

**A Journey of
Leadership and
Sustainable Growth**



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



The Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

May God protect him



His Royal Highness

Prince Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince, Prime Minister of Saudi Arabia

May God protect him

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This Report

The 2025 Report marks an important milestone in the journey of Obeikan Glass Company ("OGC" or the "Company"), highlighting a year that witnessed qualitative progress in operational performance and institutional growth across the Company's various businesses and subsidiaries. During the year, the Company bolstered its market leadership in the flat glass sector, both domestically and internationally. This growth was underpinned by strategic expansion, optimized operational efficiency, and significant milestones in sustainability, technology, and industrial transformation initiatives.

Building on the momentum established in 2024, the year 2025 was distinguished by a broader scope of execution, as the Company was able to convert a number of its strategic plans into established operational projects. The Company completed key steps within the second production line project for flat glass production, following the Company's receipt of approval from the Ministry of Energy (MoE) to allocate the project's gas and electricity requirements, an essential step that enhanced the project's operational reliability and reinforced regulators' confidence in its importance and role in strengthening industrial security.

The year also saw progress in industrial integration, through the commencement of trial operation of OGC's

subsidiary, "Saudi Aluminum Casting Foundry (SAC)". This horizontal expansion boosts the value chain and provides industrial inputs supporting the glass, construction, and manufacturing sectors. This direction is a key element in building an interconnected manufacturing ecosystem that enhances local content and improves the competitiveness of national products.

On the institutional level, the Company completed the procedures related to transitioning from the Parallel Market Index (Nomu) to the Main Market Tadawul All Share Index (TASI). This transition reflects an advanced level of governance, compliance, and transparency, enabling the Company to broaden its investor base and strengthen its ability to finance future projects.

Obeikan Glass Company also continued to improve its technology infrastructure by upgrading digital operating systems, optimizing energy consumption efficiency, and improving production quality, in alignment with Industry 4.0 standards. These efforts contributed to raising operational performance, improving cost control, and enhancing resource-use efficiency.

This Report documents a new phase in the Company's journey, as the Company continues to strengthen its regional leadership, supported by a solid operational base, impactful strategic investments, and a firm commitment to sustainability values and industrial responsibility.



Scope of the Report

This Report covers the activities of Obeikan Glass Company and its subsidiaries, as well as related operations, unless stated otherwise. The Report also includes financial and operational data reflecting the Company's performance during the reporting period, in line with the disclosure scope adopted in previous annual reports.

Compliance

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) as endorsed in the Kingdom of Saudi Arabia, and the standards and guidance issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA), in addition to the provisions of the Companies Law and the Company's Articles of Association. Obeikan Glass Company is committed to applying best practices in governance and disclosure in line with applicable regulations and the instructions of the Capital Market Authority (CMA).

Reporting Period

This Report covers the period from 01 January to 31 December 2025, in accordance with the annual financial reporting cycle. There are no material changes in the scope of information or the disclosure methodology compared to the previous Report, except for limited improvements in presentation style. The Report is issued in Arabic and English, and in the event of any discrepancy between the two versions, the Arabic version shall prevail.



Chairman's Message to Shareholders

Our Esteemed Shareholders of Obeikan Glass Company,

It is with pleasure that I present to you the Annual Report of Obeikan Glass Company for 2025, a year that witnessed tangible progress in the Company's operational and institutional journey. This year highlights our success in steadfastly executing our strategy, reinforcing our position in the float glass sector, and bolstering our readiness for a phase of greater growth in the coming years.

Throughout the year, the Company continued its disciplined expansion, increasing operational efficiency, enhancing industrial integration, and embedding governance and sustainability as fundamental pillars of long-term growth. This contributed to achieving financial and operational results that reflect improved performance quality and the Company's ability to translate its strategic directions into tangible value.

The year 2025 marked significant progress in the Second Float Glass Production Line Project in

Yanbu, having received the approval of the Ministry of Energy for the allocation of the project's gas and electricity requirements. This enhances implementation readiness and supports the Company's expansion plans to meet growing demand in local and regional markets.

Furthermore, the completion of the acquisition of AGC Obeikan for Coated Glass represented a vital strategic step toward enhancing vertical integration and expanding our portfolio of high-value products, particularly in energy-efficiency and construction applications. In the same vein, the start of pilot operations at the Saudi Foundry's aluminum casting plant has strengthened our industrial ecosystem and improved supply chain and cost efficiencies.

On the institutional front, the transition to the Main Market constitutes a pivotal milestone in the Company's history. This move reflects the

level of maturity the Company has reached in the areas of corporate governance, transparency, and institutional discipline, paving the way for a new era of growth, building trust, and expanding our investor base. Additionally, the launch of our new visual identity aligns with this phase, clearly expressing the Company's ambition and future direction.

We look to the future with confidence, anchored by a strong operational base, promising strategic projects, and growth opportunities driven by the massive urban and industrial expansion witnessed by the Kingdom under Saudi Vision 2030. The Company will continue to focus on expanding production capacity, enhancing industrial integration, developing advanced products, and raising operational efficiency to support sustainable returns and solidify its market leadership.

In conclusion, I would like, on my own behalf

and on behalf of the Board of Directors, to extend my sincere thanks and appreciation to our wise leadership, may God protect them, for the support and empowerment the industrial sector receives. Thanks also extend to our esteemed shareholders for their trust, and the Members of the Board, the Executive Management, and all Company employees for their efforts that contributed to this progress.

We ask God for success in continuing the journey of Obeikan Glass toward further leadership and sustainable growth.

Abdallah Abdulrahman Al Obeikan
Chairman of the Board of Directors
Obeikan Glass Company

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Key Operating and Financial Results

Key Operating Results

Revenues of Key Operating Segments 2024–2025 «**ﷲ** Mln»



Revenue Development of Key Operating Segments 2021–2025 «**ﷲ** Mln»

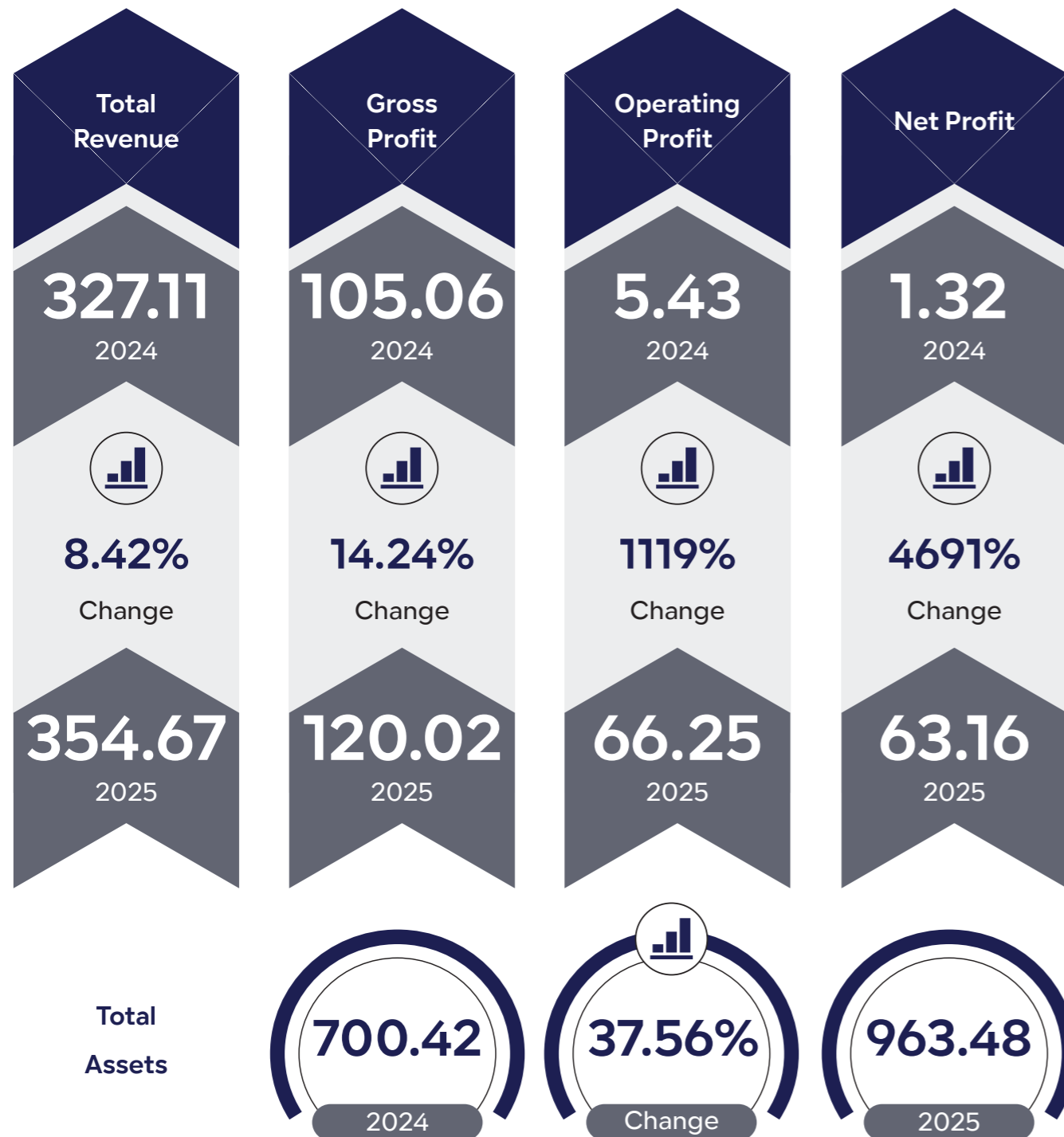
Year	«Flat Glass»	«Safety/Laminated Glass»	«Mirrors»	OGC Coater	Saudi Aluminum Casting Foundry Company (Subsidiary)	Total
2021	432.37	22.14	8.72	0	0	463.24
2022	488.98	9.82	3.38	0	0	502.18
2023	382.59	6.81	4.58	0	0	393.98
2024	312.94	10.28	3.90	0	0	327.11
2025	336.86	12.58	0.83	2.92	1.47	354.67



Key Financial Results

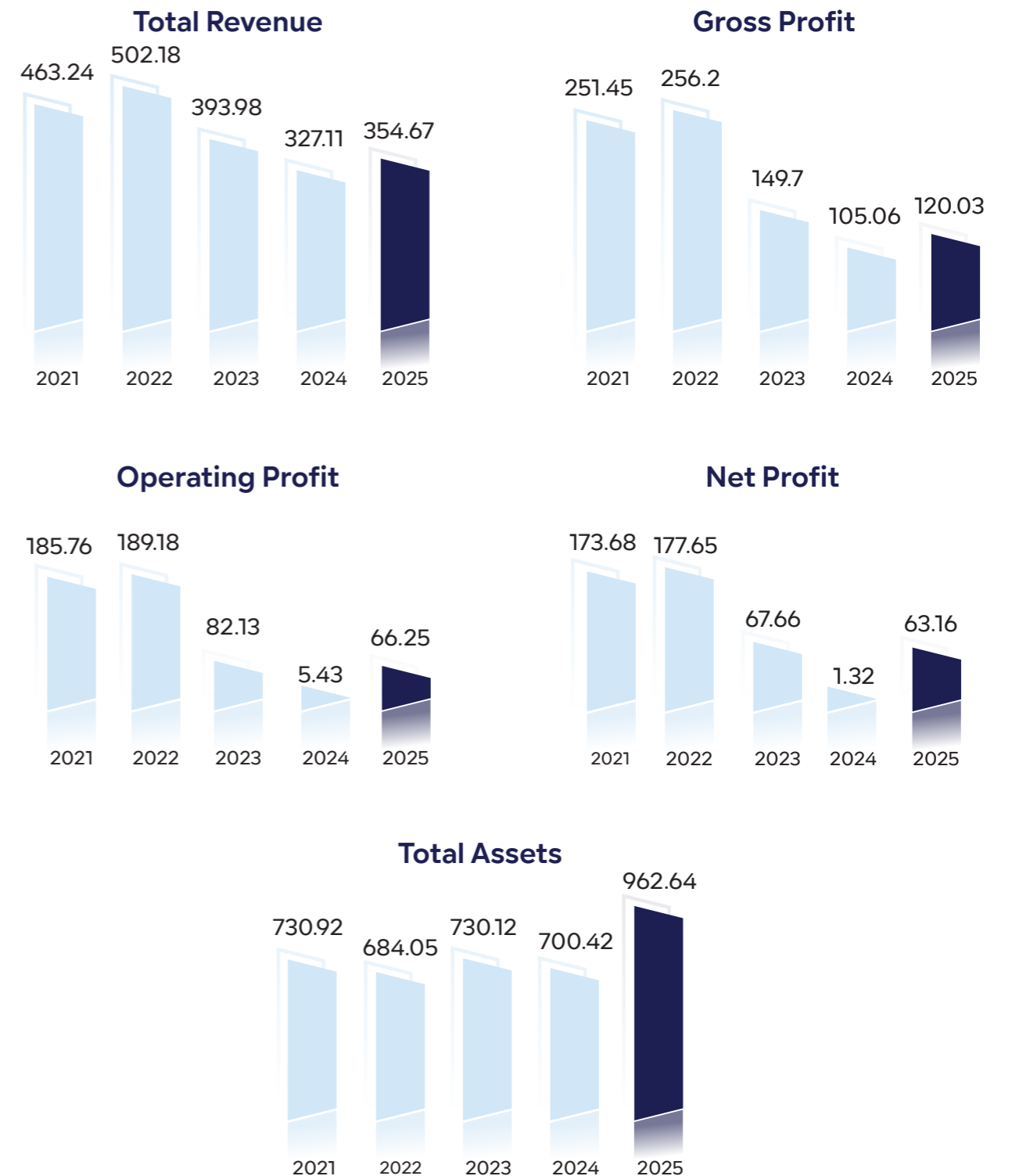
Key Financial Results for 2024 and 2025

« ₪ Mln »



Development of Key Financial Results 2021–2025

« ₪ Mln »



Company Profile

Incorporation and Development

Obeikan Glass Company is one of the industrial initiatives launched under an ambitious national vision adopted by Obeikan Investment Group since 2006, when it entered the flat glass manufacturing sector, an advanced industry that requires high technology and stringent quality standards. Since its establishment in Yanbu Industrial City (YIC), the Company has adopted a role that goes beyond production to include contributing to the development of local content, strengthening the value chain in the construction sector, and supporting diversification and sustainability in the national economy.

The Company benefited from its strategic location near ports and petrochemical complexes, enabling it to build an integrated production ecosystem based on advanced technologies and steadily growing national talent. With the operation of the first production line at a capacity of 800 tons per day and the compliance of its products with global standards, the Company's exports expanded to reach more than 70 countries, cementing its position as a Saudi company capable of competing in international markets.

With rising demand in local and regional markets, the Company's annual production capacity reached 250,000 tons, reinforcing its position among the leading flat glass producers in the region.

In 2024, Obeikan Glass Company entered a new phase of development by listing its shares on the Parallel Market (Nomu) and increasing its capital to SAR 320 million. The Company launched the second production line project for flat glass production at a value of SAR 520 million and a production capacity of 650 tons per day, supporting industrial security and reducing reliance on imports.

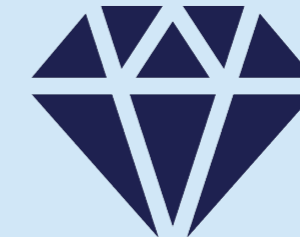
In 2025, Obeikan Glass Company continued to enhance its operational readiness by obtaining the Ministry of Energy's approval to allocate the project's requirements, commencing commercial operation of the Aluminum Casting factory affiliated with "Saudi Aluminum Casting Foundry (SAC)", completing the requirements for transition to the Main Market, and acquiring AGC's equity stake in their high-performance coated glass joint venture for a total consideration of SAR 22.9 million. These developments represent consecutive milestones confirming the Company's ability to translate its vision into operational results and add economic value that strengthens the position of the glass industry in the Kingdom.

Subsidiaries

S	Company Name	Company Location	Core Activity	Capital	Legal Entity	Ownership %
1	AGC Obeikan Glass*	Yanbu Industrial City	Production of Coated Glass	163,750,000	Limited Liability Company	100%
2	Saudi Aluminum Casting Foundry (SAC)	Madinah	Casting and Manufacturing of Aluminum Materials	73,000,000	Limited Liability Company	60%

*The Company acquired the remaining partners' shares in AGC Obeikan Glass on 25/11/2025, having previously held a 19% stake.

Our Values – Our Mission – Our Vision



Our Values

Our values are the pillars of our leadership

Respect



We respect and appreciate our customers, employees, and partners. We care about the environment, commit to our duty towards society and comply with the laws.

Integrity



We believe in integrity values in business and trust our employees to be ethical and honest.

Fairness



We treat all employees equally, fostering their development and advancement through a culture of integrity.



Our Mission

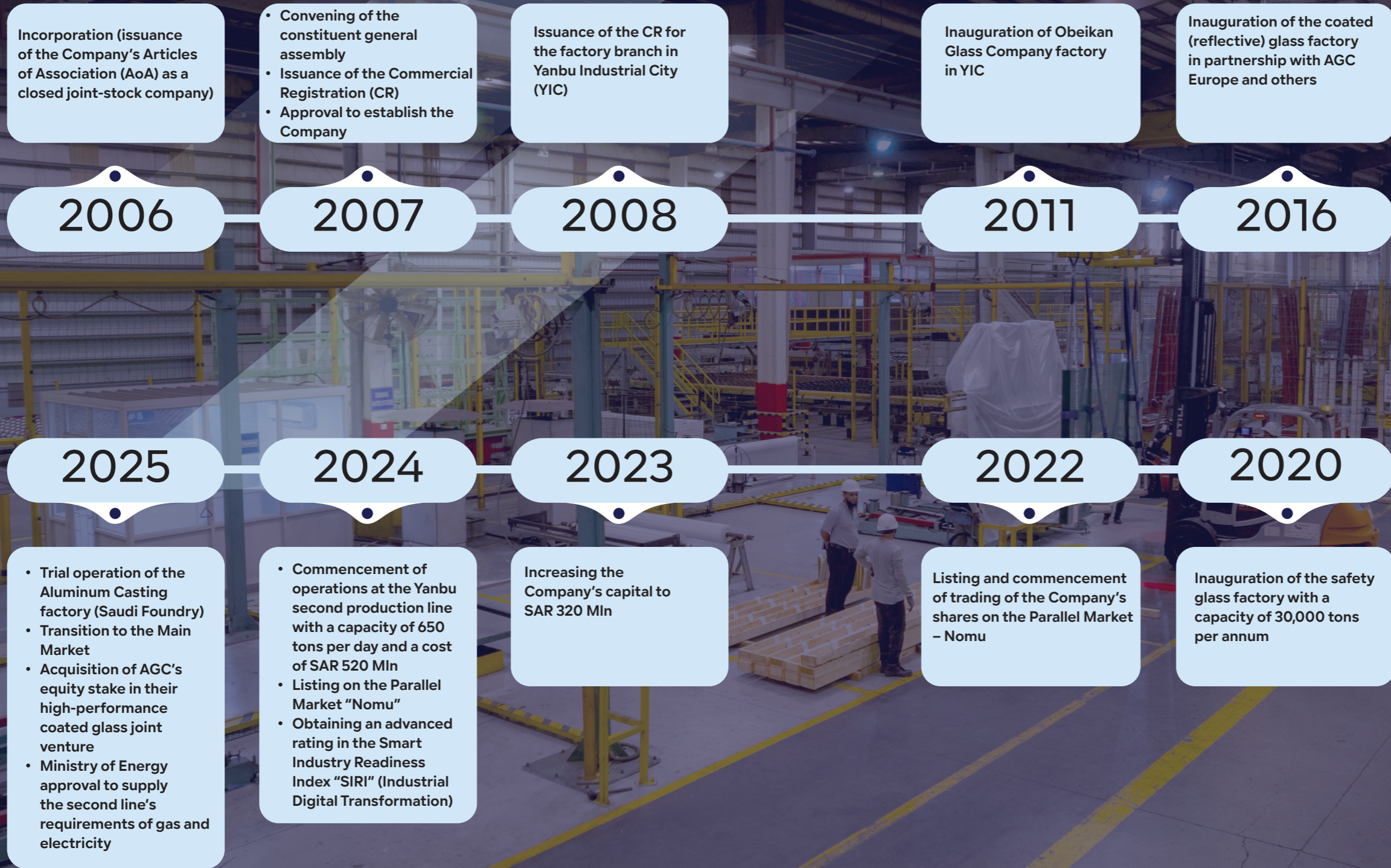
A strategic enabler for achieving Saudi Vision 2030 objectives within the circular economy.



Our Vision

To become a leading player in the regional circular economy.

Historical Milestones



Key Events of the Year



Finalizing the acquisition of OAGC Obeikan Glass for SAR 22.9 million, strengthening vertical integration, expanding the range of energy-efficient products, supporting operating margins, while achieving record profits.



Transitioning to the Main Market (Tadawul), a milestone that reflects its institutional maturity and robust financial performance. This move further strengthens disclosure and governance standards, broadens the investor base, and supports long-term sustainable growth.



Signing a Memorandum of Understanding (MoU) with Isoclina to enhance the transfer of technical know-how and expand high-value product portfolio, supporting competitiveness and operating margins in major projects.



Launching the Company's new Visual Identity, reflecting an advanced stage of institutional growth, supporting the clarity of the investment message, and strengthening confidence and transparency, in line with transition to the main market, and reflecting commitment to governance and sustainability.



Commissioning construction and equipment procurement for its Second Float Glass production line in Yanbu with a capacity of 650 tons per day, enhancing operational flexibility, improving industrial efficiency, and strengthening financial performance, and responsiveness to domestic and regional demand, while maintaining energy efficiency and meeting sustainability requirements.



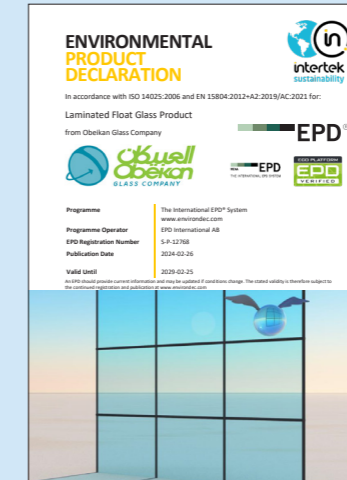
Inaugurating the Saudi Aluminum Casting Foundry (SAC) in the industrial city (MODON) in Madinah, supporting industrial integration and the localization of supply chains, improving cost efficiency and supply reliability, and positively reflecting on financial performance.

Awards and Certifications

The Company obtained ISO 9001:2015 Quality Management System (QMS) certification, reflecting its commitment to international standards for producing clear flat glass.



International accreditation confirming the implementation of a quality management system that ensures operational efficiency, customer satisfaction, and continuous improvement.



Certification documenting the environmental impact of a product throughout its life cycle, supporting sustainable construction practices.



A technical certification confirming that laminated glass complies with approved performance and safety requirements.

The Company received the King Abdulaziz Quality Award (KAQA) in 2020.

The Company received the Arab Quality Award (AQA) in 2021.



The Company obtained an advanced rating in the SIRI assessment.

The Company obtained the quality certificate for building glass from the Saudi Standards, Metrology and Quality Organization (SASO).



The Company received the Smart Industry Readiness Index (SIRI) assessment, confirming its maturity in both digital and industrial transformation.



A European certification confirming that products comply with safety, quality, and environmental protection standards, and promoting their access to international markets.



The Company obtained the Saudi Standards, Metrology and Quality Organization (SASO) Product Conformity Certificate from the Saudi Standards, Metrology and Quality Organization.



Investment Case



Shareholder Information

A. Shareholder Information Table

Date of Incorporation	23/12/2006
Date of Transfer to the Main Market	21/07/2025
Capital Market	Main Market (Tadawul)
Tadawul Short Name	OGC
Company's Symbol on Tadawul	4145
ISIN	SA16BGJ200H1
Business Activity	Manufacturing, producing, and selling clear flat glass, safety glass, and mirrors
Sector	Capital Goods
No. of Issued Shares	32 Mln Shares
Nominal Value per Share	SAR 10
Paid-up Capital	SAR 320 Mln
Foreign Ownership Percentage at the End of 2025	1.39%
Free Float Percentage	50.84%
Closing Share Price at the End of 2025	25.34
Market Capitalization at the End of 2025	810,880,000

B. Financial Calendar and Company Disclosures in 2025:

S	Disclosure Date	Disclosure Title
1	12/02/2025	Announcement by Obeikan Glass Company regarding its subsidiary signing a contract with "CEER Motors"
2	12/02/2025	Signing a memorandum of understanding (MoU) with ISOCLIMA
3	06/03/2025	Announcement by Obeikan Glass Company regarding the issuance of a ministerial resolution granting it a small mine license to exploit silica sand ore from the Ministry of Industry and Mineral Resources
4	27/03/2025	Announcement by Obeikan Glass Company of the annual financial results for the period ended 31/12/2024
5	15/04/2025	Announcement by Obeikan Glass Company regarding the publication of the Board of Directors' report for 2024
6	07/05/2025	Invitation to shareholders to attend the Extraordinary General Assembly (EGA) Meeting (first meeting) via modern technology means
7	15/05/2025	Announcement by Obeikan Glass Company of the interim financial results for the period ended 31/03/2025 (3 months)
8	25/05/2025	Announcement by Obeikan Glass Company regarding the latest developments of its application to transfer to the Main Market
9	25/05/2025	Announcement by Obeikan Glass Company of the start date of electronic voting on the agenda items of the fifth EGA Meeting (first meeting)
10	29/05/2025	Announcement by Obeikan Glass Company of the results of the EGA Meeting (first meeting)
11	01/06/2025	Obeikan Glass Company invites its shareholders to attend the Ordinary General Assembly (OGA) Meeting (first meeting) via modern technology means
12	18/06/2025	Announcement by Obeikan Glass Company of the start date of electronic voting on the agenda items of the sixth OGA Meeting (first meeting)
13	18/06/2025	Supplementary announcement by Obeikan Glass Company regarding the start date of electronic voting on the agenda items of the sixth OGA Meeting (first meeting)
14	23/06/2025	Announcement by Obeikan Glass Company of the results of the OGA Meeting (first meeting)

S	Disclosure Date	Disclosure Title
15	23/06/2025	Supplementary announcement by Obeikan Glass Company regarding the interim financial results for the period ended 31/03/2025 (three months)
16	01/07/2025	Announcement by Obeikan Glass Company regarding the publication of the Transition Document
17	13/07/2025	Reminder announcement by Obeikan Glass Company regarding the period during which the Transition Document is available for viewing
18	07/08/2025	Announcement by Obeikan Glass Company of the interim financial results for the period ended 30/06/2025 (six months)
19	01/09/2025	Announcement by Obeikan Glass Company of the purchase of all partners' shares in AGC Obeikan at a value of 22,898,800
20	01/09/2025	Corrective announcement by Obeikan Glass Company regarding the purchase of all partners' shares in AGC Obeikan at a value of 22,898,800
21	08/09/2025	Announcement by Obeikan Glass Company of the Board of Directors' resolution to distribute cash dividends to shareholders for H2 of FY 2024
22	08/09/2025	Corrective announcement by Obeikan Glass Company regarding the cash dividend distribution date to shareholders for H2 of FY 2024
23	09/09/2025	Announcement by Obeikan Glass Company regarding the latest developments in establishing a second line for flat glass production
24	13/10/2025	Announcement by Obeikan Glass Company regarding the latest developments on the commencement of trial operation of the Aluminum Casting factory project (Saudi Aluminum Casting Foundry Company)
25	28/10/2025	Announcement by Obeikan Glass Company of Its Intention to Establish Local Sukuk Programmes Denominated in Saudi Riyals and Compliant with Islamic Shariah Principles
26	06/11/2025	Announcement by Obeikan Glass Company of the interim financial results for the period ended 30/09/2025 (nine months)
27	12/11/2025	Announcement by Obeikan Glass Company regarding the latest developments of the second line construction project for flat glass production
28	25/11/2025	Announcement by Obeikan Glass Company regarding the latest developments of the purchase of all partners' shares in AGC Obeikan at a value of 22,898,800

Theme of the Year

➤ A Journey of Leadership and Sustainable Growth

The 2025 Theme, "A Journey of Leadership and Sustainable Growth", represents one of the pillars reflecting the Company's direction at this stage, as Obeikan Glass Company works to strengthen its industrial presence and advance its operational and institutional maturity. The Theme reflects a strategic vision that links an extended track record of achievements with a clear approach to responsible growth based on innovation, governance, and sustainability.

The choice of the word "journey" underscores the gradual development the Company has witnessed since its incorporation in 2006, culminating in its transition to the Main Market in 2025, an evolution based on building advanced operational capabilities, adopting global industrial standards, and entering strategic partnerships that supported the Company's position in the flat glass sector.

The concept of "leadership" reflects the Company's growing role in a market experiencing rapid expansion driven by Saudi Vision 2030 projects and supported by modern products and technologies that meet the requirements of major national projects. The Company's products have become a key component in a number of architectural and industrial projects, reinforcing its position as a trusted supplier in the sector.

The concept of "sustainable growth" extends to the Company's approach to developing its business and enhancing operational efficiency through optimizing resource utilization, increasing energy efficiency, and

strengthening production quality. This direction was evident in 2025 through the commencement of trial operation of the Aluminum Casting factory and obtaining approval from the Ministry of Energy to allocate the second line project's requirements, key steps to ensure sustainability supply and enhance operational efficiency.

This direction also aligns with the second line project for flat glass production, approved by the Board of Directors at a value of SAR 520 million with a production capacity of 650 tons per day. This project represents a strategic expansion that contributes to strengthening national industrial security and reducing reliance on imports. It forms part of an integrated approach that includes vertical expansion through full acquisition of AGC, which specializes in coated glass, and horizontal expansion through supporting industrial projects such as the Aluminum Casting factory.

The Theme is further linked to the developmental dimension of industry, stemming from the role of glass in improving building environments, increasing energy efficiency, and enhancing quality of life. This reflects the Company's commitment to a path of continuous development and achieving sustainable economic and developmental value. The Theme "A Journey of Leadership and Sustainable Growth" reaffirms the Company's commitment to continued progress and capability building, supporting its contribution to a more diversified and sustainable Saudi economy.



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Summary of Financial Developments over the Last 5 Years

Five-Year Financial Summary for Obeikan Glass Co.

(All Amounts in SAR)

Statement/Year	2021	2022	2023	2024	2025
Statement of Income (SAR)					
Revenue	463,236,025	502,179,542	393,982,137	327,114,634	354,673,673
Cost of Revenue	(211,788,045)	(245,984,128)	(244,281,211)	(222,057,517)	(234,657,336)
Gross Profit	251,447,980	256,195,414	149,700,926	105,057,117	120,033,903
Operating Profit	185,766,246	189,183,478	82,130,804	5,434,918	66,247,539
Net Profit/Loss Before Zakat	179,663,771	184,366,867	70,119,116	1,021,006	60,007,310
Zakat and Income Tax	(5,982,191)	(6,719,127)	(6,086,799)	(4,575,409)	(4,022,957)
Net Profit/Loss Attributable to Shareholders	173,681,580	177,647,740	64,032,317	(3,554,403)	63,156,885
Total Comprehensive Income (Loss) Attributable to Shareholders	174,083,153	166,051,536	66,127,599	(521,247)	66,081,014
Earnings per Share (EPS) (SAR)	7.24	7.4	2.11	0.04	1.97



Statement/Year	2021	2022	2023	2024	2025
Statement of Financial Position (SAR)					
Total Non-Current Assets	430,623,958	393,032,169	413,096,853	441,145,550	685,098,580
Cash and Cash Equivalents (CCE)	112,238,660	26,552,006	82,839,192	34,057,670	50,787,550
Total Current Assets	300,295,985	291,016,073	317,019,943	259,275,874	277,542,537
Total Assets	730,919,943	684,048,242	730,116,796	700,421,424	962,641,117
Total Equity Attributable to Owners of the Parent (Excluding Non-Controlling Interests)	417,813,130	535,864,666	601,992,265	536,542,030	569,791,121
Total Equity	417,813,130	535,864,666	627,560,029	557,237,388	583,303,931
Long-term Debt (Bonds, Term Loans, Issued Sukuk)	108,500,000	----	7,395,468	2,753,657	34,475,000
Total Non-Current Liabilities	155,464,662	41,235,792	49,664,690	45,905,387	88,186,089
Short-term Loans	95,902,327	62,311,954	8,480,281	57,297,924	153,221,218
Total Current Liabilities	157,642,151	106,947,784	52,892,077	97,278,649	291,151,097
Total Liabilities	313,106,813	148,183,576	102,556,767	143,184,036	379,337,186
Total Equity and Liabilities	730,919,943	684,048,242	730,116,796	700,421,424	962,641,117
Cash Flow Statement (SAR)					
Net Cash from Operating Activities	171,570,721	124,608,273	140,817,460	42,537,905	34,555,150
Cash Flow from Investing Activities (CFI)	(14,185,419)	(19,340,660)	(25,451,369)	(70,367,377)	(55,762,209)
Cash Flow from Financing Activities (CFF)	(51,348,704)	(190,954,267)	(59,078,905)	(20,952,050)	37,936,939
Cash and Equivalents (Beginning)	6,202,062	112,238,660	26,552,006	82,839,192	34,057,670
Cash and Equivalents (Ending)	112,238,660	26,552,006	82,839,192	34,057,670	50,787,550

Quarterly Financial Results for 2024 - 2025

Summary of Quarterly Financial Results for 2024 - 2025

(All Amounts in SAR)

Statement/Year	Q1		Q2		Q3		Q4	
	2024	2025	2024	2025	2024	2025	2024	2025
Statement of Income (SAR)								
Revenue	84,266,766	85,024,472	82,865,487	89,139,117	87,803,401	92,662,234	72,178,980	87,847,850
Cost of Revenue	(56,778,462)	(58,454,449)	(50,480,570)	(58,106,024)	(56,962,873)	(60,280,398)	(57,835,612)	(57,798,899)
Gross Profit	27,488,304	26,570,023	32,384,917	31,033,093	30,840,528	32,381,836	14,343,368	30,048,951
Operating Profit	11,617,415	6,922,767	14,206,555	13,312,405	11,892,903	10,987,943	(32,281,955)	35,024,424
Net Profit/Loss Before Zakat	10,516,269	5,925,704	13,484,360	11,758,411	10,174,282	9,261,486	(33,153,905)	33,061,709
Zakat and Income Tax	(900,000)	(1,139,041)	(2,151,895)	(900,000)	(1,228,046)	(900,000)	(295,468)	(1,083,916)
Net Profit/Loss Attributable to Shareholders	10,591,833	6,131,649	12,481,417	12,713,943	10,130,853	10,254,394	(31,886,100)	34,056,899
Total Comprehensive Income (Loss) Attributable to Shareholders	10,591,833	6,131,649	16,094,827	12,713,943	10,130,853	10,254,394	(38,902,033)	34,891,906
Earnings per Share (SAR)	0.33	0.19	0.39	0.4	0.32	0.32	(1.0)	1.06



Statement/Year	Q1		Q2		Q3		Q4	
	2024	2025	2024	2025	2024	2025	2024	2025
Statement of Financial Position (SAR)								
Total Non-Current Assets	405,261,185	444,808,332	439,490,149	442,787,195	462,078,869	442,720,547	441,145,550	685,098,580
Cash and Cash Equivalents (CCE)	31,007,854	25,222,093	23,489,082	54,401,117	32,920,515	55,953,862	34,057,670	50,787,550
Total Current Assets	274,459,639	248,400,574	305,439,862	302,547,465	304,924,359	305,879,736	259,275,874	277,542,537
Total Assets	679,720,824	693,208,906	744,930,011	745,334,660	767,003,228	748,600,283	700,421,424	962,641,117
Total Equity Attributable to Owners of the Parent (Excluding Non-Controlling Interests)	548,584,098	541,755,465	564,678,925	555,175,184	574,809,778	533,497,921	536,542,030	569,791,121
Total Equity	573,176,298	561,105,837	588,122,173	572,670,024	597,068,409	549,099,853	557,237,388	583,303,931
Long-term Debt (Bonds, Term Loans, Issued Sukuk)	7,425,318	2,619,337	7,485,015	2,664,110	5,029,78	2,708,884	2,753,657	34,475,000
Total Non-Current Liabilities	50,439,107	46,981,230	51,137,561	47,322,375	47,665,943	48,305,159	45,905,387	88,186,089
Short-term Loans	25,040,024	47,131,071	42,667,986	81,332,668	45,859,643	103,130,293	57,297,924	153,221,218
Total Current Liabilities	56,105,419	85,121,839	105,670,277	125,342,261	122,268,876	151,195,271	97,278,649	291,151,097
Total Liabilities	106,544,526	132,103,069	156,807,838	172,664,636	169,934,819	199,500,430	143,184,036	379,337,186
Total Equity and Liabilities	679,720,824	693,208,906	744,930,011	745,334,660	767,003,228	748,600,283	700,421,424	962,641,117
Cash Flow Statement (SAR)								
Net Cash from Operating Activities	(2,160,495)	16,791,496	13,149,212	22,996,308	56,702,699	46,712,243	42,537,905	34,555,150
Cash Flow from Investing Activities (CFI)	(2,260,435)	(14,407,686)	(42,776,575)	(24,244,007)	(75,611,878)	(36,317,938)	(70,367,377)	(55,762,209)
Cash Flow from Financing Activities (CFF)	(47,410,408)	(11,219,387)	(29,722,747)	(21,591,146)	(31,009,498)	11,501,887	(20,952,050)	37,936,939
Cash and Equivalents (Beginning)	82,839,192	34,057,670	82,839,192	34,057,670	82,839,19	34,057,670	82,839,192	34,057,670
Cash and Equivalents (Ending)	31,007,854	25,222,093	23,489,082	54,401,117	32,920,515	55,953,862	34,057,670	50,787,550

Segment Share of Revenues

Net Revenue by Business Segment and Revenue Contribution (%) for 2025

(All Amounts in SAR Mln)

S.	Key Operating Segments	Value	Revenue Contribution (%)
1	Float Glass Production	336.86	94.98%
2	Safety/Laminated Glass	12.58	3.55%
3	Mirrors	0.83	0.24%
4	AGC Obeikan Glass	2.92	0.82%
5	Saudi Aluminum Casting Foundry "SAC" (Subsidiary)	1.47	0.42%
	Total	354.67	100%

Quarterly Revenue by Business Segment for 2025

(All Amounts in SAR Mln)

S.	Key Operating Segments	Q1	Q2	Q3	Q4
1	Flat Glass Production	82.09	84.08	89.39	81.30
2	Safety/Laminated Glass	2.39	4.43	2.90	2.86
3	Mirrors	0.30	0.22	0.02	0.30
4	Saudi Aluminum Casting Foundry "SAC" (Subsidiary)	0.24	0.41	0.35	0.47
5	AGC Obeikan Glass	-	-	-	2.92
	Total	85.02	89.14	92.66	87.85

Geographic Revenue Distribution

Geographic Revenue Distribution: Domestic vs. International (2024–2025)

Region	Total Sales (SAR Mln)		Revenue Contribution (%)	
	2024	2025	2024	2025
Domestic	202.8	225.87	62%	64%
International	124.3	128.81	38%	36%
Total	327.11	354.67	100%	100%

Domestic Revenue Distribution by Geographic Region

Domestic Revenue Distribution by Geographic Region for 2024 - 2025

(%)

Key Operating Segments	Northern Region		Southern Region		Eastern Region		Western Region		Central Region	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Glass Products	2%	2%	8%	7%	7%	4%	34%	60%	49%	28%
Saudi Aluminum Casting Foundry "SAC" (Subsidiary)	0%	0%	0%	0%	0%	73%	0%	20%	0%	7%
AGC Obeikan Glass	0%	0%	0%	0%	0%	11%	0%	30%	0%	59%

Statement of Changes in Financial Position

2024 - 2025

Key Changes in the Statement of Financial Position 2024–2025

(All Amounts in  Mln)

Item	2024	2025	Change	Change (%)
Current Assets	259,275,874	277,542,537	18,266,663	7%
Non-current Assets	441,145,550	685,098,580	243,953,030	55%
Total Assets	700,421,424	962,641,117	262,219,693	37%
Current Liabilities	97,278,649	291,151,097	193,872,448	199%
Non-current Liabilities	45,905,387	88,186,089	42,280,702	92%
Total Liabilities	143,184,036	379,337,186	236,153,150	165%
Equity	557,237,388	583,303,931	26,066,543	5%
Total Liabilities and Equity	700,421,424	962,641,117	262,219,693	37%

Loans and Expenses

Five-Year Loan Development Summary

(All Amounts in  Mln)

Description	2021	2022	2023	2024	2025
Long-term Loans	108,500,000	----	7,395,468	2,753,657	34,475,000
Short-term Loans	95,902,327	62,311,954	8,480,281	57,297,924	153,221,218
Total Loans	204,402,327	62,311,954	15,875,749	60,051,581	187,696,218

Long-term Loans and Banking Facilities for Obeikan Glass in 2025

(All Amounts in  Mln)

Granting Entity	Principal Loan Amount	Loan Term	Amounts Paid for Repayment during 2025	Balance at the End of 2025	Percentage of Remaining Balance until 31 December 2025 (%)
Industrial Fund - Aluminum Casting (Subsidiary)	22	12 Months	6.3	2.9	0.24
Industrial Fund - Obeikan AGC Co.	106	6 Months	8	54	0.59
Saudi Export-Import Bank (Saudi EXIM) - Obeikan Glass Company	34	6 Months	48.3	0	0
Saudi British Bank (SABB) - Obeikan Glass Company	50	3-7 Months	12.4	0	0
Riyadh Bank - Obeikan Glass Company	50	12 Months	16.3	16.3	1
Riyadh Bank - Aluminum Casting (Subsidiary)	50	12 Months	17.3	29.7	0.98
Al Rajhi Bank - Obeikan Glass Company	50	3-12 Months	31.9	49.9	0.61
Total Loans - Obeikan Glass Company	362		140.5	152.8	0.57

General and Administrative (G&A) Expenses

General and Administrative (G&A) Expenses 2024 - 2025

(All Amounts in  Mln)

Expenses	2024	2025
General and Administrative (G&A) Expenses	33.49	38.20



Statutory Payments

The following is a detailed statement of statutory payments made and outstanding, comprising Zakat, taxes, fees, and other charges, for the fiscal year 2025.

(All Amounts in $\text{S} \text{Mln}$)

Statutory Payments Disclosure for 2025

Statutory Payment Type	Description	Paid	Unpaid and Outstanding
Zakat	Government Requirements	4.47	4.02
Withholding Tax and Customs Duties	Government Requirements	1.72	0
Value Added Tax (VAT)	Government Requirements	12.29	1.35
General Organization for Social Insurance (GOSI)	Government Requirements	3.55	1.28
Total	---	22.03	5.65

Penalties and Sanctions

During the fiscal year 2025, Obeikan Glass Co. was not subject to any penalties, sanctions, or regulatory measures by any supervisory, regulatory, or judicial authority.

Debt Instruments Activities

During 2025, the Company did not issue or grant any convertible debt instruments, contractual securities, subscription warrants, or similar rights.

Clarification of any deviation from the accounting standards approved by the Saudi Organization for Chartered and Professional Accountants (SOCPA)

The Group's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the International Accounting Standards Board (IASB), as endorsed in the Kingdom of Saudi Arabia, and other standards and pronouncements approved by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

There are no deviations from the accounting standards issued by SOCPA.

Section III: Strategy and Future Outlook

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Overarching Strategy

Obeikan Glass Company (OGC) defines its overarching strategic direction as a natural progression of an industrial journey that began at inception. This path has evolved through successive stages of deliberate construction and expansion, leading to a more mature phase that necessitates a calculated balance between economic growth and Environmental, Social, and Governance (ESG) responsibilities.

This strategic direction reflects the Company's deep understanding of the current industrial landscape in Saudi Arabia. It addresses the rising demand for premium-quality products and the increasing requirements for sustainability and transparency, all while capitalizing on the accelerating momentum of national projects driven by Saudi Vision 2030. It should be noted that this strategic direction reflects the Company's strategic vision based on currently available data and does not constitute a guarantee or commitment to achieving specific future results.

OGC's strategic direction is driven by a firm conviction that industrial leadership is not achieved through scale alone. Rather, it is built on an integrated industrial ecosystem that maximizes value addition, optimizes operational efficiency, boosts local content, and remains at the forefront of technological and environmental shifts within the construction and manufacturing sectors. Within this framework, the Company has adopted a strategic approach centered on disciplined production scaling, value chain integration, and horizontal expansion into supporting industrial activities. This strategy has been operationalized through the approval of the Second Float Glass Line at Yanbu Plant, with a daily capacity of 650 tons, alongside the full acquisition of Obeikan AGC

Co., a company specializing in coated glass.

These steps serve as a practical model for building an interconnected industrial ecosystem. Beyond merely increasing production capacity and diversifying the product portfolio, these initiatives enhance operational resilience, optimize value chain efficiency, and underpin long-term sustainable growth.

This strategic direction embodies the OGC's unwavering commitment to governance and transparency, a dedication that culminated in the Company's transition to the Main Market. This milestone reflects advanced institutional readiness, bolsters investor confidence, and enhances the Company's ability to access broader funding sources to empower its future expansionary plans. At the same time, Obeikan Glass places people and the environment at the core of its strategy. The Company achieves this by developing advanced glass solutions that align with green building requirements and modern standards, recognizing the vital role industry plays in enhancing energy efficiency and quality of life.

Within this integrated framework, the Company's overarching strategic direction leads a disciplined journey toward leadership, transforming growth from a purely operational objective into sustainable value. This approach strengthens the national economy and solidifies OGC's position as a trusted industrial partner in the Kingdom's comprehensive development. Ultimately, this enhances the Company's investment attractiveness over the medium and long term, serving as the benchmark for all strategic, investment, and operational decisions in the upcoming phase.



Pillars for Achieving the Company's Strategic Objectives



Overarching Strategic Direction Objective

Consolidating the Company's Standing as a Premier Provider of High-quality Glass across Local, Regional, and Global Markets.

Methods, Pillars, and Management Achievements in 2025

Strategy I: Driving Production Expansion

Obeikan Glass places the strategic production expansion at the forefront of its strategic priorities, viewing it as the primary engine for transitioning from a phase of growth to one of sustainable industrial leadership. This direction reflects a deliberate response to rapid industrial shifts and the rising demand for high-quality glass products. It underscores the necessity of maintaining flexible production capacity capable of meeting domestic and regional market needs while upholding the highest standards of quality and resource efficiency.

This Strategy is rooted in a comprehensive vision in which production expansion is not merely an increase in volume, but a holistic approach to enhancing operational efficiency, maximizing the utilization of existing assets, and adopting advanced industrial technologies that boost productivity while minimizing waste. In this context, the Company is actively developing its production infrastructure to support various expansion projects, most notably the second float glass production line,

alongside upgrading operational systems and optimizing energy management and supply chain logistics.

The Strategy further reflects the Company's commitment to achieving responsible growth in alignment with Saudi Vision 2030 objectives, by supporting local manufacturing, enhancing local content, and contributing to the requirements of the national Giga-projects. Concurrently, the Company places a special emphasis on the human element by empowering national talent and fostering a safe, motivating work environment.

This approach supports the sustainability and stability of both operational and financial performance over the medium and long term. Through this approach, Strategy I serves as a pivotal launching pad, transforming the production expansion from a quantitative target into a strategic tool for long-term value creation. It bolsters the Company's competitiveness, supports the national economy, and lays the foundation for a new era of balanced and sustainable growth.



Strategy I Execution Mechanism

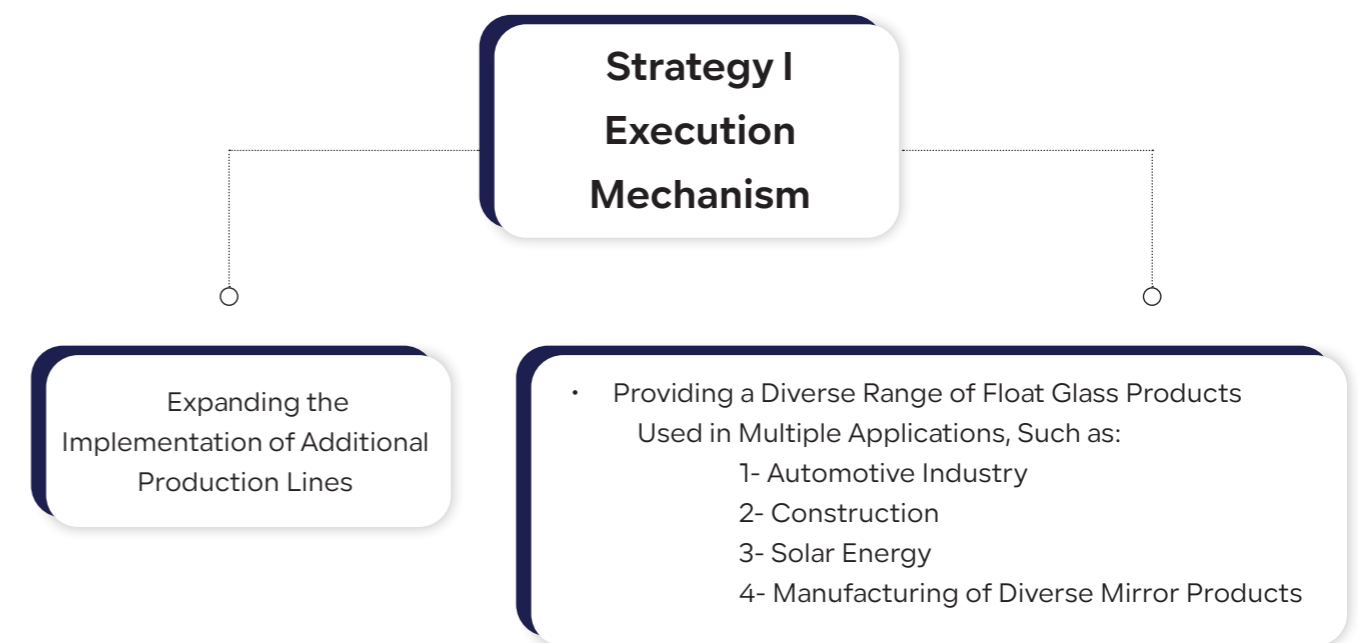
OGC adopts a pragmatic approach to transforming production expansion goals into a tangible operational reality by expanding the production base and diversifying the product portfolio. This alignment with market demands further strengthens the Company's business resilience. This approach is not limited to increasing production capacity; it extends to maximizing the utilization of existing industrial capabilities and developing specialized glass products capable of serving multiple economic sectors. Furthermore, this approach is expected to improve supply chain resilience, enhance demand responsiveness, and bolster the Company's competitive edge, ensuring the Company's readiness to execute Giga-projects in accordance with its approved operational capacities.

The expansion into additional production lines comes in response to growing demand across vital sectors, such as construction, automotive manufacturing, and related manufacturing industries, all of which are experiencing rapid growth driven by national Giga-projects. Within this framework, the Company seeks to build a flexible

production ecosystem capable of offering a diverse range of float glass products with varying technical specifications, thermal performance, and functional properties. This versatility addresses a wide array of applications while bolstering the competitiveness of national products.

Product diversification reflects the Company's drive toward maximizing added value and transitioning from a single-product model to a more specialized and comprehensive framework. This model adheres to stringent quality and safety standards while aligning with global trends in sustainable building and high-efficiency industries.

These means are fundamental to the Company's journey toward leadership, where expansion and diversification are viewed as tools for achieving responsible growth. This approach balances market demands with resource efficiency and reinforces the industrial sector's role in supporting the national economy and enhancing the quality of life. This mechanism is illustrated in the following figure:



Core Pillar of Strategy I

The core pillar of this Strategy lies in long-term investment in building qualitative production capabilities that form the foundation for the Company's future growth, supporting its transition from phased expansion to sustainable industrial leadership.

The "Second Float Glass Production Line" project at Yanbu Plant serves as the centerpiece of this pillar, featuring a daily production capacity of 650 tons and an investment of approximately SAR 520 million. The project aims not only to increase production but also to establish an advanced industrial infrastructure capable of meeting

the needs of local, regional, and international markets with high quality and operational stability. Furthermore, the collaboration with a specialized international technical partner reflects the Company's commitment to adopting global best practices and ensuring long-term operational efficiency.

Driven by an understanding of the growing demand within the construction, industrial, and national Giga-project sectors, this pillar focuses on sustainable production capacity that reduces reliance on external supply chains and bolsters national industrial security.

Management's Achievements in Strategy I Realization in 2025

The year 2025 witnessed tangible progress in the execution of Strategy I, as the Company transitioned from the preparatory phase to the active execution of its approved major expansion projects. Throughout the year, the Management focused on accelerating the pace of work on the Second Float Glass Production Line project, reflecting high institutional readiness and the capability to manage complex capital projects within stringent regulatory frameworks.

These achievements have bolstered confidence in the Company's ability to adhere to regulatory requirements and global supply chain standards, while integrating advanced technical solutions designed to elevate operational efficiency

and production quality. The impact of these achievements transcends financial and operational metrics, extending to the support of local content, the creation of high-caliber job opportunities, and the strengthening of national industrial capacity, thereby ensuring the stability and sustainability of the operational performance.

Building on this direction, the Management reaffirms its commitment to leading "A Journey of Leadership and Sustainable Growth" through deliberate steps. These efforts solidify the operational foundations for future expansion and enhance the Company's ability to meet rising demand while maintaining the highest standards of quality and governance.



Strategy II: Strengthening Operational Integration and Value Chain Optimization

OGC's Strategy II is centered on advancing operational integration across the value chain, as it is a core foundation for achieving industrial sustainability and enhancing long-term business efficiency. This direction is rooted in the Company's belief that integration between production stages and supporting industrial activities enhances operational flexibility, strengthens supply chain resilience, and increases control over production inputs, thereby maximizing value-added.

This direction comes in light of the shifts in global supply chains and the resulting challenges regarding supply stability and cost efficiency. This necessitates the development of a more interconnected industrial ecosystem that is adaptable to economic and operational changes.

In this context, the Company is working to expand the scope of its industrial activities to enhance integration between float glass production and supporting activities, ensuring operational continuity in accordance with the

highest standards of quality and efficiency.

This Strategy focuses on achieving vertical integration by increasing control over key production inputs, alongside horizontal expansion through the addition of complementary industrial activities that support sectors served by the Company. This approach aims to enhance value chain efficiency, mitigate operational risks, and achieve greater cost stability, which positively influences the Company's competitiveness across local, regional, and international markets, in alignment with diverse market requirements and the Company's operational capabilities.

Within this framework, Strategy II represents a pivotal milestone, as the operational integration evolves from an operational choice into a strategic lever that supports responsible growth, optimizes resource efficiency, and establishes long-term economic and developmental value.

Strategy II Execution Mechanism

Obeikan Glass is adopting a set of executive initiatives to achieve operational integration, most notably investing in supporting industrial activities that represent a natural extension of the glass sector. These initiatives contribute to enhancing operational efficiency and diversifying income streams. This includes expanding into manufacturing industries related to production inputs and developing the operational capabilities of subsidiary and associate companies to serve the overall industrial ecosystem, in alignment with approved plans and available execution capacities.

Within this framework, The project of the Saudi Aluminum Casting Foundry (SAC), which is affiliated with Obeikan Glass Company (OGC), represents one of the most critical projects supporting the execution of this Strategy. It provides high-quality local industrial inputs

that support the glass sector and its related industrial fields. This project is expected to contribute to reducing import reliance, enhancing supply chain efficiency, and boosting local content, in alignment with Saudi Vision 2030 objectives to support national manufacturing.

The Company is also working to bolster operational integration across its various plants and production lines by improving coordination between manufacturing stages and adopting advanced digital operating systems that enable more efficient management of operations and supply chains. This integration contributes to enhancing production planning, reducing waste, and elevating quality and safety standards, thereby boosting production planning efficiency and improving the quality of operational outputs.

Core Pillar of Strategy II

The core pillar of this Strategy is the development of an interconnected industrial ecosystem based on the integration of core production and supporting activities. This enhances the Company's ability to control production inputs and optimize operational efficiency across the value chain. The investment in the aluminum casting industry, through SAC, serves as a pivotal element in this framework. It plays a direct role in supporting various glass applications, particularly building facades, fixing and support systems, and safety solutions used in modern construction and industrial projects.

This integration contributes to providing local industrial

inputs that are technically compatible with glass products, helping to mitigate the impact of cost fluctuations related to material prices and supply chains, and enhancing the stability of operational planning. Furthermore, this approach supports improving coordination efficiency across various manufacturing stages, elevating final product quality, and establishing an integrated industrial model that creates sustainable added value and bolsters the Company's competitiveness in local and regional markets.



Management's Achievements in Strategy II Realization in 2025

The trial operation of the aluminum casting plant marks a tangible transition from the planning phase to the phased operational stage within the industrial integration path

The year 2025 marked a tangible progress in the execution of Strategy II, as the Company commenced the trial operation of the aluminum casting plant affiliated with Obeikan Glass Company (OGC). This step marks a factual transition from the planning phase to the phased operational stage within the industrial integration path. This achievement has contributed to bolstering the Group's industrial ecosystem readiness, supporting supply chain stability, and enhancing the ability to meet the requirements of target sectors.

The completion of the full acquisition of partners' shares in Obeikan AGC, valued at approximately SAR 22.9 million, stood out as one of the most prominent achievements of 2025 within the framework of enhancing operational and vertical integration. This move has a direct impact on expanding the portfolio of specialized glass products and enhancing the Company's flexibility to meet market requirements, while also supporting its ability to develop higher value-added solutions and improving value chain efficiency by unifying operational and technical decision-making.

This acquisition is expected to yield tangible operational and financial gains by reducing dependency on external partners and lowering costs associated with licensing or technology transfer. This will support a gradual improvement in profit margins. Furthermore, vertical integration bolsters the Company's ability to exercise full control over production and development

stages, accelerating innovation in specialized coated glass products. This solidifies the Company's technical independence and improves the efficiency of the production mix. This serves as a reassurance to investors regarding the feasibility of the investment, as this direction is expected to reflect positively on the return on invested capital (ROIC), the sustainability of operational growth, and the enhancement of competitiveness over the medium and long term.

Throughout the year, the Management continued to develop operational integration mechanisms across various business units by improving coordination and planning procedures and increasing the efficiency of operational processes. This supports the enhancement of operational excellence and bolsters the quality of final products. These efforts reflect the Company's commitment to implementing industrial best practices and building an integrated operating model that supports sustainable growth and enhances the Company's long-term competitiveness.

Accordingly, Strategy II constitutes a pivotal element, contributing to solidifying the operational foundations of the integrated industry, enhancing business resilience, and supporting the Company's ability to achieve sustainable economic and industrial value in line with the aspirations of shareholders and the national economy.

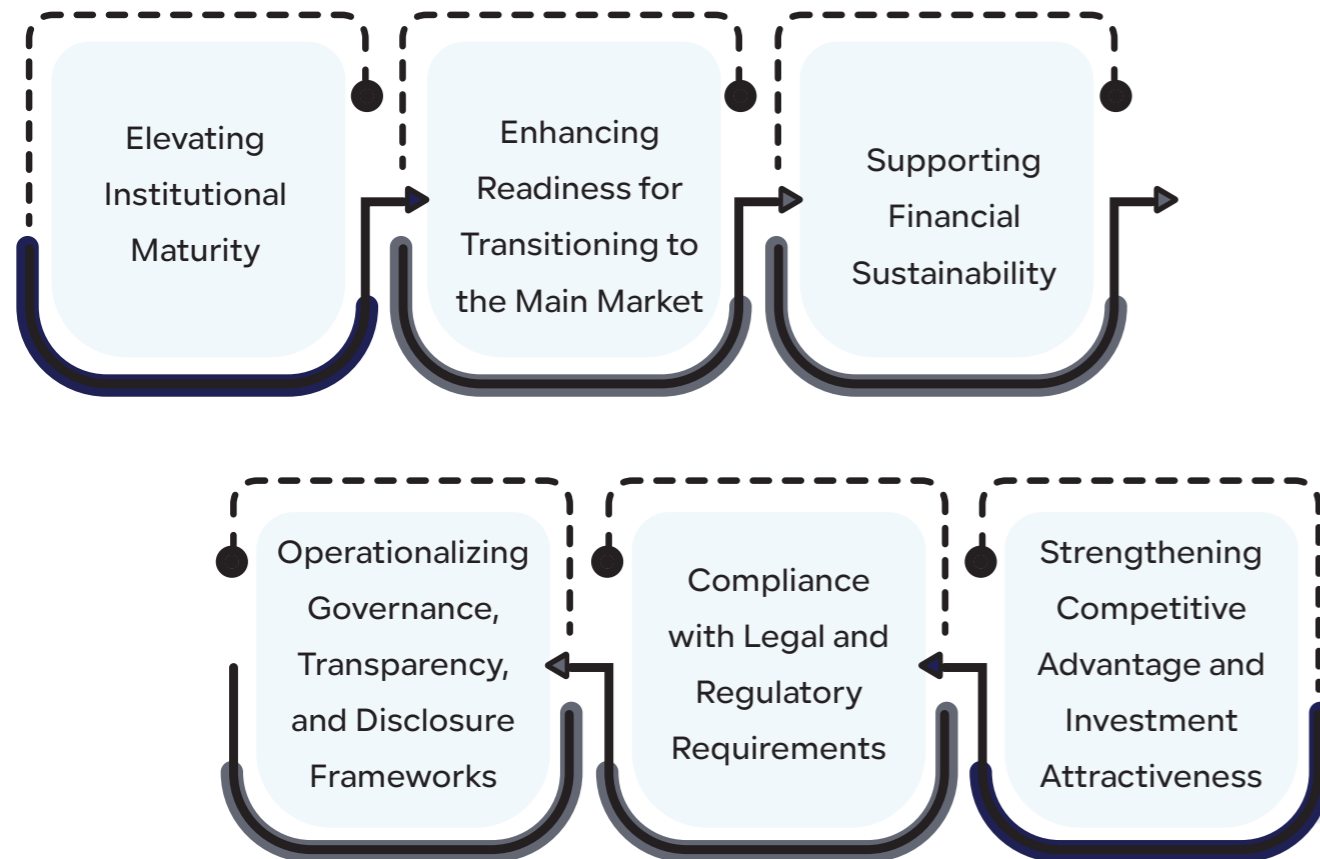


Strategy III: Elevating Institutional Maturity and Bolstering Governance

OGC's Strategy III focuses on elevating institutional maturity and enhancing the governance framework, considering it an essential element for supporting sustainable growth, improving decision-making quality, and boosting the confidence of shareholders and stakeholders. This has contributed to improving decision-making efficiency and raising the level of financial and operational discipline. This approach addresses the Company's current stage requirements and the accompanying need to develop regulatory and oversight frameworks, update internal policies and procedures, and enhance compliance and transparency levels. This aligns with the best governance practices adopted by companies listed on the Saudi Stock Exchange (Tadawul).

This Strategy is based on the Company's recognition

of the importance of effective governance in risk management, ensuring compliance with laws and regulations, and promoting the principles of transparency and disclosure. This contributes to raising the efficiency of institutional performance and supporting long-term business sustainability. In this context, the Company consistently works to ensure the alignment of its organizational structures and internal policies with the requirements of the Saudi Capital Market, implementing the approved governance standards for listed companies. This enhances the Company's regulatory readiness and supports its transition to a more advanced stage of institutional maturity and long-term business sustainability.



Strategy III Execution Mechanism

Obeikan Glass adopts a number of executive initiatives to elevate institutional maturity and enhance governance, most notably by developing regulatory frameworks and activating the role of the Board Committees. This enhances the clarity of authorities and responsibilities, ensures oversight independence, and strengthens the effectiveness of supervision over financial and operational performance. This development contributes to supporting decision-making quality and achieving a balance between executive and oversight roles, in alignment with the approved governance requirements of the Saudi Capital Market. This supports the Company's readiness in light of the expansion of its activities and operations.

The Company is also placing increasing emphasis on enhancing its risk management ecosystem by developing relevant policies and procedures and integrating risk management into planning and monitoring processes. This facilitates the early identification of operational, regulatory, and financial risks, and ensures taking the necessary measures to mitigate their impact. This is further complemented by the optimization of disclosure and compliance mechanisms, alongside the expanded deployment of digital governance frameworks and Management Information Systems (MIS). These initiatives are designed to bolster data reliability, enhance reporting efficiency, and uphold the highest standards of transparency and institutional discipline.



Core Pillar of Strategy III

The core pillar of this Strategy is the establishment of an integrated corporate governance framework. This framework is designed to support operational expansion and sustainable growth, ensure full compliance with regulatory requirements, and bolster the effectiveness of oversight and control over both financial and operational performance.

A central element of this pillar is the transition from the Parallel Market (Nomu) to the Main Market. This move underscores the Company's institutional readiness and

its rigorous commitment to governance, disclosure, and transparency standards, in full alignment with regulatory requirements and the procedures of the relevant authorities. This transition represents a quantum leap that bolsters investor confidence, enhances share liquidity, and strengthens the Company's presence in the Capital Market. Such a move ultimately empowers the Company to secure the necessary financing for its future strategic projects.

Management's Achievements in Strategy III Realization in 2025

During 2025, OGC realized several institutional achievements that reflect the progress made in executing the Company's Strategy III. Notably, the Company completed all legal and regulatory requirements for its transition to the Main Market, a strategic milestone that underscores its institutional maturity and its ability to adhere to the highest governance standards of the Saudi Capital Market.

Throughout the year, the Management continued to evolve the Company's internal policies and procedures framework while strengthening oversight and risk management mechanisms. These efforts aim to bolster

institutional performance efficiency and mitigate operational and regulatory risks. These efforts have contributed to elevating transparency levels, improving the quality of disclosures, and bolstering confidence among investors and stakeholders.

These achievements underscore OGC's commitment to building a sustainable industrial institution anchored in a solid foundation of governance and institutional discipline. This framework bolsters the Company's capacity for sustained growth and supports the realization of its medium- and long-term strategic objectives.



Strategy IV: Consolidating Local, Regional, and International Presence

In the upcoming phase, the Company seeks to maximize the benefits of its expanded production capacity to penetrate new high-growth markets

Under Strategy IV, the Company is focused on consolidating its local, regional, and international presence and expanding its customer base to ensure sustainable growth and reinforce its position as a national industrial leader with global competitiveness. In the coming phase, the Company aims to leverage its expanded production capacity to penetrate new high-growth markets. This strategic direction responds to the rising demand for high-quality float glass, driven by the expansion of national Giga-projects and the increasing requirements for sustainable construction across local, regional, and international markets. As part of this strategic direction, the Company seeks to align its production capabilities with the specific requirements of targeted markets, thereby unlocking future growth opportunities.

This Strategy is rooted in the conviction that strengthening market presence extends beyond mere geographic expansion. It encompasses optimizing the product mix, improving the efficiency of distribution channels, and deepening relationships with strategic customers. Such a multifaceted approach bolsters the

Company's ability to meet diverse market demands in full compliance with certified quality and safety standards. Within this framework, the Company is working to align its production capabilities with the requirements of its target markets, thereby enhancing business agility and sustainability.

Furthermore, strengthening the Company's international footprint underscores its commitment to supporting Saudi industrial exports and enhancing the global competitiveness of national industries, in full alignment with Saudi Vision 2030 objectives. In this context, OGC prioritizes the development of human capital through knowledge transfer, competency development, and building long-term market relationships. These efforts are designed to ensure a balanced economic and developmental impact.

In this framework, Strategy IV represents a significant milestone, where geographic expansion evolves from a marketing objective into a strategic pillar. This transition supports long-term growth and consolidates the Company's standing as a national industrial leader with a strong local, regional, and international presence.

Strategy IV Execution Mechanism

Obeikan Glass adopts a series of executive initiatives to realize this Strategy. Chief among these is expanding its local market footprint by strengthening partnerships with key developers and contractors, and actively participating in national Giga-projects within construction, building, and infrastructure sectors. The Company is also working to grow its exports to regional and international markets, leveraging its product quality and commitment to global standards. This expansion is carefully aligned with the Company's operational capabilities and the specific requirements of its target markets.

These efforts include evolving the product portfolio

to cater to diverse applications, such as smart buildings, advanced architectural facades, and industrial facilities. Furthermore, the Company is focused on optimizing supply chain and logistics efficiency to ensure rapid responsiveness to the requirements of target markets. The Company is also committed to fostering long-term relationships with its customers and commercial partners. This approach enhances revenue stability and supports sustainable growth, while ensuring the consistency of operational cash flows over the medium and long term.

Core Pillar of Strategy IV

The core pillar of this Strategy lies in leveraging the Company's growing production capabilities, most notably the Second Float Glass Line project, to drive sales volume and diversify target markets. This expansion enables the Company to meet the surging demand in local and regional markets, while enhancing its global competitiveness by providing high-quality products with

consistent supply volumes.

This Strategy also centers on developing the OGC brand and enhancing its image as a reliable provider of specialized glass solutions. This supports market penetration into new territories and raises awareness of the Company's products and industrial capabilities.

Management's Achievements in Strategy IV Realization in 2025

The year 2025 saw several achievements that bolstered Strategy IV execution. The Company continued to consolidate its domestic market presence through participation in national Giga-projects, while maintaining a vast export base spanning more than 30 countries. These efforts have contributed to consolidating the Company's position as a key supplier of float glass products across a number of vital sectors.

Throughout 2025, the Management focused on developing sales and distribution channels and enhancing engagement with key accounts. These efforts contributed to improving service quality and increasing customer satisfaction levels. These initiatives, in conjunction with the completion of production expansion projects, are expected to drive revenue growth and further consolidate the Company's market presence in the coming years.

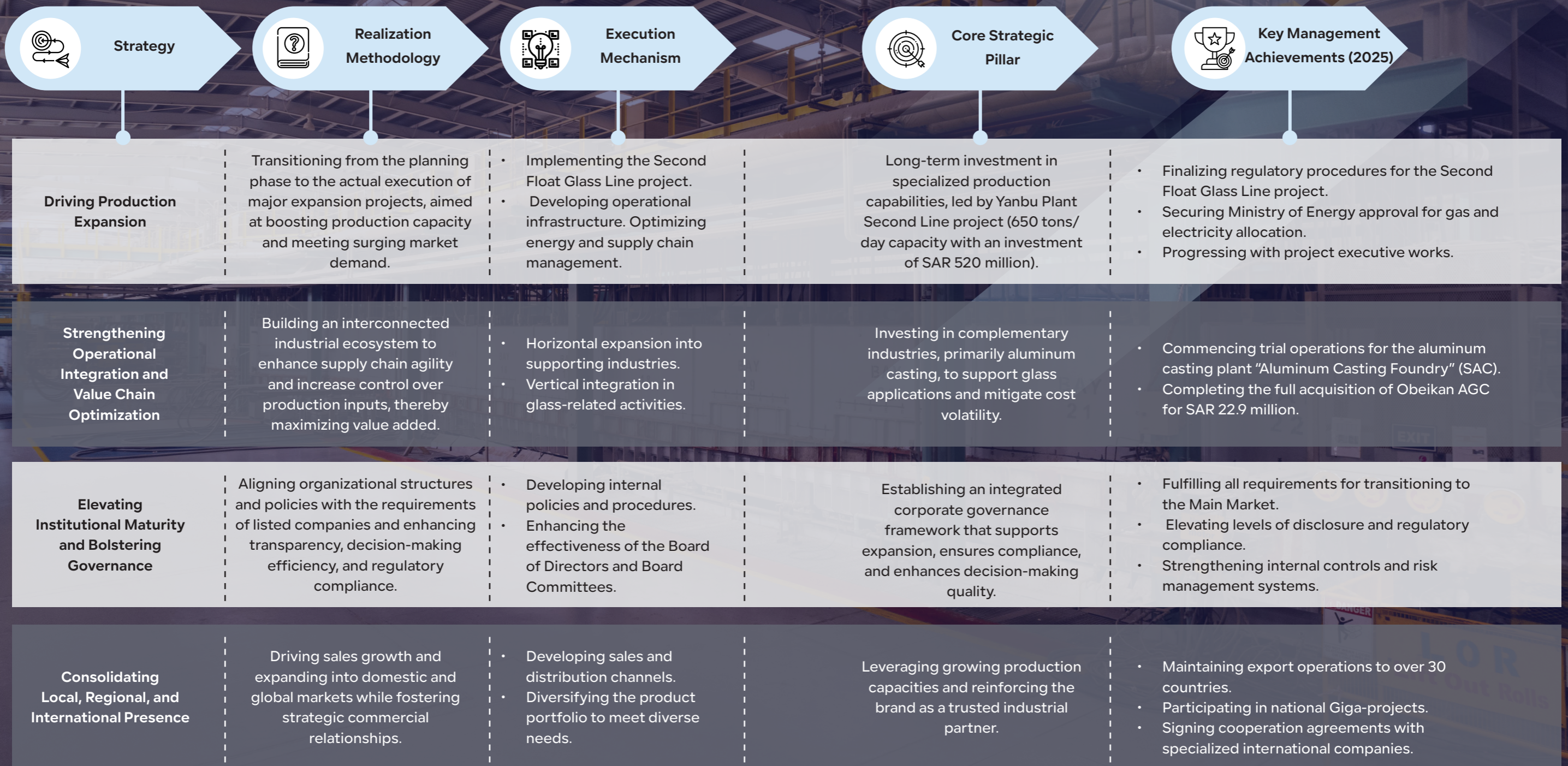
The Strategy underscores OGC's commitment to

building a balanced local and international presence, rooted in product quality, operational efficiency, and sustainable commercial relationships. This approach bolsters the Company's ability to drive a sustainable growth trajectory, further enhancing the global and regional competitiveness of the national industry.

In the same context, signing cooperation agreements with specialized international companies represented a supportive step in strengthening the technical and commercial dimensions. These agreements open new export channels and facilitate building long-term partnerships, reflecting the Company's commitment to achieving balanced growth that links geographic expansion with knowledge transfer and the enhancement of value added to the national economy.



Summary of Key Strategies – Obeikan Glass (2025)



Key Strategic Plans and Decisions for 2025

The 2025 plans and decisions reflect a strategic transitional phase for Obeikan Glass, as the Company shifted from phased planning to the practical execution of long-term initiatives. These plans were developed in response to the rising demand for high-quality glass products, the requirements of institutional expansion, and the transition to the Main Market. This approach ensures sustainable growth while enhancing value for both shareholders and the national economy.

In this framework, the Company focused on expanding production, deepening operational integration, and bolstering digital transformation. Furthermore, it prioritized elevating institutional maturity and governance, alongside strengthening its presence in both domestic and international markets. The decisions also aimed to build a resilient business model capable of navigating operational and supply chain challenges, while delivering a sustainable economic and developmental impact.

Key Strategic Plans & Decisions for 2025

Plan/Initiative/Objective

Completed

1

Completion of Plans for the Second Float Glass Production Line Project
Objectives: Increase production capacity and enhance the ability to meet local and regional demand.

Signing contracts, commencing construction, and site preparations.

2

Expansion into High-Efficiency Sustainable Glass Production (Coated, insulated, towers, and green buildings).

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3

Increase in Operational Efficiency and Digital Transformation
Objectives: reduction of costs and improvement of production reliability.

Implementing smart monitoring systems and data analytics software.

4

Participation in National Giga-Projects (NEOM, Red Sea, and Qiddiya).

Entering onto the Approved Supplier List (ASL) for several projects.

5

Market Diversification and Export (Middle East and Africa).

Conducting market studies for several regional markets and assessing entry requirements.

6

Promotion of Sustainability and Emission Reduction Programs
Objectives: Improvement of energy efficiency and adoption of eco-friendly solutions.

Assessing energy efficiency opportunities and studying sustainable operational solutions.



Pending

Challenges

Key Strategic Decisions

Equipment procurement, installation, and line commissioning.

Regulatory requirements and advanced technology.

Approving projects, signing equipment contracts, approving execution timeline, and securing financing.

Completion of technical testing and final specification approval.

Need for final approval of Giga-projects.

Acquiring AGC Obeikan Glass fully to enhance vertical integration and expand the product portfolio.

Full automation of operational processes.

Integration of digital systems across various production lines.

Adopting digital transformation initiatives to reduce costs and enhance operational reliability.

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Restructuring operational processes to enhance efficiency and entering into strategic partnerships with key suppliers to support expansions.

Full-scale expansion into African markets.

Necessity for logistics partnerships and in-depth market requirement studies.

Developing export channels and building logistics alliances to support regional expansion.

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Adopting frameworks for energy efficiency and studying sustainable industrial solutions.

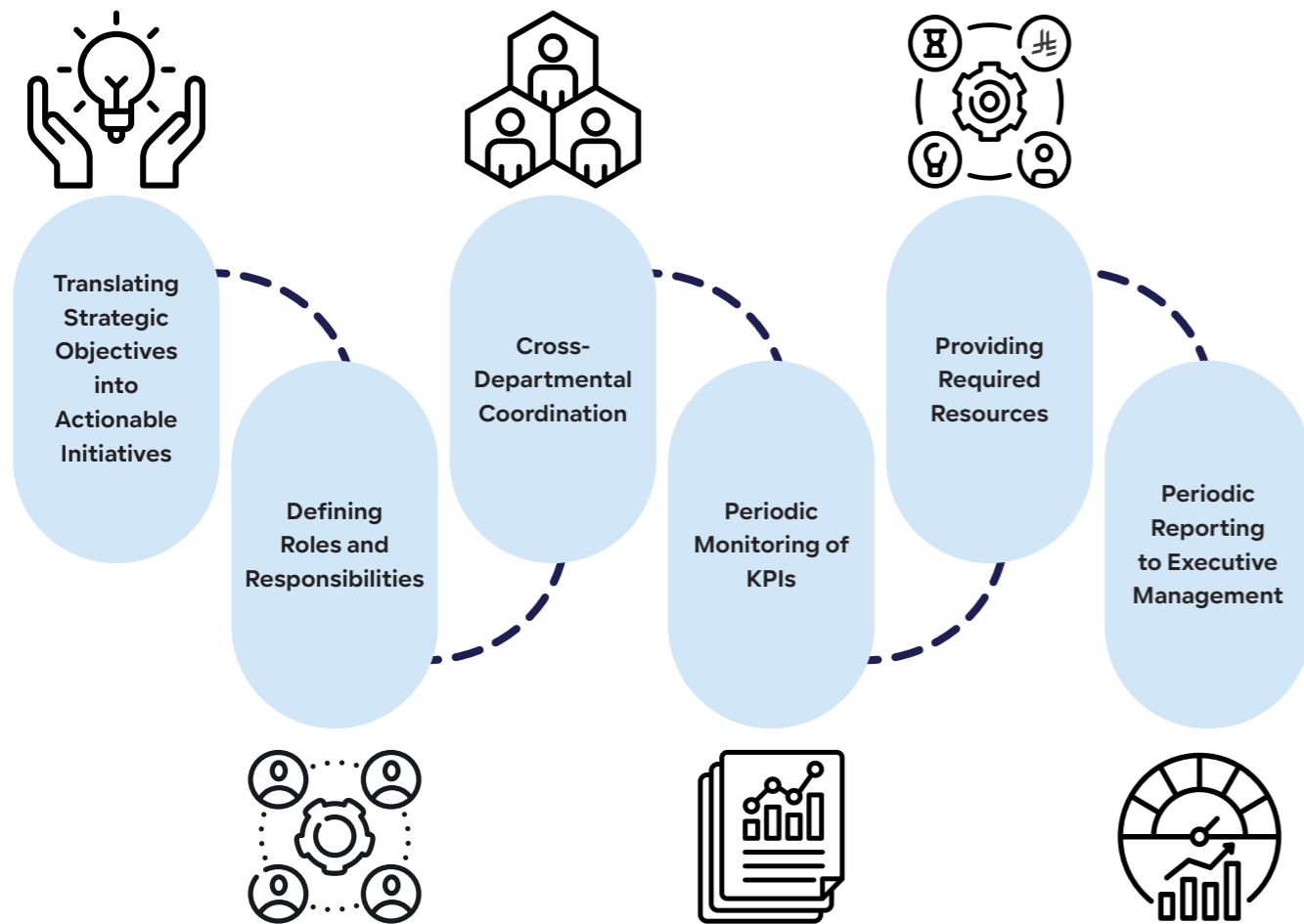
Departmental Strategic Execution Initiatives

OGC's departments are exerting coordinated efforts and initiatives to ensure the effective execution of the general strategic plan. A clear operational roadmap has been established, defining the necessary initiatives to support the achievement of approved objectives. These departmental efforts include the following:

- **Translating Strategic Objectives into Actionable Initiatives:** Monitored these initiatives and their KPIs are measured periodically to ensure continuous alignment with the Company's strategic direction.
- **Defining Roles and Responsibilities:** Defining the responsibilities of each department precisely to ensure clarity of tasks and to minimize overlapping roles between departments.
- **Cross-Departmental Coordination:** Supporting an integrated workflow that aligns with the strategic

direction, while strengthening coordination mechanisms across various departments.

- **Periodic Reporting to Executive Management:** Providing regular updates on progress levels and challenges related to initiative implementation, enabling precise monitoring of departmental performance.
- **Providing Required Resources:** Ensuring the timely execution of initiatives by means of effectively allocating the necessary human and material resources.
- **Periodic Monitoring of KPIs:** Measuring the progress of each initiative through specific KPIs to effectively support the achievement of objectives.



Case Study

Institutional Transformation and Operational Readiness to Address 2025 Challenges

Operational Background

In 2025, Obeikan Glass entered a pivotal transformation phase in its industrial journey. This period coincided with a significant expansion in operations and a surge in demand for flat and specialized glass products, driven by national Giga-projects under Saudi Vision 2030, amidst growing requirements for sustainability, governance, and institutional maturity. The Company established a clear carbon-emission reduction roadmap aligned with the Saudi Green Initiative (SGI) and Net-Zero targets, as detailed in the Company's Sustainability section.

This phase coincided with the Company's transition from the Parallel Market (Nomu) to the Main Market, necessitating heightened operational discipline and institutional transparency. During this period, the Company focused on executing the Second Float Glass Production Line project and strengthening industrial integration, while ensuring the stability of existing operations.

Key Challenges

In 2025, the Company navigated several challenges, primarily the initiation of a large-scale capital expansion project under stringent regulatory and technical requirements. This involved aligning production expansion plans with supply chain readiness and energy availability, amid fluctuations in the costs of energy and key production inputs.

Furthermore, challenges included managing digital transformation, integrating smart systems with existing production lines, diversifying the sustainable product portfolio, and adopting technical specifications for Giga-projects. These were accompanied by efforts to elevate institutional maturity and governance in preparation for the Main Market transition, alongside expanding into local, regional, and international markets with varying operational and regulatory requirements.

Strategic Approach

The Company adopted a strategic approach based

on phased planning and gradual implementation, directly translating strategic objectives into actionable initiatives. This involved converting plans into operational projects with clear timelines and KPIs, thereby supporting efficient resource allocation and enhancing execution quality.

Furthermore, the approach focused on fostering integration between operational, financial, and technical departments, balancing industrial expansion with the elevation of institutional maturity. The approach also emphasized adopting technical and industrial partnerships for knowledge transfer, alongside developing national talent and improving quality and productivity systems.

Supporting Tools

The Company supported this approach through several executive tools, including organized capital investment in the Second Float Glass Production Line project and enhancing vertical integration by completing the full acquisition of Obeikan AGC. This move expanded the specialized product portfolio and strengthened operational control.

Additionally, tools included implementing digital transformation systems for production monitoring and quality control, alongside developing governance frameworks and disclosure policies in preparation for the Main Market transition. The Company also built strategic partnerships with suppliers and technical partners and boosted its corporate presence through participation in specialized exhibitions and conferences.

Furthermore, the Company is exploring the inclusion of quantitative sustainability metrics (Such as energy efficiency and emission intensity reduction) within its measurement and reporting framework, as per regulatory requirements and data availability. It is noted that the information provided in this context reflects a strategic direction currently under development and does not constitute a pledge or a binding commitment to disclose specific quantitative indicators at this time.

Achieved Results

The implementation of this approach yielded significant results during 2025, most notably the finalization of contracts and the commencement of construction for the Second Float Glass Production Line project. The Company also enhanced operational integration through the full acquisition of Obeikan AGC and achieved phased progress in digital transformation and production automation.

Furthermore, the Company secured official approval for its transition to the Main Market, strengthened its position within the supply chains of national Giga-projects, and expanded its local, regional, and international footprint by opening new export channels.

Strategic Impact

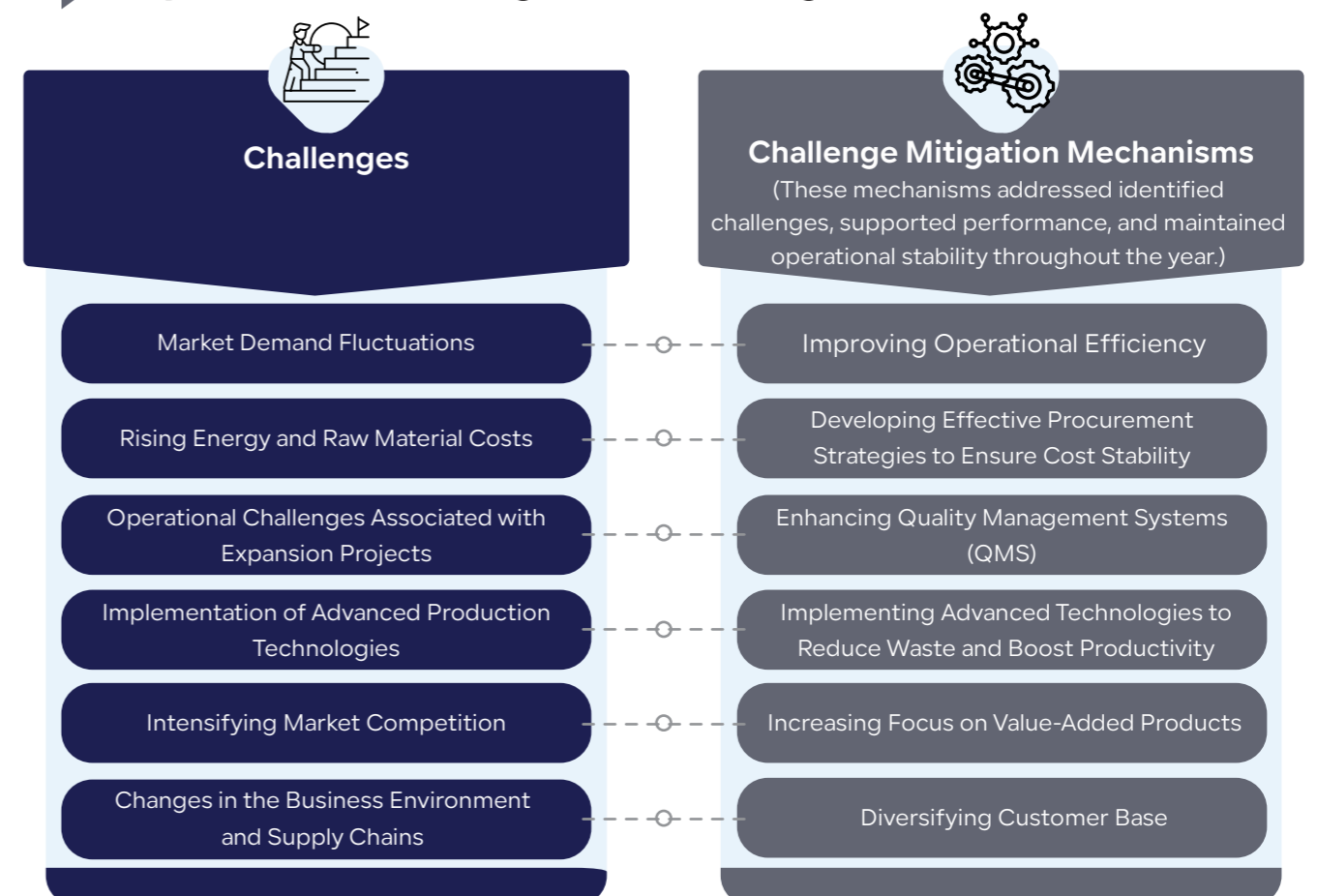
The 2025 results reflect OGC's ability to navigate a sophisticated industrial and institutional

transformation, successfully turning challenges into opportunities to build long-term value. These results have contributed to:

- Establishing a sustainable production base.
- Enhancing business model resilience through vertical integration.
- Boosting confidence among investors and stakeholders.
- Heightening the Company's readiness to compete in local, regional, and international markets.
- Supporting the objectives of Saudi Vision 2030 and enhancing local content.

Consequently, this case study serves as a practical model for "A Journey of Leadership and Sustainable Growth", combining industrial ambition, institutional discipline, and a balanced economic and human impact.

Key 2025 Challenges and Mitigation Mechanisms



Future Outlook

2026 Strategy

Obeikan Glass continues to solidify the leadership trajectory achieved in 2025 as part of its long-term vision, moving toward a new phase of qualitative expansion that harmonizes volume growth with value-added enhancement. The Company's future outlook is anchored on robust operational foundations, deliberate strategic decisions, and disciplined capital investments. This reflects the Company's ability to transform market challenges into sustainable growth opportunities, within a framework that represents its operational and strategic directions without constituting a guarantee of specific future results.

These projections are based on a precise analysis of demand trends within the construction and Giga-projects sectors, alongside rapid shifts in sustainability and energy efficiency standards, and the increasing necessity for advanced, high-performance glass solutions. The Company's ability to capitalize on increased production capacity, deepen operational integration, and evolve its product portfolio is paramount to enhancing profit margins and strengthening its competitive standing

across local, regional, and international markets.

The future strategy further reflects the Company's commitment to innovation and technological transformation by investing in digital solutions and developing higher value-added products. This direction aligns with the requirements of modern architecture and Giga-projects, while opening new horizons for export and expansion across the Gulf and North Africa markets. This is complemented by building strategic partnerships to enhance contracting opportunities in specialized projects and engaging in initiatives with high economic and developmental impact.

In light of these pillars, Obeikan Glass aims to solidify its position as a trusted strategic supplier for major global projects and events. This includes pursuing potential opportunities associated with national Giga-projects and landmark events, such as Expo 2030 and the FIFA World Cup 2034. Such efforts contribute to achieving Saudi Vision 2030 objectives within a business model that balances profitability, sustainability, and positive social impact.



Key Business Outlook for 2026

Strategy	Objectives	Plans	Initiatives	Future Outlook
Production Expansion	<ul style="list-style-type: none"> Increasing production capacity to bolster competitive edge. Meeting growing demand for national and international projects. 	<ul style="list-style-type: none"> Continuing the development of the Second Float Glass Line project as per the approved plan. Optimizing efficiency of the First Line. 	Upgrading technical systems and developing specialized operational teams.	<ul style="list-style-type: none"> Significant growth in production volume. Enhancing operational efficiency. Improving profit margins.
Products Development Aligned with Sustainability and Energy Efficiency Standards	Launching high-performance glass products.	Diversifying advanced product lines (Coated, insulated, and energy-saving glass).	Strengthening internal laboratories and adopting international quality standards.	<ul style="list-style-type: none"> Entry into new markets. Expansion in local, regional, and international markets with increased export capacity. Strengthening the Company's competitiveness, particularly within the GCC and North Africa. Consolidating market presence within the construction sector and Giga-projects. Innovation of tech-driven glass solutions. Shifting toward higher value-added products.
Strengthening Presence in National Giga-Projects	Participating in national Giga-projects (e.g., NEOM, The Red Sea, Qiddiya, etc.).	Building strategic partnerships with contractors and government entities.	Providing specialized glass solutions for green buildings.	<ul style="list-style-type: none"> Increase in contract volume and engagement in high-value projects. Consolidation of the Company's position as a trusted strategic supplier for major events and national Giga-projects (e.g., Expo 2030 and the FIFA World Cup 2034). Extensive marketing and operational opportunities.

Future Outlook for Production Capacity Expansion

The project is expected to enhance supply reliability, increase operational flexibility to meet demand, and strengthen our competitive edge in Giga-projects

OGC's future outlook for production capacity expansion represents a strategic imperative aimed at maximizing the value of current investments and bolstering the Company's long-term competitiveness. These aspirations extend beyond mere capacity increases to encompass the development of an integrated operational ecosystem. This system is designed to meet rising local and regional demand while efficiently and sustainably driving the Company's export trajectory.

The Company's future expansion strategy is built upon robust operational and financial foundations, underpinned by high-impact investment decisions, strategic partnerships, and the continuous enhancement of governance and transparency practices. These foundations are expected to enhance financial and operational efficiency and profit margins, while supporting product diversification and expansion into high-value-added sectors. This ensures a sustainable balance between economic

growth, resource efficiency, and a positive impact across the value chain.

These aspirations reflect the Company's commitment to strengthening Investor Relations (IR) and elevating the standards of disclosure and sustainability reporting. This enhances the clarity of its business model for investors and bolsters its readiness to meet the regulatory and competitive requirements of the Capital Market. Through this integrated approach, Obeikan Glass continues to solidify its position as a national industrial leader, capable of transforming production expansion into sustainable economic value. This supports Saudi Vision 2030 objectives while consistently meeting market demands.

It should be noted that the forward-looking statements herein reflect the Company's current strategic vision and are subject to change based on operational and regulatory shifts, as well as prevailing market conditions.

Future Outlook for Production Capacity Expansion across Company Activities

Completing the Second Float Glass Production Line in Accordance with Approved Plans, which will Contribute to:

1. Increasing Production Capacity.
2. Driving Export Growth.

Maximizing the Strategic Value of AGC Obeikan Glass Acquisition, to Support:

1. Improving Profitability Margins.
2. Expanding Specialized Product Portfolio.

Expanding the Network of:
- Distribution
- Strategic Partnerships
across Middle East and North Africa (MENA), which will have a Positive Impact on:

1. Strengthening the Company's Market Share.

Strengthening Governance Effectiveness, through:

1. Continued Commitment to Main Market Requirements and CMA Laws and Regulations.
2. Enhancing Investor Relations (IR).
3. Elevating Transparency and Sustainability Reporting.



Alignment with Saudi Vision 2030

Driven by the conviction that true sustainability is achieved when industrial performance meets Environmental, Social, and Governance (ESG) responsibilities, OGC continues its journey by making the alignment of its strategy with Saudi Vision 2030 a fundamental pillar of its operational and developmental direction. The Company views the Vision not merely as a regulatory framework, but also as a strategic opportunity to bolster its industrial role, maximize its socio-economic impact, and actively contribute to the national transformation toward a diversified and sustainable economy.

The Company's efforts in this path are built upon an integrated business model that balances production expansion, resource efficiency, the adoption of modern technologies, and the empowerment of national human capital. This reflects a deep understanding of the Vision's objectives in local manufacturing, environmental

sustainability, digital transformation, and the enhancement of local content. These efforts are further backed by sound governance practices and high levels of transparency, which enhance the Company's investment attractiveness and support its effective integration into the national economic ecosystem.

Through this approach, Obeikan Glass aspires to serve as a trusted industrial partner in the execution of the Kingdom's Giga-projects, a direct contributor to enhancing the competitiveness of the industrial sector, and a creator of added value whose impact extends to society, the labor market, and supply chains. This approach embodies the spirit of Saudi Vision 2030 in transforming economic growth into comprehensive and sustainable development for future generations.

The following figure illustrates the Company's key strategic efforts, both operational and developmental, in alignment with Saudi Vision 2030 objectives, as follows:



Key Strategic Efforts (Operational & Developmental) in Alignment with Saudi Vision 2030

العبيكان للزجاج
OBEIKAN GLASS **OGC**

- Strengthening Local Manufacturing
- Increasing Contribution to GDP Through:

Expanding Production Capacity at Yanbu Plant, by:
- Adding a Second Float Glass Production Line.

Which Contributes to:

- Meeting Local Demand.
- Reducing Reliance on Imports.

This Aligns with the Objectives of the "Made in Saudi" Program.

- Transitioning towards Sustainability and Environmental Efficiency By:

Adopting and Implementing Standards for:

- Green Building.
- Energy Efficiency.

Through:

- Producing High-Performance Glass that Reduces Energy Consumption in Buildings.

Which Supports:

- Circular (Green) Economy Initiatives.
- Reducing Carbon Emissions.
- Implementing Sustainability Programs within Saudi Vision 2030.

- Digital and Technical Industrial Transformation By:

Investing in Modern Technologies for:

- Production Process Management.
- Digital Quality Control (DQM).

Aiming to:

- Boost Operational Efficiency.
- Optimize Production.
- Align with Smart Industrial Transformation Trends (Industry 4.0).

- Empowering National Talents By Focusing on:

Hiring and Training Saudi Cadres in the Fields of:

- Manufacturing.
- Engineering.
- Quality Management.

Which Contributes to:

- Supporting the Objective of "Increasing Saudization in the Industrial Sector".
- Equipping Saudi Youth with Advanced Technical Skills.

- Attracting Investments
- Enhancing Global Competitiveness By:

Transitioning to:

- Main Market.

The Company also Seeks to:

- Adopt Approved Governance Practices.
- Promote Transparency.
- Support Financial Sustainability.

Which Supports:

- Saudi Vision 2030 Objectives to Develop a World-Class Investment Environment.

- Contributing to Infrastructure Development and Giga-Projects As the Company is Working on:

Supplying National Giga-Projects with Advanced, High-Quality Glass Products.

Positioning the Company at:

- The Core of Saudi Vision 2030 Initiatives to Develop Cities that are:
- Modern.
- Sustainable.

Preparing for Major Global Events

Obeikan Glass views the Kingdom's hosting of major global events, foremost among them Expo 2030 and the FIFA World Cup 2034, as a significant opportunity to strengthen the role of national industry in supporting the urban and economic transformation currently taking place in Saudi Arabia. The importance of these events extends beyond their celebratory nature; they represent strategic developmental opportunities that demand a high level of industrial readiness, reliable supply chains, and innovative construction solutions that meet the highest international standards.

Guided by this awareness, the Company seeks to align its expansion and investment plans with the requirements of these events by boosting its production capacities and developing high-performance glass products that meet the standards of smart and sustainable buildings, thereby supporting energy efficiency and enhancing the quality of the urban environment. Furthermore, the

Company focuses on building strategic partnerships with government entities and lead contractors to strengthen its integration within the ecosystem of executing Giga-projects related to infrastructure, hospitality, transportation, and public utilities.

This approach reflects OGC's commitment to its developmental role and its pursuit of achieving a tangible and sustainable socio-economic impact. This impact supports local content, creates specialized opportunities, and contributes to presenting an honorable image of Saudi industry on a global scale. Through these concerted efforts, the Company aims to solidify its position as a strategic industrial supplier for projects linked to Expo 2030 and the FIFA World Cup 2034. This remains in full alignment with Saudi Vision 2030 objectives to attract global investment and enhance the competitiveness of the national economy.

The following figure illustrates a summary of the Company's key efforts and readiness to capitalize on these events, as follows:



Market and Industry Overview

Gross Domestic Product (GDP)

Saudi Arabia continues its positive economic trajectory, driven by a comprehensive suite of structural and fiscal reforms. These efforts aim to achieve Saudi Vision 2030 objectives, diversify the economic base, and stimulate growth in non-oil activities. Furthermore, they seek to empower the private sector as a key development partner, increasing its contribution to high-value-added emerging sectors.

According to data from the General Authority for Statistics (GASTAT) and the Budget Statement for fiscal year (FY) 2026 issued by the Ministry of Finance, preliminary estimates indicate a 4.4% growth in the real Gross Domestic Product (GDP) by the end of 2025. The private sector's contribution reached approximately 50.3% of the real GDP. It should be noted that these

figures are preliminary and subject to update upon the release of final verified data. This growth was driven by a 4.8% expansion in non-oil activities, compared to 4.3% in the previous year. This performance highlights the progress of economic diversification efforts and the successful reduction of reliance on oil as the primary driver of growth.

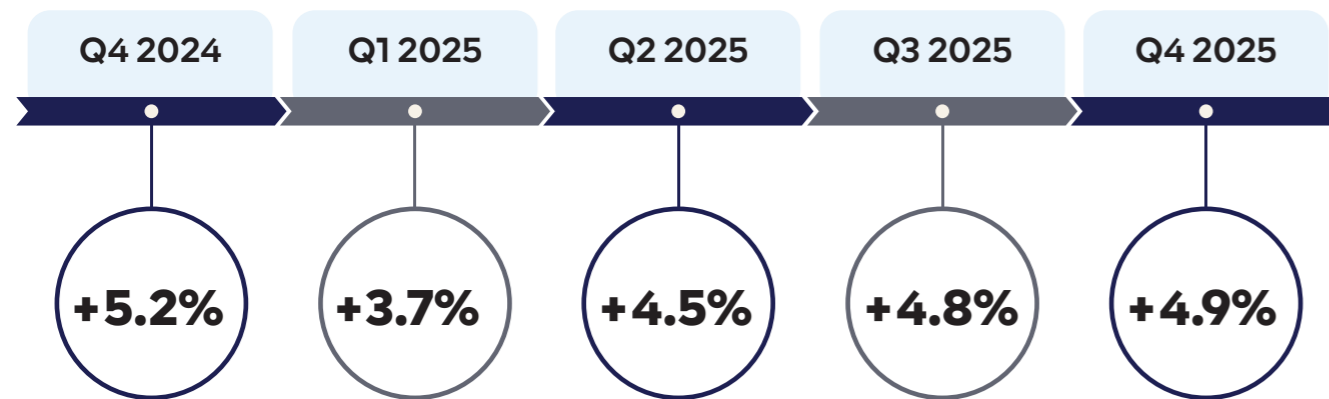
Preliminary estimates for 2026 indicate continued economic momentum, with real GDP growth projected at 4.6%. This outlook is supported by the expansion of non-oil activities and an increased contribution from the private sector to achieving positive growth rates, as efforts persist to enhance economic diversification and solidify the foundations of sustainable growth.



Quarterly GDP Growth Rates

Saudi Arabia's real GDP increased by 4.9% in Q4 2025 compared to the same period in 2024. Oil activities recorded a significant rise of 10.4%, while non-oil activities grew by 4.1%. Conversely, government activities witnessed a decrease of 1.2%. Consequently, the total GDP for the full year 2025 achieved a growth rate of 4.5%, compared to 2024. Oil activities recorded the highest growth at 5.6%, followed by non-oil activities at 4.9%. These figures are based on the "Flash Estimates" published by GASTAT.

Quarterly GDP Growth Rates in Saudi Arabia



GDP Growth Rates during Q4 2025

Activity	QoQ (Seasonally Adjusted)	YoY
Oil Activities	+0.4%	+10.4%
Non-Oil Activities	+0.7%	+4.1%
Government Activities	--	(1.2%)
Gross Value Added (GVA)	+1.1%	+4.9%
Net Taxes on Products	+0.1%	+3.7%
Gross Domestic Product (GDP)	+1.1%	+4.9%

Unemployment and Inflation

The labor market in the Kingdom continues to show gradual improvement, with estimates indicating a decline in the unemployment rate among Saudis to levels ranging between 6.5% and 7% during 2025, with expectations for further improvement during 2026, driven by the continuation of Saudization programs and the development of non-oil sectors.

On the inflation front, consumer prices stabilized at an average of approximately 2% during 2025, supported by balanced monetary policies, despite continued pressure in some key components such as rents, which recorded a noticeable increase, while transport and food prices witnessed relative stability.

Construction and Building Materials Sector

The upward growth in real GDP signals an expansion of the real economy, thereby supporting demand for construction materials sector products, particularly glass used in residential, commercial, and infrastructure projects. Furthermore, the declining unemployment rate, sustained growth in non-oil activities, and expanding Capital Expenditure (CapEx) across housing, transportation,

and infrastructure sectors reflect a structural improvement in the labor market and increased demand for labor in construction material-intensive sectors, including the glass industry.

The surge in CapEx serves as a direct driver for growth within the construction sector, translating into tangible and sustained demand for both architectural and industrial glass products.



Section IV: Review of Operational Processes

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Production Planning Department Key Functions

In line with Obeikan Glass's commitment to enhancing industrial value chains and embedding operational sustainability, the Production Planning Department serves as a pivotal bridge between corporate strategy and operational execution. Precision in production planning transcends the mere balancing of supply and demand; it reflects the Company's corporate responsibility toward customers, partners, and resources through optimizing capacity utilization, maximizing asset efficiency, and streamlining costs, thereby supporting sustainable

profitability and enhancing long-term shareholder value. Furthermore, this function directly supports Saudi Vision 2030 objectives by developing the industrial sector, increasing local content, and strengthening national supply chains. Consequently, the Production Planning Department acts as an integrated liaison linking sales, manufacturing, procurement, quality, and logistics within a disciplined operational framework built on transparency and governance. The following diagram illustrates this integrated concept with clarity and precision.

Key Objectives

In line with the Company's pursuit of a high-efficiency operating model that sustains growth and bolsters industrial competitiveness, the key objectives of the Production Planning Department serve as a critical executive tool to balance market demand with available operational capacity. Integrated planning synchronizes customer orders with production schedules, optimizing the utilization of furnaces and forming lines while maintaining strategic inventory levels, ensuring operational continuity without placing undue burden on working capital.

Furthermore, this approach enhances On-Time Delivery (OTD) accuracy and supports efficiency improvement initiatives, and cost-reduction in operating costs, all of which positively impact sustainable profitability and the overall customer experience. This direction remains fully aligned with Saudi Vision 2030 objectives to develop industrial supply chains and improve national productivity within a disciplined operational governance framework. The following figure outlines these key objectives with precision and clarity.



Production Planning Department Objectives

01

Developing and Executing Effective Production Plans to Meet:

- Customer Requirements
- Sales Forecasts

While Optimizing:

- Target Inventory Levels
- Plant Capacity Utilization

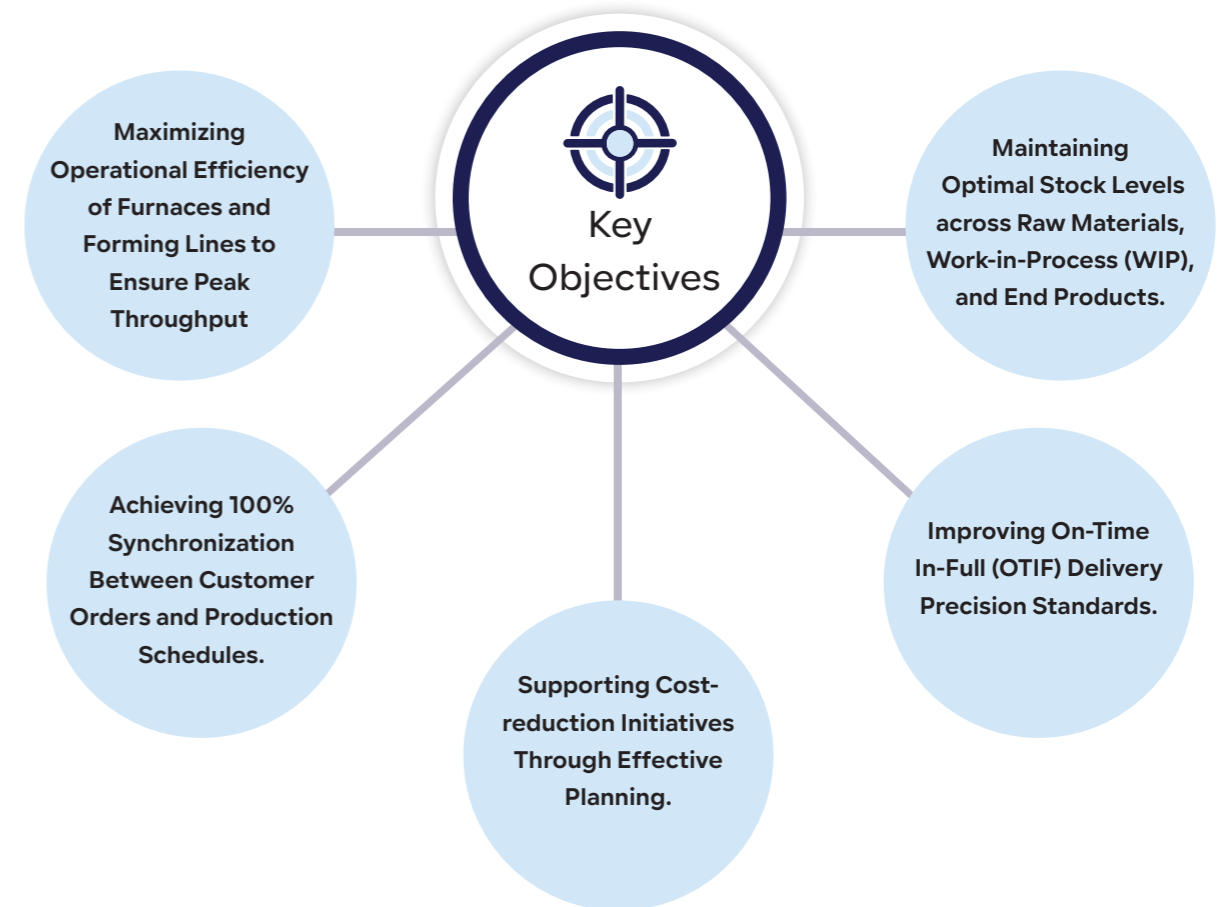
Aimed at:

- Ensuring On-time Delivery (OTD)
- Achieving Optimal Resource Utilization
- Enhancing Operational Cost-effectiveness

02

The Department Acts As a Strategic Liaison, Facilitating Integration across the Following Departments:

- Sales
- Manufacturing
- Procurement
- Warehousing
- Quality
- Logistics



Production Planning Department Key Responsibilities


As the Company moves toward enhancing its operational framework to support performance continuity and embed sustainable manufacturing principles, the Production Planning Department plays a pivotal role in translating strategic directives into actionable operational programs by developing flexible production plans rooted in rigorous demand analysis and forecasting. This approach ensures an optimal balance between market requirements and available manufacturing capacities, aligning with the Company's leadership journey and its pursuit of sustainable growth, reflecting a commitment to operational excellence and maximizing value-added through resource optimization and process efficiency.

The Department's key responsibilities constitute an integrated operational ecosystem, including planning and scheduling production activities based on demand priorities, aligning production volumes with sales forecasts, and managing the capacity of machinery and production lines, monitoring inventory levels to minimize waste and stockpiling, while maintaining continuous coordination with Procurement and Supply Chain Departments,

ensuring the timely availability of raw materials without disrupting operational workflows. These efforts directly enhance order fulfillment rates, improve Key Performance Indicators (KPIs), reduce production cycle times, and bolster the Company's competitive positioning in the market.

The Department further supports digital transformation efforts by deploying smart systems, such as Nawras Finance and O3Ozone, to enhance the integration of operational and financial data, improve the quality of information available to decision-makers, and support robust mechanisms for the continuous monitoring and evaluation of production performance. This occurs within a disciplined operational governance framework aligned with Saudi Vision 2030 objectives, which aim to boost industrial productivity, optimize value chain efficiency, and promote sustainability across the industrial sector. The following figure illustrates this concept with precision and clarity, employing precise technical terminology and structured organizational language free from ambiguity.

1



Production Planning and Scheduling

- **Developing Comprehensive Daily, Weekly, and Monthly Production Plans.**
- **Translating Sales Forecasts into Actionable Manufacturing Schedules.**
- **Planning Production Runs while Optimizing for:**
 - Glass Type and Color Changeovers.
 - Machine Capacity Utilization.
 - Technical and Operational Furnace Parameters.
- **Synchronizing with Sales and Manufacturing Regarding Downtime Schedules and Maintenance Activities.**
- **Ensuring the Availability of Required Crates and Packaging Materials.**


2



Demand and Forecast Synchronization

- **Cooperating with the Sales Department to Review Market Forecasts and Align with Customer Priorities.**
- **Analyzing Demand Trends and Seasonal Fluctuations.**
- **Actively Engaging in Sales and Operations Planning (S&OP) Meetings.**
- **Identifying Gaps Between Supply and Demand and Proposing Necessary Corrective Actions.**

3



Capacity Planning

- **Evaluating Plant Manufacturing Capacity against Demand Volume.**
- **Pinpointing Operational Constraints within Processing, Packing, and Dispatching Stages.**
- **Supporting Strategic Initiatives for Long-term Capacity Expansion and Conducting Feasibility Analyses for Future Growth.**

4



Inventory Management

- **Monitoring Inventory Levels of Finished Products.**
- **Maintaining Strategic Safety Stock Levels to Mitigate Risks Associated with Demand Volatility.**
- **Managing Slow-moving and Obsolete (SLOB) Inventory.**
- **Coordinating with the Warehousing Department to Ensure High Fidelity and Accuracy of Inventory Data.**


5



Raw Material and Procurement Coordination

- **Planning for Raw Materials and Packaging Material Requirements.**
- **Ensuring the Timely Availability of Crates and Consumables.**
- **Coordinating with the Procurement Department to Ensure Manufacturing Continuity and Prevent Operational Disruptions.**

6



Order Management

- **Prioritizing Urgent and Strategic Customer Orders.**
- **Ensuring the Accuracy of Order Entry and Tracking through Nawras Finance and O3Ozone Platforms.**
- **Monitoring Production Progress and Updating Delivery Timelines as Required.**

7



Performance Monitoring and Reporting

- **Monitoring KPIs, including:**
 - Production Plan Adherence Rate (%).
 - On-Time In-Full Delivery Index (OTIF).
 - Production Capacity Utilization Rate.
 - Variance Analysis Between Planned and Actual.
- **Issuing Monthly Planning Reports.**
- **Providing Dashboards for Senior Management.**

8



Continuous Improvement

- **Identifying Gaps in Planning Processes and Implementing the Necessary Improvements.**
- **Optimizing Production Sequencing to Achieve Maximum Operational Efficiency.**
- **Supporting Manufacturing Excellence Initiatives.**
- **Developing More Effective Utilization Mechanisms for the Nawras Finance system.**
- **Elevating Data Accuracy Standards.**

Production Department Key Functions

The Production Department at Obeikan Glass Company serves as the fundamental pillar of industrial excellence, product quality, and the sustainability of economic value creation. Driven by an integrated corporate vision, this mission balances market demands, environmental responsibility, employee safety, and stakeholder expectations. It reflects a philosophy of "Humanizing the Economy," placing people, quality, and sustainability at the heart of every operational decision.

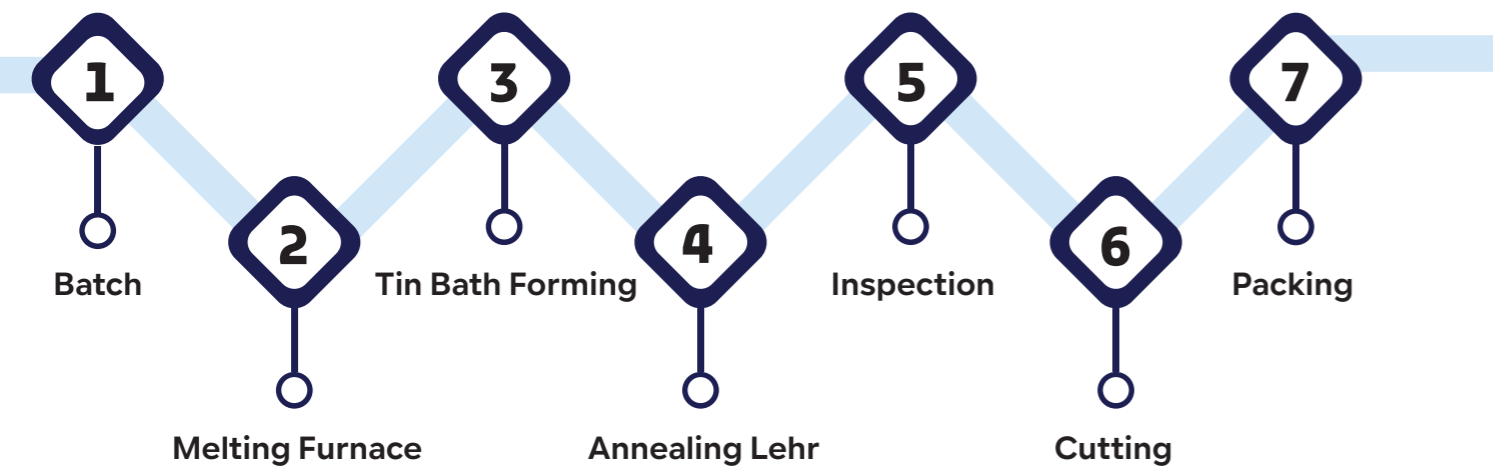
The Production Department plays a pivotal role in the operation and monitoring of the float glass production line, overseeing the transformation of raw materials into high-quality glass that adheres to the most rigorous international standards and the Company's approved specifications. This function is managed within an integrated framework

designed to enhance operational discipline, minimize waste, and ensure product reliability. These measures bolster the Company's competitive standing in local and regional markets, ensuring operational stability and resource efficiency while maintaining strict compliance with occupational health and safety (OHS) requirements.

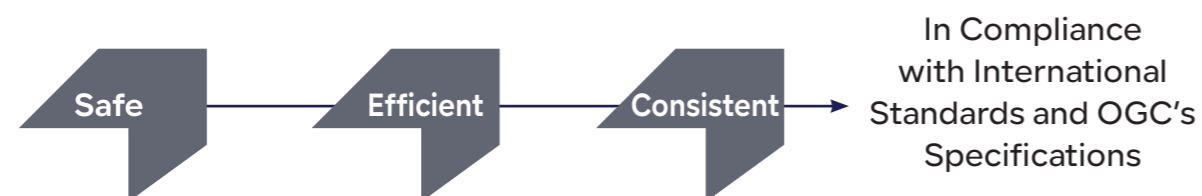
The Department's mission encompasses the oversight of the complete production cycle, from batching and furnace melting through tin bath forming, annealing, inspection, and cutting, to final packaging. This rigorous operational sequence ensures consistent quality and process safety at every stage. Furthermore, this integration bolsters proactive planning, enables rapid response to demand fluctuations, and optimizes energy consumption and production assets.

Production Department Key Function

Operating and Monitoring the Float Glass Production Line via the Full Production Cycle, which Consists of:



Objective: Transforming Raw Materials into High-Quality Clear Float Glass in a Manner that is:



Production Department Key Responsibilities

The Production Department serves as the cornerstone of OGC's operational framework, acting as the primary engine that transforms strategy into sustainable economic, environmental, and social results. Beyond the management of manufacturing lines and quantitative quotas, the Department functions as an integrated corporate unit, one that meticulously balances operational efficiency and product quality with workforce safety, resource stewardship, and the maximization of long-term stakeholder value.

The significance of these responsibilities is dictated by the energy-intensive nature of the float glass industry and its high sensitivity to operational variables. Consequently, precise control over every production stage is not just a tactical requirement but also a strategic necessity. The Production Department orchestrates the entire integrated lifecycle, from batching and raw material management through melting, forming, and annealing, to final inspection and packaging. This oversight ensures performance stability and continuous operation within design capacities and rigorous technical standards.

The Department is further in charge of maintaining a robust quality control and compliance framework, ensuring that every product aligns with international specifications and client expectations. By embedding quality as a core daily responsibility, the Department maintains rigorous consistency in glass thickness, optical flatness, and structural integrity, all in strict adherence to global best practices.

Responsibilities also include maintaining industrial

asset reliability through the integration of preventive and condition-based maintenance (CBM), while managing the operational lifespans of furnaces and critical components. This supports operational continuity, reduces unplanned downtime, and increases availability rates, all of which have a direct impact on cost, safety, and delivery timelines.

In terms of Health, Safety, and Environment (HSE), the Production Department is tasked with safeguarding employees, mitigating operational risks, and managing emissions and waste. These efforts are strictly aligned with international standards, specifically ISO 45001 and ISO 14001, alongside energy efficiency mandates. This framework reflects the Company's dedication to «Humanizing the Economy» effectively balancing industrial productivity with the steadfast protection of both our people and the environment.

The Production Department is key to continuous improvement and operational reporting. By spearheading productivity enhancements, reducing specific energy consumption, and performing rigorous variance and defect analyses, the Department provides the transparent, data-driven insights necessary to support strategic decision-making at the Executive Management and Board levels.

These responsibilities are deeply integrated with human capital management, focused on elevating technical competencies and fostering a culture of safety, discipline, and collaboration. In addition, the Department serves as a catalyst for expansion, driving production capacity increases and the seamless integration of new lines to bolster the Company's readiness for sustainable growth.

Production Department Key Responsibilities

1 End-to-End Production Operations

- **Running and stabilizing performance across each stage of the float glass production line, including:**
 - Batch plant (Raw material mix and cullet)
 - Melting furnace
 - Tin bath
 - Annealing lehr
 - Inspection
 - Cutting
 - Stacking/packing
 - **Achieving daily and weekly productivity and thickness targets (4 - 12 mm) within operational capacity limits.**
- Note: Current line capacity is approximately 800 tons per day.**

2 Quality Control and Approved Regulatory Compliance

- **By Monitoring:**
 - Leveling the glass ribbon
 - Optical quality
 - Thickness uniformity
 - Management of online inspection systems
 - Off-line checks
- **Maintaining compliance with:**
 - OGC's Quality Management Systems (ISO 9001, 14001, 45001)
 - Energy Efficiency Standards (SEEC Ready 50001)
 - Relevant international product standards

5 Production Planning and Materials

- **Production and materials are strategically planned through:**
 - Converting demand forecasts into melt schedules
 - Managing the feed rate of raw materials and recycled cullet
 - Optimizing energy consumption and utility resource management
 - Coordinating with logistics teams to ensure the seamless flow of finished goods

6 Continuous Improvement and Reporting

- **Continuous process enhancement and rigorous reporting are achieved through:**
 - Leading initiatives to optimize production yields and energy efficiency
 - Process centering (e.g., minimizing deviations in thickness or width variants)
 - Conducting Root Cause Analysis (RCA) to address and mitigate production defects
 - Publishing daily shift and quality reports aligned with established KPIs targets

3 Equipment Maintenance and Reliability

- **Coordination between Preventive Maintenance programs and Condition-Based Maintenance (CBM) for specialized equipment across the entire production line, including but not limited to:**
 - Zippe batching system
 - Fives furnaces, tin baths, annealing lehrs
 - ISRA inspection system
 - Grenzebach cutting system
 - TMB packing
- **Ensuring maximum operational uptime, optimized production yields**

4 Safety, Environment, and Regulatory Compliance

- **Implementation of core standards and principles, including:**
 - Process Safety Management (PSM)
 - Hot-End controls
 - Line-of-fire hazard mitigation
 - Personal Protective Equipment (PPE)
 - Lockout-Tagout (LOTO) procedures
 - Emissions and waste management
 - Cullet recycling
- **Ensuring full alignment with Obeikan Glass HSE commitments**

7 Workforce and Coordination

- **Direct workforce support and inter-departmental coordination are maintained through:**
 - Training and qualifying specialized operators and technicians across all production areas (Batch Plant, Furnaces, Tin Bath, Annealing, and Cold-End)
 - Coordinating with downstream value-added manufacturing units (Lamination and Coating) and Sales and Quality Control Departments to ensure alignment with customer technical specifications

8 Capacity Changes and Projects

- **Production capacity adjustments and project execution are managed through:**
 - Supporting initial commissioning operations-
 - Gradual capacity ramp-up
 - Operational integration of new production lines
 - Capacity expansion at Yanbu Industrial City (Second Float Glass Line Project)

Production and Planning Process Execution Mechanism

First: Overview: Integrated Operating Model

Obeikan Glass Company employs an integrated operating model designed to realize its vision of a resilient, 'smart' production ecosystem. This framework responds with agility to market fluctuations while upholding an uncompromising commitment to quality and sustainability. It reflects the Company's core conviction that operational excellence is a natural extension of strategic planning, and that the seamless alignment of human, technical, and production resources is the definitive pillar for generating sustainable economic value.

OGC operates as a vertically integrated industrial company in the float glass manufacturing sector. Based in Yanbu Industrial City, Saudi Arabia, the Company manages its production and planning operations within a unified and interconnected framework that ensures the alignment of operational decisions with market demands, available production capacity, and target inventory levels.

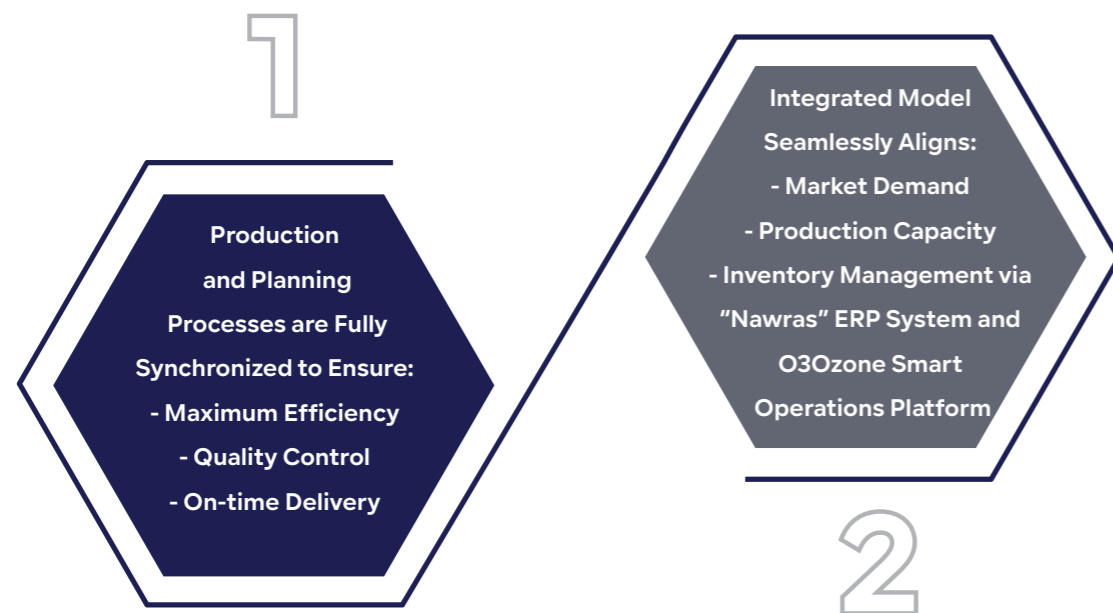
This contributes to enhancing operational efficiency, improving output quality, adhering to delivery schedules, and bolstering customer confidence while strengthening competitiveness in local and regional markets.

The integrated operating model depends on an advanced digital infrastructure that bridges the gap between operational performance and financial oversight, particularly regarding inventory and production planning. Powered by "Nawras" ERP system and O3Ozone smart operations platform, this technical synergy creates a unified environment for real-time data analytics and decision support. The result is heightened transparency and planning precision that minimizes waste and optimizes resource utilization, directly supporting the Company's sustainability and capital efficiency targets.

The figure below outlines the objectives and functional framework of OGC's integrated operating model.

OGC's Integrated Operating Model

OGC Operates as a Vertically Integrated Float Glass Manufacturer, Strategically Located in Yanbu Industrial City, Saudi Arabia



Second: Operational Field Level

The float glass production line is operated and controlled to transform raw materials into high-quality float glass. This process is executed in a safe, stable manner, ensuring full compliance with international standards and OGC's specifications.

The Production Department operates and manages the entire float glass production line across all operational stages. This begins with batch preparation, combining raw materials and cullet, followed by the melting furnace, tin bath for forming, then annealing, inspecting, and cutting, and concludes with packing and warehousing. These processes are managed within a continuous and controlled production cycle, ensuring consistent quality, stable performance, and adherence to the approved production capacity of approximately 800 tons per day, with thicknesses ranging from 4 to 12 mm.

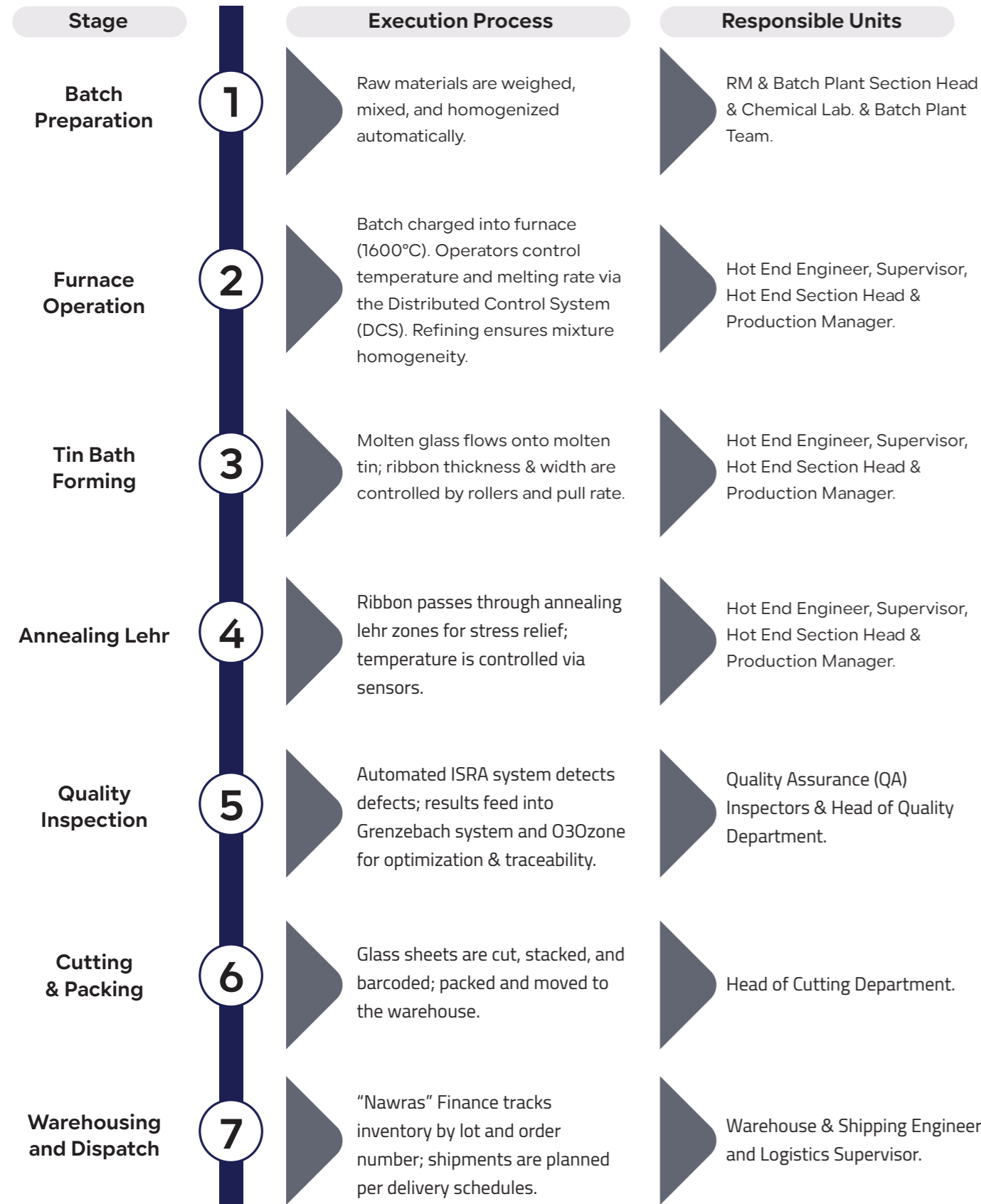
Operational processes are executed according to an integrated system that links production, quality,

maintenance, and planning teams. This synergy ensures the achievement of daily and weekly production targets, adherence to approved quality standards, management of equipment operational reliability, and the enhancement of occupational and environmental safety. The Company relies on state-of-the-art digital systems to monitor operational performance, product quality, and inventory management. This supports rapid decision-making, enhances operational efficiency, and ensures adherence to production and delivery schedules.

This operational framework serves as the practical foundation for transforming production plans into high-quality tangible outputs. It reflects the Company's ability to run advanced industrial operations with efficiency and stability, while maintaining readiness for future expansion and supporting capacity-increase projects, including the second production line project.



Implementation Stages, Operating Mechanisms, and Responsible Units



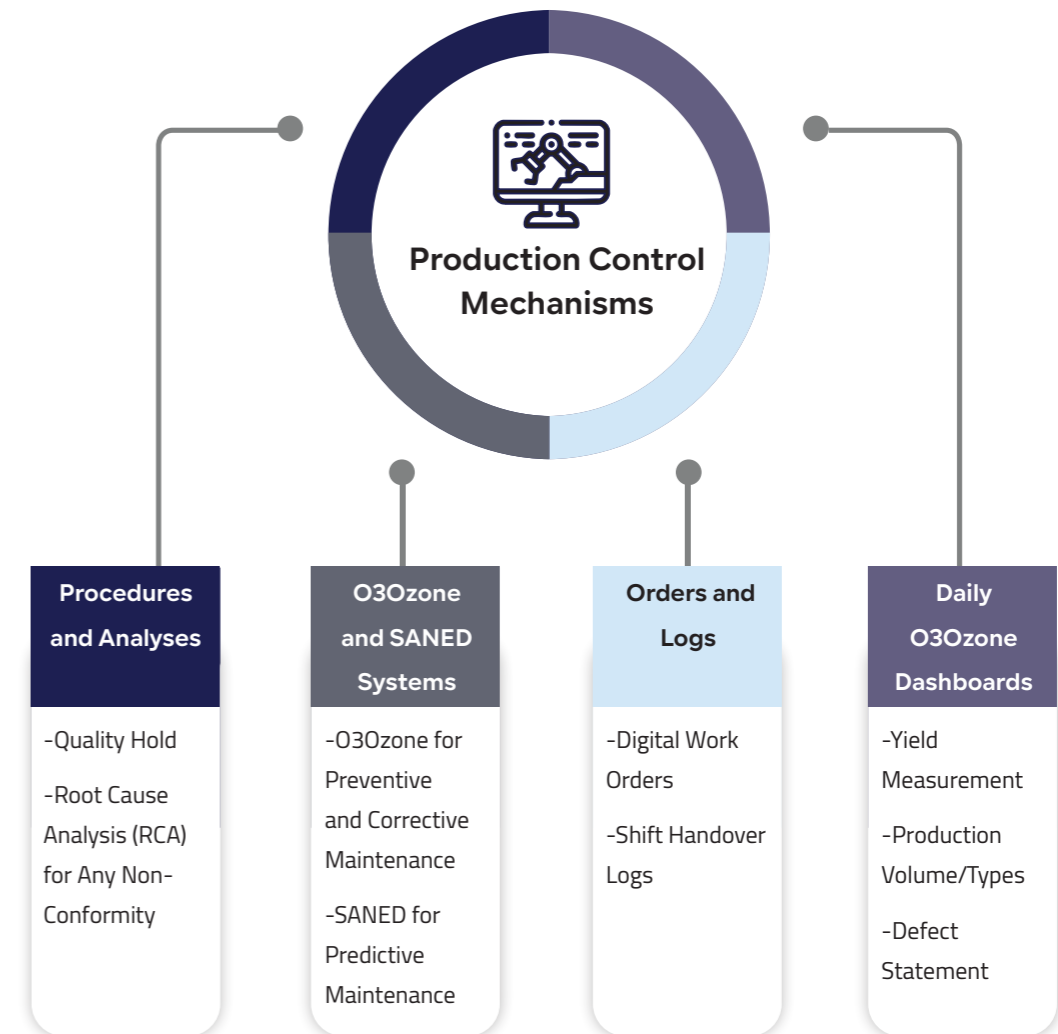
Production Control Mechanisms

Obeikan Glass Company employs a robust production control framework designed to protect operational stability, meet production targets, and optimize both product quality and asset efficiency. At the heart of this framework is the O3Ozone system, which facilitates real-time performance tracking via advanced digital dashboards. By centralizing key indicators, such as production yield and defect classification, these tools empower the team with continuous oversight and the agility required for data-driven decision-making.

Control mechanisms include the implementation of digital work orders and shift handover logs, ensuring clear responsibilities and the continuity of operational information between work teams. The Company also

employs preventive, corrective, and predictive maintenance systems using O3Ozone and SANED. These systems aim to enhance equipment readiness, minimize unplanned downtime, and maintain the efficiency of production lines.

In terms of quality, the Company implements «Quality Hold» procedures and conducts root cause analysis (RCA) for any non-conformities. Defects are tracked and addressed according to approved protocols, supporting continuous improvement and minimizing waste. Collectively, these mechanisms contribute to enhancing operational reliability, streamlining performance, and ensuring the achievement of production and quality targets.



Planning Control Mechanism

The primary objective of the process is to align demand, production capacity, and resources to ensure maximum operational efficiency, adherence to delivery schedules, and customer satisfaction.

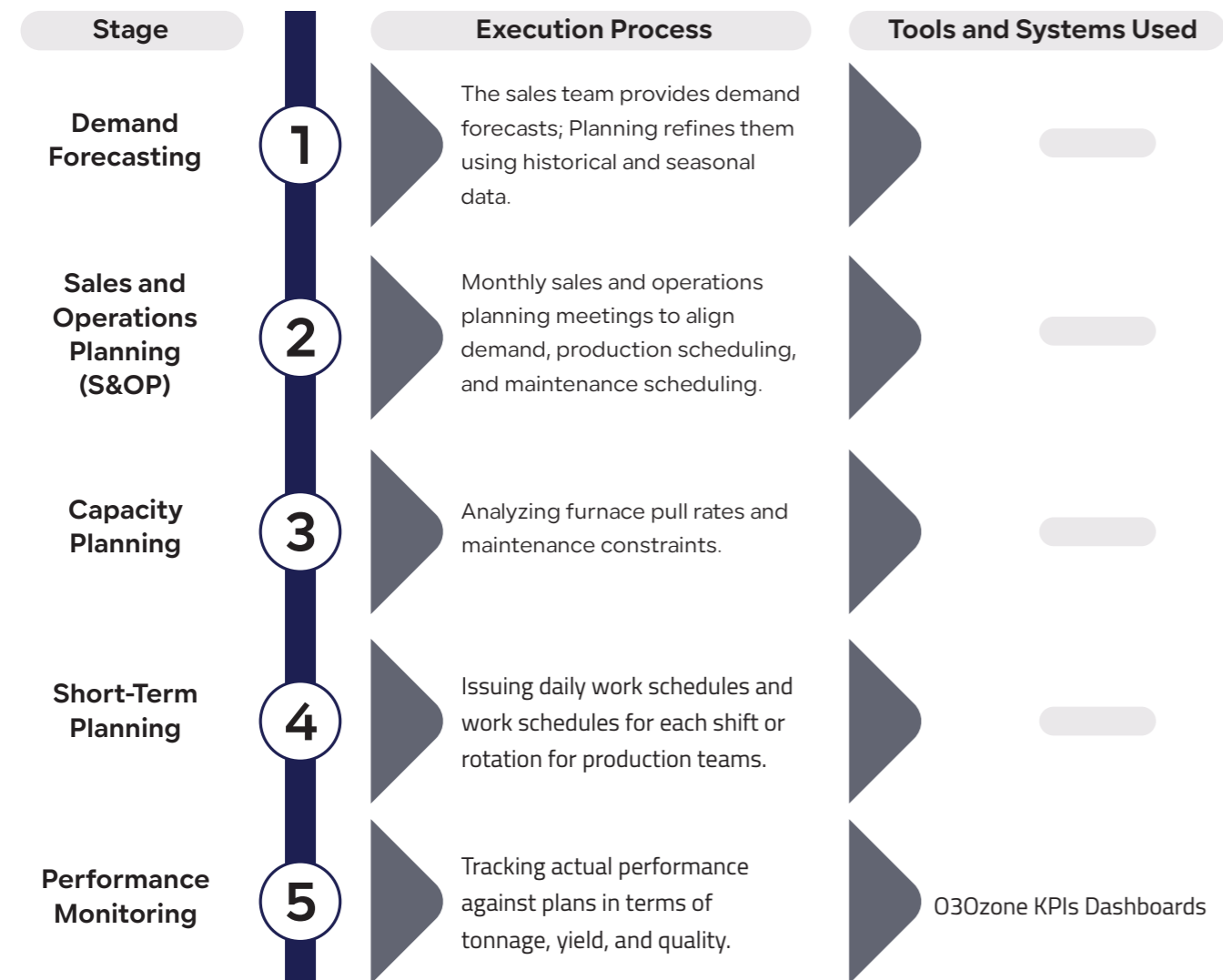
Obeikan Glass Company employs an integrated production planning process aimed at aligning forecasted demand with available production capacity and managing resources efficiently. This process is driven by demand forecasts provided by the sales sector, which are analyzed and updated based on historical data and seasonal patterns.

The planning process is managed through periodic sales and operations planning (S&OP) meetings, ensuring seamless coordination between demand, production plans,

and maintenance schedules. In addition, planning involves capacity analysis, considering furnace pull rates, and operational constraints to ensure the optimal utilization of available capacities.

Medium-term planning is meticulously translated into short-term operational programs, providing production teams with precise daily and shift-based schedules. Performance is continuously benchmarked by comparing actual output against approved targets for quantity, yield, and quality. Leveraging KPI dashboards within the O3Ozone system, this process instills rigorous operational discipline and ensures the consistent achievement of production goals.

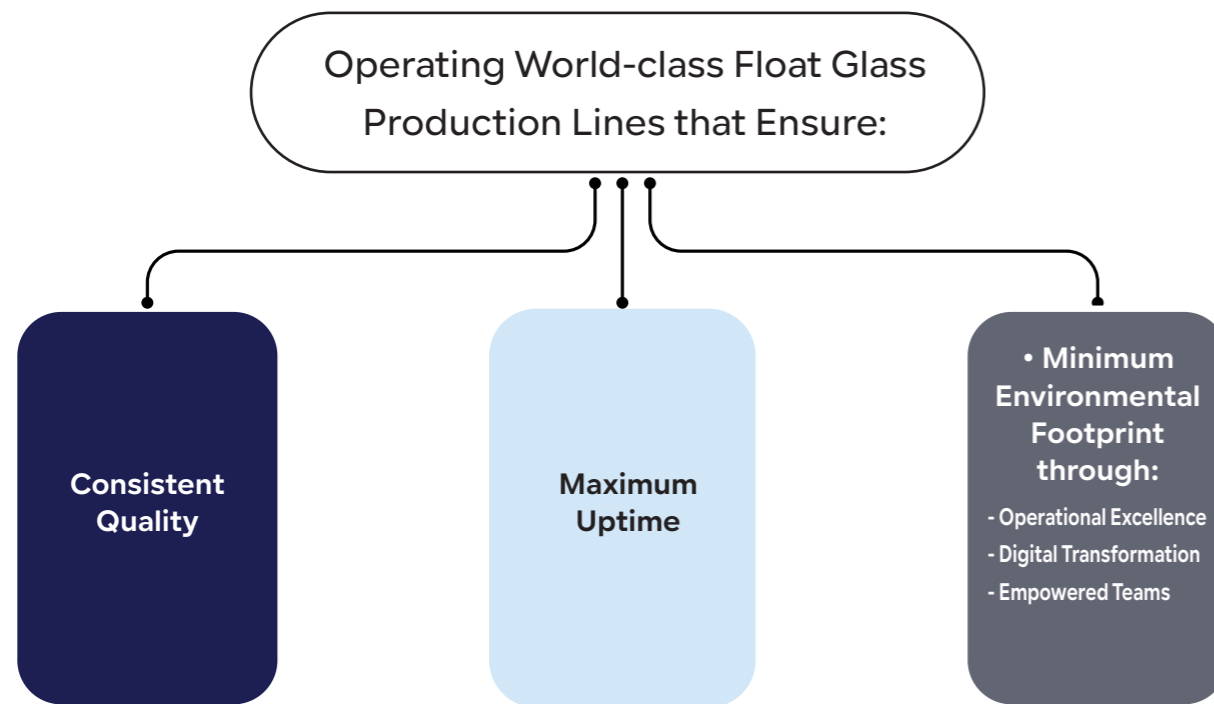
Production Planning Process Execution Stages, Mechanisms, and Tools



Production Department Strategy (Core Strategy)

The Company's production management strategy centers on operating world-class float glass lines that deliver consistent quality and maximum uptime while minimizing environmental impact. By prioritizing operational excellence, the strategy drives performance efficiency, strengthens asset reliability, and integrates advanced digital solutions across all operations. At its core, this approach empowers our workforce to sustain performance and deliver stable, long-term results.

The Company's Core Production Department Strategy



Production Planning Department Strategy

The Production Planning Department strategy at Obeikan Glass Company is a fundamental pillar for enhancing sustainable industrial value. The strategy focuses on pivoting from conventional methods to data-driven planning, and from reactive processing to a proactive approach. In this framework, planning is not merely a supportive operational function, but a strategic tool for resource management and balancing demand with production capacity, ultimately enhancing supply chain reliability and fulfilling the expectations of both customers and shareholders.

This strategy is predicated on developing an integrated and flexible production plan driven by accurate, real-time data. This enables the Production Planning Department to maximize production capacity within safe operating limits (SOLs), while ensuring strict adherence to delivery schedules, minimizing waste, and mitigating operational volatility. This approach reflects a systematic alignment between planning and operational performance, utilizing

realistic and actionable plans that foster long-term operational stability.

The strategy outlines the mechanisms for managing demand, resources, and operational risks in a measurable and trackable manner, thereby enhancing decision-making quality and bolstering the sustainability of returns. Within this framework, the Company places human capital at the heart of the planning process by empowering teams with intuitive digital tools and contributing to a more stable and secure operational environment.

From a sustainability perspective, this strategy contributes to optimizing resource efficiency, minimizing waste, and enhancing energy performance. By strengthening supply reliability, the Company fosters a model of responsible and balanced industrial growth. In summary, the Production Planning Department represents a key driver in supporting the Company's long-term performance through disciplined planning, stable operational execution, and the creation of sustainable value.



Key Strategic Objectives vs. 2025 Results

OGC's Production Department objectives will focus on achieving sustainable operational excellence to ensure operational continuity, product quality, and resource utilization efficiency. These goals include maximizing the capacity utilization of float glass lines, increasing yield rates, and optimizing energy consumption, while maintaining high quality standards and keeping customer complaints to a minimum.

The Department aims to drive digital transformation in operations and enhance asset reliability through predictive maintenance practices. Additionally, the Department aims to focus on building a qualified operational workforce capable of managing processes under the highest safety standards. Maintaining a zero-injury work environment and ensuring stable operations without unplanned downtime are fundamental components of the Department's objectives.

These objectives reflect a clear strategic direction towards linking operational performance with specific and trackable KPIs. This approach supports efficiency improvement, performance sustainability, and the creation of long-term operational value across the following pillars:

First: Operational Excellence: The results achieved in this pillar reflect the Production Department's capability to surpass approved targets. The actual yield amounted to 86.1%, exceeding the target of over 85%. Moreover, the average daily production recorded approximately 792 tons/day, compared to a target of over 780 tons. This indicates the high furnace operational efficiency, successful implementation of operational excellence programs, and improved asset reliability, all of which contributed to stabilized operations and minimized operational volatility.

Second: Digital Transformation and Smart Manufacturing: The O3Ozone system recorded an actual utilization rate of 85%, aligning perfectly with the strategic target. This level reflects the maturity of digital operations and the ability of operating teams to leverage real-time data to support data-driven decision-making, enhance operational transparency, and reduce reliance on unstructured estimations.

Third: Energy Efficiency and Sustainability: The specific energy consumption (SEC) recorded 6.9 MMBtu/ton, which is below the target limit, indicating a significant improvement in energy efficiency. This performance

underscores the efficacy of our heat recovery initiatives, energy monitoring systems, and optimized repair and maintenance protocols, supporting the reduction of environmental impact and aligning with sustainability targets.

Fourth: Quality Leadership: The defect-related waste rate dropped to 5.4%, successfully outperforming our target of less than 6%. In Addition, customer complaints accounted only for 0.08% of total sales, a figure that underscores the Company's consistent product quality and reliability. In this regard, the impact of implementing statistical process control (SPC) tools, root cause analysis (RCA), and the systematic closure of non-conformities is particularly evident.

Fifth: Workforce and Skills: The Company achieved outstanding milestones in this pillar, recording zero lost time injuries (LTIs) and reaching 4.7 million safe man-hours. Furthermore, the Company maintained seamless operations with zero operational downtime. This underscores the success of the Company's multi-skilling training programs, behavior-based safety (BBS) initiatives, and the advancement of a conscious and accountable operational culture.

Sixth: Reliability and Asset Management: The equipment loss rate recorded 0.1%, outperforming the target of 0.15%. This achievement validates the efficacy of the Company's predictive maintenance practices, asset condition monitoring, and the optimized lifecycle management of furnaces and production lines.

In light of these results, it is evident that the Company's Production Department successfully struck a sophisticated balance between operational efficiency, product quality, energy performance, and workforce safety throughout 2025. These achievements solidify the Company's position as a premier industrial leader with sustainable performance, well-equipped to drive long-term growth through operational discipline and high confidence.

Key Strategic Objectives of the Production Department and Major Achievements in 2025

Focus Area	Strategic Objective	Implementation Methods	Key Performance Indicators (KPIs)	2025 Results
Operational Excellence	Achieve and sustain >97.5% furnace capacity utilization and >85% yield rate.	- Deploying OGC's Manufacturing Excellence Program. - Adopting industry best practices. - Applying risk assessments and enhancing asset reliability	- Yield >85% - More than 780 Tons/Day	86.1% 792 Tons/Day
Digital Transformation & Smart Manufacturing	Transform plant operations with data-driven control systems.	- Utilizing the O3Ozone system at a rate of ≥85% - Utilizing real-time production dashboards. - Implementing digital work orders.	- O3Ozone utilization ≥85%	85%
Energy Efficiency & Sustainability	Reduce specific energy consumption by 3% and cullet increase to ≥20%	- Optimizing furnace heat recovery. - Energy monitoring system. - Utilizing best technology in cold production line repair.	- Less than 7 mmbtu/ton	6.84 MMBtu/Ton

Key Strategic Objectives of the Production Department and Major Achievements in 2025

Focus Area	Strategic Objective	Implementation Methods	Key Performance Indicators (KPIs)	2025 Results
Quality Leadership	Maintain defect loss <6% and <0.1% customer complaints	<ul style="list-style-type: none"> - Statistical process control (SPC) tools. - Root cause analysis (Fishbone & 5 Whys). - Non-conformance reports (NCRs) closure. 	<ul style="list-style-type: none"> - Defect loss <6%. - Total complaint value <0.1% of sales 	5.4% 0.08% of Sales
Workforce & Skills	Build a skilled, self-reliant, and safety-conscious workforce.	<ul style="list-style-type: none"> - Cross-functional training and one-point lessons (OPL). - Competency Matrices. - Behavior-based safety (BBS) initiatives. 	<ul style="list-style-type: none"> - Zero LTI - Zero Downtime - 6S Score >90 	4.7 million safe man-hours Zero downtime 6S Score >90
Reliability & Asset Management	Extend furnace and line lifecycle while minimizing downtime.	<ul style="list-style-type: none"> - Predictive Maintenance. - Asset condition monitoring. 	<ul style="list-style-type: none"> - 0.15% Equipment Loss Rate 	0.1%

Production Planning Department Objectives

The presentation of the Production Planning Department objectives serves as a practical reflection of the Company's trajectory toward leadership and sustainable growth. It stands as a primary bridge linking corporate vision with daily operational execution, effectively translating strategic directions into measurable and monitorable targets. The following table illustrates the Production Planning Department's role during 2025 in aligning demand with production capacity, optimizing inventory management, and enhancing delivery reliability, all within an integrated framework that links planning to operational performance and sustainability.

The strategic goals, implementation mechanisms, KPIs, and actual results are presented in a cohesive and transparent manner. This enables the Board of Directors and stakeholders to assess the efficiency of resource management, monitor operational risk controls, and support the creation of long-term value. Furthermore, this methodology reflects the utilization of planning as a tool to achieve operational stability, minimize waste, and ensure seamless supply continuity. Such efforts directly serve the Company's customers while enhancing work environment sustainability and bolstering market confidence.

The 2025 results reflect the Production Planning Department's success in activating the integrated business planning (IBP) model. This was achieved through the regular holding of S&OP meetings, which facilitated the alignment of sales forecasts with inventory levels and production capacity, thereby enhancing the quality of operational decision-making. The results also demonstrated high efficiency in inventory management and order fulfillment, with an actual plan attainment rate of 95%. This performance was bolstered by optimizing safety stock levels and tracking through the «Nawras» system, which reinforced our commitment to on-time and in-full (OTIF) deliveries.

Regarding coordination with sales and logistics, the average daily shipment exceeded the target, recording 930 tons against a target of 900 tons. This achievement reflects improved forecasting accuracy, scheduling efficiency, and a seamless integration between planning and execution. Overall, these results underscore the effectiveness of the Production Planning Department in supporting operational stability and increasing performance efficiency throughout 2025.



Key Strategic Objectives of Production Planning Department and Major Achievements in 2025

Focus Area	Strategic Objective	Implementation Methods	KPIs	2025 Results
Integrated Business Planning (IBP)	- Aligning sales forecasts with inventory levels and production capacity.	- Conducting monthly S&OP meetings.		
Inventory and Order Fulfillment	- Achieving stock turnover >90%, while ensuring OTIF delivery	- Optimizing safety stock. - Nawras-based tracking.	Actual Plan Attainment ≥95%	95%
Sales and Logistics Coordination	- Improving forecasting accuracy and delivery reliability.	- Daily logistics coordination.	900 Ton/Work Day of Average Dispatch	930 Tons

Summary of Production and Planning Strategies

This strategic summary reflects the level of seamless integration between the Production and Production Planning Departments at OGC during 2025. These departments serve as the primary engines for translating the Company's strategic mandate into measurable operational performance and tangible outcomes.

The data presented in the table illustrates that the production strategy focused on operational sustainability, productivity enhancement, and consistent quality standards. Key priorities included optimizing energy efficiency and accelerating digital transformation, alongside embedding environmental, health, and safety (EHS) protocols and fostering human capital development.

Conversely, the Production Planning strategy focused on strengthening plan execution efficiency, bolstering delivery reliability and maximizing production capacity utilization through effective coordination among production, sales, and logistics functions.

This framework confirms that the production and planning strategies during 2025 were not executed in silos; rather, they were implemented within an integrated operational ecosystem. By balancing operational efficiency, process stability, product quality, and resource sustainability, the Company has strengthened its readiness for future growth and bolstered its competitive advantage.

Production Department: Key Objectives for 2026

For 2026, the Production Department aims to maintain a superior level of operational discipline. This will be driven by ensuring continuous furnace operations with an availability rate exceeding 97%, reflecting the sustained reliability of assets and the effectiveness of our maintenance programs. The Company further aims to maintain a production rate of at least 85%, with a daily output exceeding 790 tons. This target is designed to achieve a sustainable balance between volume, quality, and operational stability.

In the pursuit of quality excellence, the Company targets a zero customer complaints benchmark, while maintaining a claims ratio of ≤0.1% of total sales value. This objective is designed to bolster product reliability and minimize indirect costs. In terms of energy efficiency, the Department aims to reduce energy consumption to approximately 6.7 MMBtu/ton. This target aligns with the Company's sustainability commitments and the industrial requirements of Saudi Vision 2030.

The Company further aims to accelerate its digital transformation by increasing the utilization rate of the O3Ozone system to over 85%. This initiative is designed

to enhance data-driven decision-making and bolster operational transparency. Regarding EHS standards, the targets are centered on achieving "zero" LTIs and maintaining a 6S score exceeding 90%, ensuring a safe and stable work environment.

In terms of human capital development, the Department aims to maintain regular monitoring of the skills matrix and to prepare key operators to support the commissioning and operation of the second production line. In the area of Production Planning, the targets focus on achieving an operational plan execution rate exceeding 95% and reaching a daily dispatch volume of over 950 tons. These goals reflect the efficiency of the seamless integration between the planning, sales, and logistics functions.

These targets reflect the integrated operating model of Obeikan Glass Company for 2026 and beyond, anchored in operational efficiency, discipline, sustainability, and phased growth readiness. This model operates within a governance and disclosure framework strictly aligned with the requirements of the Saudi capital market.

Summary of Key Strategic Objectives for the Production and Production Planning Departments

Area	Objective	Target/KPI
Operational Excellence and Productivity	- Achieve uninterrupted furnace lifespan with >95% capacity utilization - Maintain current yield of 86% and production >790 ton per day.	≥ 97% Furnace Uptime - Yield ≥ 85%
Quality	- Achieve "Zero" customer complaints.	≤0.1% claims of sales value
Energy Efficiency	- Reduce energy consumption.	< 7 MMBtu/ton
Digital Transformation	- O3Ozone system utilization.	- Utilization rate > 85%.
Environment, Health, and Safety (EHS)	- "Zero" LTI. - 6S audit score.	- Achieve 5 Mln Safe Man-Hours by 2026 >90%
Human Capital Skills	- Regular monitoring of the skills matrix and qualifying key operators for the second production line.	> 85% or 90% of the skill level.
Production Planning	- Plan execution. - Dispatch volume per work day.	>95% >950 Ton

Digital Transformation Projects

Digital transformation projects represented a key strategic enabler for OGC during 2025, aimed at bolstering institutional performance, enhancing cross-departmental integration, and converting data into sustainable operational value. The following table provides a clear overview of the key digital transformation programs across various departments, in accordance with the Saudi capital market disclosure standards, linking these initiatives directly to operational and financial outcomes.

These initiatives reflect the Company's drive toward building an integrated smart operating ecosystem spanning production, human resources, financial management, EHS, and logistics. This approach accelerates decision-making, sharpens planning accuracy, and elevates both the employee and customer experience. Furthermore, these initiatives embody a work culture rooted in operational excellence, sustainability, and human capital development, in full alignment with Saudi Vision 2030 objectives.

These projects are considered strategic enablers for the Company's workforce, mitigating operational risks, improving the work environment, enhancing safety, and optimizing resource efficiency, while ensuring a balance between financial performance, corporate social responsibility (CSR), and environmental stewardship, thereby reinforcing stakeholder confidence and trust.

During 2025, Obeikan Glass Company saw tangible progress in corporate digitalization, with the majority of digital transformation programs reaching full or advanced stages of implementation.

- **Production Department:** Achieved an 85% utilization rate of the O3Ozone system, significantly enhancing real-time process control while maintaining production stability and high-quality standards.
- **HR Department:** The full implementation of the "Nawras" HR system has significantly improved recruitment and training efficiency while elevating the overall employee experience.
- **Finance Department:** The full implementation of the "Nawras" Finance system strengthens corporate governance and transparency, while ensuring rapid access to financial data.
- **EHS:** The successful implementation of the ISANED system underscores the Company's unwavering commitment to workplace safety and full compliance with environmental standards.
- **Predictive Maintenance:** The implementation of the SANED system contributes to enhancing asset reliability, minimizing downtime, and reducing overall operational costs.
- **Logistics and Inventory:** The "MADAR" logistics management application and Non-Productive Inventory (NPI) program have streamlined shipping workflows, optimized storage efficiency, and enhanced working capital management.

These results affirm that digital transformation at OGC is not merely a suite of technical tools, but a comprehensive institutional project that underpins operational excellence, sustainability, and growth readiness, while solidifying the Company's leading position in the Saudi market.



Key Digital Transformation Projects across Company Departments

Department	Key Programs	Implementation Status
1 Production	O3Ozone System 	85% Implemented
2 HR	Nawras HR 	Fully Implemented
3 Finance	Nawras Finance 	Fully Implemented
4 EHS	ISANED for EHS 	Fully Implemented
5 Predictive Maintenance	SANED for Utilities – for Predictive Maintenance 	Fully Implemented
6 Logistics	"MADAR" Application 	Fully Implemented
7 Non-Productive Inventory (NPI)	SHAMEL 	Fully Implemented

Operations Sector Applications in 2025






Obeikan Glass Company continues to reinforce digital transformation as a cornerstone of operational excellence and sound governance, acting as a key enabler for efficiency, sustainability, and value maximization across the industrial value chain.

The following table outlines the core digital applications within the operations sector, which serve as the nerve center for production management, human capital, financial resources, EHS, and asset reliability. Following an advanced disclosure approach, this table aligns digital solutions with

strategic objectives, highlighting their practical impact on operational stability and output quality.

These applications adopt a human-first approach to technology, elevating employee capabilities, reinforcing workplace safety, streamlining decision-making processes, and minimizing waste and operational exposure, thereby striking a conscious equilibrium among financial performance, corporate social responsibility (CSR), and environmental protection, aligning with Saudi Vision 2030 objectives and Sustainable Development Goals (SDGs).

Key Digital Applications for Company Operations

Department	Program Name	Program Logo
1 Production	O3Ozone System	
2 HR	Nawras HR	
3 Finance	Nawras Finance	
4 EHS	ISANED for EHS	
5 Predictive Maintenance	SANED for Utilities – for Predictive Maintenance	

Future Digitalization Plans

- Customer Relationship Management (CRM) System

OGC's digitalization plans represent a natural progression of its ongoing digital transformation trajectory, focusing squarely on maximizing value for customers and markets. Creating an integrated CRM unit is a strategic move that underscores the maturity of the Company's operational model, ensuring full compliance with governance and disclosure practices in the Saudi capital market.

The project aims to digitalize the entire quote-to-order lifecycle, from initial customer inquiry to final sales orders. This will minimize manual handling, reduce errors, and enhance both transparency and response times. This

project also contributes to unifying data across sales, planning, production, and logistics, supporting data-driven decision-making and enhancing demand forecasting accuracy.

The CRM system is envisioned as an enabling platform for building long-term customer relationships while enhancing service quality, operational efficiency, and waste reduction. This aligns with sustainability and Saudi Vision 2030 objectives, reflecting an institutional shift in market engagement and fostering a resilient, transparent, and human-centric business model.

Operational Stages

- Business Model and Operating Model

First: Business Model

OGC's business model is built on providing integrated, high-quality glass solutions, ranging from float glass manufacturing to advanced processing and technical finishes, to meet the demands of the construction sector and mega-projects across Saudi Arabia and the region. The model focuses on production expansion, technical innovation, and operational efficiency, while maximizing value for customers and investors through vertical integration. This approach achieves a conscious balance between profitability, sustainability, and corporate social responsibility (CSR), in full alignment with Saudi Vision 2030 objectives.

The model reflects an integrated industrial philosophy, which includes:

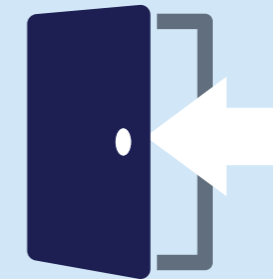
Inputs: Financial, human, social, and physical capital, supported by a cost structure that promotes efficiency and sustainability.

Value Creation: Focusing on integrated solutions, quality, local manufacturing, and investment in digital technologies for process monitoring and data analytics.

Outputs: Achieving sustainable economic returns, providing diversified products that meet green building standards, fostering strategic partnerships, and promoting high-quality jobs and local supply chains.

Business Model Components and Objectives

1 Inputs



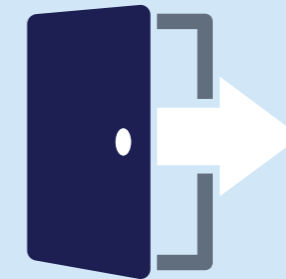
	Description
Financial Capital	Used to fund production operations, expansion, and strategic projects, such as the second production line to increase production capacity
Human Capital	Qualified operational teams, specialized manufacturing and glass engineers, and training programs for national talents to enhance technical capabilities
Social Capital	Strategic relationships with government entities, suppliers, and industry partners, supporting operational stability and supply chain resilience
Physical Capital	A state-of-the-art plant in Yanbu Industrial City, advanced production lines, high-quality technical equipment, and supporting logistical facilities
Basic Cost Structure	Includes costs of raw materials, energy, technical maintenance, workforce, transportation, and marketing
Key Resources and Activities	Manufacturing of float, coated, and insulated glass, quality control, and supply chain management

2 Value Creation Model



	Description
Services	Providing integrated glass solutions, including production, measurements, and technical consultancy, tailored to meet the requirements of major construction projects
Expertise	Extensive experience in advanced glass manufacturing, specialized technical knowledge, and a track record of participating in strategic national projects
Strengths	Significant production capacity, premium quality, localized manufacturing, vertical integration through acquisitions, and commitment to global standards
Quality Review	Implementation of automated inspection systems, advanced laboratories, and thermal and mechanical performance testing to ensure product compliance with modern building standards
Cost Management and Operational Efficiency	Increasing productivity, reducing waste, optimizing energy consumption, and applying modern operational methods to lower costs
Investment in Digital Technology	<ul style="list-style-type: none"> - Digital process management, smart monitoring systems, and operational data analytics - The Company continuously develops its operating systems and efficiency by enhancing monitoring and quality processes, utilizing digital tools whenever necessary

3 Outputs



	Description
Revenue	The Company generates revenue through the sale of float, coated, and insulated glass in both domestic and export markets
Net Profit	A direct reflection of enhanced operational efficiency, increased productivity, and product diversification
Product Diversification	Float glass, thermally coated glass, insulated glass, green building solutions, and specialized glass for mega-projects.
Strategic Partnerships	Collaborations with mega-project contractors, real estate developers, and technical partners supporting production lines
Target Customers	Infrastructure projects, real estate developers, main contractors, manufacturing plants, and export markets
Marketing and Distribution Channels	Authorized distributors, direct sales teams, participation in local and international exhibitions, and supply channels for national projects

Second: Operating Model

Obeikan Glass Company operates an integrated float glass manufacturing facility in Yanbu Industrial City, following a linear workflow that spans from raw materials to the final product, encompassing production, post-production, and delivery. The model is built on integration across all stages of the value chain, focusing on:

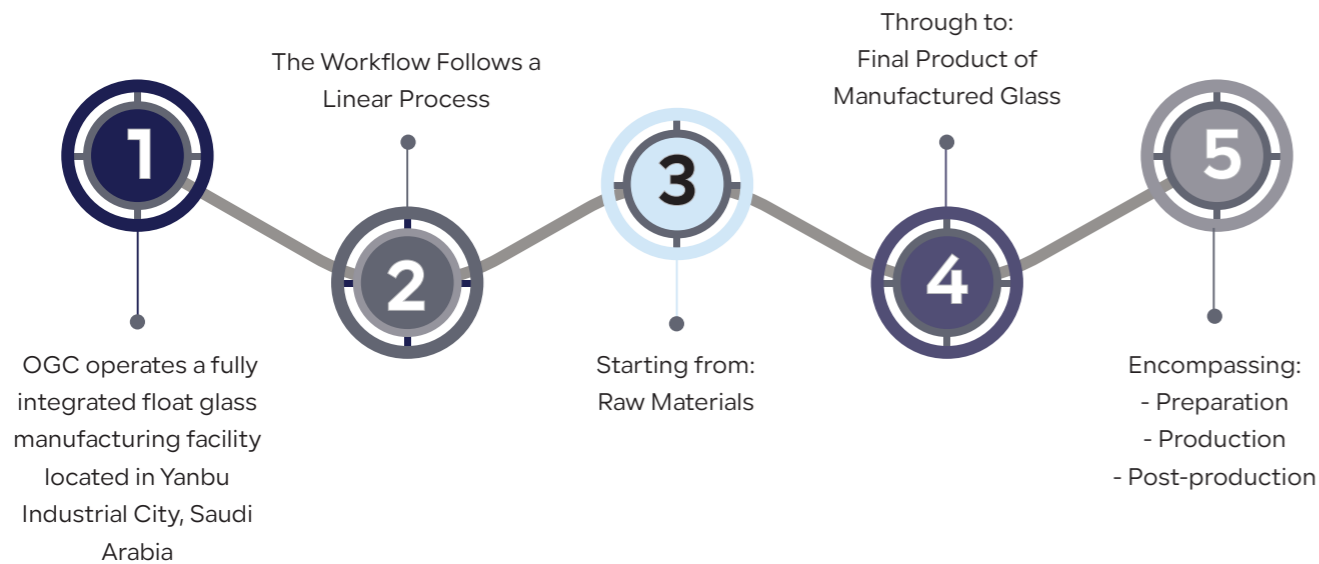
- Operational efficiency and product quality.
- Adherence to HSE standards and resource optimization.
- Integrating employees and engineers with digital systems and standard operating procedures (SOPs)

to ensure stable and safe production.

- Transparency and process traceability, supporting Board and sustainability reporting while enhancing the Company's responsiveness to customer and market requirements.

This model embodies a modern industrial approach that balances financial performance, sustainability, and the human dimension, establishing a solid foundation for continuous growth and operational excellence for Obeikan Glass Company.

OGC Operating Model



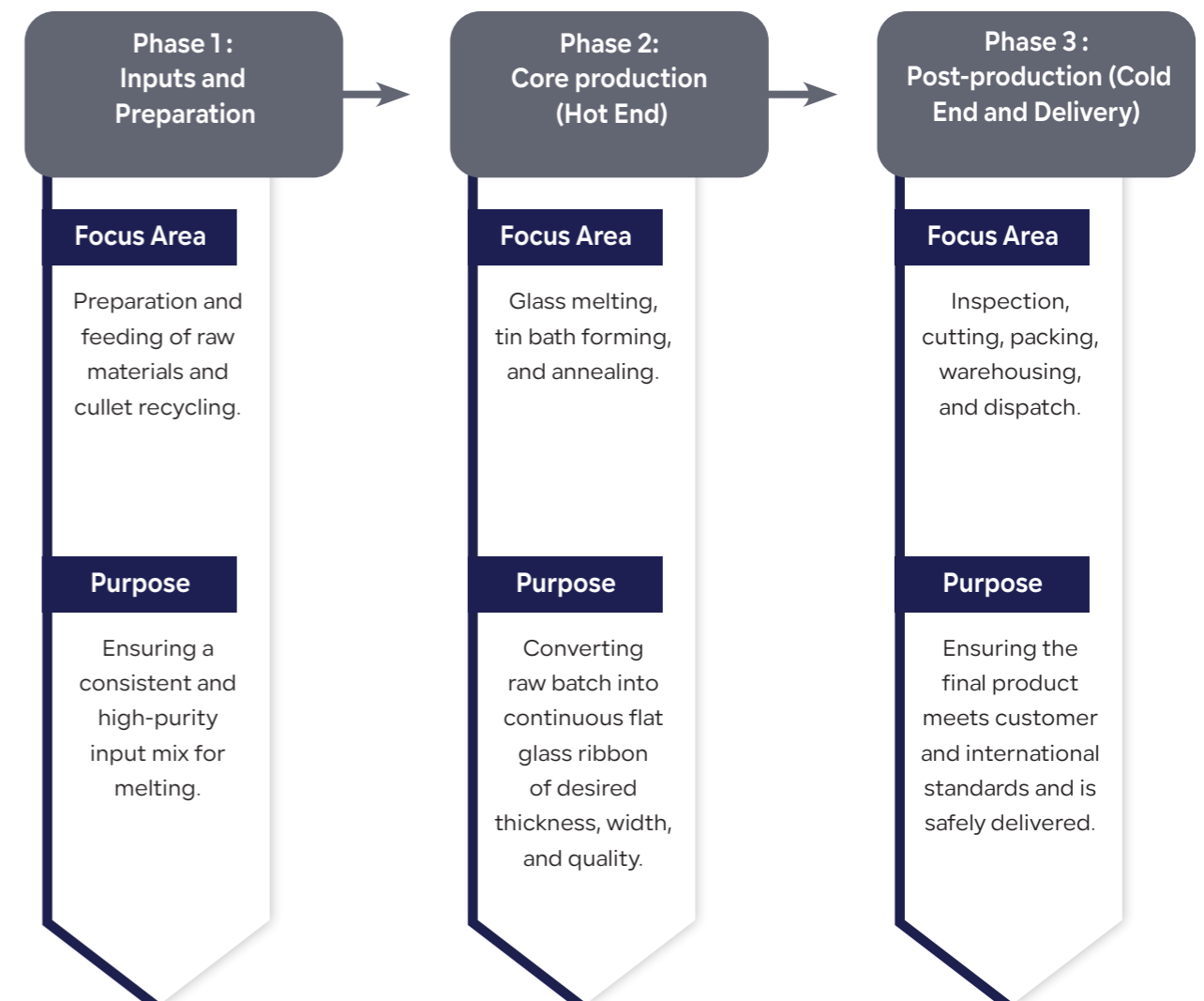
Key Operational Stages

The following table outlines the key operational stages at Obeikan Glass Company, serving as a practical framework that translates strategy into measurable results. The classification is based on an integrated industrial logic that tracks the value chain from inputs through to the final product, clarifying the focus and objective of each stage to enhance understanding and transparency.

The table presents daily operations not merely as production steps, but as an integrated system for quality,

efficiency, and sustainability management, starting from raw material preparation and cullet recycling, through melting, forming, and annealing, to inspection, packing, and dispatch in accordance with international standards. This approach underscores the alignment of technical operations with workforce roles, safety requirements, and environmental protection, while delivering added value to customers and society, in line with Saudi Vision 2030 objectives and the SDGs.

Key Operational Stages



Detailed Workflow Stages

The operational workflow stages at Obeikan Glass Company present an integrated roadmap that aligns the overarching strategy with daily execution. This framework illustrates the Company's value chain management, from raw material inputs through to the final product, anchored in the highest standards of efficiency, quality, and sustainability. Such alignment reflects OGC's theme of the year, "A Journey of Leadership and Sustainable Growth", while adhering to the disclosure methodologies required by the Saudi capital market.

OGC's operational stages cover the entire industrial process lifecycle, beginning with supplier qualification and raw material procurement, progressing through batch preparation, mixing, melting, forming, and annealing, followed by inspection, cutting, packing, warehousing, and dispatch, ultimately extending to value-added glass

manufacturing. This sequence ensures rigorous control at every touchpoint, minimizing waste and maximizing resource efficiency.

Each operational stage is managed under well-defined responsibilities, rigorous operational controls, and measurable KPIs, while prioritizing workplace safety, environmental protection, and recycled glass utilization. These efforts reinforce the Company's commitment to sustainability, local content development, and alignment with Saudi Vision 2030 objectives.

These stages represent an integrated operational ecosystem that fosters continuous improvement, innovation, and sustainable growth, ultimately bolstering the Company's competitive advantage on both regional and global scales.

OGC's Detailed Workflow Stages

1 Stage 1: Raw Material Procurement and Storage

- **Departments:** Procurement, Raw Material (Chemical Lab.)
- **Inputs:** Silica sand, soda ash, dolomite, limestone, salt cake (sodium sulfate), iron oxide, and cullet.
- **Activities:** Approval and qualification of suppliers, inspection and quality control, storage according to specified standards, and conducting laboratory testing.

2 Stage 2: Batch Preparation and Mixing

- **Department:** Batch Plant Operations.
- **Process:** Automated weighing, mixing, and feeding of the batch with the addition of cullet.
- **Controls:** Chemical composition variance of 1% or less, moisture testing, and exclusion of metallic impurities.

3 Stage 3: Melting in Furnace

- **Department:** Furnace Operation/ Hot End.
- **Objective:** Converting the raw batch into a homogeneous molten glass at a temperature of (1550–1600°C).
- **Process:** Melting → Refining → Homogenization and removal of air bubbles.

4 Stage 4: Forming in Tin Bath & Annealing Lehr

- **Department:** The Tin Bath & Annealing Lehr / Hot-End.
- **Objective:** Forming a flat glass sheet over a molten tin surface. Removing internal stresses through a controlled cooling process from ~600°C to ambient temperature.
- **Controls:** Canal temperature (~1100°C), gas atmosphere (N₂ + H₂), ribbon thickness control (3–12 mm), draw control, width control (3360/ 3210 mm width), and annealing lehr temperature control.

5 Stage 5: Quality Inspection

- **Department:** Quality Control (Physical Lab.).
- **Process:** Automated inspection using ISRA system and manual quality checks.
- **Output:** Glass ribbon sections classified and ready for cutting.

6 Stage 6: Cutting & Packing

- **Department:** Cold-End Operations.
- **Activities:** Automated cutting, trimming, stacking and piling, and packing with the addition of interleaving powder.
- **Controls:** Minimizing cutting and trimming waste, and ensuring the accuracy of identification data and labels.

7 Stage 7: Warehousing & Dispatch

- **Department:** Warehouse and Shipping.
- **Process:** Finished goods storage, Nawras Finance-based inventory management, and shipment planning.

8 Stage 8: Value-Added Manufacturing (Downstream Integration)

- **Department:** Coating, Lamination.
- **Objective:** Increasing the value-added of products to meet the requirements of architectural applications and solar energy projects.
- **Processes:** Online coating (Low-E coating, reflective coating), and lamination and layering processes.

Section V: Corporate Governance

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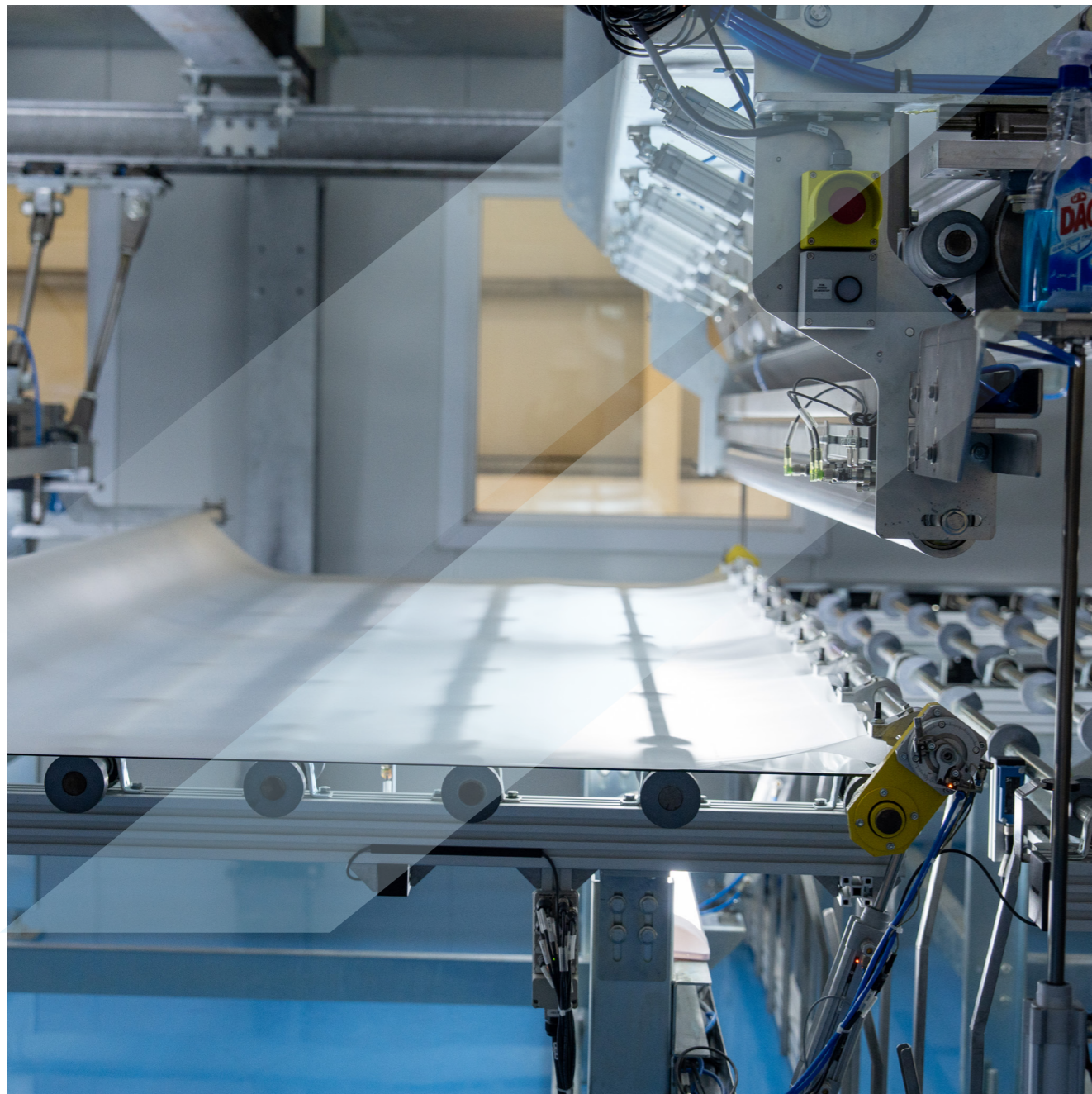
Governance Framework

Obeikan Glass Company adopts an integrated Governance framework anchored in the principles of transparency, accountability, disclosure, and sustainability. This framework aims to regulate institutional relations and define responsibilities across all levels of management and oversight.

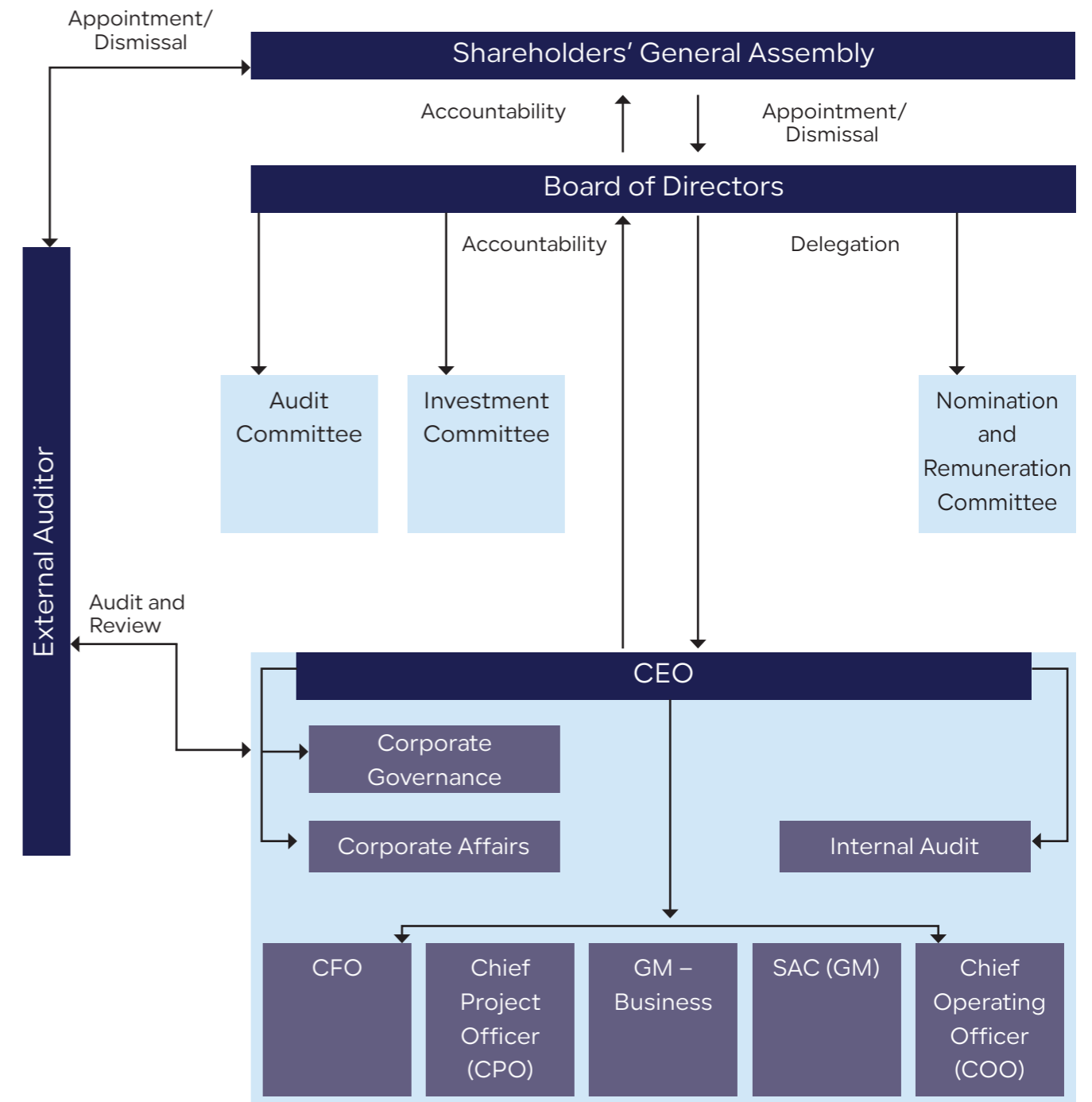
The framework encompasses the General Assembly, the Board of Directors and its Committees, Executive Management, and the Corporate Governance Department, ensuring role integration, clear mandates,

and consistent decision-making.

These practices are aligned with the Corporate Governance Regulations issued by the Capital Market Authority (CMA), the Companies Law, and the relevant laws and regulations in the Kingdom, alongside international best practices. This approach ensures compliance, preserves integrity, and supports performance sustainability.

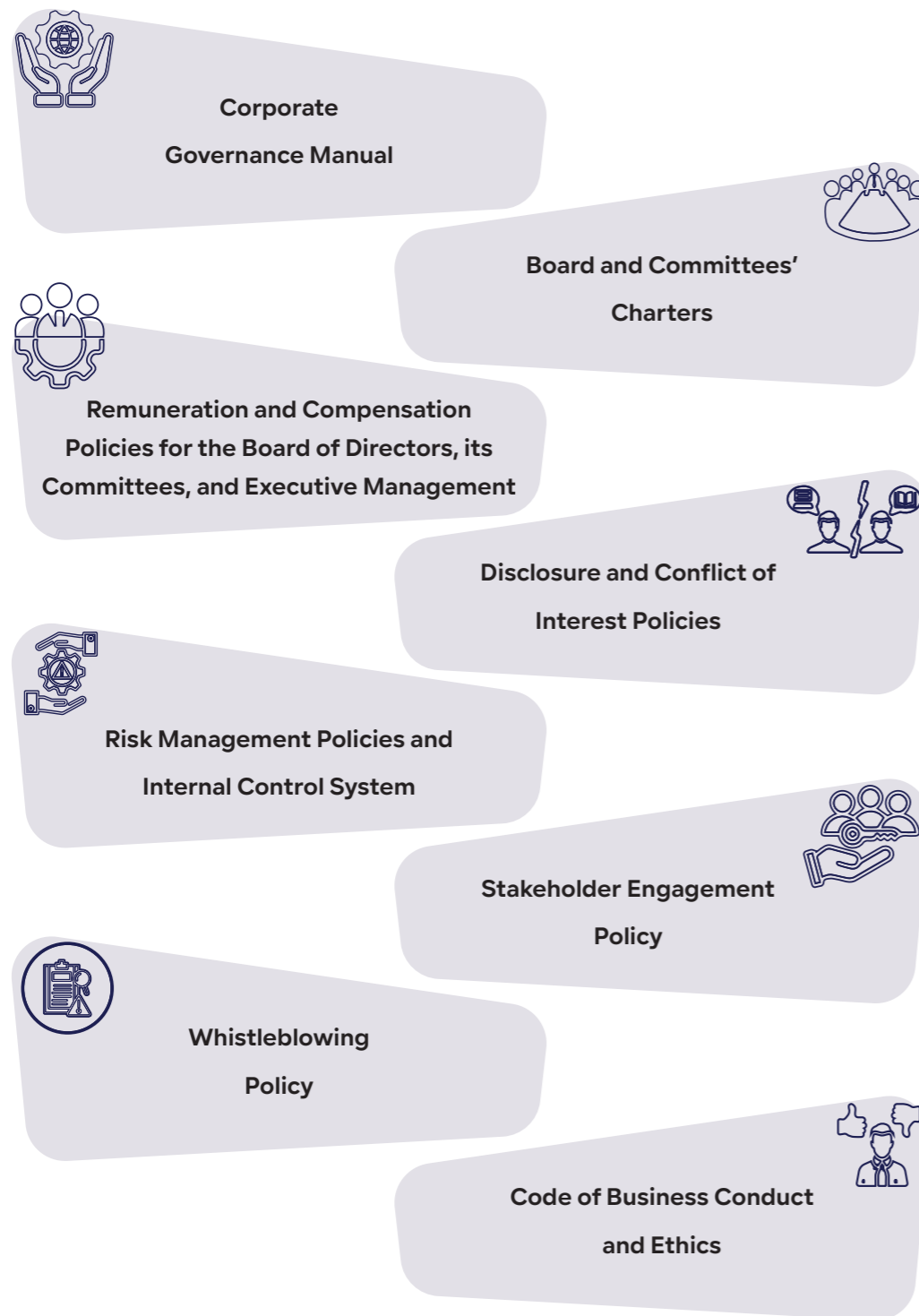


OGC's Governance Framework



Furthermore, this framework is also underpinned by a set of policies, regulations, and procedures governing the Company's operations in line with high standards of ethics, transparency, and oversight, aiming to safeguard the interests of shareholders and Stakeholders, as follows:

OGC's Key Governance Policies, Regulations, and Procedures



Governance Bylaws

Governance Bylaws at Obeikan Glass Company (OGC) serve as the institutional cornerstone linking strategic vision, operational discipline with economic and social responsibility. At OGC, governance is not viewed as a mere formal compliance system, but rather as an effective tool for managing the Company in a way that strengthens confidence, safeguards rights, enhances performance efficiency, and ensures business sustainability over the medium and long term. This framework aligns with the disclosure requirements adopted by the Saudi Stock Exchange (Tadawul) and adheres to the best practices.

The Company's Governance Bylaws are anchored in a set of integrated core principles that balance the protection of shareholder rights, enhancement of decision-making efficiency. These Bylaws foster a culture of integrity and accountability, bolstering the Company's capacity for responsible and sustainable growth within a competitive industrial landscape. Transparency and disclosure serve as the cornerstone of a fair and balanced relationship with shareholders and stakeholders, providing timely, clear, and equitable access to material information. This reflects the Company's unwavering commitment to the principles of equal opportunity and non-discrimination.

Within these Bylaws, the Company reinforces the principles of accountability and responsibility through a clear definition of roles and organizational relationships among the General Assembly, the Board of Directors, and Executive Management, ensuring the soundness of institutional decision-making and limiting any overlap of authorities. The Company also reaffirms its commitment to the principle of fairness and the protection of shareholder rights by ensuring full equality in the exercise of fundamental rights, foremost among which are voting rights, access to information, and receiving investment returns/dividends.

Integrity and professional conduct are seen through the Company's adherence to a clear code of ethics that governs the behavior of Board Members, Executive

Management, and all employees, along with setting strict frameworks to avoid conflicts of interest and protect corporate assets. Meanwhile, the Board adopts an integrated risk management and an internal control system, both designed to enhance compliance, monitor operational and financial risks, and address non-compliant practices through effective reporting mechanisms that foster a culture of institutional commitment and responsibility.

Driven by the principle of humanizing the economy, the Company places significant importance on protecting the rights of stakeholders, recognizing that business sustainability cannot be achieved in isolation from employees, suppliers, customers, the community, and regulatory authorities. Accordingly, the Company has established policies regulating these relationships based on fairness, transparency, and mutual respect, strengthening confidence and deepening the Company's positive impact within its economic and social environment.

These Bylaws are crowned by the integration of sustainability and social responsibility within the corporate governance framework, through aligning operational strategies with Environmental, Social, and Governance (ESG) dimensions, in line with Saudi Vision 2030 objectives and the Company's national industrial role. Hence, governance is transformed from a regulatory framework into a strategic lever that supports responsible and sustainable growth and enhances long-term value for shareholders and society alike.

The following figure accurately and clearly presents the conceptual framework of the Governance Bylaws within the Company, through an integrated depiction of the core pillars and principles in professional and straightforward language, contributing to the consolidation of a comprehensive understanding of the Company's governance framework.

OGC's Governance Framework 2025



Transparency & Disclosure

- The Company is committed to applying the highest standards of transparency in disclosing material information to shareholders and stakeholders, in a manner that is:
 - Timely
 - Fair, and clear



Accountability & Responsibility

- Accountability principle is among the most important elements of governance at the Company, as the organizational framework clearly defines the relationships and responsibilities among:
 - General Assembly
 - Board of Directors
 - Executive Management



Fairness & Protection of Shareholder Rights

- The Company ensures full equality among all shareholders in exercising their rights, including:
 - Voting Right
 - Accessing Information
 - Dividend distribution



Integrity and Professional Conduct

- OGC is committed to the Code of Professional Conduct and Ethical Values which defines integrity and transparency standards for all employees and members of the Board of Directors
- OGC also ensures avoidance of conflict of interests and misuse of corporate assets



Risk Management & Internal Control System

- The Board of Directors adopts an integrated internal control system to assess policies and procedures related to risk management and to ensure compliance with applicable laws and regulations
- The system also includes mechanisms for reporting non-compliant practices, fostering a culture of compliance at all organizational levels



Protection of Stakeholder Rights

- The Company believes that its success depends on mutual trust with all stakeholders (employees, suppliers, customers, regulators, and the community). Accordingly, it has established a policy to govern its relationship with stakeholders with the aim of:
 - Protecting their rights
 - Ensuring fair treatment



Sustainability & Social Responsibility

- The Company adopts the concept of sustainability within its governance framework by:
 - Integrating environmental and social responsibility into its operational strategies, in alignment with Saudi Vision 2030, and its national industrial role

Board of Directors

Composition and Classification of the Board of Directors

Member	Position	Membership Type
Abdullah Abdulrahman Al Obeikan	Chairman	Non-Executive
Abdullah Muhammad Al Humaidhi	Vice Chairman	Non-Executive
Abdulaziz Saleh Al Rebdi	Board Member	Independent
Omran Abdulrahman Thunayan Al Obeikan	Board Member	Non-Executive
Abdulkarim Hamad Al Nujaidi	Board Member	Independent
Abdulrahman Salah Al Rashed	Board Member	Independent
Abdulrahman Nasser Al Obaid	Board Member	Non-Executive



Names, Current and Previous Positions, Academic Qualifications and Professional Experience of Board Members:



Eng. Abdullah Abdulrahman Thunayan Al Obeikan

Nationality	• Saudi
Position	• Chairman, Board of Directors, OGC.
Qualifications	• 1986: Bachelor's Degree, Electrical Engineering, King Saud University, KSA



Abdallah Muhammad Al Humaidhi

Nationality	• Saudi
Position	• Vice Chairman, Board of Directors, OGC.
Qualifications	• 2017: Master's Degree, Special Law, Arab East Colleges, KSA • 2015: Bachelor's Degree, Law, King Saud University (KSU), KSA



Abdulaziz Saleh Al Rebdi

Nationality	• Saudi
Position	• Board Member, Board of Directors, OGC
Qualifications	• 1985: Bachelor's Degree, Industrial Management, King Fahd University of Petroleum and Minerals (KFUPM), KSA



Omran Abdulrahman Thunayan Al Obeikan

Nationality	• Saudi
Position	• Board Member, Board of Directors, OGC
Qualifications	• 1996: Master's Degree, Science, Packing Technology, Rochester Institute of Technology, USA • 1992: Bachelor's Degree, Education, King Saud University (KSU), KSA



Dr. Abdulkarim Hamad Al Nujaidi

Nationality	<ul style="list-style-type: none"> • Saudi
Position	<ul style="list-style-type: none"> • Board Member, Board of Directors, OGC • Chairman, Nomination and Remuneration Committee (NRC), OGC
Qualifications	<ul style="list-style-type: none"> • 2019: INSEAD Certificate, Governance of Boards of Directors, INSEAD Business School, France • 2011: Executive Master Business Administration, King Fahd University of Petroleum and Minerals (KFUPM), KSA • 2003: PhD, Applied Linguistics, Oklahoma State University, USA • 2000: Master's Degree, Applied Linguistics, Colorado State University, USA • 1997: Bachelor's Degree, English Language, Imam Muhammad Ibn Saud Islamic University, KSA



Abdulrahman Nasser Al Obaid

Nationality	<ul style="list-style-type: none"> • Saudi
Position	<ul style="list-style-type: none"> • Board Member, Board of Directors, OGC
Qualifications	<ul style="list-style-type: none"> • 2017: Bachelor's Degree, Public Relations, Imam Muhammad Ibn Saud University, KSA • 2019: Diploma, Property Management, Administrative and Real Estate Academy, UAE



Abdulrahman Salah Al Rashed

Nationality	<ul style="list-style-type: none"> • Saudi
Position	<ul style="list-style-type: none"> • Board Member, Board of Directors, OGC
Qualifications	<ul style="list-style-type: none"> • 2010: Bachelor's Degree, Financial Management, Prince Sultan University (PSU), KSA



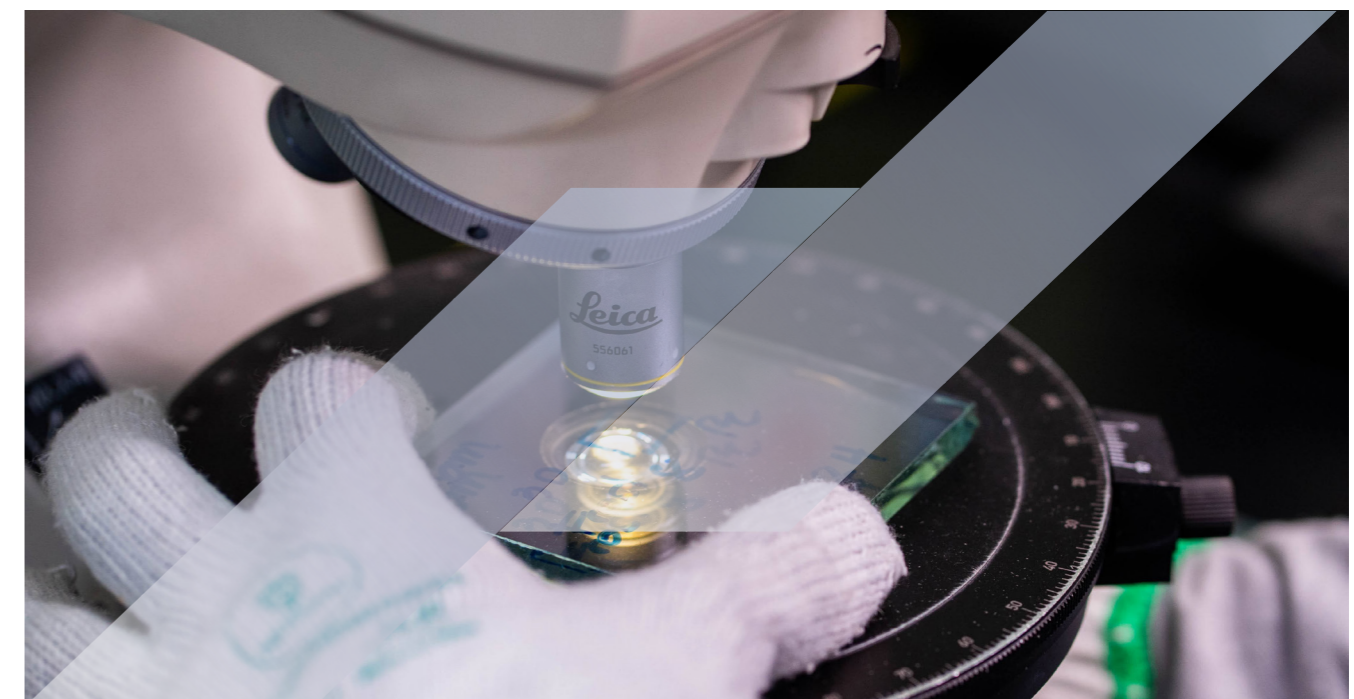
Current and Previous Experience and Board Memberships of Board Members in Companies, within or outside the Kingdom

Abdallah Abdulrahman Thunayan Al Obeikan

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Obeikan Investment Group	Closed Joint Stock Company	√		Board Member	√	
AGC Obeikan Glass	Mixed Limited Liability Company	√		Chairman of the Board	√	
Arabian Shield Cooperative Insurance Company	Public Joint Stock Company	√		Board Member	√	
National Water Company (NWC)	Closed Joint Stock Company	√		Board Member	√	
Obeikan Industrial Company (OIC)	Closed Joint Stock Company	√		Chairman of the Board	√	
Yamama Cement Company (YCC)	Joint Stock Company	√		Vice Chairman of the Board	√	
Sulaiman AlRajhi Charitable Foundation	Non-Profitable Organization	√		Board Member	√	
Al- Omran Charitable Organization for Humanitarian Services	Non-Profitable Organization	√		Chairman of the Board	√	
Abdulrahman Thunayan Al Obeikan Foundation	Non-Profitable Organization	√		Chairman of the Board	√	
Saudi Business Center	Government Center	√		Board Member		√
Riyadh Chamber	Government Center	√		Chairman of the Board	√	
King Salman Park Foundation	Non-Profitable Organization	√		Board Member	√	
The Saudi Arabian Industrial Investments Company (Dussur)	Closed Joint Stock Company	√		Vice Chairman of the Board (2020-2023)		√
Social Development Bank (SDB)	Government Entity	√		Board Member (2022-2024)		√
SIG Combibloc Obeikan	Closed Joint Stock Company	√		Board Member (2023-January 2025)		√
Saudi Authority for Industrial Cities and Technology Zones (Modon)	Government Entity	√		Board Member (2020-2023)		√
National Industrial Development Center	National Center	√		Board Member (2020-2024)		√

Abdullah Muhammad Al Humaidhi

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Mazaya Juice		√		Manager & Partner (2021-2024)		√
Arabian Ocean Trading Co. (AOTC)		√		Manager & Partner (2020-Present)	√	
Emdad Food Services		√		Manager & Partner (2018-Present)	√	
Al Humaidi Group		√		Executive Director, Partnerships and Business Development Sector (2017-Present)	√	
Masar Al Numou Finance	Saudi Closed Joint Stock Company	√		-Board Member -Executive Committee Member	√	
Saudi Advanced Industries Company (SAIC)	Saudi Joint Stock Company	√		-Chairman of the Board -NRC Member -Investment Committee Chairman	√	
National Specialty Chemical Industries Company (NSCI)	Saudi Closed Joint Stock Company	√		Investment Committee Member		√



Abdulaziz Saleh Al Rebdi

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
National Agricultural Development Company (NADEC)	Listed Joint Stock Company	√		CEO	√	
The Family Office International Investment Company	Closed Joint Stock Company	√		- NRC Chairman - Audit Committee Member	√	
Minerva Foods Company	Joint Stock Company		√ (Brazil)	Vice Chairman of the Board	√	
Tarteeb Events Company Sole Establishment	Limited Liability Company	√		Chairman of the Board	√	
Naseej for Technology	Listed Joint Stock Company	√		Chairman of the Board (2021-2024)		√
Saudi Investment Recycling Company (SIRC)	Closed Joint Stock Company	√		-Board Member - Executive Committee Member (2018-2023)		√
Saudi Agricultural and Livestock Investment Company (SALIC)	Closed Joint Stock Company	√		- Investment Committee Member - Board Member (2017-2022)		√
Abdullah Al Othaim Markets	Listed Joint Stock Company	√		-Board Member - Audit Committee Member (2012-2021)		√
Abdul Mohsen Al Hokair Holding Group for Tourism and Development	Listed Joint Stock Company	√	√	-Board Member - Audit Committee Member - NRC Member (2013-2021)		√
Al Hammadi Holding Company	Listed Joint Stock Company	√		-Board Member - Audit Committee Member (2013-2018)		√
Takween Advanced Industries	Listed Joint Stock Company	√		Board Member (2011-2016)		√
Walaa Cooperative Insurance Co.	Listed Joint Stock Company	√		Board Member (2005-2015)		√
ASR Consulting	Sole Establishment	√		Chairman & Founder (2003-Present)	√	
L'azurde	Listed Joint Stock Company	√		General Manager (1996-1999)		√
Saudi Industrial Development Fund (SIDF)	Government Entity	√		Head of Credit Unit (1993-1995)		√
Saudi Industrial Development Fund (SIDF)	Government Entity	√		Project Manager (1989-1991)		√
Saudi Industrial Development Fund (SIDF)	Government Entity	√		Project Analyst (1987-1989)		√
National Agricultural Development Company "NADEC"	Listed Joint Stock Company	√		Managing Director		√

Omran Abdulrahman Thunayan Al Obeikan

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
SIG Combibloc Obeikan	Closed Joint Stock Company	√		Board Member (2000)	√	
Obeikan Liquid Packaging	Closed Joint Stock Company	√		Board Member (1999)	√	
Obeikan Investment Group	Closed Joint Stock Company	√		Board Member (17/11/1998-16/11/2024)		√
Obeikan AGC Glass Company	Mixed Limited Liability Company	√		Board Member (04/01/2021-31/03/2024)		√
Obeikan Flexible and Film	Closed Joint Stock Company	√		Board Member (16/10/2015-15/10/2024)		√
Obeikan Industrial Company (OIC)	Closed Joint Stock Company	√		CEO	√	

Abdulrahman Salah Al Rashed

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Bidaya Finance	Closed Joint Stock Company	√		Board Member (2024)	√	
Malaz Capital	Closed Joint Stock Company	√		Board Member (2023)	√	
Averroes Capital	Limited Liability Company	√		Board Member (2020)		√
Golden Chicken Farms	Closed Joint Stock Company	√		Board Member (2017)		√
Rashed Abdul Rahman Al Rashed & Sons Group (RAR)	General Partnership Company	√		Board Member (2017)		√
Saleh Abdulaziz Al Rashed & Sons Co.	Limited Partnership Company	√		Board Member (2014)		√
McKinsey & Company	###	√		Business Analyst (2010)		√
J.P. Morgan	###	√		Relationships Manager (2011-2013)		√
Arab National Bank (ANB)	Joint Stock Company	√		Credit Manager (2013-2014)		√
Rashed Abdul Rahman AlRashed & Sons Group	General Partnership	√		Board Member 2017	√	

Abdulkarim Hamad Al Nujaidi

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Nayifat Finance Company	Listed Joint Stock Company	√		Board Member - Independent		√
Al Khaleej Training and Education	Listed Joint Stock Company	√		Board Member - Independent	√	
Aljazira Takaful	Listed Joint Stock Company	√		- Board Member - Independent - NRC Chairman - Risk Committee Member		√
Abdullah Al Othaim Markets	Listed Joint Stock Company	√		Board Member (2021- October 2024)		√
Yaqeen Capital Trading, Investment & Funds	Closed Joint Stock Company	√		Investment Funds Board Member (2020 - October 2024)		√
Arabian Education and Training Group Holding Co	Listed Joint Stock Company	√		Board Member (2021-2023)		√
Maharah Human Resources Company	Listed Joint Stock Company	√		CEO (January 2020-July 2021)		√
National Gas & Industrialization Company (Gasco)	Listed Joint Stock Company	√		CEO (March 2017- January 2020)		√
Human Resources Development Fund (Hadaf)	Government Entity	√		General Manager (January-March 2017)		√
Human Resources Development Fund (Hadaf)	Government Entity	√		Executive Deputy General Manager (August 2011-January 2016)		√
BAE Systems	Saudi Company	√		Academy Training Manager (November 2007-July 2011)		√
Asas Gulf Capital Company	Closed Joint Stock Company	√		Chairman of the Board (February 2025-Present)	√	
Technical and Vocational Training Corporation	Government Entity	√		Head of English Language Center and Director of English Language Development Program (May2003-October2007)	√	

Abdulrahman Nasser Al Obaid

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Saudi Advanced Industries Company (SAIC)	Listed Joint Stock Company	√		- Board Member - NRC Member	√	
Riyada	Limited Liability Company	√		Board Member	√	
Al Nakhlah Co	Limited Liability Company	√		Board Member	√	
National Creativity Investment Company (NCIC)	Limited Liability Company	√		-Assistant Real Estate Manager -Procurement Officer (2018-2019)		√
Altadrea Manufacturing Company (TMC)	Limited Liability Company	√		Local Procurement Manager (2019-2022)		√
SAMI Advanced Electronics	Limited Liability Company	√		Support Services Manager (2022-Present)	√	
Riyada	Limited Liability Company	√		Manager & Partner (2022-Present)	√	
Al Nakhlah Co	Limited Liability Company	√	√	Manager & Partner (2022-Present)	√	

Board Meetings in 2025

Member	Position	First Meeting 21/01/2025	Second Meeting 26/03/2025	Third Meeting 07/09/2025	Fourth Meeting 25 /12 /2025	Attendance (%)
Abdullah Abdulrahman Thunayan Al Obeikan	Chairman	Attended	Attended	Attended	Attended	100%
Abdallah Muhammad Al Humaidhi	Vice Chairman	Attended	Attended	Attended	Attended	100%
Abdulaziz Saleh Al Rebdi	Board Member	Attended	Attended	Attended	Attended	100%
Omran Abdulrahman Thunayan Al Obeikan	Board Member	Attended	Attended	Attended	Attended	100%
Abdulkarim Hamad Al Nujaidi	Board Member	Attended	Attended	Attended	Attended	100%
Abdulrahman Salah Al Rashed	Board Member	Attended	Attended	Attended	Attended	100%
Abdulrahman Nasser Al Obaid	Board Member	Attended	Attended	Attended	Attended	100%

Executive Management

Names, Current and Previous Positions, Qualifications and Experience of the Executive Management Members



Ibrahim Mohammed Al Hammad

Nationality	• Saudi
Current Positions	• CEO
Qualifications	<ul style="list-style-type: none"> • 1993: Master's Degree, Information Science, Clarion University of Pennsylvania, USA • 1989: Bachelor's Degree, Information Science, King Saud University (KSU), KSA
Experience	<ul style="list-style-type: none"> • 2023-Present: CEO, Obeikan Glass Company • 2017-2022: General Manager, Saudi Basic Industries Corporation (SABIC), Morocco and West Africa • 2010-2017: Regional Manager, Chemicals Sector, SABIC • 1998-2010: Several leadership positions, SABIC • 1994-1998: Lecturer, King Faisal Air Academy, KSA
Other Board Memberships	<ul style="list-style-type: none"> • 2023-Present: Board Member, Board of Directors, Saudi Aluminum Casting Foundry Company • 2011 - 2013: Board Member, Board of Directors, SABIC India



Nidal Ahmad Eshqi

Nationality	• Saudi
Current Positions	• Chief Operation Officer (COO)
Qualifications	<ul style="list-style-type: none"> • 1987: Master's Degree, Industrial Management, Central Missouri State University, USA • 1986: Bachelor's Degree, Mechanical Engineering, Metropolitan University, USA
Experience	<ul style="list-style-type: none"> • 2015-2023: General Manager, Obeikan Glass Company. • 2011-2015: Deputy General Manager, Obeikan Glass Company. • 2009-2011: Deputy Operations and Maintenance Manager, National Petrochemical Industrial Company (NATPET) • 2004- 2009: Vice President, Operations, Safra Company Limited • 1990-1998: Operations Supervisor, Saudi Aramco Mobil Refinery Company Limited (SAMREF)
Other Board Memberships	• None



Mohammed Abdel Nabi Shaaban

Nationality	<ul style="list-style-type: none"> • Egyptian
Current Positions	<ul style="list-style-type: none"> • Chief Financial Officer (CFO)
Qualifications	<ul style="list-style-type: none"> • 2005: Bachelor's Degree, Commerce, Zagazig University, Egypt
Experience	<ul style="list-style-type: none"> • 2021-Present: CFO, Obeikan Glass Company. • 2018-2021: CFO, Obeikan AGC Glass Company • 2010-2018: Chief Accountant, Obeikan Glass Company. • 2005-2010: Senior Accountant, Kandil Industries
Other Board Memberships	<ul style="list-style-type: none"> • None



Ahmad Mohi El Din El Hushemi

Nationality	<ul style="list-style-type: none"> • Lebanese
Current Positions	<ul style="list-style-type: none"> • General Manager, Business Operations
Qualifications	<ul style="list-style-type: none"> • 1998: Master's Degree, Business Administration, Lebanese American University, Lebanon • 1992: Bachelor's Degree, Business Administration, Beirut University College, Lebanon
Experience	<ul style="list-style-type: none"> • 2023-Present: General Manager of Business, Obeikan Glass Company. • 2015-2023: Marketing Manager, Obeikan Glass Company. • 2007-2009: Manager, Marketing and Sales Management, United Industrial Investment Company (UNIVEST) • 2001-2007: General Manager and Manager of Marketing and Sales Department, National Paper Industries Company
Other Board Memberships	<ul style="list-style-type: none"> • None



Fahd Al Ali

Nationality	• Saudi
Current Positions	• General Manager, Saudi Aluminum Casting Foundry Company
Qualifications	• 1987: Bachelor's Degree, Industrial Engineering, King Abdulaziz University, Jeddah, KSA
Experience	<ul style="list-style-type: none"> • 2012-2015: General Manager, Crystel Company • 1987-2011: General Manager, Maintenance, Yanpet Company (an affiliate of SABIC located in Yanbu Industrial City)
Other Board Memberships	<ul style="list-style-type: none"> • 2013-2015: Member, Board of Directors, TÜV Inspection Company (a joint venture between Tasnee and TÜV Germany) • 2017-2022: Board Member, Board of Directors, Yanbu United Company for Oil Recycling (YUNITCO)

Board Committees

Names, Current and Previous Positions, Qualifications and Experience of Board Committee Members:

Investment Committee:

Member	Position	Membership Type
Abdullah Abdulrahman Thunayan Al Obeikan	Chairman	Non-Executive
Abdulaziz Saleh Al Rebdi	Member	Independent
Abdullah Muhammed Al Humaidhi	Member	Non-Executive
Fayez Jameel Abdulrazzag	Member	Non-Board

Audit Committee:

Member	Position	Membership Type
Abdulrahman Salah Al Rashed	Chairman	Independent
Saeed Abdullah Al Moeather	Member	Non-Board
Abdulrahman Theneyan Al Theneyan	Member	Non-Board
Ahmed Abdulrahman Al Rabiah	Member	Non-Board

Eng. Fayez Jamel Abdulrazzag

Company/Entity/ORGANIZATION Name	period	location	legal entity
Chairman of the Board of Managers, Saudi Aluminum Casting Foundry (SAC).	Current	Inside KSA	Limited Liability Company
Board Member, AGC Obeikan Glass Company.	Previous	Inside KSA	Limited Liability Company
CEO and General Manager, Obeikan Glass Company.	Previous	Inside KSA	Listed Joint Stock Company
Operations Superintendent, Saudi Aramco Mobil Refinery Company Ltd. (SAMREF).	Previous	Inside KSA	Public Joint Stock Company

Saeed Abdullah Al Moeather

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Saudi Advanced Industries Company (SAIC)	Listed Joint Stock Company	√		- Executive Committee Member - Investment Committee Member - CEO		√
Obeikan Glass Company	Listed Joint Stock Company	√		Board Member (September 2017-September 2020)		√
Alsalam Aerospace Industries	Limited Liability Company			Board Member (September 2019-September 2020)		√
Deutsche Gulf Finance	Closed Joint Stock Company	√		Board Member (February 2026-September 2016)		√
National Agricultural Development Company (NADEC)	Listed Joint Stock Company	√		Audit Committee Member (April 2024-Present)	√	
Naseej for Technology	Listed Joint Stock Company	√		NRC Member (September 2021-September 2024)		√
Obeikan Glass Company	Listed Joint Stock Company	√		Audit Committee Member (March 2021-Present)	√	
Ayyan Investment	Listed Joint Stock Company	√		Audit Committee Member (July 2025-Present)	√	
Saudi Fisheries Company (SFC)	Listed Joint Stock Company	√		Board Member (October 2023-May 2025)		√
Obeikan AGC Glass Company	Mixed Limited Liability Company	√		Board of Managers Member (September 2017-September 2020)		√
Deutsche Gulf Finance	Closed Joint Stock Company	√		NRC Member (February 2016-September 2016)		√
Alsalam Aerospace Industries	Closed Joint Stock Company	√		NRC Member (January 2020-September 2020)		√
Obeikan Glass Company	Listed Joint Stock Company	√		NRC Member (September 2017-September 2020)		√
Saudi Fisheries Company (SFC)	Listed Joint Stock Company	√		Board Member (25 October 2023-May 2025)		√
Naseej for Technology	Listed Joint Stock Company	√		Audit Committee Member (September 2021-September 2024)		√
Alsalam Aerospace Industries	Closed Joint Stock Company	√		Audit Committee Member (September 2019-September 2020)		√
Deutsche Gulf Finance	Closed Joint Stock Company	√		Executive Committee Member (February 2016-September 2016)		√
Saudi Basic Industries Corporation (SABIC)	Listed Joint Stock Company	√		Several Positions (July 2000-April 2014)		√
Arabian Agricultural Services Company (ARASCO)	Closed Joint Stock Company	√		Manufacturing Process Engineer (December 1999-July 2000)		√
Saudi Fisheries Company (SFC)	Listed Joint Stock Company	√		Managing Director (September 2024-May 2025)		√
Saudi Advanced Industries Company (SAIC)	Listed Joint Stock Company			Deputy CEO (September 2015-April 2018)		√

Abdulrahman Theneyan Al Theneyan

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Etihad Etisalat Company (Mobily)	Listed Joint Stock Company	√		Vice President of Customer Experience (2021-Present)	√	
National Water Company (NWC)	Closed Joint Stock Company	√		General Manager of Customer Experience (2018-2021)		√
Saudi Telecom Company (STC)	Listed Joint Stock Company	√		Regional Operations and Support Department Manager (2015-2018)		√
Etihad Etisalat Company (Mobily)	Listed Joint Stock Company	√		Executive Director of Key Account Management (2012-2015)		√
Etihad Etisalat Company (Mobily)	Listed Joint Stock Company	√		Regional Sales Manager for Central Province – SMEs (2011-2012)		√
Mobile Telecommunication Company Saudi Arabia (Zain KSA)	Listed Joint Stock Company	√		Key Account Manager for Commercial Sector (2009-2011)		√
Mobile Telecommunication Company Saudi Arabia (Zain KSA)	Listed Joint Stock Company	√		Customer Service Support Specialist (2008-2009)		√
CSC	Limited Liability Company	√		Quality Assurance Specialist (2006-2008)		√
Obeikan Bookstore	Closed Joint Stock Company	√		Supervisor (2000-2003)		√
Obeikan Industrial Company (OIC)	Closed Joint Stock Company	√		Board Member (2023-Present)	√	

Ahmed Abdulrahman Al Rabiah

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Saudi Advanced Industries Company (SAIC)	Listed Joint Stock Company	√		Investment Committee Member (January 2023-Present)	√	
Saudi Advanced Industries Company (SAIC)	Listed Joint Stock Company	√		-Board Member -NRC Member -Audit Committee Member (January 2023-2025)		√
Alsalam Aerospace Industries	Limited Liability Company	√		Board Member (July 2023-2024)		√
Masar Al Numou Finance	Closed Joint Stock Company	√		NRC Member (2023-2025)		√
Saudi Arabian Military Industries (SAMI)	Holding Company	√		Head of Business Development, Strategy, and Sales - Land Systems (September 2024-Present)		√
Saudi Arabian Military Industries (SAMI)	Holding Company	√		General Manager of Land Systems Factory (November 2022-September 2024)		√
Osoul Al-Nama Investment Company	Closed Joint Stock Company	√		Owner & CEO (September 2020-Present)		√
Altadrea Manufacturing Company (TMC)	Limited Liability Company	√		Chief Operating Officer (COO) (2020-2022)		√
Altadrea Manufacturing Company (TMC)	Limited Liability Company	√		Engineering Department Manager (2018-2020)		√
Altadrea Manufacturing Company (TMC)	Limited Liability Company	√		Engineer (2017-2018)	√	
Net Contracting Company	Individual Establishment	√		Investment, Real Estate, and Contracting Department Manager (2014-2017)		
Halliburton Energy Services	Limited Liability Company	√		Field Engineer (2012-2014)		

Nomination and Remuneration Committee (NRC) Members:

Member	Position	Membership Type
Abdulkarim Hamad Al Nujaidi	Chairman	Independent
Omran Abdulrahman Thunayan Al Obeikan	Member	Non-Executive
Abdulrahman Nasser Al Obaid	Member	Non-Executive
Abdullah Obaid Al Harbi	Member	Non-Board

Abdullah Obaid Al Harbi

Company	Legal Entity	Location		Position	Membership Status	
		Inside KSA	Outside KSA		Current	Previous
Riyadh Polytechnic Institute (RPI)	Closed Joint Stock Company	√		Vice Chairman of the Board		√
Obeikan Glass Company	Listed Joint Stock Company	√		NRC Chairman		√
Obeikan Glass Company	Listed Joint Stock Company	√		NRC Member	√	
Riyadh Polytechnic Institute (RPI)	Closed Joint Stock Company	√		Board Member	√	
Obeikan Investment Group	Closed Joint Stock Company	√		Chief Human Resources Officer (CHRO)	√	
Obeikan Investment Group	Closed Joint Stock Company	√		Several Positions		√
Samba Financial Group	Joint Stock Company	√		Regional Manager for Western and Southern Regions		√

Board Committees' Duties, Competencies and Meetings

(A) Investment Committee

Duties and Competencies

- Working with Executive Management to develop the Company's investment policy in line with the nature of its business, the activities it conducts, the risks it faces, and making recommendations accordingly. This policy sets out the principles governing the Company's investments, including the targeted investment domain, the targeted profit margin, the associated risk levels, the financing of investment opportunities, and other relevant principles. The Committee also ensures that investment opportunities comply with the applicable laws and regulations and submits them to the Board for approval, if deemed satisfactory by the Committee.
- Reviewing the Company's investment plan regularly to ensure its alignment with any changes that may occur in the competitive environment affecting the Company's business, the regulations governing the Company's activities, or its strategic objectives.
- Reviewing and assessing investment opportunities proposed by the Board of Directors or Executive Management for the Board's consideration.
- Submitting recommendations to the Board on the actions it proposes, such as entering investment opportunities that exceed the Committee's delegated authorities, acquisition and merger transactions, equity participation in companies, divestment and liquidation of existing investments, and entering financing transactions related to investment opportunities.
- Reviewing the reports prepared by Executive Management on the progress of approved investment opportunities and submitting periodic reports to the Board on the performance of the Company's investments against the approved principles and the extent to which the Company is achieving its investment targets.

Composition of the Committee

- Abdallah Abdulrahman Thunayan Al Obeikan (Non-Executive Member)
- Abdulaziz Saleh Al Rebdi (Independent Member)
- Abdullah Muhammad Al Humaidhi (Non-Executive Member)
- Fayez Jameel Abdulrazzag (Non-Board Member)

Number of Meetings

The Executive Committee (Investment Committee) held one meeting during 2025, as shown in the following table:

Meeting Attendance Record

Member	Position	First Meeting 29/01/2025	Attendance (%)
Abdallah Abdulrahman Thunayan Al Obeikan	Chairman	Attended	100%
Abdulaziz Saleh Al Rebdi	Member	Attended	100%
Abdullah Muhammad Al Humaidhi	Member	Attended	100%
Fayez Jameel Abdulrazzag	Member	Attended	100%

(B) Audit Committee

The Audit Committee is responsible for overseeing the Company's activities and verifying the soundness and integrity of its reports, financial statements, and internal control systems. In particular, the Committee's duties shall include the following:

Duties and Competencies

First: Financial Reports:

- Reviewing the Company's interim and annual financial statements before presenting them to the Board of Directors and providing its opinion and recommendations thereon to ensure integrity, fairness, and transparency.
- Providing a technical opinion, at the request of the Board of Directors, regarding whether the Board's report and the Company's financial statements are fair, balanced, and understandable, and includes the information that enables shareholders and investors to assess the Company's financial position, performance, business model, and strategy.
- Reviewing any significant or unusual matters the financial reports may include.
- Examining thoroughly any matters raised by the Company's Chief Financial Officer, the Compliance Officer, the Internal Control Officer, or the External Auditor.
- Verifying the accounting estimates in respect of material matters included in the financial reports.
- Reviewing the accounting policies adopted by the Company and providing its opinion and recommendations thereon to the Board.

Second: Internal Audit:

- Examining and reviewing the Company's internal control and financial systems and risk management framework.
- Reviewing internal audit reports and monitoring the implementation of corrective actions in respect of the observations contained therein.
- Overseeing and supervising the performance and activities of the Internal Auditor and the Internal Audit Department of the Company.

Third: External Audit:

- Recommending to the Board of Directors the appointment, dismissal, and remuneration of External Auditors, and evaluating their performance after verifying their independence and reviewing their scope of work and their contracts terms.
- Verifying the independence, objectivity, and fairness of the External Auditor and the effectiveness of the audit work, in line with the relevant rules and standards.
- Reviewing the Company's External Auditor's plan and scope of work; verifying that the Auditor does not provide any technical or administrative services beyond their scope of audit work as well as providing the Committee's views in this regard.
- Responding to inquiries raised by the Company's External Auditor.
- Reviewing the External Auditor's report and observations on the financial statements and monitoring the actions taken in respect.

Fourth: Ensuring Compliance:

- Reviewing the results of reports from regulatory authorities and verifying that the Company has taken the necessary actions in this regard.
- Verifying the Company's compliance with relevant laws, regulations, policies, and instructions.
- Reviewing contracts and transactions proposed to be entered into by the Company with related parties, and providing its views thereon to the Board of Directors.
- Reporting matters it deems necessary for action to the Board of Directors and providing recommendations on the measures to be taken.

Composition of the Committee

- Abdulrahman Salah Al Rashed (Independent Member)
- Saeed Abdullah Al Moeather (Non-Board Member)
- Abdulrahman Theneyan Al Theneyan (Non-Board Member)
- Ahmed Abdulrahman Al Rabiah (Non-Board Member)

Number of Meetings:

The Audit Committee held a number of meetings during 2025, as shown in the following table:

Meeting Attendance Record

Member	Position	First Meeting 04/03/2025	Second Meeting 26/03/2025	Third Meeting 20/04/2025	Fourth Meeting 13/05/2025	Fifth Meeting 26/05/2025	Sixth Meeting 05/08/2025	Seventh Meeting 18/08/2025	Eighth Meeting 04/11/2025	Ninth Meeting 21/12/2025	Attendance (%)
Abdulrahman Salah Al Rashed	Chairman	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	100%
Saeed Abdullah Al Moeather	Member	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	100%
Abdulrahman Theneyan Al Theneyan	Member	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	100%
Ahmed Abdulrahman Al Rabiah	Member	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	Attended	100%

(C) Nomination and Remuneration Committee (NRC)

The Nomination and Remuneration Committee (NRC) is responsible for all the mandates and duties assigned to it under its Charter. The Committee shall report to and maintain direct lines of communication with the Board of Directors. In accordance with the relevant laws and regulations, the Committee's duties shall be as follows:

Duties and Competencies

First: Remuneration of Board Members and Senior Executives:

- Setting a clear policy for the remuneration of members of the Board of Directors, its Committees, and the Executive Management, and submitting it to the Board of Directors for consideration prior to the General Assembly's approval, provided that the policy follows performance-based criteria, is subject to disclosure, and its implementation is verified.
- Clarifying the relationship between the remuneration granted and the adopted remuneration policy, as well as disclosing any material deviation from such policy.
- Reviewing regularly the remuneration policy and assessing its effectiveness in achieving the intended objectives.
- Reviewing market data related to benefits and compensation paid for positions comparable to those of Senior Executives and assessing the Company's competitive position in this regard.
- Recommending to the Board of Directors the remuneration of members of the Board, its Committees, and Senior Executives, in accordance with the approved policy.

Second: Nominations of Board Members, Committees, and Executive Management Positions:

- Preparing clear policies and criteria for membership of the Board of Directors, its Committees, and Executive Management.
- Recommending to the Board of Directors the nomination and re-nomination of its members, in accordance with the approved policies and standards, while ensuring that no person previously convicted of an offense involving breach of trust is nominated.
- Preparing a description of the capabilities and qualifications required for Board of Directors membership and the filling of Executive Management positions.
- Determining the time that each member is required to allocate for their Board of Directors duties.
- Conducting an annual review of the skills and experience required for membership of the Board of Directors, its Committees, and Executive Management positions.
- Developing procedures to be followed in the event of a vacancy in the Board of Directors or Senior Executives.
- Reviewing the structure of the Board of Directors, its Committees, and Executive Management at least once a year, and submitting recommendations, where necessary, regarding potential changes.
- Verifying annually the independence of Independent Members and ensuring the absence of any conflict of interests in cases where a member also serves on the board of another company.
- Preparing job descriptions for Executive, Non-Executive, and Independent Members, as well as for Senior Executives.
- Identifying strengths and weaknesses within the Board of Directors and proposing solutions to address them in a manner that serves the Company's best interests.
- Assessing the effectiveness of human capital programs targeting the Company's executives, including career succession plans for first- and second- level occupants and candidates for those positions.

Third: Corporate Governance:

- Overseeing the development of a clear governance strategy that is appropriate to the Company's nature and scope of work, and ensuring its implementation, review, and update in line with internal and external developments affecting the Company.
- Reviewing documents related to the Company's corporate governance and ensuring structured governance tools and mechanisms exist, as well as effective channels of communication between the Board of Directors and Executive Management.
- Reviewing and developing the Code of Professional Conduct that reflects the Company's values, together with other internal policies and procedures, in a manner that meets the Company's needs and aligns with best practices and submitting them to the Board of Directors for approval.
- Evaluating human resources programs, including talent acquisition and retention programs, performance management programs, succession plans, comprehensive incentives and rewards programs, and programs to diversify recruitment sources to enrich accumulated experience, thereby enabling the Company to enhance its overall institutional performance culture.
- Reviewing the existence of appropriate work mechanisms to measure the Company's values and assessing the quality of such mechanisms in evaluating the extent to which employees realistically adhere to the Company's values.

Composition of the Committee

- Abdulkarim Hamad Al Nujaidi (Independent Member)
- Omran Abdulrahman Thunayan Al Obeikan (Non-Executive Member)
- Abdulrahman Nasser Al Obaid (Non-Executive Member)
- Abdullah Obaid Al Harbi (Non-Board Member)

Number of Meetings

The NRC held a number of meetings during 2025, as shown in the following table:

Meeting Attendance Report

Member	Position	First Meeting 27/02/2025	Second Meeting 28/07/2025	Third Meeting 10/11/2025	Fourth Meeting 04/12/2025	Attendance (%)
Abdulkarim Hamad Al Nujaidi	Chairman	Attended	Attended	Attended	Attended	100%
Omran Abdulrahman Thunayan Al Obeikan	Member	Attended	Attended	Attended	None	75%
Abdulrahman Nasser Al Obaid	Member	Attended	Attended	Attended	Attended	100%
Abdallah Obaid Al Harbi	Member	Attended	Attended	Attended	Attended	100%

Remuneration

OGC Remuneration Policy and Determination Mechanism

The remuneration policy and criteria have been developed in accordance with the Companies Law, the Company's Articles of Association (AoA), and corporate governance requirements.

The policy sets out the rules and procedures for granting remuneration to members of the Board of Directors, its Committees, and Executive Management.

Relationship Between Awarded Remunerations and Applicable Remuneration Policy

The NRC shall be responsible for establishing a clear policy for the remuneration of Board Members and the Committee members, ensuring alignment with the Company's general policies, particularly its financial policies. Such policy shall take into account performance-based criteria, providing their transparency and ensuring their implementation. Furthermore, the Committee shall also explain the relationship between granted remuneration and the adopted remuneration policy, disclose any material deviation from this policy, and be subject to periodic review. Remuneration shall focus its effectiveness in achieving the intended objectives. The Committee shall also recommend to the Board the remuneration of its members in accordance with the Company's policies and financial framework, without prejudice to the provisions of the Companies Law and Capital Market Law and its implementing regulations. The remuneration policy must take into consideration the following:

- manage them.
- The Company must ensure that remuneration is aligned with its strategy and objectives, and with the scale, nature, and level of risks it assumes.
- Remuneration shall be fair and proportionate to the member's competencies, duties, and the responsibilities undertaken by the members of the Board of Directors or the Committee, in line with the objectives set by the Board of Directors to be achieved during the fiscal year.
- The Company shall provide disclosure of the remuneration of Board and Committee members in the Annual Report of the Board of Directors, in accordance with the rules and guidelines issued pursuant to the provisions of the Companies Law and the Capital Market Authority (CMA) Law and their regulations.

- Remuneration must be commensurate with the Company's activities and the skills required to

Statement of Dividend Distribution Rates to Shareholders in 2025

Total Amount Distributed	No. of Dividend-Eligible Shares	Dividend Per Share (DPS)	Entitlement Date
32,000,000	32,000,000	1	09-09-2025

Board Remuneration

Details of Remuneration and Compensation for Board Members and Board Committees for 2025

Name	Membership Type	Remuneration Type	No. of Meetings	Grand Total (SAR)
Abdullah Abdulrahman Thunayan Al Obeikan	Chairman of the Board of Directors	Fixed Remuneration		200,000
		Meeting Attendance Allowance	4	12,000
	Chairman of Investment Committee	Fixed Remuneration		75,000
		Meeting Attendance Allowance	1	3,000
Total				290,000
Abdullah Muhammad Al Humaidhi	Vice Chairman of the Board of Directors	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	Investment Committee Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	1	3,000
Total				215,000
Abdulrahman Salah Al Rashed	Board Member	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	Chairman of Audit Committee	Fixed Remuneration		100,000
		Meeting Attendance Allowance	9	27,000
Total				289,000
Ahmed Abdulrahman Al Rabiah	Audit Committee Member	Fixed Remuneration		100,000
		Meeting Attendance Allowance	9	27,000
Total				127,000
Saeed Abdullah Al Moeather	Audit Committee Member	Fixed Remuneration		100,000
		Meeting Attendance Allowance	9	27,000
Total				127,000
Abdulrahman Thenayan Al Thenayan	Audit Committee Member	Fixed Remuneration		100,000
		Meeting Attendance Allowance	9	27,000
Total				127,000
Abdulkarim Hamad Al Nujaidi	Board Member	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	NRC Member	Fixed Remuneration		75,000
		Meeting Attendance Allowance	4	12,000
Total				249,000
Omran Abdulrahman Thunayan Al Obeikan	Board Member	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	NRC Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	3	9,000
Total				221,000
Abdulrahman Nasser Al Obaid	Board Member	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	NRC Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	4	12,000
Total				224,000
Abdullah Obaid Al Harbi	NRC Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	4	12,000
Total				62,000
Abdulaziz Saleh Al Rebdi	Board Member	Fixed Remuneration		150,000
		Meeting Attendance Allowance	4	12,000
	Investment Committee Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	1	3,000
Total				215,000
Fayez Jameel Abdulrazzag	Investment Committee Member	Fixed Remuneration		50,000
		Meeting Attendance Allowance	1	3,000
Total				53,000
Remuneration of the Secretary of the Board and Committees				120,000

Remuneration of Senior Executives

Remuneration of Top Five Senior Executives for 2025 (All Amounts in SAR)

Statement	Annual Remuneration
Remuneration of the Top Five Senior Executives, Including the CEO and CFO	1,427,816



Dividend Distribution Policy

1. Based on a proposal by the Board of Directors, the Ordinary General Assembly may set aside a percentage of net profits to form a statutory reserve designated for a specific purpose or purposes.
2. The remaining profits shall thereafter be distributed to shareholders, without prejudice to the provisions of Article (19) of the Company's Bylaws.

Dividend Entitlement

Without prejudice to the regulatory requirements and the Company's Bylaws, the dividend distribution policy is subject to the following provisions:

1. Shareholders are entitled to their share of net profits as decided for distribution.
2. Shareholders are entitled to their share of dividends pursuant to the General Assembly's resolution regarding dividend distribution, or the Board of Directors' Resolution to distribute

interim dividends. The Resolution shall specify the entitlement and distribution dates, provided that the Resolution is implemented in accordance with the regulatory rules and procedures issued in implementation of the Companies Law for Listed Joint Stock Companies.

Interim Dividends

1. The Company may distribute interim dividends to its shareholders on a semi-annual or quarterly basis, after fulfilling the following requirements:
 - The Ordinary General Assembly authorizes the Board to distribute interim dividends via a resolution renewed annually.
 - The Company maintains good and regular profitability.
 - The Company possesses reasonable liquidity and can reasonably forecast its profit levels.
 - The Company has distributable profits, according to the latest audited financial statements, sufficient to cover the proposed distribution, after deducting any amounts distributed or capitalized from those profits since the date of said financial statements.
2. Dividend distributions shall be charged against accumulated retained earnings from previous years, distributable reserves formed from profits, or both. The Company shall maintain consistency and regularity in the manner and percentages of distributions based on its capabilities and available liquidity. The Board must disclose and announce the regular periodic dividend percentages decided for shareholders on schedule.
3. The Company is committed to disclosing to the Capital Market Authority (CMA) and the public immediately and without delay upon reaching a decision to distribute interim dividends.
4. The Board shall include in its annual report submitted to the General Assembly the dividend percentages distributed to shareholders during various periods of the fiscal year, in addition to the proposed dividend percentage at the end of the fiscal year and the total of such dividends.

Distribution Timeline

The Board must implement the General Assembly's Resolution regarding dividend distribution to registered shareholders within 15 working days from

the entitlement date specified in the General Assembly Resolution or the Board Resolution deciding the interim dividends.

Shareholder Rights and General Assembly

Company Requests for the Shareholders' Register in 2025: Dates and Reasons

Date	Reason
11-02-2025	Company Procedures
20-03-2025	Company Procedures
25-03-2025	Company Procedures
10-04-2025	Company Procedures
11-05-2025	Company Procedures
13-05-2025	Company Procedures
19-05-2025	Company Procedures
28-05-2025	General Assembly
19-06-2025	Company Procedures
22-06-2025	General Assembly
19-08-2025	Company Procedures
30-09-2025	Company Procedures
5-10-2025	Company Procedures
16-12-2025	Company Procedures

General Assembly Meetings and Board Members' Attendance Record for 2025

Member	Position	Attendance Record	
		First Meeting General Assembly (Extraordinary)	Second Meeting General Assembly (Ordinary)
		28/05/2025	22/06/2025
Abdullah Abdulrahman Thunayan Al Obeikan	Chairman of the Board	Attended	Attended
Abdullah Muhammad Al Humaidhi	Vice Chairman of the Board	Attended	Attended
Abdulaziz Saleh Al Rebdi	Board Member	Attended	Excused
Omran Abdulrahman Thunayan Al Obeikan	Board Member	Attended	Excused
Abdulkarim Hamad Al Nujaidi	Board Member	Attended	Attended
Abdulrahman Salah Al Rashed	Board Member	Attended	Excused
Abdulrahman Nasser Al Obaid	Board Member	Attended	Attended
Total Attendance (%)		74.06%	74.45%

The Main Challenge Facing the Investor Relations (IR) Team

The primary challenge facing OGC lies in strengthening its relationships with the community of investors and stakeholders within an industrial sector characterized by intense competition and cyclical fluctuations in demand and prices. This has necessitated the development of an integrated Investor Relations (IR) ecosystem built on transparency and accuracy in information disclosure, ensuring the reinforcement of confidence in the Company's performance and its long-term industrial strategy.

The Company has worked to develop a modern institutional structure for Investor Relations. That structure contributes to improving regular communication with shareholders in addition to local and international investors, alongside providing accurate financial and operational data reflecting the Company's actual performance. Furthermore, emphasis has been placed on establishing advanced digital channels to facilitate access to information and periodic disclosures, thereby improving responsiveness and aligning with digital transformation within capital markets.

In the context of adopting best governance practices, OGC has been keen to align its internal policies with the requirements of the Saudi Capital Market, ensuring compliance with disclosure and transparency standards, while supporting environmental and social sustainability initiatives across its operations.

The Company has further prioritized the engagement of all stakeholders and strengthened its position as a reliable source of information within the industrial sector. This includes the development of interactive mechanisms to measure investor satisfaction and analyze expectations, thereby contributing to enhancing the quality of investment decisions and achieving a balance between the interests of the Company and those of investors alike.

Consequently, OGC has established an advanced model for Investor Relations management within the industrial sector. Such model combines institutional transformation, digitization, and sound governance, supporting the consolidation of the Company's position as a reliable industrial and investment partner both locally and globally.

OGC's Efforts to Strengthen IR and Address Challenges

OGC places great importance on strengthening its relationships with investors. The Company continues to adopt the highest standards of transparency and disclosure across all of its transactions and financial reports. The Company's efforts to restructure investor communication strategies have contributed to higher levels of interaction and participation during periodic meetings. This has positively reflected on the confidence of local and international investors in the Company's financial performance and future projects. In addition, OGC has been keen on developing multiple

communication channels that enable investors to easily access the latest developments in financial and operational performance, including the regular publication of quarterly financial reports through the Saudi Stock Exchange (Tadawul) website, and the Company's own website. The Company reaffirms its unwavering commitment to building long-term relationships with its investors and enhancing the communication experience based on clarity and credibility, reinforcing its position as a leading glass manufacturer in the region.

Contact Information for Investor Relations

For more information, please visit the Company's Investor Relations Website on:

<https://ogc.com.sa/contact-us/>

For any other queries or questions, please contact us directly via:

info@ogc.com.sa

Internal Audit Results

Internal Audit & Control Declarations:

- The Audit Committee's report to the General Assembly is expected to be issued in April 2026 and shall include the Audit Committee's opinion on the adequacy of the Company's internal control system during 2025.
- There is no conflict between the recommendations of the Audit Committee and the Board resolutions regarding the appointment or dismissal of the Company's External Auditor, the determination of their fees, the evaluation of their performance, or the appointment of the Internal Auditor.
- During 2024, the Audit Committee issued its recommendation to appoint a Head of the Internal Audit Department, who assumed his duties in January 2025.
- There is no conflict between the recommendations of the Audit Committee and the Board of Directors' resolutions, nor has the Board rejected any of its recommendations regarding the appointment or dismissal of the Company's External Auditor, the determination of their fees, the evaluation of their performance, or the appointment of the Internal Auditor.
- The Internal Audit Department operates in accordance with an annual work plan approved by the Company's Internal Audit Committee, to which it submits periodic reports.

Board Declarations

The Company acknowledges its compliance with all provisions of the Corporate Governance Regulations, except for the following non-mandatory guiding articles:

No. of Article/Paragraph	Title	Cause of Non-Application
37	Training	Guiding Articles
39	Assessment	Guiding Articles
67	Risk Management Committee Formation	Guiding Articles
68	Competencies of the Risk Management Committee	Guiding Articles
69	Risk Management Committee Meetings	Guiding Articles
82	Employee Incentives	Guiding Articles
84	Corporate Social Responsibility (CSR)	Guiding Articles
85	Social Work Initiatives	Guiding Articles
92	Corporate Governance Committee Formation	Guiding Articles

OGC Board Hereby Declares That:

- The accounting records have been duly updated and prepared.
- The internal control system has been duly made and adequately implemented.
- The Board has no doubt as to the Company's ability to continue its activity.
- No new Board Committees have been established.
- There has been no change in the positions of the chairmen of the Board Committees from what was reported in the 2024 Report.
- No additional competencies or powers have been granted to the Board Committees compared to what was stated in the 2024 Report.
- No external party has been appointed to evaluate the performance of the Board of Directors and the Audit Committee.
- The Nomination and Remuneration Committee (NRC) has updated the compensation and Remuneration Policy for Board Members, Committees, and Executive Management, which was approved by the General Assembly on 28 May 2025.
- No proposals or comments were received from shareholders during 2025. Any comments or proposals raised during the Company's General Assembly are recorded in the meetings minutes and made available to the relevant stakeholders. Should any remarks be received outside the General Assembly, the Board of Directors is notified during its meeting, and such instances are documented in the meeting minutes.
- No member of the Board of Directors is engaged in, or has previously engaged in, any business that competes with the Company or any of the business lines in which the Company operates.
- No interest in any class of voting shares held by any persons (other than the Company's Board Members, Senior Executives, and their relatives) who have notified the Company of their holdings pursuant to Article 85 of the Rules on the Offer of Securities and Continuing Obligations, together with any change to such interests during 2025.
- No interest, contractual securities, or subscription rights held by Senior Executives and their relatives in shares or debt instruments of the Company or its subsidiaries (1) during 2025.
- No interest, contractual securities, or subscription rights held by Board Members and their relatives in shares or debt instruments of the subsidiaries (1) during 2025.

- There is no arrangement or agreement under which any Board Member or any of the Senior Executives has waived any remuneration.
 - There is no arrangement or agreement under which any shareholder of the Company has waived any rights to dividends.
 - The Company did not issue or grant any convertible debt instruments, contractual securities, subscription right warrants, or similar rights during the fiscal year, and no consideration was received by the Company in exchange.
 - No recommendation was made by the Board of Directors to replace the External Auditor before the expiry of the period for which it was appointed.
 - There is no conflict with the standards approved by the Saudi Organization for Chartered and Professional Accountants (SOCPA).
 - There are no conversion or subscription rights under any convertible debt instruments, contractual securities, subscription right warrants, or similar rights issued or granted by the Company.
 - The Company has not redeemed, purchased, or canceled any redeemable debt instruments.
 - No Board Member has engaged, or is currently engaging, in any business competing with the Company or with any of the activities conducted by the Company.
 - The External Auditor's report did not include any qualifications in respect of the approved annual financial statements.
- No interest, contractual securities, or subscription rights held by Board Members and their relatives in shares or debt instruments of the Company during 2025, apart from the following Board Members listed in the table below:

Details of Any Interest, Contractual Securities, and Subscription Rights of Board Members and their Relatives in shares or Debt Instruments of the Company during 2025

Name of Interested Person	Start of Year		End of Year	
	No. of Shares	Debt Instruments	No. of Shares	Debt Instruments
Abdulaziz Saleh Al Rebdi	4.9	None	4.9	None
Omran Abdulrahman Thunayan Al Obeikan	0.4	None	0.4	None
Abdulrahman Salah Al Rashed	0.007	None	0.007	None
Abdullah Muhammad Al Humaidhi	0	None	0.003	None

Shariah-compliant Sukuk Program

- On 19 October 2025, the Board of Directors approved the establishment of a local SAR-denominated Sukuk Program, designated to be Shariah-compliant. On 28 October 2025, the Company announced such intention and appointed Sukuk Capital Company as the financial advisor to the potential issuance of Sukuk under the Program through public, private, and exempt offerings.
- The aggregate program limit is SAR 430 million, while SAR 300 million of which is planned to be raised through a public offering, with the condition of obtaining the required regulatory approvals and the satisfaction of customary market and documentation conditions. No financial liability is recognized in respect of the unissued portion of the program as of 31 December 2025. During the year ended 31 December 2025, the Group successfully issued Shariah-compliant Sukuk with an aggregate principal amount of SAR 35 million through private and exempt offerings. The issued sukuk have contractual tenors ranging from 1.5 to 3.25 years. The net proceeds were used primarily to support the Group's expansion projects and for corporate purposes in line with the Group's strategic objectives.

Treasury Shares

- On 04 April 2024 (corresponding to 25 Ramadan 1445H), the Company's Board of Directors decided to appoint Al Rajhi Capital as a market maker for the Company's shares to support liquidity levels in stock trading. This decision is subject to the approval of the relevant authorities. The shares purchased and disposed of during the current year amount to SAR 63.47 million and SAR 62.63 million, respectively, with a closing balance of SAR 239,092 (864,804 shares). The loss of SAR 1 million arising from the disposal of these shares is recognized directly in equity.



Details of Related Party Transactions in 2025 and the Interests of Board Members and Senior Executives

Name of Related party	Relationship	Nature of transaction	Duration of Contract/Agreement	Transaction Amount (Saudi Riyal)	Terms	Special Conditions	Director Name	Direct/ Indirect Interest
AL Obeikan AGC Glass	Subsidiary	Sales	Continued since 2015 until either party decides to terminate.	66,393,918	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Al Obeikan AGC Glass
		Support/ Service Charges	Continued since 2015 until either party decides to terminate.	8,474,091	There are no preferential conditions	There are no special conditions exist		
		Purchases	Continued since 2015 until either party decides to terminate.	165,835	There are no preferential conditions	There are no special conditions exist		
Saned Al Marafiq Company	Fellow subsidiary – Joint members of the Board of Directors.	Consulting and other services	Continued since 2021 until either party decides to terminate.	79,460	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Saned Almarafiq Information Technologies
		Consulting and other services	Continued since 2021 until either party decides to terminate.	64,593	There are no preferential conditions	There are no special conditions exist		
Al Obeikan Group for Investment Company	Parent Company-Joint members of the board of directors	Purchase	Continued since 2007 until either party decides to terminate.	310,500	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Obeikan Investment Group
		Consulting and other services	Continued since 2007 until either party decides to terminate.	444,479	There are no preferential conditions	There are no special conditions exist		
		Shared Services	Continued since 2007 until either party decides to terminate.	191,853	There are no preferential conditions	There are no special conditions exist		
Al Obeikan Digital Solution Company	Fellow subsidiary– Joint members of the Board of Directors.	Consulting and other services	Continued since 2019 until either party decides to terminate.	2,217,372	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Obeikan Digital Solution
		Shared Services	Continued since 2019 until either party decides to terminate.	29,239	There are no preferential conditions	There are no special conditions exist		
Al Obeikan for Education	Fellow subsidiary– Joint members of the Board of Directors.	Consulting and other services	Continued since 2010 until either party decides to terminate.	29,443	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Obeikan for Education
Madar Digital Logistic Solution	Fellow subsidiary– Joint members of the Board of Directors	Shared Services	Continued since 2021 until either party decides to terminate.	13,094,335	There are no preferential conditions	There are no special conditions exist	Eng. Abdullah Al-Obeikan Mr. Omran Al-Obeikan	The listed directors of Obeikan Glass, have a direct interest as they are the same members of the board of Madar Digital Logistic Solution Company
Al-Esra Aluminum Manufacturing and Casting Factory	Shareholder in Subsidiary (Saudi Aluminum Casting Foundry), Obeikan Glass Company holds 60% of Saudi Aluminum Casting Foundry	Consulting and Other Services	Continued since 2023 until either party decides to terminate.	434,256	There are no preferential conditions	There are no special conditions exist	Mr. Ayman Samaren	The member of the board of managers of the subsidiary company (Saudi Alucast) has an indirect interest, as he is a member of the board of managers of Al-Esra Aluminum Manufacturing and Casting Factory.
		Expenses on behalf of related party	Continued since 2023 until either party decides to terminate.	8,625	There are no preferential conditions	There are no special conditions exist		

Risk Management

Company's Risk Management Framework

The Company adopts a comprehensive and integrated risk management framework based on a proactive approach focusing on anticipating and addressing risks before they affect business continuity. This framework is based on a deep understanding of the nature of the Company's industrial operations and its complex operating environment, which includes furnaces, production lines, supply chains, and their relevant regulatory requirements.

The risk management framework includes establishing a clear methodology for identifying and assessing risks and developing the necessary mitigation plans, in addition to continuous monitoring and verification of the effectiveness of the approved regulations. This framework is supported by governance practices, periodic reports submitted to the relevant Committees, ensuring that risk management is linked to the Company's strategic objectives.

Risk Management Achievements in 2025

During 2025, the Company enhanced its risk management ecosystem through developing a number of internal controls and procedures and updating the compliance methodology in line with the requirements of listing on the Main Market (Tadawul

All Share Index – TASI). The Company also updated an integrated risk management framework aimed at standardizing practices and enhancing consistency and the quality of reporting.

Market Risk Factors

1. Increased competitive intensity due to the anticipated launch of a new Float Glass Production Line in Egypt during Q3 2026. This development is expected to result in higher export volumes targeting the Moroccan market.
2. While shipping conditions through the Red Sea improved during Q3 and Q4 2025, persistent geopolitical tensions pose a risk of renewed disruptions. Such an escalation would negatively impact shipping costs and increase competitive pressures in global markets.
3. Continued low demand in major global markets, such as

Europe and the United States, despite improving inflation indicators. Additionally, intense competition is expected from Chinese companies offering products at lower prices within their domestic and export markets.

4. While there is an expected growth in demand driven by reconstruction efforts in Syria, Yemen, and Palestine, these prospects are offset by rising concerns over heightened tensions in the Gulf region and the potential for the crisis to escalate further.

Key Company Risks

Operational Risks

Activity	Risk	Risk Level	Company Risk Management Approach
Manufacturing Operations of the Furnaces and the Production Line	Operational disruption due to equipment performance or unexpected technical conditions affecting process efficiency.	High	Implementation of a preventive maintenance plan and continuous monitoring systems to minimize unexpected breakdowns and lower process efficiency.
Management of Energy and Gas Consumption in an Industry that Heavily Depends on Energy	Operational disruption due to energy supply interruptions or supply disruptions that may affect operational continuity.	Medium	Strengthening business continuity plans, diversifying energy sources where possible, and establishing effective contingency operating procedures.





Financial and Economic Risks

Activity	Risk	Risk Level	Company Risk Management Approach
Maintaining Strong Banking Relationships, Establishing Diverse Credit Facilities, Managing Cash Flows, and Maintaining Adequate Liquidity Reserves	Liquidity pressure arising from market cycles and Operating Cash Flow (OCF)	Medium	Working capital and finance management
Conducting Credit Assessments, Securing Advanced or Guaranteed Payment Methods (Letters of Credit / Bank Guarantees), and Managing Aging of Receivables and Provisioning Policies	Credit risks arising from customers and distributors	Medium	Domestic and export sales
Effective Management of Supply Agreements, Supplier Diversification, Strategic Energy Planning, and Implementation of Energy Efficiency Measures	Cost volatility of energy and raw materials	High	Consumption of raw materials and energy, such as Soda ash and Silica



Regulatory Risks

Activity	Risk	Risk Level	Company Risk Management Approach
The Company is Subject to a Number of Laws and Regulations, such as Companies Law, Capital Market Law, and Regulatory Requirements Related to Health, Safety, Environment (HSE), Trade, Labor, and Product Standards	Non-compliance with laws, legislations, and regulatory requirements	High	To ensure compliance with all laws and legislations, OGC has implemented a compliance and governance framework to ensure full adherence to the applicable laws and regulations. The Company also continuously updates its internal procedures to avoid any fines or sanctions that may negatively affect its reputation and position.
The Company's Operations are Subject to Numerous Licenses, Certificates, and Permits Issued by the Competent Authorities. Failure to Obtain, Renew, or Comply with Such Requirements May Affect the Company's Ability to Operate or Expand in the Saudi Market	Non-compliance with regulatory requirements related to licenses, certificates, and permits	Medium	To mitigate this risk, OGC adopts a proactive approach to monitor and renew all regulatory licenses, certificates, and permits. The Company ensures timely renewal, continuous compliance with regulatory requirements, and alignment with the standards issued by the relevant authorities to ensure business continuity and operational safety.



Cybersecurity Risks

Activity	Risk	Risk Level	Company Risk Management Approach
Information Assets and Infrastructure Protection	Exposure to external cyber threats or unauthorized access that may disrupt operations or compromise data integrity	High	The Company adopts a structured Information Security Management System (ISMS) compliant with the Essential Cybersecurity Controls (ECC) of the National Cybersecurity Authority (NCA) and ISO/IEC 27001:2022 standards. Periodic monitoring and assessment are conducted under the supervision of the Digital Transformation Committee (DTC)
Data Governance and Privacy Management	Unauthorized disclosure or loss of confidential or personal information	High	Policies are aligned with the requirements of the Saudi Data and AI Authority (SDAIA) and national data protection regulations. The Company implements access controls, data classification, and employee awareness programs across all departments to ensure proper data handling



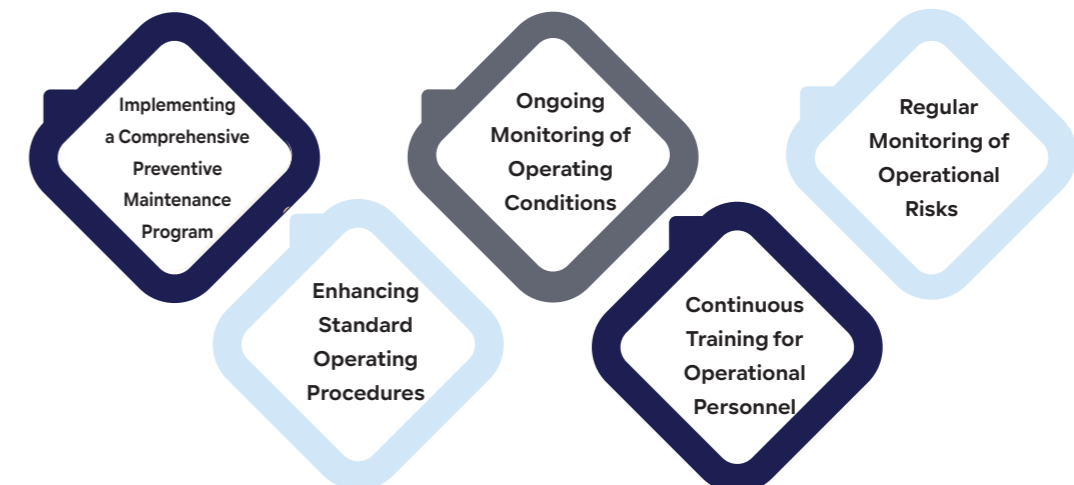
Geopolitical Risks

Activity	Risk	Risk Level	Company Risk Management Approach
International Export Markets	Risks of global demand fluctuations or trade restrictions	High	Diversifying export markets to reduce dependence on specific markets Ongoing monitoring of geopolitical developments and their impact on operations Developing contingency plans for shipping and supply chains Contracting with multiple logistics service providers to reduce operational risks Periodic review of pricing and sourcing strategies to keep pace with changes

The Company's Efforts to Mitigate Operational Risks

OGC works on mitigating operational risks by implementing strict quality control systems and diversifying supply sources to ensure production, in addition to executing preventive maintenance programs for equipment and enhancing the readiness of production lines. The Company also relies on advanced occupational safety plans and effective internal governance procedures, alongside improving operational

efficiency and managing the supply chain, thereby ensuring operational stability and reducing the likelihood of disruption or sudden downtime. Additionally, the Company employs a set of proactive mechanisms and procedures to limit operational risks and ensure the continuity of industrial operations, which include the following:



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Sustainability Strategies

Strategy I: Environmental Responsibility Enhancement

Obeikan Glass embraces sustainability as a core principle guiding its business model and a key factor in fostering long-term value. This approach strikes a balance between operational efficiency, environmental stewardship, and ensuring a safe workplace. The 2025 Sustainability Strategy is driven by a deep-seated corporate conviction that Occupational Health, Safety, and Environmental (HSE) protection constitute the core pillars of business continuity, operational reliability, and the Company's readiness for future growth.

In addition, the Company has adopted an integrated approach to instilling a culture of safety and environmental responsibility, and embedding sustainability requirements across all its operational

sites, in full alignment with regulatory frameworks, the Saudi Capital Market disclosure requirements, and Saudi Vision 2030 objectives. This approach represents an investment in human capital, asset protection, and operational resilience, thereby supporting sustainable financial performance and mitigating operational and environmental risks.

In 2025, the focus of this strategy revolved around applying Environmental, Social, and Governance (ESG) practices. It also included rolling out specialized awareness and training programs in safety and prevention. The goal was to boost behavioral awareness, foster a culture of compliance, and create a safe and sustainable work environment.

Strategy II: Sustainable Energy Management

Obeikan Glass places energy efficiency at the forefront of its operational priorities, recognizing that prudent management of energy resources is vital for supporting both financial and environmental sustainability. This strategy is driven by an institutional belief that optimizing energy efficiency contributes to reducing operational costs, sharpening the Company's competitive edge, and mitigating the environmental footprint of industrial operations.

The Company adopts a systematic approach to energy management, centered on the implementation of an Energy Management System

(EnMS) and the adoption of best practices in measuring and continuously improving energy performance. This approach ensures a calculated balance between industrial growth requirements and resource efficiency.

This strategy is anchored in establishing measurable targets, implementing energy conservation programs, and conducting periodic energy performance reviews. These measures ensure continuous improvement and full compliance with both regulatory and disclosure requirements.

Environmental Responsibility Enhancement Framework

Strategy I Description

- Promoting a Culture of Safety and Environmental Responsibility
- Implementing Sustainability Standards across All Company Sites

Strategic Pillar

- Strengthening the culture of safety
- Activating ESG Practices and Standards

Company Achievements in 2025

- Implementation of Environmental and Health Awareness Programs, including:
 1. Hazard Identification (HAZID)
 2. What Should I Do
 3. Incident Recall
- Organizing Safety Competitions and Training Sessions for All Employees.

Energy Efficiency Indicators

Strategy II Description

- Improving Energy Consumption Efficiency
- Reducing Emissions through the Energy Management System (EnMS)
- Implementing Best Practices

Strategic Pillar

- Enhancing Energy Efficiency

Company Achievements in 2025

Setting Energy Objectives:

- Implementing Energy Conservation Measures
- Adherence to Periodic Energy Performance Reviews

Strategy III: Embedding the Concept of Sustainable Energy

Obeikan Glass seeks to embed the concept of sustainable energy within its daily operational practices, driven by the belief that effective sustainability is achieved through conscious corporate behavior, heightened awareness, and the transformation of energy efficiency into a lasting, sustainable practice.

This strategy is centered on embedding energy conservation practices across all operational levels by minimizing waste, optimizing production and consumption patterns, and fostering environmental

awareness among employees. These efforts contribute to achieving tangible operational savings and reducing the Company's environmental footprint.

Throughout 2025, the Company implemented energy rationalization programs across its operational facilities and increased the use of renewable energy sources where feasible. These initiatives support the reduction of emissions and the overall enhancement of environmental performance.

Elements of Embedding Sustainable Energy

Strategy III Description

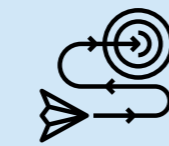
- Adopting the Concept of Sustainable Energy
- Reducing Waste
- Increasing Environmental Awareness among Employees

Strategic Pillar

- Energy Rationalization Strategy

Company Achievements in 2025

- Launching Energy Rationalization Programs across all Company Facilities
- Enhancing Renewable Energy Utilization Wherever Possible



Strategy IV: Disaster Response Readiness

Obeikan Glass integrates emergency and disaster response readiness into its sustainability and risk management framework, recognizing the critical importance of protecting lives and assets while ensuring business continuity. This strategy is driven by an institutional belief that proactive preparedness is a fundamental element in mitigating the impact of incidents and enhancing process safety.

During 2025, the Company focused on systematic

planning, the execution of periodic drills, and the updating of emergency plans and risk scenarios to align with the nature of the Company's industrial activities and safety requirements.

These efforts have contributed to raising awareness, improving response times, and mitigating the potential impacts of incidents, in full alignment with the objectives of enhancing Occupational Health and Safety (OHS).

Disaster Response Readiness Framework

Strategy IV Description

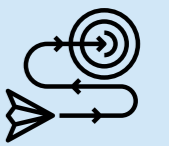
- Enhancing Incident Response Readiness
- Conducting Periodic Drills

Strategic Pillar

- Emergency Preparedness

Company Achievements in 2025

- Conducting Evacuation and Firefighting Drills
- Updating Emergency and Risk Management Plans



Strategy V: Compliance with Quality, Safety, and Environmental (QSE) Systems

Obeikan Glass emphasizes that compliance with Compliance with Quality, Safety, and Environmental (QSE) Systems is a fundamental cornerstone for its business sustainability and the reliability of its operations. This strategy is rooted in a corporate belief that quality, safety, and the environment constitute an integrated framework that underpins sustainable performance.

The Company is dedicated to implementing accredited international standards (ISO), which contributes

to standardizing operational practices, enhancing performance efficiency, and mitigating operational and environmental risks. This approach is fully integrated with disclosure and governance requirements.

Throughout 2025, the Company continued to renew and maintain its QSE certifications. This reflects the maturity of the Company's operational framework and its unwavering commitment to upholding the highest international standards.

QSE System Compliance Framework

Strategy V Description

- Commitment to ISO standards for Quality, Safety, and Environment (QSE)

Strategic Pillar

- Environmental Governance Principles

Company Achievements in 2025

- Ensuring Continuous Renewal and Accreditation of All Certifications throughout 2025



Strategy VI: Commitment to Green Economy Principles

Obeikan Glass remains steadfast in its commitment to Green Economy principles as a strategic pathway that supports responsible industrial growth and environmental protection. This strategy stems from an institutional awareness of the importance of adopting green manufacturing practices to optimize resource efficiency and minimize environmental impact.

The Company focuses on developing eco-friendly products and optimizing the product lifecycle efficiency.

This approach supports the requirements of sustainable projects and aligns with environmental governance and disclosure standards.

Throughout 2025, the Company maintained its internationally recognized environmental certifications, including the Environmental Product Declaration (EPD) and the Cradle to Cradle Certified® Bronze for coated glass, reflecting its commitment to delivering products that meet stringent sustainability requirements.

Features of Commitment to Green Economy principles

Strategy VI Description

- Commitment to Green Practices to Deliver Eco-friendly Products

Strategic Pillar

- Principles and Goals of Sustainability and Green Manufacturing

Company Achievements in 2025

Maintaining Certifications:

- EPD (Environmental Product Declaration) Certification
- Cradle to Cradle Certified® Bronze for Coated Glass



Future Strategy

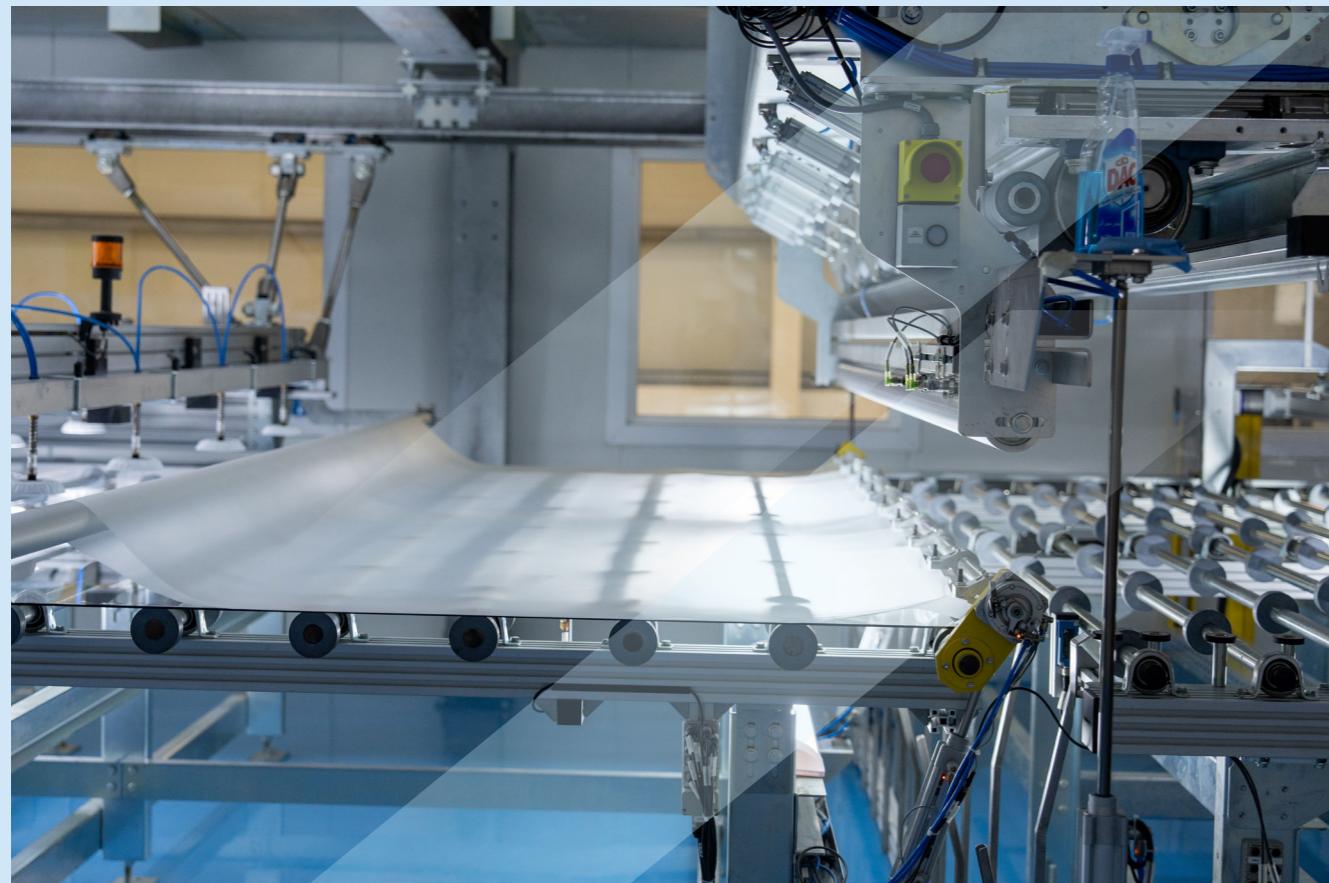
2026 Sustainability Strategy

Obeikan Glass has defined its 2026 sustainability goals as a structured extension of the efforts implemented during 2025, and a developmental phase aims to elevate the level of institutional maturity in sustainability management while maximizing its operational and economic impact. These goals reflect the Company's commitment to translating sustainability principles into clear, measurable targets directly linked to Environmental, Social, and Governance (ESG) performance, thereby supporting business continuity and enhancing competitiveness.

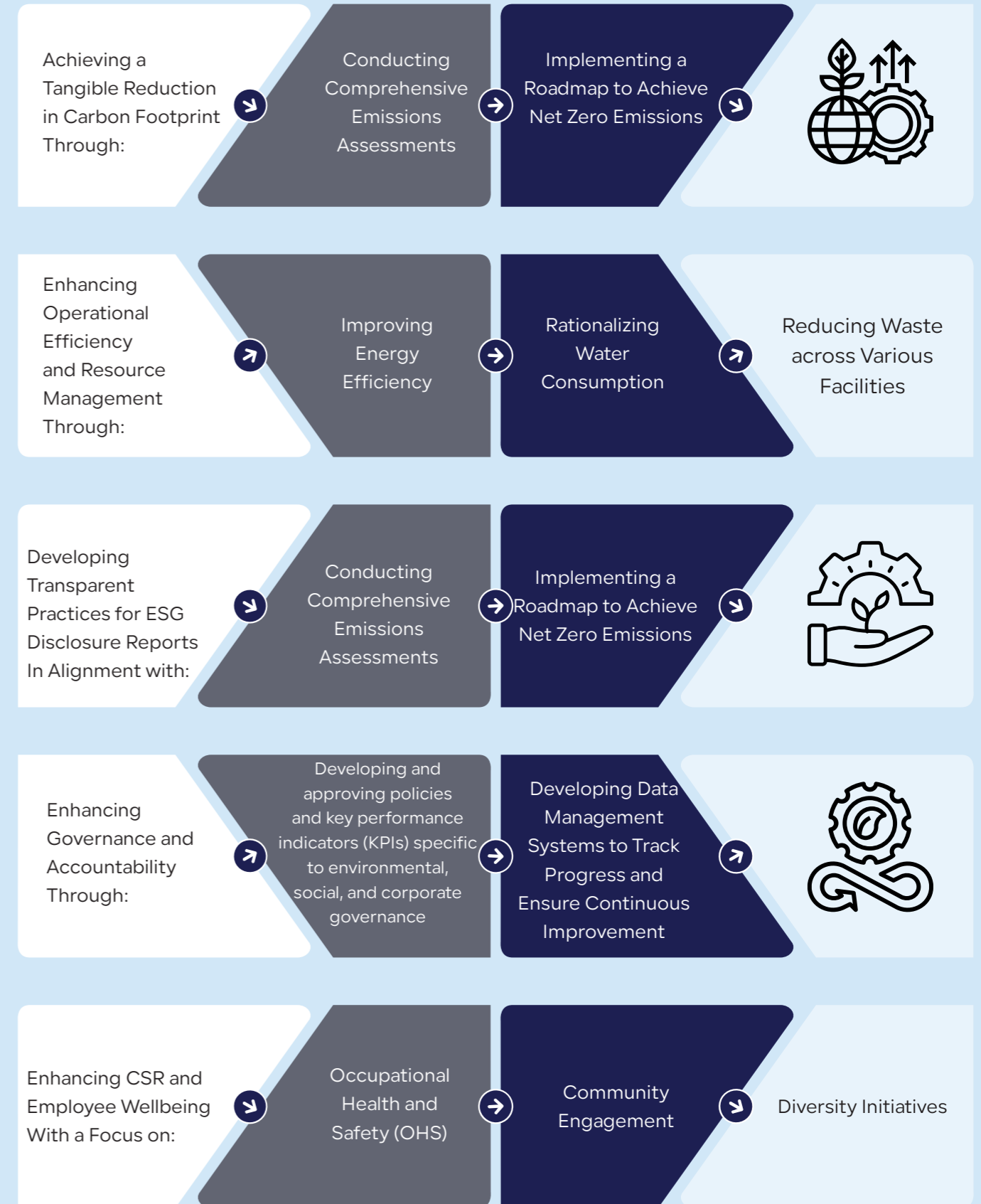
The 2026 sustainability goals are based on a balanced approach focused on reducing environmental impact and improving resource management efficiency, particularly energy, water, and waste. Furthermore, it aims to enhance governance practices and transparency in the disclosure of ESG performance indicators, in alignment with the approved disclosure requirements of the Saudi

Capital Market and Saudi Vision 2030 objectives. These goals also reflect the Company's strategic direction toward building an integrated institutional framework for sustainability management. This framework is grounded in clear policies and Key Performance Indicators (KPIs) that allow for continuous monitoring and evaluation.

Within this framework, OGC places a special emphasis on the human dimension by prioritizing employee health and safety, fostering a secure work environment, and supporting Corporate Social Responsibility (CSR), ensuring that human capital is a pivotal element in achieving the Company's sustainability goals. Consequently, the 2026 sustainability goals serve as actionable tools that support responsible and sustainable growth. They translate the Company's commitment into measurable results, thereby strengthening stakeholder confidence.



Features of the 2026 Sustainability Strategy



The Role of 2026 Sustainability Goals in Supporting the Company's Strategic Plans

The 2026 sustainability goals represent a strategic pillar supporting the Company's broader plans. They are designed as an actionable tool to drive operational excellence, improve the quality of corporate decision-making, ensure the systematic tracking of environmental and operational data, and instill good governance practices across the value chain.

These goals contribute to integrating ESG principles within planning and execution processes,

through clear measurement frameworks and regular monitoring mechanisms, thereby enabling an objective assessment of progress achieved while ensuring alignment between long-term vision and sustainable growth requirements.

Accordingly, the 2026 sustainability goals are presented as a strategic lever that bolsters operational and investment plans, fosters stakeholder trust, and supports long-term shareholder value sustainability.

The Role of Sustainability Goals in Supporting Strategic Plans



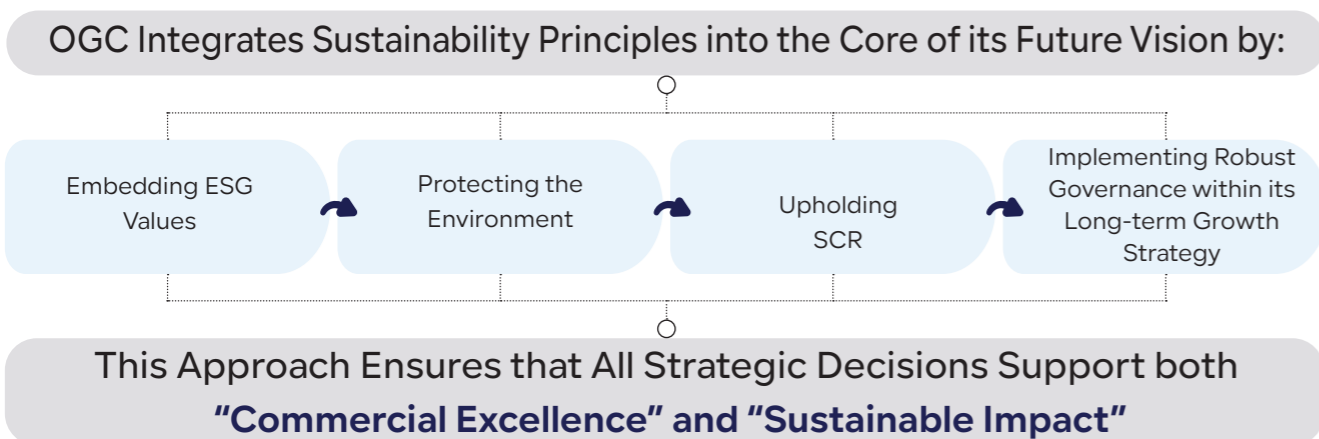
Alignment with Saudi Vision 2030

OGC continues to align its corporate strategy with Saudi Vision 2030 objectives by integrating sustainability into its business model as a core element for long-term growth and competitive advantage. This approach reflects the Company's commitment to developing an industrial model that balances operational efficiency, environmental protection, and the maximization of

positive social impact.

The Company adopts clear institutional frameworks to embed ESG principles within its planning and decision-making processes. This enhances resource management efficiency, supports transparency and accountability, and ensures full compliance with the disclosure requirements mandated by the Saudi Capital Market.

Alignment with Saudi Vision 2030



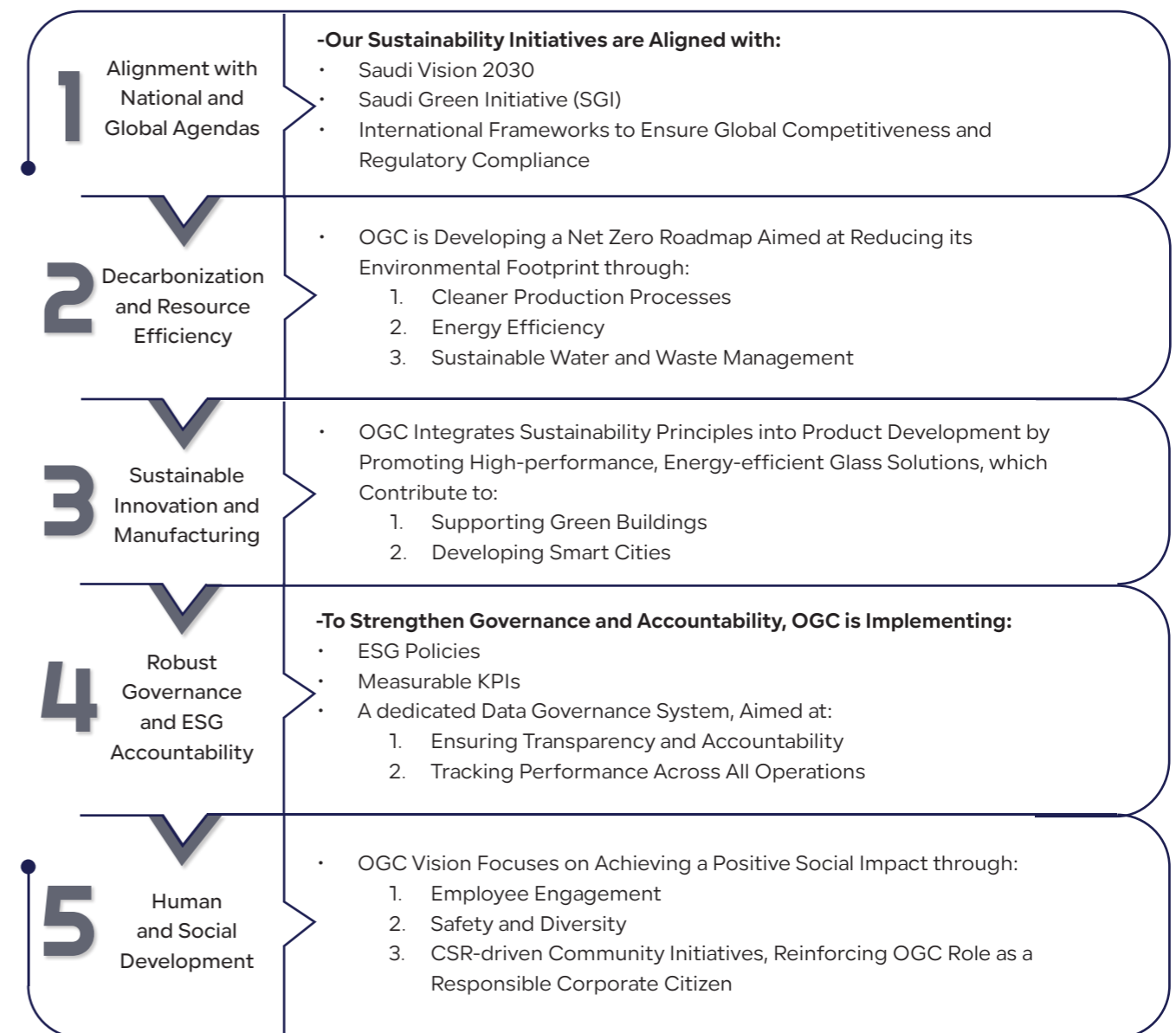
Objectives of Integrating Sustainability into the Future Vision

Driven by a core institutional belief, the Company views sustainability is an essential element in building a business model capable of achieving long-term value. By integrating sustainability principles into its future vision, OGC aims to enhance resource efficiency, drive responsible industrial innovation, strengthen effective governance, and maximize the positive impact of the

Company's operations on individuals and society.

These goals embody a practical framework that supports balanced and sustainable growth, bolsters confidence, enhances performance efficiency, and reaffirms the Company's standing as a national industrial leader with a lasting economic, environmental, and social impact.

Strategic Objectives for Integrating Sustainability into the Future Vision



Sustainability Challenges and Growth Opportunities

2025 Sustainability Challenges

OGC recognizes that achieving corporate sustainability requires a pragmatic approach to the operational and regulatory challenges associated with transitioning toward more efficient and sustainable production models. These challenges include the integration of ESG data, improving energy efficiency, and fostering institutional awareness, alongside keeping pace with

evolving regulatory requirements.

The disclosure of these challenges serves to support long-term planning, guide strategic investments, and develop institutional capabilities, ensuring a sustainable balance between financial performance and environmental and social responsibility.

1. Data Availability and Integration

One of its Key Challenges is:

Collecting Data that is:

- Accurate
- Consistent (Aligned and Non-contradictory)
- ESG-related

In Addition to:

- Lack of High-quality Data Availability Covering All Governed Processes and Departments
- Misalignment of Current Systems with International Reporting Standards

(i.e., the lack of standardized local accounting practices that align with a globally unified set of rules and standards); aimed at making financial data clear, comparable, and transparent worldwide, facilitating investors and other stakeholders' ability to understand and evaluate corporate performance across international borders

2. Transitioning to Low-Carbon Operations

This Requires:

Significant Investments in:

- Modern Technologies
- Continuous Process Improvement

Particularly in:

- Energy-intensive Manufacturing Processes, such as Glass Production

3. Awareness and Cultural Transformation

Embedding Sustainable Thinking across All Levels of the Organization Requires:

- Continuous Training
- Effective Engagement
- Change Management and the Will to Change

4. Supply Chain Sustainability

Ensuring that Suppliers and Partners Adhere to the Same ESG Standards in Terms of:

- Monitoring
- Compliance

5. Evolving Regulatory Requirements

Driven by Ongoing Efforts to Adapt and Comply, Aimed at:

Keeping Pace with the Rapid Evolution of ESG Disclosure Standards:

- Environmental
- Social
- Governance
- Globally and regionally

In Addition to:

- National Sustainability Requirements

Growth Opportunities

The Company views sustainability as a driver for value creation and a means to enhance competitive advantage. This is achieved through optimizing operational efficiency, reducing costs, and developing high-value-added glass products, and strengthening trust with investors and stakeholders, all of which reinforce the Company's role in the transition toward a more efficient and sustainable economy.

OGC's Objectives for Integrating Sustainability Principles into Its Future Vision

Operational Efficiency and Cost Reduction

OGC's Energy Efficiency Strategy Can Contribute to:

- Reducing Waste
- Improving Resource Management

This Positively Impacts:

- Significantly Lowering Operational Costs
- Reducing the Environmental Footprint

Innovation and Market Leadership

The Strategy for Developing Sustainable, High-efficiency, and Energy-Saving Glass Products:

- Strengthens OGC's Position as a Preferred Partner and a Leader in Green Building and Smart Cities, Both Locally and Globally

Access to Green Financing

Achieving Advanced ESG Levels in Line with OGC's Targets Opens the Door to:

- Sustainability-Linked Loans
- Green Financing Opportunities that Support Long-term Growth

Enhancing Reputation and Stakeholder Trust

OGC's Transparent ESG Disclosures and Responsible Practices Work to Enhance:

- Brand Credibility
- Investor Confidence

Alignment with Saudi Vision 2030 and Global Goals

By Promoting Sustainability, OGC Contributes Directly to Achieving the Saudi Vision 2030 Objectives:

- Highlighting OGC's Role as a Key Player in the Kingdom's Sustainable Industrial Transformation

Company's Efforts to Achieve Sustainable Development Goals (SDGs)

A Table Showing ESG Initiatives Expenditure for 2025

Initiative	Expenditure (SAR)
Social	500,000
Environmental	0
Governance	0
Total (SAR)	500,000

Corporate Social Responsibility (CSR)

Throughout 2025, OGC continued to implement Corporate Social Responsibility (CSR) initiatives focusing on community health, raising awareness, and fostering partnerships with educational and healthcare institutions. These efforts align with Saudi Vision 2030 objectives and reflect the Company's commitment to creating a lasting and sustainable social impact.

The Company's 2025 Efforts in CSR for Sustainable Development

S	Initiative	Partner Entity	Date	Details
1	"Eishaha" Initiative	Taibah University - Yanbu	28 January 2025	Site Visit to OGC Plant
2	Meningococcal Vaccine	Ministry of Health (MOH)	28-29 January 2025	Health Campaign
3	Blood Donation	Ministry of Health (MOH)	26-27 February 2025	Health Campaign
4	Medical Check-Up	Ram Clinics	26 May 2025	Health Campaign
5	Breast Cancer Awareness	Company Medical Officer (CMO)	22 October 2025	Health Campaign



Company's Environmental Responsibility

OGC has intensified its efforts in sustainable waste management, optimizing resource efficiency, and promoting circular economy practices. The Company utilizes a closed-loop cooling system that internally recycles water, significantly reducing consumption and minimizing industrial wastewater generation. This is supported by regular audits of operational efficiency and strict adherence to environmental compliance.

OGC's Strategic Efforts in 2025 towards Achieving the Environmental Dimension of Sustainable Development 2030 (Sustainable Waste Management)

Achieving Zero Non-Recovered Production Waste by:

- Enhancing Recycling Initiatives
- Repurposing Production By-Products

Reducing Packaging Waste by 25% by 2030, Measured Against 2024 Baseline

Implementation of an Advanced Cullet Sorting System to Facilitate:

- The Recycling of Post-Consumer External Scrap Sourced from the Market
- The Reduction of "Virgin" Raw Material Consumption, such as Silica Sand

Optimizing Material Recovery through Systematic Waste Segregation

- Increasing Recycled Glass Content to 30% by 2030

Environmental Sustainability Indicators

Environmental Performance Indicators

OGC's Environmental Performance Indicators (EPIs) reflect the Company's commitment to transparency in tracking energy and water consumption, carbon emissions, and waste management efficiency. Data for 2025 demonstrates improved water-use efficiency and a high stability in waste recycling at a rate of 99%. Furthermore, the Company has disclosed its carbon emissions, laying the groundwork for developing a comprehensive decarbonization roadmap.

Environmental Impact Assessment (EIA) Indicators 2024 - 2025

Item	Indicator	Unit	2024	2025
Energy Consumption	Natural Gas Consumption per Ton of Pull	GJ/Ton	7.22* (Excluding Hot Repair)	7.27
	Natural Gas Consumption per Ton of Production	GJ/Ton	8.3* (Excluding Hot Repair)	8.4 for 2025, compared to 8.8 for 2024
	Electricity Consumption per Ton of Pull	kWh/Ton	132.8	128.9
	Electricity Consumption per Ton of Production	kWh/Ton	159	147.9
Carbon Emissions	Annual Carbon Emissions	Ton/Year	173,418	169,766
Water Consumption	Water Consumption per Ton of Production	m ³ /Ton	0.19* (Excluding Hot Repair)	0.18
Waste Reduction	Percentage of Recycled Production Waste	%	99	99
Raw Material Efficiency	Recycled Cullet Ratio	%	23	23
Environmental Certifications	- ISO 14001 - EPDs - SEEC Ready 50001	No.	- ISO 14001 - EPDs	SEEC Ready 50001

OGC's Environmental Performance Indicators (EPIs) Analysis: 2024 - 2025

First: Energy Consumption

Natural gas and electricity consumption metrics, measured per ton of both pull and production, recorded a marginal uptick in 2025, compared to the previous year. According to the operational disclosure indicator, this is attributable to exceptional technical conditions, specifically a clogging in the two regenerator chambers, which underscores the Company's commitment to transparency by providing the necessary operational context for its performance data. These indicators underscore the vital importance of the Company's ongoing furnace modernization and optimization projects, which are instrumental in driving down energy intensity over the medium to long term.

Second: Carbon Emissions

The disclosure of annual carbon emissions reflects the Company's strategic focus on building a robust and reliable carbon database. This serves as the foundation for developing a comprehensive decarbonization roadmap, in full alignment with the Saudi Green Initiative (SGI) and the Net Zero targets.

Third: Water Consumption

Data indicate an improvement in water consumption efficiency per production ton in 2025, compared to 2024. This progress underscores the effectiveness of the Company's closed-loop cooling system. This indicator serves as a clear testament to the Company's sustainable water resource management, particularly within an operationally intensive industrial sector. It further strengthens the Company's environmental performance without compromising production continuity.

Fourth: Waste Reduction and Raw Material Efficiency

OGC sustained an exceptional production waste

recycling rate of 99% across both years. This mature indicator reflects the deep integration of circular economy principles within the Company's operational processes. The utilization rate of recycled cullet remained stable at 23%, effectively curbing reliance on virgin raw materials such as sand, reducing the overall environmental footprint of Company's production processes.

Fifth: Environmental Certifications and Accreditations

2025 marked a strategic expansion of the Company's environmental accreditation portfolio. In addition to maintaining ISO 14001 and Environmental Product Declarations (EPDs), Obeikan Glass added energy efficiency readiness benchmarks such as SEEC and Ready 50001. This transition signals OGC's shift from mere compliance to a proactive approach in optimizing environmental and energy performance, enhancing the reliability of the Company's disclosures, and bolstering the confidence of both investors and stakeholders.

In conclusion, OGC's environmental sustainability indicators demonstrate a gradual and responsible trajectory toward optimizing resource efficiency and mitigating environmental impact, underpinned by a transparent approach to disclosing and contextualizing operational challenges. This approach reaffirms that sustainability is not a mere formality, but an integral part of a business model designed to drive growth while preserving the environment and placing people at the heart of the Company's industrial operations. This remains in perfect harmony with OGC's theme of the year, "A Journey of Leadership and Sustainable Growth".

Stakeholder Engagement

- A Sustainable Approach to Safeguarding Rights and Maximizing Long-term Impact

OGC views its stakeholders as integral partners in its growth journey, rather than mere entities affected by operational activities. This approach aligns with ESG best practices, and the disclosure requirements mandated by the Saudi Capital Market. Safeguarding stakeholder rights and fostering mutual trust are fundamental to sustaining financial and operational performance, while maximizing long-term economic and social value.

- From Relationship Management to Sustainable Value Creation

OGC's efforts in this area reflect a qualitative shift from the concept of stakeholder management to sustainable partnership. This aligns with modern sustainability reporting directions among leading regional companies, which integrate human and

social capital with sound governance to drive profit sustainability.

First: Beyond Short-Term Profitability

Obeikan Glass reaffirms its commitment to stakeholder rights by adopting strategies that transcend the traditional focus on immediate financial results. This includes long-term investment in national talent, supply chain stability, and the enhancement of operational capabilities, all of which bolster the Company's resilience and its ability to navigate economic fluctuations.

Second: Investing in Human and Social Capital

Focusing on human capital development and community engagement constitutes one of the Company's core strategic pillars. A safe working environment, professional development, and Corporate Social Responsibility (CSR) are viewed as

direct drivers for enhancing productivity, mitigating operational risks, and fostering institutional loyalty. These practices align with the principle of placing people at the center of economic decision-making.

Third: Long-Term Expansion and Wise Governance

Long-term operational expansions reflect the Company's commitment to sustainable and responsible growth, underpinned by clear governance frameworks and high levels of transparency and disclosure. This approach facilitates a delicate balance between the interests of shareholders, customers, suppliers, employees, and the community, thereby supporting financial sustainability and reinforcing investor confidence.

Fourth: Maximizing Long-Term Shareholder Value

By aligning the interests of all stakeholders with

the Company's strategic objectives, Obeikan Glass is building a business model capable of delivering sustainable shareholder value. This value is derived not only from financial performance but also from the strength of the Company's relationships, resource sustainability, regulatory compliance, and corporate reputation.

In conclusion, stakeholder engagement at Obeikan Glass is not merely a regulatory obligation but a strategic choice that bolsters trust and strengthens the socio-economic foundations of the Company's growth and transforms sustainability into a practical pathway that supports OGC's theme "A Journey of Leadership and Sustainable Growth" across all dimensions. The following figure outlines the Company's efforts to safeguard sustainable stakeholder rights as follows:



A Figure that Shows OGC's Efforts to Safeguard Sustainable Stakeholder Rights



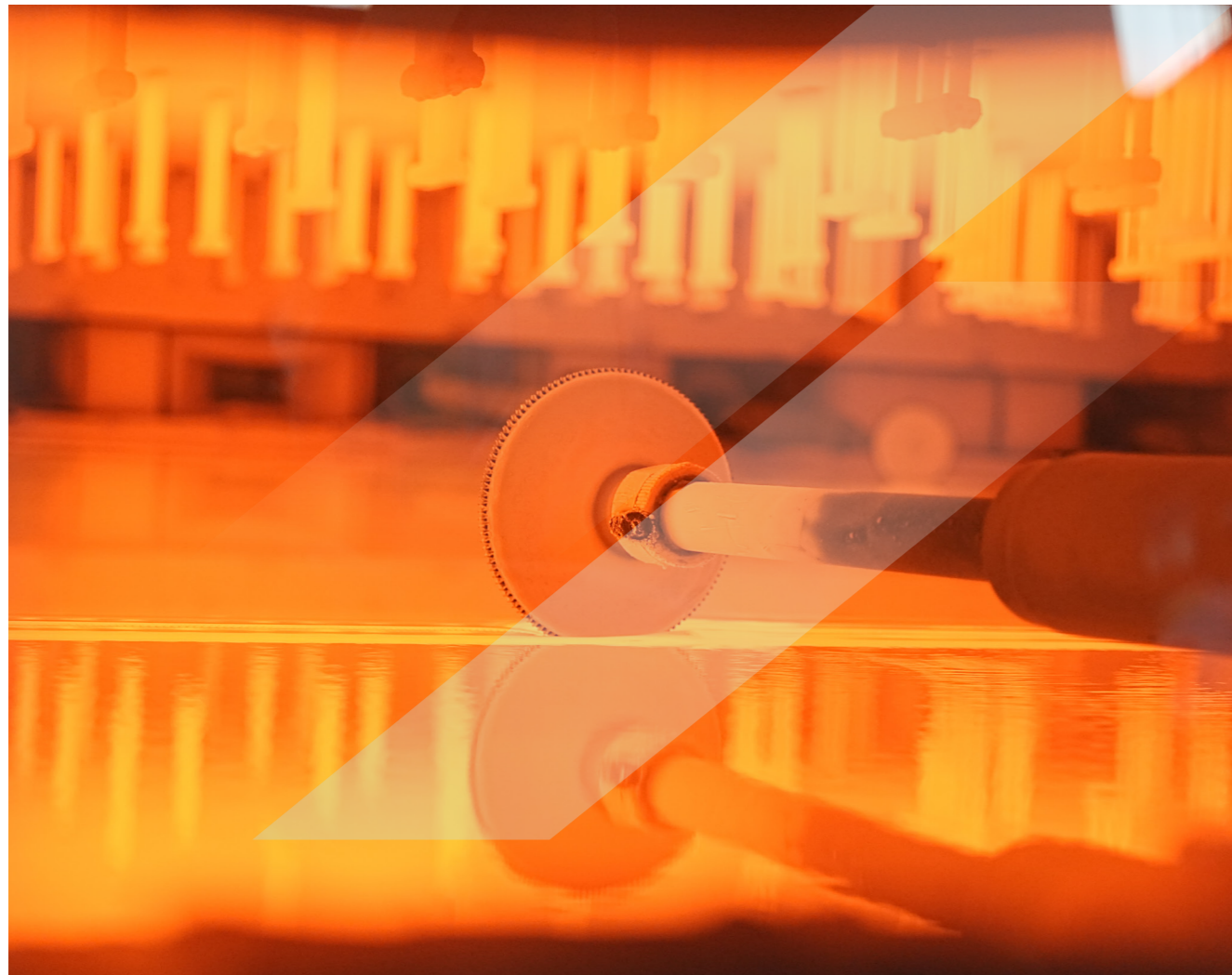
Occupational Health, Safety, and Environment (OHSE)

Human Capital and Employees

Obeikan Glass reaffirms that the protection of people and the environment is the fundamental starting point for any operational growth or sustainable investment expansion. Driven by this realization, the Company adopts an integrated corporate approach to Health, Safety, and Environment (HSE). This approach is a core component of the Company's ESG framework and a vital pillar for enhancing operational efficiency, mitigating risks, and ensuring business continuity.

This approach is anchored in the implementation of a certified Occupational Health and Safety (OH&S) Management System, in accordance with the ISO

45001:2018 standard and full compliance with relevant laws and regulations. This reflects the Company's dedication to providing a safe and healthy work environment while fostering a sustainable preventive culture that protects employees, contractors, and the surrounding community, while supporting Saudi Vision 2030 objectives in building a safe, responsible, and sustainable industrial sector with a long-term positive impact. It is noteworthy that the annual safe operating hours at the Company reached approximately 500,000 hours per year.

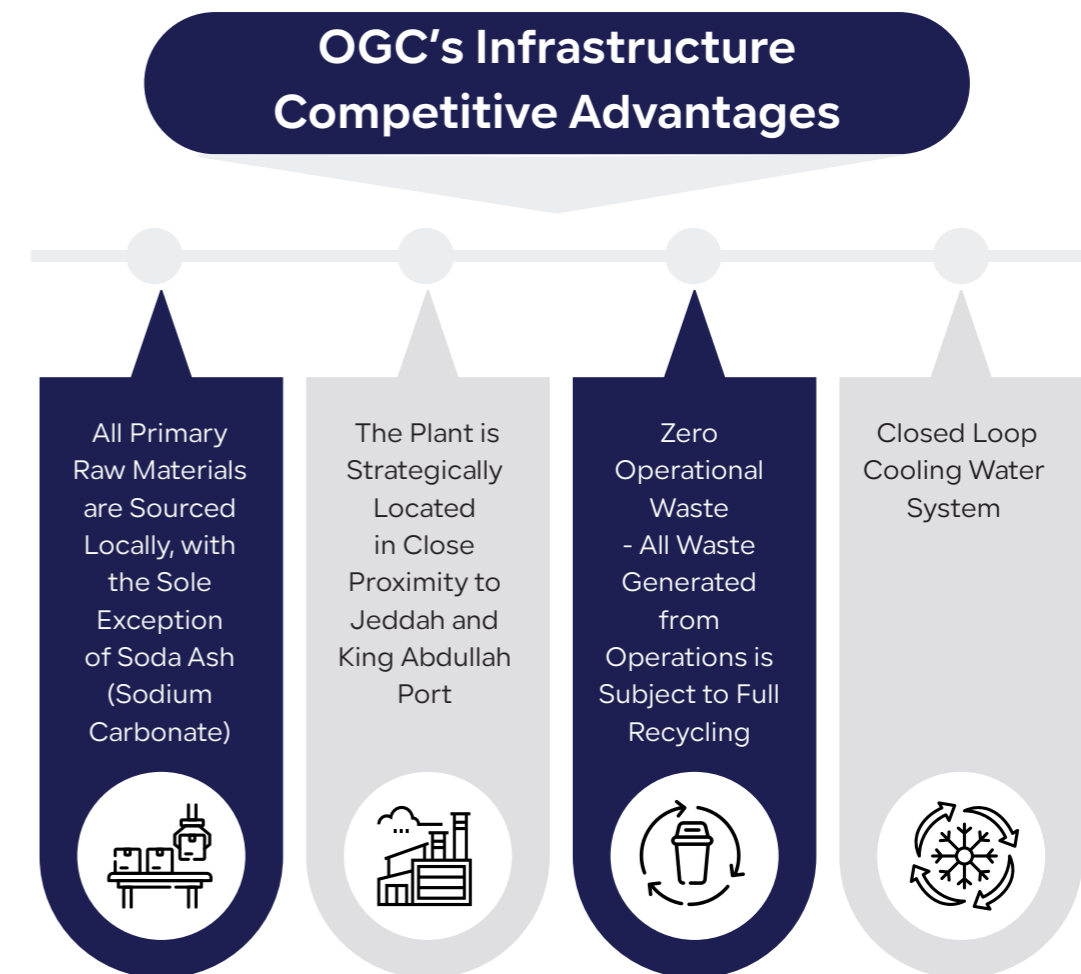


An Infrastructure Supporting Sustainability, Operational Efficiency, and HSE

OGC is driven by a firmly held conviction that investing in a safe, efficient, and environmentally friendly infrastructure is a decisive factor in achieving operational sustainability and enhancing business competitiveness. The Company's infrastructure serves as a practical model for integrating HSE requirements with the objectives of operational efficiency, risk mitigation, and long-term value maximization.

This infrastructure has been designed and operated

in full alignment with industry best practices and relevant international standards, and directly supports the Company's ESG objectives and Saudi Vision 2030 by reducing environmental footprint, strengthening local supply chains, optimizing resource utilization, and ensuring a safe and stable workplace. This reinforces a responsible and sustainable approach to industrial operations, as illustrated in the following figure:



Quality Management

Compliance with Quality and Safety Standards for Customer Products and Services

Obeikan Glass places quality management at the heart of its corporate strategy, viewing it as a fundamental pillar for achieving operational excellence, fostering trust, and building long-term value for all stakeholders. The Company does not view quality merely as a regulatory requirement or a monitoring procedure, but as an integrated business methodology that guides operational and investment decisions, which reflects a steadfast commitment to delivering safe and reliable products that meet the highest local and international standards.

Quality management at Obeikan Glass serves as a practical application of the Company's vision to integrate responsible economic growth with sustainable positive impact. Product quality is directly linked to quality of life, building efficiency, energy conservation, and user safety. These human and developmental dimensions are at the core of the "Humanizing the Economy" concept that the Company adopts within its industrial business model.

Recognizing the glass industry as a high-sensitivity sector in terms of safety, efficiency, and environmental impact, the Company has established an integrated Quality Management System (QMS). This system is built on prevention over correction and continuous improvement over reactive treatment, ensuring stable operational performance, risk mitigation, and resource efficiency across all stages of the value chain.

OGC is committed to aligning its QMS with international best practices and the requirements of the Saudi Capital Market. This alignment enhances disclosure and transparency in annual and sustainability reports, supporting the Company's transition to the Main Market as a progressive milestone in its corporate journey. This commitment serves as a key driver of investor confidence and enhances the Company's investment attractiveness over the medium and long term.

The Company's quality system is built on a close integration between quality management and HSE management systems, reflecting a holistic approach that balances production requirements, environmental protection, employee safety, and customer satisfaction.

This integration underscores the Company's commitment to ESG principles and bolsters its ability to achieve Saudi Vision 2030 objectives in developing a competitive and sustainable national industry.

In this context, internationally accredited quality and environmental certifications, led by ISO 9001:2015 for Quality Management and ISO 14001:2015 for Environmental Management System (EMS), provide an institutional framework that governs the Company's operations, ensuring the standardization of procedures, process control, and the achievement of continuous performance improvement. These certifications are far from being mere formalities; they serve as effective tools for performance measurement, identifying development opportunities, and fostering a culture of compliance and quality across all departments and organizational levels.

OGC places particular emphasis on the human capital dimension within its quality system by training personnel, instilling a culture of individual and collective responsibility, and linking operational performance to clear quality indicators. This contributes to enhancing team efficiency, achieving operational stability, and fostering a safe and motivating work environment.

OGC's quality management efforts reflect a firmly held conviction that industrial leadership is not measured by production volume alone, but by the ability to deliver reliable, compliant, and sustainable products. Such products must be capable of meeting the stringent requirements of national Giga-projects, as well as regional and global markets. From this perspective, quality management constitutes one of the key pillars supporting OGC's journey toward strengthening its industrial presence, supporting the national economy, and achieving balanced, sustainable growth that reflects the Company's ambitions and the aspirations of its stakeholders.

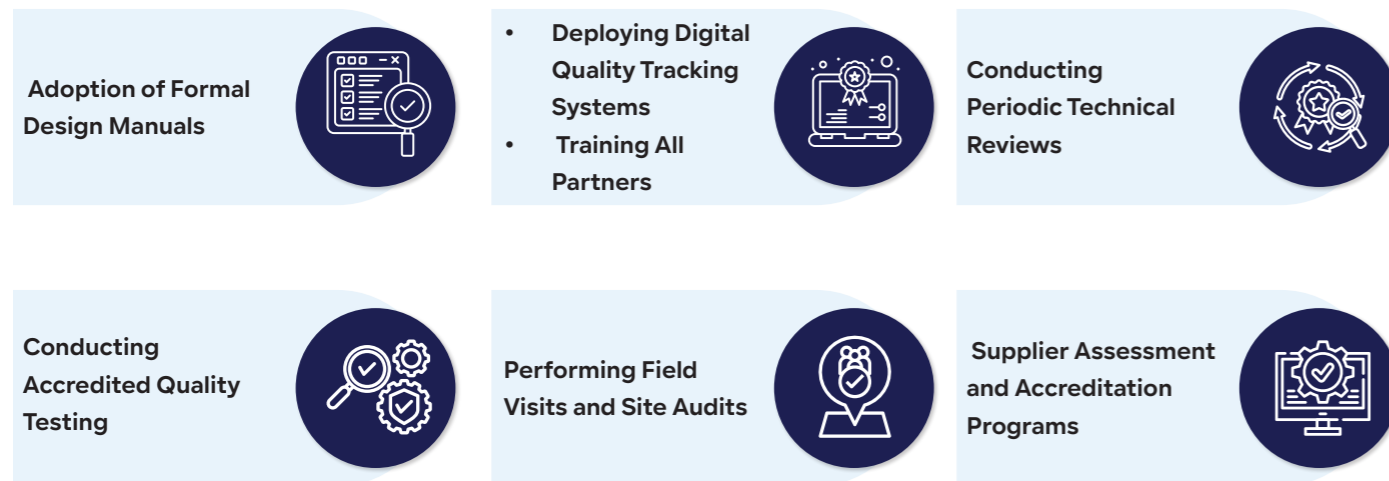


Methods for Implementing “Unified Design and Quality Standards” in Projects

Obeikan Glass manages quality based on a firmly held conviction that unifying design and quality standards across projects is not merely an operational choice, but a strategic pillar. This ensures performance consistency, enhances execution efficiency, and safeguards the long-term value of assets and products. This approach aligns with regional best practices, where unified standards serve as a governance tool for quality control, risk mitigation, and bolstering confidence among both customers and investors.

The methods for implementing unified design and quality standards reflect the Company’s commitment to a comprehensive institutional approach. This approach

balances engineering precision, operational discipline, and the human dimension of sustainability, thereby ensuring that projects are executed based on clear foundations, accredited references, and measurable, traceable procedures. Furthermore, this framework contributes to enhancing transparency, improving supply chain efficiency, and ensuring compliance with the disclosure requirements of the Saudi Capital Market, thereby supporting the alignment of Quality Management with sustainability goals and Saudi Vision 2030, while reinforcing the Company’s ability to achieve balanced and sustainable growth across all projects. The following figure summarizes these pillars as follows:



OGC’s Quality Certifications

Obeikan Glass views quality as an integrated ecosystem that shapes the organizational mindset before it governs operational practices, one that extends from strategic planning down to the finest details of day-to-day execution. Building on this institutional understanding, quality certifications are not merely regulatory requirements or symbolic compliance tools; rather, they represent a practical reflection of a deep-rooted internal culture based on discipline, prevention, continuous improvement, and the protection of both people and the environment, while maximizing the value added to the national economy.

The presentation of the Company’s quality certifications in the following table is an integral part of the balanced disclosure language adopted in Board and Sustainability reports. This approach aligns with local and international best practices, which clearly link international accreditation to performance sustainability and the enhancement of stakeholder confidence. Moreover, this disciplined approach reflects the Company’s ability to transform international standards into effective operational tools that support long-term sustainable growth, mitigate risks, and enhance resource efficiency.

Through these certifications, OGC reaffirms its rigorous commitment to implementing internationally recognized management systems covering quality, environment, and occupational health and safety. This ensures the integration of the four dimensions of sustainable development and strengthens the alignment of its operations with Saudi Vision 2030 objectives and

the global sustainability agenda. These certifications further reflect the Company’s awareness of the human dimension in the economy, where employee safety, environmental protection, and product quality are viewed as interconnected elements that are inseparable from business sustainability and resilience.

The following table provides institutional documentation of a long journey of commitment and continuous improvement. It demonstrates that OGC does not treat quality as a final destination, but rather as an ongoing developmental journey, measured by indicators, managed through governance, reviewed by auditing, and enhanced through innovation. This approved framework reflects the Company’s ability to keep pace with evolving regulatory requirements in the Saudi Capital Market and compliance with disclosure and transparency standards, which enhances the confidence of investors and customers alike and solidifies the Company’s position as a reliable industrial partner within local and global value chains.

From this perspective, the quality certifications presented in the following table confirm that these international accreditations are not isolated achievements, but part of a broader strategy aimed at building a Saudi industrial model that is globally competitive, locally rooted, and environmentally and socially balanced. This is in full harmony with the theme of the year, “A Journey of Leadership and Sustainable Growth,” and underscores the Company’s commitment as a responsible entity that places people, quality, and sustainability at the core of its decisions and future path.

OGC’s Quality Certifications

Certification	Description
ISO 9001:2015	Quality Management System (QMS)
ISO 14001:2015	Environmental Management System (EMS)
ISO 45001:2018	Occupational Health and Safety (OH&S) Management System