul Mohsen Al-Sudairi*	Independent	-	✓	✓	✓	<ul style="list-style-type: none"> Almarai Company Jahez Company

* Mr. Salman Al-Sudairi joined on April 15, 2025

■ The Actions Taken by the Board of Directors to Inform its Members, Especially the Non-executives, of any Shareholders' Proposals and Comments Regarding the Company and its Performance.

During the regular meeting of the Board of Directors, all members, especially non-executive ones, are informed of any proposals or comments from shareholders regarding the company and its performance, and a mechanism is put in place to deal with such proposals in accordance with the regulatory procedures followed for that purpose.

■ Statement on the attendance of Directors in the general assemblies of shareholders during the year 2025G.

N/S	Member's Name	Extraordinary General Assembly No. (20) on April 14, 2025G
1	Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer Chairman of the Board of Directors	✓
2	Eng/ Abdullah bin Abdulrahman Al-Obeikan Deputy Chairman of the Board of Directors	✓
3	Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	✓
4	Mr/ Fahd bin Thunayan Al-Thunayan	✓
5	Eng/Faisal bin Sulaiman Al-Rajhi	✓
6	Dr/ Sultan bin Saleh Al-Salem	✓
7	Mr/ Farraj bin Saad Al-Qabbani	✓

■ Current and former Board Member's Positions, Qualifications and Experience



Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer
Chairman of the Board of Directors

Current Positions

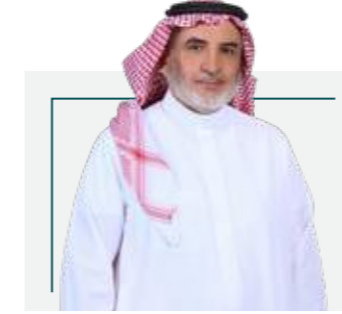
- Chairman of the Board of Directors of Arabian Shield Cooperative Insurance Company
- Chairman of the Board of Directors of Almarai Company
- Chairman of the Board of Directors of Mazaq Al-Diplomat Sweets Company
- Chairman of the Board of Directors of Al-Diplomasi Sweets and Pastries Factory
- Chairman of the Board of Directors of Dar Al-Salal Company
- Chairman of the Board of Directors of Sabeen Financial Company
- Chairman of the Board of Directors of Sultan Holding Company
- Vice Chairman of the Board of Directors of Farabi Petrochemical Company
- Member of the Board of Directors of Tarabot Investment and Development Company
- Member of the Board of Directors of Al-Masnaa Al-Mithali Sweets and Pastries Com-pany
- Member of the Board of Directors of Al-Nafoura Fish Company
- Member of the Board of Directors of Al-Nafoura Food Catering Company
- Member of the Board of Directors of Tijouri Company
- Member of the Board of Directors of Al-Nafoura and Al-Mithali United Company

Academic Qualifications

- Bachelor of Administrative Sciences

Practical Experiences

- Chairman of the Board of Directors of Almarai Company
- Chairman of the Board of Directors of the Saudi Mobile Telecommunications Company (Zain)
- Chairman of the Board of Directors of the Arabian Shield Cooperative Insurance Company



Eng / Abdullah bin Abdulrahman Al-Obeikan
Deputy Chairman

Current Positions

- Chairman of the Riyadh Chamber of Commerce
- Deputy Chairman of the Board of Directors of the National Water Company
- Deputy Chairman of the Board of Directors of Dussur
- Board Member of Social Development Bank
- Board Member of Obeikan Glass
- Board Member of Modon
- Board Member of the National Center for Industrial Development
- Board Member of the Sulaiman Al Rajhi Charitable Foundation

Academic Qualifications

- Electrical Engineering

Practical Experiences

- CEO of Obeikan Investment Group
- Member of the Board of Directors of Obeikan Investment Group
- Member of the Board of Directors of Arabian Shield Cooperative Insurance Company
- Member of the Board of Directors of the National Water Company



Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer

Current Positions



- Board Member of Yamama Cement Company
- Board Member of Riyadh Technology Fund.
- Member of the Investment Committee of Riyadh Technology Fund.
- Member of the Nominations and Remuneration Committee at Trukker Company.
- Board Member of Trukker Company
- Board Member of FCI Company
- Board Member of Authentic Ajiniah Company.
- Director of Investment at the Saudi Technology Development and Investment Company.

Academic Qualifications



- Bachelor of Financial Management

Practical Experiences



- Investment fields.
- Board membership in several companies.
- Membership on several board committees



Mr/ Fahd bin Thunayan Al-Thunayan

Current Positions



- Board Member of Yamama Cement Company
- Member of the Board of Directors of the National Gypsum Company

Academic Qualifications



- Bachelor of Business Administration

Practical Experiences



- Board Member and Managing Director, National Gypsum Company
- Chairman of the Board of Directors, National Building and Marketing Company



Eng/ Faisal bin Sulaiman Al-Rajhi

Current Positions



- Chairman of Aseel Holding Company
- Board Member of Yamama Cement Company
- Board Member of Elsewedy Cables Company
- Board Member of Argan Company
- Board Member of Al Ajyal Holding Company

Academic Qualifications



- Bachelor of systems engineering
- MBA in Business Administration

Practical Experiences



- General Manager of Dalmaza Snacks Factory in Riyadh
- Member of the Board of Directors of Al Rajhi Holding Company
- CEO of Al Ajyal Holding Company



Dr/ Sultan bin Saleh Al-Salem

Current Positions



- Board Member of Yamama Cement Company
- Board Member of Maya Real Estate Development & Investment Company
- Board Member of Wafaa Al-Khair Company

Academic Qualifications



- Bachelor of Civil Engineering
- Master of Civil Engineering
- PhD in Civil Engineering

Practical Experiences



- Board Member of Maya Company
- Board Member of Wafaa Al Khair Company



Mr/ Farraj bin Saad Al-Qabbani

Current Positions



- Acting CEO of the Saudi Medical Care Group
- Board Member of Yamama Cement Company.
- Board member of the National Medical Care Company
- Member of the Audit Committee of the National Medical Care Company
- Board member of Aldrees Petroleum and Transport Services Company
- Member of the Audit Committee of Aldrees Petroleum and Transport Services Company

Academic Qualifications



- Bachelor of Accounting
- Master of Accounting - Information Technolog

Practical Experiences



- National Medical Care Company.
- Aldrees Petroleum and Transport Services Company.



Mr/ Salman bin Abdul Mohsen Al-Sudairi

Current Positions



- Board Member of Yamama Cement Company
- Board Member of Almarai Company
- Managing Director of Tejoury Company
- Board Member of Jahez Company

Academic Qualifications



- MSC in Finance

Practical Experiences



- Vice President of Finance at North Star Exchange
- Investment Banker at HSBC Middle East



Names of Companies Inside or Outside the Kingdom, in which Director is a Member of their Current or Previous Boards or one of their Managers:

Member's Name	Names of Companies in which the Board Member is a Member of their Current Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Unlisted/Limited Liability/...)	Names of Companies in which the Board Member was a Member of their Previous Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Unlisted/Limited Liability/...)	
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer Al Saud (Chairman)	Almarai Company	Inside	Listed joint stock				
	Zain Saudi Telecom Company	Inside	Listed joint stock				
	Arabian Shield Cooperative Insurance Company	Inside	Listed joint stock				
	Sultan Holding Company	Inside	LLC				
	Al Farabi Petrochemical Company	Inside	Partner				
	Tejoury Company Limited	Inside	Partner				
	Tarabut Investment and Development Company	Inside	Partner				
	Global Chemical Industries Company (GCI)	Inside	Unlisted joint stock				
	Sabeen Financial Company	Inside	Partner				
	Fan Diplomat for confectionery and Pastries Company	Inside	Partner				
	Dar Al-Sallal Factory Company	Inside	Partner				
	Eng/ Abdullah bin Abdulrahman Al-Obeikan (Deputy Chairman)	Al-Obeikan Investment Company	Inside	Unlisted joint stock			
		Arabian Shield Cooperative Insurance Company	Inside	Listed joint stock			
National Water Company		Inside	Unlisted joint stock				
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer Al Saud	Trukker Company	Inside	LLC				
	FCI Company	Inside	LLC				
	The Original Dough Company	Inside	Closed Joint Stock				
Mr/ Fahd bin Thunayan Al-Thunayan	Specialized Plastic Production Company	Inside	Partner	Manayer Najd Trading and Medical Supplies Company	Inside	Partner	
	Fat Trading Est	Inside	Partner	Al-Masa Al-Sharqiya Company	Inside	Partner	
	First Guard Security Company	Inside	Partner	Nadec Company	Inside	Listed joint stock	

Member's Name	Names of Companies in which the Board Member is a Member of their Current Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Unlisted/Limited Liability/...)	Names of Companies in which the Board Member was a Member of their Previous Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Unlisted/Limited Liability/...)	
Mr/ Fahd bin Thunayan Al-Thunayan	Private Civil	Inside	Partner	National Construction and Marketing Company	Inside	Listed joint stock	
	Saudi Hannoush Company	Inside	Partner				
	National Gypsum Company	Inside	Listed joint stock				
	Saudi Chemical Company	Inside	Unlisted joint stock				
	Al Jazeera Foundation for Press, Printing and Publishing	Inside	LLC				
	Makin Capital Company	Inside	Partner				
	Fahad Thunayan Al Thunayan Chemical Products Company	Inside	Partner				
	Goodat Contracting Company	Inside	Partner				
	Fahad Thunayan Al-Thunayan Industrial Investment Company	Inside	Partner				
	Gulf Meez Company	Inside	Partner				
	Technical Plastic Company	Inside	Partner				
	Eng/ Faisal bin Sulaiman Al-Rajhi	Al Rajhi Holding Group	Inside	Partner	Dalmaza Snacks Food	Inside	Partner
		Ajyal Holding Company	Inside	Partner	Al Rajhi Investment Group	Inside	Partner
Aseel Holding Company		Inside	Partner	Al Arab Contracting Company	LLC	Board member	
Cities of Generations Company Limited		Inside	Partner	Al Arab Trading Company	LLC	Director	
Argan Projects Company		Inside	Closed JSC	Tamkeen Real Estate Development Company	LLC	Director	
Suwaidi Cables Limited Holding		Inside	LLC	Arab Contracting Company	LLC	Director	
Mr/ Fahd bin Thunayan Al-Thunayan	Al-Rajhi Humanitarian Foundation	Inside	-	Madah Group for Industrial and Commercial Investment	LLC	Director	
	FRKR Investment Company	UAE	Partner	Marami Food Industries	LLC	Director	

Member's Name	Names of Companies in which the Board Member is a Member of their Current Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Un-listed/Limited Liability/...)	Names of Companies in which the Board Member was a Member of their Previous Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Un-listed/Limited Liability/...)
	Moon Stone Investment Company	UAE	Partner	Rowad El Obour Company for Industrial and Commercial Investment	LLC	Director
	Romeo Decoration Factory	UAE	Partner	Saudi Construction Industries Holding Company	LLC	Director
	Gemstone Real Estate Development Company	UAE	Partner	Madah Gypsum Company	LLC	Director
	Gemstone Investment Company	UAE	Partner	Madah Carpet Factory Company	LLC	Director
	Sunstone Investment Company	UAE	Partner	Precast Concrete Technology Company	LLC	Director
	Al Rajhi Group of Companies	UAE	Partner	Saudi Water Insulation Company	LLC	Director
	Roya Investment Company	UAE	Partner	Saudi Steel Buildings Company	LLC	Director
	Al Ardh Investment Company	UAE	Partner	Technology Company for Building Facades (Cladtec)	LLC	Director
	Aqeeq Al Azraq Commercial Investment Company	UAE	Partner	Gulf Packaging Industries Company Limited	LLC	Director
	KRFR Investment Company	UAE	Partner	Madah Tissue Factory Company	LLC	Director
	Amberstone Contracting Company	Qatar	Partner	Madah Infrastructure Holding Company	LLC	Partner
	Indigostone Contracting Company	Qatar	Partner			
	Rose Stone Contracting Company	Qatar	Partner			
	Violet Stone Contracting Company	Qatar	Partner			

Member's Name	Names of Companies in which the Board Member is a Member of their Current Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Un-listed/Limited Liability/...)	Names of Companies in which the Board Member was a Member of their Previous Boards or a Manager	Inside the Kingdom/ Outside the Kingdom	Legal Entity (listed/Un-listed/Limited Liability/...)
Dr/ Sultan bin Saleh Al-Salem	Maya Real Estate Development and Investment Company	Inside	Partner			
	Wafaa Al Khair Company	Inside	Partner			
Mr/ Farraj bin Saad Al-Qabbani	National Medical Care Company	Inside	Listed joint stock			
	Al-Drees Petroleum and Transport Services Company	Inside	Listed joint stock			
Mr/ Salman bin Abdul Mohsen Al-Sudairi	Almarai Company	Inside	Listed joint stock			
	Tejoury Company	Inside	Closed joint stock			
	Jahez Company	Inside	Listed joint stock			

■ **The interest and rights of the members of the Board of Directors and the Executive Management in the shares or debt instruments of the Company or any of its subsidiaries, as well as their wives and minor children.**

Member's Name	Shares at the Beginning of the Year		Shares at the End of the Year		Change during the year	
	Number of shares	Percentage	Number of shares	Percentage	Number of shares	Percentage
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer	1,000	0.0005%	1,000	0.0005%	-	-
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	100	0.0000%	100	0.0000%	-	-
Mr/ Fahd bin Thunayan Al-Thunayan	1,500	0.0007%	534,000	0.2637%	532,000	35500%
Eng/ Faisal bin Sulaiman Al-Rajhi	168,266	0.0830%	168,266	0.0830%	-	-
Dr/ Sultan bin Saleh Al-Salem	138,065	0.0681%	14,079	0.0681%	(123,986)	(90)%
Mr/ Jehad bin Abdulaziz Al-Rasheed Chief Executive Officer (CEO)	100,000	0.0494%	100,000	0.0494%	-	-



Board of Directors
Committees



First Audit Committee

Competence and Responsibilities of the Audit Committee

The Audit Committee of Yamama Cement is pleased to present to the company's esteemed shareholders its annual report for the fiscal year ending on December 31, 2025, which includes details of its performance of its duties, tasks, recommendations, and opinion on the adequacy of the company's internal and financial control systems and risk management, in compliance with the provisions of Paragraph (a) of Article (88) of the Corporate Governance Regulations issued by the Capital Market Authority.

Formation of the Audit Committee

The Audit Committee was formed by a decision of the Board of Directors at its meeting No. (2), dated 1/4/2024G, in compliance with the requirements of Article (51) of the Corporate Governance Regulations, for a period of 4 years. The committee consists of the following gentlemen:

Members of the Audit Committee

#	Member's Name	Membership Classification
1	Mr/ Raed bin Ali Al-Saif	Chairman of the Committee – from outside the Board
2	Dr/ Sultan bin Saleh Al-Salem	Committee Member – Non-Executive board member
3	Mr/ Farraj bin Saad Al-Qabbani	Committee Member – Independent board member
4	Mr/ Lutfi Qasem Shahadah	Committee Member - from outside the Board

Meetings of the Audit Committee

The Audit Committee held (6) meetings in the fiscal year 2025G, as shown below:

Member's Name	Classification	Meetings during 2025G					
		(1) February 16	(2) April 20	(3) June 30	(4) September 02	(5) October 16	(6) December 11
Mr/ Raed bin Ali Al-Saif	Chairman of the Committee	✓	✓	✓	✓	✓	✓
Dr/ Sultan bin Saleh Al-Salem	Member	✓	✓	✓	✓	✓	✓
Mr/ Farraj bin Saad Al-Qabbani	Member	✓	✓	✓	✓	✓	✓
Mr/ Lutfi Qasem Shahadah	Member	✓	✓	✓	✓	✓	✓

During the meetings of the Audit Committee, the initial and annual financial statements, internal audit work, and the external auditor were discussed, as well as the efficiency and effectiveness of the internal control system. Accordingly, the Audit Committee carried out the following works:

First: Financial Statements

01

- 01** Examining the company's quarterly and annual financial statements to ensure that they were prepared in accordance with the International Financial Reporting Standards adopted by SOCPA before presenting them to the Board and providing its opinion and recommendations thereon to ensure their integrity, fairness and transparency.
- 02** Providing its technical opinion 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.
- 03** Analyzing any important or unfamiliar issues contained in the financial reports.
- 04** Accurately investigating any issues raised by the Company's Deputy CEO for Finance or the Company's compliance officer or external auditor.
- 05** Examining the accounting estimates with respect to significant matters that are contained in the financial reports
- 06** The Audit Committee reviewed and discussed in detail the key accounting and financial matters including provisions, liquidity, leverage, revenue recognition, inventories, spare parts, Zakat, cash flow forecasts, financial ratios, compliance with conditions set by lending banks and other important accounts. It also reviewed and assessed the adequacy and reliability of the internal control system.

Second: Auditor

02

- 01 Providing recommendations to the Board to nominate auditors Al-Kharashi and his partners, 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.
- 02 Verifying the independence of the external auditor, its objectivity, fairness, and effectiveness of the audit activities, taking into account the relevant rules and standards.
- 03 Reviewing the plan of the Company's external auditor and its activities, and ensuring that it does not provide any technical or administrative that are beyond its scope of work and provides its opinion thereon.
- 04 Responding to the queries of the Company's auditor.
- 05 Reviewing the external auditor's reports and its comments on the financial statements and following up the procedures taken in connection therewith.
- 06 Meeting with the auditors periodically before issuing their reports to discuss financial policies, internal control procedures, transactions and general balances.
- 07 Evaluating the internal control system by reviewing the auditors' audit reports and the observations report on the company's automated systems and reviewing the results of their work to verify the integrity of the control systems and follow up on the executive management's commitment to implementing corrective actions for the weaknesses mentioned in the report.

Third: Internal Audit

03

- 01 Examining and reviewing the Company's internal and financial control systems.
- 02 Examining the internal audit reports and following up on the implementation of the corrective measures in respect of the remarks made in such reports and informing the Board of Directors of the material observations.
- 03 Monitoring and overseeing the performance and activities of the internal auditor and internal audit department of the Company to verify the availability of the necessary resources and their effectiveness in performing the tasks and duties assigned to them.
- 04 Verifying the independence of the internal audit department and the effectiveness of audit work, in line with relevant standards.
- 05 Approving the appointment of an external consulting firm to conduct internal audits of information technology and cybersecurity, following a review of the submitted technical, professional, and financial proposals.
- 06 Reviewing and evaluating the risk management and compliance functions.
- 07 Periodically reviewing the whistleblowing policy and determining the need for updates.
- 08 Reviewing and approving the updated 2026 Internal Audit Plan.
- 09 Reviewing the Audit Committee Charter and the Audit Department's Policies and Procedures Manual to determine the need for any necessary updates.

Fourth: Other matters

04

- 01** Ensuring the Company's compliance with the relevant laws, regulations, policies and instructions.
- 02** Reviewing the contracts and proposed Related Party transactions.
- 03** Studying the accounting policies and recommending their approval to the Board of Directors.
- 04** Reviewing the company's new organizational structure and providing supervisory feedback to the board of directors.
- 05** Reporting to the Board any issues in connection with what it deems necessary to take action on and providing recommendations as to the steps that should be taken.
- 06** The audit committee's activities also included holding meetings with managers/ department heads, primarily with the internal audit, finance, governance, risk and compliance departments, and external consultants.

The Audit Committee's Opinion on the Adequacy of the Company's Internal, Financial and Risk Control System

Based on the results of the work referred to above, the committee did not find any material risks in the company's internal and financial control and risk management systems.



Second: Nominations and Remuneration Committee

■ Competence and Responsibilities of the Nominations and Remuneration Committee

The Nominations and Remuneration Committee is responsible for reviewing the structure of the Board of Directors, the effectiveness and performance of its members, making recommendations regarding changes that can be made, identifying areas of weakness and strength, ensuring the independence of the member and the absence of a conflict of interest, recommending the nomination of the member according to the required needs, and reviewing the remuneration and compensations for the Board committees, the salaries of senior management, and localization ratios.

■ Members of the Nominations and Remuneration Committee

#	Member's Name	Membership Classification
1	Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	Chairman of the Committee - Independent
2	Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer	Committee Member - Non-Executive
3	Eng / Abdullah bin Abdulrahman Al-Obeikan	Committee Member - Non-Executive
4	Eng / Faisal bin Sulaiman Al-Rajhi	Committee Member - Non-Executive

■ Board of Directors Remuneration:

01 The Board of Director's remuneration in Yamama Cement Company consists of a specific amount or an attendance allowance for meetings or an expense allowance or in-kind benefits or a percentage of profits. It is permissible to combine two or more of these benefits, provided that the total amount received by a single Board member in terms of financial and in-kind remuneration and benefits shall not exceed, in all cases, the amount of (SAR 500,000) five hundred thousand Saudi riyals annually.

02 The remuneration may vary in amount and in light of a policy issued by the Remuneration and Nominations Committee and approved by the Assembly. The annual report of the Board of Directors to the General Assembly of Shareholders must include a comprehensive statement of all the remuneration, expense allowance and other benefits received by the Board members during the fiscal year, and must also include a statement of the amounts received by Board members in their capacity as employees or managers or in return for technical or administrative work or consultations (if any), and must also include a statement of the number of Board meetings and the number of meetings attended by each director from the date of the last meeting of the General Assembly.

■ Remuneration of Committee Members:

- 01 The Board of Directors shall determine and approve the remuneration of its committees, attendance allowances and other entitlements based on the recommendation of the Remuneration and Nominations Committee in line with the Board of Directors and Executive Management Committees Remuneration Policy.
- 02 Meeting attendance allowances and other entitlements shall be paid as specified in this policy.
- 03 As for the remuneration of membership of committees emanating from the Board of Directors, the number of committees that a Board member may occupy must be taken into account, so that the total remuneration he receives, in return for his membership in the Board and committees, shall not exceed the maximum limit stipulated in the Articles of Association.

■ Executive Management Remuneration:

The Remuneration and Nomination Committee reviews and approves the salary scale set for all employees and senior executives and the incentive program and plans on an ongoing basis, based on the recommendation of the executive management. Executive management remuneration includes the following:

- 01 Basic salary (paid monthly at the end of each calendar month), and allowances including, but not limited to, housing allowance, transportation allowance, education allowance for children, telephone allowance, and medical insurance benefits for the employee and his family.
- 02 Annual bonus linked to performance indicators according to the annual evaluation conducted in this regard.
- 03 Other benefits including, but not limited to, annual leave (paid), end-of-service gratuity according to the Labor Law and human resources policy approved by the company.
- 04 Plans and programs for senior executive remuneration shall be approved by the Remuneration and Nomination Committee.
- 05 The CEO shall implement the remuneration policy for employees and senior executives in light of the plans, programs and general directions approved by the committee.

■ Meetings of the Remuneration and Nomination Committee

The Remuneration and Nominations Committee held (3) meetings during the year 2025G, as shown below:

Member's Name	Classification	Meetings during 2025G		
		January 28	February 18	October 07
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	Chairman of the Committee	✓	✓	✓
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer	Member	✓	✓	✓
Eng/ Abdullah bin Abdulrahman Al-Obeikan	Member	✓	✓	✓
Eng/ Faisal bin Sulaiman Al-Rajhi	Member	✓	✓	✓

■ Members of committees from outside the Board, their current and previous positions, qualifications and experience

Mr/ Raed bin Ali Al-Saif Chairman of the Audit Committee

Current Positions



- CEO of Sultan Holding Company
- Board Member of Arabian Shield Insurance Company.
- Board Member of Aldar Chemicals Company.
- Board Member of International Chemical Industries Company Limited.
- Board Member of Barq Holding Company.
- Board Member of IBC - Lebanon.
- Board Member of Dar Al-Sallal Confectionary Factory Company.
- Board Member of Dar Al-Sallal Plastic Factory Company.
- Board Member of Fan Diplomat Confectionary Company.

Previous Positions



- Director of Investment and Business Development at the Private Office of Prince Sultan bin Mohammed bin Saud Al Kabeer
- Chairman of the Board of Directors of the Arab Investment Bank
- Member of the Board of Directors of Zain
- Head of the Corporate Finance Team at the Arab National Bank
- Relationship Manager at Banque Saudi Fransi

Academic Qualifications



- Bachelor of Accounting

Practical Experience



- Director of Investment and Business Development at the Private Office of Prince Sultan bin Mohammed bin Saud Al Kabeer
- Chairman of the Board of Directors of the Arab Investment Bank
- Member of the Board of Directors of Zain
- Head of the Corporate Finance Team at the Arab National Bank
- Relationship Manager of Banque Saudi Fransi

Mr/ Lotfi Shehadah Audit Committee Member

Current Positions



- Chairman of the Audit Committee at Malaz Capital.
- Chairman of the Audit Committee at SACO.
- Chairman of the Audit and Risk Committee at ARASCO.
- Chairman of the Audit and Risk Committee at Al-Khareef Group.
- Chairman of the Audit Committee at Mshkati Company.
- Member of the Audit Committee at Obeikan Group of Companies.
- Member of the Audit Committee at Arabian Shield Insurance.

Previous Positions



- Board Member and Audit Committee Member of the Institute of Management Accountants (USA).
- Chairman of the Audit Committee of Al-Ajou Group.
- Member of the Global Advisory Board (Europe, Middle East) Ernst & Young.
- Member of the Audit Committee of Gulf Training.

Academic Qualifications



- Bachelor of Accounting.
- Postgraduate studies in accounting.
- CISA
- CPA
- CMA
- CIA

Practical Experience



- Member of the Board of Directors of Al-Khareef Company.
- Member of the Board of Directors of Al-Ajou Holding.

■ Current and Former Executive Management Positions, Qualifications and Experience

N/S	Name	Current Positions	Previous Positions	Academic Qualifications	Practical Experience
1	Jehad bin Abdulaziz Al Rasheed	Chief Executive Officer	Several leadership positions at SABIC	Bachelor of Mathematics	<ul style="list-style-type: none"> • 30 years in SABIC. • CEO of Yamama Cement from 2008 to date.
2	Khaled bin Ibrahim bin Jafal	Deputy CEO for Finance	Manager of Treasury and Planning at Yamama Cement Company	<ul style="list-style-type: none"> • Bachelor of Accounting • Master of Financial Management • Saudi Fellowship of Certified Public Accountants (SOCPA) 	<ul style="list-style-type: none"> • 22 years in Yamama Cement Company. • Member of the Saudi Organization for Certified Public Accountants (SOCPA)
3	Abdullah bin Ibrahim Al-Suwailem	Deputy CEO for Operations	Manager of Production Department at Yamama Cement Company	Bachelor of Industrial Engineering	31 years in Yamama Cement Company.
4	Abdullah bin Mohammed Al-Nuwaier	Deputy CEO for Projects	Deputy CEO for Commercial Affairs	Bachelor of Industrial Engineering	24 years in Yamama Cement Company.
5	Mohammed bin Saeed Al-Maliki	Deputy CEO for Commercial Affairs	Supply Chain Manager at Yamama Cement Company	Bachelor of Mechanical Engineering	<ul style="list-style-type: none"> • 16 years in Yamama Cement Company. • 4 years in Alomair Company.
6	Othman bin Ali Al-Hamad	Deputy CEO for Human Resources	HR Development Manager at Yamama Cement Company	Bachelor of Sociology	28 years in Yamama Cement Company.





■ Related Parties (Amounts in SAR' 000)

Related Parties	Related party	Nature of Transaction	Contract duration	Balance on December 31			
				2025G	2024G	2025G	2024G
1. Cement Products Manufacturing Company (LLC). Yamama owns 33.33% of its Capital.	CEO, Mr/ Jehad bin Abdulaziz Al Rasheed / Member of its Board of Directors	Purchase bags	Open	25,174	25,028	1,767	5,574
2. Yemeni Saudi Company (Closed Yemeni Joint Stock Company) Yamama owns 20% of its capital	Chairman of the Board of Directors, His Highness Prince / Nayef bin Sultan bin Mohammed bin Saud Al Kabeer, son of His Highness Prince Sultan bin Mohammed bin Saud Al Kabeer, who owns 16% of the Yemeni Company	Administrative expenses	Open	376	57	-	-
3. Arabian Shield Cooperative Insurance Company (Saudi joint stock company) ⁽¹⁾	Chairman of the Board of Directors, His Highness Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer, who is the Chairman of the Board of Directors of Arabian Shield Company Deputy Chairman Eng/ Abdullah bin Abdulrahman Al-Obeikan, who is a member of the Board of Directors of the Arabian Shield Company	Purchasing an insurance policy	Annual	18,807	17,381	-	441
4. Mobile Telecommunications Company Saudi Arabia (Zain)	Chairman of the Board, His Royal Highness Prince Naif bin Sultan bin Mohammed bin Saud Al-Kabeer, who also serves as Chairman of the Board of Saudi Arabia (Zain)	Telecommunications Services	Annual	597	1,833	-	-
5. Sahl Al Madar Company	Deputy Chairman Eng/ Abdullah bin Abdulrahman Al-Obeikan, who holds the position of a Member of its Board of Directors	Providing logistics services	Annual	3,874	5,129	5,137	683

⁽¹⁾A competition was held between some insurance companies, and after comparing their technical and financial offers, the Arabian Shield Cooperative Insurance Company was selected for medical and property insurance.

■ Statement of Remuneration and Attendance Allowances Paid to the Members of the Board of Directors and Committee Members during the year 2025G (in SAR'000)

Member's Name	Membership Classification	Board Meeting Attendance Allowance			Board of Directors Remuneration
		Board of Directors	Remuneration & Nominations Committee	Audit Committee	
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer (Chairman of the Board of Directors)	Non-Executive	12	9	0	300
Eng/ Abdullah bin Abdulrahman Al-Obeikan (Deputy Chairman of the Board of Directors)	Non-Executive	12	9	0	300
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	Independent	12	9	0	300
Mr/ Faisal bin Sulaiman Al-Rajhi	Non-Executive	12	9	0	300
Mr/ Fahd bin Thunayan Al-Thunayan	Non-Executive	12	0	0	300
Mr/ Salman bin Abdul Mohsen Al-Sudairi	Independent	9	0	0	0
Dr/ Sultan bin Saleh Al-Salem	Non-Executive	12	0	18	300
Mr/ Farraj bin Saad Al-Qabbani	Independent	12	0	18	300
Mr/ Raed bin Ali Al-Saif (Chairman of the Audit Committee)	from outside the Board	0	0	18	0
Mr/ Lotfi Shehadah (Member of the Audit Committee)	from outside the Board	0	0	18	0
Total		93	36	72	2,100

Members of the Board of Directors and Committee Members	Membership Classification	Annual Committee Membership Remuneration	
		Remuneration & Nominations Committee	Audit Committee
Prince / Nayef bin Sultan bin Mohammed bin Saud Al-Kabeer	Non-Executive	100	0
Prince / Sultan bin Khaled bin Mohammed bin Saud Al-Kabeer	Independent	100	0
Eng / Abdullah bin Abdulrahman Al-Obeikan	Non-Executive	100	0
Eng / Faisal bin Sulaiman Al-Rajhi	Non-Executive	100	0
Dr / Sultan bin Saleh Al-Salem	Non-Executive	0	150
Mr / Farraj bin Saad Al-Qabbani	Independent	0	150
Mr / Raed bin Ali Al-Saif (Chairman of the Audit Committee)	from outside the Board	0	150
Mr / Lotfi Shehadah (Member of the Audit Committee)	from outside the Board	0	150

■ Statement of Salaries and Remuneration Paid and End-of-Service Benefits for Senior Executives during 2025G (in SAR'000)

Senior Executives	Fixed Remuneration			Variable Remuneration	Grand Total
	Salaries	Allowances	In-kind Benefits	Profits	
6 senior executives, including the CEO and Deputy CEO of Finance	9,370	2,633	-	6,485	18,487

*The total end-of-service balance for senior executives during the year 2025G is SAR 990 thousand.

Board Declarations

Yamama Cement Company declares, as of December 31, 2025G, the following:

- 01 The accounting records were prepared correctly.
- 02 The internal control system was prepared on sound foundations and implemented effectively.
- 03 There is no doubt about the company's ability to continue going concern basis.
- 04 There is no contract in which a member of the Board of Directors or the Executive Management has a material interest other than the contracts mentioned in the related parties section.
- 05 There are no investments or reserves created for the benefit of employees, such as (savings, employee shares, etc.).
- 06 There are no penalties or sanctions imposed on the company in the near or far future.
- 07 There are no penalties, sanctions or precautionary restrictions imposed on the company by the Capital Market Authority or any other supervisory, regulatory or judicial body.
- 08 The company's financial statements were prepared in accordance with the accounting standards issued by SOCPA.
- 09 Mr/ Jehad bin Abdulaziz Al-Rasheed holds the position of CEO of the company and is a member of the Board of Directors of Cement Products Manufacturing Company.

- 10 There is no interest in the voting shares category for persons (except for members of the Board of Directors, senior executives and their relatives).
- 11 There is no interest, contractual securities and subscription rights for members of the Board of Directors, senior executives and their relatives in the company's shares or debt instruments, other than what is stated in the table of related parties.
- 12 The company did not issue or grant any convertible debt instruments or any contractual securities or subscription right notes or similar rights during the fiscal year 2025G.
- 13 The company is not a party to any business or contracts in which a member of the Board of Directors, the CEO or the Deputy CEO for Finance, or any person related to any of them has an interest, other than what is stated in the Governance section (related parties) above.
- 14 The company did not issue or grant any conversion or subscription rights under convertible debt instruments, contractual securities, subscription right notes, or similar rights.
- 15 There is no redemption, purchase or cancellation by the Company of any redeemable debt instruments.
- 16 There are no arrangements or agreements for the waiver of any salary or remuneration by a member of the Board of Directors or a senior executive of the Company.
- 17 There are no arrangements or agreements for the waiver of any rights to profits by a shareholder.
- 18 There are no shares or debt instruments issued to a subsidiary.
- 19 The Company does not hold any treasury shares.

09

The Journey of Digital Transformation and Cybersecurity



An ambitious digital transformation strategy

Yamama Cement has made significant strides in its journey towards comprehensive digital transformation across all its business environments and segments. By focusing on implementing the latest applications and technologies of the Fourth Industrial Revolution, particularly in logistics support, factory operations, and production lines, the company aims to complete the automation of its administrative, operational, and production processes. This will enhance operational efficiency and improve product quality, ensuring its position as a leading manufacturer in the «factories of the future». The company is adopting a phased approach to integrating advanced technologies such as artificial intelligence, the Internet of Things, and digital twins, in line with a strategic vision that aligns with the national digital transformation goals of the Kingdom of Saudi Arabia.

■ Pillars for achieving the digital transformation strategy

The Company relies on implementing an integrated digital transformation strategy, aiming to increase operational efficiency and enhance data reliability to support decision-making in accordance with global best practices. The overall framework is based on:



Assessing Industry Digital Maturity (SIRI) and establishing a baseline.



Implementing an operational excellence project with a methodology that ensures business continuity and development.



Studying global industry benchmarks to learn from best practices.



Identifying 20 smart digital initiatives to support the company's leadership.




Preparing the technological infrastructure and initiating the implementation of initial digital solutions.





Evaluating enterprise resource planning (ERP) systems to select the optimal upgrade solution.


■ A year of achievement and integrated transformation


During its journey towards digital transformation, Yamama Cement achieved numerous milestones in 2025G, making tangible progress on its digital transformation roadmap and completing enabling projects such as telecommunication towers, while identifying smart digital solutions that support the company's leadership as a national and global beacon. The most prominent of these achievements are listed below:


- 

Completing implementation of the Operational Excellence Project (assessment, design, implementation, and sustainability).
- 

Establishing a unified operational framework for performance measurement and continuous improvement.
- 

Completing the on-site telecommunication tower project, increasing the readiness of the communications infrastructure by 90%.
- 

Developing industrial connectivity networks and modernizing of servers and technical systems.
- 

Completing a comprehensive diagnostic assessment of enterprise resource planning (ERP) systems.
- 

Implementing of technical governance practices to ensure clear roles and responsibilities.



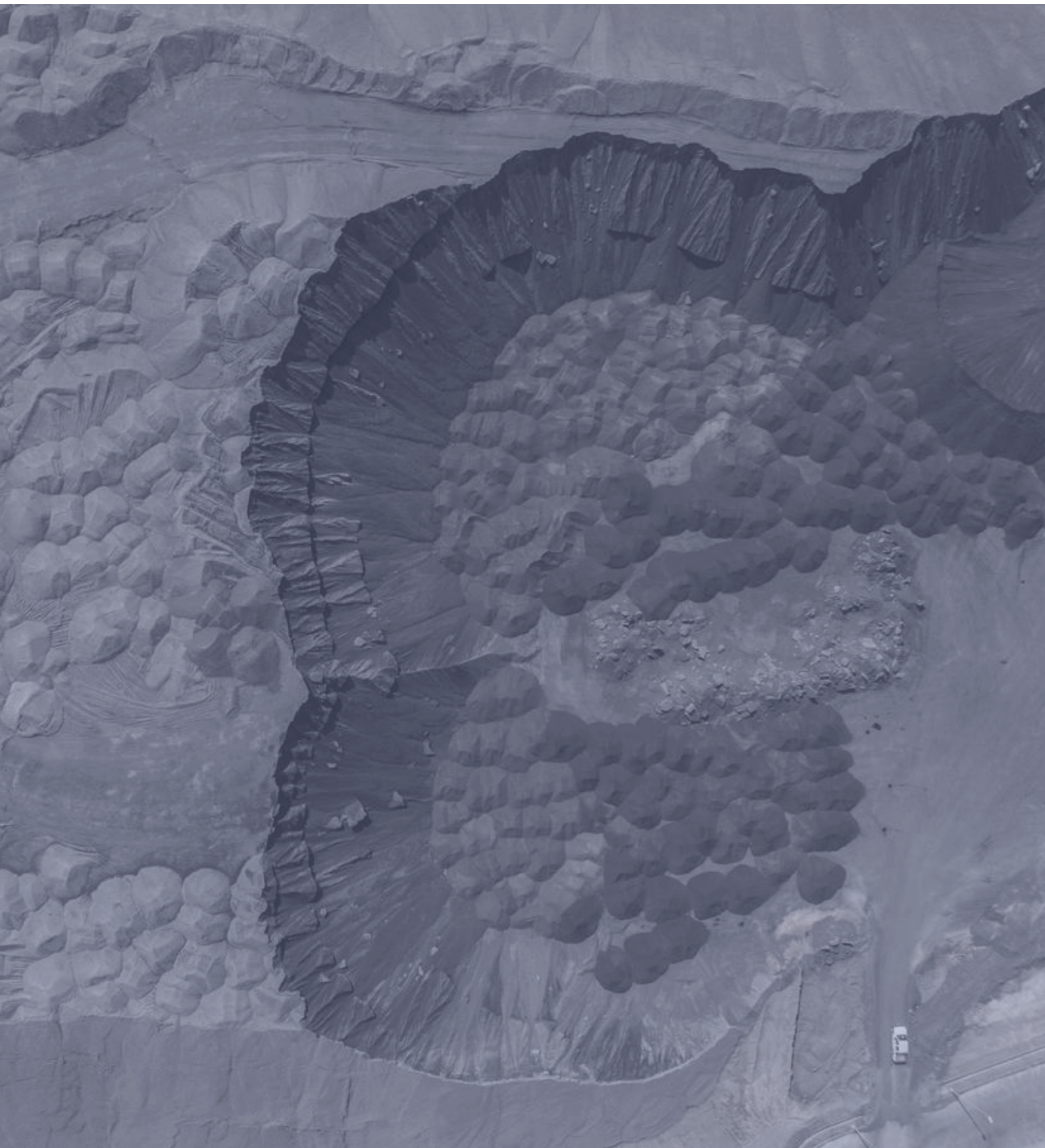
These achievements have had a clear impact, contributing to the following:



Increasing operational efficiency



Reducing downtime



■ A promising Future Vision

The Company will continue its journey into 2026G, striving for the highest levels of digital transformation through an advanced methodology, building upon its achievements to date. Following are the key objectives of the company's future journey:



Start upgrading the Enterprise Resource Planning (ERP) system based on the evaluation results.



Implementing smart industrial digital initiatives.



Completing the development of the technological infrastructure.



Expanding the scope of operational improvements and linking them to clear performance indicators.

Comprehensive cyber protection

Yamama Cement Company remains committed to continuously developing its security capabilities by investing in advanced cybersecurity applications and technologies. This commitment is part of its digital transformation strategy and business continuity efforts, reflecting a long-term strategic direction to protect data and enhance trust among customers and stakeholders. Despite some challenges related to updating regulatory requirements for data protection and the need to develop new controls to keep pace with the expansion of digital systems, the company has successfully overcome these challenges by reviewing its policies, updating its compliance procedures, and enhancing the readiness of its teams. This ensured the continuity of operations without any security or operational impact.

■ Promising achievements with safe institutional practices

During 2025G, the company achieved several important milestones in the field of data protection, the most prominent of which are listed below:



Improving compliance with security procedures.



Conducting and implementing periodic tests to assess the strength of controls.



Increasing incident response speed and maintaining a year without any leaks of sensitive data.



Training most employees in cybersecurity principles and safe practices.

■ The Company's targets in protecting future data security

The Company is committed to enhancing its performance by fostering a safe working environment across all administrative, operational, and production sectors, adhering to the highest international standards and best practices in this field. It aims to achieve the following objectives by 2026G:



Developing security maturity levels.



Enhancing automation in monitoring and response processes.



Continuously improving data protection controls.



Improving infrastructure readiness to address future threats.

10

Social Responsibility



Effective community participation

Yamama Cement is keen to implement an advanced strategy in the field of social responsibility, through which it continues to launch initiatives and programs that have an effective impact on the communities in which it operates, and participates as a sponsor in many community events in a way that enhances awareness of its brand, and contributes to supporting its strength and influential institutional presence, which enhances its pivotal roles in driving the wheel of comprehensive economic and social development alike, in line with achieving the most prominent objectives of Saudi Vision 2030.

■ A promising policy with a growing presence

With continued proactive and sustainable giving, Yamama Cement continues to implement a sophisticated methodology in the field of social responsibility, aiming to create a positive and lasting social impact. This reinforces its leading role in serving the local community through its initiatives and events, adhering to best practices in social responsibility. This contributes to building strong relationships with the local community, conveying its message, achieving its goals and aspirations, and ensuring the long-term sustainable growth of its business.

This is based on the following pillars:

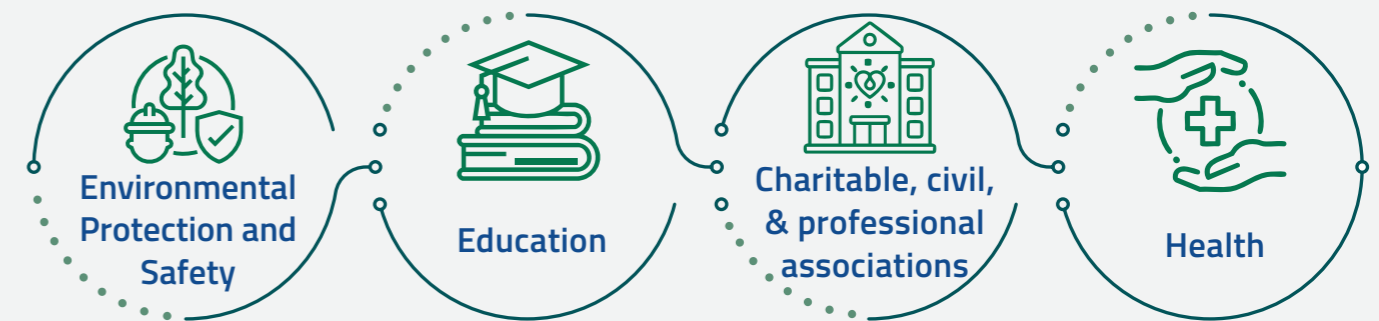
- 01** Aligning company objectives with the goals of society.
- 02** Achieving sustainable development for society in general and company employees in particular.
- 03** Upholding noble values to contribute to building and developing society and future generations.
- 04** Adopting local and international standards and best practices in the field of corporate social responsibility (CSR).
- 05** Disclosing the company's CSR objectives, plans, programs, and initiatives through periodic and annual reports.
- 06** Embracing accountability for company actions and encouraging positive impact through its activities on the environment, consumers, employees, communities, and stakeholders.



■ Comprehensive community coverage

The Company's ambitious corporate social responsibility strategy aims to cover most vital areas of activity that create a direct and positive impact on society, contributing to comprehensive community development on a broad scale.

The following are some of the key areas the company focuses on and supports:



Key events and community activities during 2025G

King Khalid Military College Officers Graduation Ceremony:



As part of its commitment to social responsibility and supporting national partnerships, Yamama Cement sponsored the graduation ceremony for National Guard officers at King Khalid Military College, under the patronage of His Excellency the Minister of the National Guard. This initiative aims to strengthen national pride, support the development of national talent, and contribute to national events with a positive social impact.

Ayat Irfad – The Educational Classroom at Al-Malaz Women’s Prison:



In line with Yamama Cement Company’s social responsibility efforts and its support for education and community development, the company continued its collaboration with the Ayat Irfad Endowment to sponsor and develop the educational classroom at the Al-Malaz Women’s Prison’s educational institute. This initiative focuses on empowering the beneficiaries educationally, enhancing their cognitive skills, and supporting opportunities for rehabilitation and positive reintegration into society.

Bunyan Women's Charitable Housing Association:



In line with the company's commitment to social responsibility, particularly in improving living standards and supporting the local community, Yamama Cement partnered with the Bunyan Women's Charitable Housing Association to renovate and rehabilitate more than 25 homes for families in need. This initiative focuses on providing a suitable living environment and promoting social integration.

Moafa Health Association:



In line with the Company's commitment to social responsibility goals in healthcare and supporting patients in need, Yamama Cement, in cooperation with the Moafa Health Association, sponsored the treatment of a cancer patient and provided all necessary medical supplies for his treatment journey. This initiative aims to improve the quality of life for patients, promote social solidarity, and support the health sector in a way that achieves a sustainable humanitarian impact.

King Saud University – Ramadan Food Basket Distribution:



In line with the company's commitment to social responsibility, solidarity, and supporting families in need, and in cooperation with the Hayat Watan Student Club at King Saud University, more than 2,500 Ramadan food baskets were distributed in Makkah, Riyadh, and Al-Kharj, with the participation of company employees. This initiative focuses on providing support to families in need and promoting the values of volunteer work and community engagement.

Rheumatism Patients Care Association:



As part of its social responsibility efforts and support for those in need, Yamama Cement Company has partnered with the Rheumatism Patients Care Association to provide medical treatments for patients benefiting from the association's services. This initiative aims to alleviate the health and financial burdens on patients and ensure they receive the necessary care.

Sponsorship of the Founding Day Ceremony – King Khalid Military College:



As part of its efforts to promote social responsibility, Yamama Cement sponsored the Founding Day ceremony at King Khalid Military College. This initiative aims to strengthen national identity, recognize the efforts of military personnel, and contribute to highlighting national events with a positive social impact.

Al Yamama Charitable Society:



In line with the company's commitment to its social responsibility goals, particularly in promoting education and vocational training for youth, the company supported Al Yamama Charitable Society by providing a data analysis training course using Power BI for 21 male and female students. This initiative aims to develop the youth's technical skills and empower them to acquire practical knowledge that will enhance their educational and professional opportunities.

The Saudi Cancer Society (SADAN):



In line with the company's corporate social responsibility in the field of cancer healthcare, Yamama Cement, in cooperation with the Saudi Cancer Society (SADAN), contributed to providing transportation and accommodation for patients coming from outside Riyadh to receive treatment. This initiative focuses on easing the burden on patients and their families and ensuring their continued access to treatment.

■ **Supporting the Quran Memorization Society in Jalajil:**



In line with the company's commitment to social responsibility in supporting education and developing Quranic skills, Yamama Cement supported the Quran Memorization Society in Jalajil. This initiative focuses on empowering male and female students to memorize the Holy Quran and promote cultural and social values.

■ **Supporting Children with Disabilities Association:**



In line with the company's commitment to social responsibility in empowering people with special needs, Yamama Cement has continued to sponsor the educational classroom for children with disabilities at the association's headquarters annually since 2022G. This initiative focuses on providing a suitable learning environment, developing children's skills, and promoting their inclusion in society.

■ **Supporting the Fibro Association:**



In line with the company's commitment to its social responsibility in providing healthcare for patients in need, Yamama Cement contributed to Fibro Association and continues to support it in providing treatment and care to patients. This initiative focuses on empowering patients to access healthcare, improving their quality of life, and promoting social inclusion.

■ **Sponsorship of the Loyalty Day Ceremony – Martyrs of Duty:**



As part of its corporate social responsibility efforts and support for national initiatives, Yamama Cement Company sponsored the «Loyalty Day» ceremony to honor the children of fallen soldiers, in cooperation with the Ministry of Interior. This initiative aims to recognize the sacrifices of the martyrs, support their families, and promote national and social values.

■ **Sponsoring the Governance Conference – Alfaisal University:**



As part of the company's efforts in social responsibility, and especially in promoting education, governance and transparency, Yamama Cement Company sponsored the fourth annual Governance Conference at Alfaisal University. This initiative aims to raise awareness of good governance practices among students and academics and support the development of their professional and managerial skills.



11

Health and Safety



A sound and safe business environment



Yamama Cement is committed to implementing a progressive health, safety, and security (HSAS) policy as a cornerstone for ensuring the efficiency, quality, and smooth operation of all work processes within a safe work environment. The Company adheres to the highest standards to provide a safe and sustainable work environment through the application of risk monitoring systems, accident reduction, and the promotion of a safety culture via intensive awareness and training programs. These efforts have resulted in a significant decrease in accidents and recognition for the Safety Department itself, in line with the Kingdom's Vision 2030.

Integrated global standards and controls

Yamama Cement Company implements an integrated occupational health, safety, and environmental management policy and strategy, compliant with the requirements of international standards ISO 45001 for occupational health and safety management and ISO 14001 for environmental management. This strategy aims to provide a safe and healthy work environment and minimize the environmental impact of operations, in line with national regulations and global best practices. It achieves the principles of prevention, risk management, and continuous improvement, while sustainably integrating health, safety, and environmental requirements into the company's business operations.

The company's overall strategy framework in this area includes the following key pillars:

- 01** To foster comprehensive corporate engagement by involving all organizational levels, from senior management to operational teams, in building and embedding a culture of safety and environmental responsibility.
- 02** To align the corporate strategy with the Kingdom's Vision 2030 and national directions toward reinforcing environmental sustainability and the development of green industrial activities.
- 03** To link health, safety, and environmental performance to operational performance and deliver long-term value to shareholders, in accordance with the requirements and standards of relevant national authorities, most notably the National Council for Occupational Safety and Health, the National Center for Environmental Compliance, the National Center for Waste Management, and the Ministry of Human Resources and Social Development, along with other relevant regulatory and supervisory bodies.
- 04** The Company's commitment to implementing ISO 45001 and ISO 14001 standards as governing and sustainable frameworks for health, safety, and environmental management, ensuring compliance, risk management, and continuous improvement.

While working to implement and monitor this comprehensive strategy, it does so through the following controls and procedures:

01 Identifying and assessing occupational and environmental risks associated with operational, industrial, and mining activities.



02 Implementing safe operating systems and procedures that comply with ISO 45001 and ISO 14001.



03 Monitoring performance through effective health, safety, and environmental key performance indicators (KPIs).



04 Conducting periodic inspection and audit programs, investigating incidents, and implementing corrective and preventive actions.



05 Implementing operational excellence tools to improve health, safety, and environmental standards across worksites.



06 Engaging employees at all organizational levels, from senior management to operational teams, in promoting a culture of safety and environmental responsibility, and in reporting and continuous improvement initiatives.



Follow-up with comprehensive professional standards

The company implements a comprehensive health, occupational, and environmental protection system and continuously monitors its implementation according to performance indicators at the individual, group, and team levels. This is based on the following:



Providing appropriate personal protective equipment.



Implementing occupational health programs and regular medical checkups.



Conducting awareness and training programs for all employees and contractors.



Launching specialized awareness initiatives focusing on safe practices, resource conservation, minimizing environmental impact, and promoting environmental awareness in the workplace.

Prestigious strategic partnerships

The Company has successfully built strategic partnerships with local regulatory bodies, consulting firms, and advanced technology solution providers to support performance development in the areas of health, safety, and the environment, and to adopt smart digital solutions that enhance oversight, improve resource efficiency, and support the transition towards smart operations, with full efficiency, security, and safety.



Global accreditation and reliability certificates

Yamama Cement Company has obtained accredited certifications and accreditations from reputable bodies, reinforcing the company's commitment to implementing the highest approved standards in health, safety, and security across all its business environments. These standards are subject to periodic reviews and audits to ensure continuity and performance maturity. The most prominent are listed below:

- 01 **ISO 45001 certification for Occupational Health and Safety Management.**
- 02 **ISO 14001 certification for Environmental Management.**
- 03 **Other relevant quality management system certifications.**



Ambitious future goals

In the context of developing its methodology for disseminating and implementing all procedures and measures to ensure a safe and sustainable business environment, Yamama Cement seeks to achieve the following targets during 2026G:



Expanding the use of digital solutions and applying artificial intelligence technologies in the fields of safety, health, and the environment.



Promoting a culture of safety and environmental responsibility based on corporate participation.



Enhancing the maturity level of health, safety, and environmental management systems in accordance with ISO 45001 and ISO 14001.



Supporting environmental sustainability and green manufacturing initiatives in line with the Kingdom's Vision 2030.



Reducing the environmental impact of operational processes and improving resource and energy efficiency.

12

Risk & **Business Continuity**





Integrated institutional practices

Yamama Cement is keen to apply an advanced strategic methodology in risk management, as one of the most important lines of defense for the company and its work processes, and as an integral part of the internal control system and the company's strategy to achieve long-term and short-term goals, while ensuring the company's ability to implement its strategies.

Yamama Cement Company is committed to ensuring that the assessment of risks of operations and activities is a systematic and organized process carried out in scientific ways characterized by transparency, through the general framework of the corporate risk management policy and processes, in accordance with the general framework of the Corporate Governance Regulations issued by the Capital Market Authority and in line with the international standard ISO 31000:2018 and 2017-COSO.

The company has also effectively applied the (Key Risk Indicator) models, which provide key risk indicators. They are measurement tools used to manage and control risks and are an early warning signal about the possibility of exposure to risks. This model is applied to risks for which acceptable margin limits (risk appetite) have been determined and approved by the Board of Directors.

The Board of Directors also continues to supervise the aspects that may create high risks in the company and protect the interests of investors by maintaining an effective risk management system. Risk management also works to ensure that everyone in the company is aware of the risks that the necessary measures are taken to mitigate and mitigate these risks, and that the company's risks are systematically assessed, mitigated, and monitored.

Types of risks facing the company and how to address them

Credit Risk



Credit risk represents the possibility that a counterparty may fail to fulfill its contractual obligations, which could result in financial losses for the other party. The Company is exposed to limited credit risk due to the nature of its clients in the local market. The Company periodically assesses potential credit losses through the assistance of a specialized consultant, and a provision for credit losses is established when appropriate.

Liquidity Risk



It is the risk that the company will encounter difficulties in providing funds to meet obligations related to financial instruments. Liquidity risk may arise from the inability to sell a financial asset quickly and at a value close to its fair value. Liquidity risk is managed through regular monitoring to ensure that sufficient liquidity is available through cash flows and pricing solutions such as credit facilities to meet any future obligations.

Risks of Availability of Operating Resources



The company always works to ensure the availability of the necessary raw materials and energy sources necessary to achieve operational results according to the plans.

Risks Related to the Prices and Supply of Energy Products



Cement manufacturing consumes large quantities of energy products, which represent a large part of production costs. As a result, any potential increase in prices will have a material impact on operating results, knowing that the company obtains fuel from a single source, which is Saudi Aramco.

Operational Risk



The company has developed programs for intensive preventive maintenance and maximizing the production efficiency to which operating assets are subject, but the company may face the risk of unscheduled sudden stoppage of production lines.

Non-compliance Risk



These are the risks that arise from the company's failure to comply with the requirements of relevant authorities, which are in the form of laws, regulations and instructions, and lead to legal penalties or sanctions, financial losses, or damage to reputation.

The Governance, Risk and Compliance Department works on applying the compliance program to ensure effective compliance, in addition to disseminating the culture of compliance among all Yamama Cement employees through a number of awareness messages, specialized courses and workshops.

Cybersecurity Risk



It is the practice of protecting computers, networks, software applications, important systems and data from potential digital threats. Therefore, Yamama Cement Company works, through increasing cybersecurity, to mitigate the severity of advanced persistent threats (APTs) that threaten information systems, by ensuring the confidentiality, integrity and availability of data and information. It aims to maintain the privacy of data and confidential information, by confronting cyber-attacks. A successful cybersecurity approach contains multiple layers of protection, deployed across computers, networks, programs, or data.

Risks of Oversupply



There are potential risks from competition between cement companies, as a result of expansions in the production capacity of some competitors, which results in oversupply and high inventory.



13

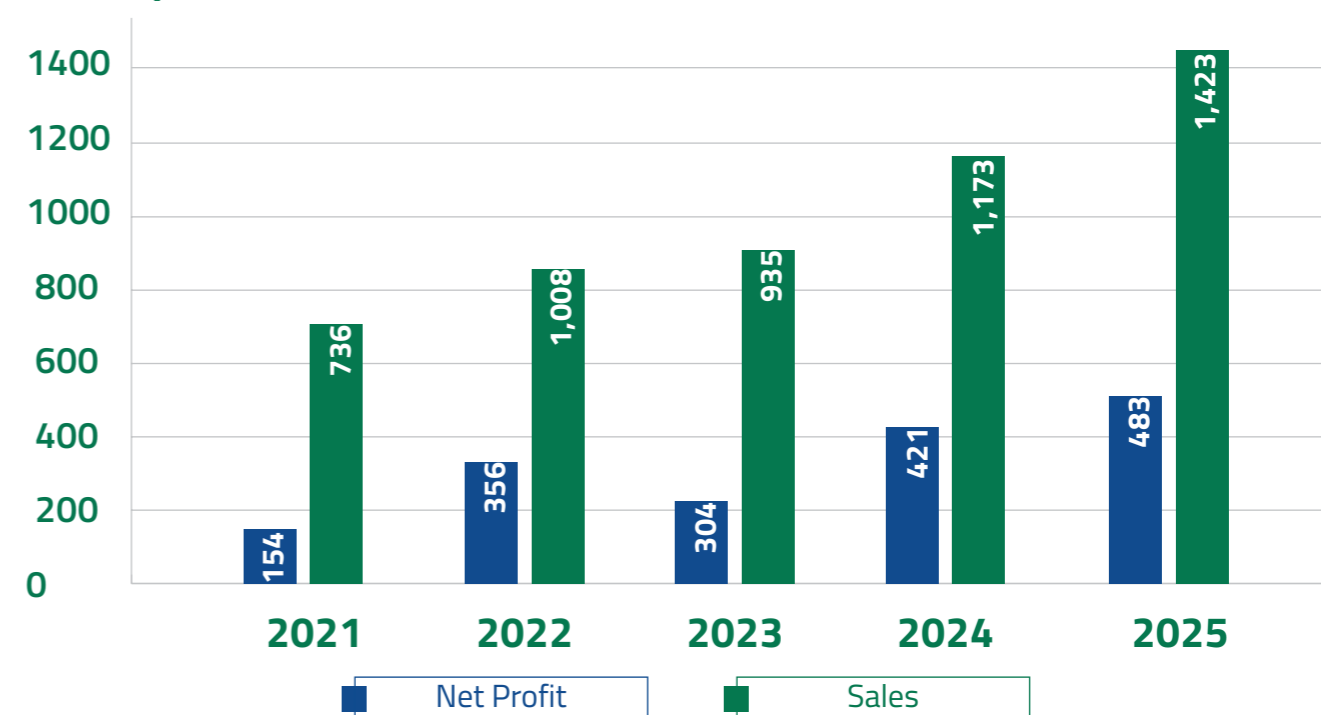
Financial Highlights for the year 2025G



First Financial Performance

Company Profits (SAR thousands)	2025G	2024G	Difference (%)	Notes
Net Sales	1,423	1,173	21%	Increased sales volume despite a decrease in the average selling price.
Cost of Sales	(890)	(639)	-39%	Increase in sales volume in addition to the increase in fuel prices
Gross Profit	534	534	-0.1%	-
Other Operating Expenses	(115)	(85)	-35%	Increase in administrative, selling, and marketing expenses, and the formation of the provision for expected credit losses.
Operating Profit	419	449	-7%	-
				Increase in sales volume and higher other income resulting from the sale of production line accessories and gas turbines from the old factory.
Net Profit	483	421	15%	This is despite the decrease in the average selling price and the increase in fuel costs, administrative and selling expenses, and the formation of a provision for impairment of machinery and equipment spare parts, as well as a provision for expected credit losses.

The following chart shows the value of sales and net profits over five years from 2021 to 2025G (in SAR millions)



Income Statement

Statement (SAR'000)	2025G ⁽³⁾	2024G	2023G ⁽²⁾	2022G ⁽¹⁾	2021G
Net Sales	1,423,215	1,172,979	935,192	1,008,111	735,843
Cost of Sales	(889,604)	(638,807)	(599,835)	(599,465)	(515,432)
Gross Profit	533,612	534,173	335,357	408,646	220,411
Total Administrative, Marketing and General Expenses	(114,917)	(85,413)	(71,800)	(76,605)	(63,562)
Financing Costs	(67,584)	(59,180)	(42,611)	(6,788)	-
Other Revenues	144,767	43,426	95,306	52,547	15,316
Zakat	(13,000)	(12,300)	(12,000)	(22,000)	(18,500)
Net Income for the Year	482,878	420,706	304,252	355,800	153,665
Earnings per Share	2.38	2.08	1.5	1.76	0.76

⁽¹⁾ The comparative figures for the year 2021G has been restated, according to the auditor's note No. (34) in the financial statements ending on December 31, 2022G.

⁽²⁾ The comparative figures for the year 2022G has been restated, according to the auditor's note No. (36) in the financial statements ending on December 31, 2023G.

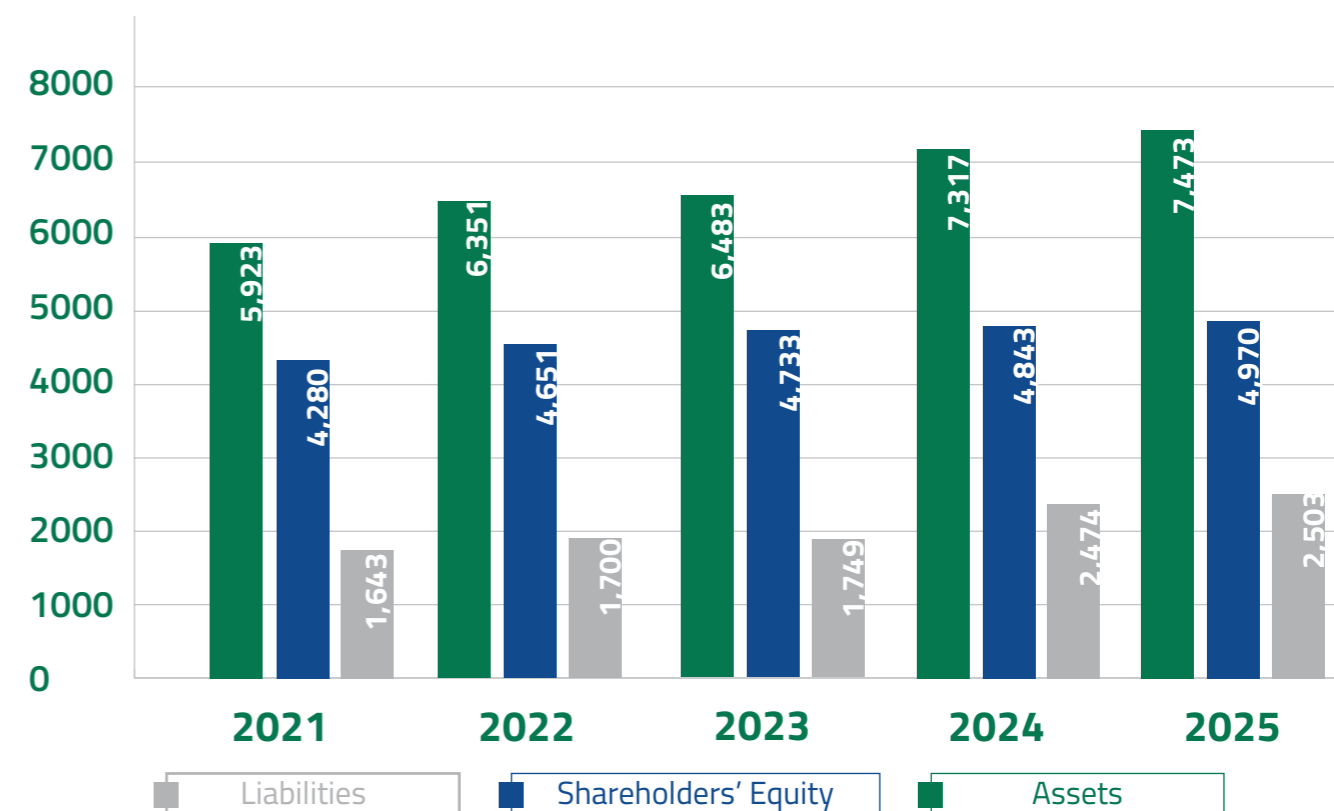
■ Statement of Assets, Liabilities and Equity (Balance Sheet)

Statement (SAR Thousands)	2025G	2024G	2023G	2022G ⁽²⁾	2021G ⁽¹⁾
Current Assets	1,176,160	1,034,536	919,004	753,666	530,246
Non-Current Assets	6,296,555	6,282,296	5,563,734	5,597,147	5,392,554
Total Assets	7,472,715	7,316,832	6,482,738	6,350,813	5,922,800
Current Liabilities	849,644	880,604	711,996	739,235	350,954
Long-Term Loans	1,447,129	1,412,281	907,666	840,333	1,178,190
Non-Current Liabilities	206,250	180,614	129,770	119,981	113,669
Total Liabilities	2,503,023	2,473,499	1,749,432	1,699,549	1,642,813
Shareholder's Equity					
Capital	2,025,000	2,025,000	2,025,000	2,025,000	2,025,000
Statement (SAR Thousands)	2025G	2024G	2023G	2022G ⁽²⁾	2021G ⁽¹⁾
Reserves	1,306,820	1,306,820	1,306,820	1,306,820	1,306,820
Cumulative change in fair value	(43,219)	101,172	187,586	207,187	193,109
Retained earnings	1,681,090	1,410,341	1,213,900	1,112,257	755,057
Total shareholders' equity	4,969,692	4,843,333	4,733,306	4,651,264	4,279,986
Shareholders' equity and liabilities	7,472,715	7,316,832	6,482,738	6,350,813	5,922,800

⁽¹⁾ The comparative figures for the year 2021G has been restated, according to the auditor's note No. (34) in the financial statements ending on December 31, 2022G.

⁽²⁾ The comparative figures for the year 2022G has been restated, according to the auditor's note No. (6) in the financial statements ending on December 31, 2023G.

■ Assets, liabilities and shareholder's equity over five years (2021-2025G) in SAR million



■ Company's Loan Movement

Lender's Name	Loan Terms	As of December 31, 2024G	Additions During the Year	Paid During the year	As of December 31, 2025G	Loan Repayment Period	
A (1+2+3) Shariah-compliant banking facilities approved as of 31 December 2025		1492.7	427	190.7	1,729		
1	Saudi National Bank	928	275	107	1096		
	Facilities limit 563 million Saudi riyals	Term: 5 years. 10 semi-annual installments	268	0	107	161	2027 - 2022
	Facilities limit 1 billion Saudi riyals	Term: 8 years. 10 semi-annual installments	660	80	0	740	2031 -2026
	Facilities limit 200 million Saudi riyals.	Term: 8 years. 10 semi-annual installments	0	195	0	195	2031 -2026
	Facilities limit 55 million Saudi riyals	Term: 1 year. 1 annual installment	0	0	0	0	one year
2	Al Rajhi Bank	166.7	0	66.7	100		
	Facilities limit 200 million Saudi riyals.	Term: 3 years. 6 semi-annual installments	166.7	0	66.7	100	2027 - 2024
	Facilities limit 100 million Saudi riyals.	Term: 1 year. 1 annual installment	0	0	0	0	one year
3	Alinma Bank	328	152	17	533		
	Facilities limit 500 million Saudi riyals	Term: 8 years. 16 semi-annual installments	328	152	17	463	2034 - 2024
	Facilities limit 200 million Saudi riyals	Term: 10 years. 20 semi-annual installments	70	0	0	70	2034 - 2024
	Facilities limit 100 million Saudi riyals.	Term: 1 year. 1 annual installment	0	0	0	0	one year
B	Saudi Industrial Development Fund	295	0	190	105		
	Loan worth 900 million Saudi riyals	Term: 6 years. 12 semi-annual installments	295	0	190	105	2026 - 2020
Total Facilities (A + B)		1,787.7	427	380.7	1,843		

■ Regulatory Payments (SAR'000)

#	Statement	2025G	2024G
1	Customs duties	1,993	2,286
2	Zakat ⁽¹⁾	11,000	9,073
3	Value Added Tax	113,330	88,572
4	Social Insurance Subscriptions	19,697	17,986
5	Visa and Passport Fees	552	212
6	Quarry and Material Exploitation Fees	68,275	61,313
Total		214,847	179,442

(1) The company submitted its Zakat declarations for the previous years, up to 2024G, and the due Zakat was paid. Based on these declarations, the company obtained the final assessment from the General Authority of Zakat and Income until 2023G.

14

Corporate **Sustainability Report**



Sustainable institutional maturity

Yamama Cement adopts sustainability as a core principle of its operations, aligning with Saudi Vision 2030 and its commitment to the United Nations Sustainable Development Goals (UNSDGs). The company has integrated sustainability principles across its various business processes, including the publication of its first sustainability reports for 2023G and 2024G, enhancing transparency and disclosure. It is also developing and launching its integrated Environmental, Social, and Governance (ESG) strategy, which is based on four key pillars:



Sustainable cement production



Sustainable supply chains



Safe and responsible operations



Comprehensive and effective governance

Accordingly, the Company adheres to high standards and controls for its overall health, safety, security, and environmental practices. It is committed to providing superior quality cement products that meet customer requirements and regulatory standards, demonstrating true environmental leadership. Yamama Cement recognizes the importance of aligning its strategy and direction with international and national sustainability frameworks, along with its environmental, social, and governance (ESG) practices. The Company also supports the achievement of the United Nations Sustainable Development Goals, Saudi Vision 2030, and other ESG initiatives.



Comprehensive strategic coverage

01



Environmentally Responsible Practices

The company focuses on mitigating climate change and reducing greenhouse gas emissions, improving energy efficiency, managing waste and pollution, enhancing the circular economy, managing water, and preserving biodiversity and land use.

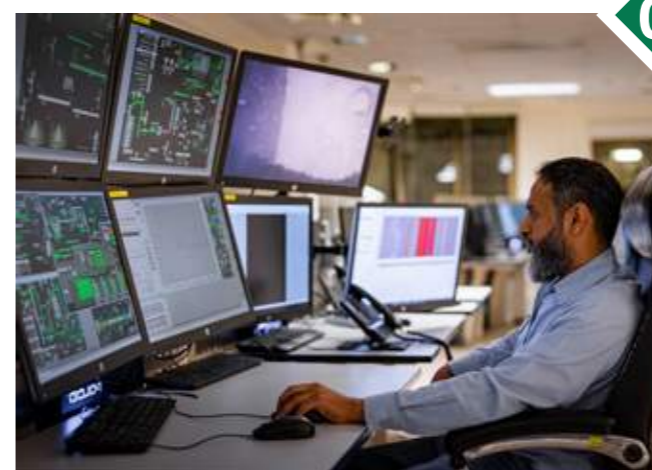
02



Effective Social Practices

The company strives for effective human resource management, promoting social responsibility, improving health, safety, and well-being, developing customer relationships, upholding human rights, practicing responsible marketing, and labeling high-quality, sustainable products.

03



Integrated Corporate Practices

The company works to implement the highest standards of corporate governance and business ethics, supply chain management, and data privacy and security.



Promising future targets

01 Launching sustainable, low-carbon products.



02 Improving water management processes by utilizing and integrating the latest technologies.



03 Integrating environmental, social, and governance (ESG) standards into supply chain operations.



04 Developing and increasing the impact of social responsibility.



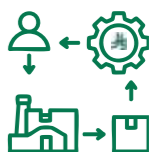
05 Enhancing disclosure and transparency through the publication of the 2025G Annual Sustainability Report.



06 Disseminating awareness and providing training on environmental, social, and governance (ESG) practices for Yamama Cement employees.



07 Improving the company's rankings with specialized agencies that assess corporate's environmental, social, and governance (ESG) practices.





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