

NCC

شركة العناية الوطنية
National Care Co.



2025

Sustainability Report

Built on **Care**, Driven
by Responsibility

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INTRODUCTION

This report presents the National Care Company's (NCC) Environmental, Social, and Governance (ESG) performance and key initiatives for the reporting period from January 1 to December 31, 2025. It outlines our approach to integrating sustainability across our operations, products, and the communities we serve.

About this report

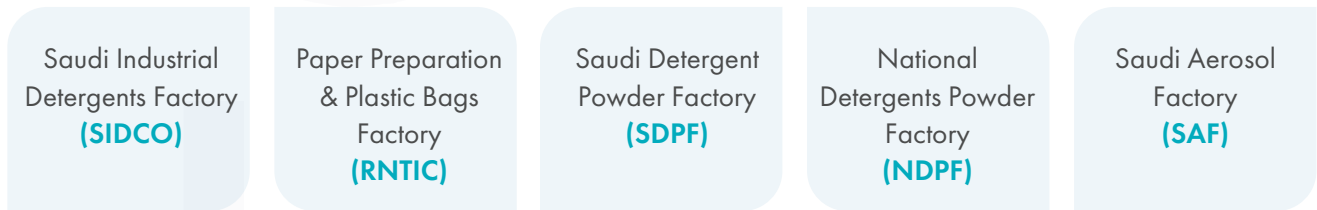


The report reflects NCC's continued commitment to responsible business practices, operational excellence, and long-term value creation, while demonstrating alignment with leading national and international frameworks, including the Global Reporting Initiative (GRI), Saudi Vision 2030, the Saudi Green Initiative (SGI), and the United Nations Sustainable Development Goals (SDGs).



Report boundaries and entities

This report covers National Care Company (NCC) and our entities:



National Care Company is a closed Saudi joint-stock company that operates through its entities under unified governance, strategy, and management oversight.

All data represents the consolidated performance of NCC and our entities (SIDCO, RNTIC, SDPF, NDPF, and SAF) within the Kingdom of Saudi Arabia, unless stated otherwise.

Reporting Period & Frequency

The information presented in this report covers the period from January 1 to December 31, 2025. NCC will publish sustainability reports annually, ensuring transparent disclosure of progress and performance. Where applicable, comparative data from 2023 and 2024 are included to illustrate performance trends.

Contact:

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Chairman message



On behalf of the Board of Directors, I am pleased to present National Care Company's 2025 Sustainability Report, which outlines the Company's ESG performance, priorities, and governance approach during the reporting year.

In 2025, sustainability at NCC continued to mature as a structured and measurable component of our business strategy. Our focus shifted toward strengthening systems, improving data transparency, and enhancing decision-making processes that support long-term resilience and operational effectiveness.

The Company has taken deliberate steps to reinforce responsible governance, invest in workforce capability, and manage environmental impacts in a manner consistent with regulatory expectations and stakeholder priorities. These efforts reflect NCC's commitment to disciplined growth and accountability across the organization.

As the operating environment evolves, NCC remains focused on adaptability, efficiency, and responsible innovation. Our strategic direction supports national development objectives and positions the Company to respond effectively to emerging sustainability-related risks and opportunities.



Our objective is to ensure that sustainability supports business continuity, value protection, and long-term competitiveness.

Looking ahead, the Board will continue to oversee the integration of ESG considerations into corporate planning and performance management. Our objective is to ensure that sustainability supports business continuity, value protection, and long-term competitiveness.

I would like to acknowledge the contributions of our management team and employees, whose professionalism and commitment have been essential in advancing NCC's sustainability agenda during 2025.

Mr. Raddad Saeed Raddad Alzahrani
Chairman of NCC



CEO message



During 2025, NCC continued to apply sustainability considerations across its operations with an emphasis on operational consistency, structured governance, and long-term business stability. Environmental, social, and governance matters were managed through established policies, procedures, and oversight mechanisms, ensuring alignment with the Company's operational and regulatory environment.

Throughout the year, the Company focused on strengthening internal processes, improving coordination across functions, and enhancing the clarity of roles and responsibilities related to sustainability matters. These efforts supported more efficient execution, improved oversight, and a more consistent approach to managing sustainability-related risks and opportunities.

NCC also continued to support workforce capability through targeted initiatives aimed at maintaining operational readiness and reinforcing accountability.

By aligning internal capabilities with business requirements, the Company sought to ensure reliable performance while responding to evolving expectations from stakeholders.



Sustainability integrated into decisions, driving responsible, measurable performance.

Sustainability considerations were integrated into routine decision-making processes, supporting responsible resource management, compliance with applicable requirements, and ongoing operational improvement. This approach enabled sustainability activities to remain practical, measurable, and aligned with core business priorities.

Looking ahead, NCC will continue to manage sustainability in a structured and proportionate manner. The focus will remain on strengthening resilience, maintaining regulatory alignment, and supporting sustainable business performance in line with the Company's long-term objectives.

Mohammad Hassan Mohammad Alzahrani
Chief Executive Officer



COMPANY OVERVIEW

National Care Company (NCC) is a Saudi manufacturing and distribution company providing products, services, and solutions across the Fabric, Home, Personal, and Professional Care segments.

The Company operates five specialized manufacturing plants and employs over 800 people. This supports a diversified footprint across the Kingdom of Saudi Arabia and the wider GCC region

NCC's mission is built around five core pillars: Safety, Quality, Sustainability, Excellence and Innovation.

These pillars guide how the Company selects technologies, manages manufacturing operations, and designs supply chain solutions. NCC aims to provide care products that deliver the best possible Quality and Value, supported by efficient production processes, optimized technology choices, and a high level of local content.

This approach is managed through a capable organization focused on meeting customer needs, maintaining an environmentally friendly workplace, and achieving long-term value for Customers, Employees, Shareholders, and the Community.

Products and Manufacturing Operations



NCC's product portfolio includes more than 50 brands and over 900 SKUs, covering liquid detergents, powder detergents, aerosols, and plastic packaging products. All products are manufactured in accordance with internationally recognized standards and supported by robust quality management systems.



Production activities are enabled by advanced automation and modern manufacturing technologies that support consistency, efficiency, and scalability. These capabilities allow NCC to respond to evolving customer requirements while maintaining a strong focus on quality, reliability, and environmental performance.

During 2025, NCC further enhanced its manufacturing capabilities through the introduction of additional automated production lines across selected facilities. These upgrades improved process control, supported higher production consistency, and strengthened product quality across manufacturing stages. The increased level of automation also contributed to improved operational efficiency and optimized workforce allocation across production operations.

Distribution and Market Reach

NCC's operations are supported by a nationwide distribution network consisting of more than 15 sales offices and distribution units. This network enables efficient product availability across all regions of the Kingdom and supports reliable service delivery to customers.



+19 Countries

Expanding presence across international markets beyond Saudi Arabia.

In addition to its domestic footprint, NCC maintains an expanding presence in export markets. Products are currently distributed to more than 19 countries, including Kuwait, Bahrain, the United Arab Emirates, Yemen, Tunisia, Mali, Iraq, Somalia, South Africa, Kenya, Oman, Djibouti, and the United States, reflecting the Company's growing reach beyond Saudi Arabia.

Growth, Quality and Recognition

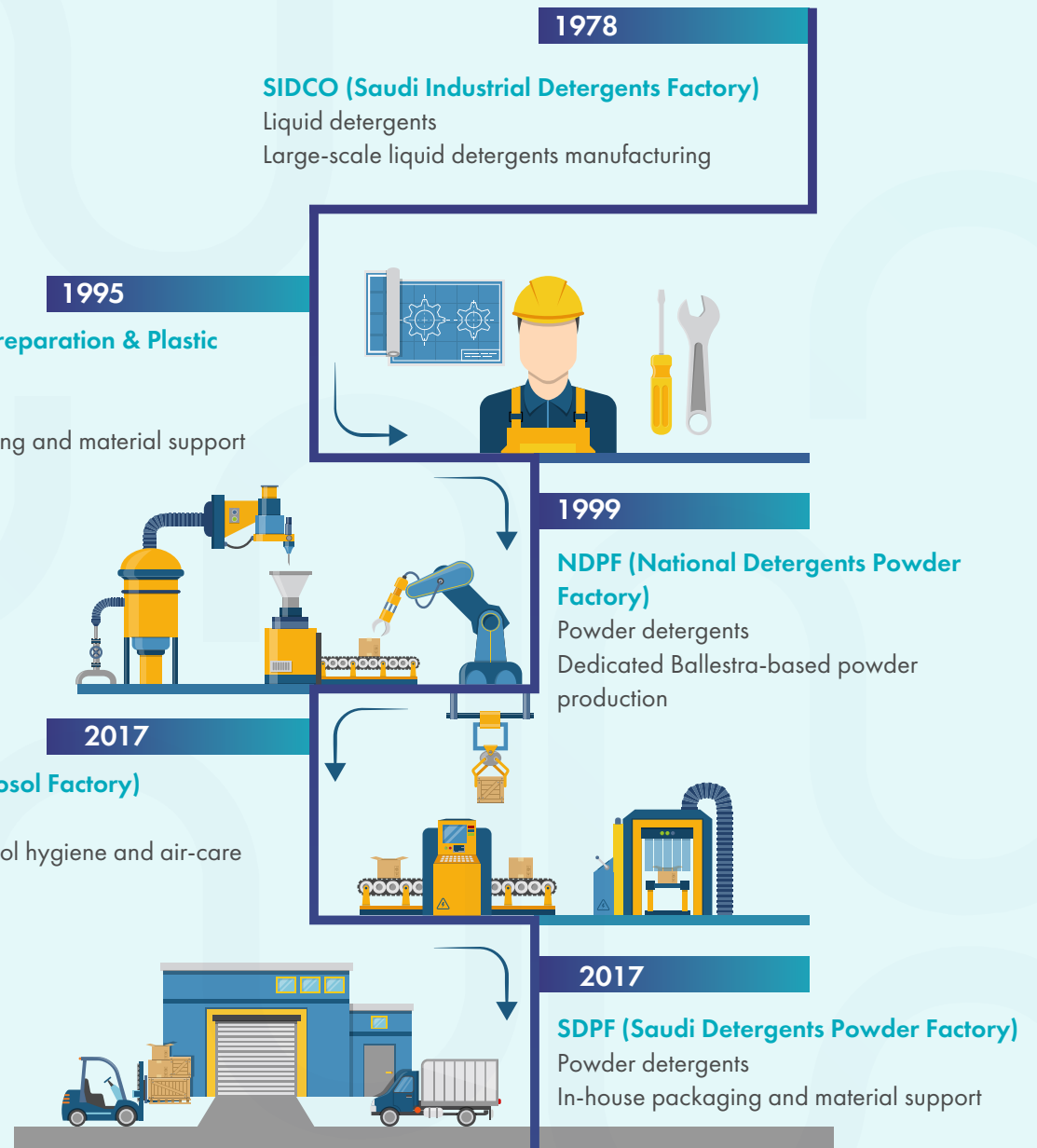
Since its establishment in 1978, NCC has expanded its operations from its first facility, Saudi Industrial Detergents Company (SIDCO), to a group of advanced manufacturing plants supporting a broad product portfolio. This growth has been driven by a continued focus on Quality, Innovation, and operational excellence.

NCC has received multiple recognitions over the years, including certifications from the Saudi Standards, Metrology and Quality Organization (SASO).

The company is also the first in the region to hold the Saudi and Kuwaiti Quality Marks and Emirates ECAS for our products. Reinforcing its commitment to compliance and product quality across regional markets.

Operating Entities

NCC operates through a group of specialized manufacturing entities that collectively support production, packaging, and product development activities. Each facility contributes to the Company's ability to deliver reliable, high-quality cleaning and hygiene solutions across consumer and professional markets.



Awards and Certifications



NCC's commitment to operational excellence, environmental responsibility, and strong governance practices is further reflected in the external recognitions and certifications it maintains. These acknowledgements demonstrate alignment with national regulations, international standards, and industry best practices, while reinforcing stakeholder confidence in the Company's systems, controls, and performance. Through continuous improvement and structured management frameworks, NCC ensures that its certifications and awards remain a reflection of measurable progress and sustained compliance.

Certification and Quality Marks



SASO
Quality Mark



ISO 9001



GMP
(Good Manufacturing Practices)



(UAE)
Certification of Conformity



Green Seal
Certification



(KQM)
Kuwait Quality Mark



Saudi Made
Program



ISO 14001



ISO 45001



Saudi drug & food authority



SABER

Awards

National Care Company received the distinguished 'International Finance Magazine Sustainable Innovation Award' for Best Eco-Friendly Initiatives in Detergent Production, KSA 2025. Receiving this recognition underscores our proactive alignment with Saudi Arabia's sustainability goals, including the Saudi Green Initiative and Vision 2030. This award affirms that our strategy is resonating, strengthening consumer trust and serving as a primary driver of our company and brand growth.



Gento Laundry Detergent



Gento Disinfectant and cleaner



Gento Liquid Handwash

Mena Digital Awards



(Gento Store Campaigns)
Best use of digital Award

(Gento E Store)
Best cross-media creative campaign



Sustainability Highlights

Care in every product

Zero
product safety incidents for the second consecutive year

61.7%
reduction in plastic use through concentrated fabric softener innovation

Maintained ISO 9001, ISO 14001, ISO 45001, and GMP certifications



Expanded use of recyclable packaging through in-house production



Care for the planet

Completed Scope 1 and Scope 2 greenhouse gas emissions calculation



100%
of waste managed through NCEC-approved contractors

Began renewable energy deployment (solar and wind systems)



Care for people and communities

682
Conducted 682 Toolbox Talks to strengthen safety culture

1,490
Delivered 1,490 hours of health and safety training

33%
Saudization across the workforce

Care in how we do business

Zero
regulatory non-compliance cases recorded in 2025

Maintained zero data breaches for the third consecutive year



20+
Developed 20+ IT policies aligned with the COBIT framework

Implemented Oracle Fusion Cloud to enhance supplier governance



Sustainability at NCC



Sustainability at NCC is managed as a core business consideration, informing how we plan, operate, and govern our activities. The Company continues to enhance its environmental, social, and governance practices, with emphasis on responsible manufacturing, workforce wellbeing, and ethical conduct. These efforts support national priorities and contribute to the Kingdom's transition toward a more sustainable economy.

Our stakeholders

Stakeholder engagement is a key element of NCC's sustainability approach and supports effective decision-making across the business. The Company engages with a broad range of stakeholder groups through defined channels to understand expectations, address relevant issues, and inform sustainability priorities. The table below summarizes NCC's key stakeholder groups, the primary engagement channels used, and the main topics of interest considered through these interactions.

Customers

Customer support platforms, satisfaction feedback, direct engagement, digital channels
Product quality and safety, affordability, responsible use, sustainability considerations

Suppliers and Partners

Supplier assessments and audits, contractual engagement, meetings and workshops
Ethical sourcing practices, commercial terms, quality requirements, long-term collaboration

Shareholders and Investors

Annual reporting, Board and management briefings, performance disclosures
Financial performance, risk oversight, governance practices, ESG performance

Employees

Employee surveys, training programs, internal communications, performance evaluations
Occupational health and safety, employee wellbeing, fair remuneration, skills development and career progression

Regulatory Authorities

Regulatory filings, inspections, consultations, formal correspondence
Compliance with environmental, safety, and labor regulations

Local Communities

Community programs, volunteering initiatives, partnerships and outreach
Community wellbeing, local employment, environmental and social impacts

Distributors and Retailers

Ongoing communication, performance reviews, sales and marketing coordination
Product quality, delivery reliability, service levels, customer satisfaction



Industry Associations

Membership participation, conferences, forums, knowledge-sharing initiatives
Industry standards, sustainability developments, innovation and best practices

Our materiality assessment

NCC completed a materiality assessment in the previous reporting year to determine the ESG topics most relevant to the Company and its stakeholders. The assessment drew on internal input from NCC and its operating entities, alongside a review of industry peers, national sustainability priorities, and recognized frameworks, including GRI, IFRS S1 and S2, and Saudi Vision 2030.

The outcomes of this assessment continue to inform NCC's sustainability focus areas by identifying and prioritizing the topics with the greatest potential influence on long-term performance and responsible value creation.

Our material topics

Environmental

1. Climate & GHG emissions
2. Water stewardship
3. Pollution control & hazardous substances
4. Circular economy & packaging

Social

5. Employee wellbeing & development
6. Diversity, Inclusion & Saudization
7. Consumer health & safety
8. Customer engagement & awareness

Governance

9. Digital transformation
10. Business ethics & anti-corruption
11. Risk management & compliance
12. Supply chain governance & responsible sourcing



Our sustainability framework

Sustainability is guided by our CARE Framework, which reflects how we integrate responsibility and innovation across every part of our business. Built around four pillars, Care for the planet, Care for people and communities, Care in how we do business, and Care in every product, the framework captures our commitment to operating with purpose, quality, and long-term impact.



Care in every product

We take pride in every product we deliver. From safe formulations to transparent labeling, and from circular packaging to eco-innovation, we ensure our products meet the highest standards of quality, safety, and sustainability.

Focus areas

- Consumer health & safety
- Circular economy & packaging
- Customer engagement & awareness



Care for the planet

We are committed to reducing our environmental footprint by cutting emissions, conserving water, managing waste responsibly, and controlling hazardous substances. Protecting the planet is essential for the health of our communities and for the long-term success of our business.

Focus areas

- Consumer health & safety
- Circular economy & packaging
- Customer engagement & awareness



Care for people and communities

Our people are at the heart of everything we do. We prioritize health and safety, invest in training and development, and champion diversity and inclusion. Beyond our workforce, we support the communities we serve, contributing to health, education, and social development across the Kingdom.

Focus areas

- Employee wellbeing & development
- Diversity, inclusion & Saudization



Care in how we do business

We hold ourselves to the highest standards of integrity, accountability, and innovation. From adopting digital tools to enhance transparency, to ensuring ethical supply chains and safeguarding data, we are building a business that our customers, regulators, and investors can trust.

Focus areas

- Digital Transformation
- Business ethics & anti-corruption
- Risk management & compliance
- Supply chain governance & responsible sourcing



CARE IN EVERY PRODUCT

Every product delivered by NCC is developed through a disciplined approach that prioritizes safety, quality, and sustainability, reinforced by transparent labelling, responsible packaging choices, and ongoing product enhancement.

Focus areas

- Consumer health & safety
- Circular economy & packaging
- Customer engagement & awareness

SDG alignment

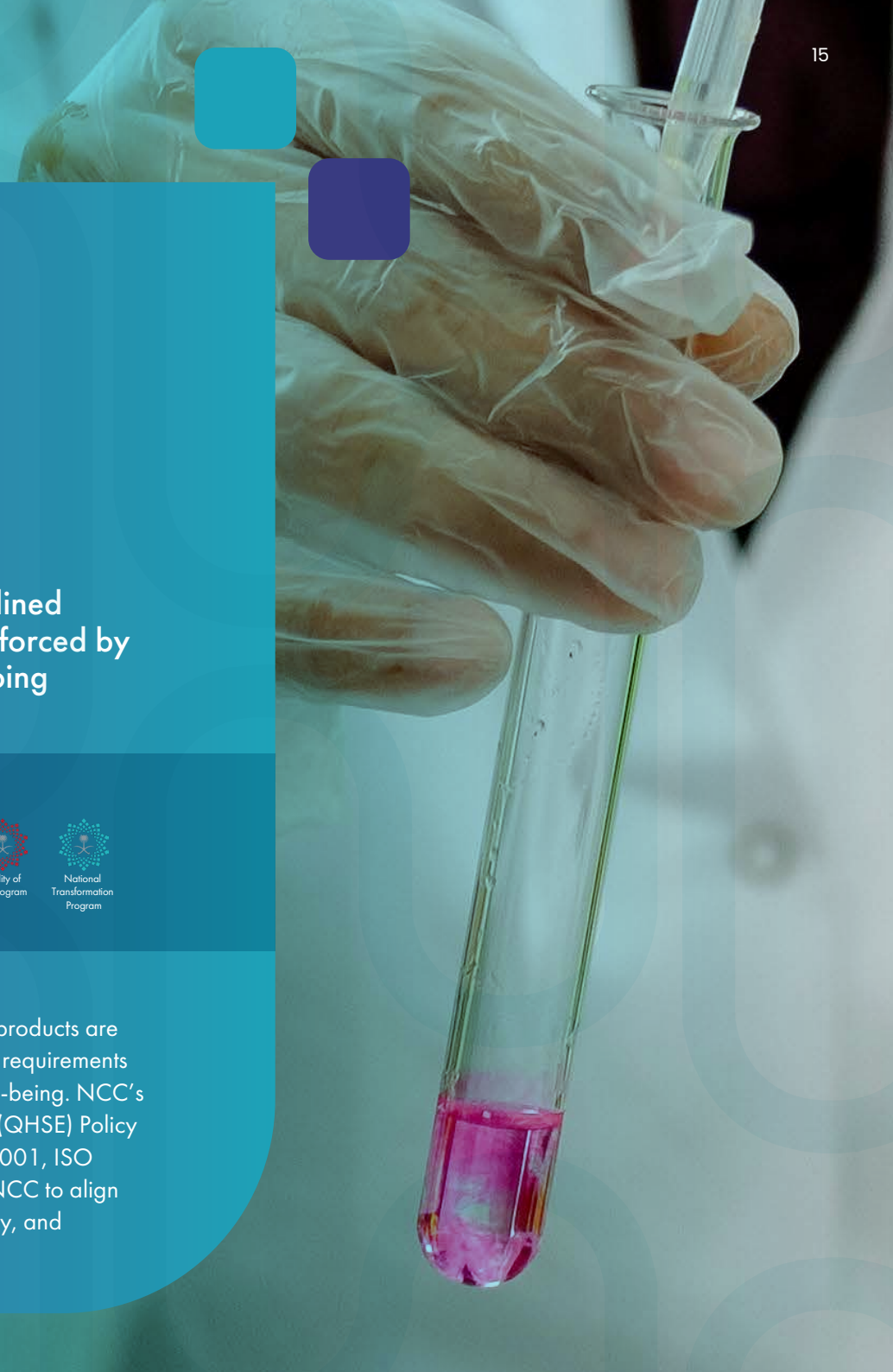


Vision 2030 Contribution



Care is reflected in every product we deliver

Product quality and consumer safety are central to NCC’s manufacturing approach. All products are developed and produced in accordance with stringent quality, safety, and transparency requirements to ensure reliable performance while safeguarding consumer health and community well-being. NCC’s operations are governed by a comprehensive Quality, Health, Safety, and Environment (QHSE) Policy and supported by internationally recognized certifications, including ISO 9001, ISO 14001, ISO 45001, and Good Manufacturing Practice (GMP). This integrated framework enables NCC to align innovation with responsibility and deliver products that meet high standards of trust, safety, and environmental performance.



Consumer Health and Safety



Consumer health and safety are fundamental considerations in how NCC designs, manufactures, and improves its products. Product development activities are informed by consumer needs and performance expectations, with continuous enhancement of existing formulations alongside the introduction of new solutions to support safety, quality, and sustainability objectives.

Quality and safety requirements are embedded throughout the production lifecycle, from raw material selection to final packaging. Manufacturing and material-handling processes follow strict internal controls and are aligned with the requirements of the Saudi Standards, Metrology and Quality Organization (SASO), as well as relevant international standards. These controls support traceability, responsible material use, and risk prevention, ensuring product integrity at every stage.

During 2025, NCC maintained full compliance across all facilities, with no product safety incidents recorded. The Company continued to advance the use of biodegradable formulations and eco-certified ingredients, reflecting an ongoing commitment to responsible product development and environmental consideration.

Transparent and responsible labelling remains an integral part of NCC's consumer safety approach. Product labels are designed to provide clear usage instructions and precautionary guidance, supporting safe and effective application. Where recycled or reclaimed materials are incorporated into production, this information is clearly communicated on packaging to ensure transparency and informed consumer choice.

Through this structured and consumer-focused approach, NCC reinforces trust in its products while ensuring that innovation is applied not only through new developments, but also through the continuous improvement of existing solutions across the product portfolio.



ZERO

product safety incidents recorded for two consecutive years



Circular Economy and Packaging



NCC integrates circular economy principles across product design, packaging, manufacturing, and logistics, with the objective of reducing material intensity, improving resource efficiency, and supporting local value creation. Circularity is addressed primarily at the design and production stages, where process optimization and operational controls are used to minimize environmental impacts before products reach the market, rather than focusing solely on end-of-life waste management.

Packaging integration plays an important role in enabling this approach. Through its in-house packaging operations at RNTIC, NCC manufactures bottles and caps using recyclable materials. This model allows greater control over material specifications and quality, reduces reliance on external suppliers, and limits transportation-related impacts. The integrated packaging system also supports consistency across product lines while contributing to broader national circular economy objectives.

Material efficiency is continuously evaluated across packaging formats and production processes. Packaging specifications are regularly reviewed to balance durability, functionality, and environmental considerations, with particular focus on reducing unnecessary material use and improving recyclability at the end of the product lifecycle.

Operational practices further support circular outcomes across NCC facilities. Packaging materials, including plastics, cartons, sleeves, and caps, are segregated at source and managed through approved recycling partners. These practices are embedded within daily operational procedures, contributing to waste diversion from landfill and reinforcing responsible resource management.

Looking ahead, NCC continues to assess opportunities to strengthen circular practices across its value chain. Priority areas include expanding the use of recycled materials, improving material recovery pathways, and collaborating with local partners to support more efficient and circular packaging systems.



Concentrated Formulation and Packaging Efficiency

During 2025, NCC advanced formulation improvements aimed at reducing the environmental footprint of its products throughout their lifecycle. A key initiative focused on the development of concentrated liquid detergent formulations, enabling the delivery of equivalent product performance while reducing material consumption and packaging requirements.

Increasing product concentration contributes to improved resource efficiency across multiple stages of the value chain, including manufacturing, packaging, distribution, and consumer use.

Key environmental outcomes include

Reduced product dosage

Optimization of formulation performance enabled a reduction in recommended dosage from approximately **80 mL per use to 30–40 mL**, lowering overall raw material consumption per wash cycle.

Reduced packaging material

Higher formulation concentration enabled smaller packaging formats, resulting in approximately **60% reduction in plastic packaging requirements**.

Lower manufacturing energy demand

Adjustments to manufacturing parameters, including reducing processing temperatures to approximately **40°C**, contributed to **energy consumption reductions of up to 50% during production processes**.

Improved logistics efficiency

Reduced product volume increased transport and storage density, supporting lower fuel consumption during distribution and reducing associated **Scope 3 emissions**.

Together, these improvements illustrate how formulation optimization can support reduced resource consumption and improved environmental performance across the product lifecycle.

Aerosol Propellant Reduction

During the reporting period, NCC implemented formulation improvements within selected aerosol product lines aimed at reducing the use of hydrocarbon propellants while maintaining product functionality and performance.

The initiative focused on optimizing aerosol valve systems and propellant formulations to improve material efficiency and reduce environmental impacts associated with aerosol production.

Key environmental outcomes include

Reduced propellant usage

Formulation optimization enabled a reduction of approximately **10 grams of LPG propellant per unit**.

Total material reduction

Over a two-year period, the initiative resulted in a **cumulative reduction of approximately 114.8 tonnes of LPG propellant**.

Climate impact reduction

Lower propellant consumption contributed to the avoidance of approximately **344.5 tonnes of CO₂ equivalent emissions**.

These improvements support NCC's broader efforts to reduce the environmental impacts associated with product formulation and manufacturing activities.

Strategic Formulation Modernization

During the reporting period, NCC implemented formulation modernization within selected product lines by integrating advanced co-surfactant technology to replace traditional high-heat raw materials. This initiative supports improved environmental performance, operational efficiency, and product effectiveness.

Key environmental outcomes include

Reduced environmental impact

Replacing approximately 50% of a high-heat ingredient enabled lower processing temperatures during manufacturing, contributing to reduced energy consumption and a lower production carbon footprint.

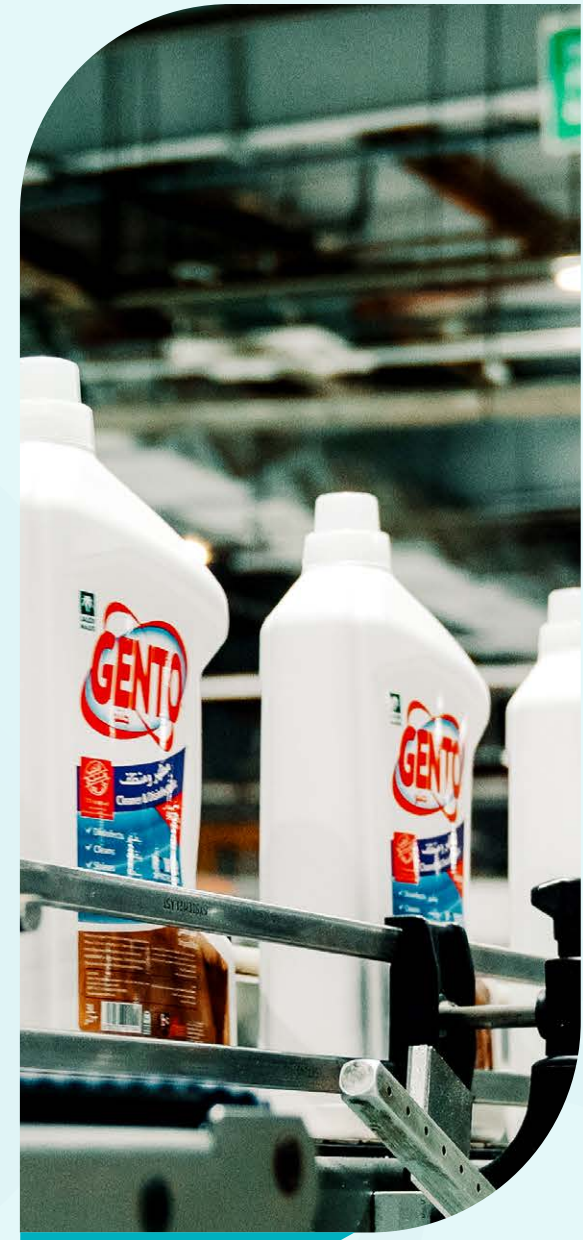
Improved operational efficiency

Transitioning to low-heat incorporation reduced batch processing time by approximately **25%**, improving production efficiency and generating an estimated **720 additional operational hours annually**.

Enhanced product performance and cost efficiency

The modernized formulation maintains product performance while supporting improved cost efficiency through reduced processing requirements.

This initiative further demonstrates how formulation innovation can support improved environmental performance while enhancing operational efficiency and product value.



Customer Engagement and Awareness



NCC manages product responsibility through structured information, customer interaction, and independent assurance. Accurate product communication is treated as a control mechanism, ensuring that safety, usage, and disposal considerations are clearly conveyed and consistently applied across the product portfolio. Labelling practices are maintained in line with SASO requirements and are periodically reviewed to ensure clarity, accuracy, and regulatory compliance.

Customer interaction is supported through both formal service channels and direct engagement opportunities. During 2025, NCC enhanced its customer support and after-sales functions, expanding access to reliable guidance on product handling, safety precautions, and appropriate use across cleaning and hygiene applications. In parallel, the Company engaged directly with customers and end users through participation in industrial exhibitions and public events, where representatives interacted with visitors, addressed inquiries, and shared product information, reinforcing transparency and accessibility.

As part of its forward-looking approach, NCC is preparing targeted customer awareness initiatives focused on responsible product use and improved recycling practices. These initiatives are intended to support more sustainable consumption patterns and extend product stewardship beyond point-of-sale interactions.

Underlying these efforts is a comprehensive framework of certifications and quality marks that validate product safety, performance, and reliability. Compliance with recognized regulatory and technical standards provides independent assurance of product integrity and reinforces NCC's commitment to continuous improvement and customer confidence.



Engaging Future Consumers Through Educational Outreach

In addition to its established customer engagement channels, NCC extends its outreach efforts to future consumers and the wider community through educational visits to its manufacturing facilities. During 2025, the Company welcomed school students for a guided tour designed to introduce them to responsible manufacturing practices, product development processes, and industrial safety standards. Students were provided with an overview of production lines, quality controls, and the role of research and innovation in enhancing product performance and meeting market needs.

By presenting manufacturing operations in an accessible and engaging manner, NCC reinforces transparency in how its products are developed and produced. These initiatives help build early awareness of industrial sciences, responsible production practices, and product safety, while strengthening long-term consumer trust and informed engagement.

CARE FOR THE PLANET

Environmental stewardship at NCC is demonstrated through disciplined operational practices, including how resources are consumed and how waste and materials are managed. These practices are designed to minimize environmental impact while supporting consistent, responsible business growth.

Focus areas

- Climate & GHG emissions
- Water stewardship
- Pollution control & hazardous substances.

SDG alignment



Vision 2030 Contribution



Environmental care is built into every operation

NCC manages environmental performance through its Integrated Management System (IMS), embedding ISO 14001 requirements across manufacturing activities. Continuous monitoring and improvement processes, strengthened in 2025 through digital tools and advanced controls, support efficient resource use, emissions management, and compliance with national environmental regulations.

Climate and GHG



Energy efficiency and emissions management at NCC are governed through defined operational controls and data-driven oversight. Energy consumption and greenhouse gas (GHG) emission sources are systematically identified across manufacturing and storage operations, enabling high-consumption processes to be monitored and managed through structured performance tracking.

To support operational efficiency, NCC has implemented real-time environmental monitoring across production and storage areas through a Data Logger System that continuously tracks temperature and humidity conditions. This system supports optimized equipment performance, ensures compliance with product quality requirements, and minimizes unnecessary energy consumption across operational processes. In parallel, NCC enhanced its fire protection infrastructure by installing a foam-based fire suppression system, replacing legacy systems associated with higher environmental impact.

Air emissions are monitored through an established Emission Monitoring Program covering regulated parameters including CO₂, SO₂, and other relevant pollutants. Monitoring outcomes are reviewed through the Integrated Management System (IMS), enabling structured oversight, trend analysis, and baseline development to inform future emissions reduction initiatives in alignment with the requirements of the National Center for Environmental Compliance (NCEC).

As part of strengthening its climate data foundation, NCC completed the calculation of Scope 1 and Scope 2 greenhouse gas emissions. This milestone enhances visibility over direct operational emissions and energy-related emissions, providing a structured basis for ongoing monitoring, reporting, and performance management while supporting the development of future emissions reduction targets.

During 2025, NCC implemented several operational process improvements within detergent manufacturing aimed at reducing energy demand and associated emissions. One initiative involved increasing the post-addition raw material ratio by approximately 10%, enabling partial bypass of energy-intensive spray-drying stages. This adjustment reduced the

evaporation load within the drying tower and contributed to lower fossil fuel and electricity consumption across the production process. Improved process stability also reduced off-specification materials and associated reprocessing requirements, contributing to a reduction in CO₂ emissions intensity per metric ton of detergent produced.

In addition, NCC implemented a fuel transition within the powder detergent manufacturing plant at the Saudi Detergent Powder Factory (SDPF), shifting from diesel fuel to natural gas. Prior to the transition, the facility consumed approximately 397,800 liters of diesel per month, generating an estimated 1,066,824 kg of CO₂ emissions. Following the transition, natural gas consumption reached approximately 16,200 MMBTU per month, resulting in approximately 859,572 kg of CO₂ emissions. This transition reduced emissions by approximately 207,252 kg of CO₂ per month, equivalent to nearly 2,487 tonnes of CO₂ annually. Beyond reducing greenhouse gas emissions, the transition also contributes to improved air quality through lower emissions of nitrogen oxides (NO_x), sulfur oxides (SO_x), and particulate matter compared with diesel combustion.

In parallel, NCC has initiated the phased deployment of renewable energy systems across its facilities, including solar and wind installations beginning in 2025, with completion targeted for 2026. This initiative aims to reduce reliance on conventional energy sources, lower the Company’s carbon footprint, and strengthen long-term energy resilience. By integrating renewable power generation into its operations, NCC is enhancing its low-carbon performance while supporting broader ESG and climate objectives, with ongoing monitoring to assess system efficiency and evaluate opportunities for further renewable capacity expansion.

Emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Metric tons of CO ₂ eq	NA	NA	9,490.34
Indirect GHG emissions (Scope 2)	Metric tons of CO ₂ eq	NA	NA	8,288
Total GHG emissions	Metric tons of CO ₂ eq	NA	NA	17,778



Water Stewardship



Water management at NCC is governed through structured controls and ongoing performance review across production and support activities. Water consumption and discharge points are identified and assessed through the Environmental Aspect Evaluation process to ensure that high-use activities are monitored and managed effectively.

Operational measures support efficient water use across all facilities. Preventive maintenance programs are applied to water systems to minimize losses, improve flow efficiency, and maintain required water quality standards. Digital monitoring tools track water consumption at departmental level, providing greater visibility over usage patterns and supporting more informed operational decisions.

Insights generated from water monitoring are used to optimize water use in cleaning and cooling processes. Employee engagement also supports these efforts, with awareness initiatives and targeted training reinforcing responsible water use as part of daily operational practices.

NCC continues to assess water recovery and reuse opportunities within its operations, with a focus on reducing reliance on freshwater sources. Water efficiency initiatives are being strengthened to deliver

measurable performance improvements and maintain alignment with national sustainability objectives and Vision 2030.

To further enhance responsible wastewater management, NCC commenced construction of a dedicated Industrial Wastewater Treatment Plant in 2025, incorporating modern treatment technologies integrated into its existing facility infrastructure, with commissioning planned for 2026. The project is designed to reduce environmental discharge risks, strengthen regulatory compliance, and improve long-term water management performance as operations expand. Upon commissioning, the system will undergo performance optimization and evaluation to assess opportunities for treated water reuse, reinforcing NCC's commitment to sustainable water stewardship and ecosystem protection.



To enhance wastewater management, NCC began constructing an Industrial Wastewater Treatment Plant in 2025, with commissioning planned for 2026. The project aims to reduce discharge risks, strengthen compliance, and improve long-term water performance. Once operational, the system will be optimized to enable treated water reuse, supporting sustainable water stewardship.

In 2025, NCC achieved water savings of approximately 8,440 tons in powder detergent production and 3,900 tons in bleach operations. In Saudi Arabia's water-scarce context, these savings are significant equivalent to supplying over 130 households annually while reducing energy use, emissions, and desalination costs.

Pollution Control and Hazardous Substances Emissions



NCC manages pollution prevention and material handling through defined operational controls covering waste segregation, storage, treatment, and disposal across all facilities. Hazardous and non-hazardous waste streams are handled in line with internal requirements and applicable environmental regulations, with collection and treatment carried out exclusively by contractors approved by the National Center for Environmental Compliance (NCEC).

Material handling practices are supported by strengthened storage, recovery, and recycling processes. Packaging materials, lubricants, chemical containers, and production by-products are managed through dedicated procedures to ensure safe handling and responsible end-of-life treatment. Empty chemical drums and used oils are transferred to certified disposal partners, while recyclable materials such as cardboard, metal scrap, and paper are systematically recovered from production areas and directed to recycling channels.

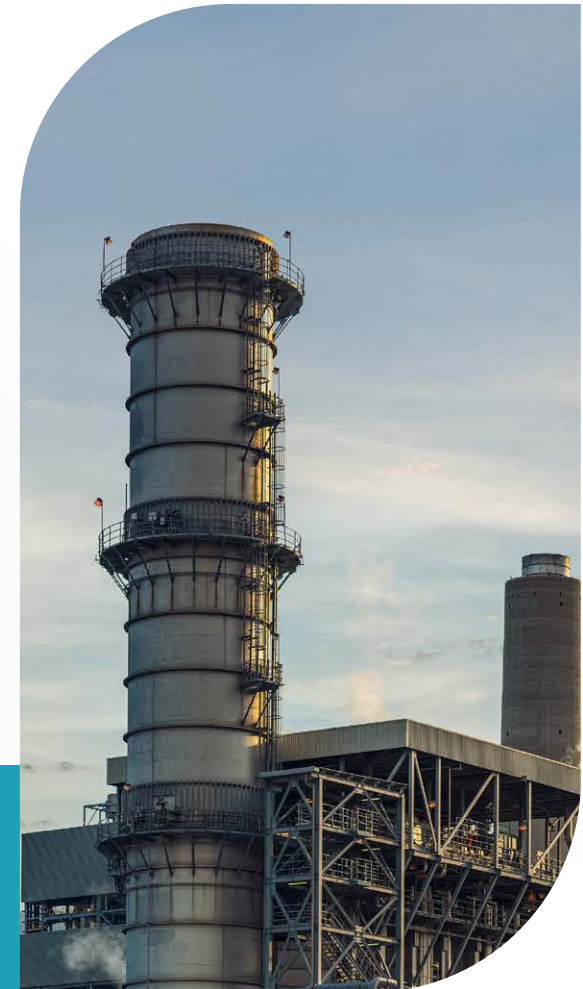
Chemical management within laboratories follows strict tracking and control requirements from receipt through to final disposal. All laboratory operations comply with Good Laboratory Practice (GLP) standards and Material Safety Data Sheet (MSDS) protocols. Designated chemical storage areas are subject to routine inspections, and spill-prevention and containment measures are integrated into the Company's Emergency Preparedness and Response framework.

Environmental oversight and continuous improvement are reinforced through periodic audits and performance reviews conducted under NCC's Integrated Management System (IMS). These reviews support the identification of opportunities to further strengthen pollution control measures, improve waste management performance, and enhance material handling practices across operations, contributing to long-term environmental responsibility and alignment with Vision 2030.



100%

of hazardous and non-hazardous waste managed through NCEC-approved contractors



CARE FOR PEOPLE AND COMMUNITIES

People are not just part of NCC's operations, they are central to how value is created and sustained. The Company's social approach prioritizes workplace safety, continuous capability building, and an inclusive culture, while extending its responsibility beyond the organization through initiatives that support health, education, and social development across the Kingdom.

Focus areas

- Diversity, inclusion & Saudization
- Employee wellbeing & development

SDG alignment



Vision 2030 Contribution



Driven by people, grounded in responsibility

People drive NCC's performance. The Company promotes a workplace culture centered on safety, inclusion, and continuous development, supported by fair employment practices and clear growth pathways. Aligned with Saudi Vision 2030 and the UN Sustainable Development Goals, NCC focuses on empowering Saudi talent, enhancing employee wellbeing, and building a resilient workforce that supports innovation and long-term sustainability.



Diversity, Inclusion, and Saudization



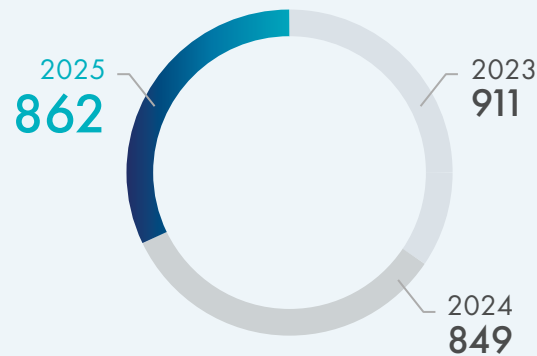
NCC is committed to fostering a fair and supportive workplace where capability, integrity, and performance guide professional growth. Guided by its Human Capital Policy, the Company applies merit-based and equal opportunity practices across recruitment, development, and progression, ensuring that employment decisions are based on qualifications and performance.

Within the context of a manufacturing-led workforce, NCC continues to make steady progress in strengthening diversity across professional and supervisory roles. Female representation within middle management increased in 2025, reflecting ongoing efforts to broaden inclusion within management pathways and support internal talent development.

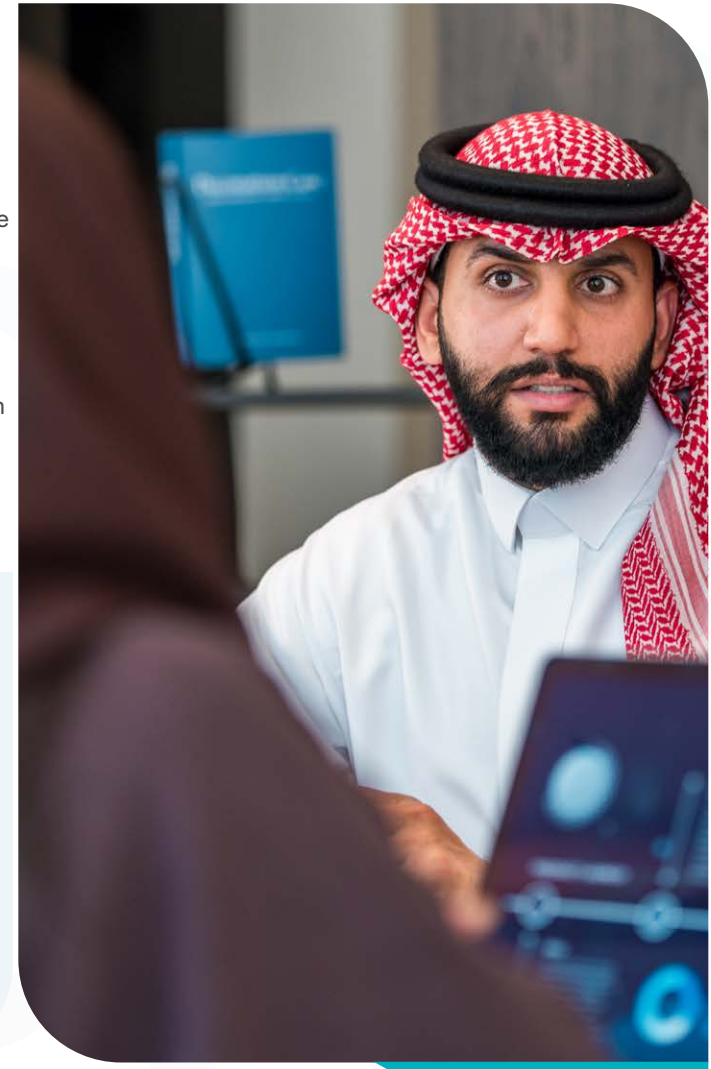
NCC maintains a structured workforce profile across senior management, middle management, and staff levels, supporting organizational stability and clear career pathways. The Company also continues to provide employment opportunities for persons with

disabilities, reinforcing its commitment to inclusive employment practices.

These developments demonstrate NCC’s continued focus on building internal capability, promoting inclusive practices, and supporting long-term workforce resilience in alignment with Saudi Vision 2030 and the UN Sustainable Development Goals. The change in overall employee numbers during the reporting period reflects the introduction of new automated production lines and advanced manufacturing technologies, which reduced reliance on manual labor while improving operational efficiency and product quality across NCC’s facilities.



Total number of full-time employees



Workforce Overview	2023	2024	2025
Total number of senior managers	7	9	8
Number of female senior manager	0	0	0
Number of male senior managers	7	9	8
Total number of middle managers	45	49	48
Number of female middle managers	0	1	2
Number of male middle managers	45	48	46
Number of staff	859	791	806
Number of male staff	824	758	776
Number of female staff	35	33	30
Total number of employees with disabilities	1	1	1



33%

In 2025, Saudi nationals represented 33% of the total workforce

Saudi nationals maintain representation across key organizational levels, including senior leadership, middle management, and staff roles, reinforcing NCC’s focus on succession planning and long-term capability development. **In 2025, Saudi nationals represented 33% of the total workforce**, reflecting continued alignment with Saudization objectives and NCC’s role in supporting national employment.



As part of its commitment to national development and alignment with Saudi Vision 2030, NCC continues to prioritize the recruitment, development, and progression of Saudi nationals across the organization. The Company supports national talent through structured workforce planning, internal mobility, and targeted development pathways that enable employees to build sustainable careers within the manufacturing sector.

Through these efforts, NCC strengthens workforce localization while maintaining operational stability and supporting the development of internal talent across its business.

Saudization	2023	2024	2025
Number of national employees among workforce	300	280	283
Breakdown by seniority			
Number of national employees in senior management	5	7	5
Number of national employees in middle management	16	17	13
Number of national employees in staff	279	256	265
Breakdown by gender			
Number of female national employees	35	33	30
Number of male national employees	265	247	253
Percentage of national employees in senior management	71.43	77.78	62.5
Percentage of national employees among workforce	33	33	33



Academic Engagement and Knowledge Development

As part of its commitment to supporting national talent development and strengthening collaboration between academia and industry, NCC engages with universities and research institutions through educational visits, knowledge exchange initiatives, and research partnerships. These activities aim to bridge the gap between academic theory and practical industrial application while supporting the development of future scientific talent.

During the reporting period, NCC welcomed students from several universities for scientific and technical visits to its manufacturing facilities. The initiative provided students with exposure to real-world manufacturing environments and professional practices within the detergents and home-care sector.

The visits included a guided session in the Company's Chemistry Department, where students were introduced to laboratory operations, chemical testing methodologies, analytical procedures, and the quality assurance protocols applied to ensure product safety and regulatory compliance. These sessions provided practical insight into how scientific principles are translated into controlled manufacturing processes.

Students also engaged with NCC's Product Development Department to gain an understanding of the product lifecycle, including research, formulation development, laboratory experimentation, product validation, and the transition from research concepts to commercial production. These discussions highlighted the role of innovation in enhancing product performance, improving operational efficiency, and responding to evolving market needs.

The program concluded with a guided factory tour where students observed key stages of the production process, including manufacturing operations, filling and packaging processes, and the implementation of occupational health and safety standards across

facilities. Particular emphasis was placed on quality control systems, operational discipline, and adherence to regulatory and safety requirements.

In addition to educational engagement activities, NCC continues to strengthen collaboration with academic and research institutions to support applied research and innovation within the detergents and home-care sector. During the reporting period, the Company expanded its engagement with leading universities, including Imam Abdulrahman Bin Faisal University (IAU) and King Fahd University of Petroleum & Minerals (KFUPM), creating opportunities for knowledge exchange, collaborative research, and technical dialogue between industry specialists and academic researchers. As part of this collaboration, NCC participated in a scientific workshop organized by the College of Science at Imam Abdulrahman Bin Faisal University, delivered in collaboration with Novonesis, focusing on introducing students to the applications of enzymes in cleaning and washing products. The initiative aimed to enhance students' understanding of biotechnology applications within the detergents industry while strengthening the connection between academic learning and industrial practice. In recognition of its contribution to knowledge dissemination and practical scientific engagement, NCC received a Certificate of Appreciation from Imam Abdulrahman Bin Faisal University for its role in supporting this educational initiative aligned with the objectives of Saudi Vision 2030.



NCC also signed a collaboration agreement with the National Industrial Development Center (NIDC) to support innovation and industrial development initiatives. This partnership aims to facilitate cooperation between industry stakeholders, research institutions, and government entities to advance technological capabilities and support the development of the national manufacturing sector.

Through these initiatives, NCC supports experiential learning, contributes to the advancement of scientific research, and reinforces its role in preparing qualified national talent for the labour market in alignment with Saudi Vision 2030 and long-term workforce sustainability objectives.

New Hires and Turnover



New Hires (breakdown by age)	2023	2024	2025
Number of employees who joined the organization aged 18-30	172	92	134
Number of employees who joined the organization aged 31-50	125	71	93
Number of employees who joined the organization aged 51+	7	4	4



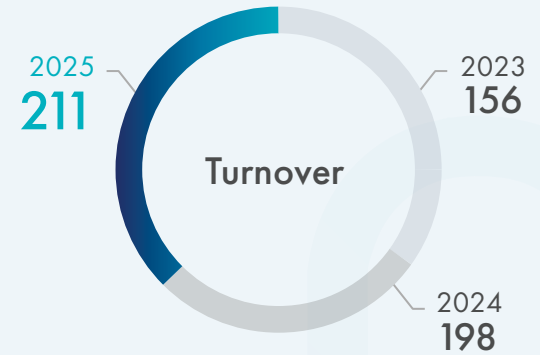
231

In 2025, the Company recruited 231 new employees

As NCC continues to adapt to the evolving manufacturing landscape, workforce planning has become more focused and deliberate. In 2025, the Company recruited 231 new employees through targeted hiring aligned with operational priorities and critical capability requirements.

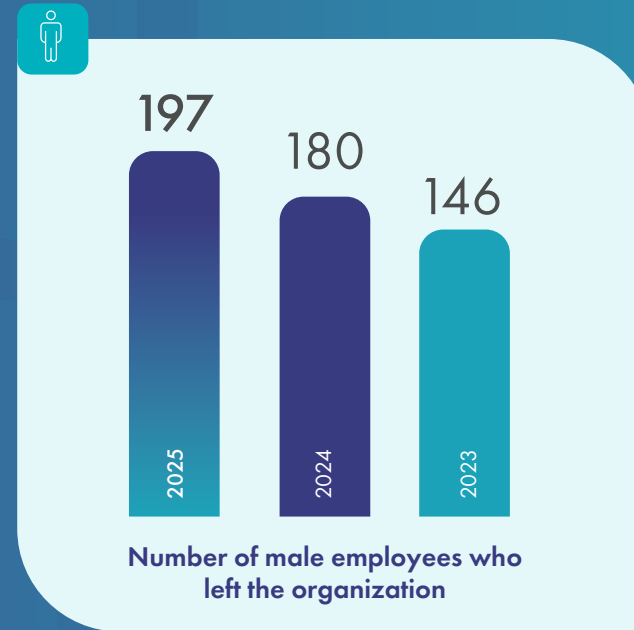
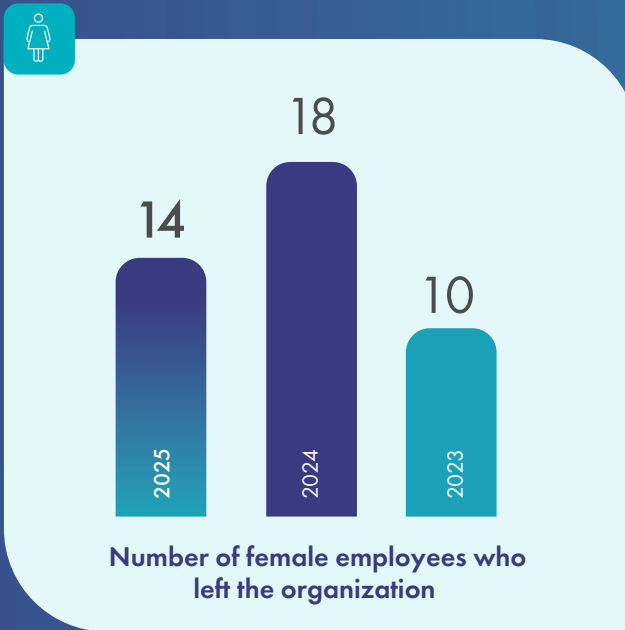
Recruitment efforts during the year were concentrated on early and mid-career profiles, supporting succession planning and the renewal of key skills across the organization. At the same time, overall workforce levels were adjusted to maintain an efficient and well-structured organization aligned with business needs.

This approach reflects NCC’s emphasis on disciplined workforce management, balancing talent acquisition with organizational optimization to support operational effectiveness and long-term sustainability.



Total number of employees who left the organization





Breakdown by age	2023	2024	2025
Number of employees who left the organization aged 18-30	62	70	105
Number of employees who left the organization aged 31-50	79	121	99
Number of employees who left the organization aged 51+	15	7	7
Number of employees who left the company by type			
Total number of employees that left the organization voluntarily	105	92	81
Total number of employees that left the organization Involuntarily	51	106	130

Employee Well-being and Development



NCC fosters a working environment that supports employee wellbeing, capability development, and active engagement. The Company's approach focuses on providing safe and supportive conditions that enable employees to perform effectively while continuously strengthening skills and confidence. Through its Integrated Management System (IMS), aligned with ISO 45001 and ISO 14001, NCC embeds occupational health and safety, employee welfare, and environmental responsibility into daily operational practices.

Employee participation and shared accountability remain central to this approach. Toolbox Talks (TBTs) are used as a core engagement mechanism, covering topics such as safe equipment use, emergency preparedness, teamwork, leadership, and personal wellbeing. In 2025, a total of **682 Toolbox Talks** were conducted, reinforcing safe behaviours, encouraging open dialogue, and supporting a culture of continuous learning.



682

Toolbox Talks



1,490

hours of health and safety training

Health and safety training continues to be a priority across operations. During the year, employees completed **1,490 hours of health and safety training**, strengthening awareness, hazard recognition, and safe working practices. In addition, risk assessment training was delivered to employees at SIDCO and RNTIC, enhancing site-level capability in identifying, assessing, and managing operational risks. NCC has set a **target of 2,000 health and safety training hours by 2026**, reflecting its commitment to ongoing improvement in safety competence.



“

At NCC, safety is both a leadership priority and a shared responsibility. We are continuously strengthening our systems, enhancing risk awareness, and investing in capability development to ensure that safety is embedded in everyday decisions. Beyond compliance, our ambition is to cultivate a proactive culture where employees feel empowered to speak up, take ownership, and contribute to safer and more resilient operations across all sites.

Eng. Khalid Al Zahrani
Director of Safety, Health, Environment and Quality

Employee development is supported through a structured Employee Development Framework, integrating role-specific training, leadership development initiatives, and performance review processes. Targeted leadership programs and professional certification opportunities help prepare qualified employees for supervisory and senior management roles, supporting succession planning and long-term organizational resilience.

Through this integrated approach, NCC continues to strengthen employee safety, engagement, and professional growth, supporting both individual development and the Company’s long-term operational sustainability.



Supporting Community Wellbeing through Hygiene Awareness

As part of its commitment to community wellbeing and social responsibility, NCC supported the “Wakey Wakey Care” initiative through the Gento brand’s Golden Sponsorship. The program aims to raise awareness around personal hygiene and healthy daily habits while providing essential hygiene products to employees and community members.

Through this initiative, NCC collaborated with several partner organizations to distribute specially prepared hygiene care boxes containing personal care and cleaning products. The initiative focused on promoting healthy practices and reinforcing the importance of hygiene in everyday life.

During the campaign, the program reached **approximately 12,500 employees**, including **1,500 VIP participants**, across multiple organizations and institutions. The distribution of hygiene kits was accompanied by awareness messages encouraging responsible hygiene practices and healthier routines.

By supporting the “Wakey Wakey Care” initiative, NCC contributes to improving community awareness on health and hygiene while strengthening partnerships with public and private sector organizations. The program reflects NCC’s broader commitment to supporting social wellbeing and contributing to initiatives that enhance quality of life in the communities where it operates.



CARE IN HOW WE DO BUSINESS

Strong governance underpins how NCC operates and grows. By embedding ethical standards, leveraging digital systems to improve transparency, and safeguarding data, the Company builds durable trust with stakeholders and supports long-term business resilience.

Focus areas

- Business ethics & anti-corruption
- Risk management & compliance
- Supply chain governance & responsible sourcing
- Digital transformation

SDG alignment



Vision 2030 Contribution



Governance guides how we operate

At NCC, ethical conduct and accountable decision-making support long-term performance and resilience. The Company's governance framework integrates digital enablement, transparent procurement practices, and compliance-led processes to embed sustainability into everyday operations and strategic oversight. This approach ensures that responsible business conduct is consistently applied across the organization.

Business Ethics and Anti-corruption



NCC’s governance approach is designed to support responsible decision-making, regulatory compliance, and long-term business continuity. The Company operates within Saudi Arabia’s regulatory environment and aligns its governance practices with the objectives of Saudi Vision 2030, ensuring that oversight, accountability, and transparency are consistently applied across all levels of the organization.

Strategic direction and oversight are provided by the Board of Directors, which plays a central role in guiding NCC’s performance, safeguarding ethical conduct, and overseeing the creation of long-term value. The Board’s role extends beyond compliance to ensuring that governance structures remain effective, responsive, and aligned with the Company’s evolving business context.

Operational governance is reinforced through defined policies and internal controls that guide day-to-day activities. The QHSE Policy establishes clear expectations for legal compliance and ethical

behaviour, while recruitment and procurement processes are governed by structured approval mechanisms, supplier qualification requirements, and verification procedures to ensure integrity and consistency in business transactions.

To strengthen oversight and independence, the Board operates through specialized committees that provide focused supervision and review across key governance areas. These committees enhance accountability, support informed decision-making, and contribute to the robustness of NCC’s governance framework.

Board Committees

Audit Committee



Established following approval by the General Assembly in 2024, the committee provides oversight of financial reporting processes, internal and external audit functions, and regulatory compliance.



Executive Committee

Provides executive oversight of strategic priorities and ensures alignment between business operations and organizational objectives.



Nominatio and Remuneration Committee

Oversees Board composition, succession planning, and the assessment of executive performance and remuneration.

Ethical standards are reinforced through regular awareness activities and policy communications, supporting a zero-tolerance approach to bribery, fraud, and conflicts of interest.

Total number of board members (#)	2023	2024	2025
Total number of board members	5	5	5
Total number of independent members	0	0	2
Total number of non-independent members	5	5	3
Total number of executive members	1	2	1
Total number of non-executive members	4	3	4
Number of board members under the age of 50	2	2	2
National board members	4	4	5
Percentage of national board members	80	80	100



No Cases

In 2025, NCC recorded no cases of regulatory non-compliance, financial penalties, or legal proceedings, demonstrating the effectiveness of its compliance and ethical practices



Risk Management and Compliance



NCC applies a structured approach to risk oversight that connects operational management with governance and compliance functions. Risks related to operations, environment, and occupational health and safety are addressed through defined processes that support early identification, control effectiveness, and continuity of operations.

Incident preparedness is supported through coordinated response arrangements that clarify responsibilities, communication lines, and decision-making authority across all facilities. These arrangements are designed to ensure timely escalation and effective coordination should unexpected events occur.

Risk and compliance performance is monitored through regular internal reviews and control assessments. Insights generated from these reviews are used to strengthen preventive measures, enhance control design, and support ongoing compliance with applicable health, safety, and regulatory requirements.

Oversight of risk management and internal controls is reinforced at the governance level through structured supervision by the Audit Committee. The Committee reviews the effectiveness of compliance systems, internal controls, and reporting mechanisms, and provides updates to the Board and General Assembly to support informed oversight.

This approach enables NCC to maintain operational discipline, uphold regulatory obligations, and reinforce stakeholder confidence through consistent and accountable risk management practices.



Supply Chain Governance and Responsible Sourcing



NCC continues to advance the governance, transparency, and sustainability of its supply chain through a procurement model that is increasingly structured and digitally enabled. The Company has focused on strengthening ethical standards, supplier accountability, and process efficiency across sourcing activities, while improving consistency and oversight in supplier relationships.

An important step in this progression was the rollout of a centralized digital supplier platform using Oracle Fusion Cloud. The system streamlines supplier onboarding and key procurement workflows, including purchase order processing, shipment confirmations, invoicing, and payments. By reducing manual intervention and standardizing processes, the platform enhances traceability, improves data quality, and strengthens control across the procure-to-pay cycle, supporting more informed and timely decision-making.

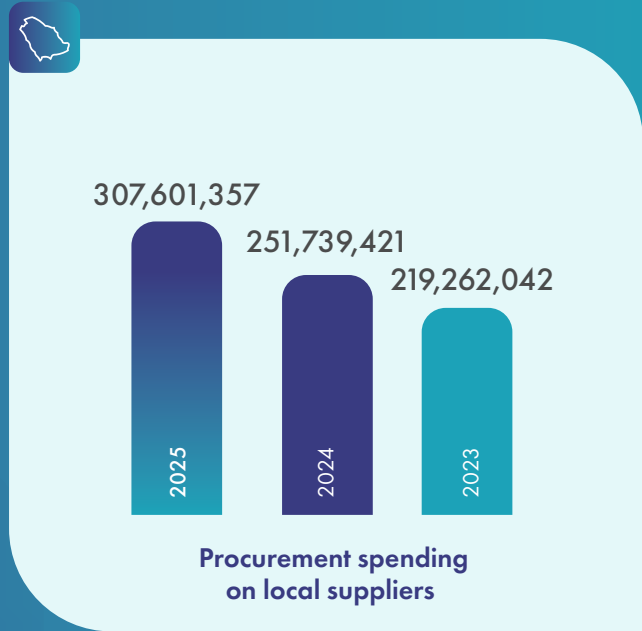
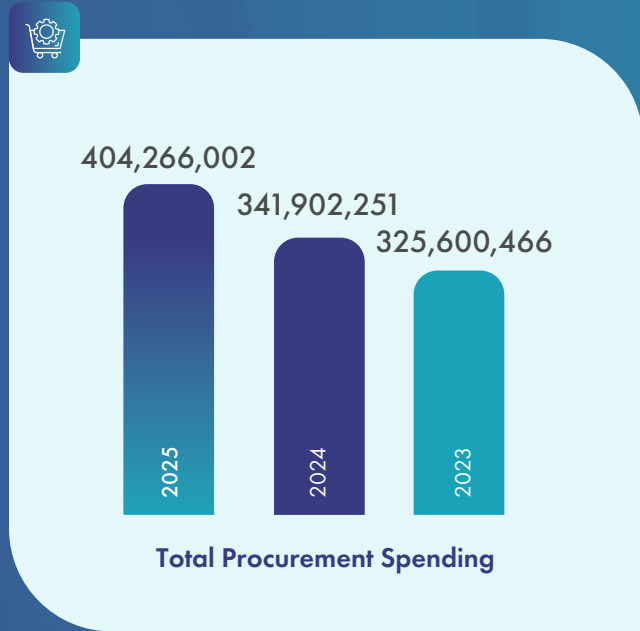
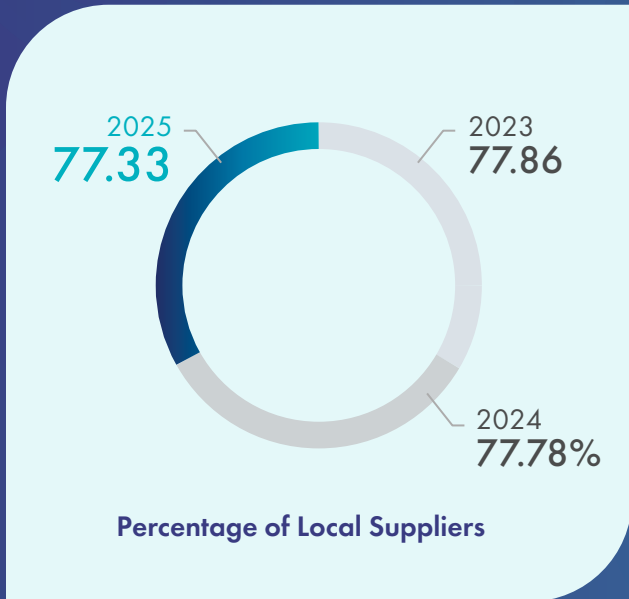
Responsible sourcing practices are underpinned by NCC's Supplier Code of Conduct and Ethics, which defines clear requirements for suppliers and service providers across areas such as legal compliance, labor practices, business integrity, health and safety, environmental management, sustainability, local content, and information security. Compliance with the Code is a prerequisite for engagement with NCC and forms a key component of the Company's approach to managing ethical, social, and environmental risks within its supply chain.

In parallel, NCC has continued to embed environmental, social, and governance considerations into supplier qualification and monitoring processes. Sustainability-related criteria are increasingly incorporated into supplier assessments, enabling a more structured evaluation of supplier performance and alignment with NCC's sustainability priorities.

Local sourcing remains a central element of NCC's procurement strategy. Where feasible, priority is given to Saudi-based suppliers and locally produced goods and services, supporting national value creation and reinforcing the resilience of domestic supply chains.

Collectively, these actions demonstrate NCC's ongoing transition toward a more accountable, transparent, and resilient supply chain, while strengthening the foundation for further integration of governance and sustainability considerations within procurement operations.





Our suppliers

 GULF SAHAR TRAD. & IND CO شركة صهار الخليج للتجارة والصناعة	 شركة الاتحاد الخليجية المحدودة Ittihad Gulf Limited Company		 Leader of the Pack	 الشركة الوطنية لمنتجات الكبريت National Company for Sulphur Products	 إنوكيم InoChem
	 LINKINBUSINESS				
	 غازكو GASCO		 Adwan Chemical Industries Co. Ltd.		

Digital Transformation



Digital systems play an increasingly central role in how NCC strengthens operational performance, safety oversight, and sustainability management. The Company has significantly advanced the digitalization of its Safety, Health, and Environment (SHE) programs by consolidating inspections, reporting, and monitoring tools into a unified digital environment. This integration has improved the consistency and accuracy of safety inspections, enhanced incident visibility, and enabled more timely response and accountability across operations.



As part of its broader digital transformation journey, NCC upgraded IP camera systems across its factories with cloud-based recording capabilities, enhancing security coverage, accessibility, and real-time monitoring. In parallel, the Company launched digital dashboards and KPI reporting tools to support data-driven decision-making, improve performance tracking, and strengthen management oversight across departments.

Employee participation is supported through ISANED, a dedicated health and safety platform that allows employees to confidentially raise concerns, submit feedback, and report issues. This tool reinforces a culture of openness and shared responsibility, while supporting proactive risk identification and continuous improvement in workplace safety.

Operational efficiency has also been strengthened through the digitization of manual processes, including approvals, documentation, and workflow management. These improvements have reduced processing time, minimized operational errors, and enhanced traceability across functions.

In parallel, NCC implemented several enterprise system modules to further strengthen operational integration and data-driven management across its operations. The

Material Resource Planning (MRP) module was deployed to optimize inventory planning, procurement coordination, and production scheduling, improving resource utilization and providing greater visibility across the supply chain.

To enhance equipment reliability and maintenance efficiency, NCC also implemented a Maintenance Management module, enabling structured maintenance planning, proactive monitoring of critical assets, and improved tracking of maintenance activities. This system supports better equipment performance while reducing the risk of operational disruptions.

NCC also initiated the implementation of the Fusion Data Intelligence (FDI) module, designed to enhance enterprise data integration and reporting capabilities. The platform consolidates operational and business data from multiple systems into a unified analytical environment, enabling real-time insights and strengthening data-driven decision-making across departments.

In addition, the Company began implementing the Enterprise Performance Management (EPM) Budgeting module to strengthen financial planning, forecasting, and performance monitoring processes. This system supports more structured budgeting practices while

improving alignment between operational planning and financial management.

NCC is also extending its digital transformation beyond internal operations to cover supplier and procurement activities. The ongoing digitalization of supplier and contract management, expected to be fully operational in 2025, will enable end-to-end visibility over supplier performance, contractual compliance, and sustainability-related criteria. This expanded capability will strengthen value chain oversight, support proactive risk management, and reinforce procurement governance.

Governance remains central to these efforts. During the year, NCC developed and implemented more than 20 IT policies and procedures aligned with the COBIT governance framework, strengthening internal controls, clarifying accountability structures, and enhancing IT risk management practices across the organization. Data protection and information security underpin all digital initiatives. In line with the Company's Data Protection and Privacy Policy, NCC applies strict controls over data classification, system access, and information sharing. Financial, operational, and administrative data are safeguarded through layered security measures, including access controls and encryption, to prevent unauthorized use or disclosure. Access to sensitive information is restricted on a need-to-know basis, with ongoing management oversight and

periodic audits to verify compliance and system integrity. In parallel, NCC emphasizes the human dimension of data protection. Regular cybersecurity and data-handling training is provided across departments to promote responsible use of information and reinforce ethical and compliant data practices.

Through this integrated approach, digital transformation at NCC supports efficiency, strengthens governance, and enhances transparency. These initiatives reinforce stakeholder confidence and position digitalization as a core enabler of responsible operations and sustainable business growth.



Cybersecurity & data protection



NCC safeguards its information assets through continuous system monitoring and defined control measures aligned with its Data Protection and Privacy Policy. Regular reviews are conducted to maintain data integrity, system reliability, and protection against unauthorized access. For the third consecutive year, the Company recorded no data breaches or cyber incidents, demonstrating the effectiveness of its information security controls.

For the third consecutive year, the Company recorded no data breaches or cyber incidents, demonstrating the effectiveness of its information security controls.



APPENDIX



Appendix (A): Data Pack

Environment

Emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Metric tons of CO ₂ eq	NA	NA	9,490.34
Indirect GHG emissions (Scope 2)	Metric tons of CO ₂ eq	NA	NA	8,288
Total GHG emissions	Metric tons of CO ₂ eq	NA	NA	17,778

Social

Workforce Overview	2023	2024	2025
Total number of full-time employees	911	849	862
Total number of senior managers	7	9	8
Number of female senior manager	0	0	0
Number of male senior managers	7	9	8
Number of middle managers	45	49	48
Number of female middle managers	0	1	2
Number of male middle managers	45	48	46
Number of staff	859	791	806
Number of male staff	824	758	776
Number of female staff	35	33	30
Total number of employees with disabilities	1	1	1

Turnover	2023	2024	2025
Total number of employees who left the organization	156	198	211

Breakdown by gender	2023	2024	2025
Number of female employees who left the organization	10	18	14
Number of male employees who left the organization	146	180	197

Breakdown by age	2023	2024	2025
Number of employees who left the organization aged 18-30	62	70	105
Number of employees who left the organization aged 31-50	79	121	99
Number of employees who left the organization aged 51+	15	7	7

Turnover Rate	17	24	24.3
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Number of employees who left the company by type	2023	2024	2025
Employees that left the organization voluntarily	105	92	81
Employees that left the organization involuntarily	51	106	130

Saudization	2023	2024	2025
Number of national employees among workforce	300	280	283

Breakdown by seniority	2023	2024	2025
Number of national employees in senior management	5	7	5
Number of national employees in middle management	16	17	13

Saudization	2023	2024	2025
Number of national employees in staff	279	256	265
Breakdown by gender			
Number of female national employees	35	33	30
Number of male national employees	265	247	253
Percentage of national employees in senior management	71.43	77.78	62.5
Percentage of national employees among workforce	33	33	33

New Hires	2023	2024	2025
Total number of employees who joined the organization	304	167	231
Breakdown by gender			
Number of female employees who joined the organization	17	22	11
Number of male employees who joined the organization	287	145	220
Breakdown by age			
Number of employees who joined the organization aged 18-30	172	92	134
Number of employees who joined the organization aged 31-50	125	71	93
Number of employees who joined the organization aged 51+	7	4	4

Governance

Total number of board members (#)	2023	2024	2025
Total number of board members	5	5	5
Total number of independent members	0	0	2
Total number of non-independent members	5	5	3
Total number of executive members	2	2	1
Total number of non-executive members	3	3	4
Number of board members under the age of 50	2	2	2
National board members	4	4	5
Percentage of national board members	80	80	100

Supply chain	2023	2024	2025
Percentage of local suppliers	77.86%	77.78%	77.33%
Total procurement spending	325,600,466	341,902,251	404,266,002
Procurement spending on local suppliers	219,262,042	251,739,421	307,601,357
Percentage of total procurement spending on local suppliers	67.34%	73.63%	76.09%

Appendix (B):GRI Content Index Emissions

GRI Services has reviewed the report for the Content Index - Essentials Service. According to their review, the GRI content index has been presented clearly and consistently, in line with the standards, and the references for disclosures 2-1 to 2-5, 3-1, and 3-2 are appropriately aligned with the relevant sections in the report..

Statement of use	National Care Company (NCC) has reported in accordance with the GRI Standards for the period January 1st 2025 till December 31st 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details 2-2 Entities included in the organization’s sustainability reporting 2-3 Reporting period, frequency and contact point 2-4 Restatements of information 2-5 External assurance	6-10 3, 8 3 No restatements of information were identified in the 2025 reporting period. National Care Company (NCC) does not seek external assurance				A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-6 Activities, value chain and other business relationships	7-8				
	2-7 Employees	27-28				
	2-8 Workers who are not employees	-				
	2-9 Governance structure and composition	37				
	2-10 Nomination and selection of the highest governance body	-				
	2-11 Chair of the highest governance body	4, 37				
	2-12 Role of the highest governance body in overseeing the management of impacts	4, 37, 39				
	2-13 Delegation of responsibility for managing impacts	37, 39				
	2-14 Role of the highest governance body in sustainability reporting	4, 5				
	2-15 Conflicts of interest	37				
	2-16 Communication of critical concerns	-				
	2-17 Collective knowledge of the highest governance body	-				
	2-18 Evaluation of the performance of the highest governance body	-				
	2-19 Remuneration policies	-				
	2-20 Process to determine remuneration	-				
	2-21 Annual total compensation ratio	-				
	2-22 Statement on sustainable development strategy	4-5				
	2-23 Policy commitments	15, 27, 40, 43				
	2-24 Embedding policy commitments	16, 27, 40, 43				
	2-25 Processes to remediate negative impacts	-				
	2-26 Mechanisms for seeking advice and raising concerns	42				
	2-27 Compliance with laws and regulations	11, 16, 39				
	2-28 Membership associations	-				
	2-29 Approach to stakeholder engagement	12				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in KSA.				
Climate and GHG Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	22-23				
GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions	23				
	102-6 Scope 2 GHG emissions	23				
GRI 103: Energy 2024	103-1 Energy policies and commitments	22				
	103-5 Reduction in energy consumption	18, 19, 22				
Water Stewardship						
GRI 3: Material Topics 2021	3-3 Management of material topics	24				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	24				
Pollution and Hazardous Substances						
GRI 3: Material Topics 2021	3-3 Management of material topics	25				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	25				
	306-2 Management of significant waste-related impacts	25				
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	16-18				
Customer health and safety						

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 3: Material Topics 2021	3-3 Management of material topics	16				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	16 16				
Circular Economy and Packaging						
GRI 3: Material Topics 2021	3-3 Management of material topics	17-19				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	16, 17				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	27-33				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	38, 46, 47, 48				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	31				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	35				
Employee Well-being and Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	34-35				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	34				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 413: Local Communities 2016	403-2 Hazard identification, risk assessment, and incident investigation	34				
	403-3 Occupational health services	34				
	403-4 Worker participation, consultation, and communication on occupational health and safety	34				
	403-5 Worker training on occupational health and safety	34-35				
	413-1 Operations with local community engagement, impact assessments, and development programs	20, 35				
Business Ethics and Anti-Corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	37				
GRI 205: Anti-corruption 2017	205-3 Confirmed incidents of corruption and actions taken	38				
Supply Chain Governance and Responsible Sourcing						
GRI 3: Material Topics 2021	3-3 Management of material topics	40				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	41				
Cyber Security and Data Protection						
GRI 3: Material Topics 2021	3-3 Management of material topics	44				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	44				
Customer Engagement and Awareness*						

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 3: Material Topics 2021	3-3 Management of material topics	44				
Risk Management and Compliance*						
GRI 3: Material Topics 2021	3-3 Management of material topics	39				
Digital Transformation*						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-43				

*Those material topics are not covered by a specific GRI Topic Standard and is included for additional information



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