



**ADVANCED BUILDING INDUSTRIES CO.
(SENAAT)**

ANNUAL REPORT 2025

STRATEGIC REPORT

Introduction	3
2025 Highlights	4
Chairman's Statement	5
CEO's Statement	7
Company Overview	10
Company Sectors Overview	13
Steel	14
Air Conditioning	18
Insulation	21
Construction	24
Human Resources	26

FINANCIAL STATEMENTS

Performance Highlights	29
Loans	32
Financial Risk Management Objectives and Policies	33
Company Risk Management System	34
Due Statutory Payments	35

GOVERNANCE

Details of Capital and Shares	37
Corporate Governance Regulations.....	37
Board of Directors	38
Audit Committee	44
Nominations and Remuneration Committee	45
Transactions with Related Parties	50
Company's Ownership Interests in Subsidiaries	51
Company Investments	52
Company Announcements and Disclosures During 2025	54
Board of Directors' Declarations	56
Future Plans and Strategic Initiatives	57

2

STRATEGIC REPORT



28

FINANCIAL STATEMENTS

36

GOVERNANCE

Introduction

Dear shareholders,

2025 was a year of continued progress and purposeful transformation for SENAAT company (formerly Zamil Industrial). It stands as a testament to the company's resilience, strategic focus, and commitment to excellence. During the year, SENAAT strengthened its operational foundations and advanced key initiatives, reflecting disciplined execution and the dedication of its people. These achievements reaffirm our focus on creating sustainable, long-term value for all stakeholders.

As we present SENAAT's 2025 Annual Report, we do so with pride in what has been accomplished and with confidence in the path ahead. The progress achieved throughout the year has reinforced the company's position and enhanced its ability to navigate an increasingly dynamic business environment. As we enter the year ahead, we are well positioned to build on this momentum, pursue new opportunities, and continue delivering on our strategic objectives.

On behalf of the Board of Directors and executive management team, we thank our shareholders for their continued trust and support. We remain committed to driving sustainable growth, fostering innovation, and creating lasting value for all who have a stake in our success.



2025 Highlights

TOTAL REVENUE

6,201

SAR MILLION
LAST YEAR 6,090

+2%

GROSS PROFIT

1,114

SAR MILLION
LAST YEAR 1,034

+8%

OPERATING PROFIT

261

SAR MILLION
LAST YEAR 174

+49%

NET PROFIT

101

SAR MILLION
LAST YEAR 27

+277%

STEEL SECTOR SALES

3,042

SAR MILLION
LAST YEAR 2,775

+10%

HVAC SECTOR SALES

1,622

SAR MILLION
LAST YEAR 1,523

+7%

INSULATION SECTOR SALES

603

SAR MILLION
LAST YEAR 325

+86%

CONSTRUCTION SECTOR SALES

1,054

SAR MILLION
LAST YEAR 1,551

-32%

SAUDI ARABIA SALES

4,988

SAR MILLION
LAST YEAR 4,968

+0.4%

OTHER ASIAN COUNTRIES SALES

753

SAR MILLION
LAST YEAR 655

+15%

EGYPT SALES

460

SAR MILLION
LAST YEAR 467

-1%

SHAREHOLDERS' EQUITY

694

SAR MILLION
LAST YEAR 545

+27%

EARNINGS PER SHARE

1.68

SAR
LAST YEAR 0.45

+277%

Chairman's Statement

The year 2025 marked a transformational milestone in the journey of our Company, defined by two strategic developments that will shape our future for decades to come. The first was the historic evolution of our corporate identity from Zamil Industrial Investment Company to Advanced Building Industries Company (SENAAT), and the second was the strengthening of our integrated operating platform across the Group, including the establishment of Advanced Construction Solutions for Projects Company (ZODCON) to deliver fully integrated, innovative, and high-quality solutions across the entire project lifecycle. Together, these strategic advancements reinforce operational alignment and support the Company's long-term sustainable growth.

ABDULLA M. AL ZAMIL
Chairman of the Board



As we honor the founding vision of the late Shaikh Abdullah Hamad Al Zamil, we continue to build on a legacy defined by industrial leadership, innovation, and resilience. Since our beginnings as a family enterprise, these values have guided our journey and laid the foundation for long-standing success. The launch of SENAAT brand marks a new chapter in our strategic evolution and reflects our commitment to reinforcing SENAAT's leadership role in the ongoing industrial transformation of the Kingdom of Saudi Arabia, while expanding our regional and international presence. Anchored in a legacy spanning more than five decades, we move forward with confidence as we enter a new era of growth and opportunity.

This transformation comes at a time when the Kingdom continues to advance its economic diversification agenda under Vision 2030, creating a supportive environment for industrial growth and infrastructure development. In this context, SENAAT is strategically positioned to play a pivotal role in supporting national priorities while capturing emerging opportunities across its markets.

Essentially, this strategic transformation coincided with a year of strong operational and financial performance. Despite global economic challenges, the Company achieved remarkable profit growth during 2025, reflecting the strength of our business model and the efficiency of our operations. Across our core sectors — Steel, Air Conditioning, Construction, and Insulation — performance remained solid, supported by sustained demand and our continued focus on operational excellence.

The significant and sustainable improvement in profitability strengthened SENAAT's financial position and provided a solid foundation for advancing our strategic initiatives. As a result, the Company recorded a substantial increase in both gross profit and net income during the year, reinforcing our ability to invest in future growth opportunities and deliver long-term sustainable value to our shareholders and stakeholders.

Heritage Reforged, Future Redefined

SENAAT's enduring strength has always been rooted in its ability to honor its proud heritage while confidently shaping the future. In 2025, we advanced this principle by unifying our flagship industrial brands under a single corporate identity that reflects the integrated nature of our operations and the expanding scale of our ambitions. At the same time, we accelerated our digital transformation and sustainability initiatives across our global manufacturing network, reinforcing operational efficiency, technological advancement, and long-term competitiveness.

Strategic Milestones

The launch of the SENAAAT identity and the establishment of ZODCON represent significant strategic milestones that enhance our ability to deliver integrated solutions and execute complex, large-scale projects. By consolidating our construction capabilities within a unified and scalable platform, we have strengthened operational synergies, enhanced bid competitiveness, and aligned our growth trajectory with the objectives of Saudi Arabia's Vision 2030.

Confident Outlook

As we look ahead to 2026, SENAAAT enters its next phase with enhanced strategic direction, strengthened operational capabilities, and a healthy pipeline of opportunities. Our local and international markets continue to present compelling prospects for growth, and we are well positioned to capture these opportunities through disciplined execution, innovation, and a continued focus on delivering sustainable value to our shareholders and stakeholders.

On behalf of the Board of Directors, I extend my sincere gratitude to our shareholders for their continued trust and support. I also thank our customers, partners, and employees for their dedication and contributions throughout this transformative year. While our corporate identity has evolved, the values that define our Company remain unchanged. With a proud legacy and a unified purpose, SENAAAT is equipped to capture new levels of growth and continue delivering lasting value to the communities and markets we serve.

Abdulla M. Al Zamil
Chairman of the Board

CEO's Statement

2025 was not merely a successful year—it was the year we turned our most ambitious vision into reality. At SENAAT, we leveraged our strong foundation of performance to boldly forge our future under a new identity. This transformation - alongside the creation of our construction powerhouse ZODCON - marks the definitive shift from a collection of strong businesses to a unified, strategic industrial force.

AHMED ZAATARI
Chief Executive Officer



Outstanding financial performance provided the capital and the confidence for these bold moves. In 2025, we did not just meet targets—we fundamentally redesigned our corporate architecture for a new era of growth as part of our Vision 2028 roadmap.

Two themes define 2025: operational excellence that delivered outstanding financial results, and strategic boldness that redefined our identity and market position. These achievements are a direct tribute to our team's executional excellence and our unwavering focus on the core drivers of value—smart manufacturing, effective capital management, and relentless commercial discipline.

Financial Performance Highlights

SENAAT delivered outstanding profitable growth in 2025, significantly surpassing the prior year's performance. Improvements were evident throughout the year, driven by enhanced operational execution across all subsidiaries. While consolidated revenue remained stable, the true story of 2025 was our dramatic rise in profitability and financial strength.

Our gross profit rose approximately by 8%, and operating profit surged by 49%, reflecting a powerful expansion in margins. This outcome was driven by fundamental enhancements in how we operate from deploying advanced automation and robotics in our steel factories to instituting smarter procurement practices and more diligent receivables and inventory management. Additionally, reduced financing costs and higher contributions from our associates provided a supportive tailwind to our bottom line.

This strength was broad-based across our portfolio. Our Steel and Air Conditioning sectors remain the bedrock of the company, together representing more than 75% of total revenue. The steel business recorded solid growth of around 10%, demonstrating its resilience and competitiveness. In Air Conditioning sector, despite a highly competitive consumer market, our central manufacturing and service divisions—the sector's largest segments—performed strongly. Notably, our strategic pivot to direct-to-consumer e-commerce has been a resounding success, already surpassed SAR 66 million in online sales and on track to account higher sales in 2026.

Most notably, our Insulation business—managed through the Gulf Insulation Group (GIG)—was a standout performer. It reaped the full benefits of our strategic acquisition of our partner’s stake in the Arabian Fiberglass Insulation Company (AFICO), which boosted profits and expanded our capacity. The insulation materials market in Saudi Arabia is substantial, and we are determined to maintain the largest market share in both rock wool and fiberglass insulation products.

Critically, our balance sheet has been transformed. Shareholders’ equity increased by roughly 27% during the year. We managed our debt-to-equity ratio down to around 3.15, reflecting robust cash generation and disciplined capital allocation. We operate an industrial business that requires capital; our focus is on maximizing the profitable return on that capital—a discipline we have demonstrated for 8 consecutive quarters. This strong financial foundation provided the fuel for our corporate transformation initiatives.

Executing Our Growth Strategy

Our 2024 strategy set the course for SENAAT to become an integrated solutions leader, and in 2025 we established the definitive structure to realize that vision. The launch of the SENAAT brand is far more than a name change—it was a strategic declaration of who we are. It signaled our evolution from a company defined by a proud family legacy to one defined by our mission to be the foundational force of industry.

This rebranding elevates and unifies our entire portfolio under a banner that reflects our scale, integration, and future ambitions. Executed after extensive stakeholder analysis, it sent a clear message to our clients, partners, and investors that we are a mature, forward-looking industrial group, ready to engage in larger partnerships and more complex value chains.

Concurrently, we executed one of the most significant strategic initiatives in our history: the formation of ZODCON. This step is the tangible realization of our “one-stop-shop” vision. By consolidating our construction-related businesses into a single conglomerate, we have created a national champion engineered to deliver high-spec EPC projects with lifetime value—on time, on budget, and to the highest quality standards.

Our ambition is clear: to be the partner of choice for our clients by providing environmental control and integrated building solutions that are affordable, reliable, and energy-efficient. We seek to build long-term relationships based on trust, rigorous standards, and ethical execution. ZODCON is structured not only to capture operational synergies, but also to foster a culture of motivated, continuously improving teams who deliver tangible value for customers and sustainable returns for shareholders.

Internationally, our platform continued to perform well. Our operations in Egypt and Vietnam have extended our global reach and diversified our revenue streams – exports from Zamil Steel Egypt are entering new markets in Africa and beyond. This international footprint remains a core pillar of our resilience and growth. In Vietnam and India, we have evolved from simply being manufacturing cost-effective into centers of excellence for engineering and exports to the broader ASEAN region. In Egypt, we are leveraging our 25-year presence to serve as a hub for exports to North and East Africa, capitalizing on regional trade agreements.

Vision 2028 – Accelerated by Transformation

Vision 2028 remains our intermediate term roadmap, and the transformative steps we executed in 2025 have significantly accelerated our progress. With SENAAT now established as our unified corporate identity and ZODCON institutionalizing integrated project delivery, our strategic pillars are supported by a purpose-built structure for scale, speed, and sustained market leadership:

- **Growth and Market Leadership:** Our ambition is now crystallized. With SENAAT as our corporate identity, we are targeting dominant market leadership in our core sectors. Growth will come from organic market share gains powered by this new structure, as well as strategic mergers & acquisitions to expand our product lines and profitability.
- **Integrated Solutions and Innovation:** ZODCON is the ultimate expression of this pillar. We are no longer just advocating integration; we have engineered it into our organization. This ensures seamless, single-point accountability for clients and maximizes internal synergies.
- **Digital Transformation:** Our digital journey is accelerating. Our direct-to-consumer e-commerce platform is a proven success. In 2025, we advanced our end-to-end digital transformation by migrating core processes to the cloud, enabling real-time data and decision-making across the now-unified SENAAT group. We deployed cloud-based ERP systems and advanced analytics across our manufacturing and service businesses, driving efficiencies and future competitiveness.
- **Local Content & National Contribution:** As SENAAT, our commitment to Saudi Vision 2030 is embedded in our every name. We continue to champion local manufacturing, develop Saudi talent, and strengthen local supply chains. This is not just corporate responsibility policy; it is a competitive advantage that secures our role in the Kingdom’s historic development plans.

- Operational Excellence and Cost Leadership: The record margins of 2025 are proof of our culture of excellence. We are deploying lean principles and advanced automation not just to reduce cost, but to achieve operational supremacy that funds our future ambitions.
- People and Culture: The SENAAT rebranding has energized our teams and strengthened a renewed sense of purpose across the organization. We continue to invest in leadership development programs to equip our people to lead this larger and more ambitious enterprise. At the same time, we are strengthening our succession planning frameworks to ensure continuity of leadership and to cultivate the next generation of leaders who will sustain SENAAT's long-term growth and strategic vision.

SENAAT's Market Position

Many in the market talk about integration. In 2025, we made it a reality. We are no longer a loose group of companies with related offerings; we have become a single, powerful entity capable of conceiving, designing, manufacturing, and constructing major industrial and building projects end-to-end. This unified model removes complexity and risk for our clients and creates immense value for our shareholders.

Our market positioning is now unequivocal: SENAAT is the partner of choice for companies undertaking large-scale, complex projects in our core geographies. Our new brand architecture gives this proposition unmatched clarity and force.

Built for the Future

The opportunities before us are truly historic. Saudi Arabia's current investment landscape is unparalleled, and SENAAT is now ideally positioned to be a primary beneficiary of this growth. Globally, demand for industrial and infrastructure development remains strong, offering further avenues for expansion.

We are aware of macroeconomic uncertainties, but our transformed structure—with its diversified portfolio, fortified balance sheet, and unified go-to-market model—makes us more resilient and agile than ever.

The question is not about the market's potential, but about our capability to seize it. My message is clear: our ability to seize opportunities has been fundamentally upgraded. SENAAT is stronger, more focused, and more ambitious than ever. We have successfully transitioned from planning to building to expanding. The financial and strategic results of 2025 are our new baseline. We have built the compelling and differentiated platform - now we are scaling it.

Ahmed Zaatari

Chief Executive Officer

1. Company Overview

2025 was truly a year of transformation and achievement for SENAAT (formerly Zamil Industrial), reinforcing the company's core strengths while setting the stage for its next chapter.

SENAAT has forged an impressive legacy as a pioneer in Saudi Arabia's industrial sector. Officially established as a joint-stock company in 1998 in Dammam, Saudi Arabia's—but with roots tracing back to the Zamil family's entrepreneurial ventures in the 1930s—the company today stands as a one-stop provider of integrated building solutions, combining a proud heritage with continuous innovation to meet the needs of a dynamic market.



SENAAT's product and service offerings span pre-engineered steel buildings, steel structures, process equipment, air conditioning systems for commercial, industrial, and residential applications, precast concrete building components, advanced insulation materials, and full turnkey projects, among many others. This end-to-end capability positions SENAAT as a unique single-source partner in any industry where projects typically require multiple vendors and contractors.

Over more than five decades, SENAAT has grown from a local manufacturing trailblazer into a global industrial leader, delivering essential building products and services to projects across more than 50 countries. This journey, driven by continuous innovation, strategic diversification, and a commitment to excellence, has enabled SENAAT to make a transformative impact on the construction industry in the Middle East and beyond.

SENAAT: A New Name, Broader Vision

In 2025, Zamil Industrial officially evolved into SENAAT, marking a defining milestone in the company's journey. This transformation reflects not only the company's heritage of hard work, creativity, and innovation but also its ambition to expand into new products, markets, and industries – ultimately delivering greater value to customers, partners, and shareholders.

The name SENAAT, carefully chosen for its clarity in Arabic (senaa means "industry"), conveys the company's identity as a regional and global industrial powerhouse. It symbolizes resilience, adaptability in international partnerships, and a commitment to leadership across the industrial landscape.

As our leadership has emphasized, this change is more than cosmetic. It unifies the Group's diversified industrial portfolio under a single flagship identity, reinforcing SENAAT's position as a multi-sector industrial enterprise capable of offering integrated solutions across steel, air conditioning, insulation, and construction. The simultaneous creation of ZODCON, consolidating all construction activities, further strengthens the company's ability to deliver comprehensive solutions for complex projects.

This rebranding also highlights SENAAT's global scale and operational reach. Listed on the Saudi Exchange (Tadawul), with a workforce exceeding 11,000 employees and 20 manufacturing facilities across four nations. This expansive footprint enables SENAAT to contribute significantly to building the infrastructure of tomorrow, while maintaining its focus on innovation, sustainability, and Saudi excellence.

The SENAAT name underscores a strategic vision to pursue growth through mergers, acquisitions, joint ventures, and investments – expanding our product portfolio and enhancing shareholder returns. At the same time, it honors the Zamil legacy, preserving the values and entrepreneurial spirit that have driven the company's success for decades.

With this new identity, SENAAT is positioned as a unified, forward-looking industrial force – one that is prepared to meet evolving market needs, seize emerging opportunities, and reinforce its role as a leading enabler of industrial development in the Kingdom and beyond.

Vision & Mission

SENAAT's vision and mission guide its strategy and reflect its core values:

Vision

To be a winning industrial leader, creating superior value for business and community.

Mission

To earn the trust of markets and stakeholders through industrial excellence and shared prosperity.

These principles reflect an enduring commitment to honesty, integrity, and excellence—values that have been embedded in the company since its earliest days. By maintaining high ethical standards, prioritizing customer satisfaction, and championing innovation, SENAAT has earned a strong reputation and goodwill across its markets. The company's adoption of global best practices enables it to develop leading local solutions by leveraging world-class knowledge, continually advancing offerings to meet evolving market demands.

Integrated Building Solutions

SENAAT distinguishes itself by providing integrated construction and building solutions as a single-source provider with complete project capabilities. Leveraging the strength and diversity of its business units, the company seamlessly addresses every aspect of a project – from initial design engineering and sourcing of materials to climate control systems and final construction.

SENAAT now delivers true end-to-end projects execution, encompassing engineering, procurement, off-site manufacturing, on-site construction, and overall project management under one unified platform. This integrated model ensures clients receive turnkey solutions with unified accountability and efficiency.

Broad Portfolio of Products & Services

As a leading industrial manufacturer, SENAAT offers a remarkably extensive portfolio of products and services across multiple sectors, including:

Steel solutions

Comprehensive steel solutions, including pre-engineered buildings, structural steel, and process equipment.

Air Conditioning services

Design, manufacturing, and maintenance of air conditioning and climate systems.

Industrial insulation

Thermal and acoustic insulation products, pre-insulated piping, and building components.

Construction

By offering all these solutions under one roof, SENAAT saves clients the complexity of coordinating multiple suppliers and ensure a seamless and efficient project experience. This comprehensive one-stop-shop approach is a unique advantage in the industry, providing clients with fully integrated solutions that few competitors that match.

Global Footprint and Impact

Headquartered in Dammam, Saudi Arabia, SENAAT has established a truly global presence. This international footprint underscores not only SENAAT's scale but also its commitment to innovation, sustainability, and Saudi excellence on the world stage.

Over the decades, SENAAT's products and solutions have contributed to many projects across the Middle East, Africa, Asia, and globally. Early on, the company expanded its manufacturing footprint abroad by pioneering the first pre-engineered buildings factory in Vietnam in 1997 and in Egypt in 1999 – thereby transferring industrial know-how, strengthening local supply chains, and supporting regional economic growth. This global expansion demonstrates how SENAAT leverages decades of expertise to deliver high-quality solutions internationally while reinforcing the Kingdom's industrial reputation.

Today, SENAAT's worldwide network is further enhanced by ZODCON, which consolidates the Group's construction expertise to execute large-scale projects. This positions SENAAT to contribute even more directly to major construction, infrastructure, and industrial development initiatives worldwide.

Innovation and Industry Leadership

SENAAT's impact in the industry is underpinned by a continuous drive for innovation and operational excellence. By integrating cutting-edge technologies and global best practices into its processes, the company provides clients with comprehensive, state-of-the-art construction and industrial solutions.

Throughout its history, SENAAT has achieved numerous regional firsts. In the 1970s, its Air Conditioning division established the first manufacturing operation in Saudi Arabia, and in 1984, it launched the Middle East's first independent air-conditioning testing laboratory. In the Insulation sector, the company introduced advanced fiberglass insulation technology to the Gulf region, localizing critical materials and elevating regional industry standards. These pioneering initiatives – combined with ongoing adoption of automation, smart manufacturing systems, and precision engineering – ensure that SENAAT consistently delivers solutions that meet the highest international benchmarks. Today, this legacy of innovation is focused not only on performance and quality, but also on environmental stewardship in every project and product.

Commitment to Sustainability

Sustainability is a core principle at SENAAT. Many of the company's products inherently promote environmental responsibility – from energy-efficient air conditioning systems that reduce power consumption to advanced insulation materials that improve building energy performance and lower carbon footprints. Since 2012, SENAAT has also expanded into solar energy and other eco-friendly building technologies, reflecting the growing regional emphasis on sustainable construction and energy conservation.

Internally, the company adheres to rigorous environmental standards in its manufacturing processes, continuously seeking ways to minimize waste, conserve resources, and reduce emissions. By providing solutions that enable greener buildings and by operating with sustainability in mind, SENAAT contributes to the Kingdom's environmental goals while creating long-term value for its stakeholders.

Social and Economic Contributions

SENAAT makes broad contributions to society and the national economy, aligning closely with the goals of Saudi Vision 2030. The company creates high-value industrial and engineering jobs, nurtures local talent, and offers training programs for employees and industry partners – strengthening human capital across all its operations. SENAAT's commitment to stringent health, safety, and environmental (HSE) standards protects its workforce and the wider community, reinforcing public trust and the company's reputation for corporate responsibility.

Through its international operations, innovative approach, and stakeholder-focused strategies, SENAAT has established itself as a trusted, globally recognized industrial leader. The company's integrated solutions drive both economic and social development in the markets it serves. By developing critical infrastructure, transferring knowledge and technology, and upholding strong governance and ethical practices, SENAAT not only delivering business success – it is also contributing meaningfully to the prosperity and well-being of its communities and stakeholders.

Company Sectors Overview



Founded in
1998

More than
11,000
employees

Our products and
services are in
+50
countries



STEEL



AIR
CONDITIONING



INSULATION



CONSTRUCTION

1.1. Steel Sector

The **Steel Sector** remains a cornerstone of SENAAT's integrated building solutions, anchored by its flagship subsidiary, Zamil Steel Holding Co. Ltd. Founded in 1977 in Dammam, Saudi Arabia, Zamil Steel is the largest company within the Group's steel sector. Over nearly five decades, it has evolved into a regional and global leader in steel solutions. Today, it is widely recognized as the global leader in the manufacture of pre-engineered steel buildings and the Middle East's premier supplier of Structural Steel products and process equipment.

TOTAL REVENUE

3,042

SAR MILLION
LAST YEAR 2,775

+10%

GROSS PROFIT

545

SAR MILLION
LAST YEAR 440

+24%

OPERATING PROFIT

221

SAR MILLION
LAST YEAR 151

+46%





The Dammam facility is one of the largest single pre-engineered building factories in the world, located in the first industrial city. It is supported by an extensive international manufacturing footprint. Together, these facilities give it a total production capacity of more than ten million square meters per year.

The Steel Sector has played a transformative role in shaping regional and international construction markets, including Southeast Asia, the Middle East, Africa, Europe, and the Americas, by delivering durable, cost-effective, and versatile steel solutions tailored to diverse customer requirements. Zamil Steel has supplied more than 75,000 buildings to over 90 countries worldwide, underscoring its global reach and the trust it has earned. Its portfolio spans pre-engineered buildings, structural steel, and process equipment, enabling it to support projects ranging from factories and logistics hubs to airports, stadiums, commercial facilities, and oil & gas facilities.

Market Reach and Leadership

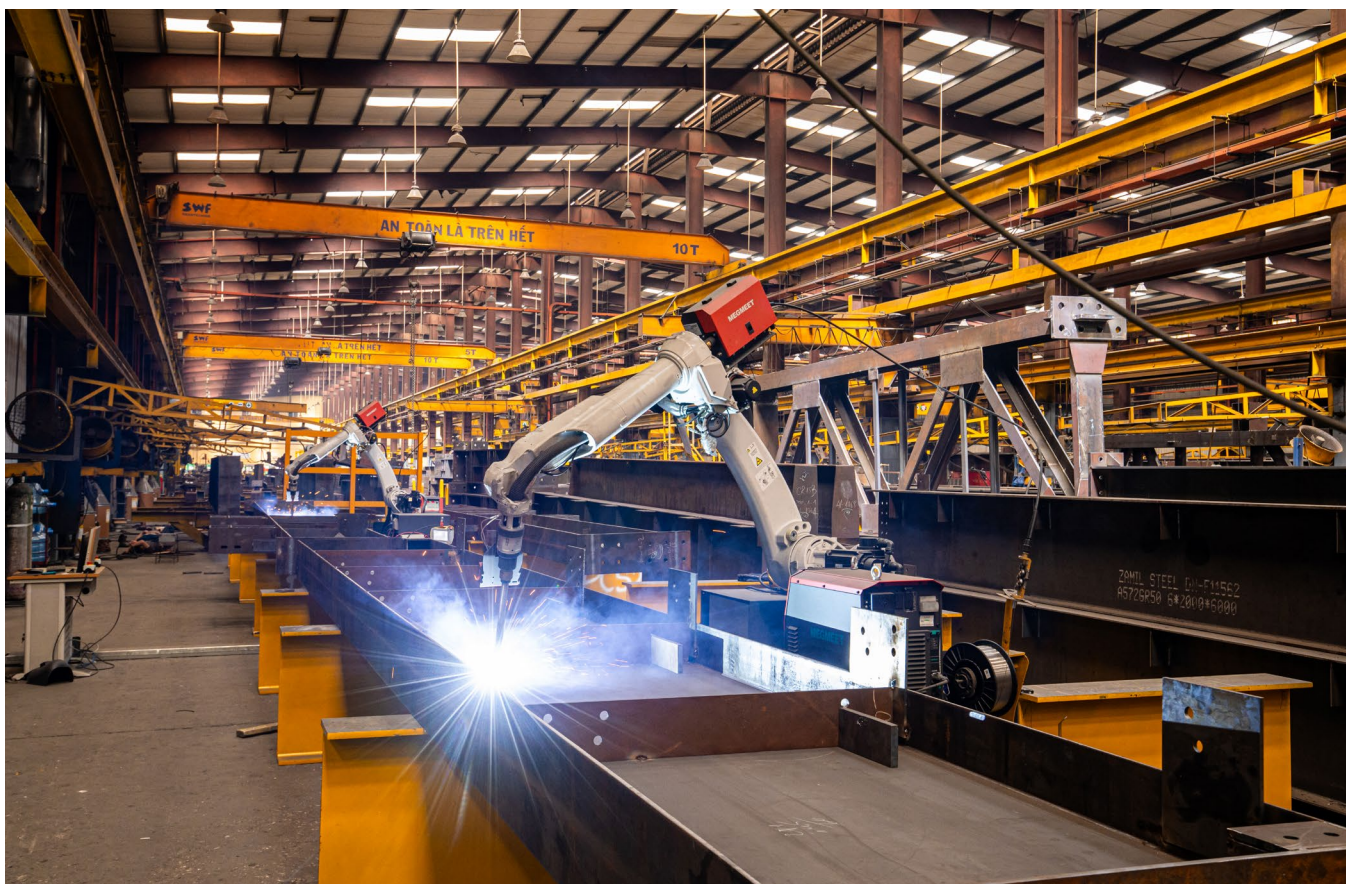
Zamil Steel's reputation for quality and engineering excellence has supported its expansion well beyond Saudi Arabia. The sector serves customers through an integrated network of sales offices, certified builders, and distributors, enabling efficient delivery and local support. Its international manufacturing footprint allows it to respond effectively to regional and global market demand while maintaining consistent quality. Advanced engineering capabilities, automated fabrication lines, and the use of sophisticated CAD, CAM, and CNC systems ensure precision and scalability, enabling the delivery of multiple large-scale projects concurrently.

The sector has delivered steel solutions to the government sector and leading companies across Saudi Arabia, including Saudi Aramco, SABIC, SEC, Ma'aden, ADNOC, QatarEnergy, PDO, and major international EPC contractors, including Samsung Engineering, Hyundai Engineering & Construction, Bechtel, and Technip. Its expertise has been trusted in landmark developments ranging from airports, stadiums, oil & gas facilities, power plants, and industrial cities. These long-standing relationships reflect consistent delivery excellence, adherence to international standards, and the sector's ability to execute complex, large-scale projects with reliability and precision.

Zamil Steel Vietnam

Zamil Steel established its manufacturing presence in Vietnam in 1997, followed by a second state-of-the-art plant near Ho Chi Minh City. Zamil Steel Buildings Vietnam Co., Ltd, a 100% subsidiary of SENAAT, now operates these facilities with nearly 1000 staff, producing up to 60,000 MT of steel buildings annually.

These sites form a critical component of the sector's global production network and serve as strategic hubs for Southeast and East Asian, Oceania, and Americas markets, including Japan, Australia, the Dominican Republic, Mexico, the Philippines, Laos, Bangladesh, Indonesia, Malaysia, and Thailand. Since its inception, the Vietnam facilities have supplied nearly 7000 pre-engineered buildings to more than 35 countries in the region, reinforcing the sector's leadership across Asia, Oceania, and the Americas.



The operations are certified to AISC, ISO 9001, ISO 3834-2 (2021), and EN 1090 (Execution Class 3), ensuring compliance with international standards and enabling exports to global markets. In 2025, Zamil Steel Vietnam demonstrated its advanced capabilities through the delivery of many warehouse projects in Australia, the progression of the largest ammonia production plant in the world in Mexico, and three power plant projects in the Dominican Republic, among other projects.

Zamil Steel India

Zamil Steel India is headquartered in Pune, Maharashtra, with a state-of-the-art manufacturing facility at Ranjangaon MIDC-Ranjangaon. The facility has a strategic footprint of approximately 87,000 m² of land, complemented by over 3,500 m² of Corporate and Engineering office space located within Pune city at Kharadi. Established as a strategic investment to support the rapidly expanding Indian market, the plant is equipped to manufacture up to 90,000 MT of complete Pre-engineered buildings annually, with an additional 20,000 MT capacity for structural steel fabrication.

The facility integrates advanced automated fabrication technologies and industry-leading Engineering software such as Bentley Staad Pro, RAM Connect, Idea Statica, and TEKLA Structures, enabling highly precise design, streamlined collaboration, and faster production cycles. To support Customers efficiently, Zamil Steel India maintains a strong regional reach

through a well-established sales network, serving Clients across India and neighbouring markets, including Sri Lanka, Nepal, and Sub-Saharan Africa. Strategically located and supported by a robust regional market structure, Zamil Steel India is well-positioned to serve key industrial growth corridors across India, reinforcing its long-term commitment to this dynamic and high-potential market.

Since commencing commercial production in 2008, Zamil Steel India has successfully delivered over 2,200 projects, comprising more than 15,000 buildings across a wide range of industrial and commercial sectors. Collectively, these projects represent approximately 9 million m² of completed Pre-engineered building structures, including associated accessories. Through its dedicated Construction division, the company also delivers installation solutions, managing projects from concept and design through to final commissioning.

Zamil Steel Egypt

Egypt represents one of Zamil Steel's most significant international successes. Established in 1999, Zamil Steel Egypt has grown into a major production and export hub serving four continents. Its Pre-Engineered Buildings (PEB) plant is the leading supplier of such structures in Africa, holding more than 50% of the Egyptian market, while exporting to over 65 countries worldwide.

In 2025, Zamil Steel Egypt celebrates 26 years of successful operations, reflecting the strength of its globalization strategy and the continued demand for its advanced steel solutions.

In 2025, Zamil Steel Egypt secured one of its largest projects in the past 25 years: a contract awarded by Elegancia Steel W.L.L. (Qatar), valued at SAR 348.7 million, for Baladna's strategic food security project in Algeria.

Zamil Steel Egypt is currently developing a new heavy steel structures manufacturing facility in Sadat City, with construction scheduled to begin in 2026. The plant will produce 36,000 tons annually, supporting growing industrial demand and expanding exports to European markets.

Product Innovation and Capacity

Product innovation and engineering capability remain central to the Steel Sector's competitiveness. Zamil Steel continues to adopt advanced materials, including high-strength steels, and to optimize designs for larger clear spans, heavier loads, and complex structural requirements. Its engineering teams routinely deliver customized solutions for multi-story buildings, special-purpose structures, and projects located in challenging environmental conditions such as high-wind or seismic zones. Continuous investment in automation, robotic production lines, and digital manufacturing systems ensures high levels of accuracy, efficiency, and consistency across all facilities.

Achievements and 2025 Highlights

The Steel Sector delivered solid operational performance during 2025, supported by sustained demand for industrial, logistics, and infrastructure developments across Saudi Arabia and neighboring markets. In 2025, the steel sector recorded revenue of SR 3.04 Billion with a YoY growth of 10%, reflecting strong demand from large-scale development programs and giga projects. Operational excellence initiatives—including production optimization and supply-chain efficiency improvements—supported margin enhancement and cost discipline.

The year was crowned by a prestigious milestone: Zamil Steel won the MODON Industrial Excellence Award in the "Industrial Revolution Transformation" category. Selected from more than 1300 participants, this accolade underscores Zamil Steel's contribution to Saudi Vision 2030, particularly in advancing industrial localization, productivity, and innovation. As regional development initiatives accelerate, Zamil Steel is supremely positioned to capture these historic opportunities. Zamil Steel Vietnam won the Golden Dragon Award in the Processing & Manufacturing category for the 21st consecutive year in 2025. Its proven track record, combined with its expanded robotic capacity, integrated service model, and recent prestigious recognitions, ensures that the Steel Sector will remain the indispensable backbone of SENAAT's growth and its mission to deliver total, world-class steel solutions.

1.2. Air Conditioning Sector

The **Air Conditioning Sector** is a pioneering force within SENAAT, led by Zamil Air Conditioners (Zamil AC). Founded in 1974 as Saudi Arabia's first air-conditioning manufacturer, Zamil AC has spent five decades evolving into one of the region's largest and most trusted suppliers of climate-control systems. Its relentless innovation has not only shaped the regional market but also supported the growth of vital industries by providing dependable cooling in one of the world's most demanding climates. From humble beginnings producing domestic window units, Zamil AC now offers a comprehensive portfolio of intelligent cooling products and lifecycle services that few global competitors can match. It delivers smart climate solutions for every environment and exports its engineering excellence from Dammam to countries across the GCC, Africa, Asia and Europe.

TOTAL REVENUE

1,622

SAR MILLION
LAST YEAR 1,523

+7%

GROSS PROFIT

292

SAR MILLION
LAST YEAR 313

-7%

OPERATING PROFIT

72

SAR MILLION
LAST YEAR -38





Comprehensive Product Range

The Air Conditioning sector's greatest strength is its broad and innovative product portfolio. Zamil AC designs and manufactures climate-control systems for every application, ranging from compact residential units to large-scale industrial installations. Its spectrum includes efficient window and split units for homes, sophisticated packaging and ducted systems for commercial spaces, and powerful central chillers and air handling units for hospitals, mega-malls, and industrial complexes. The company also produces highly specialized equipment such as precision cooling for data centers, district cooling chillers, and marine/offshore HVAC units. All products are engineered to perform reliably under extreme temperatures, with models designed to operate above 50°C.

This capability is supported by four advanced manufacturing facilities in Dammam Industrial City with a total annual capacity exceeding 1.1 million units. These facilities are staffed by more than 1600 employees, including 1500 skilled technicians, and one plant is operated entirely by Saudi women, reflecting SENAAT's dedication to inclusive industrial growth. By maintaining this wide, innovative, and locally rooted product mix, the Air Conditioning Sector can serve the cooling requirements of a single villa or a massive petrochemical plant with equal proficiency.

Quality Assurance, R&D, and Digital Leadership

Zamil AC has built its legacy on an uncompromising emphasis on quality and performance, underpinned by significant investment in research, development and testing. This includes Ikhtebair, the Middle East's first independent HVAC testing laboratory, established in 1984 in cooperation with Intertek/ETL. The facility tests units for cooling capacity, energy efficiency, and compliance with international standards, giving Zamil AC a unique competitive edge and enabling entry into the world's most regulated markets. Quality is further ensured through rigorous, ISO 9001-certified manufacturing processes and a proud certification as a Saudi-made manufacturer adhering to global accreditations like AHRI and UL.

Beyond product excellence, the sector is also a digital leader. In 2025, Zamil AC's direct-to-consumer e-commerce platform emerged as a core pillar and a resounding success. Launched in 2023, the platform has generated sales exceeding SR 66 million, making it one of the company's leading revenue streams. The channel offers a seamless, bilingual shopping journey with competitive pricing, free delivery, installation, and integrated buy-now-pay-later options. Developed and managed in-house, it creates a direct digital relationship with customers and provides valuable data-driven insights, setting a precedent for industrial manufacturing in the Kingdom.



The Zamil AC After-Sales Services Network

Recognizing that air conditioning is a lifecycle business, the sector operates one of the region's most extensive and respected after-sales networks through Zamil Services. This service provides comprehensive support, including installation, maintenance, repair, retrofitting, and emergency response. With over 1500 qualified technicians and more than 16 service branches across Saudi Arabia and the GCC, Zamil Services operates a fleet of fully equipped vehicles to ensure rapid response and minimal downtime. In 2025, this capability led to Zamil AC being ranked as the region's leading HVAC maintenance provider. The service teams handle thousands of maintenance calls annually and execute major retrofit projects for prestigious clients in healthcare, finance, retail, and industry. This service engine not only generates significant recurring revenue but also reinforces the brand's value proposition, fostering deep customer loyalty and ensuring long-term system performance.

Achievements and 2025 Outlook

The Air Conditioning Sector continues its robust growth trajectory, driven by core product excellence and digital transformation. The e-commerce channel's success demonstrates the successful integration of a direct digital go-to-market strategy. The sector remains a key contributor to SENAAT's financial performance, with revenues showing resilience and profitability enhanced by operational efficiencies and the high-margin service and online businesses. As demand for intelligent, sustainable climate control rises in alignment with Saudi Vision 2030, Zamil AC is well-positioned for the future. It is focused on advancing smart HVAC systems, integrating IoT for energy management and expanding ultra-efficient and sustainable solutions. With 50 years of pioneering legacy, the sector is not merely looking back at its history but leaning into the next era—leveraging its manufacturing excellence, unrivalled service network, and digital leadership to keep communities comfortable, businesses operational, while conserving vital resources.

1.3. Insulation Sector

Gulf Insulation Group is a leading provider of **insulation materials** and building envelope solutions in the Middle East and North Africa. Established in 2009, the Group delivers high-performance insulation systems serving industrial, commercial, infrastructure, and energy sectors. Through a diversified portfolio of manufacturing companies and strategic partnerships, Gulf Insulation Group supplies technologically advanced products that support energy efficiency, fire safety, and sustainable construction practices across the region.

The Group's activities span fiberglass insulation, rock wool insulation, sandwich panels, and pre-insulated piping solutions. Its companies operate in accordance with internationally recognized technical standards and specifications, supporting complex project requirements in HVAC systems, industrial facilities, oil and gas infrastructure, and modern construction developments.

TOTAL REVENUE

603

SAR MILLION
LAST YEAR 325

+86%

GROSS PROFIT

194

SAR MILLION
LAST YEAR 113

+72%

OPERATING PROFIT

138

SAR MILLION
LAST YEAR 64

+114%





Product Range and Capabilities

Gulf Insulation Group's capabilities are delivered through a portfolio of specialized manufacturing subsidiaries and strategic partnerships:

- Arabian Fiberglass Insulation Company (AFICO):** AFICO is one of the leading manufacturers of fiberglass insulation in Saudi Arabia and the region. Through partnerships with global technology providers, AFICO operates advanced manufacturing lines that ensure consistent product performance and quality. Its insulation products comply with stringent American and European standards and are widely used in HVAC systems, industrial facilities, and large-scale construction projects. In 2025, Gulf Insulation Group completed the acquisition of the remaining foreign partner's stake in AFICO, making it a wholly owned subsidiary and strengthening operational integration and manufacturing capabilities.
- Saudi Rock Wool Factory Company (SRW):** Established in 1992, Saudi Rock Wool Factory Company manufactures rock wool insulation solutions designed to provide fire resistance, acoustic insulation, and thermal efficiency. Using modern manufacturing technologies, the company produces materials that enhance building safety and energy performance. Its products are used across infrastructure, industrial plants, commercial developments, and major construction projects throughout the region.

- Building Component Solutions (BCOMS):** Building Component Solutions is a major regional manufacturer of insulated sandwich panels used in modern prefabricated building systems. Its products support efficient construction methodologies by enabling faster installation while maintaining structural strength and thermal performance. These solutions are widely used in industrial facilities, logistics centers, cold storage buildings, and commercial developments.

Market Expansion and 2025 Strategic Achievement

The acquisition of the remaining stake in Arabian Fiberglass Insulation Company during 2025 marked a significant strategic milestone for Gulf Insulation Group. The transaction enabled the Group to consolidate full ownership of one of the region's leading fiberglass insulation manufacturers, strengthening operational alignment and expanding its manufacturing footprint.

This strategic development contributed to improved operational integration across the insulation businesses and supported increased sales across multiple product categories. By strengthening its production capabilities and expanding its market reach, Gulf Insulation Group continues to reinforce its role as a key supplier of insulation materials for major industrial, infrastructure, and construction projects across the region.



Industrial Infrastructure and Geographical Spread

The Group's market presence is supported by a robust industrial infrastructure and a strategic geographic footprint within Saudi Arabia. Major manufacturing facilities located in Dammam and Riyadh are equipped with modern production technologies and integrated manufacturing systems.

These facilities provide substantial in-Kingdom production capacity that enables the Group to serve large infrastructure and industrial projects while maintaining reliable supply chains and consistent product quality. The combined manufacturing capabilities across fiberglass insulation, rock wool insulation, and sandwich panel production enable Gulf Insulation Group to support a wide range of construction and industrial applications throughout the Middle East and surrounding markets.

Strategic Partnership with Perma-Pipe Gulf Arabia

Gulf Insulation Group maintains a strategic joint venture with Perma-Pipe Gulf Arabia, a company specialized in pre-insulated piping systems. The partnership provides integrated solutions for pre-insulated piping, pipe manufacturing services, internal and external coatings, and leak detection technologies.

Pre-insulated piping systems play an important role in district cooling networks as well as oil and gas and industrial infrastructure projects. The partnership combines the Group's regional manufacturing presence with Perma-Pipe's specialized technical expertise in pipe insulation technologies.

Through this collaboration, the joint venture supports infrastructure and energy projects across Saudi Arabia and neighboring markets, contributing to the development of energy-efficient and reliable pipeline systems.

Contribution to SENAAT's Industrial Portfolio

Gulf Insulation Group contributes a specialized insulation platform that complements the industrial portfolio of SENAAT. Through its manufacturing companies and strategic partnerships, the Group provides essential materials that support modern construction, industrial development, and energy infrastructure across the region.

Its insulation solutions improve energy efficiency, enhance fire protection, and support sustainable building practices. By integrating advanced insulation technologies with large-scale manufacturing capabilities, Gulf Insulation Group strengthens SENAAT's ability to deliver comprehensive industrial and building solutions while supporting infrastructure growth aligned with Saudi Arabia's long-term development objectives.

1.4. Construction Sector

While SENAAT's individual business sectors—Steel, Air Conditioning, and Insulation—excel as market leaders in their domains, the company's ultimate competitive advantage lies in its ability to integrate these capabilities into complete, turnkey construction solutions. In 2025, this promise was institutionalized with the formation of ZODCON, SENAAT's principal construction conglomerate.

ZODCON was established through the merger of Zamil Steel Construction and Zamil Projects, uniting two proven platforms into a single entity. The combined organization has delivered more than 500 projects, providing the scale, experience, and execution capacity required for complex developments. It now represents the core of SENAAT's **construction sector**, executing projects that contribute a significant portion of the Group's construction revenue and serving both internal divisions and external clients across strategic industrial and commercial sectors. More than a new division, ZODCON embodies SENAAT's "one-stop provider" ethos—integrating products, expertise and executional excellence to deliver flawless, end-to-end project realization for clients.

TOTAL REVENUE

1,054

SAR MILLION
LAST YEAR 1,551

-32%

GROSS PROFIT

70

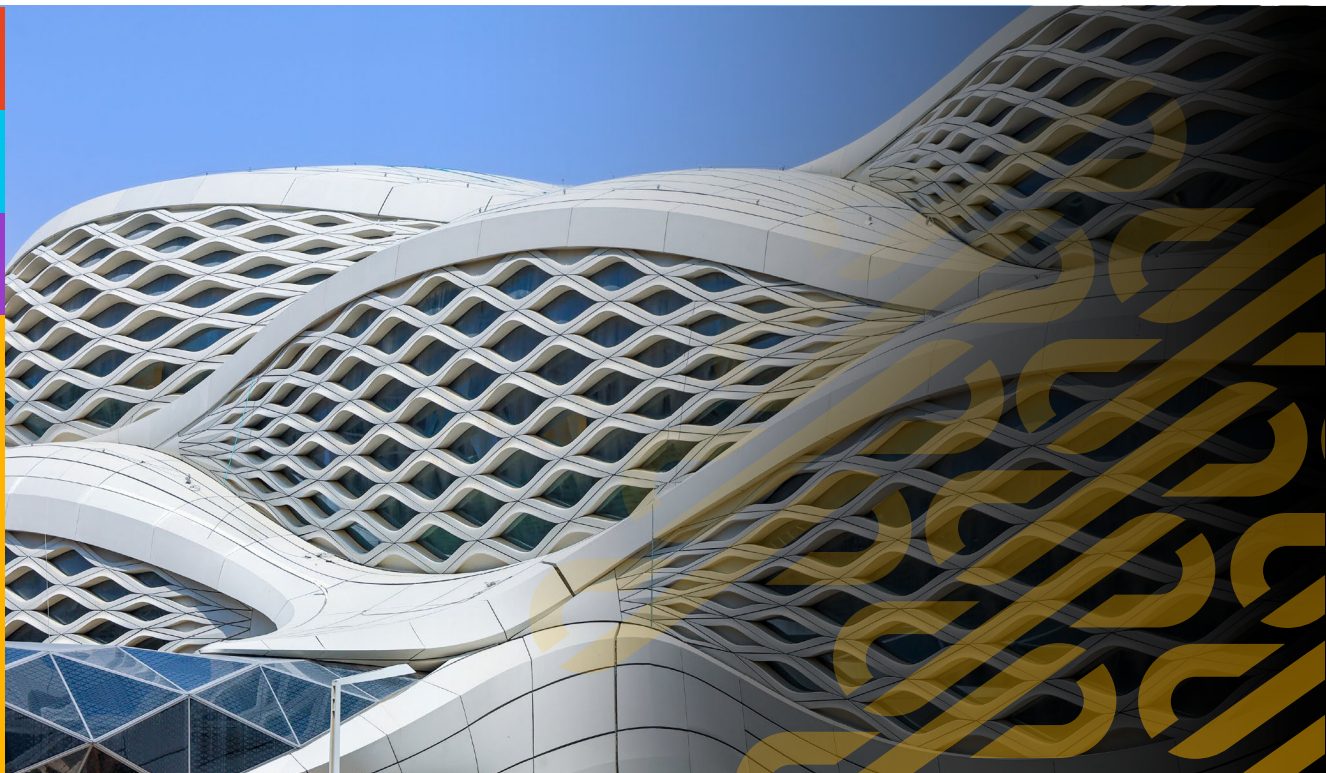
SAR MILLION
LAST YEAR 165

-58%

OPERATING LOSS

-133

SAR MILLION
LAST YEAR 34





A Constellation of Integrated Solutions

The name ZODCON itself preserves the esteemed 'Z' of the Zamil legacy while drawing inspiration from the zodiac—symbolizing a universal reach. Just as constellations connect stars, ZODCON integrates distinct building disciplines into a cohesive whole. Its mission is to set the ultimate benchmark in the construction industry by delivering fully integrated, innovative, and high-standard solutions.

This mission is operationalized through the ZODCON Wheel of Integrated Building Solutions, a comprehensive framework that encapsulates its holistic service offering:

- **Structural & Envelope:** Steel Building Solutions, Precast Concrete Solutions.
- **Environmental Control:** HVAC Solutions, MEP Systems, Smoke Management Systems.
- **Digital & Security:** Low Current Systems, Security Systems, Controllers, Low Voltage Systems.
- **Energy & Safety:** Solar Solutions, Firefighting and Alarm Systems.
- **Foundational Expertise:** Engineering Design and Optimization.

This wheel represents a paradigm shift from managing multiple subcontractors to providing seamless, in-house mastery over every critical system, ensuring unmatched coordination, quality control, and efficiency from blueprint to handover.

Turnkey Project Delivery Excellence

ZODCON builds upon a sterling legacy, now executing flagship projects with greater synergy and scale. The conglomerate is actively engaged in major sustainable logistics hubs, where it delivers complex warehousing and storage facilities while integrating advanced solar energy systems and targeting international sustainability certifications. It also plays a strategic role in developing specialized industrial complexes, including high-security manufacturing and research facilities for critical national sectors, utilizing the full spectrum of SENAAT's capabilities. Its expertise also extends to large-scale commercial developments, where it applies the same fast-track, disciplined execution model to deliver mixed-use towers and retail centers on time and within budget. By internalizing all critical disciplines, ZODCON minimizes project risk, ensuring timelines, budgets, and quality standards are consistently met.

Leading Saudi Arabia's Build

ZODCON is strategically positioned as a primary partner for Saudi Arabia's giga-projects and infrastructure expansion. Its integrated model addresses critical pain points of project complexity, timeline pressure, and quality fragmentation. By leveraging SENAAT's manufacturing strength, ZODCON guarantees supply-chain reliability and cost advantages. As the Vice President observes, "Our work shapes the future, leaving a lasting impact." More than a construction company, ZODCON serves as SENAAT's delivery arm for national ambition. Focused on sustainable logistics, defense industrialization, commercial development, and industrial sectors, it strengthens SENAAT's position as the leading provider of Integrated Building solutions. ZODCON stands ready to play a key role in turning the ambitious goals of Saudi Vision 2030 into tangible reality—building not just structures, but a legacy of excellence.

Human Resources



2. Human Capital

In 2025, SENAAT continued to advance its Human Capital agenda as a core enabler of long-term value creation and sustainable growth. The year was marked by a strategic shift toward strengthening organizational capability, leadership readiness, and workforce alignment following the Company's transformation into a unified industrial investment group. Human Capital initiatives were designed to reinforce operational excellence, support business integration, and ensure the organization remains equipped to execute its long-term strategic ambitions.

2.1 Workforce Profile

As of year-end 2025, SENAAT employed approximately 11,000 employees globally, including nearly 8,000 employees within the Kingdom of Saudi Arabia. The Company continues to align with national workforce priorities through sustained compliance with Saudization requirements and ongoing investment in local talent development.

Workforce diversity remains an important component of SENAAT's long-term human capital strategy, with female participation increasing across technical, operational, and corporate functions. These developments reflect the Company's commitment to building a balanced and future-ready workforce capable of supporting its evolving industrial footprint.

2.2 Learning & Development

SENAAT continued to strengthen its leadership development framework during 2025, with a clear emphasis on succession readiness, executive capability enhancement, and long-term talent sustainability. Strategic collaboration with global leadership development partners supported the delivery of targeted executive programs designed to enhance strategic thinking, decision quality, and enterprise leadership capabilities.

Structured succession planning initiatives were conducted across key sectors to ensure leadership continuity, identify high-potential talent, and strengthen internal readiness for critical roles. These initiatives contribute to building a resilient leadership pipeline aligned with the Company's long-term growth trajectory and governance expectations.

2.3 Employee Engagement & Cultural Pride

Employee engagement remained a strategic priority throughout the year, reflecting SENAAT's belief that organizational culture is a key driver of operational performance and transformation success. A notable cultural milestone was the achievement of a Guinness World Record during Saudi National Day celebrations, symbolizing collective identity, teamwork, and national pride.

This achievement reinforced cultural continuity during the transition to the SENAAT identity, strengthening employee alignment and fostering a shared sense of purpose across the organization's diversified industrial platform.

2.4 People Programs & Employee Experience

During 2025, SENAAT implemented a range of employee experience initiatives aimed at enhancing workforce wellbeing, strengthening engagement, and supporting organizational productivity. Programs focused on financial wellbeing, health awareness, community participation, and talent attraction contributed to reinforcing the Company's employee value proposition.

These initiatives reflect SENAAT's broader commitment to fostering a supportive and performance-driven work environment that balances operational discipline with employee wellbeing and long-term retention.

2.5 Organizational Transformation

The transition from Zamil Industrial to SENAAT represented both a strategic and cultural transformation, requiring coordinated change management and workforce alignment. Human Capital played a central role in supporting this transition by strengthening organizational integration, reinforcing shared purpose, and ensuring continuity of institutional knowledge.

This transformation has enhanced the Company's readiness to operate as a unified industrial investment platform, better positioned to support diversification, operational scale, and long-term strategic execution.

2.6 Technology & Digital Innovation

SENAAT continued to advance the digitalization of its human capital and operational platforms during 2025, supporting greater efficiency, transparency, and data-driven decision-making. Digital initiatives across construction, manufacturing, and corporate functions contributed to strengthening governance, improving project execution visibility, and enhancing productivity across the organization.

The integration of modern digital tools and enterprise systems reflects SENAAT's commitment to operational modernization and its long-term ambition to leverage technology as a strategic enabler of industrial competitiveness.

2.7 Industry Contributions & Safety Excellence

Health, safety, and environmental excellence remained a fundamental operational priority across SENAAT's project portfolio. During 2025, several major projects achieved significant safety milestones measured in millions of safe working hours without lost-time incidents, demonstrating the effectiveness of the Company's safety governance frameworks and workforce discipline.

Recognition from national authorities and industry bodies further reinforced SENAAT's commitment to maintaining the highest standards of occupational safety and operational responsibility across its global operations.

2.8 Awards and Certifications

SENAAT's companies continued to receive industry recognition and international certifications reflecting their commitment to quality, sustainability, and operational excellence. Certifications in occupational health, environmental management, and quality systems across multiple subsidiaries demonstrate the Group's adherence to globally recognized standards.

Industry awards and recognitions received during the year highlight SENAAT's leadership in industrial innovation, local content development, and execution capability across its core sectors. These achievements reinforce the Company's reputation as a trusted industrial partner both regionally and internationally.

STRATEGIC REPORT

Introduction	3
2025 Highlights	4
Chairman's Statement	5
CEO's Statement	7
Company Overview	10
Company Sectors Overview	13
Steel	14
Air Conditioning	18
Insulation	21
Construction	24
Human Resources	26

FINANCIAL STATEMENTS

Performance Highlights	29
Loans	32
Financial Risk Management Objectives and Policies	33
Company Risk Management System	34
Due Statutory Payments	35

GOVERNANCE

Details of Capital and Shares	37
Corporate Governance Regulations.....	37
Board of Directors	38
Audit Committee	44
Nominations and Remuneration Committee	45
Transactions with Related Parties	50
Company's Ownership Interests in Subsidiaries	51
Company Investments	52
Company Announcements and Disclosures During 2025	54
Board of Directors' Declarations	56
Future Plans and Strategic Initiatives	57

2

STRATEGIC REPORT

28

FINANCIAL STATEMENTS



36

GOVERNANCE

3. Performance Highlights:

Revenues amounted to SAR 6,200.5 million for the year 2025, an increase of SAR 110 million (2%) from SAR 6,090.5 million in 2024. Net profit for the year, after deducting Zakat and tax, was SAR 101.0 million, compared with a net profit of SAR 26.8 million in 2024. Profit per share, after deducting Zakat and tax, was SAR 1.68, compared with profit per share of SAR 0.45 during the same period in 2024. Comparative figures have been reclassified to conform with the presentation in the current period.

The following table details the contribution of each principal activity to the total annual revenues:

Item	2025	2024	Change in revenue
Air Conditioning Industry	26.2%	25.0%	7%
Steel Industry	49.1%	45.6%	10%
Construction Industry	17.0%	25.5%	(32%)
Insulation Industry	9.7%	5.3%	86%
Head Office and Others	(2.0%)	(1.4%)	(45%)
	100%	100%	

a. Statement of Income:

Item (SAR '000)	2025	2024	2023	2022	2021
Sales	6,200,549	6,090,496	4,684,427	3,926,186	3,523,817
Cost of sales	5,086,316	5,056,095	4,112,192	3,374,758	3,048,073
Gross profit	1,114,233	1,034,401	572,235	551,428	475,744
Total expenses	1,088,207	1,085,173	1,108,967	710,715	647,948
Other income, net	93,433	109,099	284,827	9,959	28,674
Zakat	18,432	31,522	45,938	28,740	15,887
Net income	101,027	26,805	(297,843)	(178,069)	(159,417)

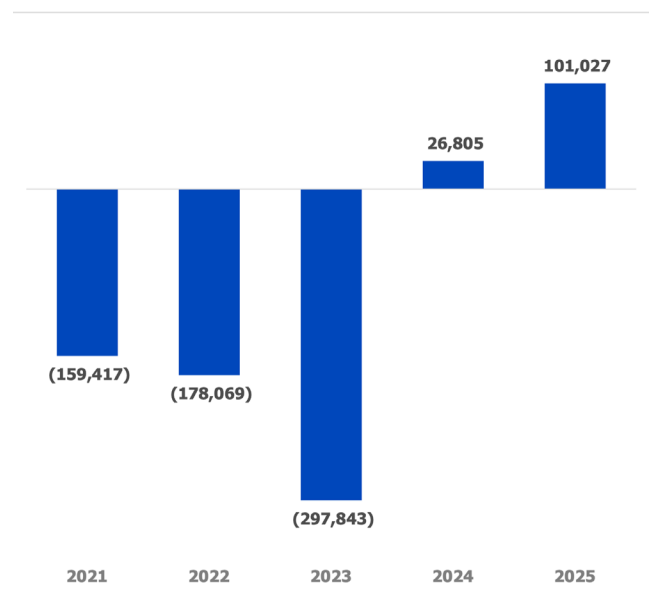
b. Statement of Financial Position:

Item (SAR '000)	2025	2024	2023	2022	2021
Current assets	4,704,325	4,933,179	4,969,382	4,840,592	4,432,260
Current liabilities	4,646,185	5,145,432	5,144,488	4,768,924	4,276,517
Working capital	58,140	(212,253)	(175,106)	71,668	155,743
Other long-term assets	441,265	408,657	409,975	427,888	486,966
Fixed assets	772,999	691,280	692,971	738,547	804,853
Total assets	5,918,589	6,033,116	6,072,328	6,007,027	5,724,079
Current liabilities	4,646,185	5,145,432	5,144,488	4,768,924	4,276,517
Long-term loans	217,310	21,335	1,150	13,862	7,040
Other long-term liabilities	361,309	320,912	279,132	276,383	290,898
Total liabilities	5,224,804	5,487,679	5,424,770	5,059,169	4,574,455
Paid capital	600,000	600,000	600,000	600,000	600,000
Reserves and retained earnings	(52,231)	(149,571)	(148,195)	170,883	366,724
Non-controlling interest	146,016	95,008	195,753	176,975	182,900
Total equity	693,785	545,437	647,558	947,858	1,149,624
Total liabilities and equity	5,918,589	6,033,116	6,072,328	6,007,027	5,724,079

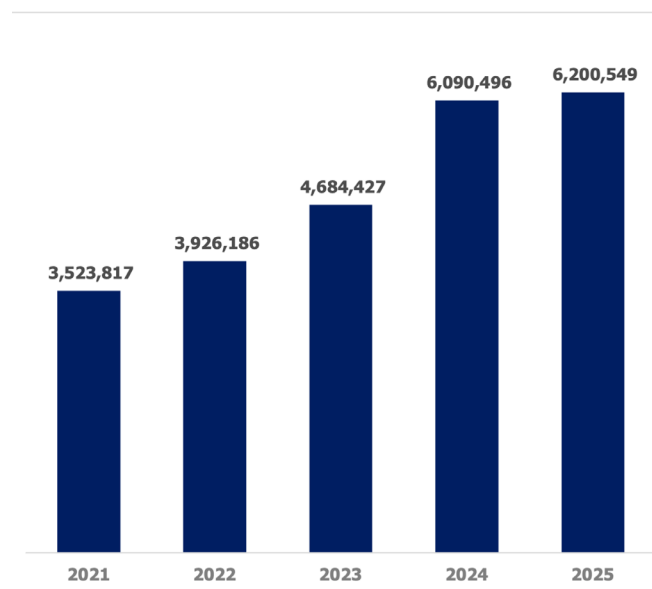
c. Outcome of Operation Activities:

Item (SAR'000)	2025	2024	Change	%
Sales	6,200,549	6,090,496	110,053	2%
Cost of sales	5,086,316	5,056,095	30,221	1%
Total operating profits	260,701	174,449	86,252	49%
Expenses of main operations	853,532	884,203	(30,671)	-3%
Other revenue/(expenses)	(141,242)	(116,122)	(25,120)	22%
Deductions: Zakat or tax	18,432	31,522	(13,090)	-42%
Net profits (loss)	101,027	26,805	74,222	277%

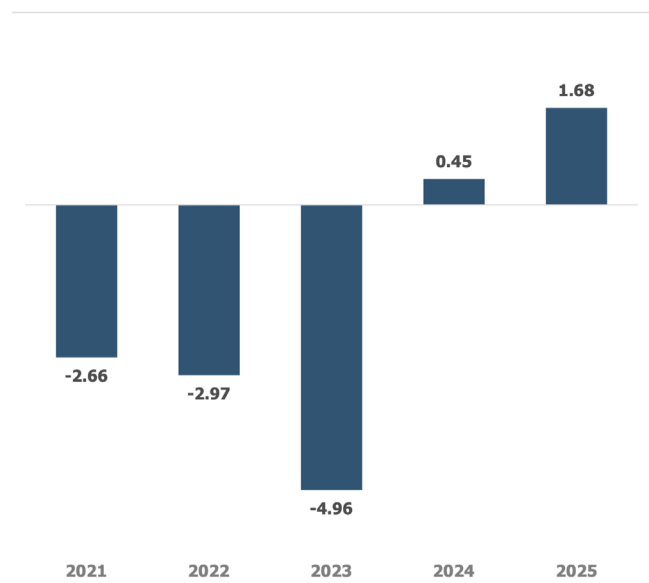
The following chart shows net incomes over the past five years:



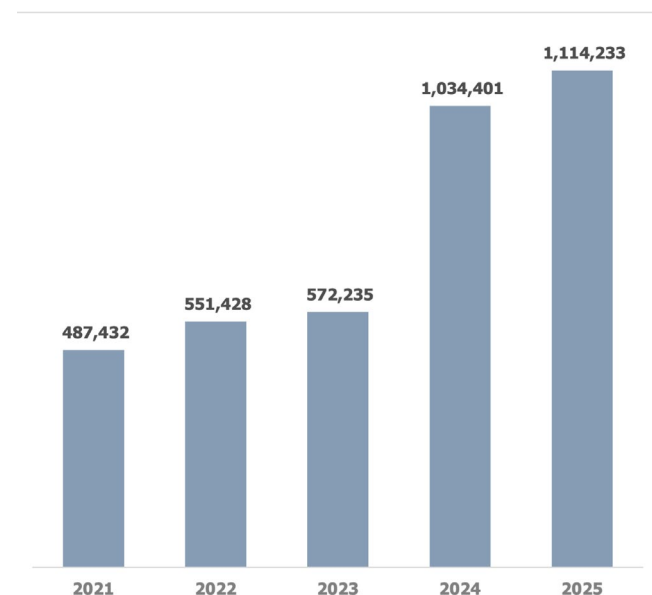
The following chart shows consolidated revenues over the past five years:



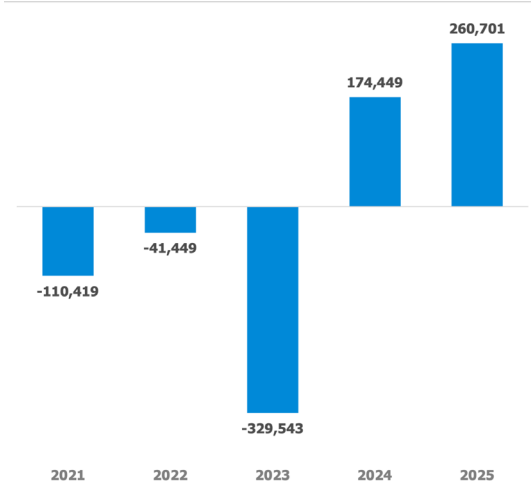
The following chart shows earnings per share over the past five years:



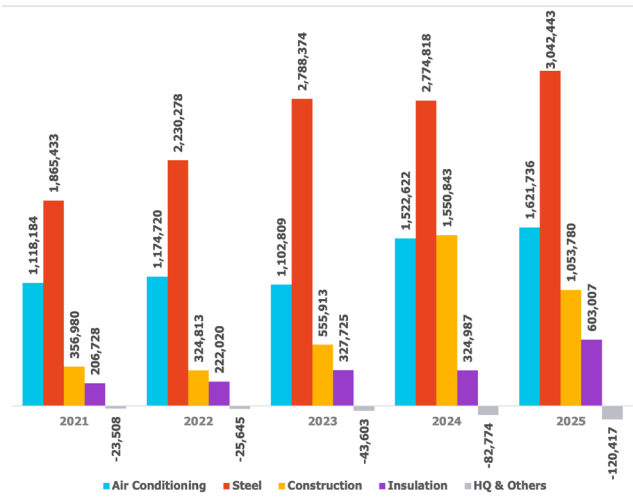
The following chart shows gross profits over the past five years:



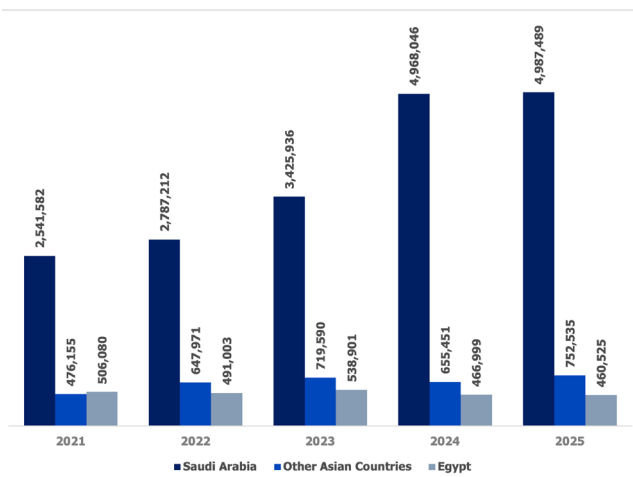
The following chart shows operating incomes over the past five years:



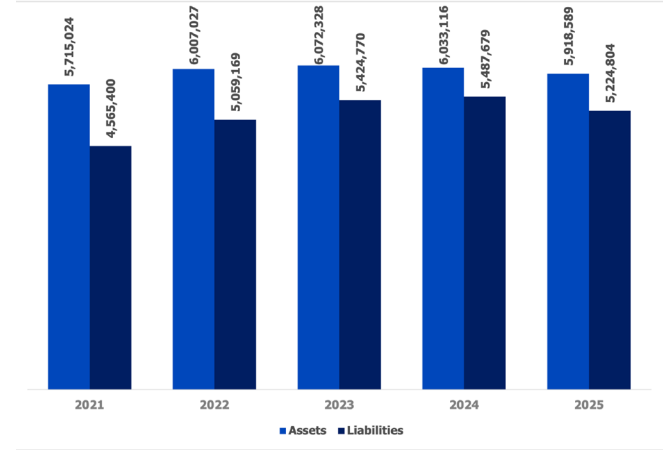
The Steel sector's revenue in 2025 was SAR 3,042 million, an increase of 10%. The AC sector's revenue increased by 7% to SAR 1,622 million. The Construction sector's revenue decreased by 32% to SAR 1,054 million. The Insulation sector's revenue saw a major increase of 86% to SAR 603 million, as shown in the following chart:



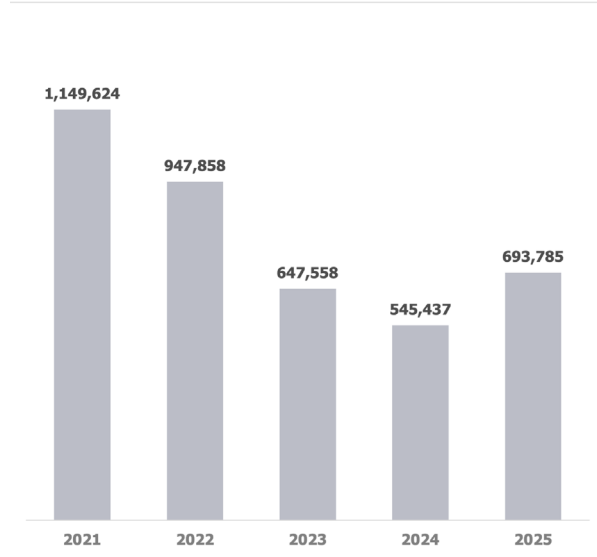
Geographically, the company's revenues based on operations in the Kingdom of Saudi Arabia totaled SAR 4,987 million. Revenues of the company's subsidiary factories outside the Kingdom of Saudi Arabia totaled SAR 1,213 million. This analysis, however, does not include exports, which are detailed in the exports section of the report.



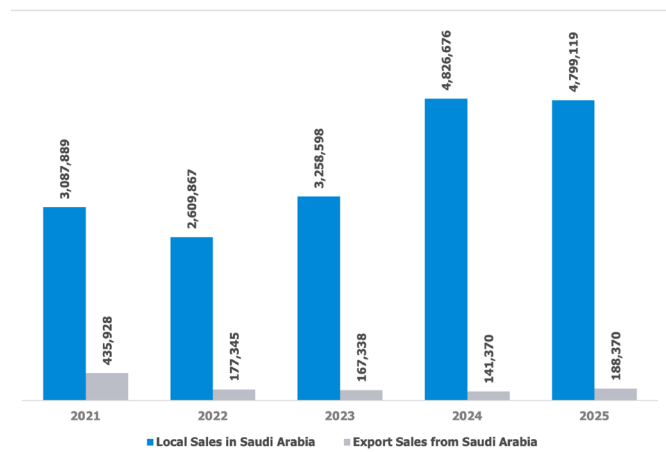
The following chart shows the company's assets and liabilities over the past five years:



Total equity increased by 27% to SAR 693.8 million, compared with SAR 545.4 million in 2024, as shown in the following chart:



The following chart shows the company's exports from Saudi Arabia over the past five years:



4. On inconsistencies with the Saudi Organization for Certified Public Accountants' Accounting Standards:

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) endorsed in the Kingdom of Saudi Arabia, as well as other standards and versions endorsed by the Saudi Organization for Certified Public Accountants. The Board of Directors declares that no inconsistencies exist with the approved accounting standards. All comparative figures have been reclassified in accordance with the new International Financial Reporting Standards.

5. Comment mentioned in the external auditor's report, mentioned in any of the following paragraphs (other matter, conservation, notice, disclaimer of opinion, or adverse opinion):

There is an "Emphasis of Matter" and "Other Matter" stated in the company's Auditors' Report for the financial results for the year ending on 31-12-2025 as follows:

Emphasis of Matter – Comparative Information:

We draw attention to Note 42 to the consolidated financial statements, which indicates that the comparative information presented as at 31 December 2024 has been restated. Our conclusion is not modified in respect of this matter.

Other Matter – Comparative Information:

Furthermore, the consolidated financial statements of the Group for the year ended 31 December 2024, excluding the adjustments described in Note 42 to the consolidated financial statements were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on 10 Shawwal 1446H (corresponding to 8 April 2025G).

6. Loans:

This comparison table details loans contracted by the company's management:

Loan	2025 (SAR '000)	2024 (SAR '000)	Date Obtained	Due Date	Base Loan Amount (SAR '000)	Lender
Loan No. 1	510	1,118	31/03/2021	07/07/2027	2,265	HDFC Bank India
Loan No. 2	123,000	26,000	31/12/2024	25/12/2029	153,750	SAB – Saudi Awal Bank
Loan No. 3	25,202	0	07/11/2025	07/11/2031	25,202	Emirates NBD India
Loan No. 4	150,000	0	26/11/2025	26/11/2028	150,000	SAB – Saudi Awal Bank
	298,712	27,118				
Less: Current installment	(81,402)	(5,783)				
	217,310	21,335				

7. Financial Risk Management Objectives and Policies:

The Group's principal financial liabilities comprise loans and borrowings, accounts payables and contract liabilities. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include accounts receivable, contract assets, net investment in finance lease, short-term deposits, cash and cash equivalents that derive directly from its operations. The Group also holds investment in unquoted shares that is classified as equity investment at fair value through other comprehensive income.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks. The Group's senior management regularly review the policies and procedures to ensure that all the financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. The Group does not engage into any hedging activities. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

a. Market risk:

Market risk is the risk that the fair value or 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 and commodity risk. Financial instruments affected by market risk include loans and borrowings, short-term deposits and equity instruments at fair value through other comprehensive income. The sensitivity analyses in the following sections relate to the position as at 31 December 2025. At the reporting date, no significant concentration of market risk were identified by the management.

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 rate. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term and short-term loans and its short-term deposits. The Group manages its exposure to interest rate risk by continuously monitoring movements in interest rates. At 31 December 2025, the Group's exposure to interest rate risk was not significant as its major long-term and short-term loans, and short term deposits were subject to fixed interest rates.

Foreign 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 Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a foreign currency) and the Group's net investments in foreign subsidiaries and associates. The Group did not undertake significant transactions in currencies other than Saudi Riyals, US Dollars, Japanese Yen, Egyptian Pound, Vietnamese Dong, Indian Rupees, Bahraini Dinar, and Euros during the year.

As Saudi Riyals are pegged to US Dollars, balances in US Dollars are not considered to represent significant currency risk. The Group is exposed to currency risk on transactions and balances in Euros, Japanese Yen, Indian Rupees, Vietnamese Dong, Bahraini Dinar and Egyptian Pound. The Group manages currency risk exposure to Euros, Japanese Yen, Indian Rupees, Bahraini Dinar and Egyptian Pound by continuously monitoring the currency fluctuations. At 31 December 2025, the Group's exposure to foreign currency changes for its accounts receivable and accounts payable was not material.

Commodity risk:

The Group is exposed to the impact of market fluctuations of the price of various inputs to production including steel, electric parts, glass materials and electricity. The Group prepares annual budgets and periodic forecasts including sensitivity analyses in respect of various levels of such materials to manage the risk.

Equity price risk:

The Group's unlisted equity securities are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages the equity price risk by placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Group's senior management on a regular basis. The Group's Board of Directors reviews and approves all equity investment decisions.

b. 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 Group is exposed to credit risk on its bank balances, short-term deposits, accounts receivables, contract assets, net investment in finance lease and some other receivables as follows. The maximum exposure to credit risk is equal to the carrying amount of financial assets.

Accounts receivable and contract assets:

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. The Group seeks to manage its credit risk with respect to customers by setting credit limits for individual customers, monitoring outstanding receivables and ensuring close follow ups.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses for each business unit of the Group. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e. geographical region, product type, customer type and coverage by letters of credit or other forms of credit insurance). 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.

The provision matrix is initially based on the Group's historical observed loss rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in a particular sector, the historical loss rates are adjusted. At every reporting date, the historical observed loss rates are updated and changes in the forward-looking estimates are analysed. The assessment of the correlation between historical observed loss 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 Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual loss in the future.

Bank balances and short-term deposits:

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. The Group seeks to manage its credit risk with respect to banks by only dealing with reputable banks. At the reporting date, no significant concentration of credit risk were identified by the management.

c. Liquidity risk:

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to realize financial assets quickly at an amount close to its fair value. The Group manages its liquidity risk by monitoring working capital and cash flow requirements on regular basis. The Group manages its liquidity risk by ensuring that bank facilities are available. The Group's terms of sales require amounts to be paid within 30 to 90 days of the date of submitting the invoice. Trade payables are normally settled within 30 to 120 days of the date of purchase.

Excessive concentration risk:

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry.

In order to avoid excessive concentrations of risk, the Group's management focus on the maintenance of a diversified portfolio. Identified concentrations of credit risks are controlled and managed accordingly.

Company Risk Management System:

- The Governance and activities of Risk Management at SENAAT are governed by the Enterprise Risk Management Framework which provides a holistic approach to identify, assess, and manage all types of risk across the organization.
- A Business Continuity Plan (BCP) is prepared in advance of potential risks that could threaten business viability, detailing procedures, and instructions to minimize downtime and ensure business viability.
- SENAAT Disaster Recovery Policy defines the framework, procedures and instructions for ensuring Business continuity during and after disruptive events like natural disasters, cyberattacks, etc. The SENAAT Disaster Recovery Policy covers the Emergency response plans, Disaster Management and Recovery Plans including Business Impact assessment.

Enterprise Risk Management Framework:

- Risk Identification: Systematic identification of risks that could affect the achievement of objectives.
- Risk Assessment: Evaluation of the likelihood and impact of identified risks.
- Risk Treatment: Development & implementation of strategies to mitigate risks.
- Monitoring and Review: Ongoing tracking of risk exposure and the effectiveness of risk controls.
- Communication and Consultation: Open and transparent communication with stakeholders about risks and the risk management process.

Risk Management Governance Structure:

A robust governance structure for ensuring that risk management is integrated into an organization's culture and decision-making processes is set up and maintained. This structure clarifies roles, responsibilities, and reporting lines, creating accountability at every level.

8. Due Statutory Payments:

The following table shows paid and due statutory payments for 2025:

Item	2025 (SAR '000)	2024 (SAR '000)
Custom charges	51,762	39,773
Visas and passports	34,973	35,226
Zakat and tax	472,179	432,415
General Organization for Social Insurance	47,440	46,525
Total government charges:	606,354	553,939



STRATEGIC REPORT

Introduction	3
2025 Highlights	4
Chairman's Statement	5
CEO's Statement	7
Company Overview	10
Company Sectors Overview	13
Steel	14
Air Conditioning	18
Insulation	21
Construction	24
Human Resources	26

FINANCIAL STATEMENTS

Performance Highlights	29
Loans	32
Financial Risk Management Objectives and Policies	33
Company Risk Management System	34
Due Statutory Payments	35

GOVERNANCE

Details of Capital and Shares	37
Corporate Governance Regulations.....	37
Board of Directors	38
Audit Committee	44
Nominations and Remuneration Committee	45
Transactions with Related Parties	50
Company's Ownership Interests in Subsidiaries	51
Company Investments	52
Company Announcements and Disclosures During 2025	54
Board of Directors' Declarations	56
Future Plans and Strategic Initiatives	57

2

STRATEGIC REPORT

28

FINANCIAL STATEMENTS

36

GOVERNANCE



9. Capital and Shares' Details:

The following table details the company's capital. No debt instruments are convertible to stock.

Item	2025	2024
Authorized and fully paid share capital	SAR 600 million	SAR 600 million
Issued shares	60 million shares	60 million shares
Nominal value	SAR 10	SAR 10

10. Corporate Governance Controls:

The company has adhered to all mandatory provisions of the Corporate Governance Regulations.



Board of Directors



Abdulla Mohammed Al Zamil

Chairman of the Board



Bander Abdulrahman Al Zamil

- Vice Chairman of the Board
- Nomination & Remuneration Committee Member



Sattam Abdulaziz Al Zamil

- Board Member
- Audit Committee Member



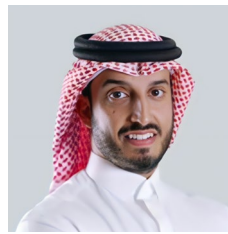
Khalid Mohammad Al Fuhaid

- Board Member
- Audit Committee Chairman



Adel Saleh Al Ghassab

- Board Member
- Nomination & Remuneration Committee Member



Saud Ghassan Al Sulaiman

- Board Member
- Nomination & Remuneration Committee Chairman



Khaled Mohammad Barahmeh

- Board Member
- Audit Committee Member

Executives



Ahmed Zaatari

Chief Executive Officer



George Eapen

Chief Financial Officer (Acting)



Abdulrahman Ahmed Alomair

- Corporate Legal Affairs Director
- Corporate Secretary of the Board and Committees

11. Board of Directors' Composition:

The Board of Directors comprises seven members who were elected by the General Assembly on 24/02/2025 for the current term, which runs from 01/05/2025 through 30/04/2028, for three years, in accordance with the Companies' Law and the Company's bylaws. The following table shows the names, positions, and classifications of members of the Board of Directors in accordance with corporate governance controls:

#	Name	Position	Classification
1	Abdulla Mohammed Abdullah Al Zamil	Chairman of the Board of Directors	Non-executive
2	Bander Abdulrahman Abdullah Al Zamil	Vice Chairman	Non-executive
3	Sattam Abdulaziz Abdullah Al Zamil	Member	Non-executive
4	Adel Saleh Mohsen Al Ghassab	Member	Non-executive
5	Khalid Mohammad Saleh Al Fuhaid	Member	Independent
6	Saud Ghassan Ahmed Al Sulaiman	Member	Independent
7	Khaled Mohammad Khalil Barahmeh	Member	Independent

12. A description of any interest in a class of voting shares held by persons who have notified the company of their holdings, together with any change to such interests during the last fiscal year:

There are no interests in a class of voting shares held by persons who have notified the company of their holdings or any change to such interests during the last fiscal year.

13. A description of any interests, contractual securities or rights issues of Board members and their relatives on shares or debt instruments of the company:

Name	At year's beginning		At year's end		Net change	Change percentage
	Number of shares	Debt instruments	Number of shares	Debt instruments		
Abdulla Mohammed Al-Zamil	21,000	0	21,000	0	0	0%
Bander Abdulrahman Al-Zamil	1,000	0	1,000	0	0	0%
Khalid Mohammed Al-Fuhaid	1,000	0	1,000	0	0	0%
Adel Saleh Al-Ghassab	1,000	0	0	0	-1,000	100%
Sattam Abdulaziz Al- Zamil	10	0	10	0	0	0%
Saud Ghassan Al-Sulaiman	30	0	30	0	0	0%
Khaled Mohammad Khalil Barahmeh	10	0	10	0	0	0%

14. A description of any interests, contractual securities or rights issues of senior executives and their relatives on shares or debt instruments of the company:

Name	At year's beginning		At year's end		Net change	Percentage change
	Number of shares	Debt instruments	Number of shares	Debt instruments		
Ahmed Zaatari	0	0	0	0	0	0%
* Abdulrahman Ahmed Alomair	86	0	66	0	20	0,767%
George Eapen	0	0	0	0	0	0%

* Mr. Abdulrahman Alomair was appointed as Board Secretary on 01/10/2025.

There are no interest, contractual securities, or subscription rights belonging to relatives of board members and senior executives in the company's shares or debt instruments.

15. Controlling interests of substantial shareholders who own 5% or more and percentage changes:

Name	At year's beginning		At year's end		Net change	Percentage change
	Number of shares	%	Number of shares	%		
Zamil Group Holding Company	11,999,989	19.99	11,999,989	19.99	0	0%
Zamil Group Investment Company Ltd.	3,241,528	5.40	3,241,528	5.40	0	0%

16. Names, former and current positions, qualifications and expertise of Board members, committee members and executives:

Members of the Board of Directors:

Name	Current position(s)	Previous position(s)	Qualifications	Experience
Abdulla Mohammed Abdullah Al Zamil	-Chairman of the Board, Advanced Building Industries Co. (Formerly Zamil Industrial)	-CEO, Zamil Industrial -COO, Zamil Industrial -Various positions in Zamil Air Conditioners including EVP	-Master's in Finance and Business Administration -Bachelor's in Industrial Engineering, University of Washington	Professional experience since 1987
Bander Abdulrahman Abdullah Al Zamil	-President, Zamil Real Estate Co. -VP, Zamil Group Holding Co.	-VP, Zamil Group Holding Co. -General Manager of Real Estate Investment and Development at Zamil Group Holding Co. -Project Engineer, Zamil Architectural Industries	-Bachelor's in Industrial Engineering, KSU, 2001	Professional experience since 2001
Sattam Abdulaziz Abdullah Al Zamil	-Chief Financial Officer (CFO), Zamil Group Holding Co.	-Financial Analyst, Zamil Group Holding Co. -EVP Financial Affairs, Zamil Group Holding Co.	-Bachelor's in Accounting, KFUPM, 1995	Professional experience since 1996
Khalid Mohammed Saleh Al Fuhaid	-Chairman of the Board of Directors, Manafea Arabia Holding Co.	-CEO, Midad Holding Co. -Technical and management positions in Aluminum Products Company (ALUPCO)	-Bachelor's in Mechanical Engineering	Professional experience since 1989

Adel Saleh Mohsen Al Ghassab	-Vice Chairman of National Company for Glass Industries -Zamil AC Chairman of the Board	-Chairman and member of the Board of Directors of Zamil Plastic Industries	-Bachelor's in Industrial Management, KFUPM, 1986	Professional experience since 1987
		-Managing Director of Zamil Plastic Industries		
Saud Ghassan Ahmed Al Sulaiman	-CEO, Al-Sulaiman Group	-Sales Manager, Tasnee	-Masters in Change from INSEAD in France, 2017	Professional experience since 2013
		-Sales and Marketing Manager, FIPCO		
Khaled Mohammad Khalil Barahmeh	-Senior Director, Baker Tilly Professional Services	-Sales and Marketing Manager, Al Sharq Plastic Industries	-Executive MBA from the University of Hull in the United Kingdom, 2008	Professional experience since 2007
		-Sales and Marketing Manager, Zamil Plastic Industries		
Khaled Mohammad Khalil Barahmeh	-Senior Director, Baker Tilly Professional Services	-Sales Manager, SABIC - Headquarters in Riyadh	-Bachelor's degree in Interior Design from the Design Institute of San Diego in the United States, 2003	Professional experience since 2007
		-Head of Internal Audit Department, Zamil Group Holding Company		
Khaled Mohammad Khalil Barahmeh	-Senior Director, Baker Tilly Professional Services	-Assistant Manager, Ernst & Young Professional Services	-Master's in Accounting, University of Essex, United Kingdom	Professional experience since 2007
		-SOCPA Fellowship Accounting, Saudi Organization for Chartered & Professional		

Executives:

Name	Current position(s)	Previous position(s)	Qualifications	Experience
Ahmed Zaatari	-CEO, Advanced Building Industries Co. (SENAAT)	- President of Zamil AC	- BS in Electrical Engineering – University at Buffalo, New York, USA	Professional experience since 1983
George Eapen (Acting)	-Chief Financial Officer (Acting), Advanced Building Industries Co. (SENAAT)	- Corporate Finance Manager, Zamil Industrial Investment Co. - Financial Analyst, Zamil Industrial - Cost Accountant, Zamil Steel	- Bachelor of Commerce degree from Mahatma Gandhi University, India - Member of the Institute of Cost Accountants of India and the Institute of Management Accountants in the United States	Professional experience since 1999
Abdulrahman Ahmed Alomair	-Director of Corporate Legal Affairs -Corporate Secretary of the Board and Committees	-Legal Counsel	-Bachelors of Linguistics and Translation, Imam Mohammad Bin Saud University, Al Ahsa, Saudi Arabia -Bachelors of Law, Saudi Electronic University, Dammam, Saudi Arabia -LLM Masters in International Business Law, King's College London, United Kingdom	Professional experience since 2019

17. Names of companies inside and outside the Kingdom of Saudi Arabia whose current or former Boards of Directors or management teams include members of the company's Board of Directors:

Name	Current companies	Location	Legal entity	Former companies	Location	Legal entity
Abdulla	- Gulf Insulation Group	- In KSA	- Unlisted	- Arabian Fiberglass Insulation Co.	- In KSA	-LLC
Mohammed	- Zamil Steel Holding Co.	- In KSA	- Holding	- Zamil Air Conditioning & Refrigeration Services (Bahrain)	- Abroad	- LLC
Abdullah Al-Zamil	- Rabiah & Nassar and Zamil Concrete Industries Co.	- In KSA	- LLC	- Zamil Steel Buildings (Egypt)	- Abroad	- LLC
	- Gulf International Bank – KSA	- In KSA	- LLC	- Zamil Structural Steel (Egypt)	- Abroad	- LLC
	- Gulf International Bank – Bahrain	- Abroad	- LLC	- Metallic Construction and Contracting Co.	- Abroad	- LLC
	- Gulf International Bank – UK	- Abroad	- LLC	- Zamil Steel Buildings Co. (China)	- Abroad	- LLC
	- Awqaf Sulaiman Al-Rajhi Holding Co.	- In KSA	- Holding	- Zamil Steel Buildings Co. (India)	- Abroad	- LLC
	- Saudi Telecom Company\ Bahrain	- Abroad	- Unlisted	- Zamil Steel Engineering India Private Ltd.	- Abroad	- LLC
	- Folk Maritime Services Co.	- In KSA	- Unlisted	- Zamil Construction India Private Ltd.	- Abroad	- LLC
	- Gulf International Bank Capital	- Abroad	- LLC	- Zamil Information Technology Global Pvt. Ltd. (India)	- Abroad	- LLC
				- Zamil Air Conditioners India Private Ltd.	- Abroad	- LLC
				- Zamil Steel Buildings Vietnam Co. Ltd.	- Abroad	- LLC
				- Energy Central Saudi Arabia	- In KSA	- LLC
				- Dammam Airport Co.	- In KSA	-Government
				- VIVA Bahrain	- Abroad	- Unlisted
				- GACA	- In KSA	-Government
				- Neom Industrial City	- In KSA	-Government
				- Health Cluster in Eastern Province	- In KSA	-Government
				- Eastern Province Council	- In KSA	-Government
				-Zamil Air Conditioners Holding Co.	- In KSA	- LLC
				- Middle East Air Conditioners Co.	- In KSA	- LLC
				- Saudi Rock Wool Factory	- In KSA	- LLC
				- Second Insulation Company	- In KSA	- LLC
				- Arabian Stonewool Insulation Co.	- In KSA	- LLC
				- Zamil Gulf LLC (UAE)	- In UAE	- LLC
				- Zamil Steel Holding Co. (Bahrain)	- In BAH.	- Holding
				- Saudi Global Ports	- In KSA	- Unlisted
Khalid	- Manafea Arabia Holding Co.	- In KSA	- LLC	- Midad Holdings	- In KSA	- LLC
Mohammed	- Manafea Industrial Co.	- In KSA	- LLC	- Manafea Al-Bahr Co.	- In KSA	- LLC
Saleh Al Fuhaid	- Life Lines Medical Company	- In KSA	- LLC	- Manafea Al Sharq Co.	- In KSA	- LLC
	- First United Medical Services Company	- In KSA	- LLC	- Aluminum Rolling Shutter Co.	- In KSA	- LLC
	- Smart Access Co. Ltd.	- In KSA	- LLC	- Manafea Gulf	- Abroad	- LLC
	- Access Experts Co. Ltd.	- In KSA	- LLC	- Manafea Medical Co.	- In KSA	- LLC
				- Manafea Al-Jazeera Co.	- In KSA	- LLC
Bander Abdulrahman	- Yamama Company for Red Bricks & Clay Products	- In KSA	- Unlisted	- National Company for Glass	- In KSA	-Listed
Abdullah Al Zamil	- Zamil Group Real Estate	- In KSA	- LLC	- Saudi Venture Capital Co.	- In KSA	-Unlisted
	- Mashareq Investment Co.	- In KSA	- LLC	- Qimam Al Sirat Company	- In KSA	- Unlisted
	- Akwaan Real Estate Co.	- In KSA	- Unlisted			
	- Kinan Real Estate	- In KSA	- Unlisted			
	- Unaizah Endowment Co. / Unaizah Investment Co.	- In KSA	- Unlisted			
	- Al Azm Development and Real Estate Investment Co.	- In KSA	- LLC			
	- Industrial Master Plan Fund	- In KSA	- Real Estate Fund			
	-Al Ahli Orobah Real Estate Fund	- In KSA	- Real Estate Fund			
	-Logistics and Transportation Solutions	- In KSA	- Unlisted			
	- Emirates Company for Industrial Cities (UAE)	- Abroad	- Unlisted			
	- Polaris Al Zamil Co. (Egypt)	- Abroad	- Unlisted			

Adel Saleh	- National Company for Glass	- In KSA	- Listed	- Methanol Chemicals	- In KSA	- Listed
Mohsen Al Ghassab	- Zamil AC Company	- In KSA	- LLC			
	- Zamil Chemical and Plastic Industries	- In KSA	- LLC			
	- Zamil Plastic Industries	- In KSA	- LLC			
	- Saudi German Co.	- In KSA	- LLC			
	- Advanced Flexible Packaging Co	- In KSA	- LLC			
	- Al-Tawfiq Co. For Plastic & Woven Sacks Co.	- In KSA	- LLC			
	- Gulf Stabilizers Industries	- In KSA	- LLC			
	- Saudi Guardian Glass Co.	- In KSA	- LLC			
	- Intro Sustainable Resources Co.	- out KSA	- LLC			
	- Guardian float Glass -Ras Al-Khaimah Co.	- out KSA	- LLC			
	- Creative Recycling work Co.	- In KSA	- LLC			
	- Zamil Food Industries Co.	- In KSA	- LLC			
	- Zamil Industrial Coating Co.	- In KSA	- LLC			
Sattam Abdulaziz	- Electrical Industries Co.	- In KSA	- Listed	- Zamil Group Holding Co.	- In KSA	- Unlisted
Abdullah Al Zamil	- United Carton Industries Co.	- In KSA	- Listed	- Saudi German Company for Nonwoven Products	- In KSA	- LLC
				- Advanced Flexible Packaging Co.	- In KSA	- LLC
				- Zamil Offshore Services Co.	- In KSA	- Unlisted
				- Zamil Group Investment Company Ltd.	- In KSA	- LLC
Saud Ghassan Ahmed Al Sulaiman	- IKEA Global Strategic Sustainability Council	- Abroad	- LLC	- IKEA KSA & Bahrain	- In KSA	- LLC
				- Circle K company	- In KSA	- LLC
	- IKEA Global Strategic Business Council.	- Abroad	- LLC	- Taajeer Financing Company	- In KSA	- CJCS
	- The logistics Academy, Ministry of transport.	- In KSA	- Government	- FLOW Progressive Logistics.	- In KSA	- LLC
	- National Trade Committee, Council of Saudi Chambers.	- In KSA	- Government	- Channels by STC	- In KSA	- LLC
	- Board Member of Athath Cooperative Society,	- In KSA	- Charity	- L'azurde Jewelry	- In KSA	-listed
	- Mustadam, Non-profit circular economy company.	- In KSA	- LLC	- Livspace Interior Design Co.	- In KSA	- LLC
	- Saudi Swedish Business Council, Council of Saudi Chambers.	- In KSA	- Government	- Salasa Holding Co.	- In KSA	- LLC
	- Saudi Angel Investors	- In KSA	- LLC			
Khaled	- United Carton Industries Co.	- In KSA	- Listed	- Zamil Group Holding Co.	- In KSA	- Unlisted
Mohammad	- Omar Kassem Alesayi & Co	- In KSA	- Unlisted	- Ernst & Young Professional Services,	- In KSA	- LLC
Khalil Barahmeh	- Alesayi Trading Establishment Co.	- In KSA	- LLC	a professional		
	- Omar Kassem Alesayi Marketing Co.	- In KSA	- LLC			
	- Baker Tilly Professional Services	- In KSA	- LLC			

18. Board Meeting Attendance Record:

In 2025, the Board of Directors convened (5) times. Members of the Board of Directors are paid sitting fees for each meeting they attend. Following is an attendance sheet.

Name	9 th Term	10 th Term				Total
	No. (18/9) on 24/03	No. (1/10) on 04\05	No. (2/10) on 22\06	No. (3/10) on 28/09	No. (4/10) on 15/12	
Abdulla Mohammed Abdullah Al Zamil	✓	✓	✓	✓	✓	5
Khalid Mohammed Saleh Al Fuhaid	✓	✓	✓	✓	✓	5
Adel Saleh Mohsen Al Ghassab	✓	✓	✓	✓	✓	5
Bander Abdulrahman Abdullah Al Zamil	✓	✓	✓	✓	✓	5
Sattam Abdulaziz Abdullah Al Zamil	✓	✓	✓	✓	✓	5
Saud Ghassan Ahmed Al Sulaiman	✓	✓	✓	✓	✓	5
Khaled Mohammad Khalil Barahmeh	✓	✓	✓	✓	✓	5

19. Procedure taken by the Board of Directors to inform its members of the shareholders' suggestions and remarks on the company and its performance:

The company's bylaws grant shareholders the right to attend General Assembly meetings to learn about the company's overall situation, activities and performance during the ended fiscal year. They also have the right to engage in deliberation and discussions conducted during meetings, and the Board of Directors shall answer questions raised by shareholders to the extent that doing so does not jeopardize the company's interests. The regulations protect the right to inquire and request information.

The Secretary of the Board and the Investor Relations Department, in turn, shall serve as a communication channel between shareholders, the Chairman of the Board of Directors and the company's Chief Executive Officer. It shall also present the Board of Directors with material views, suggestions and comments, if any, at the Board's first meeting following the General Assembly.

20. Committees of the Board of Directors:

The Board of Directors has two substantive committees: the Audit Committee and the Nomination and Remuneration Committee. The committees are comprised of members of the Board of Directors, in accordance with the directives and regulations in place in connection with this matter. The following is a brief description of each committee:

First: Audit Committee:

The Audit Committee comprises (3) members. It was formed by a resolution of the Board of Directors on 04/05/2025.

#	Name	Position	Classification
1	Khalid Mohammad Saleh Al Fuhaid	Chairman	Independent
2	Sattam Abdulaziz Abdullah Al Zamil	Member	Non-executive
3	Khaled Mohammad Khalil Barahmeh	Member	Independent

It works in compliance with the duties and procedures provided in the Companies' Law and Corporate Governance issued by Capital Market Authority (CMA) and the Audit Committee Charter approved by the General Assembly on May 23, 2024. The Audit Committee is competent in monitoring the company's activities and ensuring the integrity and effectiveness of the reports, financial statements and internal control systems. The duties of the Audit Committee specifically include the following:

a. Financial Reports:

- Analyze interim and annual financial statements prior to presenting them to the Board and provide opinion and recommendations thereon to ensure their integrity, fairness, and transparency.
- Provide technical opinion, at the Board's request, regarding whether the Board's report and the financial statements are fair, balanced, understandable, and contain information that allows shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
- Analyze any important or non-familiar issues contained in the financial reports.
- Accurately investigate any issues raised by the Chief Financial Officer – or any person assuming his/her duties – or the compliance officer or External Auditor.
- Examine the accounting estimates in respect of significant matters contained in the financial reports.
- Examine the adopted accounting policies and provide its opinion and recommendations to the Board thereon.

b. Internal Audit:

- Examine and review the Company's internal and financial control systems and risk management system.
- Analyze internal audit reports, as well as the implementation of the corrective measures outlined in such reports.
- Monitor and oversee the performance and activities of the Internal Auditor and Internal Audit department to ensure the availability of the necessary resources and their effectiveness in performing the assigned activities and duties.
- Recommend to the Board the appointment of the internal audit department head, or the internal auditor and propose his/her remuneration.

c. External Auditor:

1. Recommend to the Board the nomination of external auditors, their dismissal, their remuneration, and assess their performance after verifying their independence, review their scope of work, and contractual terms.
2. Verify the auditor's independence, objectivity, fairness, and effectiveness of the audit activities, considering the relevant rules and standards.
3. Review the plan and activities of the Company's external auditor, and ensure that they do not provide any technical, administrative, or consulting work that is beyond their scope, and provide opinion thereon.
4. Respond to the Company's External Auditor's inquiries.
5. Review the External Auditor's reports and comments on the financial statements and follow up on actions taken.

d. Ensuring Compliance:

1. Review the findings of the reports of supervisory authorities and ensure that the Company has taken the necessary actions in connection therewith.
2. Ensure that the Company complies with relevant laws, regulations, policies, and instructions.
3. Review contracts and proposed Related Party Transactions and offer recommendations to the Board.
4. Report to the Board on any issues that are deemed to require action and provide recommendations about the actions that should be taken.

e. Arrangement of Submitting Observations:

The Committee shall review the arrangements that allow the company's employees to confidentially submit their observations regarding any abuse of financial statements or other reports. The Committee shall ensure that these arrangements are applied through an independent investigation in proportion to the size of fault or abuse. It shall also adopt appropriate follow-up action.

In 2025, the committee convened (8) times, attendance sheet is shown below:

Name	9 th Term			10 th Term					Total
	No. (17/9) on 20/01	No. (18/9) on 26/03	No. (19/9) on 20/04	No. (1/10) on 12/05	No. (2/10) on 08/07	No. (3/10) on 04/08	No. (4/10) on 16/11	No. (5/10) on 10/12	
Khalid Mohammed Saleh Al Fuhaid	✓	✓	✓	✓	✓	✓	✓	✓	8
Sattam Abdulaziz Abdullah Al Zamil	✓	✓	✓	✓	✓	✓	✓	✓	8
Khaled Mohammad Khalil Barahmeh	✓	✓	✓	✓	✓	✓	✓	✓	8

Second: Nomination and Remuneration Committee:

The Nomination and Remuneration Committee comprises (3) members. It was formed by a resolution of the Board of Directors on 04/05/2025.

#	Name	Position	Classification
1	Saud Ghassan Al-Sulaiman	Chairman	Independent
2	Adel Saleh Al-Ghassab	Member	Non-executive
3	Bander Abdulrahman Al-Zamil	Member	Non-executive

It works in compliance with the duties and procedures provided in the Capital Market Authority (CMA) Corporate Governance and the Nomination and Remuneration Charter approved by the General Assembly on May 23, 2024, including:

a. Duties on Remunerations:

1. Prepare a clear policy for the remunerations of the Board and Committees' members and Executive Management; and present such policy to the Board in preparation for approval by the General Assembly, provided that such policy follows standards that are linked to performance; and disclosing and ensuring the implementation of such policy.
2. Clarify the relation between the paid remuneration and the adopted remuneration policy and highlight any material deviation from that policy.
3. Periodic reviews the remuneration policy and assesses its effectiveness in achieving its objectives.
4. Recommend to the Board the remuneration of the Board and Committees' members and Senior Executives in accordance with the approved policy.

b. Responsibilities on Nominations:

1. Propose clear policies and standards for Board membership and Executive Management.
2. Recommend to the Board the nomination or re-nomination of its members in accordance with approved policies and standards, considering the nomination shall not include any person convicted of a crime involving moral turpitude or dishonesty.
3. Prepare a description of the capabilities and qualifications required for Board membership and Executive Management positions.
4. Determine the amount of time a member shall allocate to the activities of the Board.
5. Annual review of the skills or experience required for the Board members and Executive Management.
6. Review the structure of the Board and Executive Management and recommend changes.
7. Annually ensure the independence of the Independent Directors and the absence of conflicts of interest if a member is on the board of another company.
8. Develop job descriptions for the Executive, Non-Executive, and independent members, and senior executives.
9. Set necessary procedures if the position of Board member or senior executive becomes vacant.
10. Identify the strengths and weaknesses of the Board and recommend solutions that serve the Company's interests.

The committee convened in 2025 (8) times, attendance sheet is shown below:

Name	9 th Term		10 th Term						Total
	No. (15/9) on 20/01	No. (1/10) on 06\05	No. (2/10) on 14\07	No. (3/10) on 14\10	No. (4/10) on 18\11	No. (5/10) on 01\12	No. (6/10) on 09\12	No. (7/10) on 11\12	
Saud Ghassan Al-Sulaiman	✓	✓	✓	✓	✓	✓	✓	✓	8
Bander Abdulrahman Al-Zamil	✓	✓	✓	✓	✗	✓	✓	✓	7
Adel Saleh Al-Ghassab	✓	✓	✓	✓	✓	✓	✓	✓	8

21. The means used by the Board of Directors to assess its performance and the performance of its committees and members, the external body which conducted the assessment and its relation to the company, if any:

The Nominations and Remuneration Committee periodically reviews various aspects and strengths of the Board of Directors through structured reports and assessments. Based on these reviews, the Committee submits the necessary recommendations to address identified matters effectively and in the best interests of the Company.

In 2025, the Company implemented a formal Board evaluation conducted by an independent external party, in line with recognized corporate governance practices and standards. This initiative aims to enhance the effectiveness and dynamics of the Board, improve the performance of its committees, and ensure compliance with applicable regulations.

22. Remunerations and compensations for members of the Board of Directors, committee members and senior executives:

The following tables detail all remuneration and compensation paid to members of the Board of Directors, committee members and senior executives during the fiscal year 2025. Remuneration and compensation are subject to the remuneration policy approved by the General Assembly. The Board recognizes that there is no significant deviation from this policy:

Members of the Board of Directors:

Member	Fixed remuneration							Variable remuneration								(SAR'000)	
	Specific amount	Allowance for attending Board meetings	Allowance for attending committee meetings	In-kind benefits	Remunerations for technical and consultative work	Remunerations of the chairman, managing director or Secretary, if a member	Total	Percentage of the profits	Periodic Remuneration	Short-term incentive plans	Long-term incentive plans	Granted shares	Total	End of Service Benefit	Grand total	Expenses allowance	
1st : Independent Directors																	
Khalid Mohammed Al Fuhaid	200	15	24	0	0	0	239	0	0	0	0	0	0	0	239	0	
Saud Ghassan Al Sulaiman	200	15	24	0	0	0	239	0	0	0	0	0	0	0	239	0	
Khaled Mohammad Barahmeh	200	15	24	0	0	0	239	0	0	0	0	0	0	0	239	0	
Total	600	45	72	0	0	0	717	0	0	0	0	0	0	0	717	0	
2nd : Non-Executive Directors																	
Abdulla Mohammed Al Zamil	500	15	0	0	0	0	515	0	0	0	0	0	0	0	515	0	
Bander Abdulrahman Al Zamil	200	15	21	0	0	0	236	0	0	0	0	0	0	0	236	0	
Sattam Abdulaziz Al Zamil	200	15	24	0	0	0	239	0	0	0	0	0	0	0	239	0	
Adel Saleh Al Ghassab	200	15	24	0	0	0	239	0	0	0	0	0	0	0	239	0	
Total	1100	60	69	0	0	0	1229	0	0	0	0	0	0	0	1229	0	
3rd : Executive Directors																	
-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Committees Members:

Members	Fixed remuneration	Attendance allowance	Total
AC Members			
Khalid Mohammed Al Fuhaid	0	24	24
Sattam Abdulaziz Al Zamil	0	24	24
Khaled Mohammad Barahmeh	0	24	24

RNC Members			
Adel Saleh Al Ghassab	0	24	24
Bander Abdulrahman Al Zamil	0	21	21
Saud Ghassan Al Sulaiman	0	24	24

Senior Executives:

	Fixed remuneration				Variable remuneration								(SAR 000)	
	Salaries	Allowances	In-kind benefits	Total	Periodic remuneration	Profits	Short-term incentive plans	Long-term incentive plans	Granted shares	Total	End of Service Benefit	Total remunerations for Board executives, if any	Grand total	
Five senior executives who received the highest remunerations, including the CEO and the CFO	4,030	1,927	0	5,957	0	0	1,754	0	0	1,754	531	0	8,242	

Note: The company compiled and disclosed the total remuneration of its senior executives in accordance with the statutory requirements contained in subparagraph (b) of paragraph (4) of Article (90) of the Corporate Governance Regulations.

It is worth noting that the remuneration of the Chairman and members of the Board of Directors, Committees, and the Secretary will be paid for the fiscal year ending on December 31, 2025 according to what was stipulated in the Remuneration Policy for Board, Committees, and Executive Management.

23. Remuneration policy:

In compliance with Article (90) of the Corporate Governance Regulations, the General Assembly, in its meeting on May 23, 2024, approved the "Remuneration Policy for Board, Committees, and Executive Management" The major standards and mechanisms that apply for remunerations of members of the Board of Directors, its committees and the Executive Management and Board Secretary are as follows:

General remuneration standards:

1. Remuneration and compensation shall be in line with the company's strategy and objectives.
2. Remuneration shall be proportionate to the company's activities and the required skills for its management.
3. The Policy shall be prepared in coordination with the Committee with respect to new appointments.
4. The Policy shall take into consideration the sector in which the company operates, its size, and the experience of its Board members and executive management.
5. Benchmarking shall be used to take into consideration the remuneration practices of other companies in addition to what is prevalent in the labor market. While ensuring that this does not result in any unjustified increase in bonuses or compensation.
6. Remuneration shall be based on job level, duties, and responsibilities; educational qualifications; practical experience; skills; and performance level.
7. Remunerations are intended to encourage Board members and executive management contribute to the company's success and its long-term development, such as linking the variable part of the remuneration to long-term performance.
8. The remuneration shall be suspended if it has been determined that such remuneration was based on inaccurate information provided by a member of the Board, its committees, or the executive management in order to prevent the use of one's position in the company to derive undeserved benefits.

9. Regulating the allocation of shares in the company to Board Members and Executive Management, whether it is a new issuance or shares purchased by the company.
10. Members of the Board may not vote on the directors' remuneration at the annual shareholders' General Assembly meeting if the remuneration was added as an agenda item.
11. A member of the Board may receive remuneration for his membership in the Audit Committee or for any other additional executive, technical, administrative, or advisory work or positions (professionally licensed) assigned to him by the company in addition to the remuneration that may be acquired as a member of the Board and any committees formed by the Board, in accordance with the Companies Laws and the Company Bylaws.
12. The remunerations of different Board members may vary depending on the Board members' experience, expertise, duties he undertakes, and the independence and number of Board meetings he attended, in addition to other considerations.
13. The remuneration of independent Board members shall not be a percentage of the profits that are realized by the company, nor shall it be based directly or indirectly on the company's profitability.
14. If the General Assembly decides to terminate the membership of any Board member who fails to attend (3) three consecutive Board meetings without a legitimate excuse, then such Board member shall not be entitled to any remuneration since the last attended Board meeting, and he shall pay back any remuneration he received for that period

Board Members' Remuneration:

1. Chairman and Board members' remuneration may consist of a specified amount, an attendance fee, expense fees, other in-kind benefits, a certain percentage of the net profits, or a combination of two or more of those benefits.
 - a. The Chairman is entitled to an annual remuneration amount of (500,000) five hundred thousand riyals.
 - b. A Board member is entitled to an annual remuneration amount of (200,000) two hundred thousand riyals.
 - c. A Committee member who is appointed from outside the Board is entitled to an annual remuneration amount of (100,000) one hundred thousand riyals.
 - d. The Secretary is entitled to an annual remuneration with a total amount of (100,000) one hundred thousand riyals.
2. The Board can from time to time based on the Committee recommendation review the annual remuneration and all financial or in-kind benefits for the Board and committees' members, and executive management based on changes in laws and regulations as well as the Board and committees' members.
3. The Board shall determine the Managing Director's compensation – if appointed – based on the Committee recommendation for the assigned tasks, in addition to the remuneration as a member of the Board. In all cases the total amount shall not exceed (1,000,000) one million riyals per year.
4. The Board Report to the General Assembly must include a disclosure of all the remuneration, allowances, expenses, and other benefits that the Chairman, Board, and committees' members received during the fiscal year. It shall also include the amounts received by the members in their capacity as employees or executives, or in consideration of such technical, administrative, or advisory services (if any). The report shall also include a statement of the number of the Board meetings held and the number of meetings attended by each member beginning from the date of the last meeting of the General Assembly.

The Committees' Members Remuneration:

1. The committee's remuneration for its committees. The annual remuneration shall consist of a lump sum amount and sitting fees for attending meetings.
2. The remuneration for membership of the Board committees shall be approved in accordance with what is stipulated in Article (Fourth), and when forming the committees, the number of memberships that a member of the Board of Directors can hold shall be taken into account, so that it does not exceed the total remuneration that the member receives for his membership in the Board and the committees stipulated in Paragraph (1-B) Article (Fourth) of this policy.

Executive Management's Remuneration:

1. The Board shall, on the Committee recommendation, determine the types of remuneration awarded to senior executives of the company – for example: fixed bonuses, performance-related bonuses, and incentive bonuses – without conflict with the executive regulations issued to joint stock companies.

2. Senior executives' remuneration must be consistent with the company's strategic objectives, its business activity, and the skills required to manage it, considering the sector in which the company operates and its size.
3. The Committee shall review the incentive scheme for the executive management on a regular basis and submit its recommendations to the Board for approval.
4. Remuneration aims to provide the competitive advantage needed to attract and retain highly qualified and experienced staff and to maintain the high level of skills needed by the company.

General provisions:

1. The remuneration of the Chairman, Board and committees' members, Managing Director if appointed, and Secretary are paid immediately after publishing the yearend financial statements on Tadawul website.
2. Sitting fees are paid after each session, quarterly, or with annual bonuses, according to what the Committee deems appropriate or according to the member's request.
3. Sitting fees and other expenses are disbursed only once one or more meetings are held on the same day.
4. Executive management remuneration is paid annually upon Board approval pursuant to the Committee recommendation.

24. The company's policy on profit distribution:

The decision to distribute any cash profits shall be made based on the assessment and recommendation of the Board of Directors, and all existing factors shall be taken into consideration, including but not limited to the company's financial position, cash inflow, future investments, and the performance of the company's sectors. The company has been distributing annual profits to shareholders since it was established, but past distributions do not necessarily guarantee future distributions.

The Company has not distributed any dividends for the year 2025. Noting that the entitlement to profits is in accordance with Article (38) of the company's bylaws is as follows:

The shareholder is entitled to his share in the profits in accordance with the General Assembly's decision issued in this regard. The decision shall indicate the due date and the date of distribution. Eligibility for dividends is for the shareholders registered in the shareholders' registers at the end of the day specified for entitlement. The Board of Directors must implement the General Assembly's decision regarding the distribution of profits to shareholders.

25. Related Party Transaction:

A statement of the business and contracts in which the members of the Board of Directors have a direct or indirect personal interest, including the transactions that took place with the shareholders of the company and were represented by the member of the Board of Directors on the board or with the companies owned by the members of the Board of Directors during the year ending on 31 December 2025.

As part of the continuous activities of the subsidiaries of Advanced Building Industries Company (SENAAT), there are business transactions and contracts between them and Zamil Group Holding Company in 2025, which is represented by Mr. Sattam A. Al Zamil, CFO of Zamil Group Holding Company. Board member Mr. Saud Ghassan Al-Sulaiman also has a business transaction with Tawseel Trading Company Limited (Flow), as shown in the table below.

1. The following is a list of the transactions relating to sales, purchases, and other transactions that the company undertook during the year that ended on 31 December 2025:

Sale of goods and services made by the company to the following companies:

Company Name	Business Relation	Amount
Zamil Group Holding Company	Affiliated with a shareholder	4,199,000

Purchase of the company's goods and services from the following companies:

Company Name	Business Relation	Amount
Zamil Group Holding Company	Affiliated with a shareholder	20,729,000
United Carton Industries Co.	Affiliated with a shareholder	2,761,000
Tawseel Trading Company Ltd. (Flow)	Affiliated with a director	740,865

2. We assure the respected shareholders that the transactions described in this notification have been reviewed and approved by the CFO, the CEO, and the Board of Directors of the company.
3. We assure the respected shareholders that all transactions described in this notification have been recorded in the company's consolidated financial statements for the year ended 31 December 2025. Only material information has been disclosed in these consolidated financial statements, specifically in Note No. (36), based on the accepted accounting standards issued by the Saudi Organization for Chartered and Professional Accountants in the Kingdom of Saudi Arabia.
4. We assure the respected shareholders of the accuracy of the calculations for the transactions described in this notification.

26. Company's Shares in its Subsidiaries:

The following table details the company's shares in its subsidiaries:

Subsidiary	Capital	Ownership Percentage	Activity	Country of Operation	Country of Incorporation
Zamil Steel Holding Company Limited	SAR 250 million	100%	Holdings	KSA	KSA
Zamil Air Conditioners Holding Company Limited	SAR 310 million	100%	Holdings	KSA	KSA
ZODCON Holding Company Limited	SAR 1 million	100%	Holdings	KSA	KSA
Advanced Building Solutions for Project Co.	SAR 1 million	100%	Buildings Constructon	KSA	KSA
Gulf Insulation Group (CJSC)	SAR 160 million	51%	Holdings	KSA	KSA
Middle East Air Conditioners Company Limited	SAR 13.2 million	100%	Air conditioners	KSA	KSA
Arabian Stonewool Insulation Co.	SAR 10 million	100%	Stonewool insulation	KSA	KSA
Second Insulation Co. Ltd.	SAR 50,000	100%	Insulation materials marketing	KSA	KSA
Saudi Central Energy Co. Ltd.	SAR 1 million	100%	District cooling project management	KSA	KSA
Saudi Preinsulated Pipes Industries	SAR 7.2 million	51%	Pre-insulated pipes	KSA	KSA
Zamil Higher Institute for Industrial Training	SAR 8.14 million	100%	Industrial training	KSA	KSA
Zamil Steel Buildings Co.	EGP 200 million	100%	Steel buildings	Egypt	Egypt
Zamil Industrial Investment Co. (LLC)	AED 5 million	100%	Holdings	UAE	UAE
Zamil Information Technology Global Pvt. Ltd.	INR 23.5 million	100%	Information technology	India	India
Zamil Air Conditioners India Pvt. Ltd.	INR 3363.73 million	100%	Air conditioners	India	India
Subsidiaries of Zamil Steel Holding Company Limited					
Zamil Steel Pre-Engineered Buildings Company Limited	SAR 50 million	100%	Steel buildings	KSA	KSA
Zamil Structural Steel Co. Ltd.	SAR 75 million	100%	Structural steel	KSA	KSA
Zamil Process Equipment Co. Ltd.	SAR 55 million	100%	Process equipment	KSA	KSA
Zamil Inspection and Maintenance of Industrial Projects Co. Ltd.	SAR 2 million	100%	Inspection and maintenance	KSA	KSA
Zamil Towers and Galvanizing Co. Ltd.	SAR 10 million	100%	Transmission and telecommunications towers	KSA	KSA
Zamil Structural Steel Co. Ltd.	USD 10 million	100%	Structural steel	Egypt	Egypt

Metallic Construction and Contracting Co. Ltd.	EGP 250,000	100%	Steel buildings	Egypt	Egypt
Zamil Steel Buildings (Shanghai) Co. Ltd.	RMB 12.5 million	100%	Steel buildings	China	China
Zamil Steel Holding Singapore PTE. Ltd.	SGD 1	100%	Holdings	Singapore	Singapore
Zamil Steel Buildings Vietnam Co. Ltd.	USD 13.2 million	100%	Steel buildings	Vietnam	Vietnam
Zamil Steel Buildings Malaysia SDN.BHD	MYR 500,000	100%	Steel buildings	Malaysia	Malaysia
Zamil Steel Buildings India Pvt. Ltd.	INR 1,107.7 million	100%	Steel buildings	India	India
Zamil Steel Engineering India Pvt. Ltd.	INR 51.2 million	100%	Engineering office	India	India
Zamil Construction India Pvt. Ltd.	INR 51.2 million	100%	Steel industry project management	India	India
Zamil Steel Holdings Company Limited - Bahrain	-	100%	Branch Office	Bahrain	Bahrain
ZAMGETS Engineering and Management Services	EGP 250,000	100%	Engineering office	Egypt	Egypt
Subsidiaries of Zamil Air Conditioners Holding Company Limited					
Zamil Air Conditioners and Home Appliances Co. Ltd.	SAR 173 million	100%	Air conditioners	KSA	KSA
Zamil Central Air Conditioners Co. Ltd.	SAR 101 million	100%	Air conditioners	KSA	KSA
Zamil Air Conditioning and Refrigeration Services Co. Ltd.	SAR 35.7 million	100%	Maintenance and services	KSA	KSA
Ikhtebare Co. Ltd.	SAR 500,000	100%	HVAC Testing	KSA	KSA
Eastern District Cooling Co. Ltd.	SAR 1 million	100%	District cooling systems	KSA	KSA
Zamil Energy Services Co. Ltd.	SAR 10 million	100%	Technical engineering services	KSA	KSA
Zamil Air Conditioning and Refrigeration Services Co. W.L.L.	BHD 270,000	100%	Maintenance and services	Bahrain	Bahrain
Professionals for Engineering and Design Co	EGP 2 million	100%	Engineering office	Egypt	Egypt
Subsidiaries of Gulf Insulation Group					
Saudi Rock Wool Factory Co.	SAR 40 million	100%	Insulation materials	KSA	KSA
Arabian Fiberglass Insulation Co.	SAR 25 million	100%	Fiberglass materials	KSA	KSA
Building Component Solutions Co.	SAR 25 million	100%	Insulation materials	KSA	KSA
Arabian Gulf Insulation Trading LLC	AED 100,000	100%	Insulation materials	UAE	UAE

27. The Company's Investments:

Investments in associates are as follows:

- A 50% share in Rabiah & Nassar and Zamil Concrete Industries Co. Ltd., whose main headquarters is located in Riyadh and is engaged in the production of precast concrete products.
- SENAAT owns 51% of Gulf Insulation Group (GIG) which in turn owns 40% of Perma Pipe Gulf Arabia Company Limited (PPGA). SENAAT effectively owns 20.4% of PPGA, whose main headquarters is located in Dammam. It engages in the manufacturing and sale of sound and heat insulation materials such as preinsulated pipes.

Available for sale investments are as follows:

- A 2.11% share in Kinan International for Real Estate Development Company (Closed Joint Stock Company). Its principal activity is investment in real estate.

28. Results of the annual review of the effectiveness of the company's internal control procedures and the opinion of the Audit Committee with respect to the adequacy of the company's internal control system:

The Audit Committee has reviewed the effectiveness of the Company's internal control system for the year ended 31 December 2025. This review was based on the reports submitted by the Corporate Internal Audit Department, discussions with executive management, and the results of the external auditor's work.

The Corporate Internal Audit Department operates independently and performs its activities in accordance with the audit plan approved by the Audit Committee. It undertakes periodic, risk-based assessments of internal control systems across the Company and its subsidiaries, both within and outside the Kingdom of Saudi Arabia, and follows up on the implementation of corrective actions in coordination with executive management and other relevant assurance functions.

The Company's internal control system encompasses financial, operational, and compliance controls, and is designed to provide reasonable assurance regarding the achievement of its objectives, including the reliability of financial reporting, compliance with applicable laws and regulations, and the effectiveness and efficiency of operations.

Based on the information made available to the Audit Committee, including the results of internal audit work and other assurance activities, nothing has come to the Committee's attention that would indicate the existence of material deficiencies in the Company's internal control system that have not been appropriately addressed.

The observations identified during the year were within the normal course of business and were addressed, or are being addressed, by management through appropriate corrective actions. The Audit Committee actively monitored the implementation of audit recommendations, including overdue observations, and ensured appropriate follow-up and escalation where necessary.

External Auditor Independence and Financial Reporting Oversight

The Audit Committee reviewed and confirmed the independence of the external auditor for the year 2025, including an assessment of any relationships or services that may impact their objectivity, in accordance with applicable regulatory requirements.

The Committee discussed with the external auditor and executive management the Company's financial performance and the integrity of its financial reporting, including the annual and quarterly financial statements and the related disclosures, prior to their submission to the Board of Directors.

The Audit Committee met with the external auditor, including sessions held without the presence of executive management, to discuss matters related to the audit process, key audit findings, and internal control considerations.

Audit Committee Meetings and Governance Compliance

During the year 2025, the Audit Committee held five (5) meetings and carried out its duties and responsibilities in accordance with applicable laws and regulations, including the Companies Law, the Corporate Governance Regulations, the Company's Bylaws, and the Audit Committee Charter.

Conclusion

Based on the information made available to the Audit Committee, including the results of internal audit work and other assurance activities, and within the scope of the work performed, the Committee did not identify any material deficiencies in the Company's internal control system for which remediation has not been completed or is not in progress, including those subject to ongoing management action as of the date of this report.

The Audit Committee will continue to oversee management's efforts to further strengthen the internal control environment and support continuous improvement in line with the Company's growth, evolving risk profile, and regulatory requirements.

29. The Audit Committee's recommendation regarding the need to appoint an internal auditor for the company in the absence of an internal auditor:

No recommendations by the Audit Committee were disregarded by the Board of Directors.

30. Any punishment, penalty, precautionary procedure or preventive measure imposed on the company by the Capital Market Authority or any other supervisory, regulatory or judicial authority, and the reasons for non-compliance, the imposing authority and the measures undertaken to remedy and avoid such non-compliance in the future:

The Board of Directors declares that no punishment, penalty, precautionary procedure or preventive measure has been imposed on the company by the Capital Market Authority or any other supervisory, regulatory or judicial authority.

31. Company announcements and disclosures in 2025:

During 2025, the company posted announcements and disclosures of material events on the Saudi Exchange website (Tadawul). They included the following.

#	Announcement Date	Announcement Title
1	02/02/2025	The Board of Zamil Industrial Investment Company invites its shareholders to attend the Ordinary General Assembly Meeting (First Meeting) by means of modern technology
2	25/02/2025	Zamil Industrial Investment Co. Announces the Results of the Ordinary General Assembly Meeting (First Meeting)
3	26/03/2025	Zamil Industrial Investment Co. announces its Annual Financial results for the period ending on 2024-12-31
4	04/05/2025	Zamil Industrial Investment Company Announces the Appointment of the Chairman, Vice Chairman, and formation of the Committees and appointment of the Company's representatives
5	04/05/2025	Zamil Industrial Investment Company Announces Appointment of the Audit Committee Members
6	06/05/2025	Zamil Industrial Investment Co. Board invites its shareholders to attend the Ordinary General Assembly Meeting the (First Meeting)
7	06/05/2025	Addendum Announcement from Zamil Industrial Investment Co. Regarding the Invitation to Attend the Ordinary General Assembly Meeting (First Meeting)
8	15/05/2025	Zamil Industrial Investment Co. announces its Interim Financial results for the Period Ending on 2025-03-31 (Three Months)
9	01/06/2025	Zamil Industrial Investment Company Announces the Results of the Ordinary General Assembly Meeting (First Meeting)
10	10/08/2025	Zamil Industrial Investment Co. announces its Interim Financial results for the Period Ending on 2025-06-30 (Six Months)
11	31/08/2025	The Board of Zamil Industrial Investment Company invites its shareholders to attend the Extraordinary General Assembly Meeting (First Meeting)
12	02/09/2025	Correction Announcement from Zamil Industrial Investment Company Regarding the Interim Financial Results for the Period Ending on 30-06-2025 (Six Months)
13	22/09/2025	Zamil Industrial Investment Co. Announces the Results of the Extraordinary General Assembly Meeting (Second Meeting)
14	05/10/2025	Zamil Industrial Investment Company Announces the Completion of the Formalities to Change the Company Name to Advanced Building Industries Co. "SENAAT"
15	09/11/2025	Advanced Building Industries Co. announces its Interim Financial results for the Period Ending on 2025-09-30 (Nine Months)
16	24/11/2025	Advanced Building Industries Company "SENAAT" Announces a case against a subsidiary of the company
17	25/11/2025	Correction announcement from Advanced Building Industries Company "SENAAT" Announces a case against a subsidiary of the company
18	21/12/2025	Advanced Building Industries Company "Senaat" announces that one of its subsidiaries, Zamil Structural Steel Co. (Egypt), has been awarded a project with Elegancia Steel Company (Qatar) for the design, manufacture, and supply of steel structures and cladding works with insulating panels, for the benefit of Baladna in Republic of Algeria.

32. Numbers of the company's requests of shareholder records and the dates and reasons thereof:

In 2025, the company's Investor Relations Department requested shareholder records (15) times using the "Tadawulaty" service, in the following manner and for the following reasons:

Req.	Date of request	Date of ownership	Reason
1	10/02/2025	03/02/2025	Preparation of annual analysis report
2	24/02/2025	24/02/2025	Attendance record of the General Assembly meeting
3	06/03/2025	03/03/2025	Preparation of monthly analysis report
4	07/04/2025	06/04/2025	Preparation of monthly analysis report
5	14/04/2025	14/04/2025	Preparation of monthly analysis report
6	04/05/2025	04/05/2025	Preparation of monthly analysis report
7	28/05/2025	29/05/2025	Attendance record of the General Assembly meeting
8	28/05/2025	02/06/2025	Preparation of monthly analysis report
9	29/06/2025	02/07/2025	Preparation of monthly analysis report
10	02/08/2025	04/08/2025	Preparation of monthly analysis report
11	31/08/2025	02/09/2025	Preparation of monthly analysis report
12	14/09/2025	21/09/2025	Attendance record of the General Assembly meeting
13	30/09/2025	02/10/2025	Preparation of monthly analysis report
14	28/10/2025	03/11/2025	Preparation of monthly analysis report
15	30/11/2025	02/12/2025	Preparation of monthly analysis report

33. A list of the dates of the General Assembly meetings held during the last fiscal year and the names of members of the Board of Directors who attended them:

During the fiscal year 2025, the company convened (Three) General Assembly meetings. The following is a list of the members of the Board of Directors present at the meeting:

1st meeting:

Board member	Ordinary General Assembly (24/02/2025)
Abdulla Mohammed Abdullah Al Zamil	✓
Bander Abdulrahman Abdullah Al Zamil	✓
Adel Saleh Mohsen Al Ghassab	✓
Khalid Mohammed Saleh Al Fuhaid	✓
Saud Ghassan Ahmed Al Sulaiman	✓
Sattam Abdulaziz Al Zamil	✓

2nd meeting:

Board member	Ordinary General Assembly (29/05/2025)
Abdulla Mohammed Abdullah Al Zamil	✓
Bander Abdulrahman Abdullah Al Zamil	✓
Adel Saleh Mohsen Al Ghassab	✓
Khalid Mohammed Saleh Al Fuhaid	✓
Saud Ghassan Ahmed Al Sulaiman	✓
Sattam Abdulaziz Al Zamil	✓
Khaled Mohammad Khalil Barahmeh	✓

3rd meeting:

Board member	Extra-Ordinary General Assembly (21/09/2025)
Abdulla Mohammed Abdullah Al Zamil	✓
Bander Abdulrahman Abdullah Al Zamil	✓
Adel Saleh Mohsen Al Ghassab	✓
Khalid Mohammed Saleh Al Fuhaid	✓
Saud Ghassan Ahmed Al Sulaiman	✓
Sattam Abdulaziz Al Zamil	✓
Khaled Mohammad Khalil Barahmeh	✓

34. Statement regarding the value of any investment made or any reserves set up for the benefit of the employees of the company:

No investments have been made or reserves set up for the benefit of the company's employees in 2025.

35. Board of Directors' Declarations:

The Board of Directors affirms the following:

1. The accounting records have been prepared correctly.
2. The internal control system has been properly prepared and implemented effectively.
3. There is no doubt with regard to the company's ability to continue its activity.
4. No shares or debt instruments have been issued for affiliate companies.
5. There are no classes or numbers of any convertible debt instruments, contract-based securities, warrants or similar rights issued or granted by the company during the fiscal year or any compensation obtained by the company in this regard.
6. There are no conversion or subscription rights under any convertible debt instruments, contract-based securities, warrants or similar rights issued or granted by the company.
7. There have been no redemptions, purchases or cancellations by the company or any of its subsidiaries of any redeemable debt instruments during 2025.
8. There have been no transactions between the company and related parties.
9. Aside from what has been listed in this report, there are no contracts to which the company is party and which involve or previously involved a substantial interest, whether directly or indirectly, for a member of the Board of Directors, a senior executive or a person related to any of the above.
10. There are no arrangements or agreements under which a shareholder of the company, a member of the Board of Directors, a senior executive or an employee of the company has waived any rights to dividends.
11. The company acknowledges that no member of the Board of Directors, committee member, senior executive, or Chief Executive Officer is in competition with the company or any of the businesses conducted by the company.

36. Future Plans and Strategic Initiatives:

SENAAT enters 2026 with clear strategic intent and a well-defined roadmap designed to strengthen its competitive position, deepen operational excellence, and accelerate long-term value creation across its diversified industrial portfolio.

Investing in people through applied and integrated learning, the Group remains committed to developing leadership capability and high-potential talent by embedding applied, business-integrated learning across all operating entities. Through advanced training methodologies, on-the-job development, and digital learning, SENAAAT ensures its people grow in capability in tandem with the Group's ambitions — building the leadership pipeline required to sustain performance in the coming years.

Driving continuous improvement and sustainable practices through operational excellence remains a defining priority across all business units. The Group continues to invest in strengthening the engineering, delivery, and supply capabilities of its core segments, positioning each to capture a greater share of its respective market with improved efficiency and competitiveness. Sustainability is embedded in this commitment — from energy-efficient production to responsible supply chain practices — ensuring that growth and environmental stewardship advance together.

Enhancing customer-centric excellence and responsiveness, SENAAAT places its customers at the centre of its strategy. Across its business segments, the Group is advancing its operational and digital infrastructure to improve delivery, responsiveness, and service quality — deepening client relationships and expanding its footprint in existing and new markets.

Cultivating a culture of meaningful innovation and social contribution enables the Group to foster an environment that champions innovation at every level, encouraging creativity and developing world-class capabilities that extend the Group's competitive reach. SENAAAT continues to identify and evaluate emerging opportunities that align with its industrial strengths, ensuring the Group remains agile and well-positioned for the next phase of growth toward 2028.

Advancing engineering excellence and digital transformation, the Group is committed to elevating its engineering and project delivery capabilities across all business units, embracing digital transformation and modern technologies to enhance precision, efficiency, and scalability. This ongoing investment positions SENAAAT to compete at the highest levels of its industry and set new performance benchmarks in its growth journey.

Expanding Zamil Steel manufacturing capacity in India and Egypt, and extending HVAC service offerings into the total facility management space are some of the key strategic initiatives of SENAAAT for 2026.

The Board and executive management are confident that these priorities — grounded in operational discipline, strategic clarity, and a long-term growth mindset — position SENAAAT to deliver sustained value to its stakeholders through 2026 and into the years ahead.

37. Geopolitical Risk Exposure and Organizational Resilience:

Evolving regional geopolitical developments are affecting logistics, energy markets, and cross-border trade across the Middle East.

Through its enterprise risk management framework, the Board of Directors and executive management maintain ongoing oversight of these developments and their potential implications for the Group's operations and financial performance.

The Group's resilience is supported by its diversified geographic and sectoral footprint across the Kingdom of Saudi Arabia, Egypt, India, and Vietnam, which mitigates exposure to any single geopolitical development. This is further mitigated by established multi-sourcing strategies, operational flexibility, and disciplined liquidity management.

The Group has previously demonstrated its ability to manage external disruptions, including global events such as the COVID-19 pandemic, and remains committed to maintaining operational continuity and financial stability.

In support of this commitment, the Group upholds a comprehensive policy framework for managing disruptions, anchored by its Business Continuity and Disaster Recovery Policy. This is operationalized through a Group-wide Business Continuity and Recovery Plan, which outlines clear contingency and recovery procedures to ensure uninterrupted operations during adverse events, through a unified and coordinated approach to preparedness, response, and recovery.

As of the date of this report, all subsidiaries continue to operate within normal parameters, and management remains vigilant and prepared to implement appropriate mitigation measures should the risk environment materially change.

