أسمنت الريـاض
RIYADH CEMENT

SUSTAINABILITY REPORT

Shaping a resilient future



REPORT YEAR
2025


A Transparent Beginning to a Sustainable Journey



IN THE NAME OF ALLAH

We praise God for the remarkable progress our nation has achieved in less than a decade – progress that has positioned Saudi Arabia as a global benchmark for transformation

Saudi Vision 2030 Annual Report 2024

The Custodian of The Two Holy Mosques

KING SALMAN BIN ABDULAZIZ AL SAUD

(may Allah Preserve him)



Nine years into Vision 2030, we stand proud of what our people have accomplished. They have turned ambition into action and goals into milestones

Saudi Vision 2030 Annual Report 2024

His Royal Highness

Prince

MOHAMMED BIN SALMAN BIN ABDULAZIZ AL SAUD

Crown Prince and Prime Minister

(may Allah Preserve him)



TABLE OF CONTENT

01 INTRODUCTION

- Message from Chairman 09
- Message from CEO 10
- About the Company 11
- Key Highlights 14

02 OUR BUSINESS

- Our Business Model 16
- Our Products 17
- Strategic Direction 19
- Strategic Attainment 20
- Digital Transformation 21
- Awards & Certifications 22

03 SUSTAINABILITY STRATEGY

- ESG Framework & Pillars 25
- Double Materiality Assessment 26
- Double Materiality Matrix 29
- Alignment with Saudi Vision 2030 30
- Alignment with UN SDGs 31

04 ETHICAL BUSINESS

- Governance Structure 33
- Board Committees 35
- Executive Management 36
- Risk Management Committee 37
- Ethics, Integrity & Anticorruption 40
- Data Privacy & Cybersecurity 41
- Transparency & Disclosure 42

05 ENVIRONMENTAL STEWARDSHIP

- Environmental Management 44
- Energy & Emissions 45
- Circular Economy 47
- Water Stewardship 48
- SOx, NOx & Dust Emissions 49
- Land Use & Biodiversity 50

06 SOCIAL RESPONSIBILITY

- Workforce Overview 53
- Occupational Health & Safety 54
- Employment & Talent Development 55
- Customer Relations 56
- Human Rights Practices 57
- Community Engagement 58

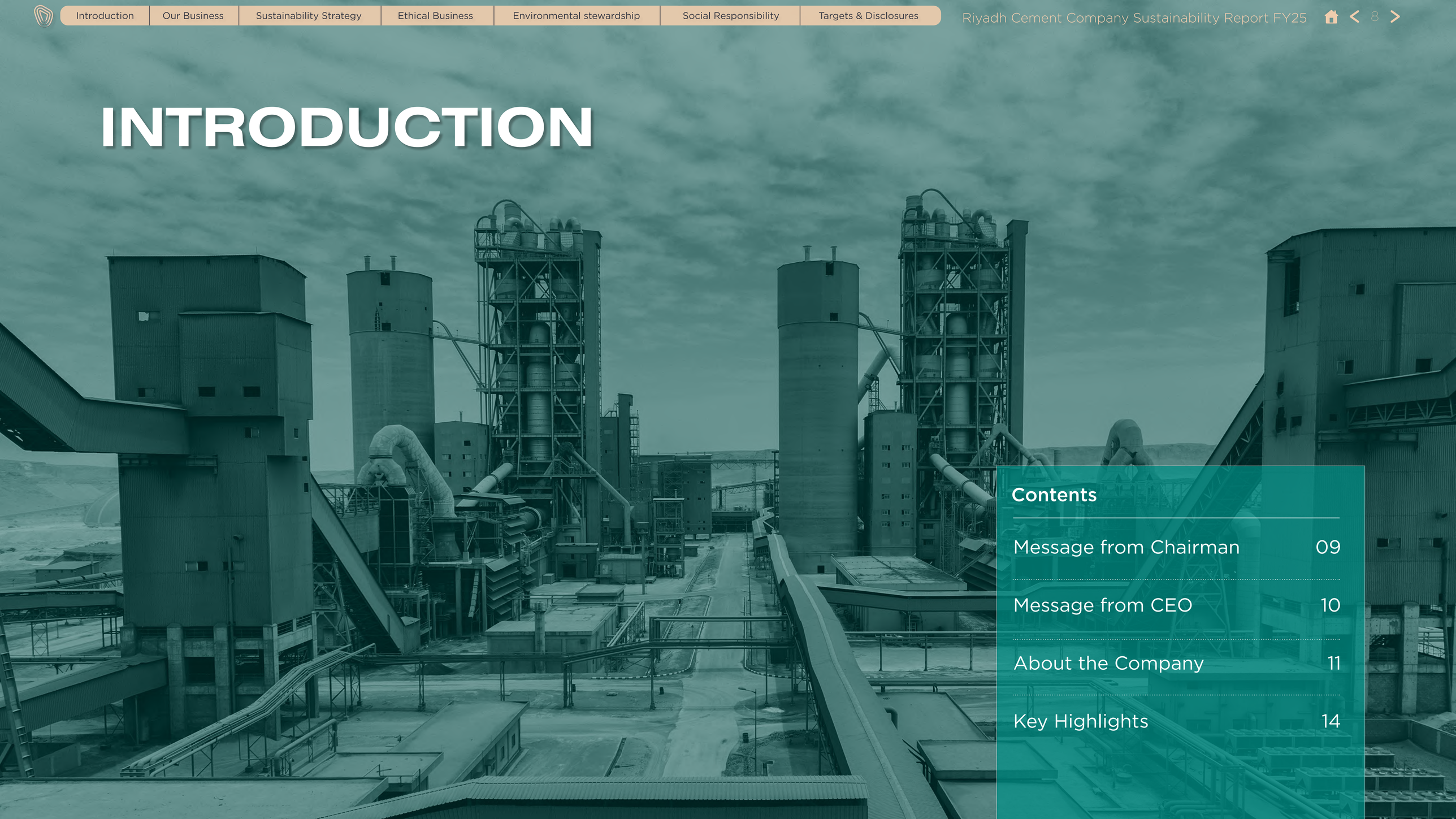
07 TARGETS & DISCLOSURES

- ESG Targets 60
- Future Roadmap 61
- Reporting Scope & Boundary 62
- Reporting Standards Index 63
- Our Partnership Ecosystem 68

APPENDICES



INTRODUCTION



Contents

Message from Chairman 09
Message from CEO 10
About the Company 11
Key Highlights 14

Message from Chairman



We will continue to advance Riyadh Cement Company towards a future defined by stability, responsibility, and sustainable value creation

Mr. Salah bin Rashed Al-Rashed
Chairman
Riyadh Cement Company

I am honored to present our inaugural Sustainability Report, a milestone that reflects the Riyadh Cement Company's continued evolution as a responsible industrial leader and a forward-looking institution aligned with the Kingdom's long-term development ambitions. This report represents more than a disclosure of performance; it reflects a deliberate commitment to embedding sustainability, governance excellence, and disciplined strategic thinking into the foundations of our business.

The Board of Directors views sustainability as inseparable from long-term value creation. In an environment where expectations of industrial companies are rapidly expanding, driven by economic transformation, environmental priorities, technological advancement, and stakeholder scrutiny, resilience and competitiveness depend on the strength of governance, the clarity of strategy, and the integrity of execution. Our role as a Board is to ensure that Riyadh Cement Company is positioned not only to succeed in the present, but to remain relevant, trusted, and competitive over decades to come. Over the past period, we have continued to strengthen governance frameworks, oversight mechanisms & risk management practices to support disciplined growth & operational reliability. We are working to integrate financial and non-financial performance considerations more closely into strategic decision-making, recognizing that sustainable success requires balance across economic performance, environmental stewardship, human capital development, and stakeholder relationships.

The Board is committed to ensuring that Riyadh Cement Company responds proactively to these shifts through innovation, operational optimization, and prudent capital allocation, while maintaining financial discipline and safeguarding shareholder value. Transparency is a cornerstone of corporate credibility. By expanding the scope and structure of our sustainability disclosures, this report strengthens accountability, enhances stakeholder confidence, and supports better internal alignment across the organization. We are committed to ensuring that the company continues to contribute meaningfully to the Kingdom's economic transformation, deliver durable returns to shareholders, foster the development of its people, and uphold the confidence of the communities and stakeholders it serves.

On behalf of the Board of Directors, I extend my sincere appreciation to our management team and employees for their dedication, professionalism, to our shareholders and stakeholders for their continued trust and partnership.

Message from CEO



We are strengthening Riyadh Cement Company as a more resilient and future-ready organization, well positioned to deliver sustainable growth and long-term value

Eng. Shoeil Jarallah Al Ayed
Chief Executive Officer
Riyadh Cement Company

Riyadh Cement Company has grown to become a trusted contributor to the Kingdom's construction and infrastructure ecosystem, supporting projects that are central to the national development and economic diversification. Our success has been built on reliability, quality, technical capability, and the dedication of our people. As the scale and importance of our role have expanded, so has our responsibility to operate with greater environmental stewardship, stronger governance discipline, and a deeper commitment to the communities we serve. We view this responsibility not as an obligation, but as an opportunity to strengthen our long-term positioning and create sustainable impact.

Against this backdrop, it is my privilege to present Riyadh Cement Company's first Sustainability Report, marking an important milestone in our evolution as a modern industrial organization committed to long-term value creation, operational excellence, and responsible business practices. This report reflects not only our performance, but also the continued strengthening of our strategic direction, one that recognizes sustainability as a core enabler of resilience, competitiveness, and institutional maturity. In Riyadh Cement, we have taken meaningful steps to embed sustainability more firmly into our strategy, operations, and decision making processes. Our approach is grounded in integration, ensuring that environmental, social, and governance considerations are aligned with business priorities, risk management, capital allocation, and performance management frameworks. This integration enables us to improve efficiency, manage resources more responsibly, enhance operational resilience, and strengthen stakeholder confidence. We are focused on navigating this transition proactively by investing in operational optimization, innovation, and capability development, while maintaining a balanced approach that safeguards business continuity and long-term profitability. Our objective is clear: to build a company that remains competitive, adaptable, and trusted in a rapidly changing environment. Looking ahead, our ambition is to continue advancing Riyadh Cement Company as a responsible industry leader, one that combines operational excellence with environmental responsibility, empowers its people, contributes positively to society, and supports the Kingdom's development ambitions.

I would like to express my sincere appreciation to the Board of Directors for their guidance and strategic oversight, to our employees for their dedication and professionalism, to our partners for their collaboration, and to our shareholders and stakeholders for their continued trust and confidence.

About the Company

Our Journey so far



1997
Foundation stone laid for Saudi Arabia's first White Cement Plant.

2001
Production of White Cement (Line 1) starts with 230k tons capacity.

2005
Establishing the second production line for grey cement.

2007
Commencement of the second grey clinker line and launch of the third line project.



2010
Third line operational; total grey clinker capacity reaches 3.4 million tons.



2012
Merger of Riyadh Cement and Saudi White Cement Company.



2013
White cement line renovated, increasing capacity to 320k tons.



2019
Second line modified into a double production line for white clinker



2020
Listing on the Saudi Stock Market parallel market (Nomu).



2021
Officially changed company name to Riyadh Cement Company



2022
Launch of the New Brand Identity and distinctive corporate logo



2023
Transitioned from Nomu to the Main Market (TASI)



2025
In 2025, RCC marked a key milestone by signing contracts to enable grid connectivity and fuel displacement through natural gas, while continuing to advance its Lighthouse digital transformation initiative.

Riyadh Cement Company (RCC), established in 1997 and listed on the Saudi Exchange (Tadawul Main Market), is a Saudi joint-stock company producing white and grey cement from its integrated facility in Al-Muzahimiyah, near Riyadh. Leveraging high-quality local limestone, advanced production lines, and AI-driven control systems, RCC ensures consistent product quality, operational reliability, and cost efficiency for domestic projects and select export markets. The company is guided by a clear purpose: to deliver environmentally responsible cement solutions while optimizing resources, improving energy efficiency, supporting environmental protection, and promoting local employment. Its product range includes key cement types such as Ordinary Portland Cement, Sulfate-Resistant Cement, and various grades of White Portland Cement, all manufactured to recognized standards and supported by technical expertise. RCC's operational strength lies in its flexible production system, which allows conversion between grey and white clinker manufacturing, enabling it to efficiently meet both mainstream construction demand and specialized architectural needs.

Guided by a philosophy of continuous improvement and sustainability, the company has integrated quality, innovation, and responsible performance into its operational foundations, balancing commercial growth with environmental stewardship. The company's growth path has been shaped by measured capacity expansions, ongoing modernization of processes, and key governance developments that have broadened investor participation. Throughout this progress, it has consistently maintained a strong commitment to product quality, responsible energy use, and the dependable supply of materials for critical national projects.

About the Company

At the core of Riyadh Cement Company's identity is a clear sense of purpose, to deliver value not only through the quality of its products, but through the way it operates, the standards it upholds, and the impact it creates. The company's vision, mission, and values are not statements on a page; they are the principles that shape how decisions are made, how resources are allocated, and how success is measured across the organisation. These guiding pillars reflect RCC's belief that excellence in cement manufacturing must go hand in hand with responsible governance, environmental stewardship, and genuine investment in people. They define the company's commitment to its shareholders, its workforce, the communities it operates in, and the broader national development agenda it serves. Whether it is through advancing operational efficiency, fostering a culture of transparency and accountability, or empowering employees to grow and contribute at their fullest potential, RCC's strategic direction is anchored in the principles outlined below. These commitments guide the company as it navigates an evolving industrial landscape, responds to rising stakeholder expectations, and works to ensure that its growth today does not come at the cost of the opportunities and resources available to future generations. This foundation of purpose and principle is what drives RCC to go beyond compliance and pursue meaningful progress - whether in reducing its environmental footprint, strengthening the safety and wellbeing of its workforce, or contributing to the Kingdom's economic diversification. As the company enters a new phase of growth, these values will continue to serve as the benchmark against which every initiative, investment, and partnership is measured, ensuring that RCC's evolution as a business remains inseparable from its responsibility as a national industrial institution.

Our Vision

Our Vision is to achieve excellence and sustainability in the cement industry to be the first choice.

Our Mission

Providing a variety of high-quality and environmentally friendly products of white and grey cement to meet our customers' needs through optimal resource utilization, enhancing energy efficiency, protecting the environment, and contributing to job localization and sustainability.

Our Strategic Direction

- Sustainability
- Operational Excellence
- Human Capital
- Digital Transformation
- Profitable Growth

Our Values

Growth

We adopt best practices that ensure the sustainability of governance procedures to support the Company's growth and achieve better profitability for investors.

Transparency

We establish the principle of transparency and maintain open channels with stakeholders.

Empowerment & integration

We create a healthy, motivating work environment that equips all team members to enhance capabilities positively reflecting on performance and efficiency.

Quality

We are committed to quality standards and ensure their implementation at all levels to achieve results that meet customer requirements.

Innovation & Creativity

We promote innovation to introduce new products and apply new solutions and technologies to reduce costs, improve processes, and enhance product quality.

About the Company

Riyadh Cement Company is proud to supply cement to some of the most significant infrastructure and development projects across Saudi Arabia. From landmark giga projects to essential residential and commercial developments, our products form the foundation of the Kingdom's transformation. We work closely with contractors, developers, and government entities to deliver high quality white and grey cement that meets the demanding specifications of modern construction. The following highlights showcase the scale and diversity of projects we are honoured to support.

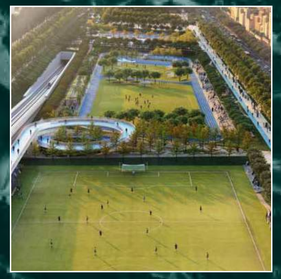

King Salman gardens

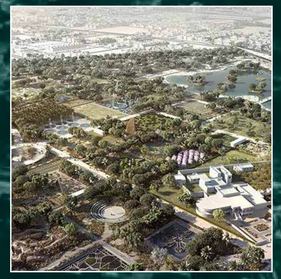

Riyadh Metro

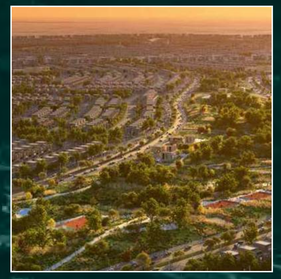

SASREF


Royal mosque (Third expansion)


Princess Noura university


Sports Boulevard

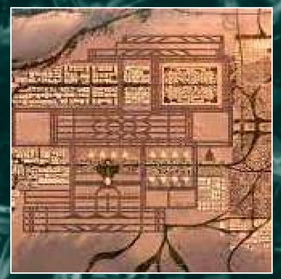

Al Urubah Park


Al Fursan Suburb


King Fahd Stadium

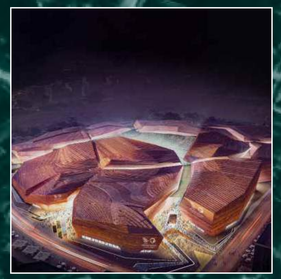

King Salman Industrial city


Raya Hospital


King Salman International airport


Expo 2030 Riyadh


King Salman International stadium


New Murabba Stadium


Private Medical City


Diriyah Gate


SABB Hospital


Dr. Sulaiman Al Habib Hospital

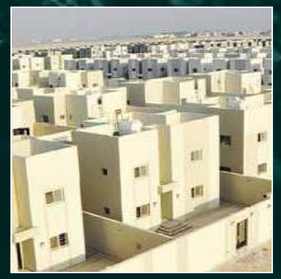


Avenue Mall


National guards project


KAFD


Security Headquarters


Ministry of Housing projects

Key Highlights

2025

2025 marks a milestone year record cement production, a third consecutive improvement in emissions intensity, zero workplace incidents, and commencement of the Kingdom's first Waste Heat Recovery plant. These highlights reflect three years of sustained progress across environmental, social, and governance dimensions.

787.6M SAR
Revenue in 2025

5.8 %
Emission Intensity Reduction

Zero
Environmental violations in 2025

Zero
HSE non-compliance cases
3 consecutive years

190,000
Trees planted under Million Tree Program

4.1M
Safe working hours achieved

0
Workplace incidents in 2025

32 %
Increase in safety training (since 2023)

101K SAR
Community investment spend in 2025

13.85M SAR
Zakat contribution in 2025

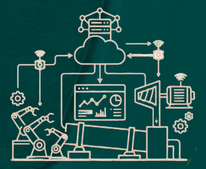
14.3 %
Increase in Saudization rate

Strategic initiatives



Waste Heat Recovery

12.7 MW clean power from kiln exhaust
trial operation commenced



Lighthouse Project

Smart manufacturing integration toward 4.0 Industry standards
Implementation in progress

OUR BUSINESS

Material Topics

- Low-Carbon Products
- Environmental Management

UN SDGs



Contents

Our Business Model 16
Our Products 17
Strategic Direction 19
Strategic Attainment 20
Digital Transformation 21
Awards & Certifications 22

Our Business Model

RCC converts natural resources, human expertise, and advanced manufacturing into essential construction materials generating value for shareholders, customers, employees, and the Kingdom's broader infrastructure ambitions.

Value Creation flow

Resource Inputs

Limestone quarried at Al-Muzahmiyya is one of the richest deposits in the Kingdom. Supplemented by clay, iron ore, gypsum, and alternative raw materials sourced locally.





Manufacturing

Three production lines: Lines 1 and 2 each produce 6,000+ tpd of grey clinker. Line 1 can flexibly switch to white clinker. Line 3 produces 1,000 tpd of premium white clinker.



Products

Ordinary Portland Cement, Sulphate Resistant Cement, Finishing Cement, White Cement. Products meet SASO-GSO standards and ISO certifications across quality, environment, and safety.

Distribution & Markets

All 5 Saudi Regions

8 Export Markets



Geographic Advantage

The Riyadh Cements plant in Al-Muzahmiyya sits at the heart of Saudi Arabia's most active construction corridor. Proximity to Riyadh's Vision 2030 megaprojects enables faster delivery, lower logistics costs, and closer coordination with major contractors making RCC the preferred supplier for large-scale national developments.

Capitals we draw on

Natural Capital

High-quality limestone reserves at Al-Muzahmiyya form the foundation of RCC's operations, enabling local sourcing and an efficient, responsible supply chain.

Manufactured Capital

A fully integrated plant with three production lines and 4+ million tonnes capacity provides the scale, flexibility, and reliability to meet growing market demand.

Human Capital

A skilled and continuously developed workforce, built through training and certification programmes, strengthens Saudi Arabia's industrial talent base.

Intellectual Capital

Advanced Industry 4.0 systems and AI-enabled processes enhance operational efficiency, product consistency, and end-to-end process reliability.

Financial Capital

Strong and sustained reinvestment in operations, technology, and sustainability supports long-term growth, resilience, and lower-carbon performance.

Value created in FY 2025

787.6	216.2	207.8	192
SAR Million Revenue	SAR Million Operating profit	SAR Million Net profit	SAR Million Dividends paid

Our Products

Grey Cement

Riyadh Cement Company produces a comprehensive portfolio of high-quality cement products engineered to meet the diverse needs of modern construction, infrastructure development, and architectural works both within Saudi Arabia and in regional markets. Our products are manufactured under stringent quality standards and conform to internationally recognized specifications to ensure performance, reliability, and durability in a wide range of applications.

RCC's Grey Cement business is the structural backbone of the Company's integrated platform at Al-Muzahimiyah. Two production lines including a dual-process line capable of switching between grey and white clinker deliver 3.52 million tonnes of grey clinker capacity per year, serving ready-mix producers, precast yards, block makers, and major infrastructure contractors across the Central Region. The product slate comprises Ordinary Portland Cement (OPC) for reinforced concrete and precast elements, Sulfate-Resistant Cement (SRC) for basements, coastal facilities, sewage works, and dam and bridge construction, and Portland Limestone Finishing Cement (FC) for plastering, masonry, and screeding applications. In 2025, grey cement production increased by approximately 42%, with the Company recording its highest monthly grey-cement sales since 2016 at roughly 330,000 tonnes in a single month. Grey Cement contributed SAR 625.4 million in revenue and served 29 major Vision 2030 projects across Riyadh, including Diriyah Gate, King Salman Park, Qiddiya, Sports Boulevard

Ordinary Portland Cement



SASO-GSO 1914/2009 (Type I)

SASO-ASTM-C150M-2021 (Type I)

BS EN 197-1:2011 CEM I 52.5N LA

The workhorse of Saudi construction used in reinforced concrete, prefabricated concrete pipes, precast elements, and block manufacture. OPC is RCC's highest-volume product, dispatched in bulk (77%) and bag (23%) to ready-mix batching plants, precast yards, and infrastructure sites across the Central Region.

Sulphate Resistant Cement



SASO-GSO 1914 (Type V)

SASO-ASTM-C150M-2021 (Type V)

BS EN 197-1:2011 CEM I 52.5N SR3

Engineered for aggressive environments - underground basements, sewage and water systems, and dam and bridge construction where sulfate attack is a design concern. SRC's durability in harsh conditions extends structure service life, reducing the need for repair, replacement, and the associated material and carbon costs.

Finishing Cement



SASO GSO 1914 - CEM II/B-LL 42.5N

ASTM C91-2005 & ASTM C 1157-2010

BS EN 197-1:2011 - CEM II/B-LL 42.5N

Formulated for plastering, levelling, and floor screeds prior to tiling. FC incorporates limestone, delivering a lower clinker intensity compared to pure OPC for non-structural applications - a practical embodied-carbon reduction in every finishing specification.

Our Products

White Cement

White Cement - Cem I



SASO-GSO 1914 (TYPE I, WHITE)

BS EN 197-1:2011 - CEM I 52.5N

RCC's premium high-strength white cement, used in decorative works, grouts, coloured concrete, tiles, interlock bricks, artificial stone, and glass fibre reinforced concrete (GRC). Its high whiteness index and 52.5 MPa strength class enable uniform pigmentation and crisp architectural detailing in precast cladding, terrazzo, and GRC façades.

White Cement - Cem II



SASO-GSO 1914/2009

SASO 855-1994 CEM II/A-LL 42.5N

BS EN 197-1:2011 - CEM II/A-LL 42.5N

A limestone-blended formulation with a lower clinker factor, used in grouting and fillings for marble installation and profile painting for external facades, as well as coloured concrete elements and ceramic works. Its formulation supports excellent bonding, smooth finishing, and colour stability for exterior profiles and interior finishes.

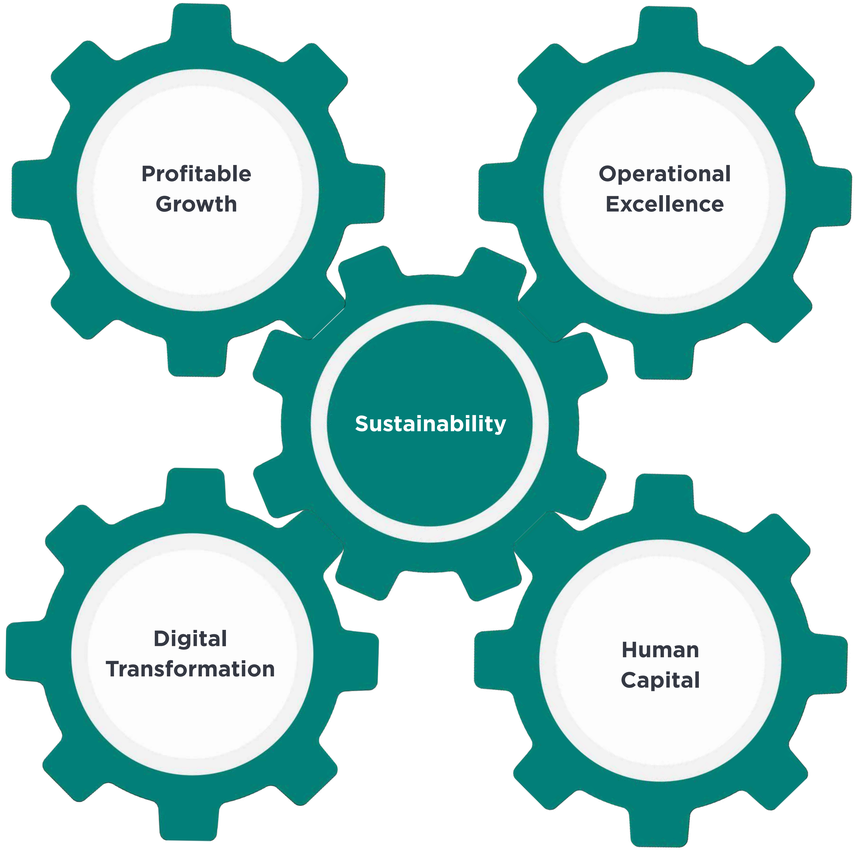
Riyadh Cement Company is the Kingdom's first and leading producer of white cement, holding more than 50% of the domestic market share. Our white cement products are engineered for premium architectural and decorative applications where aesthetics, colour consistency, and surface finish are paramount. Manufactured under stringent purity controls notably low iron and manganese content - and precise kiln operations, our white cements deliver exceptional whiteness, strength, and durability. All products conform to SASO–GSO and EN 197-1 standards, ensuring seamless specification in government and private-sector projects referencing international codes. RCC's White Cement business is anchored by the first white cement plant in Saudi Arabia, established in 1997, with a dedicated white clinker capacity of 320,000 tonnes per year. The dual-process Line 1, upgraded in 2019, adds 660,000 tonnes per year of white clinker capacity enabling RCC to produce approximately one million tonnes of white clinker annually when market conditions demand. In 2025, the Company recorded its highest monthly white-cement sales on record at 36,000 tonnes in a single month. White Cement revenue reached SAR 162.2 million. RCC's white cements are embedded across the Kingdom's most iconic Vision 2030 developments, including Diriyah Gate, King Salman Park, Sports Boulevard, Tuwaiq Tower, and the Riyadh Metro.

The Saudi Organization for Standardization, Metrology, and Quality implements and monitors quality regulations for industrial products to maintain a national framework for local manufacturers in accordance with international standards. We are proud to hold the Saudi Standards, Metrology and Quality Organization (SASO-GSO) certificate alongside two internationally recognized management system certifications ISO 9001:2015 (Quality Management) and ISO 14001 (Environmental Management) reflecting our commitment to quality, and environmental responsibility



Strategic Direction

Riyadh Cement Company's strategic direction is built on five interconnected pillars that guide our decisions, investments, and daily operations. These pillars work together to ensure we deliver value to our stakeholders while building a resilient, responsible, and future ready organization. With sustainability at the core, we balance profitable growth with operational excellence, invest in our people, and embrace digital transformation to remain competitive in an evolving industry. This integrated approach positions RCC to meet the demands of today while preparing for the opportunities of tomorrow.



Sustainability

Sustainability is the core engine of our strategic direction. We integrate ESG dimensions across all operations improving energy efficiency and reducing emissions while ensuring community development and transparent governance.

Operational Excellence

We enhance operational excellence through continuous improvement and lean methodologies. Our approach is based on the 3P model (Plant, Process, People), supported by field leadership and the strict implementation of 5S. Reliability programs and optimized production processes ensure consistent quality and efficiency.

Human Capital

At Riyadh Cement, human capital represents a disciplined investment in the capabilities and sustainability of our employees through continuous learning, training, mentoring, and professional certification programs. We support clear career paths, Saudization initiatives, and a zero harm safety culture.

Digital Transformation

The full integration of IT and OT through advanced infrastructure, unified ERP systems, and real time data analytics. We utilize Industry 4.0 solutions and automation to achieve sustainable reliability and quality across our operations.

Profitable Growth

Growth at Riyadh Cement represents disciplined expansion in value and market position through sustainable governance and superior profitability. We focus on strengthening our regional position, participating in major projects, and returning value to shareholders through consistent dividends.

Strategic Attainment

2024 Strategic Goals Realized as 2025 Milestones



In our 2024 Annual Report, we set six strategic targets to guide the Company through 2025. Below is how we addressed each target transparently, showing measurable progress and momentum carried into 2026. Building on the progress achieved in 2025, RCC enters 2026 with a clear execution agenda across each of its strategic pillars. On the growth front, the company will deepen its participation in the Kingdom's next wave of megaprojects, including Expo 2030 build-up, while expanding export channels for white cement. Operationally, the commissioning of waste heat recovery capacity and continued investment in predictive maintenance will further strengthen cost competitiveness and plant reliability. The digital transformation roadmap will advance with the extension of AI-driven quality optimisation and digital twin applications across all three production lines.

2025

Enhance financial performance & growth

- Revenue: SAR 787.6M sustained.
- Grey cement SAR 625.4M, white cement SAR 162.2M (+0.76% YoY).
- Market: Grey ~6.4% national share. White >50% demand leadership.

Improve operational efficiency & agility

- Energy: Electrical consumption fell 3% to 107 kWh/t.
- Plant: Grey production up ~42%. Kiln availability: grey 90%, white 93.9%.
- Capex: SAR 131.4M for roller-press & reliability upgrades.

Improve customer service & stakeholder relations

- Digital: Enhanced platforms for quotes, mix designs & color-matching.
- Recognition: CEO named 'Top Cement CEO 2024'. CSR Award 2025.
- Engagement: CEO field tours, Client Recognition Day.

Promote sustainability & environmental responsibility

- Carbon-neutral: ORC 12.7 MW waste heat recovery.
- Liquid fuel displacement SAR 85M.
- Materials: ~5% substitution with by-products. Solar PV 30 MW tendered.
- Trees: 190,000 seedlings cumulative.

Accelerate digital transformation & innovation

- "Top 10 Factories of the Future"
- Green products: CEM II limestone-blended cement (SASO, ASTM, BS EN).
- Standards: ISO 56001 Innovation Management certified.

2024

Develop human capital & increase Saudisation

- Saudization: 40% rate achieved.
- Learning: ~6,738 hours on Udemy Business.
- Safety: 4.1M safe man-hours, zero Lost Time Injuries.



Digital Transformation Driving Sustainability

Leveraging Industry 4.0 Technologies

Riyadh Cement Company is advancing a comprehensive digital transformation journey as a core enabler of its operational excellence and sustainability ambitions. Through its Lighthouse Project, RCC is embedding Industry 4.0 technologies across its value chain to enhance efficiency, reduce environmental impact, and build a future-ready, intelligent manufacturing ecosystem.

LIGHTHOUSE PROJECT

The Lighthouse Project represents RCC's flagship digital transformation initiative, focused on transforming production facilities into fully integrated smart plants with centralized control systems that unify operations across mining, production, quality control, and logistics.

Centralized Monitoring
Unified control hub for all plant operations

Integrated Data systems
Seamless operational & maintenance data

Enhanced visibility
Full production cycle transparency







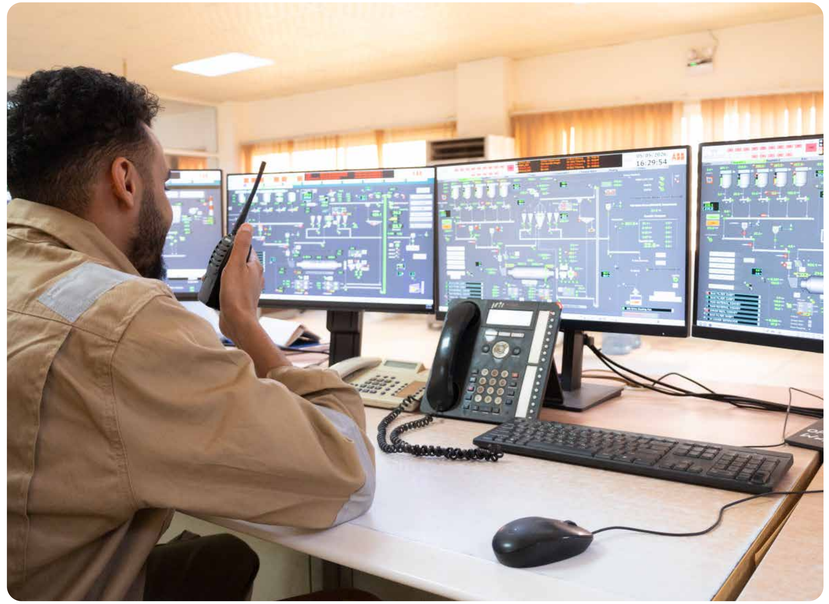
Sustainability Impact

Energy Efficiency
Reduction in energy usage per ton of cement

Waste Reduction
Minimization of production waste through real-time insights

Resource Optimization
Optimization of fuel and raw material usage

Plant Efficiency
Improved efficiency in kiln and plant operations



Control Room, Riyadh Cement plant

"Through the Lighthouse Project, we are positioning Riyadh Cement as a leading example of digital innovation in the cement industry demonstrating how technology can enhance operational excellence while supporting long-term sustainability."



Dr. Mohamed Fouad
Business Excellence Director
Riyadh Cement Company

Awards & Certifications

Our Awards and Certifications reflect a sustained commitment to operational excellence, governance maturity, and responsible industry leadership. Over recent years, the company has been recognized by leading national and regional institutions for performance, quality, and impact across manufacturing, sustainability, and corporate responsibility.

These recognitions are not treated as symbolic achievements, but as external validation of disciplined execution, continuous improvement, and measurable outcomes. They highlight strengths in product quality, process reliability, environmental stewardship, and social responsibility, while reinforcing our position as a benchmark within the sector. Each recognition underscores our ability to translate strategic intent into consistent, on-ground performance across operations. Beyond compliance, these certifications demonstrate our proactive approach to risk management, innovation, and continuous optimisation. Furthermore, this collection of accolades and formal verifications serves as a clear indicator of our progress toward achieving long-term strategic goals. We remain dedicated to upholding the highest standards in everything we do, ensuring that our contributions to society, the economy, and the environment are both significant and lasting

Top 10 — **"Factories of the Future"**

Ministry of Industry and Mineral Resources honored Riyadh Cement as one of the top 10 national companies out of 1,300 companies that excelled in meeting the requirements of the Industrial Transformation initiative

#27 Forbes

Ranking (Top 50 Saudi Brands)

Corporate Social Responsibility (CSR) Award (2024 & 2025)

Ministry of Human Resources & Social Development. Recognized for two consecutive years for sustained institutional Corporate Social Responsibility

Golden Excellence Shield (2024)

Awarded by the Arab Organization for Social Responsibility (UAE)

Best White Cement Company (2023)

Saudi Building and Infrastructure awards

SASO GSO 1914/2009 Quality Certification

Saudi Organization for Standardization product quality compliance.

Mowaamah Certification

Gold standard for inclusive workplace for people with disabilities.



Corporate Social Responsibility award 2025



Riyadh Cement Recognized Among Top 10 Lighthouse Candidates


SIDF (Towards a sustainable future)



Mowaamah Certification


Golden Excellence Shield Award 2024

Awards & Certifications

ISO Certifications

By aligning with internationally recognized ISO standards, the company ensures that policies, processes, and controls are systematic, measurable, and continuously improved. These certifications are not symbolic — they represent independently audited systems that govern how we plan, operate, measure, and improve across every function. Each standard is maintained through annual surveillance audits conducted by accredited third-party certification bodies, ensuring our management systems remain effective, current, and aligned with evolving international best practices. Together, they provide the structured foundation upon which our operational excellence, environmental stewardship, and stakeholder trust are built.

ISO 9001:2015
Quality Management System

Ensures consistent product quality through standardised processes, customer focus, and continuous improvement across all operations.



ISO 14001:2015
Environmental Management System

Provides a structured framework for identifying environmental impacts, setting reduction targets, and driving continual improvement.



ISO 45001:2018
Occupational Health & Safety

Establishes systematic hazard identification, risk assessment, and preventive controls to protect employees and contractors.



ISO 50001:2018
Energy Management System

Drives systematic monitoring, measurement, and reduction of energy consumption across kiln operations and cement grinding



ISO/IEC 27001:2013
Information Security Management

Protects operational technology, IT infrastructure, and sensitive business data through structured access controls and risk management



ISO 56001:2024
Innovation Management System

Formalises the identification, development, and implementation of innovative solutions across operations and sustainability.



ISO 55001:2024
Operational Asset Management System

Ensures optimal lifecycle management of physical assets including kilns, mills, and material-handling equipment



SUSTAINABILITY STRATEGY



Contents

ESG Framework & Pillars 25

Double Materiality Assessment 26

Double Materiality Matrix 29

Alignment with Saudi Vision 2030 30

Alignment with United Nations SDGs 31

ESG Framework & Pillars

Riyadh Cement Company (RCC) embeds sustainability into its long-term corporate strategy. Year after year, the Company enhances its commitment to environmental, social, and governance (ESG) practices ensuring responsible resource use, creating positive social impact, and maintaining high standards of transparency. RCC's ESG programme is structured around three core pillars, supported by digital transformation as a cross-cutting enabler that drives performance across all areas of the business.

Our ESG Pillars



Environmental Stewardship

Protecting our environment through decarbonization, energy efficiency, responsible resource circularity, water conservation, and biodiversity preservation to minimize our ecological footprint and safeguard natural resources for future generations.

Social Responsibility

Investing in our workforce through safety, training, and development, while fostering inclusive growth and building stronger communities through meaningful engagement, nationalization efforts, and strategic social impact programs

Ethical Governance

Upholding integrity through sound governance structures, ethical leadership, regulatory compliance, and transparent practices that strengthen accountability, protect stakeholder interests, and create lasting shared value.

Our ESG Framework

RCC's ESG framework provides a structured approach to embedding sustainability across our operations. Through four interconnected phases, we ensure that our environmental, social, and governance commitments translate into measurable actions and meaningful outcomes for all stakeholders.

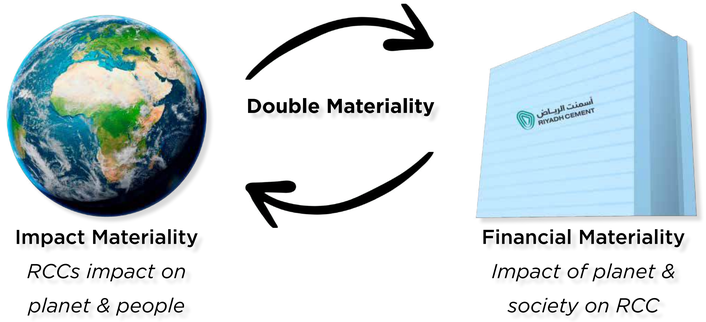
By applying this framework, RCC strengthens accountability, enhances transparency, and ensures a disciplined approach to delivering sustainable outcomes. This structured approach enables RCC to consistently align its strategic objectives with sustainability priorities, driving long-term value creation and responsible business growth.

I	Identify	Determine priority ESG topics by assessing key environmental and social impacts, business risks, and evolving stakeholder expectations.
I	Implement	Execute targeted initiatives and integrate ESG considerations into core operations, decision-making processes, and day-to-day activities.
E	Evaluate	Measure ESG performance using defined metrics, manage associated risks, and drive continuous improvement across all areas of the business.
E	Engage	Foster trust through transparent communication, regular disclosures, and meaningful engagement with stakeholders.

Double Materiality Assessment

FY2025 represents Riyadh Cement Company's (RCC) first formal Double Materiality Assessment and establishes a structured foundation for identifying and prioritising sustainability topics. The assessment supports RCC's objective to integrate sustainability considerations into business strategy, risk management, and corporate reporting. The Double Materiality approach applied in this assessment evaluates sustainability topics from two perspectives: the significance of RCC's impacts on people and the environment, and the potential effects of sustainability-related risks and opportunities on RCC's financial performance and long-term resilience. This dual perspective enables RCC to identify topics that require management attention from both an impact and business value standpoint. The outcomes of this assessment inform governance oversight, management prioritisation, and the development of RCC's sustainability roadmap, while providing a baseline for future materiality reviews.

"This Double Materiality Assessment helps us focus our sustainability efforts where they matter most for our business performance, our stakeholders, and our long-term resilience"



Recognising the role of stakeholder input in informing materiality outcomes, RCC incorporated perspectives from across its value chain into the assessment process. Stakeholder inputs were used to validate topic relevance, support prioritisation, and ensure that material topics reflect operational realities and business context. Stakeholders were identified using a value chain-based approach, ensuring coverage across the entire value chain of Riyadh Cement Company (RCC). The identification process mapped stakeholders across three stages



All internal stakeholder groups participated in structured, focused engagement sessions to provide their insights and evaluations as part of the materiality assessment process, while external stakeholder inputs were collected through targeted surveys to ensure their perspectives were also incorporated.



Participants were selected based on their direct influence on sustainability-related decision-making and their proximity to the company's most material topics. Engagement was conducted through structured assessment sessions in which each participant evaluated a curated set of sustainability topics assigned to their area of functional expertise.



Double Materiality Assessment

Following the collection of all responses, scores were aggregated using a weighted methodology that accounted for each stakeholder's influence and relevance. Impact and financial scores were calculated separately for each topic, and materiality thresholds were applied to classify topics as material or non-material from each perspective. Topics exceeding both thresholds were classified as double material, forming the core of RCC's sustainability agenda. The outcomes of this process directly inform the materiality matrix presented in the following section and serve as the foundation for RCC's sustainability strategy, target-setting, and reporting priorities going forward.

Stakeholders	Type of Stakeholder	Modes of Engagement	Engagement Topic
Leadership	Internal	Strategy sessions, board reviews	Business performance, sustainability oversight, risk management
Operations	Internal	Workshops, assessment sessions	Production efficiency, energy use, emissions, safety
People	Internal	Internal surveys, HR reviews	Training, wellbeing, workplace culture, diversity
Finance	Internal	Planning meetings, performance reviews	Capital allocation, cost management, ESG disclosures
Technology	Internal	IT assessments & Controls	Data governance, cybersecurity, digital infrastructure
Regulators	External	Compliance reporting	Environmental permits, regulatory compliance, policy alignment
Customers	External	Satisfaction surveys, account meetings	Product quality, low-carbon solutions, service delivery
Suppliers	External	Supplier assessments	Supply chain performance, safety compliance, ESG standards
Industry	External	Partnerships, conferences, joint initiatives	Decarbonisation, innovation, industry benchmarking
Community	External	CSR programmes, community engagement	Environmental impact, social investment, local employment



Double Materiality Assessment

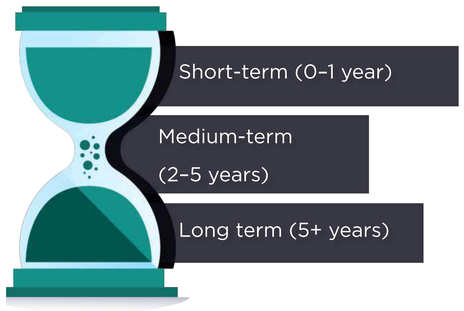
Riyadh Cement Company's (RCC) FY2025 Double Materiality Assessment was conducted using a structured and systematic methodology designed to ensure consistency, transparency, and alignment with recognised sustainability reporting standards. The methodology integrates topic identification, stakeholder inputs, and internal validation to identify sustainability topics that are relevant from both impact and business perspectives.

The assessment considered sustainability topics across multiple time horizons to reflect both current operational priorities and longer-term business and regulatory exposure.

Time horizons

Material topics were assessed across three time horizons to capture evolving risks and opportunities:

Short-term horizons focused on immediate operational impacts and regulatory requirements. Medium-term horizons captured emerging risks and opportunities driven by market and policy developments. Long-term horizons considered broader environmental and social impacts affecting business resilience. This approach ensures RCC remains aligned with evolving risks while supporting long-term value creation





01 Topic Identification
Review of sustainability topics using ESRS, GRI, and sector frameworks.

02 Stakeholder Mapping
Identification and prioritisation of key internal and external stakeholders.

03 Stakeholder Engagement
Structured survey session with employees, investors, suppliers, and communities.

04 Impact Assessment
Evaluation of impacts on people and environment by scale, scope, remediability.

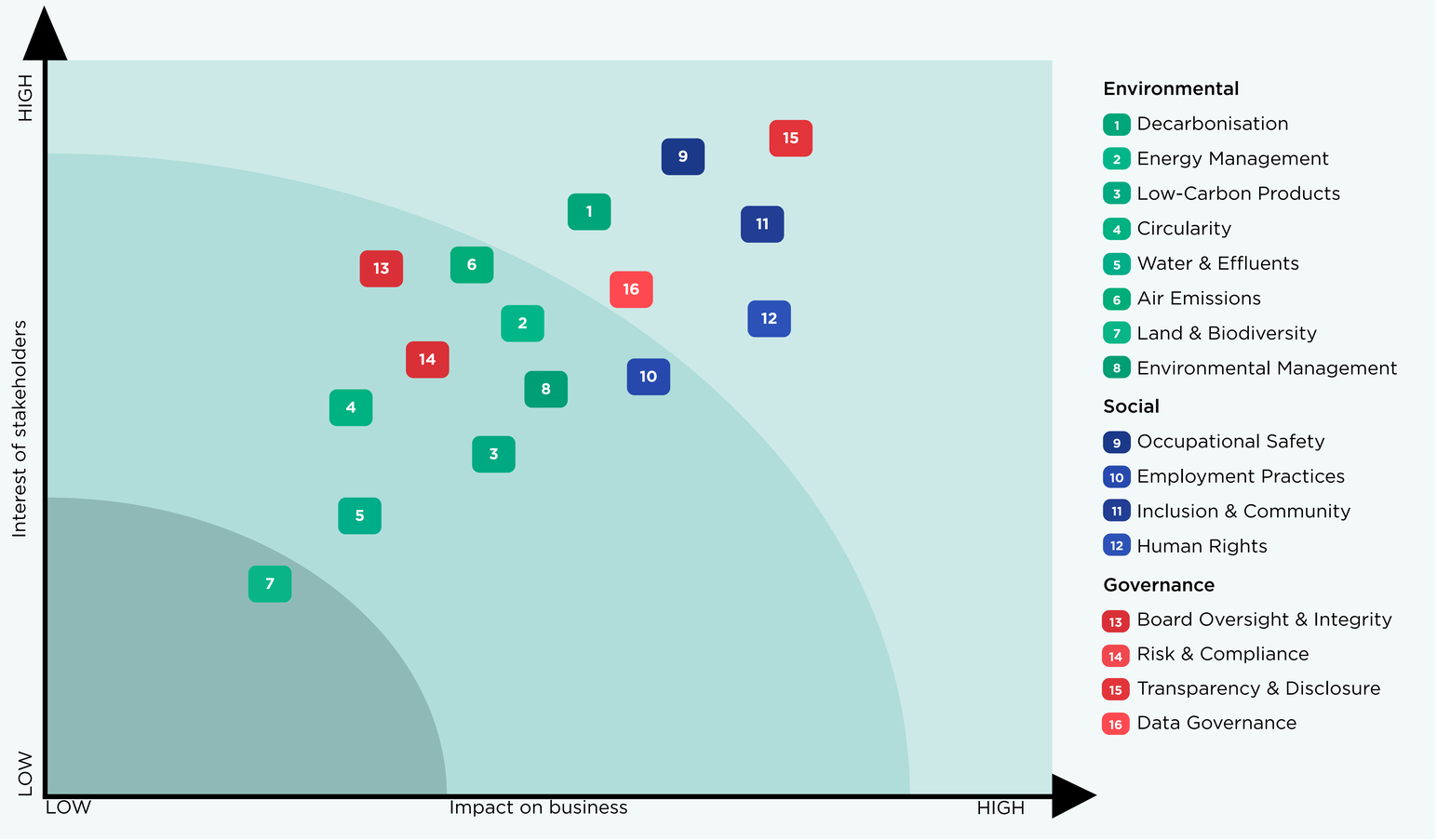
05 Financial analysis
Financial scenario analysis of sustainability risks and opportunities affecting financial performance.

06 Threshold application
Application of thresholds to determine material topics from dual perspectives.

07 Validation
Internal review by sustainability committee with Board approval of final topics.

Double Materiality Matrix

These topics represent areas considered most relevant to RCC's activities and value chain and require focused management attention. The material topics span environmental, social, and governance dimensions and cover key areas related to environmental performance, workforce and community considerations, and corporate governance practices. Topics assessed as material under both impact and financial perspectives are prioritised as double-material. The material topics inform sustainability planning, performance monitoring, and future disclosures, and provide a reference point for ongoing management focus.



Environmental
1. Decarbonisation
2. Energy Management
3. Low-Carbon Products
4. Circularity
5. Water & Effluents
6. Air Emissions
7. Land & Biodiversity
8. Environmental Management

Social
9. Occupational Safety
10. Employment Practices
11. Inclusion & Community
12. Human Rights

Governance
13. Board Oversight & Integrity
14. Risk & Compliance
15. Transparency & Disclosure
16. Data Governance

Mapping Material Topics with UN SDG's

Material Topic	SDGs
Decarbonisation	
Energy Management	
Low-Carbon Products	
Circularity	
Water & Effluents	
Air Emissions	
Land & Biodiversity	
Environmental Management	
Occupational Safety	
Employment Practices	
Inclusion & Community	
Human Rights	
Board Oversight & Integrity	
Risk & Compliance	
Transparency & Disclosure	
Data Governance	

Alignment with Saudi Vision 2030

رؤية VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Saudi Vision 2030 is the Kingdom's transformative blueprint launched in April 2016. It represents the most ambitious economic and social reform programme in Saudi Arabia's history, designed to diversify the economy beyond oil dependence, develop public service sectors, and position the Kingdom as a global hub connecting three continents.

"Vision 2030 is reshaping our nation, and RCC is proud to be building its foundations sustainably, responsibly, and with unwavering commitment to the Kingdom's transformation."



Eng. Shoeil Jarallah Al Ayed
Chief Executive Officer
Riyadh Cement Company

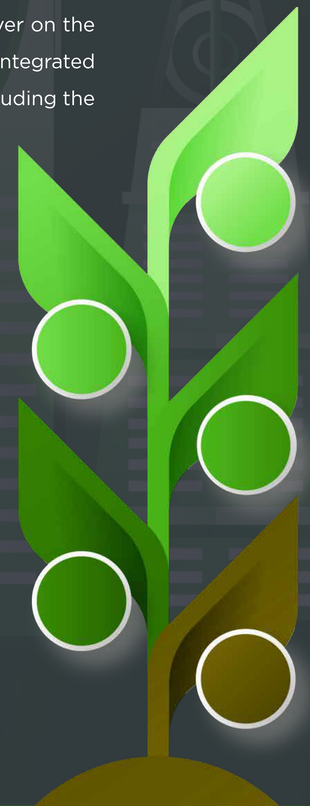
Vision 2030 is structured around three interdependent pillars that together form a comprehensive framework for national transformation. Each pillar addresses a critical dimension of the Kingdom's development societal well-being, economic prosperity, and effective governance working in harmony to create lasting change across all aspects of Saudi life. A Vibrant Society builds a nation rooted in strong values, cultural richness, and quality of life for all citizens. A Thriving Economy diversifies growth beyond oil, unlocking new industries, investment opportunities, and employment pathways for Saudi youth. An Ambitious Nation establishes transparent, accountable, and effective institutions that empower both public and private sectors to deliver on the Kingdom's aspirations. Together, these pillars create an integrated roadmap that guides every sector of the economy including the cement and building materials industry toward sustainable, inclusive & future-ready development.



Three pillars of Saudi Vision 2030

A Vibrant Society
Green Innovation
Low-carbon cement, waste heat recovery and Net Zero alignment.

An Ambitious Nation
Smart Manufacturing
Audits ensuring ethical, transparent smart manufacturing.



A Thriving Economy
Giga Project Support
Supplying cement for Major Industrial and Strategic projects

A Vibrant Society
Saudization
Saudi talent training and local employment initiatives.

A Thriving Economy
Local content
Domestic supply chains

Alignment with UN Sustainable Development Goals

The United Nations' 17 Sustainable Development Goals (SDGs) provide a globally recognised framework for responsible and purposeful business conduct. RCC has identified the goals most material to its operations, impacts, and value chain those where the Company's investments, programmes, and day-to-day activities generate direct, verifiable contributions. The following goals are mapped to concrete initiatives and measurable outcomes, grounding RCC's alignment in evidence rather than aspiration.



SDG 15 *Life on land*

RCC has decided its presence should make the land greener. Our on-site nursery produces 10,000 seedlings annually, and through the Million Shrubs Project in partnership with the National Center for Vegetation Cover Development, we target one million trees by 2030. By end-2025, over 190,000 had been planted each one a deliberate contribution to Saudi Arabia's national greening agenda.

SDG 13 *Climate Action*

RCC has committed more than SAR 131 million to transforming how its operations are powered because acknowledging the carbon intensity of cement production and doing nothing about it are two very different things. A Waste Heat Recovery system capturing heat escaping from the kilns and converting it into up to 12.64 megawatts of clean on-site electricity entered trial operations in early 2026. These are not future commitments. They are happening now.

SDG 11 *Sustainable cities*

The cement in Riyadh's expanding infrastructure largely comes from RCC making the Company a quiet but essential partner in one of the world's most ambitious programmes of urban development. But RCC's contribution to community does not stop at the construction site. Through its partnership with the Aroua Charity Association, RCC provides cement for the renovation of homes for widows and orphans in surrounding communities. Community investment has grown tenfold in two years, a sign that this commitment is deepening, not static.

SDG 9 *Industry, Innovation, Infrastructure*

As a primary cement supplier to the Riyadh region, including giga-projects such as Qiddiya, we provide the physical foundations of Vision 2030. At the same time, we are transforming internally: the Ministry of Industry has recognised us among Saudi Arabia's top ten Factories of the Future following our SIRI assessment. Predictive maintenance, IIoT and machine learning–driven systems are actively deployed across operations.

SDG 8 *Economic Growth*

RCC is not simply providing employment, it is building careers for Saudi nationals and circulating economic value across the regional economy. The Company's Saudization rate has grown steadily to 40%, and with an average employee tenure of over six years, it is clearly a place people choose to stay. What amplifies RCC's economic contribution further is its procurement approach: Major spend on suppliers goes to local Saudi businesses sustaining hundreds of enterprises and livelihoods well beyond RCC's own payroll.

SDG 3 *Good health & Well being*

Safety at RCC is a culture, not a programme. The Company has never recorded a workplace fatality a record maintained through rigorous audits, mandatory training, and leadership committed to zero harm. Our Lost Time Injury Frequency Rate reached zero in 2025. Beyond our gates, we partner with the Ministry of Health on annual vaccination drives and blood donation campaigns. Together, these efforts support broader health and well-being goals.

SDG 4 *Quality Education*

Learning belongs to everyone. RCC delivers continuous development through structured training and digital platforms, while our cooperative university programme transforms operations into a living classroom for Saudi engineering students under the "Himmah" program. Each year, thousands of training hours extend to the wider community because knowledge shared is value created. This ensures knowledge flows beyond our walls.

ETHICAL BUSINESS

Material Topics

- Board Oversight & Integrity
- Risk & Compliance
- Transparency & Disclosure
- Data Governance

UN SDGs



Contents

Governance Structure 33
Board Committees 35
Executive Management 36
Risk Management Committee 38
Ethics, Integrity & Anticorruption 40
Data privacy & Cybersecurity 41
Transparency & Disclosure 42

Governance Structure

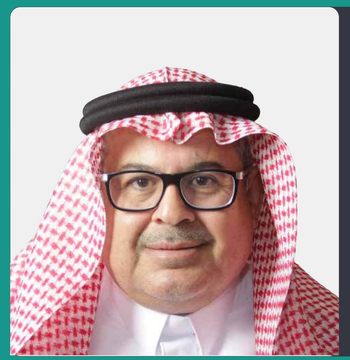
Riyadh Cement Company operates under a rigorous governance framework that ensures accountability, transparency, and ethical decision-making at every level. Oversight begins with our Board of Directors, which sets strategic direction, safeguards shareholder interests, and upholds regulatory compliance in line with the Saudi Capital Market Authority's regulations. Comprising seven members with diverse expertise spanning engineering, finance, law, and business management, the Board brings a wealth of experience to guide the Company's strategic vision and operational performance. The Board convenes regularly to review progress against corporate objectives, assess emerging risks and opportunities, and ensure that management actions remain aligned with shareholder expectations and national development priorities. Supporting the Board are two standing committees, the Audit Committee and the Nominations & Remuneration Committee each operating under approved charters to provide focused oversight on financial integrity, risk management, and executive accountability. This multi-layered governance structure reinforces the Company's commitment to best practices and positions it to deliver sustainable long-term value for all stakeholders.



CHAIRMAN

Mr. Salah bin Rashed Al Rashed

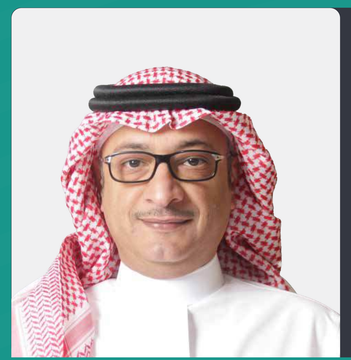
He has served as General Manager of Rashid Abdulrahman Al Rashid & Sons since 1977, bringing nearly five decades of business leadership. He has chaired Riyadh Cement's board since 2016 and simultaneously chairs the Arab National Bank and several other industrial and investment companies. His portfolio spans sectors including banking, agriculture, healthcare, electrical services, and real estate development. He holds a Bachelor's in Civil Engineering from Washington University in the USA.



VICE CHAIRMAN

Eng. Khalid bin Abdullah Al Melhem

He brings extensive experience from leading some of Saudi Arabia's largest organizations, having served as CEO of Saudi Telecom Company and Director General of Saudi Arabian Airlines. His career includes senior roles at Al Marai, the SIDF & multiple leadership positions at Saudi British Bank (SABB) spanning retail banking and investment banking. He holds dual bachelor's degrees in Engineering Management and Electrical Engineering from the University of Evansville, USA.



BOARD MEMBER

Mr. Fahad bin Hizam Al Nabit

He has extensive experience managing diversified business operations as General Manager of Mabani Al Turath, the National Food Investment Company, and Mawarid Holding Company. His career spans food, real estate, and holding company management, providing a broad commercial perspective. He has been involved in multiple enterprises since the late 1990s, demonstrating long-standing business leadership. He holds a Bachelor's in Law from King Saud University.



BOARD MEMBER

Dr. Nasser bin Fadl Aqeel

He served as CEO of Riyadh Cement from 1997 to 2016. Before that, he held roles at the Institute of Public Administration & conducted graduate research at the University of Colorado Boulder. He currently chairs Tawi Development Company and continues to contribute his expertise to the cement industry. He holds a PhD and Master's in Civil Engineering from the University of Colorado Boulder, along with a Bachelor's from King Saud University.

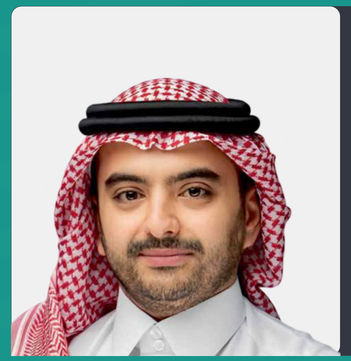
Governance Structure



BOARD MEMBER

Mr. Abdullah bin Ateeq Al Fawaz

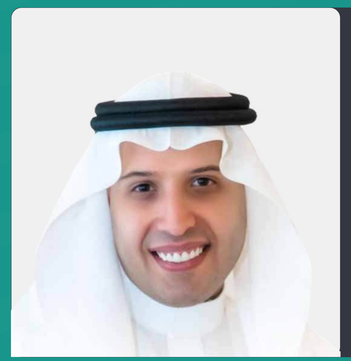
He accumulated nearly three decades of legal expertise serving as a Legal Advisor at the Bureau of Experts within the Council of Ministers from 1988 to 2016. His deep understanding of Saudi regulatory frameworks and legislative processes provides valuable governance perspective to the board. He also chairs Faza Industrial Company, bringing additional industrial sector experience. He holds a Master's in Law from Indiana University and a Bachelor's in Law from King Saud University.



BOARD MEMBER

Eng. Mohammed bin Khalifa Al Mulhem

He brings hands-on industrial experience from his time as a civil engineer at Saudi Aramco and his current role as Business Development Manager at Precast Building Systems Company. He serves on the boards of Al Ittefaq Steel, Advanced Petrochemical Company, and Al Jazeera Support Services in an independent capacity. His engineering background and corporate governance involvement make him well-suited for overseeing board nominations and executive compensation. He holds a Master's in Banking and Finance from Queen Mary University of London and a Bachelor's in Civil Engineering from Concordia University.



BOARD MEMBER

Dr. Fahad Saleh Al Humaidah

He brings high-level government and financial market experience, currently serving as Undersecretary of the Ministry of Economy and Planning and previously as Senior Advisor to the Minister of Finance. He spent a decade at the Saudi Arabian Monetary Authority (SAMA) in investment advisory and fixed income roles, giving him deep expertise in financial oversight. He also serves independently on the boards of Sustainability Holding Company and the National Center for Social Studies & Research. He holds a PhD in Financial Markets from the University of Reading and a Master's in Investment Management from the University of London.



BOARD SECRETARIAT

Dr. Sultan Bin Saad Alowies

He has served as Board Secretary & Public Relations Manager at Riyadh Cement since 2023. Bringing over 16 years of communications experience from various roles at the Riyadh Region. He holds a PhD in Media & Public Relations from Imam Muhammad bin Saud Islamic University.

7

Board Members

43 %

Independent board Members

The Board of Directors provides strategic leadership by setting the company's direction and long-term objectives, while ensuring disciplined growth through the approval of annual budgets, business plans, and major investments. It oversees risk management and internal control systems, ensures compliance with regulations set by the Capital Market Authority (CMA) and Tadawul, and safeguards shareholder interests through transparency, including the review and approval of financial statements and disclosures. The Board also appoints and evaluates senior executives and monitors the company's ESG performance to support its sustainability commitmentsforming the foundation of the overall organization's governance structure. During 2025, the Board held five meetings with full attendance from all members, reflecting a strong culture of engagement and active participation in corporate oversight.

Board Committees

The Board of Directors has established specialized committees to ensure effective oversight and governance across key areas of the Company's operations. Each committee operates under a defined mandate, meeting regularly to review performance, assess risks, and provide recommendations to the Board. These committees strengthen our governance framework and ensure alignment with regulatory requirements and best practices.

Each committee operates under a Board-approved charter that defines its mandate, authority, and reporting obligations. Committee compositions are designed to ensure independence, relevant expertise, and full compliance with Capital Market Authority Corporate Governance Regulations. The Audit Committee is composed entirely of independent and non-executive members, reinforcing objectivity in financial oversight. The Nomination & Compensation Committee maintains a balance of independent and non-executive directors to ensure impartiality in leadership selection and remuneration decisions.

Committee Structure



Audit Committee

The Audit Committee ensures the integrity of the Company's financial reporting, internal controls, and regulatory compliance. Composed of independent members, it provides objective oversight of accounting practices, financial statements, and both internal and external audit functions. The Committee ensures adherence to Saudi accounting standards and Capital Market Authority regulations, evaluates risk management systems, and reviews related-party transactions to prevent conflicts of interest

Member	Role	Classification
Dr. Fahd bin Saleh Al Humaidah	Chairman	Chairman (Independent)
Mr. Abdullah bin Ateeq Al Fawaz	Member	Independent
Dr. Abdullah Sagheer Al Husseini	Member	External (Non Board)
Mr. Mohammed A. Al Shaye	Member	External (Non Board)



Mr. Ali Nazir
Internal Audit Director

Provides independent assurance and reports directly to the Audit Committee under the Board of Directors to support oversight of internal controls, governance, risk management, and compliance processes.

Nomination & Remuneration Committee

The Nomination and Remuneration Committee ensures the Company attracts and retains qualified leaders for both the Board and executive levels. It reviews Board composition, identifies candidates, and assesses their qualifications to maintain a balanced, effective team. Additionally, the Committee designs remuneration policies that align executive pay with company performance and long-term shareholder interests

Member	Role	Classification
Eng. Mohammed bin Khalifa Al Mulhem	Chairman	Chairman (Independent)
Mr. Salah bin Rashed Al Rashed	Member	Non Executive
Eng. Khalid bin Abdullah Al Mulhem	Member	Non Executive
Mr. Fahd bin Hazam Al Nabet	Member	Non Executive



Executive Management

RCC's executive leadership operates under the strategic direction of the Chief Executive Officer, with each Director responsible for a distinct operational or corporate function. Together, they form the management team that translates the Board's strategic vision into day-to-day execution overseeing production and plant operations, financial stewardship, supply chain management, workforce development, technology, and stakeholder relations. This structure ensures clear accountability, cross-functional coordination, and the integration of sustainability considerations into every aspect of the company's operations.



Eng . Shoeil Al Ayed
Chief Executive Officer

Under the leadership of the CEO, RCC's management team operates as an integrated unit aligning operational performance with strategic sustainability objectives. Each director is empowered to drive its function independently while contributing to shared goals across safety, efficiency, environmental responsibility, and stakeholder value. This collaborative leadership model enables RCC to respond to evolving market conditions, regulatory requirements & national development priorities with both agility and discipline.

7 Executive Directors **7** Different Functions **1** Integrated Leadership team



Dr. Mohammed Fouad
Business Excellence Director

Performance frameworks, management systems, and continuous improvement.



Eng. Girish Kumar
Plant Director

Production operations, plant maintenance, and manufacturing performance.



Mr. Mohd. Aun Al-Hadi
HR & Admin Affairs Director

Workforce development, talent management, and administration.



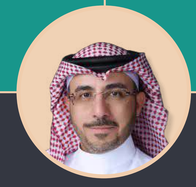
Mr. Mohannad Melhem
Finance Director

Financial planning, capital allocation, and corporate reporting.



Mr. Yasser Al-Jehani
Supply Chain Director

Procurement, logistics, and supplier relationships.



Eng. Mohd. AlBawardi
Sales & Marketing Director

Market strategy, customer engagement, and commercial growth.



Mr. Fouad Khawaji
IT Director

Digital infrastructure, data governance, and cybersecurity.





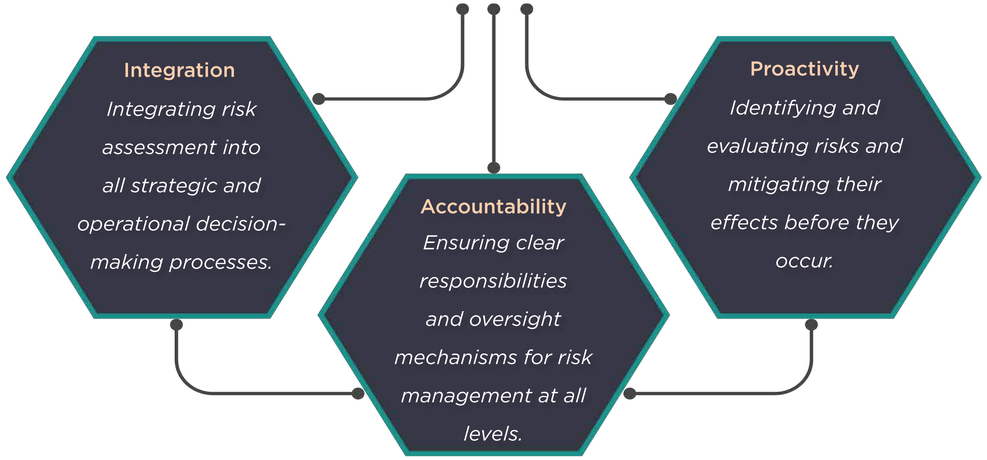




Risk Management Committee

RCC operates under a structured Enterprise Risk Management (ERM) framework designed to safeguard shareholder value, ensure regulatory compliance, and enhance resilience against operational and financial volatility. The framework follows best practices consistent with CMA governance requirements and draws alignment from internationally recognised standards. The Audit Committee maintains oversight of internal control systems, monitors risk exposure, and ensures the adequacy and effectiveness of risk mitigation measures. Internal Audit provides independent assurance, evaluating risk across operational, financial, and compliance domains.

Risk Management Principles



Risk Categories monitored

Operational Risks	Related to the reliability of plants, safety, availability of raw materials
Financial Risks	Including liquidity, access to financing, Zakat and tax obligations.
Strategic Risks	Related to long-term planning, expansion, and project execution.
Compliance Risks	Compliance with quarry licensing environmental regulations
Market Risks	Related to market, price fluctuations & volatility in demand
ESG Risks	Related to environmental regulations & climate disclosure





Risk Management Committee

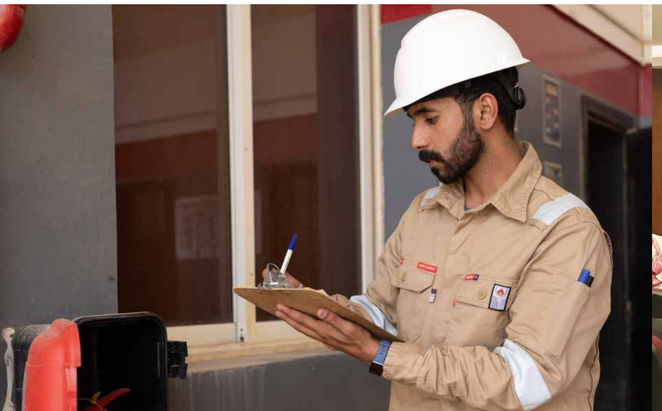
Our Risk Management framework is built on internationally recognized standards, providing a structured and consistent approach to managing risk at every level of the organization. The framework establishes clear governance structures, with the Board of Directors providing strategic oversight through the Audit Committee, while operational management implements risk controls on a day-to-day basis.

We maintain a comprehensive risk register that is reviewed and updated on a quarterly basis. Each identified risk is assessed based on both probability of occurrence and potential impact to the business. Clear ownership is assigned to senior managers across all departments, who are accountable for developing and implementing effective mitigation strategies with defined timelines.

Our risk assessment methodology evaluates each risk against a standardized matrix that considers likelihood and consequence. This approach enables us to prioritize resources effectively, focusing attention on risks that pose the greatest threat to our operations, people, and stakeholders. We continuously monitor the risk landscape to identify emerging risks and ensure our controls remain effective in a changing environment

RCC is enhancing its enterprise risk management capabilities by integrating digital dashboards and key risk indicators (KRIs) to improve visibility across operations. The Company's focus in 2025 includes:

- Strengthening data-driven monitoring of operational and financial risks.
- Expanding internal audit scope to cover sustainability and cybersecurity risk.
- Embedding risk ownership at all management levels to foster a culture of accountability and proactive governance





This multi-tier structure mirrors the "three lines of defense" model seen in leading industrial enterprises, ensuring that each control layer reinforces the others.

Board of Directors

Approves risk policies, reviews strategic and emerging risks, and ensures alignment with corporate objectives and shareholder interests.

Audit Committee

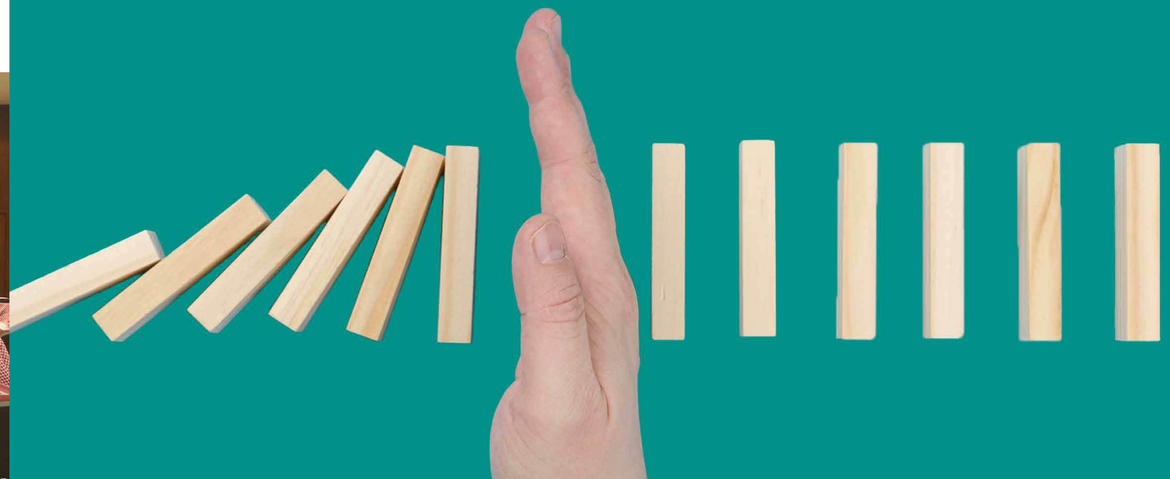
Evaluates the adequacy of the internal control system, reviews audit findings, and supervises the implementation of corrective measures.

Executive Management

Identifies and mitigates operational, financial, and market risks in day-to-day operations.

Internal Audit

Provides continuous assurance through risk-based audits, ensuring compliance with established governance standards



ESG Steering Committee

The ESG Steering Committee serves as the operational arm of sustainability implementation at RCC. Working in coordination with the Board-level ESG Committee, this cross-functional team translates strategic ESG objectives into actionable initiatives across departments. The Committee meets monthly to coordinate data collection for sustainability reporting, drive environmental and social programs, and monitor progress against ESG targets



Dr. Mohammed Fouad
Business Excellence Director

COMMITTEE HEAD

Leads RCC's ESG strategy, chairs the Steering Committee, aligns sustainability with business objectives, and ensures accurate disclosures and delivery of ESG targets.



Ms. Olfat Al Harazi
Business Data Analyst

ESG FOCAL POINT

Manages ESG data collection, validation, and reporting, consolidates KPI performance, and coordinates across departments to support disclosures and ESG execution.

ESG champions network

ESG Champions are designated representatives from each department who serve as the driving force behind sustainability implementation at the operational level. These individuals act as the link between the ESG Steering Committee and their respective functional areas, ensuring that environmental, social, and governance priorities are translated into practical actions within daily operations. Each Champion is responsible for collecting relevant ESG data from their department, identifying improvement opportunities, and promoting awareness of sustainability practices among colleagues. They participate in monthly coordination meetings, share progress updates, and collaborate with other Champions to address cross functional challenges. Through this network, RCC ensures that sustainability is not confined to a single department but is embedded across the entire organization, with accountability and ownership distributed at every level. By standardizing data collection practices and validating inputs, ESG Champions strengthen the reliability of sustainability disclosures. In addition, they support the implementation of ESG initiatives by coordinating with internal teams and monitoring on-ground execution.

ESG Champions act as change agents within their departments, fostering a culture of accountability and continuous improvement. They help translate corporate sustainability targets into measurable departmental actions, ensuring alignment with overall business objectives. Through ongoing engagement and knowledge sharing, they contribute to building internal capacity and strengthening RCC's long-term sustainability performance.Robust ESG reporting requires more than just data; it requires a culture of accountability. Our dual-layered committee structure ensures that every metric reported is verified at the source and aligned with our strategic pillars. This rigorous internal review process is what allows us to share our progress with stakeholders with absolute confidence.

Member	Current Position	Department
Ahmed Abdelhamid	*Production Director*	Production
Muidh Al Zeyadi	*HSE Director*	Health & Safety
Jamal Alqahtani	*Finance Control Manager*	Finance
Ahmed Nemr	*Performance Improvement Manager*	Performance
Mohammad Sarwar	*Procurement Manager*	Supply Chain
Qussai Alsharwani	*Marketing Manager*	Sales & Marketing
Mohammed Bilal	*Finance Plant Controller*	Finance
Hossam Ibrahim	*Senior Business Analyst*	Business Excellence
Fawaz Al-Qahtani	*HR Business Partner*	HR & Administration Affairs



ESG Champions

Ethics, Integrity & Anticorruption

At RCC, we believe that sustainable business success can only be built on a foundation of unwavering ethical standards. Our commitment to integrity extends beyond mere compliance it reflects who we are as an organization and how we choose to conduct ourselves in every interaction with employees, customers, suppliers, regulators, and the communities we serve. We operate with zero tolerance for bribery, corruption, fraud, and any form of unethical conduct.

Code of conduct

Our Code of Conduct and Ethics serves as the cornerstone of RCC's corporate culture. The Code is not merely a set of rules; it is a reflection of our commitment to doing business the right way. Every employee receives training on the Code during onboarding and participates in annual refresher sessions. The Code covers critical areas including anti-bribery and anti-corruption, conflict of interest prevention, fair competition, accurate financial reporting, protection of confidential information, and respectful workplace conduct

Anti corruption and anti bribery

RCC maintains a strict zero-tolerance policy toward bribery and corruption in all forms. This applies equally to interactions with government officials, private sector partners, suppliers, and customers. We prohibit the offering, giving, soliciting, or receiving of any improper payments, gifts, or benefits that could influence business decisions or create the appearance of impropriety.

Our zero record on corruption and legal violations is something we protect fiercely. Transparent financial governance is how we earn the confidence of our shareholders, our partners, and the regulators who oversee this market



Mr. Mohannad Melhem
Finance Director
Riyadh Cement Company

Conflict of interest

We require all employees to disclose any situation where personal interests could potentially conflict with their professional responsibilities. This includes financial interests in competitors or suppliers, family relationships with business partners, and outside employment or board positions. Our HR department maintains a confidential register of declared interests and works with employees to manage any identified conflicts appropriately.

Whistleblowing and reporting

We encourage all employees, contractors, and stakeholders to speak up when they witness or suspect unethical behavior. Multiple confidential reporting channels are available, including direct reporting to supervisors or HR, email- based submissions, and formal inspection requests. All reports are investigated promptly by qualified personnel, and appropriate action is taken based on findings. We guarantee full protection against retaliation for anyone who raises concerns in good faith this protection is embedded in our policies and communicated regularly to all employees

Data Privacy & Confidentiality

Protecting sensitive information is fundamental to our ethical obligations. All employees are trained on proper handling of confidential business information, personal data, and proprietary knowledge. We maintain robust cybersecurity controls with 100% data backup success rate and 98% system uptime. Information is shared only on a need-to-know basis, and all access is logged and monitored. Breaches of confidentiality are treated as serious violations of our Code of Conduct. Employees are required to comply with RCC's data protection and cybersecurity standards, ensuring secure and responsible handling of all confidential and personal information. RCC continuously strengthens its controls to safeguard data integrity and maintain stakeholder trust.

Compliance Performance

Zero
Corruption cases

Zero
Legal violations

Zero
Data breaches

100 %
training completion

Maintaining our perfect compliance record across all operations

Aligned with

- Saudi Anti-Bribery Law
- Nazaha (National Anti-Corruption Commission) Guidelines
- Capital Market Authority (CMA) Regulations
- Personal Data Protection Law (PDPL)
- ISO 37001 Anti-Bribery Management
- Corporate Governance Code
- Saudi Companies Law
- Saudi Labor Law



Data Privacy & Cybersecurity

In an increasingly digital world, protecting our information assets and stakeholder data is a critical responsibility. RCC has implemented a comprehensive cybersecurity framework that safeguards our operational technology, IT infrastructure, and sensitive information against evolving threats.

Our Commitment to Data Protection

We recognize that data is one of our most valuable assets. Our data protection practices ensure that personal information of employees, customers, suppliers, and stakeholders is collected, processed, and stored responsibly. We maintain strict access controls, ensuring information is available only to those who need it for legitimate business purposes. All employees receive training on data handling procedures and their responsibilities for maintaining confidentiality.

Cybersecurity Framework

Our cybersecurity program protects both our Information Technology (IT) and Operational Technology (OT) environments. We employ a defense-in-depth strategy with multiple layers of security controls from firewalls and intrusion detection systems to endpoint protection and network segmentation. Regular vulnerability assessments help us identify and address potential weaknesses. Our IT team monitors systems around the clock, with rapid incident response capabilities to contain and remediate any security events



ZERO
Security breaches in last three years

98 %
System uptime in 2025

2 h
Mean time to detect



Network & Perimeter Security

Firewalls and intrusion detection protect our network boundaries. Secure VPN for remote access to plant systems

Access Control & Authentication

Role-based permissions ensure employees access only what they need. Multi-factor authentication for critical systems

Industrial Control Systems (OT)

Protecting SCADA, kiln controls, and plant automation systems. Air-gapped networks for critical operations

Backup & Recovery

Automated daily backups of production and business data. Offsite storage and tested disaster recovery procedures.

Employee Awareness

Regular training on phishing, password security, and safe data handling. Building a security-first culture

Transparency & Disclosure

“Transparency is not just a practice at RCC, it is one of our founding pillars. From our earliest days, openness with stakeholders has defined who we are.”

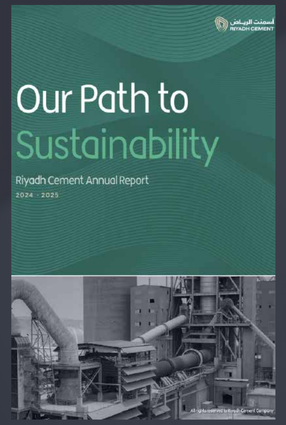
A Legacy built on openness

Since our establishment, RCC has maintained an unwavering commitment to transparency in all our dealings. We believe that stakeholders whether shareholders, employees, customers, regulators, or communities deserve clear, accurate, and timely information about our operations, performance, and direction. This commitment is embedded in our corporate culture. From publishing detailed annual reports since our listing on the Saudi Exchange to maintaining open channels of communication with regulators and investors alike, transparency at RCC has never been a response to external pressure, it has been a deliberate choice rooted in the belief that trust is built through consistency, honesty, and accountability over time.

Financial Reporting & Regulatory Compliance

As a publicly listed company on the Saudi Exchange (Tadawul), we adhere to the highest standards of financial disclosure. Our annual reports, submitted to the Capital Market Authority (CMA), provide comprehensive financial statements, governance disclosures, and operational updates. We publish quarterly earnings and maintain a dedicated investor relations function. In 2025, we launched a new Investor Relations Portal to strengthen direct engagement with the investment community





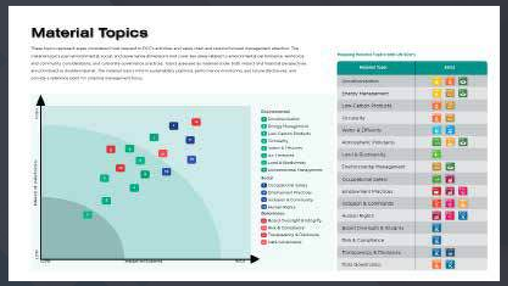






Our First Sustainability report

This report marks a significant milestone extending our transparency commitment beyond financial metrics to encompass our environmental, social, and governance performance for the first time



What we disclose

Our commitment to transparency spans every dimension of our business:

Financial

Revenue, profitability, cash flow, quarterly earnings, capital expenditure

Environmental

Emissions data, energy consumption, water usage, waste management

Social

Workforce statistics, safety performance, community investments, training

Governance

Board composition, risk management, compliance status, ethics policies

Strategic

Business outlook, sustainability targets, investment plans

ENVIRONMENTAL STEWARDSHIP

Material Topics

- Decarbonisation
- Energy Management
- Low-Carbon Products
- Circularity
- Water & Effluents
- Air Emissions
- Land & Biodiversity
- Environmental Management

UN SDGs



Contents

Environmental Management 44
Energy & Emissions 45
Circular Economy 47
Water Stewardship 48
SOx, NOx & Dust Emissions 49
Land use & Biodiversity 50

Environmental Management Approach

RCC's environmental management follows the Identify, Implement, Evaluate, Engage (IIEE) framework. This four step cycle ensures we address material environmental issues, execute meaningful initiatives, monitor progress through defined metrics, and foster transparent dialogue with stakeholders. Our approach recognizes that effective environmental stewardship requires both systematic processes and genuine commitment at every level of the organization, from the Board and executive leadership to plant operators and frontline staff. Each phase of the framework builds upon the previous, creating a continuous improvement loop that drives measurable environmental progress year over year. Environmental considerations are embedded into capital investment decisions, operational planning, and performance management across all departments. This integrated approach positions environmental responsibility not as a separate function but as a core element of how we operate, ensuring that sustainability is woven into the fabric of our daily business activities.

Our environmental management system is certified to ISO 14001:2015, providing a structured framework for identifying environmental aspects, setting objectives, and driving continual improvement. This certification reflects RCC's commitment to meeting regulatory requirements, minimising environmental impact, and embedding sustainability into daily operations. Through regular internal audits and management reviews, we ensure our environmental performance remains aligned with international best practices and national priorities including Vision 2030 and the Saudi Green Initiative. The certification is maintained through annual surveillance audits conducted by accredited third-party certification bodies, reinforcing accountability and ensuring the ongoing effectiveness of our environmental controls.

International Organization for Standardization
ISO
14001:2015

Identify

Assessing environmental impacts and risks across operations such as:
Water usage
GHG emissions

Implement

Executing targeted initiatives to improve performance.
Waste Heat Recovery
Dust suppression systems

Evaluate

Measuring performance using defined metrics such as Energy per tonne of cement & CO_2 intensity tracking

Engage

Transparency and collaboration with stakeholders

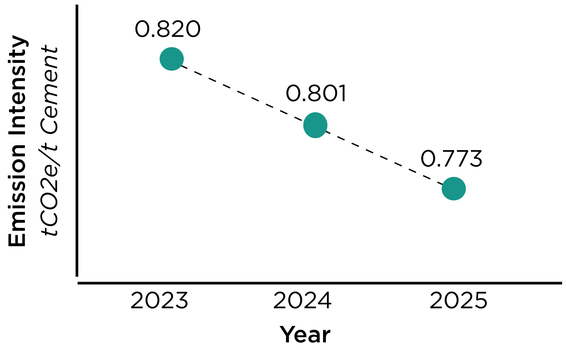


Biodiversity initiative

Energy & Emissions

Energy and emissions performance sits at the core of RCC's sustainability agenda. As we scale production to meet the Kingdom's infrastructure ambitions, we are equally focused on decoupling growth from environmental impact producing more, with less. In 2025, we delivered on this commitment: cement production rose 5.9% to meet Vision 2030 demand, while emission intensity fell to 0.773 tCO2e per ton, a 5.7% improvement over three years. This trajectory reflects the success of our integrated energy strategy to ensure that every additional ton of cement carries a lighter environmental burden than the last.

Year	Scope 1 Direct Emissions	Scope 2 Indirect Emissions	Total (Scope 1 + Scope 2)
2023	2,995,142	658	2,995,800
2024	2,888,434	681	2,889,115
2025	3,427,219	695	3,427,914

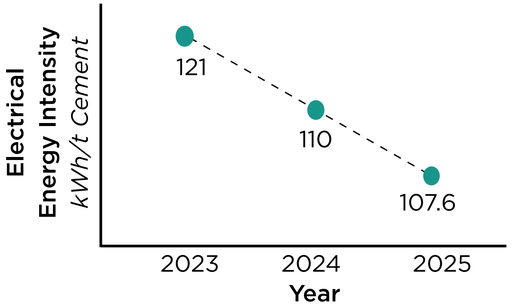


While absolute emissions rose in 2025 due to increased production, the true measure of environmental performance intensity continued to improve. We are building more of Saudi Arabia's future infrastructure while steadily reducing our footprint per ton delivered. This decoupling of production growth from emission intensity is not incidental it is the result of deliberate investment in cleaner processes, smarter fuel management,

Scope 3 Emissions

Scope 3 emissions, covering both upstream and downstream value chain activities, are currently under assessment. This assessment involves mapping our full value chain from raw material procurement, fuel supply logistics, and third-party transportation to product distribution and end-use applications. We are working with our key suppliers and logistics partners to establish reliable data collection mechanisms that meet international reporting standards. Once complete, this will provide a holistic view of our carbon footprint &enable us to identify reduction opportunities beyond our factory gates, extending our climate commitment across the entire cement lifecycle.

RCC currently generates all of its electricity through on-site Captive Power Plants (CPP), giving us direct control over energy supply and operational continuity. As we transition toward grid connectivity improving energy efficiency remains central to our operations reducing the power required per ton of cement produced, regardless of where that power comes from. Beyond major capital projects, RCC has embedded a culture of energy consciousness across the organisation. Small but consistent initiatives. These incremental gains, when sustained over time, compound into significant reductions in both energy consumption and cost. From optimising kiln feed rates and upgrading bucket elevators to installing over 250 energy metering points for real-time consumption tracking, every department contributes to our efficiency targets. This distributed approach to energy management ensures that improvements are not limited to large capital projects alone they are embedded in the daily operating discipline of every plant and process line.



Electrical Energy intensity declined steadily from 121 kWh per ton of cement in 2023 to 107.6 kWh in 2025, marking an 11.1% reduction driven by equipment upgrades, process optimisation, and real-time monitoring. This efficiency is supported by strong FY2025 kiln utilisation rates 113.9% (Kiln 1), 113.5% (Kiln 2), and 123.3% (Kiln 3) reflecting high operational performance across production lines.

RCC has a clear roadmap to reduce energy consumption and emissions across its operations. Each initiative has been carefully sequenced from waste heat recovery already in trial, to fuel transition underway, to grid and renewable integration on the horizon ensuring sustained progress toward our environmental targets. This phased approach enables the Company to balance operational reliability with decarbonization priorities, while optimizing cost efficiency over the transition period. By implementing these projects in stages, we can apply lessons learned from each phase to improve the execution of subsequent initiatives. Our investment in cleaner technologies reflects a long term commitment to reducing our environmental footprint. Equally important is the human dimension of this transition our teams are being trained and equipped to operate in an increasingly complex energy landscape that blends conventional and renewable sources. Collaboration with technology partners, regulators, and industry peers will remain essential as we move into the more capital-intensive phases of this journey

Energy & Emissions

RCC's pathway to lower carbon operations is built on four interconnected initiatives, each targeting a different dimension of our energy and emissions profile. Together, they form a phased roadmap designed to reduce our reliance on fossil fuels, lower our carbon intensity, and position the company for a net-zero future aligned with the Kingdom's climate ambitions.

Waste Heat Recovery (WHR/ORC)

TRIAL OPERATIONS

Partnership with Turboden

12.64 MW
Gross capacity

11.173 MW
Net Output

RCC is capturing waste heat from kiln operations and converting it into clean, on-site electricity. Rather than releasing this thermal energy into the atmosphere, we recycle it reducing both purchased power and the emissions associated with generating it. The ORC system entered trial operations in early 2026.

Natural Gas Conversion (LFDP)

INFRASTRUCTURE IN PROGRESS

Liquid Fuel Displacement

25-30%
CO2 Reduction

3 Lines
Full conversion by 2027

We are transitioning from liquid fuels to natural gas across our kiln operations under the national LFDP. Natural gas produces approximately 25–30% less CO2 per unit of energy than heavy fuel oil, making this switch one of the most impactful decarbonisation levers available. Infrastructure work includes a gas station, pipeline network, and new burners for all three lines.

Grid Connectivity & Solar PV

CONTRACT SIGNED/ PPA IN TENDER

National Grid Integration + Renewable Energy

92 MW
Grid substation

30 MW
Solar PV (PPA)

A new 33/11 kV, 92 MW grid substation (SAR 85M EPC contract signed) will connect the RCC plant to the national grid, replacing captive fossil-fuel power generation and eliminating both fuel cost & the associated carbon output. In parallel, a 30 MW solar PV project under a Power Purchase Agreement is in tender to further displace fossil-fuel-based grid power and directly reduce Scope 1 emissions.

Digital Optimisation & Equipment Upgrades

ACTIVE & ONGOING

Smart Monitoring + High-Efficiency Equipment

Energy metering points under study

Grinding accounts for a significant share of electricity consumption in cement production. High-efficiency roller presses are now being installed across cement mill and raw mills, which will substantially cut power demand. An advanced energy management system enables us to identify inefficiencies in real time because energy you don't use is energy you don't pay for.

Decarbonization roadmap

2025
WHR/ORC trial operations
Bucket elevator upgrades complete
Energy intensity: 107 kWh/t

2026
Grid substation energised
Solar PV PPA executed (30 MW)
WHR fully commissioned
7th bucket elevator complete

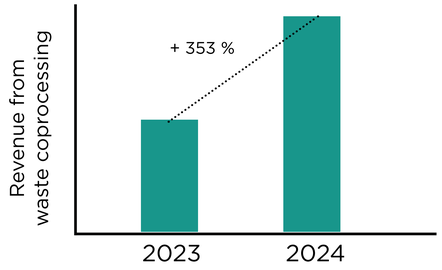
2027
Full gas conversion (all 3 lines)
Roller press installations
Material-handling modernisation
Scope 3 assessment complete

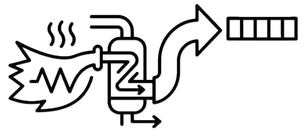
2030
Clinker factor reduction targets
Expanded circularity programmes
Million Tree Programme milestone

2060
Carbon neutrality target
aligned with national
climate ambitions

Circular Economy

At Riyadh Cement Company (RCC), we are redefining how resources are used in cement manufacturing by embedding circular economy principles into our operations. In an industry traditionally dependent on finite raw materials and energy-intensive processes, we are actively shifting toward a more regenerative model one that prioritizes efficiency, reuse, and value creation at every stage. RCC is transforming waste into value through several integrated initiatives. Our Waste Heat Recovery (WHR) system captures residual heat from clinker coolers to generate 12.64 MW of clean electricity with zero water consumption. Through Water Circularity, we reuse majority of treated process water for on-site biodiversity and native vegetation.





12.64 MW

Waste Heat capacity

A resilient supply chain is one that sees waste as a resource. By working with certified recyclers and local partners, we are turning by-products into revenue streams and building a procurement model where nothing leaves our value chain without purpose



Mr. Yasser Al-Jehani
Supply Chain Director
Riyadh Cement Company



Waste Heat Recovery (WHR)
Capturing Energy from Process Heat



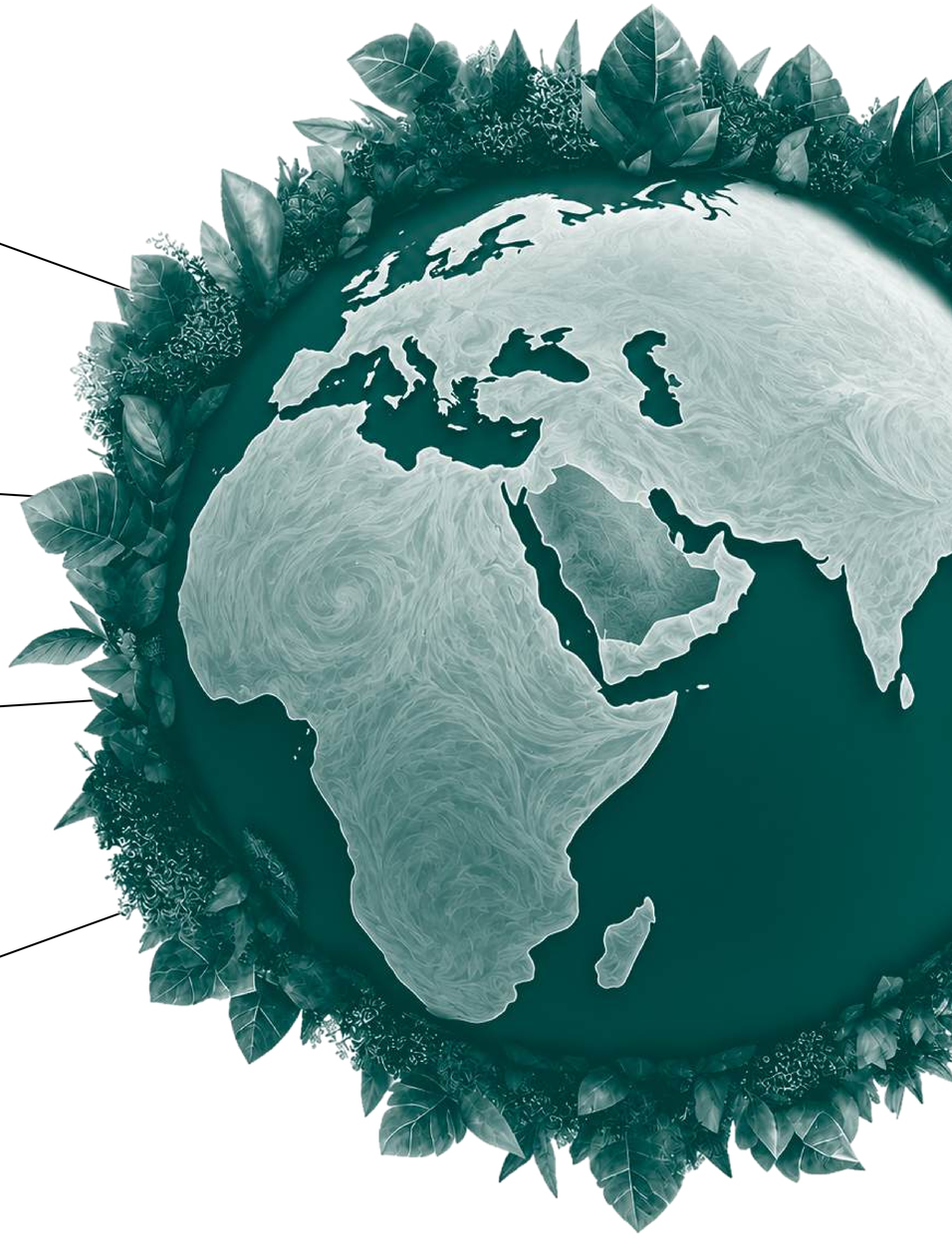
Water Circularity & Biodiversity
Reusing Water for Nature



By-Product Recycling
Transforming Waste into Value



Dust Recovery
Closing the Loop on Production



Water Stewardship

Water is one of the most critical resources in Saudi Arabia, where arid conditions and limited freshwater availability demand responsible management across all industrial sectors. At Riyadh Cement Company, we recognize that sustainable water stewardship is not just an environmental obligation it is essential to our operational resilience and our responsibility to the communities we serve. Our water management approach encompasses responsible sourcing, efficient consumption, treatment and reuse, and innovative applications that support biodiversity within our facility. RCC sources 100% of its water requirements from permitted on-site wells, eliminating dependence on municipal supply and reducing strain on public water infrastructure.

Responsible Sourcing
Sustainable extraction from on-site wells under strict regulatory oversight and MEWA guidelines.

Consumption Optimization
Reducing water intensity through advanced process controls and high-efficiency systems.

Treatment & Reuse
A closed-loop system that recycles process water to ensure zero external discharge.

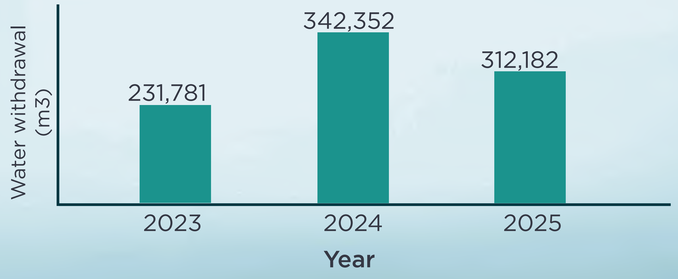
Biodiversity Integration
Repurposing treated water to nourish native vegetation and support local wildlife habitats.

Our WHR system is designed without water usage in its operational cycle. Instead, it uses a non-water working fluid in a closed-loop system to generate power from recovered heat. This approach eliminates additional freshwater demand and supports the Company's commitment to efficient water stewardship and reduced resource dependency

- ✓ 100% MEWA Compliant
- ✓ On-Site Permitted Wells
- ✓ Continuous Monitoring

The increase in water withdrawal from 2023 to 2025 reflects expanded production capacity. Despite higher volumes, our water efficiency continues to improve through process optimization. Through optimized well operations and improved extraction practices, RCC has achieved significant cost efficiencies in water sourcing while maintaining reliable supply for our white cement production

Year	Water sourcing cost (SAR)
2023	182,284
2024	118,954
2025	162,885



All water extraction at RCC is conducted under permits issued by the Ministry of Environment, Water and Agriculture (MEWA). Our groundwater management practices include continuous monitoring of extraction volumes, regular reporting to regulatory authorities, and strict adherence to permitted abstraction limits. This regulatory alignment ensures that our operations contribute to the sustainable management of Saudi Arabia's precious groundwater resources.

وزارة البيئة والمياه والزراعة
Ministry of Environment Water & Agriculture





SOx, NOx & Dust Emissions

Air quality management is a cornerstone of RCC's environmental stewardship. Cement manufacturing involves high-temperature processes that generate atmospheric emissions. At Riyadh Cement Company, we minimize SOx, NOx, and particulate emissions through advanced pollution control technologies, continuous monitoring, and operational excellence, ensuring full compliance with Saudi environmental regulations

Year	Dust mg/Nm3	NOx mg/Nm3	SOx mg/Nm3
2024	33.8	82.42	0.1
2025	26.3	61.67	2.0

Particulate Matter

22 %

Reduction compared to last year

NOx

25 %

Reduction compared to last year

Emission Control Technologies

RCC deploys industry-leading pollution control systems ensuring all emissions remain well below regulatory limits



Bag Filter Systems

High-efficiency fabric filters across all production lines capturing high amount of particulate matter before release.



Bucket Elevator Modernization

6 systems installed, replacing pneumatic conveyors to significantly reduce fugitive dust emissions.

Regulatory Compliance

0

Environmental fines/ Non Compliance

392

HSE Audits conducted in 2025

Future Initiatives

Natural Gas Conversion

We are transitioning from liquid fuels to natural gas across our kiln operations. Natural gas contains virtually no sulphur, meaning SOx emissions will drop significantly once the conversion is complete. The cleaner combustion characteristics of natural gas also result in lower NOx formation compared to heavy fuel oil. Full conversion targeted for 2027.

Grid Connectivity

will reduce our reliance on captive generation which are a source of NOx and particulate emissions, so eliminating will directly improve air quality at our facility and contribute to further reductions in dust and NOx levels.

Riyadh Cement Company also implements dust control measures during material transport, including water spraying at transit points and the use of covered trucks. Water spraying helps suppress airborne dust, while vehicle covers prevent material loss and wind dispersion during movement. These practices collectively strengthen particulate emission control across logistics operations.

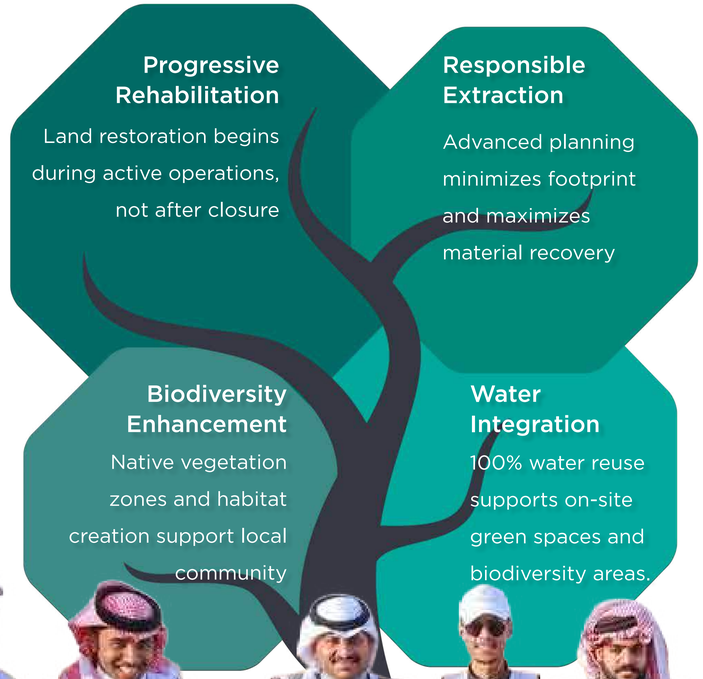
"Protecting air quality is protecting our people. Every reduction in SOx, NOx, and dust emissions reflects our unwavering commitment to the health of our workforce and neighbouring communities."



Eng. Girish Kumar
Plant Director
Riyadh Cement Company

Land Use & Biodiversity

RCC operates quarries and production facilities with a commitment to minimizing land disturbance and enhancing local ecosystems. Our approach integrates extraction planning, progressive rehabilitation, and biodiversity enhancement into every phase of operations.



1,000,000

Saudi Green Initiative
مبادرة السعودية الخضراء

Trees by 2030 (Contribution to Saudi Green Initiative)

Announced by CEO Eng. Shoeil Al-Ayed at the National Tree Planting Season 2024, RCC's Million Shrubs Project represents our flagship contribution to the Kingdom's afforestation goals. This initiative will produce one million native trees and shrubs at RCC facilities for distribution across Saudi Arabia

18,000

Trees within RCC facility ground (Factory and Housing)

Beyond our national contribution, RCC is transforming our own facility with 18,000 trees planted on-site. These native species are irrigated using 100% recycled water, demonstrating how industrial operations can enhance rather than diminish local ecosystems

RCC is committed to achieving a net positive impact on biodiversity restoring more land than disturbed and supporting the Kingdom's 10 billion tree target.



Nursery at Riyadh Cement Plant



Plantation at Riyadh Cement Plant



Volunteer team, Riyadh Cement Company

Land Use & Biodiversity

In cement manufacturing, quarry operations form the backbone of the entire value chain. The consistency of raw materials, reliability of clinker production, cost structure and environmental footprint are all fundamentally dependent on quarry performance.

Recognising this, RCC embarked on a structured quarry development programme designed to meet production targets while securing long-term resource availability, improving safety standards, and embedding sustainability into everyday practices.

Four Strategic Pillars

1. Planned and Disciplined Mining Standardised bench geometry and structured quarry layouts. Bench heights standardised to maximum 10m, improving drilling accuracy, blast control and face stability.
2. Operational Excellence Improvements in drilling and blasting performance, material handling efficiency and crusher utilisation. Introduction of MMU truck charging methods improved blast consistency while reducing manual handling risks.
3. Full Material Utilisation Commitment to eliminating waste and maximising value from every blast. Material generated from bench formation and road development is either fed to crushers or stockpiled. Waste rock dumps completely eliminated.
4. Sustainability and Rehabilitation Environmental responsibility progresses in parallel with extraction. Progressive rehabilitation integrated into daily operations rather than deferred to post-closure phase

Road Rehabilitation and Accessibility

The rehabilitation of the quarry road network represented one of the most visible and impactful components of the programme. Major access roads, internal haul routes and crusher approach roads were restructured through controlled blasting and large- scale re-grading. In some locations, road levels were adjusted by more than 10-15m to achieve safe gradients.



Quarry area, Riyadh Cement Company

All road construction was carried out using blasted limestone generated from quarry development. Over the past two years, more than 1Mt of limestone were reused for road construction, completely eliminating the need for imported fill material

Controlled Blasting and Material Optimisation

Blasting practices were optimised through improved burden and spacing design, selective use of higher-energy explosives and a reduction in monthly blast frequency, even as production volumes increased. Between 2023 and 2025, the powder factor was reduced by approximately 12 per cent, reflecting improved blast design and enhanced energy efficiency. Vibration and air overpressure monitoring devices were deployed during blasting operations, with continuous measurement ensuring all blasts remained within regulatory limits

The quarry development programme delivered tangible improvements across multiple dimensions. Total crushed limestone output increased by 19%, reflecting improved crusher utilisation and enhanced quarry readiness

12 %
Powder Factor Reduction since 2023

19 %
Increase in crushed output since 2023

100 %
Limestone utilization since 2023

SOCIAL RESPONSIBILITY

Material Topics

- Occupational Safety
- Employment Practices
- Inclusion & Community
- Human Rights

UN SDGs



Contents

Workforce Overview 53
Occupational Health & Safety 54
Employment & Talent Development 55
Customer Relations 56
Human rights practices 57
Community Engagement 58

Workforce Overview

Our people are the foundation of RCC's success.

At Riyadh Cement Company, we believe that sustainable business success begins with investing in our people. Our workforce represents the heart of our operations, comprising skilled professionals dedicated to manufacturing excellence, safety, and environmental stewardship. We are committed to providing a safe, inclusive, and rewarding work environment that attracts, develops, and retains top talent across all functions and levels of the organization. As a proudly Saudi company, we actively support the Kingdom's national employment objectives through targeted Saudization programs, technical training initiatives, and leadership development pathways. We recognize that building a strong national workforce is both a strategic priority and a contribution to the broader economic development of the Kingdom. Every employee, regardless of role or nationality, is empowered to contribute to our shared mission of building a sustainable future for Saudi Arabia's cement industry. We foster a culture of respect, collaboration, and continuous learning where diverse perspectives are valued and individual contributions are recognized. By investing in our workforce today, we are building the foundation for operational excellence and long term success.

766
Total Workforce

1 %
Women in total workforce

"A strong workforce is the backbone of a strong company. We are committed to creating an environment where every employee can thrive and reach their full potential."



Mr. Mohammed Al Hadi
Human Resources & Administration Affairs Director
Riyadh Cement Company



Marathon walk

Occupational Health & Safety

At Riyadh Cement Company, we are committed to achieving zero harm across all operations. Our comprehensive HSE management system integrates safety into every process from quarry extraction to cement dispatch. We believe every incident is preventable through proper training, appropriate equipment, and a safety-first culture embedded at every level of the organization.

Cement manufacturing involves inherent risks heavy machinery, high temperatures, material handling, and confined spaces. RCC addresses these through rigorous risk assessment, engineered controls, and continuous workforce training. Our safety programs extend beyond compliance to foster genuine ownership of safety outcomes among all employees and contractors

Our Safety approach



Prevention First

We identify and eliminate hazards before they cause harm through proactive risk assessments and engineering controls



Continuous Learning

Every near miss and incident is investigated to identify root causes and implement corrective actions that prevent recurrence.



Shared Responsibility

Safety is everyone's responsibility. We empower all workers to stop unsafe work and report hazards without fear of reprisal

RCC has maintained a strong safety record in 2025, with zero fatalities across our operations for the third consecutive year. Our Lost Time Injury Frequency Rate (LTIFR) remains well below industry benchmarks, reflecting the effectiveness of our safety management systems and the commitment of our workforce.

Safety performance

Indicator	2023	2024	2025
Workplace incidents	2	1	0
LTIFR (per million hours)	0.2	0.1	0.1
TRIR (per million hours)	0.3	0.7	0.1
Fatalities	0	0	0
Environmental Incidents	2	4	0

Training & Compliance

Indicator	2023	2024	2025
Safety training hours	1163	1900	1541
Employees trained	117	182	117
PPE Compliance rate	94 %	96 %	98 %
Contractor HSE inductions	67	94	101

HSE Management system

RCC's HSE management system is certified to ISO 45001:2018, the international standard for occupational health and safety. Our system ensures systematic identification of hazards, risk assessment, and implementation of effective controls across all operational areas

Indicator	2023	2024	2025
HSE Audits	393	399	392
Safety Committee	23	14	13
Safety drills	6	4	3
Non Compliance cases	0	0	0

Beyond workplace safety, RCC actively promotes the overall health and wellbeing of our employees through a range of proactive programs. We conduct annual vaccination campaigns covering seasonal influenza and other preventive immunizations, ensuring our workforce remains healthy and protected. Regular health checkups and medical screenings are provided to all employees, enabling early detection and prevention of occupational and lifestyle related health conditions. We organize health awareness sessions on topics such as heat stress management, respiratory health, ergonomics, and mental wellbeing.







Employment & Talent Development

At RCC, we believe sustainable success begins with developing our workforce. We are committed to attracting, training, and retaining talented individuals who share our vision of excellence. Through strategic partnerships with educational institutions and targeted development programs, we are building a pipeline of skilled Saudi nationals to lead the cement industry's future. By fostering a culture of continuous learning and inclusion, we aim to strengthen long-term employee engagement and organizational resilience.

Workforce Overview

Indicator	2023	2024	2025
Total Workforce	714	734	766
Saudization rate	38.5 %	35 %	40 %
Average tenure	6	6.2	6.4

Employee Turover rate

8.1 %
Voluntary turnover in 2025

5.85 %
Involuntary turnover in 2025

Training & Development

RCC views workforce development as a strategic investment. Our annual HR budget has grown from SAR 6.1 million in 2023 to SAR 10.0 million in 2025, a 63% increase reflecting our commitment to building skilled Saudi talent for long-term operational excellence. In 2024, we partnered with Udemy Business to provide employees access to a digital learning platform covering technical skills, leadership, and safety certifications, empowering self-paced development aligned with career aspirations and operational needs.

Indicator	2025
Avg training hrs/employee	21
Employee training hours	6,204.7

Himmah Program

In 2022, RCC launched Himmah the first cooperative diploma program in the cement industry across the Kingdom of Saudi Arabia. This pioneering two-year program combines academic learning with hands-on industrial training, preparing young Saudi engineers and technicians for careers in cement manufacturing. Developed in partnership with the Saudi Institute for Electronics and Home Appliances, Himmah ensures participants receive certification that guarantees employment at RCC upon completion. The program aims to increase Saudi engineers by more than 50% and Saudi technicians by over 30%.

70
active trainees

2
years programrm duration



Himmah Program

Customer Relations

For over 25 years, RCC has built lasting relationships with contractors, developers, and construction companies across Saudi Arabia and the GCC. We deliver premium quality cement, consistent supply, and responsive service viewing every interaction as an opportunity to reinforce the trust that has made us one of the Kingdom's most respected manufacturers.

Our Customer Commitment

P — Product Excellence

To manufacture cement that meets the highest international standards engineered for every construction need

Q — Quality Assurance

To maintain ISO and SASO-GSO certifications, ensuring every batch is tested, verified, and trusted by those building Saudi Arabia's future

R — Reliable supply

To ensure consistent availability of our grey/white cement so our partners never wait when projects demand

In this industry, reliability is earned over decades. We have built that trust by ensuring consistent quality and supply and that is what sets us apart



Eng. Mohammed Al-Bawardi
Sales & Marketing Director
Riyadh Cement Company





Customer Interaction at RCC booth

Our dedicated sales teams conduct regular site visits, product awareness sessions, and technical consultations. Customer complaints are addressed within 30 days, ensuring responsive service and continuous improvement. We believe that strong customer relationships are built through consistent communication, technical expertise, and a genuine commitment to our partners' success. Our field representatives maintain ongoing dialogue with contractors, developers, and project managers - visiting construction sites to understand project requirements, offering guidance on cement selection for specific applications, and ensuring timely delivery coordination. When issues arise, our customer service team follows a structured resolution process: complaints are logged, investigated, and escalated to the appropriate department, with regular updates provided to the customer until full resolution is achieved. We measure customer satisfaction through annual surveys that assess product quality, delivery reliability, technical support, and overall service experience. This feedback is reviewed by senior management and used to identify areas for improvement across our operations. Beyond reactive support, we invest in proactive engagement - hosting product awareness sessions for engineering teams, providing technical documentation for specification writers, and maintaining open channels for ongoing consultation. For RCC, every interaction is an opportunity to demonstrate our commitment to quality and reliability, reinforcing the trust that has defined our customer relationships for over two decades.

★★★★½

90 %

Customer Satisfaction Score

Calculated from customer surveys

Human Rights Practices

RCC is committed to upholding human rights across our operations and value chain. We operate in full compliance with Saudi Labor Law including the 2024 amendments that strengthen employee protections and align our practices with international standards. Our Code of Conduct and Ethics provides the foundation for treating all employees, contractors, and stakeholders with fairness, dignity, and respect. We maintain zero tolerance for forced labor, child labor, and discrimination.

Our Principles

Non Discrimination

We ensure equal opportunity for all. Employment decisions, from hiring to promotion, are based solely on merit, skills, and qualifications, regardless of race, gender, age, disability, or background.

Fair Compensation

We provide competitive, equitable wages aligned with industry standards. Regular pay reviews ensure transparency and fairness, with full compliance to all applicable labor laws.

Safe & Healthy Workplace

We maintain rigorous safety protocols, conduct regular risk assessments, and provide comprehensive training to minimize hazards. Every employee has the right to a secure work environment.

Grievance Mechanism

We believe every voice matters. Employees and contractors can raise concerns through multiple confidential channels direct reporting to supervisors or HR, email-based submissions, or formal inspection requests.

All reports are investigated promptly and treated with strict confidentiality. We guarantee full protection against retaliation for anyone who speaks up in good faith.

Zero
Human Rights Violations
in last three years

Zero
Non Compliance Cases
in last three years



Community Engagement

At RCC, we believe our success is intertwined with the wellbeing of the communities where we operate. Beyond manufacturing cement, we are committed to building stronger communities through charitable partnerships, employee volunteerism, health initiatives, and environmental stewardship. Our community programs reflect our values and our responsibility to contribute positively to Saudi society in alignment with Vision 2030.



Charitable Partnerships

Through our partnership with Aroua Charity Association, we renovate housing for orphans and widows across the Riyadh region. By donating cement bags, we turn our core products into lasting shelter for vulnerable families in our community.



Health & Wellness

In partnership with the Ministry of Health, we organize employee blood donation campaigns, contributing to national blood reserves. We also run seasonal influenza vaccination drives to promote health within our workforce and community



Community Learning

Riyadh Cement partnered with the Mubeen Quran Memorization Association to introduce Quran learning circles within its residential complex, creating a dedicated and accessible environment that supports the educational and spiritual development of employees and their families.



Environmental Protection

In partnership with Aroua Charity association, we drive afforestation initiatives that enhance vegetation cover, support national sustainability goals, and promote environmental stewardship across our workforce and community.



Zakat Contribution

As part of our Islamic values, RCC contributes Zakat annually through the General Authority of Zakat & Tax. We have contributed over SAR 35.14 million fulfilling our religious obligation while supporting those in need.

Community impact at a glance

SAR 35.14 M
Zakat contribution
cumulative of last 3 years

58,380
Community Training Hours
in the year 2025

SAR 100.86K
Community Investment
in the year 2025

158
Saudi students
trained in last 3 years

15
University visits
in last 3 years



Winter gift

* *Total Training Hours Delivered = Σ (Training Duration × Number of Participants)*

TARGETS & DISCLOSURES



Contents

ESG Targets 60
Future Roadmap 61
Reporting Scope & Boundary 62
Reporting standards index 63
Our Partnership Ecosystem 68

ESG Targets

Our ESG strategy is built on clear commitments informed by our double materiality assessment. 2025 serves as our baseline year. We have set realistic, measurable targets that reflect where we are today and where we aim to be. Progress will be reported annually. At Riyadh Cement Company, we recognize that sustainable business practices are not optional but essential for long-term value creation. Our targets are designed to address the environmental challenges facing our industry, support the development of our people and communities, and uphold the highest standards of corporate governance. Each target has been carefully calibrated to be ambitious yet achievable, with clear timelines and accountability measures in place.

Our ESG Commitment

Environmental

- We are committed to reducing our carbon footprint through energy efficiency improvements, waste heat recovery systems, and low-carbon production technologies.
- We will continuously improve our energy performance, optimise consumption, and invest in technologies that reduce our reliance on fossil fuels.
- We are committed to increasing alternative raw materials, reducing clinker factor, and scaling circular economy initiatives including iron-slag recycling in cooperation with the National Center for Waste Management

Social

- We believe every employee deserves to return home safely. We are committed to a zero-harm workplace, supported by ISO 45001 certification, permit-to-work rigour, and contractor safety standards.
- We invest in our people through structured learning pathways, the Himmah cooperative diploma programme, and digital learning building Saudi talent pipelines for operations and maintenance.
- We are committed to increasing Saudi national employment, fostering an inclusive and accessible workplace as certified through Mowaamah, and contributing positively to our communities.

Governance

- We are committed to open, honest reporting on our financial, environmental, social, and governance performance, with timely disclosures through Tadawul and our website.
- We conduct business with integrity, maintain robust enterprise risk management, and apply all mandatory provisions of the CMA Corporate Governance Regulations.

Our ESG Targets

Indicator	Baseline	Target	Timeline
ENVIRONMENTAL			
Decarbonization	Establishing baseline	15 % reduction	2030
Energy Management	No WHR installed	Waste Heat Recovery	2027
Circularity	5 % alternate material	10 % alternate material	2028
Low Carbon Products	No EPDs published	2 EPD certifications	2027
SOCIAL			
Occupational Safety	0.1 LTI	Maintain Zero LTI	Annual
Employment practices	21 training hours/employee	25 training hours/employee	2027
Inclusion & Community	40 % Saudization	50 % Saudization	2030
GOVERNANCE			
Transparency & Disclosure	1st Sustainability Report	Annual Report	Annual
Risk & Compliance	Zero violations	Maintain zero violations	Annual
Data Governance	98 % system uptime	99.8 % system uptime	2027

Achieving our ESG targets requires a coordinated, company-wide effort supported by strategic investments, operational excellence, and a culture of continuous improvement. We have established clear governance structures with dedicated teams responsible for monitoring progress across each pillar. Our approach combines short-term operational improvements with long-term capital investments in technology and infrastructure that will drive sustainable performance for decades to come.

We recognize that reaching these targets will not happen overnight. It demands collaboration across every department, engagement with our supply chain partners, and alignment with national and international best practices. We are embedding sustainability considerations into our business planning, procurement decisions, and daily operations to ensure that ESG is not a separate initiative but an integral part of how we run our company.

Future Roadmap

At RCC, we believe that sustainable business success can only be built on a foundation of unwavering ethical standards. Our commitment to integrity extends beyond mere compliance it reflects who we are as an organization and how we choose to conduct ourselves in every interaction with employees, customers, suppliers, regulators, and the communities we serve. We operate with zero tolerance for bribery, corruption, fraud, and any form of unethical conduct. As we progress along this journey, we remain committed to open and honest reporting. We will share our successes and acknowledge our challenges. We will engage with stakeholders transparently, seeking feedback and continuously improving our approach. This roadmap is not just a statement of intent, it is a promise to ourselves, our shareholders, our employees, and the Kingdom that we will pursue sustainable growth without compromising on the values that define us.

2025
Baseline year

First sustainability report
ESG targets established
WHR construction begins
Grid station contract signed

2028
Energy Transformation

100% natural gas transition
WHR fully operational
Grid connectivity complete
EPDs published

2030
Vision 2030 Aligned

15% CO_2 intensity reduction
50% Saudization achieved
Clinker factor reduced by 10%

2060
Net Zero

Carbon Neutrality
Aligned with Saudi national climate commitments

"Our roadmap is not built on ambition alone, it is backed by concrete strategies, committed resources, and a team ready to deliver."



Eng. Khalid bin Abdullah Al Melhem
Vice Chairman
Riyadh Cement Company

Reporting scope & boundary

This is RCC's inaugural sustainability report, covering our environmental, social, and governance performance. We have established clear boundaries to ensure transparency and consistency in our reporting. This section outlines what is included, the time periods covered, and the standards we follow.

2023 *Historical*

2024 *Historical*

2025 *Baseline*

This inaugural standalone Sustainability Report provides a comprehensive overview of Riyadh Cement Company's performance across environmental, social, and governance (ESG) dimensions for the financial year ended 31 December 2025, our baseline year. It explains the Company's approach to sustainability, detailing its long-term ambitions, strategic direction, and the key themes that guide its initiatives. In addition, it presents notable progress made during the reporting period and identifies priority areas for continued development, underscoring Riyadh Cement's dedication to responsible and sustainable cement manufacturing within the Kingdom of Saudi Arabia. The disclosures encompass all operational sites under Riyadh Cement's control within the Kingdom, unless stated otherwise, and do not extend to third-party entities such as contractors, suppliers, or customers. Where appropriate, historical information has been incorporated to enable performance comparison and demonstrate trends over time.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, informed by IFRS S1 and S2, aligned with the Saudi Tadawul Group's ESG Disclosure Guidelines, and the Sustainability Accounting Standards Board's metrics. As a first report, full compliance is not claimed. It reflects support for the United Nations Sustainable Development Goals, alignment with Saudi Vision 2030, and contribution to national climate ambitions, including the net zero emissions target by 2060 and the objectives of the Saudi Green Initiative.



Reporting standards index

GRI Content index

Disclosure	Section	Page no
GRI 2: General Disclosures 2021		
2-1 Organizational details	About the Company	11
2-2 Entities included in sustainability reporting	Reporting Scope & Boundary	62
2-3 Reporting period, frequency and contact point	Reporting Scope & Boundary	62
2-4 Restatements of information	Not applicable - inaugural report	-
2-5 External assurance	Not externally assured	-
2-6 Activities, value chain and business relationships	Our Business Model; Our Products	16–18
2-7 Employees	Workforce Overview	53, 55
2-8 Workers who are not employees	Workforce Overview	53
2-9 Governance structure and composition	Governance Structure	33–34
2-10 Nomination and selection of the highest governance body	Board Committees	35
2-11 Chair of the highest governance body	Governance Structure	33
2-12 Role of the highest governance body in overseeing impacts	Governance Structure; ESG Steering Committee	33–34, 39
2-13 Delegation of responsibility for managing impacts	Executive Committees; ESG Steering Committee	38–39
2-14 Role of highest governance body in sustainability reporting	ESG Steering Committee	39
2-15 Conflicts of interest	Ethics, Integrity & Anticorruption	40
2-16 Communication of critical concerns	Whistleblowing and Reporting Channels	40
2-17 Collective knowledge of the highest governance body	Governance Structure; Board Composition	33–34
2-18 Evaluation of performance of the highest governance body	Not disclosed (Refer annual report)	-
2-19 Remuneration policies	Not disclosed (Refer annual report)	-
2-20 Process to determine remuneration	Not disclosed (Refer annual report)	-
2-21 Annual total compensation ratio	Not disclosed (Refer annual report)	-
2-22 Statement on sustainable development strategy	Message from Chairman; Message from CEO	9–10
2-23 Policy commitments	Ethics, Integrity & Anticorruption	40, 57
2-24 Embedding policy commitments	Ethics, Integrity & Anticorruption	25, 40
2-25 Processes to remediate negative impacts	Risk Management; Grievance Mechanism	37, 57
2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing and Reporting Channels	40, 57
2-27 Compliance with laws and regulations	Ethics, Integrity & Anticorruption	40,49

Disclosure	Section	Page no
GRI 2: General Disclosures 2021		
2-28 Membership associations	Our Partnership Ecosystem	68
2-29 Approach to stakeholder engagement	Double Materiality Assessment	26–28
2-30 Collective bargaining agreements	Not applicable	-
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Double Materiality Assessment	26–28
3-2 List of material topics	Double Materiality Matrix	29
3-3 Management of material topics	ESG Framework & Pillars	25
GRI 201: Economic Performance 2016		
201-1 Direct economic value generated and distributed	Key Highlights; Our Business Model	14, 16
GRI 205: Anti-corruption 2016		
205-1 Operations assessed for risks related to corruption	Ethics, Integrity & Anticorruption	36, 40
205-2 Communication and training about anti-corruption	Ethics, Integrity & Anticorruption	40
205-3 Confirmed incidents of corruption and actions taken	Ethics, Integrity & Anticorruption	40
GRI 302: Energy 2016		
302-1 Energy consumption	Energy & Emissions	45–46
302-3 Energy intensity	Energy & Emissions	45
302-4 Reduction of energy	Energy & Emissions	45–46
GRI 303: Water		
303-1 Interactions with water	Water Stewardship	48
303-3 Water withdrawal	Water Stewardship	48
303-4 Water discharge	Water Stewardship	48
303-5 Water consumption	Water Stewardship	48
GRI 304: Biodiversity		
304-2 Impacts on biodiversity	Land Use & Biodiversity	50–51
304-3 Habitats protected	Land Use & Biodiversity	50–51

Reporting standards index

GRI Content index

Disclosure	Section	Page no
GRI 305: Emissions		
305-1 Scope 1 emissions	Energy & Emissions	45
305-2 Scope 2 emissions	Energy & Emissions	45
305-4 Emissions intensity	Energy & Emissions	45
305-5 Reduction of emissions	Energy & Emissions	45–46
305-7 NOx, SOx, air emissions	SOx, NOx & Dust Emissions	49
GRI 306: Waste		
306-2 Waste management	Circular Economy	47
306-3 Waste generated	Circular Economy	47
306-4 Waste diverted	Circular Economy	47
GRI 401: Employment		
401-1 Hires and turnover	Employment & Talent Development	55
401-2 Employee benefits	Not disclosed	-
GRI 403: Health & Safety		
403-1 OHS management system	Occupational Health & Safety	54
403-2 Hazard identification	Occupational Health & Safety	54
403-5 Worker training on OHS	Occupational Health & Safety	54
403-9 Work-related injuries	Occupational Health & Safety	54
GRI 404: Training & Education		
404-1 Avg training hours	Employment & Talent Development	55
404-2 Skills upgrade programs	Employment & Talent Development	55
GRI 405: Diversity and Equal Opportunity		
405-1 Diversity of governance bodies and employees	Governance Structure	33–34, 53
405-2 Ratio of salary & remuneration of women to men	Not disclosed	–
GRI 406: Non-discrimination		
406-1 Incidents of discrimination and corrective actions	Human Rights Practices	57

Disclosure	Section	Page no
GRI 408: Child Labour		
408-1 Operations and suppliers at significant risk for child labor	Human Rights Practices	57
GRI 409: Forced or Compulsory Labor		
409-1 Operations and suppliers at significant risk for forced/compulsory labor	Human Rights Practices	57
GRI 412: Human Rights		
412-2 Human rights training	Human Rights Practices	57
GRI 413: Local Communities		
413-1 Community engagement	Community Engagement	58
413-2 Community impacts	Community Engagement	50–51, 58
GRI 416: Customer Health and Safety		
416-1 Assessment of health and safety impacts of products	Our Products	17–18
416-2 Incidents of non-compliance concerning product safety	Not disclosed	–
GRI 418: Customer Privacy		
418-1 Substantiated complaints regarding customer privacy breaches	Data privacy & Cybersecurity	41

Reporting standards index

IFRS S1: General Requirements

Disclosure	Section	Page no
IFRS S1: General Requirements		
S1-1 Scope of sustainability-related risks and opportunities	Double Materiality Assessment	26–29, 37
S1-2 Interaction with financial statements	Not applicable	–
S1-3 Time horizons (short, medium, long term)	Double Materiality Assessment	28
S1-4 Value chain coverage	Our Business Model	16, 62
S1-5 Identification of sustainability-related risks and opportunities	Double Materiality Assessment	26–29, 37
S1-6 Impact on business model and strategy	ESG Framework & Pillars	19, 25
S1-7 Resilience of strategy	Future Roadmap;	46, 61
S1-8 Industry-specific disclosures	Energy & Emissions	45–49
S1-9 Metrics and targets used to measure performance	ESG Targets	60
S1-10 Comparative information	Three-year data across ESG	45, 48–49, 54–55
S1-11 Statement of compliance	No statement of compliance	-
S1-12 Judgements, assumptions, and estimation uncertainty	Not explicitly disclosed	–
IFRS S1: Governance		
S1-G1 Governance body oversight of sustainability risks	ESG Steering Committee	33–34, 39
S1-G2 Management's role in assessing and managing risks	Executive Committees	38–39
S1-G3 Skills and competencies of governance body	Governance Structure	33–34
S1-G4 Frequency of governance oversight	Board Committees	35–36, 39
IFRS S1: Risk Management		
S1-R1 Processes to identify sustainability risks	Double Materiality Assessment	26–29, 37
S1-R2 Processes to assess and prioritize risks	Double Materiality Assessment	26–28, 37
S1-R3 Processes to manage risks	Risk Management	36–37
S1-R4 Integration into enterprise risk management	Risk Management	37

Disclosure	Section	Page no
IFRS S1: Strategy		
S1-S1 Sustainability-related risks and opportunities	Double Materiality Assessment	26–29
S1-S2 Impact on business model and value chain	Our Business Model	16, 25
S1-S3 Effects on financial position, performance and cash flows	RCC Annual Report FY 2025	-
S1-S4 Climate and sustainability resilience	Future Roadmap	46, 61
S1-S5 Strategic response to risks and opportunities	Sustainability strategy	25, 60
IFRS S1: Metrics		
S1-M1 Metrics used to measure sustainability performance	ESG Targets / All E,S,G data tables	45, 54–55, 60
S1-M2 Targets set by the organization	ESG Targets	60
S1-M3 Performance against targets	ESG Targets (baseline vs target)	60
S1-M4 Industry-based metrics	Multiple pages	45, 54

Note: Reference codes shown are for navigation purposes only and are not official IFRS citations; IFRS S1 and S2 use paragraph numbering

For connected financial information, please refer to Riyadh Cement Company's audited Annual Report for FY 2025, available on the Saudi Exchange (Tadawul) website:
https://www.saudiexchange.sa/Resources/fsPdf/24592_5246_2026-03-30_15-07-23_en.pdf

Reporting standards index

IFRS S2: Climate-related Disclosures

Disclosure	Section	Page no
IFRS S2: Climate-related disclosures		
S2-1 Climate-related risks and opportunities	Not disclosed	-
S2-2 Impact of climate-related risks and opportunities on business model and value chain	ESG Framework & Pillars	16, 25, 45–46
S2-3 Climate resilience and scenario analysis	Not disclosed	-
S2-4 Climate-related transition plan	Decarbonization Roadmap; Future Roadmap	46, 61
S2-5 Climate-related targets	ESG Targets – Environmental Targets	60
S2-6 Scope 1 GHG emissions	Energy & Emissions	45
S2-7 Scope 2 GHG emissions	Energy & Emissions	45
S2-8 Scope 3 GHG emissions	Under assessment – Not yet disclosed	–
S2-9 GHG emissions intensity	Energy & Emissions – Emission Intensity	45
S2-10 Energy consumption	Energy & Emissions	45–46
S2-11 Internal carbon pricing	NIL	–
S2-12 Remuneration linked to climate considerations	NIL	–

Note: Reference codes shown are for navigation purposes only and are not official IFRS citations; IFRS S1 and S2 use paragraph numbering

For connected financial information, please refer to Riyadh Cement Company's audited Annual Report for FY 2025, available on the Saudi Exchange (Tadawul) website:
https://www.saudiexchange.sa/Resources/fsPdf/24592_5246_2026-03-30_15-07-23_en.pdf

Reporting standards index

Saudi Exchange (Tadawul) ESG Disclosure Guidelines Index

Disclosure	Section	Page no
Environmental		
GHG Emissions (Scope 1 & 2)	Energy & Emissions	45
GHG Emissions Intensity	Energy & Emissions	45
Energy Consumption	Energy & Emissions	45–46
Energy Intensity	Energy & Emissions	45
Energy Mix	Energy & Emissions	45–46
Water Consumption	Water Stewardship	48
Water Intensity	Water Stewardship	48
Waste Generation	Circular Economy	47
Waste Diverted from Disposal	Circular Economy	47
Air Pollutant Emissions (SOx, NOx, PM)	SOx, NOx & Dust Emissions	49
Environmental Compliance	Environmental Management Framework	14, 49
Environmental Management System	Environmental Management Framework	23, 44
Climate-related Targets	ESG Targets	60–61
Biodiversity & Land Use	Land Use & Biodiversity	50–51
Environmental Opportunities – Clean Technology	Waste Heat Recovery (12.64 MW)	46–47
Environmental Opportunities – Green Products	Low-carbon cement products	17–18, 60
Environmental Opportunities – Renewable Energy	Energy & Emissions	46
Social		
Employee Turnover Rate	Employment & Talent Development	55
Saudization / Nationalization Rate	Employment & Talent Development	55
Gender Diversity	Workforce Overview	53
Training & Development	Employment & Talent Development	55
Occupational Health & Safety Management	Occupational Health & Safety	23, 54
Work-related Injuries & Fatalities	Occupational Health & Safety – Zero fatalities	54
Safe Working Hours	Occupational Health & Safety	14, 54
Safety Training	Occupational Health & Safety	54

Disclosure	Section	Page no
Community Engagement & Investment	Community Engagement	58
Customer Satisfaction	Customer Relations	56
Product Quality & Safety	Our Products	17–18, 22–23
Data Privacy & Cybersecurity	Data Privacy & Cybersecurity	41
Health & Wellness Programs	Community Engagement	54, 58
Governance		
Board Composition & Independence	Governance Structure	33–34
Board Committees	Board Committees	35–36
ESG Governance	ESG Steering Committee	39
Risk Management Framework	Risk Management	36–37
Ethics & Anti-corruption	Ethics, Integrity & Anticorruption	40
Regulatory Compliance	Governace Structure	33, 40
Transparency & Disclosure	Transparency & Disclosure	42
Zakat & Tax Contributions	Community Engagement	58
Executive Leadership	Executive Committees	38
Shareholder Rights	Governance Structure	33–34, 42

Our Partnership Ecosystem

Government & Regulatory authorities

- وزارة البيئة والمياه والزراعة — Ministry of Environment Water & Agriculture
- Human Resources and Social Development
- وزارة الاتصالات والتقنية المعلومات — Ministry of Communications and Information Technology
- وزارة الصناعة والثروة المعدنية — Ministry of Industry and Mineral Resources
- المواصفات السعودية Saudi Standards — SASO
- مـوان MWAN — المركز الوطني لإدارة النفايات National Center for Waste Management
- National Center for Vegetation Cover Development & Combating Desertification
- الأمن العام
- الدفاع المدني

National program & Strategic initiatives

- صندوق الاستثمارات العامة Public Investment Fund
- SIDF صندوق التنمية الصناعية السعودي
- مواعمة Mowaamah
- SAUDI GREEN INITIATIVE

Clients & Business partners

- المهيب Al Muhaidib
- مَشيد masheed
- يونيبتون ready mix — UNIBETON — 1980
- مجموعة شركات الزاهد — ZAHID GROUP
- الراشد للأسمنت AlRashed Cement
- HIZAM Shipping Agencies Co.
- Sika — BUILDING TRUST
- Afaq Alarabya للنقل والتخزين
- شركة ريحانة للتطوير للمقاولات
- mondi
- أرامكو السعودية saudi aramco
- التصنيع TASNEE — National Industrialization Company
- السعودية للخرسانة الجاهزة saudireadymix
- se saudi energy

Stronger Together

Building a sustainable future through collaboration

Advisory & Research Institutions

- جامعة الملك عبدالله للعلوم والتقنية King Abdullah University of Science and Technology
- KACST مدينة الملك عبدالعزيز للعلوم والتقنية
- جامعة الملك سعود King Saud University
- NCV NET CARBON VISION
- McKinsey & Company
- جامعة شقراء Shaqra University
- SEHQI
- Elevare advisory 360°
- ADVANCED MANUFACTURING CENTER
- EY
- WORLD ECONOMIC FORUM

Technology Partners, Suppliers & Contractors

- CNBM
- sinoma CDI
- ABB
- AUMUND
- Cachapuz
- SAP
- FULLER
- fives — Industry can do it
- SIAM REFRACTORY
- TURBODEN — clean energy ahead
- ATHER
- KettenWulf
- FLENDER
- MAGOTTEAUX
- KHD HUMBOLDT WEDAG
- SEW EURODRIVE
- SKF
- SLV Cement — by Cachapuz Bilancial Group
- thyssenkrupp Polysius
- Engagesoft

Community & Certification bodies

- UKAS QUALITY MANAGEMENT
- GSO هيئة التقييس الخليجية GCC Standardization Organization
- ISO
- جمعية عروس الخيرية
- سرك SIRC — الشركة السعودية الاستثمارية لإعادة التدوير Saudi Investment Recycling Company

APPENDICES



Definition of Double Materiality Topics

The following definitions describe the 16 material topics identified through RCC's FY2025 Double Materiality Assessment

No.	Material Topic	Definition
1	**Decarbonisation**	Reducing GHG emissions across operations through cleaner fuels, efficiency, and low-carbon technologies.
2	**Energy Management**	Improving energy efficiency and optimising consumption across all production processes.
3	**Low-Carbon Products**	Developing cement products with reduced carbon footprint through material and process innovation.
4	**Circularity**	Maximising resource efficiency through recycling, reuse, and waste valorisation.
5	**Water & Effluents**	Managing water use, treatment, and reuse to ensure sustainability and compliance.
6	**Air Emissions (Atmospheric Pollutants)**	Controlling and reducing harmful air pollutants from manufacturing processes.
7	**Land & Biodiversity**	Protecting ecosystems through responsible quarrying and land rehabilitation practices.
8	**Environmental Management**	Implementing systems to monitor, control, and improve environmental performance.
9	**Occupational Safety**	Ensuring a safe and healthy workplace through robust safety systems and practices.
10	**Employment Practices**	Supporting workforce development, retention, and fair employment conditions.
11	**Inclusion & Community**	Promoting inclusivity and contributing positively to local communities.
12	**Human Rights**	Upholding ethical labour practices and protecting fundamental human rights.
13	**Board Oversight & Integrity**	Ensuring effective governance, accountability, and ethical leadership at board level.
14	**Risk & Compliance**	Managing risks and ensuring adherence to laws, regulations, and internal policies.
15	**Transparency & Disclosure**	Providing accurate, timely, and transparent reporting to stakeholders.
16	**Data Governance**	Safeguarding data through secure systems, compliance, and responsible data management.

List of Abbreviations / Acronyms

AI	Artificial Intelligence
ASTM	American Society for Testing and Materials
BS EN	British Standard – European Norm
CEM	Cement classification (e.g., CEM I, CEM II) under EN 197-1
CEO	Chief Executive Officer
CMA	Capital Market Authority (Saudi Arabia)
CO2	Carbon Dioxide
CO2e	Carbon Dioxide equivalent
CPP	Captive Power Plant
CSR	Corporate Social Responsibility
EPD	Environmental Product Declaration
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
FY	Financial Year / Fiscal Year
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GRC	Glass-fibre Reinforced Concrete
GRI	Global Reporting Initiative
GSO	Gulf Standardization Organization
HR	Human Resources
HSE	Health, Safety, and Environment
IFRS	International Financial Reporting Standards

KSA	Kingdom of Saudi Arabia
SRC	Sulphate Resistant Cement
WHR	Waste Heat Recovery
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MEWA	Ministry of Environment, Water and Agriculture (Saudi Arabia)
VPN	Virtual Private Network
SASO	Saudi Standards, Metrology and Quality Organization
UN	United Nations
SDG	Sustainable Development Goal (United Nations)
TRIR	Total Recordable Incident Rate
Nazaha	National Anti-Corruption Commission (Saudi Arabia)
SGI	Saudi Green Initiative
OHS	Occupational Health and Safety
OPC	Ordinary Portland Cement
ORC	Organic Rankine Cycle
OT	Operational Technology
PDPL	Personal Data Protection Law (Saudi Arabia)
PPA	Power Purchase Agreement
PPE	Personal Protective Equipment
SIRI	Smart Industry Readiness Index
SAR	Saudi Arabian Riyal

List of Figures

Reference	Figure Title	Page
Figure 1	Company Timeline – Our Journey So Far	11
Figure 2	Vision, Mission & Strategic Direction Framework	12
Figure 3	Key Highlights FY2025 – Performance Dashboard	14
Figure 4	Value Creation Flow – Business Model Infographic	16
Figure 5	Strategic Direction – Five Interconnected Pillars	19
Figure 6	Strategic Attainment – 2024 Goals to 2025 Milestones	20
Figure 7	Digital Transformation – Lighthouse Project Framework	21
Figure 8	ESG Framework & Three Pillars Infographic	25
Figure 9	Double Materiality Assessment – Stakeholder Mapping Process	26–27
Figure 10	Double Materiality Assessment – Methodology & Time Horizons	28
Figure 11	Double Materiality Matrix	29
Figure 12	Material Topics to SDG Mapping	29
Figure 13	Alignment with Saudi Vision 2030 – Three Pillars	30
Figure 14	UN SDG Alignment Infographic	31
Figure 15	Governance Structure – Organisational Chart	33–34
Figure 16	Board Committees – Structure & Composition	35–36
Figure 17	Risk Management Framework – Principles & Process	36–37
Figure 18	Executive Leadership Structure	38
Figure 19	ESG Steering Committee & ESG Champions Framework	39
Figure 20	Ethics & Anti-corruption – Code of Conduct Framework	40
Figure 21	Cybersecurity Framework – Defence Layers	41
Figure 22	Environmental Management – IIEE Framework	44
Figure 23	Energy & Emissions – Decarbonization Roadmap (2025–2060)	46
Figure 24	WHR / Natural Gas / Grid / Solar PV Initiative Cards	46
Figure 25	Circular Economy – Four Pillars Infographic	47
Figure 26	Water Stewardship – Four-pillar Approach	48
Figure 27	Air Emissions – Emission Control Technologies	49
Figure 28	Land & Biodiversity – Four Strategic Pillars	50
Figure 29	Quarry Development Programme – Four Pillars	51
Figure 30	Safety Approach – Prevention, Learning, Responsibility	54
Figure 31	Himmah Programme – Cooperative Diploma Infographic	55
Figure 32	Customer Commitment – PQR Framework	56
Figure 33	Human Rights – Principles & Grievance Mechanism	57
Figure 34	Community Engagement – Five-pillar Programme	58
Figure 35	ESG Targets – Environmental, Social & Governance Commitments	60
Figure 36	Future Roadmap – 2025 to 2060 Timeline	61
Figure 37	Partnership Ecosystem Infographic	68

List of Tables

Reference	Table Title	Page
Table 1	Key Financial & Operational Highlights FY2025	14
Table 2	Product Portfolio – Grey & White Cement Specifications	17–18
Table 3	ISO Certifications Overview	23
Table 4	Stakeholder Engagement Summary	27
Table 5	Material Topics – Environmental, Social & Governance	29
Table 6	Board of Directors – Composition & Independence	33–34
Table 7	Risk Register – Key Risks & Mitigation Measures	37
Table 8	GHG Emissions Data (Scope 1, Scope 2, Total) – FY2023–2025	45
Table 9	Emission Intensity Trend – FY2023–2025	45
Table 10	Energy Intensity Trend – FY2023–2025	45
Table 11	Water Withdrawal Data – FY2023–2025	48
Table 12	Water Sourcing Cost – FY2023–2025	48
Table 13	SOx, NOx & Dust Emission Levels – FY2024–2025	49
Table 14	Safety Performance Indicators – FY2023–2025	54
Table 15	Safety Training & Compliance Data – FY2023–2025	54
Table 16	HSE Management System Indicators – FY2023–2025	54
Table 17	Workforce Overview – FY2023–2025	55
Table 18	Training & Development Metrics – FY2024–2025	55
Table 19	ESG Targets – Baseline, Target & Timeline	60
Table 20	GRI Content Index	63–64
Table 21	IFRS S1 & S2 Disclosure Index	65–66
Table 22	Tadawul ESG Disclosure Guidelines Index	67

أسمنت الريـاض

RIYADH CEMENT

Contact us

For questions, feedback or further information about this Sustainability Report:

Riyadh Cement Company

Head Office: PO Box 250002, Imam Saud bin Abdulaziz bin Muhammad Road Riyadh 11391, Kingdom of Saudi Arabia

Plant: Al-Muzahimiyah, Riyadh, Kingdom of Saudi Arabia

Email: sustainability@riyadhcement.com.sa

Website: www.riyadhcement.com.sa

@riyadhcement