



**Board of Directors' Report,
On the Company's Activities and Financial Position
For the Period Ending December 31, 2024**

Dear shareholders of Gulf Cement Company,

May the peace, blessings, and mercy of God be upon you,,,

On your behalf, we extend our greetings to His Highness

Sheikh Mohammed bin Zayed Al Nahyan, President of the UAE,

May God protect him,,

And to His Highness Sheikh **Mohammed bin Rashid Al Maktoum**, Vice President of the UAE,

May God protect him,,

And to His Highness Sheikh **Saud bin Saqr Al Qasimi**, Member of the Supreme Council - Ruler of Ras Al Khaimah,

May God protect him,,

My deepest gratitude and appreciation for their continued support to the industry and the economy.

On my own behalf and on behalf of my fellow members of the Board of Directors, I am pleased to welcome you to the 50th General Assembly meeting. I am also pleased to present to you our report on the company's activity and financial position for the period ending December 31, 2024.

Company performance during the year 2024

The continued repercussions of the global situation and its negative impact on the cement sector in all markets, in addition to the major challenges locally resulting from the continued excess supply over demand and the decline in cement and clinker prices in the local and foreign markets, this increased the responsibilities placed on the Council, which adopted a package of strategic directions that included strict cost control, raising operational efficiency by returning to full production lines, Beginning to use fuel alternatives to reduce costs, improving the management of technical human resources, the proposal to withhold

distributions for this year and utilize financial solvency to carry out its activities and projects, and move beyond this phase, will enable the company to fulfill its obligations.

The unlimited support of the local government also contributed to the company's continued progress and its ability to face difficult challenges, the company successfully navigated this period, balancing production and marketing according to market demands, and maintaining its strategic relationship with all stakeholders with complete transparency and integrity.

The commitment of the company's executive management and employees to these directions has led to the desired results and a 100% increase in earnings before interest, taxes, depreciation, and amortization compared to the previous year.

Community Mission

The wise leadership of the United Arab Emirates is keen to deepen the social security umbrella and has made it a top priority by working to deepen community cohesion and consolidate social solidarity among various segments and groups of society. Corporate social responsibility (CSR) for Gulf Cement Company has become a national priority linked to sustainable development goals, in accordance with laws and regulations, ensuring the stimulation of institutional giving and enhancing contribution to community development.

Environmental conservation

The company is committed to implementing decisions, laws, and best practices related to environmental conservation and sustainability under the slogan "Sustainable Environment and Green Products." The company devotes the utmost attention and efforts to environmental sustainability projects that contribute to the preservation of natural resources. The company also actively participated in the preparatory workshops and key events of the Conference of the Parties and the Carbon Neutrality Summit (COP28), which the UAE successfully hosted and organized, reflecting the prestigious status of the United Arab Emirates and its Vision 2030.

Governance rules

The company is committed to a set of controls, rules, and charters that ensure institutional discipline in the company's management, in accordance with international standards and methods. It also supports the culture of corporate governance for all its employees through continuous review of its policies and programs with the aim of continuously developing them. The company believes in the importance of implementing these rules to establish the principles of transparency, justice, and accountability, based on best practices and standards.

Vision 2024

Market indicators point to a relative improvement in local demand and stable global prices, while intense competition continues in the market. However, this requires careful planning, strategy formulation, and implementation of the Board's vision to support the company's progress and establish long-term strategic relationships with major suppliers of raw materials and fuel, as well as with the company's strategic customers, ensuring the company's sustainability. This is in line with our goal of achieving the desired results by 2025.

Conclusion

In conclusion, I would like to extend my sincere thanks to the company's esteemed shareholders, governmental, local, and community bodies and institutions, financial institutions and markets, our valued customers, and all of the company's employees.

God is the Grantor of success

Omar Saqer Khaled Humaid Alqasimi

Chairman of the Board of Directors