شركة الأسمنت الوطنية ش.م.ع.
NATIONAL CEMENT CO. P.S.C.

INTEGRATED REPORT FOR 2024

FOR A BETTER FUTURE ... FOR A BETTER WORLD

National Cement Company
(Public Shareholding Co.)

Financial Statements and Independent Auditor's Report

31 December 2024

شركة الإسمنت الوطنية ش.م.ع.
National Cement Co. p.s.c.

Directors' Report

The Board of Directors of National Cement Company is pleased to present its report along with the audited financial statements of National Cement Company P.S.C. (the "Company") for the year ended 31 December 2024.

Principal Activities:

National Cement Company was established in 1968 under the direction of the late His Highness Sheikh Rashid bin Saeed Al Maktoum, Ruler of Dubai. His vision was to create new horizons for the industry using local resources and local raw materials. Accordingly, the National Cement Company was established to produce basic materials to supply the expected construction boom in the United Arab Emirates and the region. Our company is primarily involved in manufacturing and supply of Cement and clinker. The Company is also involved in investment of its excess funds to earn additional income.

Financial Performance:

The financial position and financial results of the Company for the year ended 31 December 2024 are included in the accompanying audited financial statements.

Directors:

The Board of Directors comprises:

Mr. Rashed Saif Ahmad Al Ghurair	Chairman
Mr. Mazin Mohammad Mohyelddin Alkhatib	Deputy Chairman
Mr. Iyad Mazhar Saleh Malas	Board Member
Mr. Badr Abdulla Ahmed Al Ghurair	Board Member
Mr. Thani Abdulla Suhail Alzafffin Almheiri	Board Member
Mr. Sultan Abdulla Ahmad Majid Al Ghurair	Board Member
Mrs. Raja Mohammed Ghanim Saeed Al Mazrouei	Board Member

Auditors:

The financial statements for the year ended 31 December 2024 were audited by Grant Thornton.

Acknowledgment:

The Board would like to express their gratitude and appreciation to all of the Company's shareholders, clients and business partners whose continued support has been a source of great strength and encouragement. The Board would also like to place on record their commendation for the hard work and efforts put in by the Company management and staff as well as their loyalty and perseverance for the benefit of the Company and its shareholders.

On behalf of the Board

Rashed Saif Ahmad Al Ghurair
Chairman

12 February 2025

Commercial Registration No. 41150
Authorised and paid up Share Capital
AED 358,800,000
P.O. Box 4041 Dubai - United Arab Emirates
Tel.: +971-4-3388885, Fax: +971-4-3388886

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سجل تجاري رقم ٤١١٥٠
رأس المال المصرح به والمدفوع ٣٥٨،٨٠٠،٠٠٠ درهم
ص.ب: ٤٠٤١ دبي – الإمارات العربية المتحدة
هاتف: ٣٣٨٨٨٨٥-٤-٩٧١+ ، فاكس: ٣٣٨٨٨٨٦-٤-٩٧١+

Grant Thornton

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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NATIONAL CEMENT COMPANY (PUBLIC SHAREHOLDING CO.)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of National Cement Company (Public Shareholding Co.) ("Company"), which comprise the statement of financial position as at 31 December 2024, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2024, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to Note 14.4 to the financial statements, which describes the situation that has ensued in Sudan and the management's assessment thereon. Our opinion is not modified in respect of this matter.

Other Matter

The financial statements of the Company for the year ended 31 December 2023 were audited by another auditor who expressed an unmodified opinion on those statements on 28 March 2024.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in the audit of the financial statements of the current year. We have determined the matters described below to be the key audit matters to be communicated in our report.

The matter was addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matters. For the matters below, our description of how our audit addressed the matters are provided in that context.

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NATIONAL CEMENT COMPANY (PUBLIC SHAREHOLDING CO.) (continued)

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address these matters below, provide the basis for our audit opinion on the accompanying financial statements.

Key audit matters	How our audit addressed the key audit matters
Impairment of loan receivable from an associate	
As stated in note 14.2 to the financial statements, the Company's statement of financial position includes AED 288,213 thousand of loan receivable from an associate, representing around 11% of the Company's total assets. At the reporting date, management performed an impairment assessment on the loan based on specific factors and did not identify further reduction in the carrying amount of the loan. This is a key audit matter due to the significance of the loan balance, the fact that the associate had a history of default in meeting the loan repayment commitments and the renewal of the loan agreement has not yet been formally finalized at the date of the issuance of the Company's financial statements.	We performed the following: • Obtained direct confirmation from the associate with regard to the loan balance; • Obtained the latest available asset valuation report with regard to the pledged assets of the associate performed by an independent third-party specialist engaged by management. Assessed the reasonableness of the methodologies and inputs used and verified that the total fair value of the pledged assets sufficiently exceeds the carrying amount of the loan receivable; • Reviewed the methodologies applied in the assessment of the loan balance including estimates and judgments made by management; • Considered the sensitivity of the impairment testing model to changes in key assumptions; and • Obtained a lawyer's report expressing a legal opinion on the enforceability of the pledge.

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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NATIONAL CEMENT COMPANY (PUBLIC SHAREHOLDING CO.) (continued)

Report on the Audit of the Financial Statements (continued)

Other Information

Other information consists of the information included in the Directors' report, other than the financial statements and our auditor's report thereon. Management is responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Management and the Audit Committee for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and in compliance with the applicable provisions of the Company's Articles of Association and the UAE Federal Decree-Law No. (32) of 2021, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NATIONAL CEMENT COMPANY (PUBLIC SHAREHOLDING CO.) (continued)

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NATIONAL CEMENT COMPANY (PUBLIC SHAREHOLDING CO.) (continued)

Report on Other Legal and Regulatory Requirements

The Company has not amended its Articles of Association within the stipulated timeline as required by the Federal Decree Law No. (32) of 2021.

Subject to above, as required by the UAE Federal Decree Law No. (32) of 2021, we report that for the year ended 31 December 2024:

i) We have obtained all the information we considered necessary for the purposes of our audit;

ii) The financial statements have been prepared and comply, in all material respect, with the applicable provisions of the UAE Federal Decree Law No. (32) of 2021.

iii) The Company has maintained proper books of account in accordance with established accounting principles;

iv) The financial information included in the Directors' Report is consistent with the books of account of the Company;

v) The Company's investments in shares and stocks during the year ended 31 December 2024 are disclosed in Note 12 to the financial statements;

vi) Note 14 reflects material related party transactions and the terms under which they were conducted;

vii) Based on the information that has been made available to us, nothing else has come to our attention which causes us to believe that the Company has contravened during the financial year ended 31 December 2024 any of the applicable provisions of the UAE Federal Decree-Law No. (32) of 2021 or of its Articles of Association which would materially affect its activities or its financial position as at 31 December 2024; and

viii) No social contributions were made during the year.

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Grant Thornton P.O. Box: 1620 DUBAI-U.A.E. Public Accountants

GRANT THORNTON UAE

Dr. Osama El-Bakry
Registration No. 935
Dubai, United Arab Emirates

12 February 2025

National Cement Company (Public Shareholding Co.)
Statement of profit or loss and other comprehensive income
For the year ended 31 December 2024

	Notes	*2024* *AED'000*	*2023* *AED'000*
Revenue from contracts with customers	4	**175,742**	187,922
Direct costs	5	**(171,012)**	(189,787)
GROSS PROFIT/(LOSS)		**4,730**	(1,865)
Other income	6	**11,193**	14,570
Administration and general expenses	7	**(27,203)**	(57,583)
Selling and distribution expenses	8	**(3,375)**	(4,536)
OPERATING LOSS		**(14,655)**	(49,414)
Finance income	9.1	**4,529**	32,849
Finance cost	9.2	**(496)**	(5,484)
Dividend income from equity instruments		**141,332**	86,088
Net change in fair value of debt instruments at FVTPL	12	**3,980**	1,944
Fair value of debt instruments at FVOCI recycled to profit and loss on disposal		**(107)**	(3,749)
PROFIT FOR THE YEAR BEFORE TAX		**134,583**	62,234
Income tax	20	**280**	-
PROFIT FOR THE YEAR		**134,863**	62,234
Other comprehensive income			
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax):			
Net change in fair value of equity instruments at FVOCI	12	**367,445**	306,754
Other comprehensive loss that may be reclassified to profit or loss in subsequent periods (net of tax):		**-**	-
Net change in fair value of debt instruments at FVOCI	12	**(138)**	(5,504)
Fair value of debt instruments at FVOCI recycled to profit and loss on disposal		**107**	3,749
		(31)	(1,755)
Other comprehensive income for the year, net of tax		**367,414**	304,999
TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX		**502,277**	367,233
Earnings per share			
Basic and diluted earnings per share (AED)	22	**0.38**	0.17

The attached notes 1 to 26 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
As at 31 December 2024

	Notes	2024 AED'000	2023 AED'000
ASSETS			
Non- curent assets			
Property, plant and equipment	10	**136,049**	143,674
Intangible assets		**295**	1,006
Investment properties	11	**2,924**	2,924
Investments in financial assets	12	**1,813,835**	1,407,961
Loan receivable from an associate	14.2	**288,213**	288,213
		2,241,316	1,843,778
Current assets			
Investments in financial assets	12	**14,782**	13,235
Inventories	15	**73,476**	69,419
Trade and other receivables	16	**105,800**	121,249
Advances and other receivables		**1,640**	2,105
Cash and bank balances	17	**113,436**	40,894
		309,134	246,902
TOTAL ASSETS		**2,550,450**	2,090,680
EQUITY AND LIABILITIES			
Equity			
Share capital	18	**358,800**	358,800
Share application money		**26**	26
Statutory reserve	18	**179,402**	179,402
General reserve	18	**313,323**	313,323
Fair value reserve of financial assets at FVOCI	18	**1,473,955**	1,106,541
Retained earnings		**137,664**	56,621
Total equity		**2,463,170**	2,014,713
Non-current liabilities			
Employees' end of service benefits	19	**18,497**	18,788
Deferred tax liability	20	**36,061**	-
		54,558	18,788
Current liabilities			
Bank borrowings		**-**	20,000
Trade and other payables	21	**32,722**	37,179
		32,722	57,179
Total liabilities		**87,280**	75,967
TOTAL EQUITY AND LIABILITIES		**2,550,450**	2,090,680

The financial statements of the Company have been approved by the Board of Directors on 12 February 2025 and signed on its behalf by:

Chairman

Vice Chairman

The attached notes 1 to 26 form part of these financial statements.

National Cement Company (Public Shareholding Co.)
Statement of changes in equity
For the year ended 31 December 2024

	Share capital AED'000	*Share application money* AED'000	*Statutory reserve* AED'000	*General reserve* AED'000	*Fair value reserve of financial assets at FVOCI* AED'000	*Retained earnings* AED'000	*Total equity* AED'000
Balance as at 1 January 2023	358,800	26	179,402	313,323	803,726	(7,797)	1,647,480
Profit for the year	-	-	-	-	-	62,234	62,234
Other comprehensive income	-	-	-	-	304,999	-	304,999
Total comprehensive income for the year	-	-	-	-	304,999	62,234	367,233
Transfer of fair value reserve of equity instruments designated at FVOCI	-	-	-	-	(2,184)	2,184	-
As at 31 December 2023	358,800	26	179,402	313,323	1,106,541	56,621	2,014,713
Profit for the year	-	-	-	-	-	134,863	134,863
Other comprehensive income	-	-	-	-	367,414	-	367,414
Total comprehensive income for the year	-	-	-	-	367,414	134,863	502,277
Dividend paid (Note 18.5)	-	-	-	-	-	(53,820)	(53,820)
As at 31 December 2024	**358,800**	**26**	**179,402**	**313,323**	**1,473,955**	**137,664**	**2,463,170**

The attached notes 1 to 26 form part of these financial statements.

National Cement Company (Public Shareholding Co.)
Statement of cash flows
For the year ended 31 December 2024

	Notes	2024 AED'000	2023 AED'000
OPERATING ACTIVITIES			
Profit for the year before tax		**134,583**	62,234
Adjustments for:			
Depreciation of property, plant and equipment and amortization of intangibles		**18,598**	18,304
Gain on sale of property plant and equipment		**(4)**	-
Change in fair value of financial assets at fair value through profit and loss	12	**(3,980)**	(1,944)
Allowance for credit losses on trade and other receivables	16	**-**	3,135
Reduction in value of a financial asset at amortised cost	7	**-**	27,787
Reversal of slow-moving inventory provision	15	**-**	(5,677)
Provision for employees' end of services benefits	19	**1,394**	2,755
Dividend income from equity instruments		**(141,332)**	(86,088)
Finance income	9.1	**(4,529)**	(32,849)
Finance cost	9.2	**496**	5,484
Fair value of debt instruments at FVOCI recycled to profit and loss on disposal		**107**	3,749
		5,333	(3,110)
Working capital changes:			
Inventories		**(4,057)**	13,739
Trade and other receivables		**15,449**	(20,900)
Advances and other receivables		**465**	4,732
Trade and other payables		**(4,457)**	(8,664)
Cash flow from/ (used in) operating activities		**12,733**	(14,203)
Employees' end of service benefits paid	19	**(1,685)**	(4,507)
Net cash flows from/(used in) operating activities		**11,048**	(18,710)
INVESTING ACTIVITIES			
Purchase of property, plant and equipment	10	**(10,278)**	(3,312)
Investments in financial assets	12	**(12,916)**	(3,671)
Proceeds from sale of property, plant and equipment		**20**	-
Proceeds from maturity/disposals of financial assets	12	**13,123**	11,158
Dividend received from equity instruments		**141,332**	86,088
Interest received	9.1	**4,529**	32,849
Net movement in fixed deposits placed with banks	17	**(80,000)**	5,000
Net cash flows from investing activities		**55,810**	128,112
FINANCING ACTIVITIES			
Proceeds from bank borrowings		**-**	168,605
Repayment of bank borrowings		**(20,000)**	(268,605)
Finance cost paid	9.2	**(496)**	(5,484)
Dividend paid	18.5	**(53,820)**	-
Net cash flows used in financing activities		**(74,316)**	(105,484)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		**(7,458)**	3,918
Cash and cash equivalents, beginning of year		**20,894**	16,976
CASH AND CASH EQUIVALENTS, END OF YEAR	17	**13,436**	20,894

The attached notes 1 to 26 form part of these financial statements.

1 BACKGROUND AND PRINCIPAL ACTIVITIES

National Cement Company (Public Shareholding Co.), Dubai ("Company"), is registered in accordance with a decree issued by His Highness Ruler of Dubai on 10 April 1968 establishing a cement company in the Emirate of Dubai and is governed in accordance with the provisions of the UAE Federal Law No. 32 of 2021. The Company is listed on the Dubai Financial Market ("DFM"). The registered address of the Company is P.O. Box 4041, Dubai, United Arab Emirates.

Federal Law by Decree No. 32 of 2021, which repeals and replaces Federal Law No. 2 of 2015 (as amended) on Commercial Companies, was issued on 20 September 2021, and is effective from 2 January 2023. The Company is still in the process of amending its Articles of Association in line with the new provisions as required by the Federal law by Decree no. 32 of 2021.

The principal activity of the Company is to manufacture and sell cement and cement related products.

The financial statements of the Company have been approved by the Board of Directors on 12 February 2025.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 BASIS OF PREPARATION

These financial statements of the Company have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) as issued by the International Accounting Standards Board (IASB) and applicable requirements of UAE Laws.

The financial statements have been prepared in United Arab Emirates Dirhams (AED), which is the Company's functional and presentation currency, and all values are rounded to the nearest thousand (AED'000) except where otherwise indicated.

The financial statements have been prepared on a historical cost basis except for financial assets at fair value through profit or loss and through other comprehensive income that have been measured at fair value.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

New and amended standards and interpretations

The Company applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2024. The Company has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to IFRS 16 - Lease Liability in a Sale and Leaseback

The amendments in IFRS 16 specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendments had no impact on the Company's financial statements.

Amendments to IAS 1 - Classification of Liabilities as Current or Non-current

The amendments to IAS 1 specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, an entity is required to disclose when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

The amendments did not have any impact on the classification of the Company's liabilities.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES (continued)

New and amended standards and interpretations (continued)

Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7

The amendments to IAS 7 *Statement of Cash Flows* and IFRS 7 *Financial Instruments: Disclosures* clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. The amendments did not have any impact on the disclosures in the Company's financial statements.

Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

Amendment to IFRS 21 – Lack of exchangeability
IASB amended IAS 21 to add requirements to help in determining whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not exchangeable. Amendment set out a framework under which the spot exchange rate at the measurement date could be determined using an observable exchange rate without adjustment or another estimation technique. The effective date is 1 January 2025.

Amendments to IFRS 10 and IAS 28 - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
Partial gain or loss recognition for transactions between an investor and its associate or joint venture only apply to the gain or loss resulting from the sale or contribution of assets that do not constitute a business as defined in IFRS 3 Business Combinations, and the gain or loss resulting from the sale or contribution to an associate or a joint venture of assets that constitute a business as defined in IFRS 3 is recognized in full. The effective date deferred indefinitely.

IFRS 18, Presentation and Disclosure in Financial Statements
IFRS 18 provides guidance on items in statement of profit or loss classified into five categories: operating; investing; financing; income taxes and discontinued operations. It defines a subset of measures related to an entity's financial performance as management-defined performance measures ("MPMs"). The totals, subtotals and line items presented in the primary financial statements and items disclosed in the notes need to be described in a way that represents the characteristics of the item. It requires foreign exchange differences to be classified in the same category as the income and expenses from the items that resulted in the foreign exchange differences. The effective date is 1 January 2027.

IFRS 19 - Reducing subsidiaries disclosures
IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with the reduced disclosure requirements of IFRS 19. A subsidiary may choose to apply the new standard in its consolidated, separate or individual financial statements provided that, at the reporting date it does not have public accountability and its parent produces consolidated financial statements under IFRS Accounting Standards. The effective date is 1 January 2027.

Standards issued by the International Sustainability Standards Board (ISSB)

On 26 June 2023, the ISSB published first two IFRS Sustainability Disclosure Standards at the IFRS Foundation Conference 2023:

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
IFRS S1 sets out overall requirements with the objective to require an entity to disclose information about its sustainability-related risks and opportunities that is useful to the primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES (continued)

Standards issued by the International Sustainability Standards Board (ISSB) (continued)

IFRS S2 Climate-related Disclosures

IFRS S2 sets out the requirements for identifying, measuring and disclosing information about climate-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

Subject to adoption by the local jurisdiction, both Standards are effective for annual periods beginning on or after 1 January 2024, with substantial transitional reliefs to allow preparers more time to align reporting of sustainability related financial disclosures and financial statements. The Company did not adopt these standards on the effective date given that they have not yet been adopted by the United Arab Emirates.

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

Investment in an associate

An associate is an entity over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries. The Company's investment in its associate is accounted for using the equity method.

Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Company's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the Company's share of the results of operations of the associate. Any change in OCI of the investee is presented as part of the Company's OCI. In addition, when there has been a change recognised directly in the equity of the associate, the Company recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Company and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Company's share of profit or loss of an associate is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax.

The financial statements of the associate are prepared for the same reporting period as the Company. When necessary, adjustments are made to bring the accounting policies in line with those of the Company.

After application of the equity method, the Company determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Company determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Company calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value, and then recognises the loss within 'Share of profit of an associate' in the statement of profit or loss.

Upon loss of significant influence over the associate, the Company measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period
  Or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period
  Or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Company classifies all other liabilities as non-current.

Fair value measurement

The Company measures certain financial instruments at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability
  Or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

External valuers are involved for valuation of significant assets, such as unquoted financial assets and investment property.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy.

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

There are no significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers.

Sales of goods
Revenue from sale of cement and other related products, sandwich panels and raw steel used in the construction and building activities is recognised at the point in time when control of the asset is transferred to the customer, generally on collection of the goods by customers. The normal credit term is 30 to 120 days upon delivery.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g., delivery). In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, noncash consideration, and consideration payable to the customer (if any).

Delivery services

The Company provides delivery services that are usually bundled together with the sale of goods to a customer. The delivery services can be obtained from other providers and do not significantly customise or modify the goods.

Contracts for bundled sales of goods and delivery services are comprised of two performance obligations because the promises to transfer goods and provide delivery services are capable of being distinct and separately identifiable. Accordingly, the Company allocates the transaction price based on the relative stand-alone selling prices of the goods and delivery services.

The Company recognises revenue from delivery services and sale of goods at a point in time, generally upon delivery of the goods to the customer.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Revenue from contracts with customers (continued)

Contract balances

Trade receivables
A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets under the section *Financial instruments – initial recognition and subsequent measurement.*

Contract liabilities
A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

Foreign currencies
Transactions in foreign currencies are initially recorded by the Company at the functional currency spot rate at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Company's net investment in a foreign operation. These are recognised in OCI until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

Cash dividends
The Company recognises a liability to pay a dividend when the distribution is authorised and the distribution is no longer at the discretion of the Company. A distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

Property, plant and equipment
Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. Capital work in progress is stated at cost, net of accumulated impairment losses, if any.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings	3 to 14 years
Plant and machinery	3 to 25 years
Furniture, fixtures and equipment	4 to 7 years
Motor vehicles	3 years

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

2 MATERIAL ACCOUNTING POLICY INFORMATION continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Property, plant and equipment (continued)
The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

Leases
Company as lessee
The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of assets that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Company as lessor
A lease is classified at the inception date as a finance lease or an operating lease. A lease that transfers substantially all the risks and rewards incidental to ownership to the lessee is classified as a finance lease.

At the commencement of a finance lease term, the Company records a finance lease receivable in the statement of financial position at an amount equal to the net investment in the lease. The recognition of finance income is based on a pattern reflecting the constant periodic rate of return on the lessor's net investment in the finance lease.

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in other income in the statement of profit or loss due to its non-operating nature.

Borrowing costs
Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Investment properties
Investment properties are measured initially at cost, including transaction costs. After initial recognition, investment properties are carried, in the statement of financial position, at their cost less any accumulated depreciation and any accumulated impairment. Depreciation is calculated on a straight line basis, which reflects the pattern in which the assets' future economic benefits are expected to be consumed by the Company over their estimated useful life of 10 years.

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. The amount of consideration to be included in the gain or loss arising from the derecognition of investment property is determined in accordance with the requirements for determining the transaction price in IFRS 15.

Transfers are made to (or from) investment property only when there is a change in use.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial instruments – initial recognition and subsequent measurement
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Financial assets

Initial recognition and measurement
Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price determined under IFRS 15. Refer to the accounting policies under 'Revenue from contracts with customers'.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

Subsequent measurement
Financial assets at amortised cost (debt instruments)
Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Company's financial assets at amortised cost include trade and other receivables, loan receivable from an associate, due from related parties and cash and bank balances.

Financial assets at fair value through OCI (debt instruments)

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.

The Company's debt instruments at fair value through OCI includes investments in quoted debt instruments.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial instruments – initial recognition and subsequent measurement (continued)

i) Financial assets (continued)

Subsequent measurement (continued)

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit or loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Company elected to classify irrevocably its listed and non-listed equity investments under this category.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss.

This category includes quoted debt instruments with contractual terms that give rise to cash flows that are not solely payments of principal and interest on the principal amount outstanding or that such cash flows are not due on specified dates or both.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired;
  Or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial instruments – initial recognition and subsequent measurement (continued)

i) Financial assets (continued)

Impairment
The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Company applies the low credit risk simplification. At every reporting date, the Company evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Company reassesses the internal credit rating of the debt instrument. In addition, the Company considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Company's debt instruments at fair value through OCI comprise solely of quoted bonds with good rating and, therefore, are considered to be low credit risk investments. It is the Company's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. The Company uses published ratings both to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

The Company considers a financial asset in default when contractual payments are past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

ii) Financial liabilities

Initial recognition and measurement
Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables, due to a related party and loans and borrowings including bank overdrafts.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Financial instruments – initial recognition and subsequent measurement (continued)

ii) Financial liabilities (continued)

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss
Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

The Company does not hold financial liabilities at fair value through profit or loss at the reporting date.

Loans and borrowings
After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit or loss.

This category generally applies to interest-bearing loans and borrowings and all of the Company's financial liabilities are classified within this category.

Derecognition
A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

Inventories
Inventories are stated at the lower of cost and net realizable value.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Raw materials – purchase cost on weighted average basis;
- Spares and consumables – purchase cost on weighted average basis;
- Finished goods and work-in-progress – cost of direct material and a proportion of manufacturing overheads based on the normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Impairment of non-financial assets

At each reporting date, the Company reviews the carrying amounts of its assets to assess whether there is an indication that those assets may be impaired. If any such indication exists, the Company makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows attributable to the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the income statement.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in the income statement.

Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Intangible assets with finite lives are amortised over the useful economic life of 5 years and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset is included in profit or loss.

Cash and bank balances

For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand, bank balances and short-term deposits with an original maturity of three months or less.

Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Employees' end of service benefits

The Company provides end of service benefits to its expatriate employees. The entitlement to these benefits is based upon the employees' salary and length of service, subject to the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment.

With respect to its national employees, the Company makes contributions to government pension scheme calculated as a percentage of the employees' salaries. The Company's obligations are limited to these contributions, which are expensed when due.

Income tax

Tax expense recognised in statement of profit or loss comprises the sum of deferred tax and current tax not recognised in other comprehensive income or directly in equity.

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the country where the Company operates and generates taxable income.

2 MATERIAL ACCOUNTING POLICY INFORMATION (continued)

2.3 SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Income tax (continued)

Current income tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses to the extent that it is probable that taxable profit will be available to be utilised, except in circumstances where IAS 12 does not permit.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets are recognised to the extent it is probable that the underlying tax loss or deductible temporary difference will be utilised against future taxable income. This is assessed based on the Company's forecast of future operating results, adjusted for significant non-taxable income and expenses and specific limits on the use of any unused tax loss or credit.

Deferred tax liabilities are generally recognised in full, although IAS 12 specifies limited exemptions. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefits is probable.

3 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

3 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and assumptions (continued)

Provision for expected credit losses of trade receivables

The Company uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., secured, unsecured).

The provision matrix is initially based on the Company's historical observed default rates. The Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the construction and real estate sectors, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions.

The Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Company's trade receivables is disclosed in note 26.

Impairment of inventories

Inventories are held at the lower of cost and net realisable value. When inventories become old or obsolete, an estimate is made of their net realisable value. For individually significant amounts this estimation is performed on an individual basis. Amounts which are not individually significant, but which are old or obsolete, are assessed collectively and a provision is applied according to the inventory type and the degree of ageing or obsolescence, based on historical selling prices.

At the reporting date, gross inventories were AED 74,921 thousand (2023: AED 70,864 thousand) and provision for slow moving inventories were AED 1,445 thousand (2023: AED 1,445 thousand) (Refer Note 15) for information about write down of inventories). Any difference between the amounts actually realised in future periods and the amounts expected will be recognised in the income statement.

Useful lives and depreciation of property, plant and equipment

Management periodically reviews the estimated useful lives and depreciation method to ensure that the method and period of depreciation are consistent with the expected pattern of economic benefits from these assets.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. Management engages third party specialists to determine the fair value of its property, plant and equipment. Such fair value estimate is also based on the replacement cost of an asset of equivalent utility and depreciation, including obsolescence.

4 REVENUE FROM CONTRACTS WITH CUSTOMERS

4.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

	2024 *AED'000*	*2023* *AED'000*
Type of goods or service		
Sale of goods - finished products (recognised at a point in time)	**171,149**	182,411
Delivery services (recognised at a point in time)	**4,593**	5,511
	175,742	187,922
Geographical markets		
United Arab Emirates	**175,712**	187,854
Other countries	**30**	68
	175,742	187,922

4.2 Contract balances

	2024 *AED'000*	*2023* *AED'000*
Trade receivables (net) – third parties (Note 16)	**94,012**	110,593
Trade receivables (net) – related parties (Note 16)	**5,628**	8,330
Contract liabilities – advances (Note 21)	**860**	717

Trade receivables

Trade receivables are non-interest bearing and are generally on terms of 30 to 120 days. Trade receivables amounting to AED 25,745 thousand (2023: AED 38,885 thousand) are secured against bank guarantees.

Contract liabilities

Contract liabilities comprise short-term advances received for the sale of goods and delivery services.

The amount of revenue recognised from amounts included in contract liabilities at the beginning of the year is AED 717 thousand (2023: AED 900 thousand).

4.3 Performance obligations

Information about the Company's performance obligations are summarized below:

Sale of goods

The performance obligation is satisfied upon collection of the goods and payment is generally in cash or due within 30 to 120 days from the sale.

Bundled sale of goods and delivery services

The performance obligation is satisfied upon delivery of the goods and payment is generally due within 30 to 120 days from delivery.

5 DIRECT COSTS

	2024 AED'000	2023 AED'000
Material cost	**98,040**	120,723
Utilities and other factory costs	**39,219**	35,185
Cost of labour	**16,867**	17,502
Depreciation of property, plant and equipment (Note 10)	**16,886**	16,377
	171,012	189,787

6 OTHER INCOME

	2024 AED'000	2023 AED'000
Sale of scrap and other non-trading materials	**4,263**	2,980
Rental income from investment properties (Note 11)	**3,927**	3,438
Other rental income	**2,378**	1,953
Reversal of slow-moving inventory provision	-	5,677
Others	**625**	522
	11,193	14,570

7 ADMINISTRATION AND GENERAL EXPENSES

	2024 AED'000	2023 AED'000
Staff salaries and benefits	**16,724**	15,723
Directors' remuneration (Note 14.3)	**2,450**	-
Repair and maintenance	**2,472**	3,521
Reduction in value of a financial asset at amortised cost (Note 14.1)	-	27,787
Expected credit loss on trade and other receivables (Note 16)	-	3,135
Legal and professional fees	**1,525**	1,714
Depreciation of property, plant and equipment (Note 10)	**1,001**	1,147
Amortization of intangible assets	**711**	708
Bank charges	**168**	319
Others	**2,152**	3,529
	27,203	57,583

8 SELLING AND DISTRIBUTION EXPENSES

	2024 AED'000	2023 AED'000
Sales and marketing	**3,311**	3,470
Transportation	**64**	993
Depreciation of property, plant and equipment (Note 10)	-	73
	3,375	4,536

9 FINANCE INCOME AND FINANCE COST

9.1 FINANCE INCOME

	2024 *AED'000*	*2023* *AED'000*
Interest income on term deposits	**3,609**	2,046
Interest income on investments in financial assets (debt instruments)	**920**	1,311
Suspended interest released (Note 14.1)	**-**	29,492
	4,529	32,849

9.2 FINANCE COST

	2024 *AED'000*	*2023* *AED'000*
Murabaha and short-term loans	**373**	5,309
Bank overdrafts	**123**	175
	496	5,484

10 PROPERTY, PLANT AND EQUIPMENT

	Buildings AED'000	*Plant and machinery AED'000*	*Furniture, fixtures & equipment AED'000*	*Motor vehicles AED'000*	*Capital work in progress AED'000*	*Total AED'000*
Cost:						
At 1 January 2023	36,481	1,003,950	18,561	54,793	3,468	1,117,253
Additions	-	-	869	-	2,443	3,312
Transfers	-	-	-	(39)	-	(39)
At 31 December 2023	36,481	1,003,950	19,430	54,754	5,911	1,120,526
Additions	92	132	651	42	9,361	10,278
Disposals	-	(12)	(12)	-	-	(24)
Transfers	-	11,230	10	-	(11,240)	-
At 31 December 2024	**36,573**	**1,015,300**	**20,079**	**54,796**	**4,032**	**1,130,780**
Accumulated Depreciation:						
At 1 January 2023	32,593	854,233	18,131	54,337	-	959,294
Charge for the year	429	16,556	305	307	-	17,597
Disposals	-	-	-	(39)	-	(39)
At 31 December 2023	33,022	870,789	18,436	54,605	-	976,852
Charge for the year	422	16,774	562	129	-	17,887
Disposals	-	(1)	(7)	-	-	(8)
At 31 December 2024	**33,444**	**887,562**	**18,991**	**54,734**	**-**	**994,731**
Net carrying value:						
At 31 December 2024	**3,129**	**127,738**	**1,088**	**62**	**4,032**	**136,049**
At 31 December 2023	3,459	133,161	994	149	5,911	143,674

10 PROPERTY, PLANT AND EQUIPMENT (continued)

10.1 Depreciation

Depreciation is allocated in the statement of profit or loss as follows:

	2024 *AED'000*	*2023* *AED'000*
Direct costs (Note 5)	**16,886**	16,377
Administration and general expenses (Note 7)	**1,001**	1,147
Selling and distribution expenses (Note 8)	**-**	73
	17,887	17,597

As at 31 December 2024, the carrying amount of property, plant and equipment included fully depreciated assets that are still in use in the amount of AED 783,783 thousand (2023: AED 773,028 thousand).

10.2 Capital work-in-progress

Capital work-in-progress as at 31 December 2024 comprises mainly of plant and machineries, which are expected to be ready for use in the first quarter of 2025.

10.3 Granted land

Buildings, plant and machinery are located on a land granted by the Government of Dubai.

11 INVESTMENT PROPERTIES

Investment properties comprise land with a carrying amount of AED 2,924 thousand and fully depreciated villas constructed on the land with an initial cost of AED 16,575 thousand, held for rental purposes and capital appreciation. There was no movement in investment properties during the years ended 31 December 2024 and 2023.

The Company has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

The following amounts have been recognised in the statement of income in respect of investment properties:

	2024 *AED'000*	*2023* *AED'000*
Rental income (Note 6)	**3,927**	3,438
Direct operating expenses	**(251)**	(318)
Net rental income	**3,676**	3,120

Management carried out an internal valuation to determine the fair value of the properties at the reporting date. Accordingly, the properties were valued at AED 53 million at year-end 2024 (2023: AED 43 million).

Valuation technique

The value of the properties is measured by management using the 'investment method valuation' approach (level 3 hierarchy). Under this method, the annual rental income presently received or expected over a period of time from the lease of the property is estimated and reduced by the expenses or outgoings incidental to the ownership of the property to obtain the net annual income. This net annual income is then capitalized by an appropriate capitalization rate.

The relevant capitalization rate is chosen based on the investment rate of return expected (as derived from comparisons of other similar property investments) for the type of property concerned taking into consideration such factors as risk, capital appreciation, security of income and ease of sale.

12 INVESTMENTS IN FINANCIAL ASSETS

	2024 AED'000	2023 AED'000
Current financial assets		
Investments at FVOCI	**11,506**	6,443
Investments at FVTPL	**3,276**	6,792
	14,782	13,235
Non-current financial assets		
Investments at FVOCI	**1,807,866**	1,403,400
Investments at FVTPL	**5,969**	4,561
	1,813,835	1,407,961
	1,828,617	1,421,196

The categories of investments in financial assets are as follows:

	2024 AED'000	2023 AED'000
Quoted equity instruments – at fair value	**1,805,986**	1,396,252
Debt instruments – at fair value	**22,631**	24,944
	1,828,617	1,421,196

Equity instruments designated at fair value through OCI include investments in equity shares of listed and non-listed companies. The Company holds non-controlling interests in these companies. These investments were irrevocably designated at fair value through OCI as the Company considers these investments to be strategic in nature.

Debt instruments at fair value through OCI include investments in quoted government and corporate bonds. Fair values of these debt instruments are determined by reference to published price quotations in an active market.

Financial assets at fair value through profit or loss include investments in listed debt instruments. Fair values of these instruments are determined by reference to published price quotations in an active market.

At 31 December 2024, investments in marketable securities amounting to AED 172 thousand (2023: AED 212 thousand) are held in the personal name of the Company's General Manager for the beneficial interest of the Company.

Investments in financial assets amounting to AED 1,211,803 thousand (2023: AED 861,069 thousand) are pledged with banks against loans and borrowings, which are not utilized at the reporting date.

The Company has an investment, through an unquoted equity instrument, in a cement plant under construction outside the UAE. The investment is being carried at Fair Value through Other Comprehensive Income and is classified as Level 3 within the fair value hierarchy. The Company was not able to obtain a reliable fair valuation as per its accounting policies in order to determine the fair value of the investment due to the non-conducive situation in the country of investment. Accordingly, based on management's judgement, the fair value was determined to be fully impaired as at the reporting date (2023: fully impaired).

12 INVESTMENTS IN FINANCIAL ASSETS (continued)

The movement in the different classes of investments in financial assets during the year was as follows:

	Year ended 31 December 2024			
	Debt instruments at FVOCI AED'000	***Debt instruments at FVTPL AED'000***	***Equity instruments at FVOCI AED'000***	***Total AED'000***
At the beginning of the year	**13,591**	**11,353**	**1,396,252**	**1,421,196**
Additions during the year	**2,473**	**4,495**	**5,948**	**12,916**
Matured/redeemed	**(2,540)**	**(10,583)**	**-**	**(13,123)**
Change in fair value	**(138)**	**3,980**	**403,786**	**407,628**
At the end of the year	**13,386**	**9,245**	**1,805,986**	**1,828,617**

	Year ended 31 December 2023			
	Debt instruments at FVOCI AED'000	*Debt instruments at FVTPL AED'000*	*Equity instruments at FVOCI AED'000*	*Total AED'000*
At the beginning of the year	19,095	13,918	1,092,476	1,125,489
Additions during the year	-	-	3,671	3,671
Matured/redeemed	-	(4,509)	(6,649)	(11,158)
Change in fair value	(5,504)	1,944	306,754	303,194
At the end of the year	13,591	11,353	1,396,252	1,421,196

The investments in financial assets by geography are as follows:

	2024 AED'000	*2023 AED'000*
United Arab Emirates	**1,705,586**	1,268,110
Saudi Arabia	**118,061**	146,011
Other countries	**4,970**	7,075
	1,828,617	1,421,196

13 INVESTMENT IN AN ASSOCIATE

The Company's investment in an associate represents a share of 25.43% (2023: 25.43%) in Berber Cement Company Ltd., a limited liability company registered in the Republic of Sudan. The principal activity of the associate is to manufacture and sell cement. The Company's interest in Berber Cement Company Ltd. is accounted for using the equity method in the financial statements.

On 15 April 2023, an armed conflict between rival factions of the military government of Sudan began, where the associate of the Company is located, the impact of which has been devastating on the nation's economy. At the date of the issuance of these financial statements, the economic environment remains unstable and may pose serious consequences, as well as the possibility of further prolonged economic downturn.

13 INVESTMENT IN AN ASSOCIATE (continued)

The Company has accounted for the investment after taking account of the effect of hyperinflationary economy and using uniform accounting policies while preparing the financial statements of the associate. Furthermore, the Company has fully provided for the investment in the associate. The Company has no further obligation towards the losses, exceeding the face value of equity shares held.

14 RELATED PARTY DISCLOSURES

The Company, in the ordinary course of its business, enters into trading and financing transactions with entities which fall within the definition of "related party" as contained in International Accounting Standard 24. Management believes that the terms of the trading transactions are not materially different from those that could have been obtained from unrelated parties.

As at the reporting date, the Company holds equity interest in a local bank in the UAE, which is classified as equity instrument at FVOCI. The Company also maintains bank balances and has been extended credit/borrowing facilities with the bank as at the reporting date. The financial dealing and transactions with the bank are executed at commercial terms.

14.1 Related party transactions

The significant related party transactions during the year are as follows:

	2024 AED'000	*2023 AED'000*
Associate		
Interest income for the year	**31,207**	29,515
Suspended interest	**(31,207)**	-
Suspended interest released	-	29,492
Reduction in value of a financial asset at amortized cost (Note 7)	-	(27,787)
Other related parties		
Revenue	**13,900**	12,182
Purchases	**(20)**	(42)

14.2 Related party balances

Due from related parties

	2024 AED'000	*2023 AED'000*
Loan to an associate		
Non-current portion of loan due from associate (Note 14.4)	**316,000**	316,000
Accrued interest on loan to the associate	**75,532**	44,325
Less: suspended interest and reduction in value	**(103,319)**	(72,112)
	288,213	288,213
Trade receivables		
Other related parties	**4,694**	7,396
Associate current account	**934**	934
	5,628	8,330
Due to a related party		
Associate	-	9,350

14 RELATED PARTY DISCLOSURES (continued)

14.3 Remuneration to key management personnel

	2024 AED'000	2023 AED'000
Salaries and other short-term benefits	**2,436**	3,204
End of service benefits	**133**	177
Directors' remuneration (Note 7)	**2,450**	-
	5,019	3,381

14.4 Loan due from associate

The loan of AED 316 million as at 31 December 2024 represents AED denominated loan given to the associate and was recoverable by October 2019, however, the associate has defaulted on several payments. The interest rate on this loan is charged at the rate of 3-month EIBOR + 3% per annum.

On 15 April 2023, an armed conflict between rival factions of the military government of Sudan began, where the associate of the Company is located, the impact of which has been devastating on the nation's economy. At the date of the issuance of these financial statements, the economic environment remains unstable and may pose serious consequences, as well as the possibility of further prolonged economic downturn.

At 31 December 2024, management performed a remeasurement on the loan and evaluated the associate's ability to repay the loan based on specific factors that include an assessment of the associate's financial performance, the expected future payment pattern subsequent to the reporting period, existence of adequate and sufficient securities against the loan in the form of pledge over the assets of the associate with a total fair value sufficiently exceeding the carrying amount of the loan receivable, and proposed amendment of the loan agreement with revised repayment schedule, which is expected to be formalized in the near future and not to have any impact on the carrying amount of the loan. As per the Company's accounting policies, the management has considered the possible impact of the current conflict on delaying the future payments and accordingly disclosed the loan balance in view of this consideration. Based on this assessment, management concluded that no further reduction in the value of the loan is required as at 31 December 2024 (2023: reduction in value of AED 27,787 thousand was recognized).

Moreover, management has taken into account all indicators, future events and developments and assessed their impact on the associate's operations, cash flows, and financial condition. Management believes that these events had not changed the existence and valuation of the securities covering the loan amount as the factory is still operating and located far from the armed conflict area.

15 INVENTORIES

	2024 AED'000	2023 AED'000
Raw materials	**13,268**	19,241
Work in progress	**29,148**	19,739
Finished goods	**2,051**	2,377
Consumable and spare parts	**30,454**	29,507
Provision for slow-moving inventories	**(1,445)**	(1,445)
	73,476	69,419

15 INVENTORIES (continued)

The movement in the provision for slow-moving inventories during the year was follows:

	2024 *AED'000*	*2023* *AED'000*
At 1 January	**1,445**	7,122
Reversal during the year	**-**	(5,677)
At 31 December	**1,445**	1,445

16 TRADE AND OTHER RECEIVABLES

	2024 *AED'000*	*2023* *AED'000*
Trade receivables		
Receivable from third party customers	**106,391**	122,972
Less: allowance for expected credit losses	**(12,379)**	(12,379)
	94,012	110,593
Other related parties (Note 14.2)	**5,628**	8,330
Trade receivables, net	**99,640**	118,923
Other receivables	**6,160**	2,326
	105,800	121,249

Further information about the credit terms and security against trade receivables are disclosed in Note 4.2 while information about credit exposures are disclosed in Note 26.

The movement in the allowance for expected credit losses during the year was follows:

	2024 *AED'000*	*2023* *AED'000*
At 1 January	**12,379**	9,244
Charge during the year (Note 7)	**-**	3,135
At 31 December	**12,379**	12,379

17 CASH AND CASH EQUIVALENTS

	2024 *AED'000*	*2023* *AED'000*
Cash in hand	**113**	156
Cash at banks – current accounts	**13,323**	20,738
Cash at banks – fixed deposits*	**100,000**	20,000
Bank balances and cash	**113,436**	40,894
Less: fixed deposits*	**(100,000)**	(20,000)
Cash and cash equivalents	**13,436**	20,894

* Fixed deposits carry interest at commercial rates and have an initial maturity of 1 year.

18 SHARE CAPITAL AND RESERVES

18.1 Share capital

	2024 AED'000	2023 AED'000
Authorized issued and fully paid up:		
358,800,000 shares of AED 1 each	**358,800**	358,800
Issued for cash		
92,000,000 shares of AED 1 each	**92,000**	92,000
Bonus shares issued by capitalizing retained earnings		
266,800,000 shares of AED 1 each	**266,800**	266,800

At the reporting date, the share capital comprised of ordinary equity shares. All issued shares are fully paid. The holders of the ordinary equity shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company. All shares rank equally with regard to the Company's residual assets.

18.2 Statutory reserve

In accordance with Article 60.1 of the Company's Memorandum of Association and UAE Federal Decree-Law No. 32 of 2021, a minimum of 10% of the net profit of the Company is required to be transferred to a statutory reserve until the reserve equals 50% of the share capital. No transfer was made to the statutory reserve as the reserve has already reached 50% of the share capital. This reserve is not available for distribution except as stipulated by the above-mentioned Law.

18.3 General reserve

In accordance with Article 60.2 of the Company's Memorandum of Association, 10% of the Company's net profit is required to be transferred to a general reserve. Such transfer has been discontinued by a resolution of the general assembly based on a proposal by the Board of Directors.

Such reserve shall be used only for purposes designated by the general assembly and based on a proposal by the Board of Directors.

18.4 Fair value reserve of financial assets at FVOCI

Changes in fair value of debt and equity instruments at FVOCI are recognised in other comprehensive income and reported as fair value reserve within equity. Upon derecognition of those debt or equity instruments, any loss or gain previously reported as fair value reserve within equity is included in the income statement for the year for debt instruments and transferred to retained earnings for equity instruments.

18.5 Dividends

In the annual General Meeting held on 21 April 2024, a cash dividend of AED 53,820 thousand (AED 0.15 fils per share) was declared and approved by the shareholders of the Company related to the year 2023, which were paid on 21 May 2024.

19 EMPLOYEES' END OF SERVICE BENEFITS

The movement in the provision recognized in the statement of financial position is as follows:

	2024 *AED'000*	*2023* *AED'000*
Provision as at 1 January	**18,788**	20,540
Provided during the year	**1,394**	2,755
End of service benefits paid	**(1,685)**	(4,507)
Provision as at 31 December	**18,497**	18,788

20 INCOME TAX

On 9 December 2022, the United Arab Emirates (UAE) Ministry of Finance ("MoF") released Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses, Corporate Tax ("CT") to enact a new CT regime in the UAE. The new CT regime has become effective for accounting periods beginning on or after 1 June 2023. Accordingly, the Company became taxable effective 1 January 2024 at the rate of 9% applicable to taxable income exceeding AED 375,000.

The major components of income tax expense for the year ended 31 December 2024 are:

	2024 *AED'000*
Deferred income tax:	
Related to temporary differences	**280**

Deferred tax related to items recognised in OCI during in the year:

	2024 *AED'000*
Net gain on financial instruments designated at fair value through OCI	**36,341**

Reconciliation of tax expense and the accounting profit multiplied by the domestic tax rate for 2024:

	2024 *AED'000*
Accounting profit before tax	**134,583**
At the statutory income tax rate of 9%	**12,112**
Deduct: dividend income from local companies	**(12,392)**
Income tax credit reported in profit or loss	**(280)**

Deferred tax relates to the following:

	2024 *AED'000*
Revaluation of financial assets at FVOCI	**36,341**
Losses available for offsetting against future taxable income	**(315)**
Revaluation of financial assets at FVTPL	**35**
Net deferred tax liabilities	**36,061**

21 TRADE AND OTHER PAYABLES

	2024 *AED'000*	*2023* *AED'000*
Trade payables	**25,479**	15,965
Accrued expenses and other payables	**1,252**	5,991
Accruals for staff benefits	**5,131**	5,131
Advances received from customers	**860**	717
Accrued interest on bank borrowings	**-**	25
Due to a related party (Note 14.2)	**-**	9,350
	32,722	37,179

22 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit for the year attributable to the shareholders of the Company of AED 134,583 thousand (2023: profit of AED 62,234 thousand) by the weighted average number of shares outstanding during the year of 358,800 thousand shares (2023: 358,800 thousand shares).

The Company has not issued any instruments which would have a dilutive impact on earnings per share when exercised. There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and date of authorization of these financial statements.

23 CONTINGENCIES AND COMMITMENTS

Capital commitments

At 31 December 2024, the Company had no material capital commitments (2023: Nil).

Trade commitments

At 31 December 2024, the Company had no material commitments relating to purchases of assets (2023: Nil).

Contingent liabilities

At 31 December 2024, the Company had bank guarantees amounting to AED 2,164 thousand (2023: AED 1,587 thousand).

24 FAIR VALUES

Management assessed that the fair values of cash and bank balances, trade receivables, trade payables, short-term borrowings, and other current assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The following methods and assumptions were used to estimate the fair values of financial assets and liabilities:

- Long-term fixed-rate loan to associate is evaluated by the Company based on parameters such as interest rate, specific country risk factors, creditworthiness of the counter party, and the risk characteristics of the financed asset. Based on this evaluation, allowances are taken into account for the estimated losses of the receivable.
- The fair values of the quoted notes and bonds are based on price quotations at the reporting date.
- There is an active market for the Company's listed equity investments and quoted debt instruments

24 FAIR VALUES (continued)

The following table provides the fair value measurement hierarchy of the Company's assets that are carried at fair value.

31 December 2024	***Level 1 AED'000***	***Level 2 AED'000***	***Level 3 AED'000***	***Total AED'000***
Quoted equity instruments at FVOCI	**1,805,986**	**-**	-	**1,805,986**
Quoted debt instruments at FVOCI	**-**	**13,386**	-	**13,386**
Quoted debt instruments at FVTPL	**-**	**9,245**	-	**9,245**
Total	**1,805,986**	**22,631**	**-**	**1,828,617**

31 December 2023	*Level 1 AED'000*	*Level 2 AED'000*	*Level 3 AED'000*	*Total AED'000*
Quoted equity instruments at FVOCI	1,396,252	-	-	1,396,252
Quoted debt instruments at FVOCI	-	13,591	-	13591
Quoted debt instruments at FVTPL	-	11,353	-	11353
Total	1,396,252	24,944	-	1,421,196

25 SEGMENT REPORTING

The Company's activities comprise two main business segments: (1) manufacturing and selling cement and related products and (2) investments in securities, properties and investment in an associate. The details of segment revenue, result, assets and liabilities have been provided below:

	Year ended 31 December 2024			*Year ended 31 December 2023*		
	Cement AED'000	***Investments AED'000***	***Total AED'000***	*Cement AED'000*	*Investments AED'000*	*Total AED'000*
Revenue from contracts with customers	**175,742**	**-**	**175,742**	187,922	-	187,922
Direct costs (excluding depreciation)	**(154,126)**	**-**	**(154,126)**	(173,410)	-	(173,410)
Administration and general expenses* (excluding depreciation)	**(25,491)**	**-**	**(25,491)**	(55,728)	-	(55,728)
Selling and distribution expenses (excluding depreciation)	**(3,375)**	**-**	**(3,375)**	(4,463)	-	(4,463)
Depreciation and amortization	**(18,598)**	**-**	**(18,598)**	(18,305)	-	(18,305)
Other income	**7,266**	**3,927**	**11,193**	11,132	3,438	14,570
Finance income	**-**	**4,529**	**4,529**	-	32,849	32,849
Finance cost	**(496)**	**-**	**(496)**	(5,484)	-	(5,484)
Dividend income from equity instruments	**-**	**141,332**	**141,332**	-	86,088	86,088
Net change in fair value of debt instruments at FVTPL	**-**	**3,980**	**3,980**	-	1,944	1,944
Fair value of debt instruments at FVOCI recycled to profit and loss on disposal	**-**	**(107)**	**(107)**	-	(3,749)	(3,749)
Segment (loss)/profit	**(19,078)**	**153,661**	**134,583**	(58,336)	120,570	62,234

	31 December 2024			*31 December 2023*		
	Cement AED'000	***Investments AED'000***	***Total AED'000***	*Cement AED'000*	*Investments AED'000*	*Total AED'000*
Segment assets**	**317,260**	**2,119,754**	**2,437,014**	337,453	1,712,333	2,049,786
Segment liabilities	**87,280**	**-**	**87,280**	75,967	-	75,967
Capital expenditure	**10,278**	**-**	**10,278**	3,312	-	3,312

* Staff salaries and benefits are classified under cement segment as the majority of the staff pertain to the said segment

** Cash and bank balances are not allocated to individual segments as these are managed and utilized as needed.

25 SEGMENT REPORTING (continued)

Additional information required by IFRS 8 *Segment Reporting*, is disclosed below:

a) Information about geographical segments

During the year ended 31 December 2024, revenue from customers located in the Company's country of domicile (UAE) is AED 175,712 thousand (2023: AED 187,854 thousand) and revenue from customers outside UAE (foreign customers) is AED 30 thousand (2023: AED 68 thousand).

All property, plant and equipment and intangible assets of the Company are based in United Arab Emirates.

b) Major customers

During the year ended 31 December 2024, there was one customer (2023: one customer) with revenues greater than 10% of the total revenue of the Company.

26 RISK MANAGEMENT

The Company's principal financial liabilities comprise loans and borrowings and trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade receivables and cash and bank balances that derive directly from its operations. The Company also holds investments in debt and equity instruments and has a loan to an associate.

The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk. Financial instruments affected by market risk include term loans, bank deposits, debt and equity investments.

The sensitivity analyses in the following sections relate to the position as at 31 December in 2024 and 2023.

Interest rate risk
Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's long-term debt obligations with floating interest rates. The majority of the investments in debt instruments at FVOCI carry interest at fixed rates.

Interest rate sensitivity
The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loan borrowings and fixed deposits affected. With all other variables held constant, the Company's profit is affected through the impact on floating rate borrowings and fixed deposits, as follows:

	Increase/ decrease in basis points	*Effect on profit for the year AED'000*
2024		
Loan borrowings and fixed deposits	**+50**	**-**
Loan borrowings and fixed deposits	**-50**	**-**
2023		
Loan borrowings and fixed deposits	+50	(475)
Loan borrowings and fixed deposits	-50	475

The sensitivity analysis above has been determined based on the exposure to interest rates for borrowings and fixed deposits at the reporting date. The analysis is prepared assuming that these amounts outstanding at the reporting date were outstanding throughout the year. A 50-basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of a reasonably possible change in interest rates.

26 RISK MANAGEMENT (continued)

Market risk (continued)

Currency risk
Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a foreign currency) as well as investing activities (investment in financial assets and associate).

The Company does not have any significant exposure to foreign currency risk since the majority of the transactions are denominated in AED, Saudi Riyal (SAR) and US Dollar, whereby the AED and SAR are pegged to the US Dollar.

Equity price risk
Equity price risk is the risk that the fair value of equities decreases as a result of changes in the levels of equity index and the value of individual stocks. The Company's listed and unlisted equity securities are susceptible to market price risk arising from uncertainties about future values of the investment securities.

The effect on equity (fair value reserve) as a result of a change in the fair value of equity instruments quoted on the different stock exchange markets and held at FVOCI at 31 December 2024 and 2023, due to reasonably possible changes in the prices of these quoted shares held by the Company, with all other variables held constant, is as follows:

	2024		*2023*	
Market index	***Decrease in market prices %***	***Effect on equity (fair value reserve) AED'000***	*Decrease in market prices %*	*Effect on equity (fair value reserve) AED'000*
Dubai Financial Market	**5%**	**(76,682)**	5%	(53,466)
Abu Dhabi Securities Exchange	**5%**	**(7,356)**	5%	(8,766)
Saudi Stock Exchange (Tadawul)	**5%**	**(5903)**	5%	(7,301)

If the market prices increase by the same percentages then these would have had similar reverse impacts.

Credit risk
Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks, loan to associate and other financial instruments.

Trade receivables
The Company seeks to limit its credit risk with respect to customers by setting credit limits for individual customers, monitoring outstanding receivables, and obtaining bank and other guarantees. The Company also manages the risk through dealings with large, diversified base of customers. At 31 December 2024, the Company had 10 customers (2023: 13 customers) that owed it more than AED 2 million each and accounted for approximately 86% (2023: 91%) of all the trade receivables.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., secured, partially secured, and unsecured). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Credit risk is limited to the carrying values of financial assets in the statement of financial position.

The Company holds bank guarantees and post-dated cheques as security. These guarantees are considered integral part of trade receivables and considered in the calculation of impairment. At 31 December 2024, 24% (2023: 30%) of the Company's trade receivables are covered by bank guarantees.

26 RISK MANAGEMENT (continued)

Credit risk (continued)

Trade receivables (continued)

Set out below is the information about the credit risk exposure on the Company's trade receivables using a provision matrix:

31 December 2024

		Days past due				
	Current AED'000	*<30 days AED'000*	*31-90 days AED'000*	*91-120 days AED'000*	*>120 days AED'000*	*Total AED'000*
Expected credit loss rate	**0.7%**	**0.8%**	**2.4%**	**3.1%**	**32.9%**	
Estimated total gross carrying amount at default*	**34,878**	**11,102**	**19,063**	**6,844**	**34,504**	**106,391**
Expected credit loss*	**252**	**94**	**464**	**209**	**11,360**	**12,379**

31 December 2023

		Days past due				
	Current AED'000	*<30 days AED'000*	*31-90 days AED'000*	*91-120 days AED'000*	*>120 days AED'000*	*Total AED'000*
Expected credit loss rate	0.8%	1.1%	2.4%	3.3%	30.9%	
Estimated total gross carrying amount at default*	41,129	11,397	25,565	9,258	35,623	122,972
Expected credit loss*	321	121	613	302	11,022	12,379

* excluding the carrying amount and expected credit losses on non-trading receivable balances.

Financial instruments, bank balances and other receivables

The Company limits its credit risk with regard to bank deposits by only dealing with reputable banks.

The Company invests only in quoted debt securities with relatively low credit risk. The Company's debt instruments at fair value through OCI comprise solely of quoted bonds that have good ratings and, therefore, are considered to be low credit risk investments. The Company did not recognise provision for expected credit losses on its debt instruments at fair value through OCI on account of immateriality. Credit risk on the loan receivable from associate has been disclosed in Note 14.4.

Liquidity risk

The Company limits its liquidity risk by ensuring that adequate internally generated funds and bank facilities are available. The Company's terms of sales require amounts to be paid within 30 to 120 days from the date of sale. Trade payables are normally settled within 30 to 120 days from the date of purchase.

The table below summarises the maturities of the Company's undiscounted financial liabilities at 31 December, based on contractual payment dates and current market interest rates.

At 31 December 2024

	Less than 6 months AED'000	*6 to 12 months AED'000*	*1 to 5 years AED'000*	*>5 years AED'000*	*Total AED'000*
Trade and other payables	**32,722**	-	-	-	**32,722**

26 RISK MANAGEMENT (continued)

Liquidity risk (continued)

At 31 December 2023

	Less than 6 months AED'000	*6 to 12 months AED'000*	*1 to 5 years AED'000*	*>5 years AED'000*	*Total AED'000*
Trade and other payables	36,462	-	-	-	36,462
Interest-bearing borrowings	20,105	-	-	-	20,105
Total	56,567	-	-	-	56,567

Capital management

The primary objective of the Company's capital management is to ensure that it maintains a healthy capital ratio in order to support its business and maximise shareholders' value.

The Company manages its capital structure and makes adjustments to it in light of changes in business conditions. No changes were made in the objectives, policies or processes during the years ended 31 December 2024 and 31 December 2023. Capital comprises share capital, reserves and retained earnings and is measured at AED 2,463,170 thousand as at 31 December 2024 (2023: AED 2,014,713 thousand).

NATIONAL CEMENT CO. P.S.C

Corporate Governance Report 2024

1- Statement of the measures taken to complete the corporate governance system and implementation during the year 2024 :

- It is a source of pride for us at National Cement Company that we have applied the highest standards and best practices as stipulated in the Chairman of the Board of Directors' Resolution No. (3/RM) for the year 2020. The resolution is in regard with the standards of institutional discipline and governance of public shareholding companies and the procedural rules guide for the governance of the National Cement Company as well approved by The Securities and Commodities Authority in compliance with the governance report form for the year 2024 issued by the Securities and Commodities Authority. This aims to achieve efficiency in work for the benefit of all shareholders and concerned parties including human resources and customers and remain in the best way serving to the economy of the United Arab Emirates.

-National Cement Company has developed a governance guide and it has been approved by the company's board of directors in terms of its constitution, authorities of its committee and the efficiency of internal control in addition to following the principle of transparency in all company's transactions.

2- Statement of ownership and transactions of Board of Directors (Board) members, their spouses, and their children in the company securities during 2024 as according to the following schedule:

- There are no transactions for the members of the Board of Directors, their spouses, and children, in the company's securities during 2024. Their ownerships are according to the following table:

	NAME	POSITION / KINSHIP	OWNED SHARES AS ON 31/12/2024	TOTAL SALE	TOTAL PURCHASE
1	Mr. Rashed Saif Ahmad Al Ghurair	Chairman	624,000	-	-
2	Mr. Mazin Mohammad Mohyelddin Alkhatib	Vice Chairman	0	-	-
3	Mr. IYAD MAZHAR SALEH MALAS	Member	0	-	-
4	Mr. Badr Abdulla Ahmed Al Ghurair	Member	0	-	-
5	Mr. THANI ABDULLA SUHAIL ALZAFFFIN ALMHEIRI	Member	31,200	-	-
6	Mr. sultan Abdulla Ahmad Majid Al Ghurair	Member	0	-	-
7	Mrs. RAJA MOHAMMED GHANIM SAEED AL MAZROUEI	Member	0	-	-

3 - Board Formation:

- Board Formation according to the Categories of the members:

	MEMBER NAME	CATEGORY	EXPERIENCES AND QUALIFICATIONS	THE PERIOD HE SPENT AS A BOARD MEMBER FROM THE DATE OF HIS FIRST ELECTION	MEMBERSHIPS IN OTHER JOINT STOCK COMPANIES	POSITIONS IN ANY OTHER IMPORTANT SUPERVISORY, GOVERNMENTAL AND BUSINESS ENTITIES
1	**Mr. Rashed Saif Ahmad Al Ghurair**	Non-Executive	Chairman and Managing Director of Taghleef Industries Company, CEO of Saif Al Ghurair Investment Group LLC and Al Ghurair Private Company, and a member of the Board of Directors of Saif Al Ghurair Industrial Group	Seven Years	BOD Member of Mashreq Bank	-
2	**Mr. Mazin Mohammad Mohyelddin Alkhatib**	Independent Non-Executive	Bachelor Degree in Computer Science and MBA in Finance & Banking St. Edward's University. Austin, Texas Chairman of the Investment Board - Jordan Social Security Investment Fund and Founder & President - Nostalgia Group	Appointed on 05/29/2024	-	-
3	**Mr. Iyad Mazhar Saleh Malas**	Non-Executive	MBA from George Washington University, USA Member of the Board of Directors and CEO of Al Ghurair Group and a member of the Boards of Directors of Al Shafar General Contracting Company, Bin Dawood Holding Company, and many other companies	Four Years	BOD Member of Mashreq Bank	-
4	**Mr. Badr Abdulla Ahmed Al Ghurair**	Non-Executive	Major in Economics, Bachelors of Arts, College of Arts & Science, Boston University, Boston CEO of Cars Taxi	One year	Chairman of Sukoon Insurance Company BOD Member of Sukoon Takaful Company	
5	**Mr. Thani Abdullah Suhail Juma Al-Zaffin**	Independent Non-Executive	Bachelor's degree in Computer Science from California State University, USA Emaratech Group CEO and Board Member, Vice Chairman of Emirates Real Estate Solutions and Digital Economy Soul Operations, And a member of the board of directors of Emirates Technology Solutions and Zajel parcel delivery company	Four Years	-	-
6	**Mr. Sultan Abdullah Ahmad Al Ghurair**	Non-Executive	Bachelor's degree from Suffolk College in Massachusetts, USA CEO of Al Ghurair Real Estate Company and Board Member of Al Ghurair Investment and Al Ghurair Holding Company Limited	Seven Years	-	-
7	**Mrs. Raja Mohammed Ghanim Saeed Almazrouei**	Independent Non-Executive	Bachelor of Business Information Technology from Higher Colleges of Technology Board Member of Harvard Business School in the Middle East and North Africa, Dubai Fintech Ventures, Afkar Ventures, Arab Bank for Investment and Foreign Trade	Four Years	-	-
8	**Mrs. Hind Issa Salem Issa Ali**	Independent Non-Executive	Higher diploma in business information technology from the Higher Colleges of Technology Senior Vice President - Head of Credit, First Abu Dhabi Bank	submitted her resignation on 04/26/2024	-	-

- Statement of the percentage of female representation in the Board for 2024:

- The female representation is 14.3% of the total members of the Board Members for the year 2024.

Statement of bonuses, allowances and fees received by the Board of Directors members:

1- The total remunerations paid to the Board members for 2023:

- The remuneration of the Board of Directors was paid to each member of 350,000 dirhams, for a total of 2,450,000 dirhams.

2-The total remuneration of the Board members which is proposed for 2024 and will be presented in the annual general assembly meeting for approval:

- the board of Directors proposed to distribute an amount of 350,000 dirhams (three hundred and fifty thousand UAE dirhams only) to the heads of the Audit Committee and the Nominations and Remuneration Committee, and an amount of 250,000 dirhams (two hundred and fifty thousand UAE dirhams only) to the remaining members of the Board of Directors, for a total of 1,950,000 UAE dirhams.

3-Allowances for attending sessions of the Board and the committees emanating from the Board:

- There are no allowances for attending meetings.

4-Details of the additional allowances, salaries or fees received by a Board member other than the allowances for attending the committees along with reasons:

- There are no additional salaries or fees received by any Board Member.

- The number of the Board meetings held during the 2024 fiscal year:

- The Board held Five (5) meetings in 2024 as follows:

NO.	DATE OF MEETING	NO. OF ATTENDANTS	ATTENDANTS BY PROXY	NAME OF ABSENT MEMBERS
1	13 / 05 / 2024	Six Members	-	-
2	29 / 05 / 2024	Six Members	-	-
3	04 / 06 / 2024	Seven Members	-	-
4	08 / 08 / 2024	Six Members	-	Mr. Badr Abdullah Ahmad Al Ghurair
5	05 / 11 / 2024	Seven Members	-	

- The number of the Board resolutions passed during the 2024 fiscal year:

- Not Applicable.

(4): Board of Directors committees:

- Audit Committee:

a. Mr. Thani Abdullah Suhail Juma Al-Zaffin, Audit Committee Chairman acknowledges his responsibility for the committee system in the Company, review the work mechanism and ensuring the effectiveness of the audit committee.

b. Name of the Audit Committee members, their competencies and tasks assigned to them:

NAME	ADJECTIVE	CATEGORY	POSITION
MR. THANI ABDULLAH SUHAIL JUMA AL-ZAFFIN	Board Member	Independent - Non-Executive	Chairman
MR. MAZIN MOHAMMAD MOHYELDDIN ALKHATIB	Deputy Chairman	Independent - Non-Executive	Member
MR. IYAD MAZHAR SALEH MALAS	Board Member	Non-Executive	Member
MR. SULTAN ABDULLAH AHMAD AL GHURAIR	Board Member	Non-Executive	Member
MR. BADR ABDULLA AHMED AL GHURAIR	Board Member	Non-Executive	Member

- Audit Committee Charter:

1. Introduction

The Board Audit Committee Charter sets out guidelines for the duties of the Board Audit Committee (the “Committee”) and sets to help the Board members understand their obligations and the general boundaries in which they will operate.

2. Purpose

The Board Audit Committee is appointed by the Board of Directors for the purpose of assisting the Board in fulfilling its responsibility to the shareholders and the regulatory authorities as well as its oversight responsibilities for:

- Corporate Governance;
- Company’s strategic priorities, investment policy and other important strategic issues;
- Financial reporting process including the integrity of the Company financial statements;
- Company’s compliance with legal and regulatory requirements including the internal Anti-fraud Framework, and the Code of Business Conduct and Ethics;
- External Auditor’s qualifications and independence;
- Performance of the Company’s internal audit function and external auditors; and
- Company’s risk management processes and practices.

3. Composition

The Board Audit Committee shall be comprised of 4 (four) directors with adequate financial and management expertise as determined by the Board.

The Board shall nominate the Chairman of the Audit Committee, who shall be an “Independent Director” in accordance with the set rules.

The Board shall appoint a person to be the Secretary of the Audit Committee.

4. Office Term

The members of the Audit Committee shall have the term of office for 3 (three) years, in line with the Board term.

5. Mission

The mission of the Committee is to ensure that the Company’s operations are conducted according to the highest standards. The function of the Audit Committee is oversight and governance. Management is responsible for:

- The preparation, presentation, and integrity of the Company’s financial statements;
- Maintaining appropriate accounting and financial reporting principles and policies designed to assure compliance with accounting standards and applicable laws and regulations; and
- Designing and maintaining internal controls.

The independent auditor is primarily responsible for planning and carrying out proper audits of the Company's financial statements and considering the Company's internal control over financial reporting in determining the nature, timing, and extent of audit procedures necessary for expressing an opinion on the financial statements.

6. Supporting Requirements

The Committee shall have appropriate access to the information of the Company with support from Management, in order to ensure that the Committee obtains information and inputs, sufficient and relevant for the Committee to fulfill its responsibilities and duties. This should include and not limited to the following:

- Risk framework and profile.
- Adequate provision of data.
- Duty of management to provide the Committee with complete copies of all reports on matters pertaining to critical and sensitive issues being dealt with by management.

7. Meetings

The Committee will meet at least four (4) times a year. Any member of the Audit Committee may call for a special meeting as circumstances require. A quorum for the meeting of the Audit Committee shall be at least three of its members. The Committee will invite members of management, auditors, or others to attend the meetings and provide pertinent information, as necessary.

The Committee Secretary shall be responsible for issuing notices of meetings, preparation of agenda and keeping minutes of all Committee meetings.

The Committee shall, through its Chairman, report regularly to the Board of Directors the results of these meetings and about the performance of their duties and responsibilities.

8. Other Responsibilities

The Committee is authorized, in the course of its activities, to:

- Perform other activities related to this Charter as requested by the Board of Directors; and
- Institute and oversee special investigations as needed.

9. Standards

The Committee adheres to the standards of best professional practices as well as all the applicable local laws and regulations.

10. Implementation

This version of the Audit Committee Charter (Version 1.0) has been approved by the Board of Directors on 04/06/2024.

C-The Audit Committee held six (4) meetings in 2024 as follows:

NO.	DATE OF MEETING	NO. OF ATTENDANTS	ATTENDANTS BY PROXY	NAME OF ABSENT MEMBERS
1	08 / 08 / 2024	Four members	-	Mr. Badr Abdullah Ahmad Al Ghurair
2	14/ 08 / 2024	Four members	-	Mr. Badr Abdullah Ahmad Al Ghurair
3	05 / 11 / 2024	Five members	-	-
4	07 / 11 / 2024	Four members	-	Mr. Badr Abdullah Ahmad Al Ghurair

D – Annual Audit Committee Report:

1. **Key Issues Considered by the Committee:**

A) **Outstanding Loan from an Affiliate Company:**
- The committee reviewed the company's management approach to assessing the recoverable value of the loan, the affiliate company's ability to repay, and, based on this, the management's decision not to require an additional reduction in the loan value.
- The committee also agreed to suspend the interest due until repayment.

B) **Calculation of Income Tax Payable:**
- After reviewing how the committee measured the net change in fair value of equity and debt instruments for the calculation of tax payable, the committee approved the adopted tax accounting method.

C) **Internal Control over Financial Reporting:**
- In line with the circular issued by the Securities and Commodities Authority regarding the internal control system for financial reporting by public shareholding companies, the committee decided to appoint an independent external party to evaluate the company's internal control system and identify any required areas for development. Additionally, it decided to adjust any tools in the internal control system according to the report from the independent consultant.

2. **Explanation of How the Independence and Effectiveness of the External Audit Process Were Evaluated and the Approach Followed in Appointing or Reappointing the External Auditor, Including Information on the Duration of the Current Audit Firm's Engagement:**

A) **The committee evaluated the independence and effectiveness of the external audit process considering the following:**
- The external auditor did not provide any other services to the company other than the external audit of the accounts.
- The committee ensured that no external audit partner or member of the audit team owned any shares in the company.

B) **Approach to Appointing or Reappointing the External Auditor:**
- The professional experience and competence of the external audit team members.
- The committee considers quality standards when evaluating the external auditor's performance by comparing actual performance with previously agreed-upon standards, including the number of actual hours used, the efficiency of the audit team, and the adequacy and effectiveness of the audit program and tools.
- The auditor's submission of all required disclosures as outlined in the audit services proposal.
- Any remarks or recommendations made by regulatory bodies regarding the external auditor.

C) Duration of the Current Audit Firm's Engagement:

- Grant Thornton audited the financial statements of National Cement Company for the first year of the fiscal year ending December 31, 2024.

3. Statement on the Committee's Recommendation Regarding the Appointment, Reappointment, or Removal of the External Auditor, and the Reasons for the Board's Rejection of That Recommendation:

- After reviewing the external auditor's report on the financial statements and the attached disclosures for the fiscal year ending December 31, 2024, and being satisfied with the auditing efficiency, independence, and competency of the external auditor, and after reviewing the proposal for the upcoming fiscal year ending December 31, 2025, the committee recommended the reappointment of Grant Thornton, and the board of directors accepted and approved the audit committee's proposal.

4. **Explanation of How the Independence of the External Auditor Is Ensured When Providing Services Other Than the Company's Audit:**

- The committee confirmed that no other services were assigned to the external auditor or any members of the audit team that could impede their independence or conflict with the audit services provided.

5. **Actions Taken or to Be Taken by the Committee to Address Any Shortcomings or Weaknesses in Internal Control or Risk Management:**

- The committee decided to appoint an independent entity, BDO, to update the company's risk register and internal control systems across its various departments and activities.

6. **Confirmation that the Committee Reviewed All Medium and High-Risk Reports Issued by Internal Audit to Determine Whether They Arise from Major Failures or Weaknesses in Internal Control:**

- The audit committee reviewed the internal audit report issued by Grant Thornton in September 2023 and the executive management's response to the points raised in the report, including the identification of a corrective timeline to address the shortcomings identified in the report.

7. **Comprehensive Information on the Corrective Action Plan in the Event of Material Weaknesses in Risk Management and Internal Control Systems:**

- The committee decided to appoint an independent entity to evaluate the company's internal control system and identify any required areas for development, and to modify any tools in the internal control system according to the report from the independent consultant. Additionally, the committee decided to appoint BDO to update the company's risk register and internal control systems across its various departments and activities.

8. **Confirmation that the Committee Reviewed All Transactions with Related Parties and the Observations or Results of These Transactions, as Well as Compliance with Applicable Laws:**

- The committee reviewed all transactions with related parties conducted in accordance with the applicable laws regulating such matters, particularly the loan to an affiliate company, and ensured that international accounting standards were followed for both recording and required disclosures.

- Nomination and Remuneration Committee:

a- Mr. Mazin Mohammad Mohyelddin Alkhatib, Nomination and Remuneration Committee Chairman acknowledges his responsibility for the committee system in the Company, her review of its work mechanism, and ensuring its effectiveness.

b-Name of the Nomination and Remuneration Committee members, their competencies and tasks assigned to them:

Name	Adjective	Category	position
Mr. Mazin Mohammad Mohyelddin Alkhatib	Deputy Chairman	Independent - Non-Executive	Chairman
Mr. Iyad Mazhar Saleh Malas	Board Member	Non-Executive	Member
Mr. Sultan Abdullah Ahmad Al Ghurair	Board Member	Non-Executive	Member
Mrs. Raja Mohammed Ghanem Saeed Almazrouei	Board Member	Independent - Non-Executive	Member

- Charter of the Nomination and Remuneration Committee:

1- Purpose of the Nomination and Remuneration Committee:
- The Board Nomination and Remuneration Committee aims to assist the Board of Directors in fulfilling their oversight responsibilities in the nomination and independence of Board members and the integrity of the company's remuneration, benefits, incentives, and salary strategy.

2- Membership:
- The committee consists of three members at least of the board of directors appointed by the board of directors.
- The committee appoints the head of the nominations and remuneration committee.

3- Meetings:
- The committee meets at least once a year. However, the Committee may also call additional meetings as necessary.
- The minimum quorum for a meeting is Three members.
- The Committee may assign the Secretary of the Board of Directors as a rapporteur for the Nominations and Remunerations Committee.
- The Committee may request the CEO to attend the meetings of the Nomination and Remuneration Committee.

4- Powers:

- The Nomination and Remuneration Committee is authorized by the Board of Directors to obtain any information it needs regarding the purpose and responsibilities of the company's management.

5- Responsibilities:

- Ensure the independence of the independent members on a continuous basis. If the committee finds that one of the members has lost the conditions for independence, it must submit the matter to the company's board of directors.
- Preparing the policy for granting remunerations, benefits, incentives, and salaries to the company's board members and employees and reviewing it annually. The committee must verify that the remunerations and benefits granted to the senior executive management of the company are reasonable and commensurate with the company's performance.
- Determining the company's needs for competencies at the level of senior executive management and employees and the basis for their selection.
- Preparing the company's human resources and training policy, monitoring its implementation and reviewing it annually.
- Organizing and following up the procedures for nomination for membership of the Board of Directors in accordance with the applicable laws and regulations and the provisions of the system.
- The committee considers any other matters referred to it by the board of directors.

C- The Nomination and Remuneration Committee held One (1) meeting in 2024:

NO.	Date of Meeting	No. of attendants	Attendants by Proxy	Name of Absent Members
1	29 / 11 / 2024	Four members	-	-

- The Supervision and Follow-up Committee of insiders' transactions:

A - An acknowledgment by the Chairman of The Supervision and Follow-up Committee of insiders' transactions that he is responsible for the committee's system in the company and for his review of his work mechanism and to ensure its effectiveness:

- Mr. Zakir Shabir Hussein and Mr. Ahmed Ali Abdel Dayem acknowledge their responsibility for the committee system in the company and for their review of its work mechanism and to ensure its effectiveness.

B. Names of the members of The Supervision and Follow-up Committee of insiders' transactions, and a statement of its functions and tasks assigned to it:

Name	Adjective
Mr. Zakir Shabir Hussain	Member
Mr. Ahmed Ali Abdel Dayem	Member

C. Responsibilities of The Supervision and Follow-up Committee of insiders' transactions:

The Supervision and Follow-up Committee shall establish an effective system that enables regular maintenance of an updated register of Insiders and monitors their compliance with the Company's policy on the dealings of Insiders and undertakes the following tasks:

- Preparing a private and comprehensive register of all prospects who are entitled or have access to the company's internal information prior to publication.
- Managing, monitoring, and supervising the transactions of the prospective persons and their ownership of the company's shares and keeping a special record for that.
- Notifying the Authority and the Market of the updated list of prospective persons, upon their request, and of any amendments that may occur during the fiscal year.
- Comply with any other requests requested by the Authority in this regard.
- No meetings of the committee were held during 2023, and the committee continued to keep and update the register of the Insiders, notify the market and the authority according to their request.

<u>- Investments Follow-up Committee:</u>

A - The Investments Follow-up Committee Chairman's acknowledgment of his responsibility for the Committee system at the Company, review of its work mechanism, and ensuring its effectiveness.

- Mr. Mazin Mohammad Mohyelddin Alkhatib , Investments Follow-up Committee Chairman, acknowledges his responsibility for the committee system in the Company, review of its work mechanism, and ensuring its effectiveness.

B - The Board of Directors approved the establishment of a committee to follow up on investments, and it consists of:

Name	Adjective	Category	position
Mr. Mazin Mohammad Mohyelddin Alkhatib	Deputy chairman	Independent - Non-Executive	Chairman
Mr. Mohamed Abdullah Ahmed Al Ghurair	General Manager	Executive	Member
Mr. Iyad Mazhar Saleh Malas	Board Member	Non-Executive	Member
Mr. Badr Abdullah Ahmed Al Ghurair	Board Member	Non-Executive	Member

- Charter of the Investment Follow-up Committee:

<u>1- Purpose of the Investment Follow-up Committee:</u>

The Investment Monitoring Committee aims to oversee the company's investment transactions, management, policies, and guidelines, including reviewing the selection of the investment manager, setting investment standards, reviewing investment performance, and supervising exposure policies and guidelines for investment risk management.

2- Membership:

- The committee consists of at least three members of the board of directors appointed by the board of directors.
- The committee appoints the head of the investment follow-up committee.

3- Meetings:

- The committee meets at least once a year. However, the Committee may also call additional meetings as necessary.
- The minimum quorum for a meeting is three members.
- The committee may assign the secretary of the board of directors as a rapporteur for the investment follow-up committee.
- The committee may request the CEO to attend the meetings of the investment follow-up committee.

4- Powers:

The Investment Monitoring Committee is authorized by the Board of Directors to obtain any information you need regarding the purpose and responsibilities of the company's management.

5- Responsibilities:

1 - Work with the executive management to develop a strategy and policy for investment in the company, in line with the nature of its business, activities and risks it is exposed to, and make a recommendation thereon.

2 - Reviewing the investment strategy and policy periodically to ensure its suitability to changes that may occur in the external environment in which the company operates, or the legislation regulating its business, or its strategic objectives, or others, and recommending the Board of Directors regarding the proposed changes to this policy.

3- General supervision of the company's investment activities and setting appropriate procedures for measuring and evaluating investment performance.

4 - Studying and evaluating the investment opportunities proposed by the company’s management in relation to automated transactions and making recommendations about them:

- Mergers or acquisitions of companies, businesses, or assets.
- Any termination, sale, transfer of ownership, exit from or disposal of an existing investment.
- Investing in new or existing projects or in expansion projects and expansions of projects in which the company has an interest.
- Any investment opportunity that the company's management would like to enter.
- Studying the financing possibilities for the above-mentioned transactions.

5 - Ensure that the proposed investment opportunities comply with the relevant rules, regulations, and instructions.

6 - Determining and prioritizing the proposed investment offers.

7 - Studying periodic reports from the executive management on the progress of the approved investment opportunities.

C - The Investments Committee held One (1) meeting in 2024:

NO.	DATE OF MEETING	NO. OF ATTENDANTS	ATTENDANTS BY PROXY	NAME OF ABSENT MEMBERS
1	08 / 08 / 2024	Four members	-	-

- **Statement of Board duties and powers exercised by Board members or the executive management members during 2024 based on the authorization from the Board, specifying the duration and validity of the authorization:**

- None.

- **Statement of the details of transactions made with the related parties (Stakeholders) during 2024:**

NO.	STATEMENT OF RELATED PARTIES	CLARIFYING THE NATURE OF RELATIONSHIP	TYPE OF TRANSACTION	VALUE OF TRANSACTION (2022) (AED'000)
1	Al Ghurair Construction - Ready-mix LLC	Exercising control over management by a member of the board of directors	Cement Sales	9,562
2	Al Ghurair Construction - Masonry LLC	Exercising control over management by a member of the board of directors	Cement Sales	4,332
3	Al Raudha Quarries Company (LLC), Sultanate of Oman	Exercising control over management by a member of the board of directors	Expenses on behalf of Al Raudha	6
4	Berber Cement Company Ltd. - Republic of Sudan	Exercising control over management by a member of the board of directors	Partner company loan	288,213
5	Al Ghurair Construction - Masonry LLC	Exercising control over management by a member of the board of directors	Concrete	5
6	Al Ghurair Construction - ready-mix LLC	Exercising control over management by a member of the board of directors	Purchase of material	7
7	Al Raudha Quarries Company (LLC), Sultanate of Oman	Exercising control over management by a member of the board of directors	Purchase of material	8

(5)- Board Evaluation:

An internal evaluation of the Board of Directors and its committees was conducted for the year 2024 by the Chairman of the Board. The conclusion reached was that the Board continues to work effectively, with some areas identified for development.

(6)- The organizational structure of the company:

General Manager
Mohamed Abdulla Al Ghurair

Production Manager
Ahmed Alfatih

HR Manager
Hamida Bukhashim

Sales Manager
Syed Saifullah

Finance Manager
Johar Abbasi

-Company Directors:

NAME	POSITION	DATE OF APPOINTMENT	TOTAL SALARIES AND ALLOWANCES PAID IN 2023 (AED)	TOTAL BONUSES PAID IN 2024 (AED)	ANY OTHER IN-KIND BONUSES FOR 2023 OR PAYABLE IN THE FUTURE
MOHAMMED ABDULLAH AL GHURAIR	General Manager	01/07/1978	1,661,023	-	-
JOHAR ABBASI	Financial Manager	03 / 04 / 1985 Retirement date 31/05/2024	186,215	-	-
AHMED ALFATIH	Production Manager	04/10/2023	327,591	-	-
SAYED SAIF ALLAH	Projects' Manager	06/04/2009	308,124	-	-
HAMIDA BUKHASHIM	HR Manager	01/08/2023	279,204	-	-

7- External Auditor:

a. An overview of the company auditor for shareholders:

- Grant Thornton is one of the world's largest auditing and consulting firms. Founded in 1924, it is considered one of the largest companies in the field of providing auditing, accounting, legal and tax consulting services worldwide. Its headquarters are located in London, United Kingdom, and it has branches in more than 135 countries.

b. Statement of fees and costs for the audit or services provided by the external auditor:

Name of the audit office	Grant Thornton
partner auditor	Dr. Osama El Bakry
Number of years he served as the company external auditor	One Year
Total audit fees for 2024 in (AED)	Two hundred and eighty-five thousand dirhams only
Fees and costs of other private services other than auditing the financial statements for 2024 (AED)	None
Details and nature of the other services	None
Statement of other services that an external auditor other than the company accounts auditor provided during 2024.	None

c. The Qualifications that the company auditor included in the interim and annual financial statements for 2024:

- No Qualifications.

8 - Internal Control System:

The Board Internal Control Department is comprised of:

Member Name	Capacity	Qualification
Mr. Zakir Shaber Hussain	Auditor and Head of Internal Control Department	Bachelor's Degree in commerce major: accounting (1990) Chartered Accountant Certificate (1997)
Mr. Ahmed Ali Abdul Dayem	Compliance Officer	Bachelor's Degree in law (2009)

Mr. Pithawala Zoeb Mohammed	Accountant	Bachelor's Degree in commerce major: Accounting (1993)

The Board acknowledges its responsibility for the Internal Control System in the Company, and that the Internal Control Department has carried out its duties as follows:

1) Ensuring the compliance of the Company and its employees to the applicable laws, regulations, and resolutions.
2) Laying down the internal policies and procedures used to prepare the financial statements.
3) Reviewing the financial statements including the main control elements, financial affairs, operations, and risk management.
4) Reporting the results of auditing to the Board and enabling it to assess the internal control and efficiency of risk management.
5) The Company had no problems in 2024.
6) The Board and its Committees were informed that there were no emergency or unexpected conditions that substantially affected the Company's financial position.
7) The Internal Control Department has prepared the Corporate Governance Report (CGR) of 2024.

- Number of reports issued by the Internal Control Department to the Company's Board of Directors:

  - One internal audit reports were issued during 2024.

09 - Violations:

- No violations were reported against the Company in 2024.

10 - The Company's Contribution in 2024 to the Local Community Development and Environmental Conservation:

National Cement Company is dedicated to sustainability, community welfare, and environmental responsibility. Through key partnerships with Dubai Municipality, Dubai Civil Defence, and educational institutions, NCC has driven waste diversion, water conservation, emergency support, and employee well-being initiatives. These efforts reinforce its commitment to responsible operations and long-term positive impact. Some of these initiatives are:

1. **Environmental Sustainability Initiatives**

National Cement Company is committed to reducing CO_2 emissions through the utilization of alternative fuels and waste heat recovery (WHR) technology to generate electricity. These efforts contribute to energy efficiency, lower carbon footprints, and align with UAE's environmental sustainability objectives. Moreover, NCC has launched a new cement type called 'DubaiCem' which has 50% less impeded carbon than the normal OPC cement.

2. **Rainwater Drainage Assistance**

During the April 2024 rainstorm, National Cement Company worked closely with Dubai Municipality to remove accumulated rainwater surrounding the factory. By deploying specialized equipment and personnel, the initiative helped prevent flooding, ensuring the safety of both industrial operations and nearby communities.

3. **Waste Diversion Initiative**

In collaboration with Dubai Municipality, National Cement Company successfully diverted 47,000 tons of waste from landfills in 2024. This initiative supports Dubai's sustainability goals by repurposing industrial and municipal waste as alternative fuel in cement production, significantly reducing environmental impact and promoting a circular economy.

4. **Support for Dubai Civil Defence**

National Cement Company partnered with Dubai Civil Defence to enhance emergency response efficiency by facilitating quick water refilling through its machinery. Additionally, the company provided a fast route through its internal roads, ensuring rapid access for firefighting operations and reinforcing community safety.

5. **Employee Health & Wellness Program**

As part of its commitment to employee well-being, National Cement Company organized a comprehensive health and eye checkup on its campus. This initiative provided workers with essential medical assessments, early disease detection, and awareness on preventive healthcare, fostering a healthier workforce.

6. **Educational Engagement with Al Qasimi Foundation**

In collaboration with the Al Qasimi Foundation, National Cement Company hosted educational tours for university students. These visits provided hands-on insights into cement manufacturing, sustainability practices, and industrial operations, bridging the gap between academic learning and real-world applications.

7. **Water Conservation Initiative**

To promote water conservation, National Cement Company has implemented the reuse of treated water for cement processing and machinery cooling. This initiative reduces freshwater consumption, optimizes resource efficiency, and supports sustainable industrial practices in line with Dubai's environmental vision.

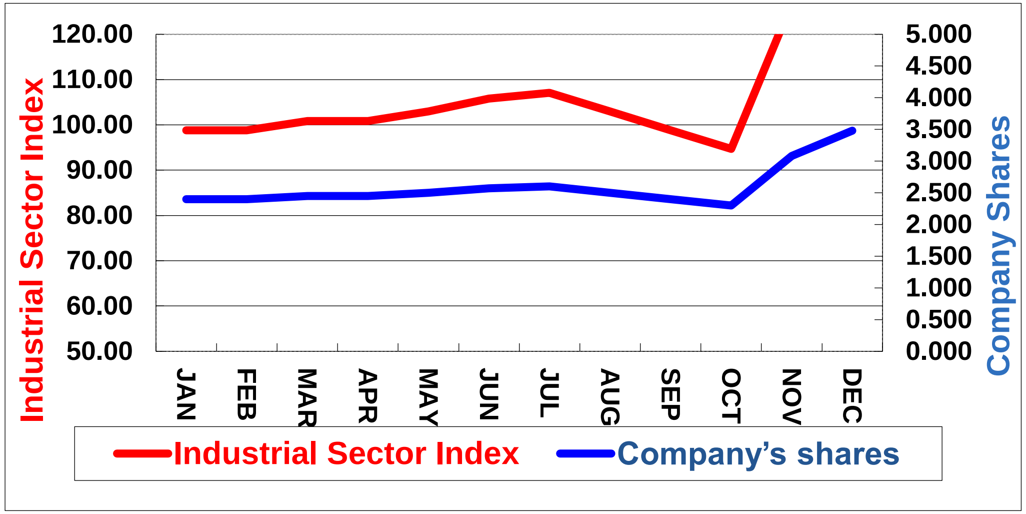
11 - General Information:

A - Company Share Price in 2024:

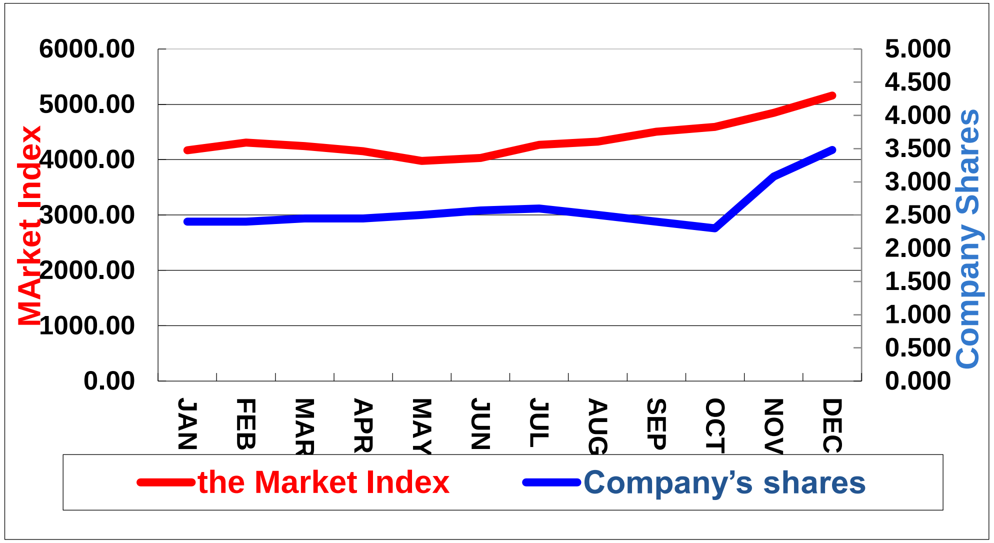
MONTH	CLOSING PRICE	HIGHEST PRICE	LOWEST PRICE
JANUARY	2.400	2.400	2.400
FEBRUARY	2.400	2.400	2.400
MARCH	2.450	2.450	2.450
APRIL	2.450	2.450	2.210
MAY	2.500	2.620	2.350
JUNE	2.570	2.600	2.400
JULY	2.600	2.600	2.600
AUGUST	2.500	2.500	2.500
SEPTEMBER	2.400	2.710	2.400
OCTOBER	2.420	2.420	2.350
NOVEMBER	2.430	2.430	2.410
DECEMBER	2.400	2.450	2.400

B - Comparative Performance:

statement of the comparative performance of the Company's shares with the Industrial Sector Index



statement of the comparative performance of the Company's shares with the Market Index



C - Statement of the shareholders ownership distribution as on 31/12/2024:

S.N.	CATEGORY	LOCAL	ARAB	FOREIGN	TOTAL
1	Companies	**79.87%**	**2.10%**	**% 0.17**	**82.15%**
2	Individuals	**% 11.51**	**% 6.09**	**% 0.25**	**% 17.85**
3	Governments	**% 0**	**% 0**	**% 0**	**% 0**
	TOTAL	**91.38 %**	**8.20 %**	**0.42 %**	**100%**

D - Statement of shareholders owning 5% or more of the Company's capital as on 31/12/2024:

SHAREHOLDER NAME	NUMBER OF SHARES	% OF SHARES HELD
AL GHURAIR PRIVATE CO.	151,278,970	42.16%
AL GHURAIR INVESTMENT	104,411,910	%29.10

E - Statement of how shareholders are distributed according to the volume of property as on 31/12/2024:

S/N	SHARES OWNED	NUMBER OF SHAREHOLDERS	NUMBER OF SHARES HELD	% OF SHARES HELD TO THE CAPITAL
1	Less than 50.000	196	1,735,227	0.48%
2	From 50.000 to less than 500.000	105	17,076,037	4.76%
3	From 500.000 to less than 5.000.000	31	44,246,473	12.33%
4	More than 5.000.000	6	295,742,263	82.43%

F - Statement of measures taken regarding the controls of investor relationships:

An investors' relations webpage has been established, providing all the contact information of the Investors' Relations Officer. Furthermore, the Corporate Governance Report and the of Association are available on the Company's website.

- Name and Contact Information of the Investors' Relations Officer:

NAME	TEL.	DIRECT LINE	MOBILE	EMAIL	INVESTOR RELATIONS LINK
MR. AHMED ABDEL DAYEM	+971 4 3388885	+971 4 3047295	+971 52 9186583	Ahmed.dayem@nationalcement.ae	www.nationalcement.ae

G - Statement of the special decisions presented in the General assembly held during 2024 and the procedures taken in their regard:

- No special decisions were taken in the General Assembly held in 2024.

H - Rapporteur of the Board meetings:

- Name of the Rapporteur of the Board meetings: Ahmed Abdel Dayem.

- Date of Appointment: 29/12/2012.

I - Significant Events that the Company encountered during 2024:

- on 26/04/2024, Ms. Hind Issa Salem, who was elected at the General Assembly meeting on 25/04/2024, resigned. The Board of Directors accepted the resignation and appointed Mr. Mazin Mohammad Mohyelddin Alkhatib on 29/05/2024 as an independent non-executive member. The decision will be presented to the General Assembly.

J - Statement of the transactions that the company has made with related parties during 2024 that are equal to or more than 5% of the company's capital:

- None.

K - Statement of Emiratization percentage in the Company at the end of 2021, 2022 and 2023:

YEAR	PERCENTAGE
2022	**1.33 %**
2023	**3.08 %**
2024	**7.35 %**

L - Statement of innovative projects and initiatives carried out by the company or being developed during 2024:

1. **Use of High-Calorific Coal (Russian Coal)**
   By implementing the use of high-calorific Russian coal, NCC expects to achieve significant reductions in coal consumption due to its higher energy content. This

change will also lead to lower power consumption in the coal mill as fewer working hours will be required. Additionally, the lower ash percentage in this coal will reduce limestone consumption, further optimizing raw material usage and contributing to future cost savings.

2. **Conversion of 33kV Main Substation into 11kV**
   The planned conversion of the main substation from 33kV to 11kV is expected to generate cost savings by reducing transformer losses and minimizing energy dissipation over long cable lengths. This improved efficiency in power transmission will help lower overall energy costs in the future.

3. **Purchase of New ETP Plant**
   The acquisition of a new Effluent Treatment Plant (ETP) will enable NCC to reduce its dependence on drinking water by enhancing the recycling and reuse of wastewater. Additionally, this upgrade is expected to improve condenser performance, leading to greater efficiency in Waste Heat Recovery (WHR) power generation, further contributing to cost reductions.

4. **SF Cooler Modification**
   The planned modifications to the SF Cooler will enhance clinker cooling, which is expected to improve clinker grindability and reduce power consumption in cement mills. Furthermore, reducing the cooling air requirement will lower cooler power consumption. These improvements are projected to yield significant cost savings in the long run.

5. **Upgradation of CM1 Compressor into VFD**
   Upgrading the CM1 compressor to a Variable Frequency Drive (VFD) will optimize its operation by adjusting motor speed based on real-time demand. This upgrade is expected to lead to substantial reductions in power consumption, contributing to long-term energy savings.

May Allah Guide us to the Right Path,

Chairman	Head of Audit committee	Head of Nomination and Remuneration Committee	Director of Internal Control Department
Rashid Saif Al Ghurair	**THANI ABDULLA SUHAIL ALZAFFFIN ALMHEIRI**	**Mr. Mazin Mohammad Mohyelddin Alkhatib**	**Zakir Shobeir Hussain**
28 / 02 / 2025	**28 / 02 / 2025**	**28 / 02 / 2025**	**28 / 02 / 2025**

شركة الإسمنت الوطنية ش.م.ع
Dubai دبي
National Cement Co. P.S.C.

شركة الأسمنت الوطنية ش.م.ع.
NATIONAL CEMENT CO. P.S.C.

2024 Sustainability Report

FOR A BETTER FUTURE … FOR A BETTER WORLD

A Message from The General Manager

> **Sustainability is our promise to the future. In 2024, we reduced our environmental impact, improved efficiency, and strengthened communities. These achievements reflect our commitment to innovation and responsible growth. Together, we are building a legacy that balances progress with preserving our planet.**

Ladies and Gentlemen,

As we close the year 2024, we are pleased to share the progress we have made in our sustainability journey at National Cement Company. This year has been marked by meaningful achievements that reflect our unwavering commitment to environmental stewardship, operational excellence, and social responsibility.

Sustainability is deeply embedded in our operations, and this year, we took significant steps to reduce our environmental impact while strengthening our contribution to the communities we serve. One of our most notable accomplishments is the increased use of alternative fuels and raw materials, which increased by 66% compared to the previous year. This shift underscores our dedication to reducing reliance on non-renewable resources and advancing the principles of the circular economy.

In addition, we achieved a 2.44% reduction in heat consumption per ton of clinker, a milestone that underscores our dedication to energy efficiency. At the same time, we increased clinker production by 12.14%, demonstrating our ability to balance growth with sustainability. These achievements highlight the success of our ongoing efforts to optimize processes, invest in innovative technologies, and reduce our carbon footprint. Our commitment to the circular economy remains a priority. By incorporating industrial by-products and recycled materials into our production processes, we have minimized waste and conserved natural resources.

Furthermore, our investments in renewable energy, including solar power, have reinforced our position as a leader in sustainable practices within the industry.

Beyond our operational achievements, we have expanded our efforts to support local communities through education, training, and sustainable development initiatives. We believe that empowering people and fostering partnerships are essential to creating a lasting positive impact.

As we move forward, we remain focused on transparency and collaboration. This annual sustainability report reflects our progress, challenges, and future goals. We are grateful for the support of our employees, partners, customers, and stakeholders, who have been instrumental in driving our sustainability efforts.

National Cement Company is committed to building a sustainable future, and we will continue to innovate, adapt, and lead by example. Together, we are shaping a legacy that prioritizes the well-being of our planet and future generations.

Mohamed Abdullah A. Al Ghurair
General Manager

About The Report

National Cement Company is proud to present its 2024 Sustainability Report, marking the fifth consecutive year of publicly disclosing our sustainability performance. This report underscores our commitment to transparency, informed decision-making, and advancing sustainable practices within the industry. As a trusted contributor to the community and the region, NCC continues to lead by example, serving both the local market and GCC countries with a focus on innovation and responsibility.

This report details NCC's sustainability performance from January 1st to December 31st, 2024, in the Emirate of Dubai. Prepared in alignment with the Global Reporting Initiative (GRI) Standards, it also integrates the United Nations Sustainable Development Goals (SDGs) and the Dubai Financial Market (DFM) ESG Reporting Guidelines for key performance indicators.

Structured around the three core pillars of Governance, Environmental, and Social Sustainability, the report provides a clear and comprehensive overview of our efforts. The material topics addressed were identified through a robust process involving cross-departmental collaboration, senior management input, and materiality assessment workshops with both internal and external stakeholders.

Through this report, we aim to highlight our progress, challenges, and future aspirations, reaffirming our dedication to sustainable growth and positive impact. Together, we are shaping a more sustainable future for our industry, our community, and the planet.

Overview

1968

Founded in Dubai 1968
under the patronage of late
H.H. Sheikh Rashid Bin
Saeed Al Maktoum.

1978

- Commissioned with a clinker capacity of 500.000 ton per year
- Wet Process.

1981

- Converted to dry process
- Upgraded, and the capacity increased to 700,000 ton per year.

2024

- Production capacity around 1,200,000 ton per year of clinker.
- Cement grinding capacity of about 1.5 million tons per year.
- Producing OPC, SRC, MSRPC & GGBS.

Business Overview

How Did We Start?

National Cement Company, Dubai has been founded in 1968 under the patronage of late His Highness Sheikh Rashid Bin Saeed Al Maktoum, the Former Ruler of Dubai. It had been the first serious stride towards setting up heavy industry in the Emirates of Dubai.

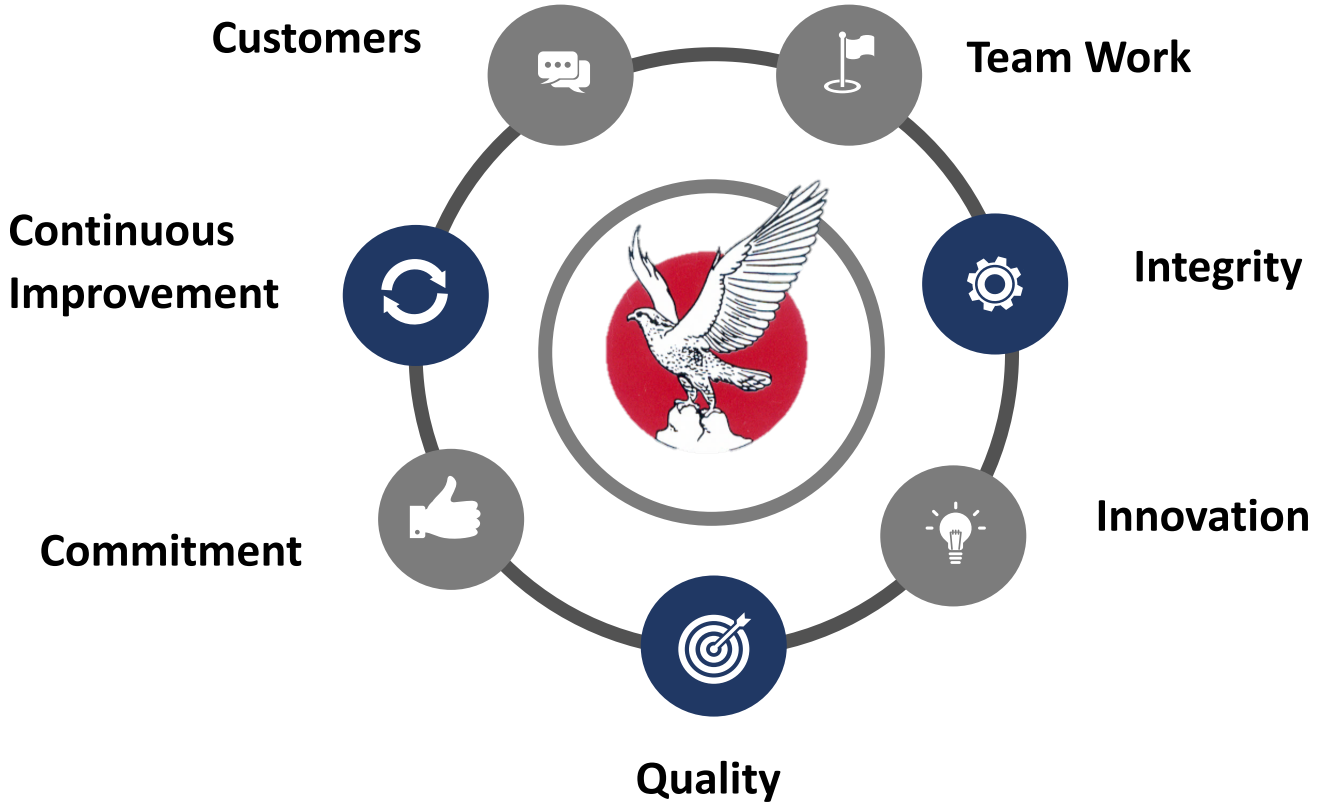
Project contracts were awarded in 1974 to M/s. Costain Civil Engineering to design and construct the cement works and to M/s. F.L. Smidth & Co. Ltd. For the supply of equipment and machinery. The design of the plant had taken into consideration the utilization of abundantly available coastal sand and inland sand in this region. The choice of these raw materials had dictated the selection of wet process for the clinker production as the most suitable process for such raw materials. For overcoming the problem of the availability of good water for the process and cooling of the machinery, it was decided to use sewage wastewater in the process. The combination of these raw materials and usage of sewage water as the main source for the process has made National Cement Company, Dubai a unique plant in the Middle East and even maybe in the world using such raw materials.

The plant was commissioned in the month of August 1978 for the production of 1500/- TPD of clinker. However, taking into consideration the soaring cost of energy in 1981 the management decided to convert the kiln from a wet process to a short three-stage pre-heater dry process kiln with an increase in production capacity from 1500 TPD to 1850 TPD. The contracts for this modification were concluded in June 1982 with M/s. SKET Export-Import, East Germany for reducing the energy cost, improving the process, and meeting the cement demand in Dubai and in the U.A.E. in general. The plant had been successfully commissioned in February 1985. Subsequently, National Cement Company took a further step to increase the capacity by a small modification to the kiln pre-heater and the burning process and concluded a contract in 1989 with M/s. KHD Humboldt Wedag, West Germany to produce about 2100 TPD of clinker. Recently a new kiln modification work has been completed, the project was concluded with M/s. F.L. Smidth & Co. Introducing Kiln Feed Calciner and Four Stages Cyclone Preheater with the latest State of Art in clinker cooling technology by introducing SF Cross Bar Clinker Cooler. Moreover, a modern Tyre Burning System has been introduced just to create more savings in energy consumption and to assist in cleaning the environment by getting rid of plenty of used / unwanted rubber tires. Today the plant is producing about 3,500 TPD of clinker and the grinding capacity of the plant is about 1.5 million M ton per annum. Moreover, during these years National Cement Company has taken a major share in the Dubai Market and U.A.E. in general.

National Cement Company's range of production at present includes four types of cement in addition to grinding of pure granulated blast furnace slag which satisfies all present market demands. Nevertheless, National Cement Company has the potential and technical know-how to meet the future demands for other types of cement. The following types of cement are being produced under a stringent quality control system to meet all the specified specifications.

1. Ordinary Portland Cement,
2. Sulphate Resistant Cement,
3. ASTM type II Cement,
4. Portland Blast furnace slag cement,
5. Ground Granulated Blast Furnace Slag.

Our Values



Our Vision, Mission, and Commitment

Mission

To supply high quality products and services to customers, and to continue to be the leading producer and supplier of cement in the region.

Vision

To be the most sustainable and competitive company in the industry.

Commitment

- To enhance customer satisfaction by providing quality products and services through competent, trained, and knowledgeable personnel and state of art technology.
- To promote teamwork and provide our staff with a safe and friendly working environment.

Environmental Sustainability

01 Alternative Fuel

3.90 thousand MTons of Alternative Fuel used in NCC in 2024.

02 Water

343 thousand m3 of water used in NCC in 2024.

03 Green House Gases

In 2024 CO_2 emission factor was 0.804 ton CO_2 per ton clinker

Environmental Overview

Energy, Alternative Fuel and GHG

National cement company (NCC) is one of the oldest and leading companies for cement manufacturing in the UAE. Minimization of resource consumption and recycling of waste are important factors for ensuring the future welfare of humankind. That is why NCC has taken the lead step by collaborating with Dubai municipality for recycling some of the industrial wastes that are being produced from other industries. Waste recycling is taking place along with the production of cement; therefore, a very strict quality control system is applied to ensure that the quality of the final product (cement) is not compromised when incorporating waste recycling.

NCC monitors closely GHGs emitted from its cement factory with a continuous online analyzer for these gases. In addition to that, one of the main points in the management strategy is the utilization of alternative fuel which helps in reducing GHGs. It also monitors closely the soil quality and air quality and noise levels in the surrounding area where it assigns an external laboratory to carry out these tests regularly throughout the year.

In addition to the government regulations and Ministerial decree number (137) for 2012, NCC has developed its guidelines and policies for waste recycling. Moreover, it possesses ISO 14001 certification for environmental management which certifies that NCC is following the international best practice in its environmental operations.

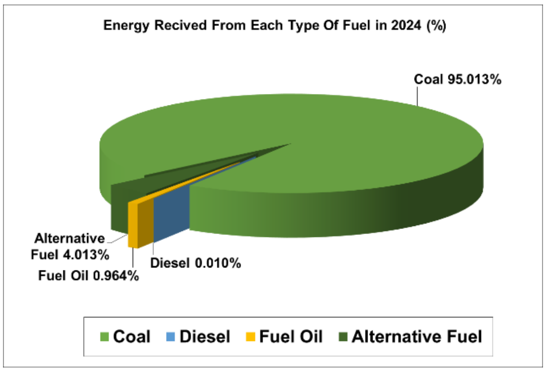
In terms of energy performance, NCC is having a daily management meeting where the energy performance and review are discussed daily.

Energy and Fuel

There are four main sources of thermal energy in NCC factory, these are:

- Coal, (the main source of energy)
- Fuel Oil,
- Diesel,
- Alternative Fuel.

The following figure shows the percentage of total energy received from each type of fuel used in NCC:



When we look at the energy in terms of the total thermal energy consumed in NCC, putting into consideration coal as the prime source of energy we find that the total thermal energy consumed in 2024 was around 2.29 million GJ

In terms of energy consumption for clinker manufacturing, in 2024 an average of 725 kcal/kg of clinker was recorded which repreparations a reduction of 2.44% from the previous year.

Water Consumption

Water is a vital element for any industry, it is mainly used in NCC for process uses and domestic uses. The process uses mainly involves the cooling tower for machinery cooling. It also involves cooling gasses and capturing dust particles in kiln gases conditioning towers along with other miner uses. In NCC, water consumption for the year 2024 was recorded to be around 343 thousand m^3.

Alternative Fuel

National Cement Company is aspiring to be one of the most environmentally friendly plants in the region, therefore, several projects have been executed to reduce the consumption of fossil fuel and substitute it with alternative fuels to reduce its carbon footprint and preserve national resources.

Some of the current projects that are taking place in NCC factory are:

Waste Heat Recovery

NCC is equipped with a Tire Derived Fuel (TDF) system, and gravimetric weigh feeder (Pfister). The choice of feeding strategy depends upon the type, physical and chemical characteristic of the fuel. Some of these fuels are:

- Food items and chocolate,
- Plastic products and cotton rags
- Grease and waste oil,
- Tires and rubber pieces,
- Paint sludge, paint powder and resins,
- Waste paper and cartons,
- Wood, carbon dust, tobacco,
- Other burnable.

Mineral Industrial Waste Used as Raw Materials

These are industrial wastes that are being generated from different companies and being incorporated with raw materials. The waste material will be mixed with the raw materials in a calculated manner before processing it in the plant. Mixing of the waste material will be according to its chemical composition which will determine the type of raw material that will be mixed with.

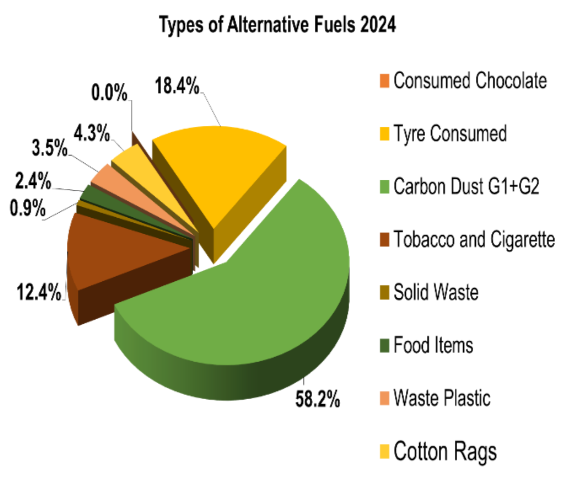
The total Industrial (non-burnable) waste materials consumed in NCC in 2024 is estimated to be around 42 thousand metric tons. Which represent and increase of 91% from the previous year.

Bailing and Wood Shredding Machines

As per the NCC vision which aims to reduce fossil fuel and increase the use of alternative fuel to provide a clean source of energy, another strategy was made to get rid of the in-house waste internally by burning them inside the system. This plan came to life in August-2017 after which 100% of NCC-generated waste is being disposed internally. Wastes from NCC factory and labor camp are being accumulated bailed into blocks and then fed to the kiln through the TRF system. In 2024 the quantity of domestic waste disposed internally is around 166.80 ton.

In addition to that, a wood shredding machine was installed in 2018 to increase the utilization of alternative energy. It is being used as means of preparation to shred big pieces of wood into a fine powder which is being fed through a Pfister weigh feeder.

The following figure shows the distribution of the main streams of Alternative fuel used in NCC's kiln in the year 2024, where the highest percentage of waste was recorded for carbon dust with a percentage of 58.20% followed by scraped tires with a percentage of 18.40%.



In terms of the overall alternative fuel (burnable) consumed in the kiln, the percentage achieved of waste utilization recorded in 2024 was 3.90 thousand metric tons. This quantity is equivalent to a thermal substitution percentage of about 4.01% of the total required thermal energy for the kiln in 2024.

Green House Emission

One of the direct results of using Alternative Fuels as a source of energy in cement factories is the reduction of greenhouse gases because of fossil fuel reduction.
For scope 1 GHG emissions include the CO_2 emissions from fuel consumption and limestone calcination. In 2024, the total emissions from NCC factory were 606.95 Gg of CO_2.

For scope 2 GHG emission includes emissions resulting from the generation of purchased or acquired electricity. In NCC, the total indirect CO_2 emissions from purchased electricity for the year 2024 were recorded to be 34.02 Gg of CO_2.

In terms of the CO_2 emissions associated with clinker production. In 2024 the CO_2 emission recorded for NCC was 0.804 tons of CO_2 per ton clinker.

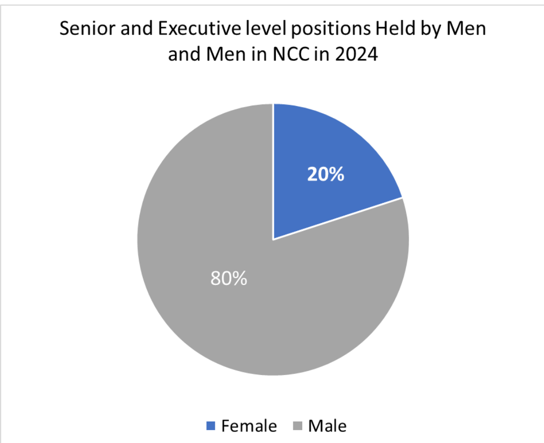
Social Sustainability

Total Number of employees 449 in 2024.

12,000 total man-hours of training in 2024.

Our Employees

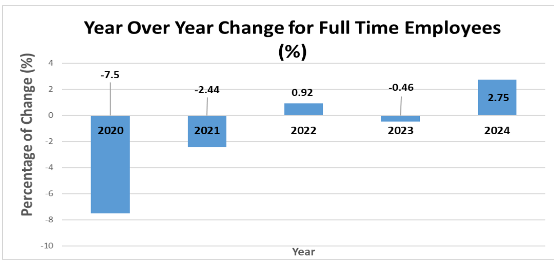
At National Cement Company, we consider employees to be our strengths. We understand how employee satisfaction translates into direct economic and social impacts for a company. Efficient employee management also improves employee retention, productivity, and overall engagement. We owe a lot of our achievements to the dedication, determination, and passion exhibited by our employees. Our employees have taken up our sustainability initiatives with purpose, enabling us to grow sustainably and responsibly. Consequently, we are dedicated to ensuring a safe and satisfactory work environment for our employees. In this line, our Healthcare Policy and EHS Policy were put in place with the efforts of the Human Resources Department and safety office to ensure that our employees are taken care of. We make continual efforts to provide a conducive environment to our employees for their growth and development which helps in building their careers. We aim to continue to improve our performance while focusing on employee engagement, interaction, training programs, etc.



Employee Headcount

NCC Cement recognizes that employee diversity in terms of multiple factors such as gender and age is important to facilitate sustainable, profitable, and responsible growth. As a growing company, we are constantly looking out for fresh talent along with experienced minds. By 2024, our total number of employees was recorded to be 449 employees. Out of which 99.01% were male and 0.89% were females. However, the representation in the senior and executive levels was about 20% for females and 80% for males, and we are looking for ways to increase this percentage furthermore in the future. The median compensation for males and females is equal. All NCC employees were full-time employees

In 2024 the percentage of change for the headcount was recorded to be
+2.75% The increase in headcount was a natural response to the need to replace retiring staff, reflecting NCC's long-standing reputation for high employee retention over its 50+ years of operation. Many of our team members have been with us throughout this remarkable journey, resulting in a higher percentage of retirements as these loyal employees transition into the next phase of their lives. The entry level positions percentage for the year 2024 was recorded to be 8.02% of the total headcount.



Health and Safety

Our occupational health and safety policy is applied all over the company. The basic principles governing this policy are detecting and managing the possible risks arising from our occupational activity, internal communication, and generating a safe and healthy working culture. It is also important to constantly search for solutions to prevent risks and improve working conditions and comply with health and safety legislation. In order to apply these principles, a formal occupational risk management system exists, and a follow-up in the form of internal and external audits. On the other hand, our safety office has run a program called Committed to Safety aimed at reaching zero damage and injury to people.

Our Health and Safety Policy follows the United Arab Emirates Regulations, including ISO-14001 and International Best Practice Standard. The Policy covers all employees, contractors, and visitors to all our production units, office buildings, workers' accommodations, and workshops, with our goal to prevent all accidents, injuries, and occupational illnesses. We also display safety bulletins and safety hazard posters in strategic areas around our factories to emphasize the importance of health and safety.

The Environment, Health, and Safety Office (EHSO) team are responsible for the day-to-day management of our health and safety systems. In 2024, the injury rate relative to the total workforce was recorded to be 0.22%.

Employee Benefits

- All employees are provided with medical insurance covering all work-related and non-work-related health issues or injuries and free health check-ups. Moreover, we have a monthly awareness campaign carried out by the health and safety office on a variety of topics including health and risks inside the workplace and outside the workplace.
- Retirement benefits such as gratuity are considered as defined benefit obligations; it is provided following UAE Laws.
- Women employees are entitled to maternity leave. All female employees are eligible for 45 days of maternity leave following UAE Laws and can be extended to another 45 days subject to management approval.
- Local minimum wage rules are followed, and employees are paid above the local minimum wage. Merit is the main parameter for recruitment. We are an equal-opportunity employer providing equal remuneration for women and men.

- All employees are granted leave travel allowance, graded according to their Company designation, paid at prevalent market rates.
- Employees are provided with accommodation following the NCC accommodation Policy. If no accommodation is provided, employees are provided with an accommodation allowance

determined by their respective pay grades. Free transportation is provided to all employees residing in the emirate of Dubai.

- A health bounce is being paid to the employees depending on the number of sick leaves availed by each employee to encourage them to take care of their health. In 2024 a health was given to every eligible employee.

Long Service Awards

Employees who spend more than a decade with the organization are felicitated with 'Long Service Awards. There are two categories for these awards, these are 15 years awards and

25 years awards. The award is being granted to the employees regardless of their grades. For factory employees, the induction training also covers detailed guidelines from the EHS office regarding health and safety at work.

Training and Development

in 2024, around 12,000 man-hours were spent undertaking employee education for all factory employees. The largest initiative was Manufacturing Excellence, which included the principles of lean manufacturing and Total Productive Maintenance cutting across various management levels. External industry webinars were widely attended by employees.

All employees receive regular performance and career development reviews. At the start of any year, employees along with their managers set out specific key performance indicators that the employee will work towards throughout the year, and employees are reviewed based on these metrics. As for the new joiners, the Human Resources team leads a general induction program for new starters, followed up by departmental-specific training organized by individual departments.

New starters are also provided with a copy of the Employee Code of Conduct during induction. Furthermore, all new employees receive a performance review upon completion of their probation period.

Sports & Leisure

A big part of employee well-being is to live an active life that involves exercising and practicing sports, therefore NCC has provided recreational facilities for the employees in both the factory and the worker's accommodation, including a gym, volleyball, and badminton courts, and a football field. NCC also organizes regular sports tournaments in chess, badminton, cricket, and football to stimulate the employees mentally and physically.

NCC Social Responsibility Initiatives

National Cement Company is dedicated to sustainability, community welfare, and environmental responsibility. Through key partnerships with Dubai Municipality, Dubai Civil Defence, and educational institutions, NCC has driven waste diversion, water conservation, emergency support, and employee well-being initiatives. These efforts reinforce its commitment to responsible operations and long-term positive impact. Some of these initiatives are:

1. Environmental Sustainability Initiatives

National Cement Company is committed to reducing CO_2 emissions through the utilization of alternative fuels and waste heat recovery (WHR) technology to generate electricity. These efforts contribute to energy efficiency, lower carbon footprints, and align with UAE's environmental sustainability objectives. Moreover, NCC has lunched a new cement type called 'DubaiCem' which has 50% less impeded carbon than the normal OPC cement.

2. Rainwater Drainage Assistance

During the April 2024 rainstorm, National Cement Company worked closely with Dubai Municipality to remove accumulated rainwater surrounding the factory. By deploying specialized equipment and personnel, the initiative helped prevent flooding, ensuring the safety of both industrial operations and nearby communities.

3. Waste Diversion Initiative

In collaboration with Dubai Municipality, National Cement Company successfully diverted 47,000 tons of waste from landfills in 2024. This initiative supports Dubai's sustainability goals by repurposing industrial and municipal waste as alternative fuel in cement production, significantly reducing environmental impact and promoting a circular economy.

4. Support for Dubai Civil Defence

National Cement Company partnered with Dubai Civil Defence to enhance emergency response efficiency by facilitating quick water refilling through its machinery. Additionally, the company provided a fast route through its internal roads, ensuring rapid access for firefighting operations and reinforcing community safety.

5. Employee Health & Wellness Program

As part of its commitment to employee well-being, National Cement Company organized a comprehensive health and eye checkup on its campus. This initiative provided workers with essential medical assessments, early disease detection, and awareness on preventive healthcare, fostering a healthier workforce.

6. Educational Engagement with Al Qasimi Foundation

In collaboration with the Al Qasimi Foundation, National Cement Company hosted educational tours for university students. These visits provided hands-on insights into cement manufacturing, sustainability practices, and industrial operations, bridging the gap between academic learning and real-world applications.

7. Water Conservation Initiative

To promote water conservation, National Cement Company has implemented the reuse of treated water for cement processing and machinery cooling. This initiative reduces freshwater consumption, optimizes resource efficiency, and supports sustainable industrial practices in line with Dubai's environmental vision.

Indicators

3 key indicators
(ESG)

GRI Index

Performance Indicators

Governance

GRI Indicator	GRI Ref	2024	2023
Sales			
Net sales (million AED)	201-1	175,742	187,922
Cement (million tonnes)		0.985	1.010
Clinker (million tonnes)		0.00	0.00
Aggregates (thousand tonnes)		0.437	0.282
Materials			
Total clinker production – all segments (million tonnes)	301-1	0.755	0.673
Total cement production – all segments (million tonnes)		0.983	1.010
Total raw material consumption – all segments (million tonnes)		1.40	1.25
Alternative raw materials substitution rate – cement production (%)	301-2	4.66	2.72
Waste-derived resources – all segments (thousand tonnes)		45.83	27.50
Financial			
Revenue (million AED)		175,742	187,922
Profit/Loss (million AED)		134,863	62,234

Social

GRI Indicator	GRI Ref	2024	2023
Workforce			
Injury rates (%)	403-2	0.22	0.23
Deaths (%)		0.00	0.00
Full-time employees (%)	102-8	100	100
Part-time employees (%)		0.00	0.00
Employee turnover and retention			
Overall employee turnover rate (%)	401-1	12.03	12.34
Hirings (%)		7.13	10.30
Hours of training per employee	404-1	12,000	13,500
Diversity: Female Workforce			
Senior management level (%)	405-1	20	20
Non-management level (%)		0.45	0.23
Women in total workforce (%)		0.67	0.46

Environmental

GRI Indicator	GRI Ref	2024	2023
Waste and recycling			
Burnable hazardous waste disposed of (thousand tonnes)	306-2	3.90	5.77
Mineral Hazardous waste disposed of (thousand tonnes)		41.93	27.50
CO_2 emissions			
Specific CO_2 emissions – gross (kg/tonne clinker)	305-4	804	804
Total Scope 1 emissions (thousand tonnes of CO_2) (Cement, aggregates, ready-mix and own-power generation)	305-1	607	541
Total Scope 2 emissions (thousand tonnes of CO_2) (From the generation of purchased or acquired electricity)	305-2	34	30
Energy			
Total power consumption – all segments (MWh)	302-1	9.47	8.45
Total fuel consumption – all segments (million GJ)		2.29	2.09
Clinker production (Kcal/tonne clinker)		725	742
The thermal energy mix of clinker production			
Dry Coal (thousand tons)		86.35	75.10
Oil (thousand tons)		0.528	0.175
Alternative fossil fuels (thousand tons)		3.90	5.77
Water			
Total water consumption – all segments (thousand m^3)	306-1	334	330
From treated effluent municipal water supplies (thousand m^3)		259	188
From drinking municipal water supplies (thousand m^3)		76	69
From other water sources (thousand m^3)		5	71

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