سرك
SIRC

SUSTAINABILITY REPORT2025

LEADING THE CIRCULAR ECONOMY

A PIF COMPANY

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About this report

Welcome to Saudi Investment Recycling Company's (SIRC) second sustainability report, which highlights the company's efforts to manage environmental, social, and governance (ESG) risks and opportunities, as well as its progress in advancing sustainability ambitions throughout 2025, while supporting Saudi Arabia's Vision 2030 and the United Nations Sustainable Development Goals (UN SDGs). The report provides a clear overview of SIRC's actions to create long-term positive impact and value for its stakeholders, the environment, and the national landscape.

The company's leadership provides active oversight of sustainability performance and disclosures. This report has been formally reviewed and approved by SIRC's Chief Executive Officer and Board of Directors.

Reporting period and boundary

This report covers the period from January 1, 2025, to December 31, 2025, and presents SIRC's sustainability performance across its operations in the Kingdom of Saudi Arabia. Unless otherwise stated, the report covers SIRC as an investment company and its Subsidiaries, including REVIVA, Wazeen, Akam, Eco Sol, Mostadam, SAIL, Tajmie, EADA, Edama, Masab, Waraq, and TerraFuel. Quantitative disclosures exclude Masab and EADA, while qualitative insights and case studies highlight key initiatives across the Group, demonstrating SIRC's commitment to innovation and responsible business practices.

For additional details on the Subsidiaries included in this report, please refer to Appendix B.

Reporting frameworks

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and incorporates selected indicators and disclosures from the International Sustainability Standards Board (ISSB) S1 and S2 frameworks, and the Sustainability Accounting Standards Board (SASB) relevant industry standards. Moreover, this report aligns with international and national frameworks, including the United Nations Global Compact (UNGC), the Saudi Exchange (Tadawul) ESG Reporting Guidelines, and the GCC ESG Reporting Guidelines.

Disclosure indices are available in the Appendices.

Feedback and suggestions

SIRC remains committed to advancing sustainable practices and fostering collaboration to drive lasting positive impact. We invite readers to explore this report, learn more about our initiatives, and engage with us in supporting a more sustainable and resilient future. SIRC and its Subsidiaries welcome any feedback, inquiries, or suggestions related to this report.

Forward-looking statement

This report may include forward-looking statements that go beyond historical facts and pertain to future projections. Such statements may include forecasts, predictions, objectives, events, trends, or plans based upon current assumptions and expectations. Such statements are not audited by external auditors and should not be solely relied upon by investors. It is important to acknowledge that unexpected events and uncertainties can arise which may not be accounted for in these statements. While SIRC has made every effort to ensure the accuracy and completeness of the information in this report, forward-looking statements are valid only as of their date. Actual results may differ from the expressed or implied statements and SIRC does not publicly update or modify them after the publication date of this report.

H.E. Eng. Khalid Mohammed AlSalem
Chairman, Saudi Investment Recycling Company (SIRC)

Message from our Chairman

The year under review marked a period of strategic maturation for SIRC. As the Company advances its mandate, the focus has increasingly shifted from building foundational capabilities to strengthening governance, sharpening strategic priorities, and ensuring long-term financial and sustainability performance across our portfolio.

During the year, the Board of Directors endorsed both an updated corporate strategy and a dedicated sustainability strategy, reinforcing sustainability as a core driver of value creation rather than a parallel initiative. These frameworks provide a clear direction for integrating environmental and social considerations into investment decisions, portfolio management, and enterprise-wide risk oversight, while maintaining strong alignment with national priorities and shareholder expectations.

To support this evolution, SIRC also established a strengthened sustainability governance structure. This structure enhances Board-level oversight, clarifies management accountability, and embeds sustainability considerations into decision-making processes across the organization and its Subsidiaries. By formalizing roles, responsibilities, and reporting lines, SIRC has taken an important step toward ensuring consistency, transparency, and effective execution of its sustainability commitments.

The updated corporate strategy reflects a disciplined and focused approach to growth. By prioritizing strategic waste streams that represent the majority of waste generated in the Kingdom, while remaining open to emerging opportunities, SIRC aims to maximize impact where it matters most. At the same time, the strategy emphasizes financial sustainability across the portfolio, improved capital allocation, and the diversification of funding sources, including the mobilization of third-party capital.

Operational excellence and portfolio integration are central to this approach. The strengthening of shared services, alongside increased deployment of digitalization and artificial intelligence, is expected to enhance efficiency, improve data-driven decision-making, and unlock synergies across Subsidiaries. These capabilities are critical as SIRC continues to evolve its portfolio and prepare for future growth and capital market readiness.

The Board remains committed to maintaining high standards of governance, transparency, and risk management as SIRC progresses along this path. Sustainability risks and opportunities are increasingly interconnected with financial performance, regulatory compliance, and stakeholder trust, and they will continue to receive focused attention at the highest levels of oversight.

Looking ahead, SIRC's ambition is clear: to build a resilient, well-governed, and financially sustainable circular economy investment platform that delivers measurable value for the Kingdom and its stakeholders. While the journey will require continuous adaptation and disciplined execution, the foundations now in place provide confidence in our ability to meet these expectations.

On behalf of the Board of Directors, I extend my appreciation to our management teams, employees, partners, and stakeholders for their continued commitment and collaboration. Their collective efforts are essential to advancing SIRC's mission and ensuring its long-term success.

Eng. Khaled Alrashed
CEO, Saudi Investment Recycling Company (SIRC)

Message from our CEO

As Chief Executive Officer of SIRC, my responsibility is to ensure that our strategy is translated into consistent execution across the Group, while balancing financial performance, operational excellence, and long-term sustainability outcomes.

The past year was focused on strengthening the foundations required to support a growing and increasingly diverse portfolio. Across the Group, management efforts were directed toward improving integration, enhancing operational discipline, and establishing common standards that enable Subsidiaries to perform effectively within their respective markets, while remaining aligned with SIRC's overarching objectives.

Sustainability is integral to how we operate as an investment company. Rather than treating environmental and social considerations as standalone initiatives, we are working to embed them into investment processes, performance management, and operational decision-making. This approach supports resilience, mitigates risk, and ensures that sustainability considerations contribute meaningfully to value creation over the long term.

Operationally, the year saw progress in strengthening shared services and support functions, enabling greater efficiency, consistency, and transparency across the portfolio. Investments in digitalization, data systems, and analytical capabilities are increasingly supporting better decision-making and performance monitoring, while creating a foundation for future scalability.

People remain central to our success. Across the Group, we continue to focus on building capable teams, promoting a strong culture of accountability and safety, and supporting professional development. Empowered and engaged employees are essential to delivering reliable operations, managing risk, and driving continuous improvement across diverse operating environments.

Strong governance and controls underpin our ability to grow responsibly. During the year, we continued to enhance policies, processes, and oversight mechanisms to ensure regulatory compliance, effective risk management, and transparent reporting. These efforts are particularly important as the Group continues to evolve and prepares for future growth opportunities.

Looking ahead, our focus remains on disciplined execution, portfolio optimization, and sustainable value creation. While market and regulatory conditions will continue to evolve, we are confident that the systems, capabilities, and culture we are building will enable SIRC to deliver consistent performance and contribute meaningfully to the Kingdom's long-term sustainability objectives.

I would like to thank our employees, management teams, and partners for their continued commitment and professionalism. Their collective efforts are fundamental to SIRC's progress and future success.

About SIRC

Founded in 2017, the Saudi Investment Recycling Company (SIRC) is a wholly owned Subsidiary of the Public Investment Fund (PIF), established to drive the development of the circular economy in Saudi Arabia (KSA) through strategic investments in recycling and waste management. Headquartered in Riyadh, SIRC plays a central role in advancing the Kingdom's sustainability and diversification goals by transforming waste into valuable resources and supporting national environmental objectives.

How SIRC creates value

INPUT

Environmental

- Coverage of strategic waste streams aligned with national priorities
- **23.6M tonnes of total waste managed across the Group in 2025**
  - **94.0%** CDW
  - **2.2%** Hazardous waste
  - **0.7%** MSW
  - **3.2%** others
- Capital allocated to environmental and circular economy solutions
- Collaboration and partnerships for innovation

Social

- **2,900+** total workforce across the Group
- **78%** Saudization rate*
- **11** new female hires across the Group
- Generated **10,000+** safety observations
- **6,300+** total number of suppliers engaged

Economic

- Public Investment Fund ownership and national circular economy mandate
- Operational presence across **11** areas in Saudi Arabia

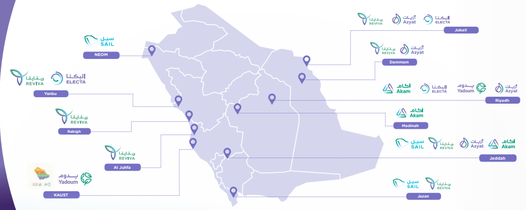
OUR BUSINESS

Driving the Kingdom's circular economy plans

Our vision
To be the National Waste Management champion driving the circular economy for a sustainable society.

Our mission
We engage society, build local capabilities and enable the private sector through establishing and developing the waste management sector to lead the circular economy of Saudi Arabia.

Our core values
We Care · We Engage · We get it Done · We are Ambitious · We do it Right



Corporate Strategy

SIRC's updated corporate strategy, endorsed by the Board of Directors this year, provides a sharper, more focused direction to deliver national value and realize the company's mandate as the Kingdom's circular-economy champion.

The strategy prioritizes strategic waste streams representing 95% of waste managed within SIRC's portfolio, while remaining open to emerging opportunities that can generate future value. The strategy also strengthens SIRC's shared services to better support Subsidiaries through improved synergies, digitalization and AI, and optimized funding and operations.

To learn more about our waste streams and how we manage them, see page 49.

OUTPUT

Environment

- **95%** total waste recycled
- **17k+** tonnes total waste processed-to-energy
- **100%** total recycled input material used for product manufacturing
- Improvement in waste processing efficiency across the portfolio
- More green and sustainable products added
- **4** innovation projects at KAUST

Social

- **240+** new hires, **4.5%** of which are females
- **17.8k+** training hours across the Group
- A diverse workforce representing **20+** nationalities*
- Near Zero health and safety incident misses

Economic

- Enhanced capital allocation discipline
- Strengthened portfolio companies' capital market readiness
- Board-endorsed corporate and sustainability strategies
- Established sustainability governance structure with Board-level oversight
- **2** Board meetings covered ESG topics in 2025

*SIRC Headquarters and its fully owned Subsidiaries (excluding REVIVA)

Timeline

2017
The Saudi Investment Recycling Company was established by the PIF.

2019
SIRC acquired **REVIVA** for industrial hazardous waste treatment.

2020
Akam was established for construction and demolition waste management.

2022
SAIL was created to address environmental hazards caused by oil spills.

Yadoum was established to lead on municipal solid waste.

Yadoum invested in Edama to recycle organic waste.

Sustainability Solutions (now Eco Sol) became a part of SIRC's operations, currently recycling construction and demolition waste in Jeddah.

Azyat was established to revolutionize lubricant waste management.

Wazeen was founded as a specialized entity dedicated to medical waste management.

ELECTA was created to recycle metal and electronic waste.

ELECTA acquired 60% of EADA who specialize in electrical and electronic waste.

Masab, a plastic and PET company, was 60% acquired by Yadoum.

2023

Azyat acquired Tajmie in 2023.

TerraFuel became part of Yadoum, focusing on converting municipal solid waste into refuse-derived fuel.

Initiated corporate strategy refresh.

2025

Mostadam was created to handle municipal solid waste and CDW in Madinah.

SIRC acquired a 35% stake in **Waraq**, a leading paper manufacturer with extensive collection and recycling capabilities.

2024

Our approach to sustainability

At its foundation, SIRC was established by the PIF to accelerate recycling capacity across Saudi Arabia and to serve as an engine for the country's circular economy ambitions. From inception, our mandate has been to transform waste streams into value, reduce landfill dependence, and catalyze sustainable economic growth in alignment with national goals while contributing to the national GDP.

In 2024, we formalized our ESG strategy as an integral part of our corporate approach, with the strategy formally approved in 2025. The strategy defines our role as a responsible investment firm and emphasizes our active stakeholder engagement and ownership of our Subsidiaries in advancing sustainability across our value chain. It provides clear direction for Subsidiaries on integrating sustainability into their operations while allowing them the flexibility to innovate, adapt to changing market and regulatory conditions, and develop solutions that reflect their unique operational contexts. Through this approach, SIRC ensures alignment across the Group while fostering creativity, accountability, and continuous improvement in sustainability performance.

Mr. Faisal Alsolami
EVP Finance & Strategic Planning

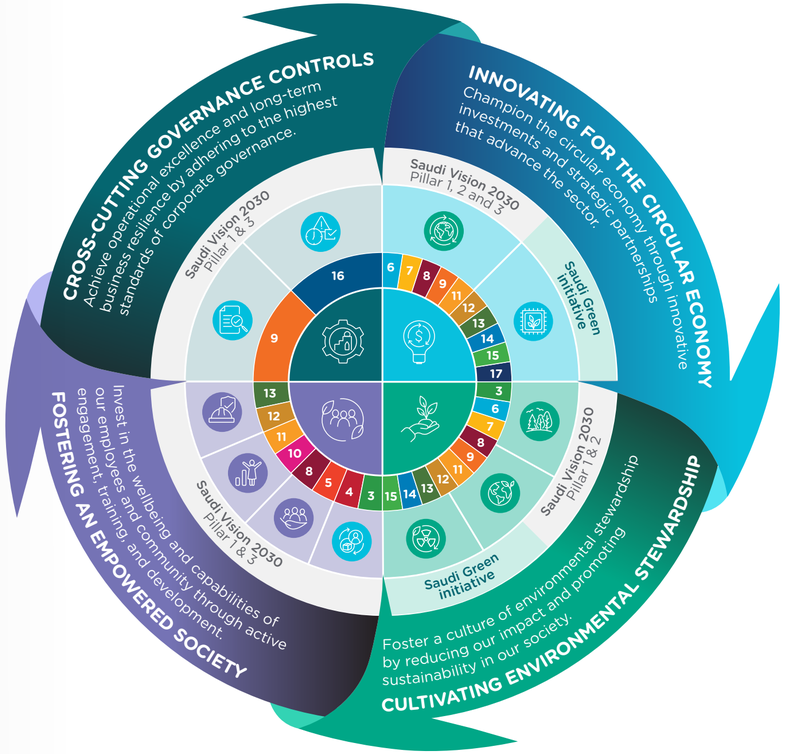
At SIRC, we see sustainability as a core driver of long-term value and not a parallel agenda. Embedding sustainability within Finance allows us to bring environmental and social considerations directly into our risk management, capital allocation, and strategic decisions.

With the introduction of IFRS ISSB standards and a rapidly evolving regulatory landscape, this integration ensures we stay ahead of change, strengthen transparency, and better understand the financial impacts of sustainability risks and opportunities — enabling confident planning and long-term value creation.

Our ESG strategy

Our ESG strategy focuses on the material risks and opportunities most relevant to our business and stakeholders. These priorities were identified through a comprehensive double materiality assessment in 2024 to confirm their continued relevance to SIRC's evolving operations and context. Each material topic is mapped against the four strategic pillars of our sustainability framework, which guide our ESG strategy, support our communication efforts and form the foundation of SIRC's strategic ESG action plan. Refer to Appendix A for the materiality matrix and topic definitions.

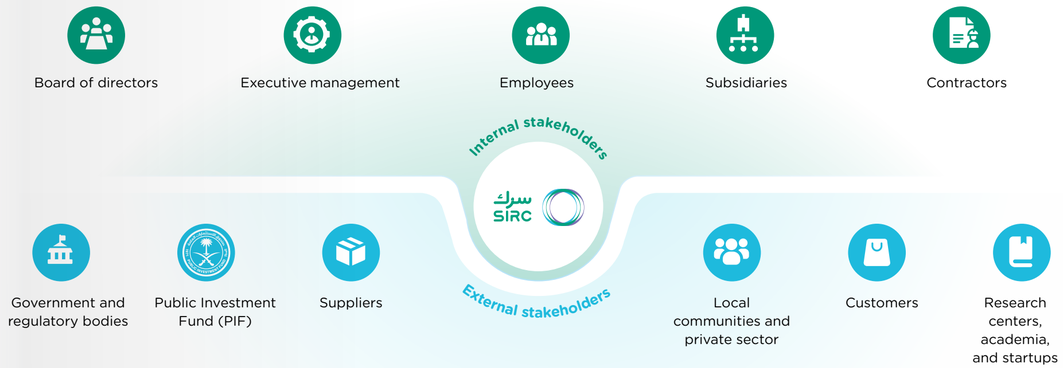
The strategy is structured around four focus areas representing the Environmental, Social, Governance, and Innovation dimensions. These pillars encompass the full set of 11 material topics, organized into 12 strategic objectives cascaded across the Group. While the focus areas apply to all Subsidiaries, the associated risks and opportunities are addressed in ways that reflect each entity's unique operational profile and contribution to SIRC's collective sustainability goals.



	INNOVATING FOR THE CIRCULAR ECONOMY	CULTIVATING ENVIRONMENTAL STEWARDSHIP	FOSTERING AN EMPOWERED SOCIETY	CROSS CUTTING GOVERNANCE CONTROLS
Material topics	Circular economy Technology and innovation	Biodiversity Emissions and carbon management Waste/hazardous waste management	Local content and supply chain management Workforce engagement and development Community engagement Occupational health and safety	Compliance, ethics and transparency Business continuity, resilience and risk management
SDGs	6, 7, 8, 9, 11, 12, 13, 14, 15, 17	6, 7, 8, 9, 11, 12, 13, 14, 15	3, 4, 5, 8, 10, 11, 12, 13	9, 16
Strategic objectives	• Maximize landfill diversion and materials recovery • Transform the Kingdom's waste management infrastructure with industry-leading technology and innovation	• Protect the natural ecosystems and resources that we impact and rely on • Improve our climate impact by reducing our emissions and managing our carbon footprint • Manage waste safely and responsibly	• Support the growth and sustainable performance of our local supply chain • Build a high-performing, inclusive, and engaged workforce • Maintain a safe and healthy work environment across SIRC and its Subsidiaries • Engage and educate Saudi communities to build social awareness and participation in good waste management practices	• Maintain a culture of compliance practices across SIRC and its Subsidiaries • Ensure ethical business practices are implemented across all levels of SIRC and its Subsidiaries • Ensure continuous and quality services are provided to citizens and corporations
National alignment	**A Vibrant Society** • Improve services in Saudi • Improve Saudi urban landscape • Reduce all types of pollution **A Thriving Economy** • Attract foreign investment • Develop local companies into global leaders • Nurture innovation and entrepreneurship **An Ambitious Nation** • Improve quality of services provided to citizens	**A Vibrant Society** • Improve Saudi urban landscape • Safeguard the environment • Reduce all types of pollution • Protect and rehabilitate natural landscapes **A Thriving Economy** • Attract foreign direct investment • Develop oil and gas adjacent industries • Grow renewables in national energy mix • Enhance the competitiveness of the energy market	**A Vibrant Society** • Increase localization of non-oil sectors • Unlock new sectors through PIF • Increase women participation in labor market • Source foreign talent effectively **An Ambitious Nation** • Encourage volunteering • Enhance business' focus on their social responsibilities	**A Vibrant Society** • Fosters values of equality and transparency **An Ambitious Nation** • Enhance business' focus on their social responsibility

Engaging our stakeholders

Last year, SIRC engaged with external stakeholders and experts to help shape its materiality assessment and identify the ESG topics most relevant to its business and broader value chain. This engagement provided valuable insights that informed the company's sustainability priorities, guided strategic decision-making, and helped design the activities carried out during the current reporting year.



Building on this exercise, in 2025 SIRC focused on deepening internal engagement to strengthen active engagement and alignment across the organization. Before initiating the 2025 Sustainability Report, the company held a half-day training session with attendees from the departments and all the Subsidiaries covering sustainability concepts, the local context, reporting practices, and the role of each department in ensuring the success of the strategy and report.

Furthermore, the 2025 reporting cycle was a year-long collaborative process, involving active participation from all departments and Subsidiaries to collect data, support calculations, and advance the implementation of SIRC's sustainability strategy. Throughout the year, SIRC maintained monthly engagement with all Subsidiaries and departments, supported by a collaboration and contribution Index, a tool designed to measure active participation and ownership among data owners. Consistent KPIs were collected across all Subsidiaries to build a comprehensive view of performance and identify areas for improvement. This exercise also served to prepare Subsidiaries for independent sustainability reporting, enhancing their understanding of data requirements and disclosure processes, while ensuring that SIRC's overall report remains robust, transparent, and data-driven.

Tracking and measuring our sustainability performance

SIRC tracks key performance indicators (KPIs) to measure progress on material topics and strategic objectives. Monitoring these indicators enables the company to assess performance, evaluate the impact of its operations, and maintain transparent communication with stakeholders. To translate its sustainability strategy into measurable outcomes, SIRC applies a balanced scorecard approach covering financial, stakeholder, internal process, and learning perspectives.

The table below captures the indicators used to measure our impact across the four pillars of our sustainability framework and our performance.

Pillar	Strategic objectives	KPI	2023	2024	2025	Trend
INNOVATING FOR THE CIRCULAR ECONOMY	Maximize landfill diversion and materials recovery	Sustainable products across the Subsidiaries inventory (Number)	45	45	48	+
		Total recycled input materials used for product manufacturing (Tonnes)	745,914.69	2,681,062.44	6,927,125.85	+
		Waste processed as waste-to-energy (Tonnes)	16,073.77	21,388.03	17,420.42	-
	Transform the Kingdom's waste management infrastructure	SIRC's R&D budget (M ⃁)	NA	NA	6.8	NA
		R&D and innovation projects active via KAUST (Number)	NA	NA	4	NA
CULTIVATING ENVIRONMENTAL STEWARDSHIP	Improve our climate impact by reducing our emissions and managing our carbon footprint	Total GHG emissions (Scope1 & Scope 2) (Tonnes CO_2eq)	439,947.28	530,957.85	551,255.07	-
		Avoided GHG emissions (Tonnes CO_2eq)	28,409.55	182,716.83	173,960.53	-
	Protect the natural ecosystems and resources that we impact and rely on	Waste received/collected by Subsidiaries (Tonnes)	21,608,139.22	21,308,244.62	23,576,477.07	+
	Manage waste safely and responsibly	Waste recycled (Percentage)	98%	97%	95%	-

Pillar	Strategic objectives	KPI	2023	2024	2025	Trend
FOSTERING AN EMPOWERED SOCIETY	Build a high-performing, inclusive, and engaged workforce	Female employees (Number)	69	122	129	+
		Saudi nationals (Percentage)*	42%	34%	34%	–
		New hires (Number)	315	248	244	-
		Total training delivered (Hours)	NA	12,752	17,822	+
		Employees who received a regular performance and career development review (Percentage)*	100%	100%	100%	–
	Maintain a safe and healthy work environment across SIRC and its Subsidiaries	Employee lost time injury rate (LTIR) (Rate)	0.69	0.89	0.75	+
		Employee total recordable injury rate (TRIR) (Rate)	4.51	3.13	1.13	+
	Support the growth and sustainable performance of our local supply chain	Local suppliers engaged (Number)	3,942	5,323	5,909	+
		Procurement spending on local suppliers (Percentage)	82%	82%	92%	+
		SIRC local content score (Percentage)*	59%	64%	64%	–
	Engage and educate Saudi communities to build social awareness	RVM units deployed (Number)	17	84	196	+
		Total avoided emissions from the RVMs (Tonnes CO_2eq)	28.47	440.67	4,769.08	+
		Users who contributed to recycling via the RVMs (Number)	1,849	29,838	132,033	+
CROSS CUTTING GOVERNANCE CONTROLS	Maintain a culture of compliance practices across SIRC and its Subsidiaries	Board meetings where ESG topics were discussed (Number)*	NA	NA	2	NA
		SIRC operations/units assessed for risk related to corruption (Percentage)*	70%	80%	89%	+
	Ensure ethical business practices are implemented across all levels of SIRC and its Subsidiaries	Workforce who formally certified to compliance with the code of conduct (Percentage)*	70%	90%	100%	+
	Ensure continuous and quality services are provided to citizens and corporations	Data breaches (Number)*	0	0	0	–
		Number of customers (Number)	483	576	650	+

Numbers cover SIRC headquarters only.

For detailed information on numbers boundaries, and detailed subsidiaries numbers, please refer to Appendix C.

Innovating for the circular economy

Championing the circular economy through innovative investments and strategic partnerships that advance the sector.

6.8M ⃁
budget allocated for R&D

6+
strategic partnerships established and
4+ awards received

4,769
tonnes of CO_2e
total avoided emissions from RVMs in 2025

Strategic objectives

- Maximize landfill diversion and materials recovery
- Transform the Kingdom's waste management infrastructure with industry-leading technology and innovation

Material Topics Covered

- Circular economy
- Technology and innovation

Key stakeholders

- Government and regulatory bodies
- PIF
- Subsidiaries
- Research centers, academia and startups

Saudi Vision 2030

A Vibrant Society
Ambitious Nation
A Thriving Economy

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Circular economy

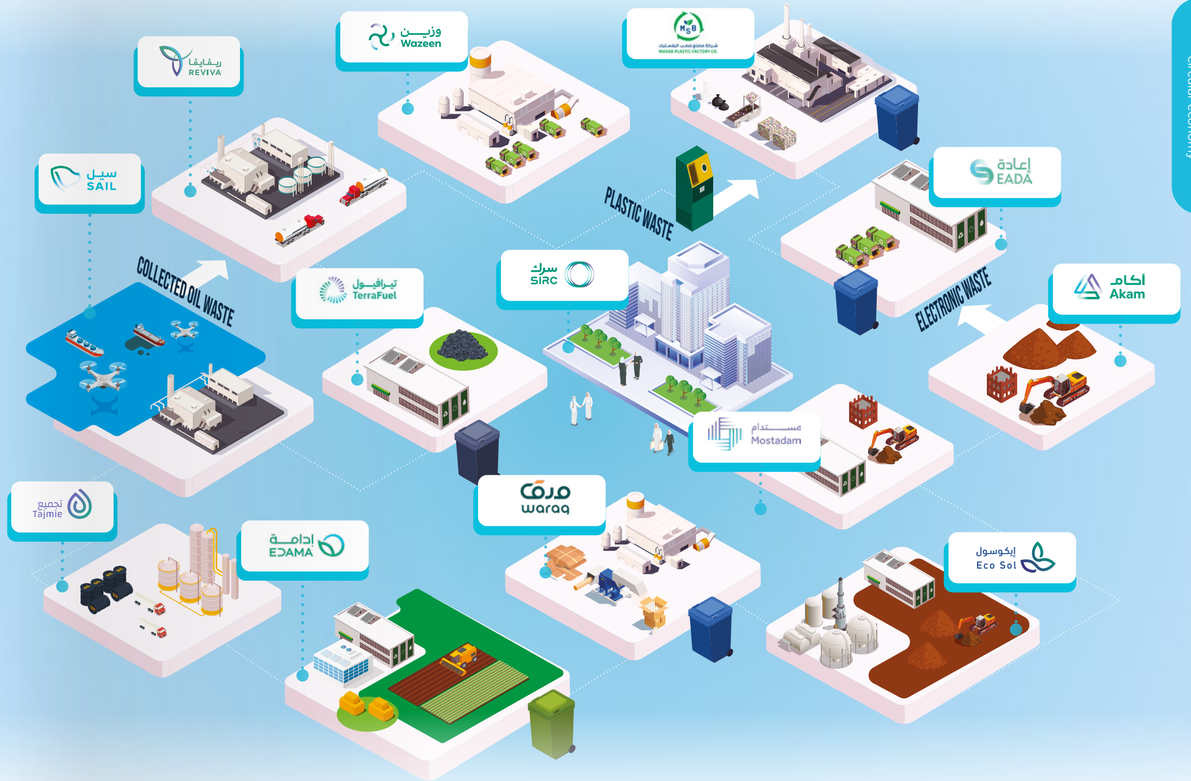
SIRC's mission is rooted in replacing the traditional linear economy, where resources are extracted, used, and discarded, with a regenerative circular system that keeps materials circulating and value continuously created. By designing waste out of processes and regenerating resources, SIRC strengthens the equilibrium between the economy, society, and the environment. This mission reduces pressure on natural ecosystems, supports healthier communities, and unlocks economic opportunities such as green jobs, innovation, and local manufacturing.

These synergies ensure that waste is not an endpoint but a resource, helping Saudi Arabia regenerate nature, reduce climate and environmental risks, and embed sustainable consumption and production at the heart of long-term development.

Portfolio synergies and collaborations

SIRC's Subsidiaries work together as an integrated ecosystem, sharing materials, technologies, and capabilities to close resource loops and accelerate circular solutions. By turning one Subsidiary's waste into another's input, co-developing pilots, and supporting each other operationally, the Group strengthens efficiency, reduces costs, and drives innovation across the value chain.

Hail region (2025)



Supporting national goals

As the PIF's execution arm for circular economy investments, SIRC translates national goals into tangible value by advancing large-scale circularity and reinforcing Saudi Arabia's commitments to global sustainability agendas.

Supporting Saudi Arabia's Voluntary National Review (VNR) on sustainability

SIRC is actively collaborating with the Ministry of Economy and Planning to contribute to the Kingdom's **Voluntary National Review (VNR)** for the United Nations Sustainable Development Goals, with a primary focus on **SDG 12: Responsible Consumption and Production.** This engagement builds on SIRC's contributions to the Kingdom's 2023 VNR, reflecting the company's longstanding role in advancing circularity in the Kingdom.

As the national enabler of the circular economy, SIRC provides critical insights on waste reduction, recycling capacity, and resource efficiency, demonstrating how its projects and portfolio companies advance responsible production and consumption across the Kingdom. Through innovation initiatives and circular solutions, SIRC highlights Saudi Arabia's progress on the global stage and strengthens the Kingdom's sustainability positioning.

SIRC's contribution to SDG 12 targets

Mission in action

Expanding access to recycling through reverse vending machines

SIRC's Reverse Vending Machine (RVM) initiative is designed to translate environmental responsibility into everyday action by making recycling accessible, visible, and rewarding. By enabling the collection of high-quality, source-segregated recyclables, the initiative reduces the amount of plastic waste sent to the landfill, strengthens material recovery, and supports the transition toward a circular economy by returning valuable resources into the recycling value chain.

Beyond material recovery, RVMs play a critical role in building environmental awareness and shaping behavior. The initiative actively educates communities on proper waste segregation, resource conservation, and the environmental implications of recycling, helping embed sustainable habits into daily routines. Through public deployment in high-traffic locations and engagement via a digital rewards platform, the program encourages long-term participation and reinforces the link between individual action, environmental protection, and circular value creation.

By combining technology, incentives, and public outreach, the RVM initiative strengthens environmental stewardship while empowering communities to become active contributors to Saudi Arabia's circular economy transition.

5,238 tonnes of CO_2eq total avoided emissions in the past three years

A total of 196 RVMs deployed across 3 regions

31,089,767	704,068	132,033
of plastic bottles collected	of aluminum cans collected	total number of users

Technology and innovation

Innovation governance and leadership

SIRC's partnership with King Abdullah University of Science and Technology (KAUST) serves as a central pillar of its innovative ecosystem. Through the jointly established SIRCularity Applied Solutions Center, SIRC supports early-stage research, incubates promising ideas, and enables the development of startups focused on circular economy and waste management solutions. The center provides the infrastructure needed to transform in-Kingdom research into scalable technologies—offering laboratory testing, early-phase grants, and structured evaluation based on Technology Readiness Levels (TRLs).

A dedicated team comprising KAUST specialists and SIRC innovation leads oversees project selection and progression through defined stages, ensuring each initiative is assessed against technical, commercial, and environmental potential. In 2025, SIRC reinforced its commitment to R&D through an approved budget allocation of 6.8 million Saudi Riyals, strengthening its pipeline of projects and deepening collaboration with academic partners. This partnership positions SIRC as a catalyst for homegrown innovation, enabling research to move beyond the lab and into practical applications across its portfolio and the wider circular economy sector.

Through the KAUST Applied Solutions Center, SIRC has successfully translated research into real-world ventures, giving rise to several portfolio companies now operating across the circular economy value chain. For example Edama was founded at KAUST with research and startup support and in 2023 became part of SIRC through a strategic Joint Venture.

In 2025, SIRC established the Technical, Sustainability and Innovation Committee (TSI Committee) to strengthen Group-level governance of technology, sustainability, research and innovation across the portfolio. The Committee evaluates strategic opportunities and emerging risks, reviews major technology and innovation initiatives, monitors portfolio performance and key performance indicators, and provides recommendations to support Board and Executive Management decision-making.

Mission in action

Innovation pipeline and emerging concepts

Currently we are incubating a diverse pipeline of early-stage ideas all focused on resource recovery, waste-to-value conversion and strengthening local circular economy capabilities. We are pursuing these concepts through multiple pathways: developing some for commercialization and integration into existing Subsidiary operations, spinning others off as new startups through strategic partnerships, and packaging additional solutions for sale or licensing.

Wastewater Treatment Optimization

Type: **Project**
Collaboration: **REVIVA**

REVIVA is advancing its wastewater treatment capabilities through the Wastewater Treatment Optimization Project, designed to reduce hazardous wastewater volumes and improve overall treatment efficiency. The initiative focuses on strengthening process performance, enhancing environmental compliance, and supporting safer, more sustainable operations across REVIVA's facilities. The project also emphasizes effluent recovery, enabling treated wastewater to be recovered and reused where feasible, reducing freshwater demand and minimizing environmental discharge. By shortening processing time, REVIVA will be able to increase treatment capacity and handle higher volumes of waste.

Further phases are expected to build on these improvements as REVIVA continues modernizing its waste management infrastructure. The project is being implemented in phases. Phase 1, completed in early 2025, successfully demonstrated faster and more effective treatment of contaminated wastewater. Phase 2 is underway to scale the solution to continuous, pre-pilot operations, with future phases planned to enable full pilot-scale deployment and reuse-ready effluent.

Circoli – Lithium-Ion Battery Recycling

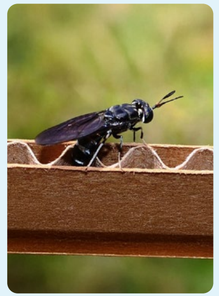
Type: **Project being developed as a startup**
Collaboration: **EADA**

Circoli is being developed as a specialized startup focused on lithium-ion battery recycling, addressing the growing challenge of electronic and battery waste in the Kingdom. Building on research developed at KAUST, the project explores a faster, lower-impact recycling approach that reduces costs and environmental footprint compared to conventional methods. Laboratory testing has been completed successfully, and the technology is currently in the early development stage. With SIRC's support, the initiative aims to advance toward commercial readiness over the coming years, positioning Saudi Arabia as a regional leader in sustainable battery recycling, with EADA considered as a potential operational partner at later stages.

Black Soldier Fly Larvae (BSF) program

Type: **Project being developed as a startup**

The BSF project focuses on converting organic waste from households and commercial sources into high-value products such as sustainable protein, animal feed, and organic fertilizers. By transforming waste into marketable resources, the initiative supports national circular-economy goals, reduces landfill dependency, and lowers carbon emissions. The program also creates a scalable model for bioconversion that could be integrated into existing Subsidiary operations or expanded into a standalone commercial venture.



Mission in action

King Abdullah University of Science and Technology

Mineral valorization program

Type: **Project**
Collaboration: **potential industry partners such as Ma'aden**

The Red Mud Valorization Program is one of SIRC's largest innovation initiatives, aimed at transforming high-impact mining waste streams—red mud and phosphogypsum—into valuable, marketable resources.

Red Mud Amelioration

Neutralizes highly alkaline red mud from mining operations and transforms it into a soil enhancer.

Potential Impact

- Supports land restoration and soil-quality improvement aligned with the Saudi Green Initiative.
- Reduces environmental risks associated with stockpiling red mud.

Phosphogypsum Valorization

Converts phosphogypsum into green gypsum suitable for cement production and explores recovery of uranium and rare earth elements.

Potential Impact:

- More energy-efficient and environmentally friendly cement additives.
- Opportunities for carbon credits and circular value creation.

Rare Earth Element (REE) Extraction from Phosphogypsum

Develops technologies to recover strategically important REEs from phosphogypsum waste streams.

Potential Impact:

- Strengthens circular resource recovery.
- Reduces reliance on primary REE mining.
- Creates new economic opportunities and supports supply-chain diversification.

Innovation for positive impact

SIRC translates its innovation strategy into action through a range of applied programs that drive real-world impact across the Group and its Subsidiaries. These initiatives span technology pilots, digital solutions, R&D applications, and operational improvements, demonstrating how innovation is embedded in day-to-day operations and used to unlock new efficiencies, products, and business models.

Across the Group, innovation is also advancing alternative fuel solutions through initiatives such as RDF quality optimization and automated waste sorting, improving resource recovery, fuel quality, and operational efficiency.

Innovation at SIRC headquarters

SIRC drives a range of innovation and technology initiatives—some focused on improving our own operational efficiency, and others designed to enhance the services we provide to our Subsidiaries, customers, and the wider community.

In 2025 SIRC advanced the implementation of value-improving practices across active projects, focusing on stronger project controls, cost optimization, and governance. These initiatives were designed to enhance capital efficiency, support effective project execution, and enable informed, data-driven decision-making. As a result, SIRC strengthened cost and schedule management while embedding a more consistent, performance-driven approach across its operations. Looking ahead, these practices will continue to be integrated into regular project governance to sustain operational excellence and long-term value creation.

Moreover, SIRC also issues a monthly Technology and Innovation Newsletter that showcases new ideas, R&D progress, and innovation updates across the Group. The newsletter highlights advancements within SIRC and its Subsidiaries, key developments in the local and international circular economy landscape, and notable industry trends.

It serves as an internal knowledge platform that keeps teams informed, encourages idea generation, and strengthens alignment on emerging opportunities and technological progress.

Mr. Abdulrahman Alobayed
Strategic Transformation Program Leader

"At SIRC, digital transformation is a strategic priority that strengthens how we operate, scale, and create value. We integrate advanced technologies and data-driven systems to enhance efficiency, improve transparency, and support informed decision-making across the organization.

By embedding digital capabilities into our core operations, we streamline processes, strengthen governance, and increase agility. This enables us to respond to evolving market and regulatory demands while building a future-ready organization that supports SIRC's long-term strategy and growth ambitions."

Mission in action

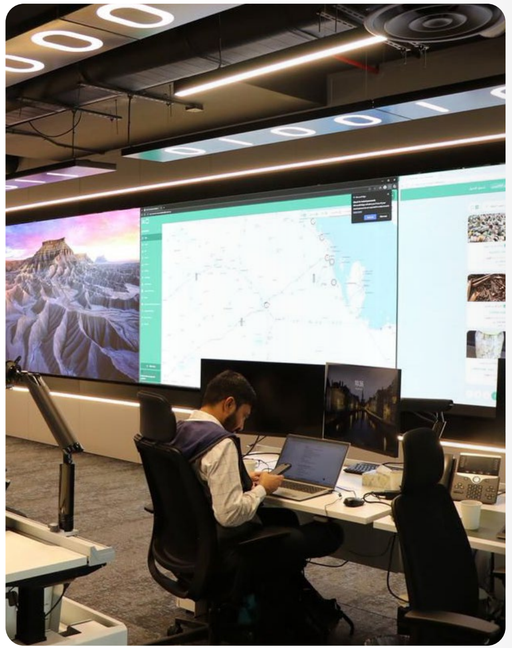
Planned digital platforms to enable circular economy outcomes

SIRC plans to leverage digital platforms as key enablers of its circular economy strategy, using technology to improve traceability, efficiency, transparency, and data-driven decision-making across waste and material value chains. These platforms are expected to support operational performance, regulatory compliance, and measurable sustainability outcomes while strengthening collaboration across the recycling ecosystem.

CIRC-E Platform
CIRC-E is planned as a digital marketplace to facilitate the efficient and transparent trading of recyclable materials. The platform is expected to improve material visibility and coordination between buyers and sellers, support circular material flows, and unlock commercial value by standardizing transactions across SIRC entities and, over time, external stakeholders.

Waste Circularity Platform
The Waste Circularity Platform (Waste ID) is planned to enable end-to-end tracking of waste across its lifecycle, from generation to final treatment. Through a unique waste identification mechanism, the platform is expected to enhance traceability, strengthen accountability, and provide reliable data to support regulatory reporting and national sustainability objectives.

SIRCularity Platform
The SIRCularity Platform is planned as an integrated digital solution to manage and optimize waste handling, tracking, and processing across multiple waste streams. By incorporating real-time monitoring and carbon credit calculations, the platform is expected to support efficient resource utilization, regulatory compliance, and progress toward the Kingdom's circular economy ambitions.



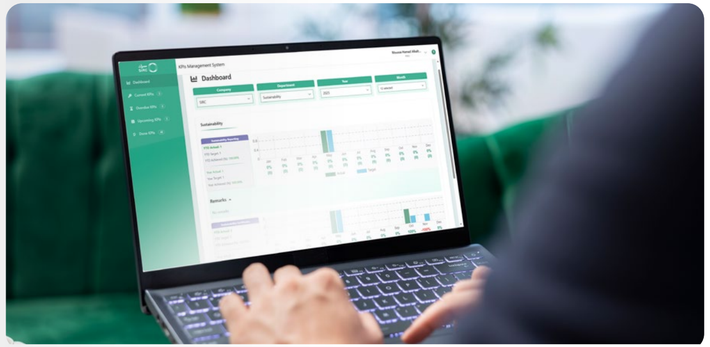
Mission in action

PMIS: Digitizing Project Management for Smarter, Faster Execution

SIRC launched its new Project Management Information System (PMIS)—built on Oracle Unifier and Primavera P6—to replace manual trackers with a unified digital platform that streamlines how projects are planned, monitored, and delivered.

The system centralizes all project and deal information, automates workflows, and provides real-time visibility into progress across Business Development, the PMO, project teams, and Operations. By integrating scheduling, approvals, reporting, and activity tracking into one secure platform aligned with SIRC and National Cybersecurity Authority (NCA) Standards, PMIS enhances collaboration, ensures process consistency, and improves governance over project lifecycles.

Launched and fully operational in 2025, the platform automates and monitors all project management gates and activities, enabling faster execution, stronger internal controls, and greater transparency across the Group's expanding portfolio of strategic projects.



KPI Management Information System

SIRC introduced its new KPI Management Information System (KMIS) to streamline how performance data is collected, reviewed, and reported across the organization. Developed in collaboration with the IT Department, the platform replaces manual Excel-based submissions with a centralized digital system that allows departments and Subsidiaries to upload their KPIs directly based on the metrics assigned by the Board.

The KMIS provides real-time visibility into progress against strategic and operational targets, supports stronger accountability, and ensures timely data consolidation for executive decision-making. Access is granted to KPI owners across departments, while Operations oversee permissions for Subsidiaries—creating a structured and transparent performance governance model.

The system has been launched, marking a transition from static reporting to dynamic dashboards that enable SIRC to visualize trends, identify gaps early, and strengthen performance management at both the Group and Subsidiary levels.

Mission in action

Market outlook and the knowledge hub

To strengthen strategic decision-making across the Group, SIRC launched a centralized Knowledge Hub that provides employees and Subsidiaries with continuous access to market intelligence, regulatory updates, and technology insights. The platform consolidates approved and verified content, ensuring that all users rely on accurate, up-to-date information.

During the reporting period, SIRC developed a comprehensive Market Outlook covering 14 waste streams, including technological trends, regulatory developments, best-practice benchmarks, and innovation opportunities. This outlook is reviewed and refreshed regularly to reflect emerging changes in Saudi Arabia and global markets. Stream-wise regulatory reviews, technology assessments, and industry studies were also compiled and shared through the platform.

The Knowledge Hub now serves as the Group's primary reference point for market trends, supporting strategic planning, operational alignment, and innovation efforts across all Subsidiaries.

Digitizing legal operations through the legal portal

As part of its modernization and automation efforts, SIRC's Legal team developed and launched an in-house legal platform ("Legal Portal"), a digital solution designed to streamline legal services delivery and enhance transparency.

The Legal Platform supports SIRC's modernization of legal services by providing a centralized digital platform that streamlines legal requests, standardizes workflows, and improves visibility across SIRC Group. It enables real-time tracking, delivers data-driven insights on performance and workload, and enhances collaboration between Legal and business teams, resulting in faster, more consistent decisions and improved client experience.

This platform not only improves day-to-day legal operations, it also sets the foundation for improvement, technology driven legal services that support SIRC's wider digital transformation and sustainability objectives.

Innovation across our Subsidiaries

Innovation within SIRC's portfolio companies focuses on developing new products, technologies, and operational solutions that advance circularity and unlock new value streams. Each Subsidiary drives innovation relevant to its waste stream whether through new recycled products, enhanced processing technologies, or improved customer and community solutions. These efforts strengthen the circular economy ecosystem, improve efficiency and product quality, and help deliver scalable, market-ready innovations that support both commercial growth and national sustainability goals.

Moreover, several Subsidiaries actively convert waste into value-added products, directly supporting the circular economy. These include Akam, Waraq, Edama, and Tajmie, which use recycled inputs at varying levels depending on product type and operational context, with a consistent focus on increasing recycled content over time.

Akam

41
products in Akam's products inventory

6.5 million tonnes
of recycled material used in 2025

Waraq

5
products in Waraq's inventory

100%
recycled content used across all product inputs, with zero virgin materials

388,499 tonnes
of recycled material used in 2025

Mission in action

Akam

Guinness World Record for circular construction leadership

Akam has been officially recognized by Guinness World Records as the "Largest construction and demolition recycling plant by capacity" in 2023 and has succeed in surpassing its own record by reaching 21.2 million tonnes in 2025.

This accolade reflects Akam's capability to receive, process, and recover an exceptional volume of construction and demolition waste within a single country. The recognition underscores the company's leadership in transforming waste into valuable recycled materials, supporting national circular-economy ambitions and providing scalable inspiration for sustainable waste recovery across the Kingdom.

Manufacturing green bricks from residual ready-mix concrete and reclaimed asphalt

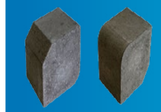
Akam advanced material circularity by manufacturing green bricks using remaining concrete aggregates and reclaimed asphalt, turning construction and demolition waste into high value building materials. The initiative reduces landfill disposal, conserves natural resources by lowering reliance on virgin raw materials, and cuts carbon emissions associated with traditional brick production. Implemented in 2025, the project prioritizes sustainability criteria such as waste diversion, material reuse, and reduced soil depletion and rock mining.

While the concept shows strong environmental potential, market adoption remains a challenge due to limited awareness and the absence of formal inclusion in national codes and standards. Despite these hurdles, the initiative demonstrates a scalable model for integrating recycled materials into Saudi Arabia's construction sector.

Turning aggregate powder into sustainable street furniture

Akam and Metara have partnered to transform aggregate powder—a by-product that represents nearly 40% of crushed aggregate—into durable, eco-friendly street furniture. Instead of being stockpiled as waste, the powder is now repurposed into products such as benches and planters, reducing raw material consumption and supporting circular manufacturing.

The initiative remains in its early phases, with powder currently stored and processed at the Malham site. Prototype production has already demonstrated strong potential for scalable, cost-effective urban furniture solutions.



Sold 400,000 green bricks in 2025

Independent lab tests show Akam Green Bricks outperform conventional bricks in strength, water absorption, and fire resistance.

Mission in action

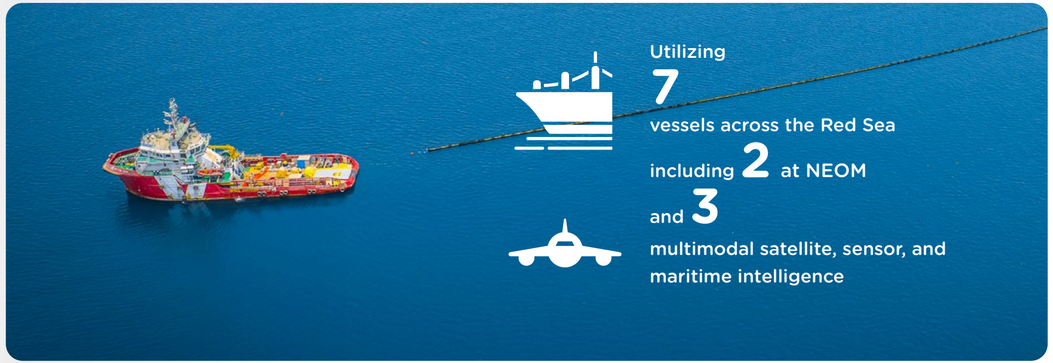
SAIL

Oil Spill Detection (OSD) and marine monitoring program

SAIL operates a multi-source oil-spill detection and response capability to safeguard Saudi Arabia's marine environment across the Red Sea and the Arabian Gulf. The system integrates satellite imagery, drone-based surveillance, data streams from marine monitoring systems, and relevant operational data to support early detection, continuous monitoring, and predictive analysis of spill movement based on wind, wave, and current conditions. These capabilities strengthen early warning, enhance coordination with relevant authorities, and enable faster, more targeted response actions to minimize environmental impacts.

To support the secure and responsible use of sensitive national data, SIRC's Data Management Office (DMO) is enabling a centralized marine data environment for SAIL. This includes the planned development of a secure, scalable data lake that consolidates satellite, sensor, and operational datasets to support advanced analytics and near–real-time insights, while ensuring alignment with national data governance, cybersecurity, and data protection requirements.

The platform is planned to be rolled out in phases, with initial deployment targeted for 2026, strengthening data integrity, protection, and long-term operational resilience.



Mission in action

إيكوسول Eco Sol

Digital transformation

Eco Sol strengthened its operational efficiency by implementing the Odoo ERP system to centralize and digitalize key business processes across procurement, inventory, finance, and customer management. The upgrade replaced manual workflows with a unified, scalable platform that enables real-time visibility and faster decision-making.

Rolled out in phases during 2025, the system now streamlines day-to-day operations, improves process accuracy, and enhances internal coordination.

Early results include major reductions in manual work, faster procurement cycles, and improved transparency across functions. The initiative marks a significant step in Eco Sol's digital transformation journey and lays the foundation for Phase 2, which will expand functionality and integrate additional operational modules.

Mission in action

أزيات Azyat

تجميع Tajmie

Digital transformation of ULO management

Tajmie modernized its Used Lubricant Oil (ULO) operations by launching a unified digital platform that brings end-to-end visibility, stronger compliance, and real-time analytics to the entire ULO lifecycle. Developed in partnership with technology provider Aidra, the system integrates Internet of Things (IoT) sensors, blockchain-based traceability, and a customized Enterprise Resource Planning (ERP) to automate workflows from collection to recycling.

The platform gives regulators, petrol stations, and partners secure, role-based access to data, enhancing transparency, improving reporting accuracy, and enabling more efficient and compliant ULO management across the Kingdom.

Mission in action

يدوم Yadoum

تيرافيول TerraFuel

Advancing zero-touch sorting through full automation

TerraFuel is preparing to fully automate all sorting operations as part of its major expansion project—aiming for machine-driven processing with minimal manual intervention. The initiative is designed to reduce manual handling, reduce exposure to emissions, improve operational safety, and significantly increase efficiency and accuracy of material recovery.

Once the expansion becomes operational targeted in the upcoming years, the facility is expected to become the world's largest producer of Refuse-Derived Fuel (RDF) from municipal solid waste, setting a new global benchmark for automated waste-to-fuel innovation.

A planned processing capacity of 3,000 tonnes of MSW per day using a fully automated system.

Mission in action

Turning organic waste into high-value environmental solutions

Edama is a leading innovator in sustainable organic waste management, transforming locally generated organic waste into high-value inputs for sustainable agriculture, focusing on soil improver products.

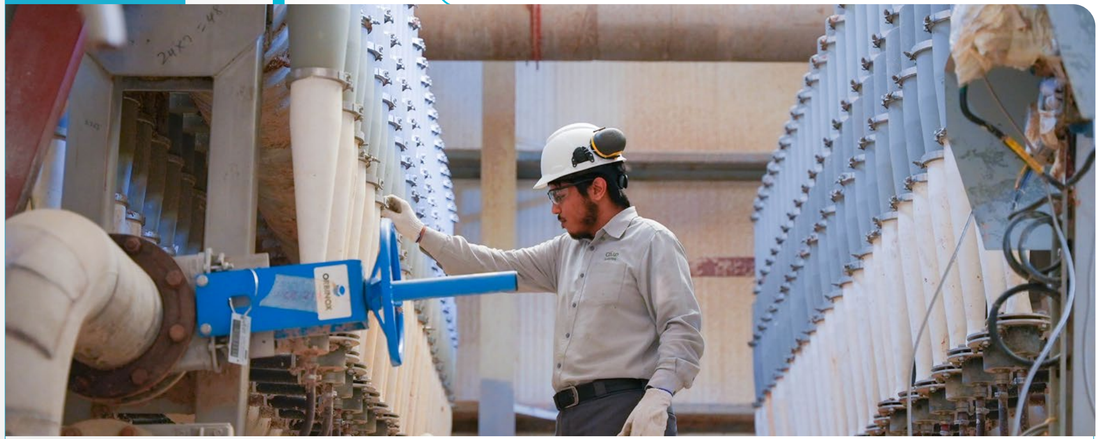
Born out of KAUST's world-class research ecosystem and strengthened by its strategic partnership with SIRC, Edama applies circular economy thinking to convert challenges such as arid soil, water scarcity, and landfill pressure into scalable environmental opportunities.

Leveraging KAUST's world-class laboratories, Edama develops next-generation agricultural inputs that restore degraded soils, reduce water use, and strengthen agriculture and landscaping performance in Saudi's urban and arid environments.

Innovations under active development include:

- The development of capabilities to include wastewater sludge as a feedstock in Edama's recycling processes.
- The development of post-production treatments to enhance the properties of biochar-derived soil improver products.
- Wastewater sludge management is a growing concern in KSA, where >1,000,000 tonnes of sludge are produced and landfilled annually. These management practices represent a substantial net financial and environmental cost.
- Biochar has received growing interest worldwide as an effective means to manage organic waste (through the pyrolysis process) and a potent soil improver. However, its intrinsically high pH and electrical conductivity (EC) limit its value and applicability in KSA, where soils already suffer from high pH and EC.
- Edama is collaborating with the National Water Company to develop a pilot facility to demonstrate the environmental benefits of recycling wastewater sludge as well as the value of sludge-derived soil improvers in supporting afforestation initiatives.
- Edama has developed post-production treatments to significantly reduce the pH and EC of biochar and unlock its potential as a soil improver in KSA soils. These advances will culminate in the installation of a commercial scale pilot facility to expand the production capacity and commercial validation of this innovative product.

Mission in action



Digital transformation at Waraq

As part of Waraq's commitment to operational excellence and long-term sustainability, Waraq is advancing a structured digital transformation program aligned with Industry principles. The program leverages digital technologies to improve operational efficiency, reduce risks, and enable data-driven decision-making across production and support functions.

Key initiatives include process automation to enhance accuracy and productivity, strengthened cybersecurity measures to protect digital infrastructure, and improved data integration across production lines to ensure seamless information flow. Together, these efforts support efficient resource utilization, improved service quality, and sustained operational performance.

Guided by a clear digital vision and strategic roadmap, Waraq's digital transformation program focuses on modernizing infrastructure, integrating systems, strengthening data management, and building internal digital capabilities, contributing to resilient operations and long-term value creation.

Strategic partnerships and ecosystem collaborations

SIRC drives collaboration by linking Subsidiaries, partners, and industry stakeholders, turning individual efforts into shared value. By transforming waste into resources, scaling innovation, and expanding market impact, this ecosystem approach accelerates circularity and strengthens national value creation.

Our strategic partnerships

We work closely with government, regulators, academia, and industry partners to drive impact across Saudi Arabia's circular economy. Through these collaborations, we accelerate innovation, strengthen the national waste ecosystem, and support the Kingdom's Vision 2030 goals.

Mission in action

SIRC joins the NovusCrete Consortium to advance sustainable concrete innovation

SIRC has joined the NovusCrete Consortium, launched by the Oil Sustainability Program (OSP) with PIF, NEOM, SIKA, and ClimateCrete to accelerate sustainable concrete innovation. The partnership focuses on developing concrete using seawater, recycled construction materials, and polymer-based alternatives to reduce the sector's carbon footprint and promote local resource use.

Supported by the American Concrete Institute (ACI), the consortium will develop new standards and codes for seawater concrete and scale low-carbon solutions across the Kingdom. Through this collaboration, SIRC brings its expertise in circular materials to help expand sustainable construction practices and advance Vision 2030's goals for greener, more resilient infrastructure.

Read more

Ahmed Aljuhany
Acting Chief Business Development Officer, and VP Marketing & Strategic Partnerships

At SIRC, we view partnerships as a strategic lever, not a transactional arrangement. We deliberately select partners who align with our core operations, values, and long-term strategy, ensuring every collaboration strengthens our ability to deliver impact.

By building focused, high-value partnerships, we translate strategy into execution, enhance operational efficiency, and bring specialised expertise into the organization.

This disciplined approach gives us a strategic edge, supports innovation, and enables us to scale our ambitions with confidence and consistency.

Mission in action

SAIL signs strategic MoU to advance marine environmental sustainability

During SIRC's participation at Seatrade Maritime Logistics Middle East 2025, SAIL signed a strategic MoU with Hormuz to strengthen collaboration in marine environmental protection. The agreement focuses on enhancing maritime operations, improving rapid-response capabilities for oil spills and pollution events, rehabilitating affected coastal areas, and advancing marine debris management.

The partnership also supports the development of environmental monitoring and data systems, enabling more accurate decision-making through reliable, real-time information. As one of the region's leading marine service providers, Hormuz brings strong technical and operational expertise, making it a key partner in advancing SAIL's mission to protect Saudi Arabia's coastal ecosystems and support national circular economy goals.

Read more

Mission in action

SIRC signs MoU with the National Center for Wildlife Development

During the Second Conference on the Sustainability of the Marine Industry in Jeddah, SIRC signed an MoU with the National Center for Wildlife Development to strengthen cooperation on environmental protection and biodiversity conservation.

The partnership focuses on advancing smart monitoring systems for protected areas, supporting habitat rehabilitation, and enabling circular-economy solutions for waste in ecologically sensitive zones—reinforcing SIRC's role in safeguarding natural ecosystems across the Kingdom.

Read more

SIRC signs MoU with EIG to develop and finance green energy projects from waste

SIRC signed an MoU with the US-based EIG Management Company to advance large-scale green energy projects across the Kingdom by converting waste into alternative fuels and low-carbon energy. The partnership focuses on developing and financing:

- Refuse-Derived Fuel (RDF) plants,
- End-of-Life tire treatment facilities, and
- Waste-to-energy projects that support national decarbonization goals.

This collaboration strengthens SIRC's role in accelerating Saudi Arabia's transition toward cleaner energy solutions through high-impact circular technologies.

Read more

RDF Projected investments reaching around **$375 million.**

End-of-life tires treatment investment estimated at **$250 million.**

Mission in action

SIRC and Concord Blue partner to convert sewage sludge into renewable hydrogen

SIRC signed an MoU with Concord Blue to develop the Kingdom's first sludge-to-hydrogen facility, using Concord Blue Reformer technology to convert sewage sludge and organic waste into renewable hydrogen, biochar, and activated charcoal. The project directly supports Vision 2030 by reducing landfill dependency, cutting emissions, and advancing the circular carbon economy.

Under the agreement, SIRC will supply sludge and agricultural waste as feedstock, while Concord Blue will deliver technology, knowledge transfer, and training for national talent. The first phase targets large-scale hydrogen production and sets the foundation for future expansion, reinforcing SIRC's role in enabling sustainable energy solutions and accelerating the Kingdom's hydrogen transition.

Read more

Mission in action

Advancing sustainable agricultural waste recycling

Mostadam signed a cooperation agreement with the Agricultural Development Association in Madinah to explore advanced solutions for recycling agricultural waste using modern technologies. This partnership strengthens efforts to promote sustainable waste management in the agricultural sector and supports the development of environmentally responsible practices through collaborative innovation.

Read more

Our market presence

We actively strengthened our market presence this year through strategic participation in leading industry events and by earning recognition for operational and innovation excellence.

Mission in action

Participation in the Saudi–US Investment Forum

SIRC took part in the Saudi–US Investment Forum, signing several agreements to advance strategic projects that strengthen its leadership in the circular economy. Through partnerships with international counterparts, SIRC aims to develop and implement sustainable investment projects that support long-term national economic and environmental goals.

Read more

Mission in action

SIRC hosts “Surrah 2” accelerator participants

SIRC welcomed startups from the Ministry of Environment, Water and Agriculture’s Surrah 2 accelerator program at its Riyadh headquarters. The visit included a tour of the SIRC Exhibition and presentations from Subsidiaries on innovative recycling and circular-economy technologies.

The engagement highlighted SIRC’s role in enabling local innovation, supporting technology transfer, and strengthening the Kingdom’s circular-economy ecosystem.

Read more

Mission in action

From waste to wealth dialogue event

SIRC hosted “From Waste to Wealth: Leading the Kingdom’s Circular Future,” a dialogue event at its Riyadh headquarters attended by leading business executives and members of the National Pioneers Organization (EO Saudi).

The session highlighted national transformation in waste management, SIRC’s role in enabling private-sector participation, and emerging investment opportunities aligned with Vision 2030 and the Saudi Green Initiative.

Read more

Mission in action

Showcasing circular economy leadership at the Saudi industrial forum

SIRC participated in the Saudi Industrial Forum, held in partnership with the Ministry of Industry and Mineral Resources and the Ministry of Investment. Over three days, SIRC presented its circular economy vision, showcased advanced recycling technologies, and highlighted solutions that support sustainable industrial development.

Read more

Strengthening international recycling partnerships

SIRC hosted a business forum in New Delhi with more than 30 Indian recycling companies to explore collaboration in R&D, investment, and market development. The event included presentations and bilateral meetings, with participation from the Saudi Embassy and local media.

The forum aimed to build strategic international partnerships that support innovation, technology transfer, and growth across the Kingdom's recycling ecosystem.

30 recycling companies attended

Mission in action

SAIL showcases marine sustainability leadership in London

SAIL participated in the Transport General Authority's international maritime exhibition in London. The event highlighted SAIL's advanced capabilities in marine pollution response, rapid-intervention operations, and cutting-edge technologies that support national maritime preparedness.

SAIL showcased its role in advancing the circular economy and strengthening environmental sustainability in line with Saudi and international standards, reinforcing the Kingdom's growing presence in the global maritime sector.

Read more

SAIL at RECSO EnviroSpill in Kuwait

SAIL participated in RECSO EnviroSpill Kuwait, showcasing its oil-spill response capabilities and marine protection technologies. The team engaged with regional experts, reinforcing SAIL's role as a leader in safeguarding marine environments.

Read more

Mission in action

Awards and recognitions

SIRC was honored by the Public Investment Fund at the Sixth Knowledge Exchange in Governance Conference for its role in the Governance, Risk, and Compliance Orientation Knowledge Transfer Program, acknowledging its commitment to best-practice compliance excellence.

Read more

SIRC received the Best and Largest M&A Award at the MEA Finance Awards 2025 in Dubai, recognizing its leading position in executing high-impact mergers and acquisitions and its contribution to advancing the Kingdom's transition toward a circular economy in line with Vision 2030.

Read more

SIRC was recognized at the 2025 Innovation Science & Engineering Fair for its leadership in the circular economy and support for environmental sustainability and Saudi talent. During the event, SIRC also awarded two young innovators in environmental engineering and materials science.

Mission in action

Legal operations transformation recognized with regional award

SIRC was honored as the Innovative In-House Team of the Year at the 2025 ALB Middle East Law Awards, organized by Thomson Reuters, one of the region's leading platforms recognizing excellence in legal practice. SIRC was shortlisted alongside major regional players and earned the award for its outstanding progress in modernizing legal operations. This achievement celebrates the SIRC legal team's outstanding efforts in transforming legal operations and introducing innovative solutions that enhance governance, efficiency, and collaboration.

Mission in action

Integrated management systems and certifications

Akam has implemented an Integrated Management System (IMS) aligned with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health & Safety). This integrated approach strengthens operational efficiency, environmental stewardship, and employee safety. Moreover, Akam officially obtained ISO 9001, ISO 14001, and ISO 45001 certifications.

Mission in action

Recognized for excellence in waste management and recycling

Waraq was recognized at the Asian Leadership Awards 2025 in the Best Waste Management and Recycling Company category, in recognition of its commitment to responsible environmental practices and the promotion of circular economy principles, aligned with the objectives of Saudi Vision 2030.

MODON excellence in Social Responsibility recognition

Waraq was awarded second place in the MODON Excellence in Social Responsibility Award under the large companies category, recognizing the company's impactful community initiatives and commitment to social responsibility. The award reflects Waraq's contribution to social value creation within industrial cities and its alignment with Saudi Vision 2030 objectives.

Cultivating environmental stewardship

Fostering a culture of environmental stewardship by reducing our impact and promoting sustainability in our society.

23,576,477
tonnes of total waste received/ collected in 2025 across the Group

95%
total waste recycled in 2025

17,420
tonnes of total waste processed as waste-to-energy in 2025

Strategic objectives

- Protect the natural ecosystems and resources that we impact and rely on
- Manage waste/hazardous waste safely and responsibly
- Improve our climate impact by reducing our emissions and managing our carbon footprint

Material Topics Covered

- Waste/hazardous waste management
- Biodiversity
- Emission and carbon management

Key stakeholders

- Subsidiaries
- Government and regulatory bodies
- PIF
- Board of Directors
- Executive management

Saudi Vision 2030

A Vibrant Society

A Thriving Economy

3 GOOD HEALTH AND WELL-BEING
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND

Waste management

SIRC was established to lead Saudi Arabia's shift toward a circular economy and deliver national value through effective waste management. Under the updated corporate strategy, SIRC focuses on the waste streams that represent the Kingdom's most pressing environmental challenges and where its portfolio offers unique national capabilities. At the same time, SIRC continues to assess emerging areas of opportunity where targeted interventions can advance circularity, foster innovation, and strengthen the national sustainability agenda.

Waste management	2023	2024	2025
Total waste received and collected by Subsidiaries (tonnes)	21,608,139.22	21,308,244.62	23,576,477.07
Total waste recycled (tonnes)	21,010,169.57	20,557,834.55	22,473,732.25
Total waste processed as waste-to-energy (tonnes)	16,073.77	21,388.03	17,420.42
Total waste to landfill (tonnes)	286,539.66	368,612.27	739,230.17

All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

Key focus waste streams

SIRC has identified four priority focus areas that represent the largest and most strategically important waste streams in the Kingdom. These areas were selected based on national waste volumes, landfill-diversion needs, technological and regulatory readiness, and the strong synergies they unlock across the Group. Together, they account for roughly 95% of the waste managed within SIRC's portfolio and will guide future investment and operational focus.

Strategic waste streams

Municipal solid waste (MSW)

- تيرافيول TerraFuel
- ورق waraq
- إدامة EDAMA
- شركة مصنع مصب البلاستيك MASAB PLASTIC FACTORY CO.

Construction and demolition waste (CDW)

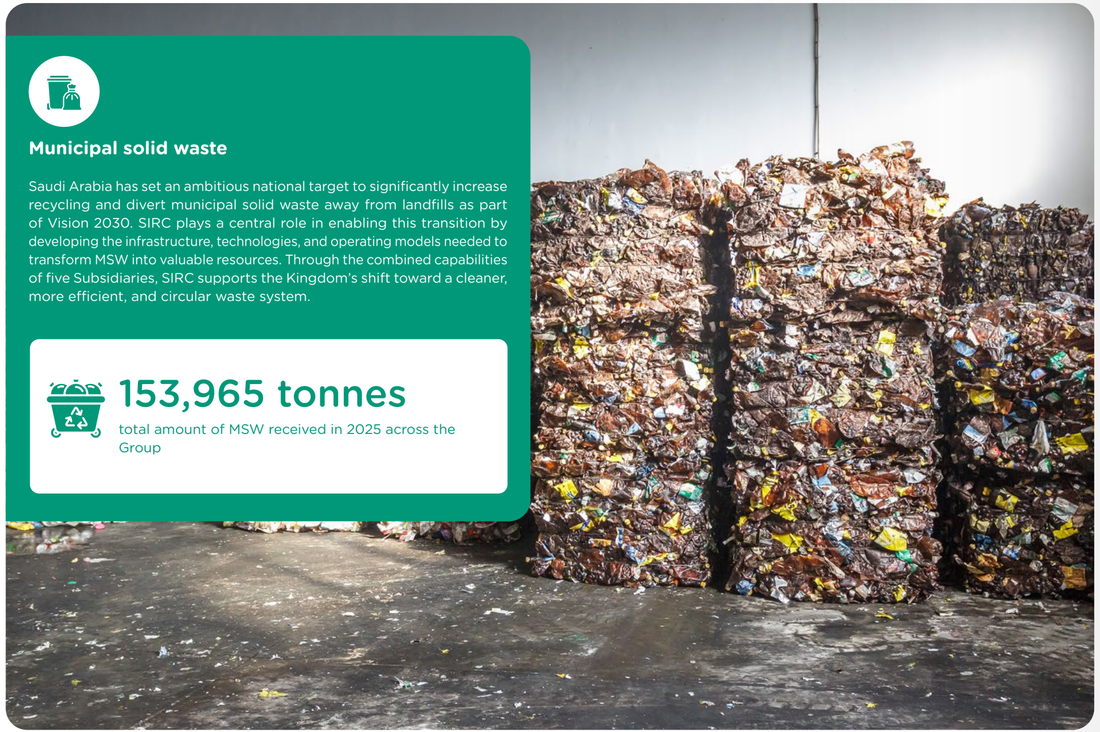
- أكام Akam
- إيكوسول Eco Sol
- مستدام Mostadam

Marine waste

- سيل SAIL

Industrial hazardous waste (IHW)

- ريفايفا REVIVA
- وزين Wazeen
- تجميع Tajmie



Municipal solid waste

Saudi Arabia has set an ambitious national target to significantly increase recycling and divert municipal solid waste away from landfills as part of Vision 2030. SIRC plays a central role in enabling this transition by developing the infrastructure, technologies, and operating models needed to transform MSW into valuable resources. Through the combined capabilities of five Subsidiaries, SIRC supports the Kingdom's shift toward a cleaner, more efficient, and circular waste system.

153,965 tonnes

total amount of MSW received in 2025 across the Group

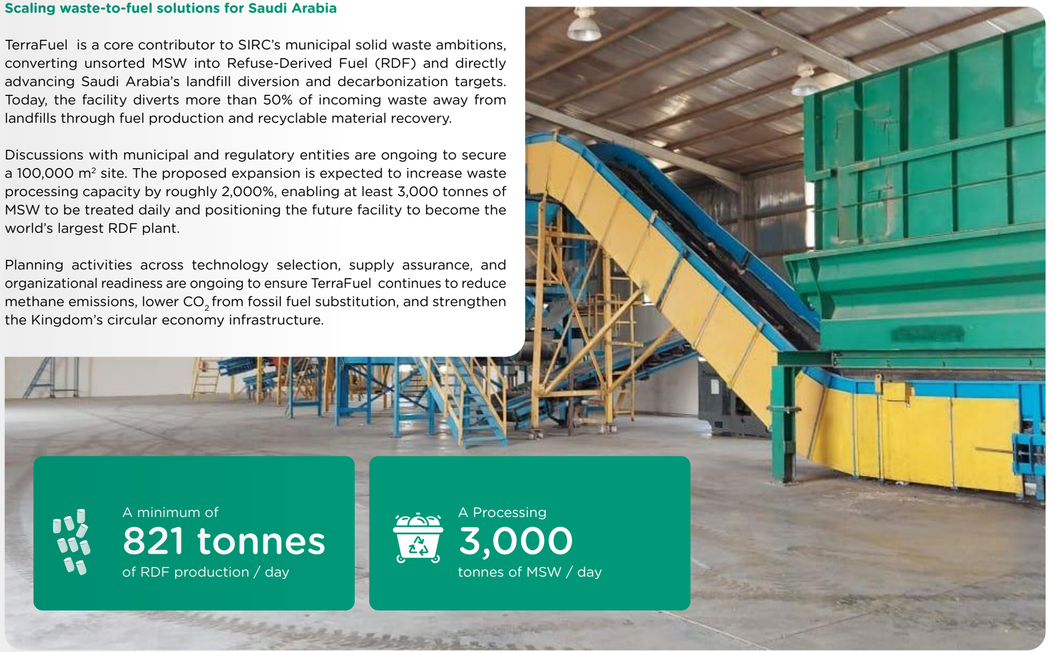
Mission in action | Yadoum | TerraFuel

Scaling waste-to-fuel solutions for Saudi Arabia

TerraFuel is a core contributor to SIRC's municipal solid waste ambitions, converting unsorted MSW into Refuse-Derived Fuel (RDF) and directly advancing Saudi Arabia's landfill diversion and decarbonization targets. Today, the facility diverts more than 50% of incoming waste away from landfills through fuel production and recyclable material recovery.

Discussions with municipal and regulatory entities are ongoing to secure a 100,000 m² site. The proposed expansion is expected to increase waste processing capacity by roughly 2,000%, enabling at least 3,000 tonnes of MSW to be treated daily and positioning the future facility to become the world's largest RDF plant.

Planning activities across technology selection, supply assurance, and organizational readiness are ongoing to ensure TerraFuel continues to reduce methane emissions, lower CO_2 from fossil fuel substitution, and strengthen the Kingdom's circular economy infrastructure.



A minimum of **821 tonnes** of RDF production / day

A Processing **3,000** tonnes of MSW / day

Mission in action

Closing the loop on organics at KAUST

In 2025, Edama implemented sustainable waste management at KAUST by collecting and recycling about 4,000 tonnes of organic waste and converting it into high-quality, certified soil improvers. This circular approach reduced reliance on landfill disposal, avoided methane emissions, and supported the development of more resilient and water-efficient landscapes, reinforcing sustainable urban management and responsible resource use.

Recycling was enabled by effective source segregation across the KAUST community, resulting in consistently low contamination rates—below 15% for households, under 5% for restaurants and coffee shops, and less than 1% for landscaping waste. These outcomes were possible thanks to the successful waste segregation campaigns conducted by Edama and KAUST to introduce to the various stakeholders the benefit of waste recycling and proper segregation practices to ensure the safe recovery of organic materials for reuse.

As a result, KAUST became the first community in the Kingdom to achieve over 50% progress toward Zero Waste to Landfill.

The products produced were used by major developments and greening initiatives across the Kingdom, including Diriyah Gate Development Authority (DGDA) and the Soudah Project, improving landscaping and tree survival rates.

Together, these outcomes contribute to achieving national environmental priorities under Saudi Vision 2030: advancing sustainable cities, circular production systems and enabling climate mitigation; supporting ecosystem restoration; enabling efficient water use through improved soil water holding capacity.

Environmental, social and economic impact of Edama's circular economy

- Cuts greenhouse gas emission. Every tonne of waste diverted from landfills is ~1 tonnes CO_2eq avoided.
- Supports land restoration and reforestation through increasing tree survival rates by up to 50%.
- Supports building more sustainable and resilient food systems by increasing yield up to 40%.
- Strengthen local supply chains by replacing imported soil improvers with locally produced, sustainably manufactured products.
- Reduces water required for irrigation for farming and landscaping activities up to 40%.

Mission in action

Edama earns SASO Quality Mark for Premium Soil Improver

Edama's Premium Soil Improver has been awarded the Saudi Standards, Metrology and Quality Organization (SASO) Quality Mark, representing a key milestone in advancing the quality, traceability, and market acceptance of locally produced organic recycling outputs. As the first and only Saudi soil improver to receive the SASO Quality Mark, the product establishes a national benchmark for quality, safety, and consistency in the organic waste recycling and soil improvement sector.

The certification strengthens the role of locally processed organic waste as a reliable and compliant input for soil enhancement, supporting the diversion of organic waste from landfill and its transformation into high-value, sustainable products. By addressing historic challenges related to product quality and market compliance, the SASO Quality Mark helps distinguish compliant recycling outputs, limit unfair competition, and incentivize investments in robust quality management systems across the sector.

In a market traditionally reliant on imported soil improvers, Edama provides a Saudi-made alternative that is safe, traceable, and designed for local environmental and agricultural needs. The SASO Quality Mark complements Edama's existing MEWA permit and ISCC certification, enabling government entities, giga-projects, and national greening initiatives to source locally compliant and sustainable soil solutions.

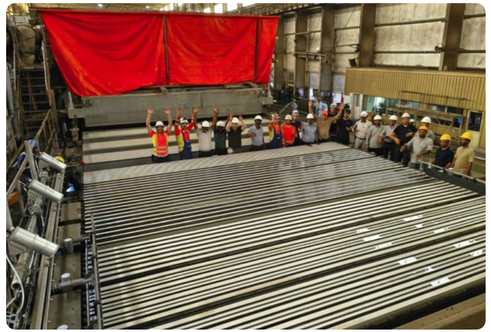
Through certified organic recycling and soil improvement solutions, Edama contributes to the objectives of the Saudi Green Initiative by enhancing soil health, supporting sustainable agricultural productivity, and reducing environmental impacts through circular waste management practices.

Mission in action

Reducing process waste through ITABLE technology

As part of Waraq's environmental and waste management efforts, the company has implemented ITABLE technology, an adjustable sheet-forming system used in Fourdrinier machines. Technology improves control over how water is removed and how fibers are distributed during the early stages of paper production, helping stabilize the process and reduce material losses.

By improving dewatering performance and sheet formation, the initiative supports more efficient use of fibers and chemicals, reducing production waste and reliance on chemicals. Improved dewatering also means less energy is required later in the process for electricity and steam, lowering overall energy demand. Through this initiative, Waraq is strengthening resource efficiency, minimizing waste generation, and supporting more environmentally responsible manufacturing practices.



Mission in action

Yadoum

شركة مصنع مصب البلاستيك
MASAB PLASTIC FACTORY CO.

Strengthening Saudi Arabia's plastic circularity through global certification

RecyClass Certification

Masab became the first manufacturer outside Europe to earn the RecyClass certification, a globally recognized benchmark for high-quality, traceable recycled plastics.

This certification validates that Masab's recycled PET (rPET) meets strict European standards for material purity, recyclability, and supply-chain integrity. It enhances the credibility of Saudi-made recycled plastics, opens access to regulated European markets, and strengthens the Kingdom's position in the global circular plastics economy.

Kiwa Green Certification

Masab also achieved the Kiwa Green Certification, confirming the environmental sustainability and reliability of its products across their full lifecycle.

This accreditation recognizes Masab's commitment to reducing environmental impact, improving production efficiency, and supporting low-carbon manufacturing. It reinforces Masab's contribution to Saudi Arabia's landfill diversion goals and to Vision 2030's ambition to build a high-quality green industrial base.

Construction and demolition waste

Construction and demolition waste (CDW) is one of Saudi Arabia's largest and most impactful waste streams, and a national priority under Vision 2030, which aims to significantly increase recycling rates and divert CDW from landfills. Through Akam and its joint ventures, SIRC plays a central role in building the Kingdom's CDW recycling ecosystem, developing modern recovery facilities, converting concrete and asphalt into high-quality recycled aggregates, and piloting innovative circular products.

With expanding operations across key regions, Akam and its joint ventures continue to strengthen Saudi Arabia's capacity to recycle CDW at scale and support a more sustainable built environment.

22,177,841

total amount of CDW received in 2025 across the Group

Mission in action

Akam

Turning construction waste into resources at industrial scale

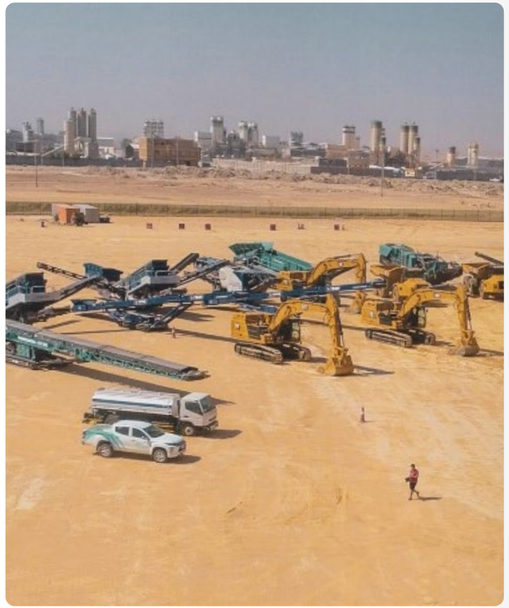
Akam is implementing a 250 tonne/hour (TPH) Construction and Demolition Waste (CDW) Material Recovery Facility (MRF) at the Dughum site to manage rising waste volumes across Riyadh. The facility will use advanced sorting and crushing systems to convert mixed CDW into high-quality recycled aggregates, directly supporting landfill diversion and Saudi Arabia's circular economy goals.

The MRF is designed to improve operational efficiency, reduce carbon emissions, and create a reliable supply of recycled materials for the construction sector. As capacity expands, the facility is expected to play a key role in transforming CDW from a growing challenge into a strategic resource for sustainable urban development

Mapping construction waste to protect land and biodiversity

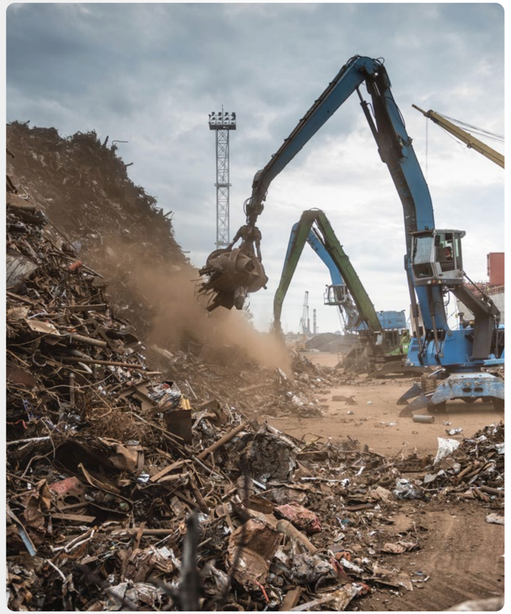
Akam conducted a city-wide CDW characterization study across Riyadh to identify the volume, composition, and locations of illegal and legacy waste dumps. By understanding these waste patterns, the initiative supports better planning for recycling sites, targeted removal of legacy waste, and stronger surveillance of illegal dumping activities.

The study supports the city's landfill-diversion goals by enabling better planning for recycling sites, guiding the removal of legacy waste, and improving surveillance of illegal dumping practices. Once finalized, the findings will help address visual pollution, reduce environmental risks, and enhance CDW management across the capital.



Mission in action

Mostadam



Reactivating Madinah's MRF to restore recycling capacity

Mostadam is rehabilitating the 1,600 tonne/day MRF in Madinah, which has been out of operation since 2022. The project supports national MSW goals by restoring a key asset needed to reduce landfill dependency and increase recovery rates.

Developed jointly with Amanah Al Madinah, the rehabilitation will accelerate the facility's readiness, boost diversion performance, and strengthen alignment with MWAN's Vision 2030 targets for higher recycling and circularity.

Building Madinah's first CDW recycling facility

Mostadam is developing a dedicated CDW recycling facility in Madinah to tackle one of the city's largest and fastest growing waste streams. The facility will divert significant CDW volumes away from landfills and process them into reusable construction materials such as recycled aggregates, ready-mix inputs, and blocks.

This initiative supports national CDW diversion targets, reduces pressure on natural resources, and embeds circular-economy practices within the construction sector.

Waste characterization campaigns to strengthen Madinah's waste strategy

Mostadam conducted waste-characterization campaigns across Madinah to accurately assess the composition and volume of waste generated in the city. The findings will guide operational planning, improve sorting and recovery processes, and support the city's landfill-diversion goals.

This initiative strengthens decision-making across all waste streams and ensures resources are directed where they have the highest impact.

Mission in action

Eco Sol

Advancing CDW Management in Jeddah

Eco Sol has strengthened Jeddah's CDW ecosystem by expanding daily collection and recycling operations since 2023. The initiative focuses on reducing visual pollution, preventing improper disposal, and supporting the city's environmental goals.

Through consistent CDW processing, Eco Sol has diverted significant volumes from unauthorized dumpers and informal collectors, helping restore urban aesthetics and improve resource recovery. Despite challenges with waste producers and unlicensed haulers, the team introduced practical solutions that improved compliance and turned operational obstacles into progress for the city's circular-economy ambitions.

Mission in action

SIRC

Akam

Re-use of Akam recycled backfilling, aggregates, and green blocks

SIRC advanced its own circular construction practices through the re-use of Akam recycled backfilling materials, aggregates, and green blocks, reducing reliance on natural raw materials while promoting resource efficiency across projects into its own development projects. SIRC advanced its own circular construction practices through the re-use of Akam recycled backfilling materials, aggregates, and green blocks, reducing reliance on natural raw materials while promoting resource efficiency across projects into its own development projects.

This initiative reduced reliance on virgin raw materials, increased material reuse, and lowered environmental impact, supporting SIRC's broader circular economy and resource efficiency objectives. By adopting subsidiary-produced green materials within its projects, SIRC advanced sustainable construction practices while strengthening alignment between operational delivery and sustainability goals. Building on this progress, SIRC continues to scale the use of recycled materials across future developments to maximize environmental and operational value.

Marine waste

SIRC's marine waste management capability is one of the Group's core strengths, protecting Saudi Arabia's coastlines while ensuring all recovered waste is safely treated. The model operates through true portfolio synergy and symbiosis: SAIL leads marine monitoring, oil-spill response, and waste recovery, while REVIVA handles the safe treatment and disposal of collected materials. Together, they deliver an end-to-end system that strengthens national readiness and safeguards marine ecosystems.

No significant oil spills or marine waste incidents were recorded in 2025

Mission in action

SAIL

Marine pollution monitoring room (FAST): advancing real-time coastal protection

SAIL established a state-of-the-art Marine Pollution Monitoring Room to strengthen real-time surveillance, detection, and reporting of pollution incidents along Saudi Arabia's coastline. Using integrated satellite imagery, predictive modeling, and drone-based verification, the initiative enhances environmental protection, operational readiness, and rapid response capabilities across marine areas.

The system analyzes live satellite feeds to identify potential pollution sources, while advanced modeling tools simulate the movement and spread of contaminants in coastal waters. Drones linked directly to the monitoring room provide high-resolution field data, visual confirmation, and continuous situational awareness. Automated reports are generated and shared with environmental authorities to support timely decision-making and ensure compliance with national environmental standards.

Mission in action

REVIVA

Enhancing Port waste management efficiency

The first solid waste treatment facility within Jeddah Islamic Port was commissioned by REVIVA to provide advanced on-site treatment of solid and non-compliant waste in line with international standards. The facility enables waste to be managed directly within the port, eliminating the need for off-site transportation, improving operational efficiency, enhancing safety, and reducing environmental impacts. The project supports landfill diversion and circular economy principles while contributing to environmental sustainability, financial efficiency, and the development of integrated waste management infrastructure aligned with Saudi Vision 2030 and the Saudi Green Initiative.

Read more

Industrial hazardous waste

Hazardous waste at SIRC is managed through two specialized Subsidiaries that handle the full lifecycle of medical and industrial waste. Their work ensures safe treatment, strict compliance, and responsible stewardship of materials that pose the highest environmental and public-health risks.

526,966 tonnes

Total amount of industrial hazardous waste received in 2025 across the Group

Mission in action

Strengthening national medical waste infrastructure across three treatment stations

Wazeen made significant progress in 2025 as it moved toward full operational readiness across the western, central, and eastern regions. The company secured technical licenses for ATI Thermal Oxidation (incineration) and BondTech Wet Sterilization (autoclave), obtained all required environmental permits in Jeddah and Riyadh along with obtaining all required construction permits. These milestones underscore Wazeen's role in advancing safe, sustainable, and compliant medical waste management, treatment and recycling in alignment with national regulations and Vision 2030.

	Jeddah station	Riyadh station
Location	Jeddah Industrial City, Western Region	Al-Kharj Industrial City, Central Region
Planned Operation Start:	2026	2027
Expected Capacity:**	9,500 tonnes/year	10,000 tonnes/year
Facility Size:	11 km^2	10 km^2
Autoclave:	960 kg/h	960 kg/h
Incinerator:	250 kg/h	350 kg/h

All facilities will deploy dual technologies: Wet Sterilization (autoclave)* and Thermal Oxidation (incineration) to safely treat medical hazardous waste including infectious, sharps, toxic, pharmaceutical and chemicals from hospitals, clinics, labs, pharmaceuticals, and medical complexes. These technologies significantly reduce waste volume after treatment which in return reduces greenhouse gas emissions by diverting the volume of waste sent to landfills.

Wazeen is also assessing opportunities to enhance the treatment management of by-products generated from its operations, including bottom ash and fly ash produced through incineration, as well as residues from autoclave treatment. Current plans under evaluation explore safe handling pathways for both non-hazardous and hazardous ash streams, alongside potential options to channel suitable outputs into Refuse-Derived Fuel (RDF) production, where it is technically and regulatorily feasible. These efforts aim to further reduce disposal volumes and strengthen circular outcomes across Wazeen's waste treatment activities.

** Autoclave technology: a high-pressure steam process that sterilizes medical waste by destroying pathogens, rendering waste non-infectious and safe for disposal or further treatment.*

***Numbers are calculated on the assumption of a 90% capacity efficiency for a 24 hour and 330-day operation.*

Mission in action

Advancing chemical reuse and resource recovery

REVIVA strengthened its industrial hazardous waste operations by expanding chemical reuse and resource recovery practices across key treatment processes. Hazardous substances such as spent $MgCl_2$, phosphoric acid, and NaOH are now repurposed as treatment reagents, while recovered oil is upgraded for use as a by-product.

In addition, oily sludge is diverted from landfills through thermal desorption, significantly reducing environmental impact. These efforts improve treatment efficiency, minimize hazardous waste generation, and support safer, more circular resource management.

National milestone in hazardous waste treatment

Spent caustic is one of the most challenging hazardous waste streams produced by refineries and petrochemical plants. It contains highly corrosive and contaminated residues that require specialized treatment to prevent serious environmental harm.

In 2025, REVIVA strengthened national hazardous waste treatment capabilities by successfully treating spent caustic at its facilities in collaboration with Aramco. This milestone demonstrates REVIVA's growing expertise in managing complex industrial waste streams and highlights the importance of developing local, in-Kingdom solutions for waste types that were historically sent abroad for processing.

Emerging opportunities

SIRC continues to explore emerging waste streams, such as wastewater and sewage, mining by-products, metals, and Waste Electrical and Electronic Equipment (WEEE) for strategic, innovation-led opportunities. While these areas are not proactively pursued like the national priority waste streams, they are evaluated when a strong business case, measurable environmental benefit, or technology breakthrough arises.

Opportunities are assessed based on their potential to create value for the Kingdom through landfill diversion, resource recovery, and national positive economic contribution, while enabling SIRC to pilot innovative solutions and expand its impact across new sectors.

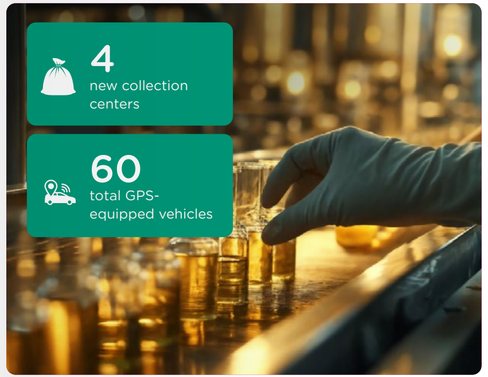
84.40 tonnes
total amount of special waste received in 2025

Mission in action Azyat Tajmie

Expanding ULO collection capacity and coverage

To meet the rising demand for Used Lubricant Oil (ULO) collection and strengthen environmental compliance, Tajmie expanded its national collection network and modernized its fleet. New collection centers were established in Khamis Mushait, Hail, NEOM, and Qassim, improving service accessibility in high-demand industrial areas.

The fleet was doubled to 60 GPS equipped vehicles, enabling optimized routing, higher collection volumes, and reduced improper oil disposal. This expansion significantly enhanced Tajmie's operational capacity and its contribution to safe, sustainable waste-oil management across the Kingdom.



Mission in action EADA

Advancing end-of-life solar panel recycling

EADA has begun processing end-of-life photovoltaic (PV) panels for the first time, starting with discarded units received from NEOM and a major solar park in Riyadh. Using its upgraded recycling process, the company has increased material recovery from 10% to 25%, enabling the safe treatment of PV waste that previously could not be processed in the Kingdom.

A new technology upgrade planned for 2026 aims to raise recovery rates to over 90%, unlocking a major circular-economy opportunity in Saudi Arabia's rapidly expanding solar sector.

Partnership with Saudi Railways (SAR)

EADA strengthened its role in emerging recycling technologies through a major partnership with Saudi Railways, achieving over 7,000 tonnes of collected materials across multiple sites and piloting new approaches for large-scale material recovery.

As SAR's Sustainability Partner at the Saudi International Rail 2025 event, EADA showcased innovative solutions for metal recovery and waste traceability—reinforcing its role in supporting Vision 2030's sustainable transport and circular-economy ambitions.

Driving industrial efficiency through circular solutions

EADA is expanding its role in energy-efficiency initiatives by partnering with manufacturers to recycle motors and high-energy equipment as factories upgrade to more efficient systems.

Biodiversity protection

Safeguarding biodiversity is a national priority for Saudi Arabia under Vision 2030 and the Saudi Green Initiative, and it is central to SIRC's mission. Poorly managed waste, especially hazardous and industrial waste, can contaminate soil, water, and marine ecosystems, threatening habitats, species health, and long-term ecological balance. As the Kingdom's circular economy enabler, SIRC plays a critical role in reducing these pressures by diverting waste from landfills, improving treatment standards, and promoting safe, compliant waste management practices across all streams.

Through our operations and partnerships, we help protect natural ecosystems, regenerate degraded environments, and support a more resilient and biodiverse Saudi Arabia, including by helping to combat deforestation.

Mangrove Trees Enhance Jazan's Shores (2025)

Mission in action | Yadoum | EDAMA | Red Sea Global | King Abdullah University of Science and Technology

Wadi Qudayd experiment: advancing sustainable agriculture in arid landscapes

The Wadi Qudayd experiment is a collaborative initiative between Edama, Red Sea Global (RSG), and the Center of Excellence for Sustainable Food Security at KAUST. The experiment is conducted at NCVC's Wadi Qudayd Experimental Station and Ecological Observatory, which was established to expand knowledge and strengthen partnerships between researchers and innovators in the environmental sector and test various interventions for the purpose of environmental improvement and desert afforestation. This pilot aims to test innovative soil amendments and evaluate their impact on native plant performance under extreme desert conditions.

The purpose

- Compare the effects of traditional and innovative soil amendments on improving soil health, plant performance and water-use efficiency in sandy soils and arid climates.
- Explore the potential for using native grasses in afforestation and ecosystem restoration projects and as a food source for wild and domesticated animals.

What was done

- A 1,000 m^2 experimental plot was established at the Wadi Qudayd Experimental Station.
- Edama produced and supplied 20 m^3 of soil amendments for testing.
- 1,200 plants of 3 different native grass species were provided by Red Sea Global Nursery for transplantation.
- KAUST managed plot preparation, irrigation setup, and maintenance activities.
- Edama and KAUST teams are collaborating on scientific activities including soil treatments, data collection and analysis.

Key Results

- Edama's soil improvers perform as well or better than traditional soil amendments (peat moss and manure blend) in terms of improving plant growth and water-use efficiency.
- Performance varies depending on plant species, with more sensitive species displaying increased effect sizes in biomass production when compared to unamended native soils.
- Increased water-use efficiency under arid conditions.
- Strengthened native plant growth, supporting afforestation and habitat restoration

Mission in action

SAIL

Protecting marine ecosystems from invasive species

Launched in early 2025 with rapid-response teams deployed across key Saudi ports and anchorage zones. The Ballast Water Management initiative aims to prevent the introduction of invasive species and pollutants into Saudi waters through ballast water discharge. The program strengthens national efforts to protect marine biodiversity, ensure vessel compliance, and uphold international maritime environmental standards.

The purpose

- Safeguard local marine ecosystems from harmful organisms.
- Verify vessel compliance with ballast water regulations.
- Support national biodiversity and environmental protection goals.

What was done

- Teams boarded vessels to conduct onboard sampling and laboratory analysis of ballast water on the Red Sea and Arabian Gulf.
- Implemented mobile testing capabilities for faster verification and real-time reporting.

Key Results

- Immediate reporting enabled quicker compliance checks and early detection of harmful organisms.
- Enhanced protection of sensitive marine habitats through proactive monitoring.

Mission in action

SAIL

Strengthening national marine pollution response drill

To protect Saudi Arabia's coastal ecosystems, SAIL conducts regular national oil-spill preparedness drills under the supervision of the National Center for Environmental Compliance (NCEC). These exercises are essential for maintaining rapid-response capability, safeguarding marine biodiversity, and ensuring operational readiness across the Kingdom.

Each drill simulates real-world spill scenarios using satellite imagery, trajectory modeling, and coordinated field operations. Preparations take roughly 10 days and involve collaboration with satellite partners, detection teams, and logistics units. In 2025, five drills were conducted, including two desktop drills and three full-scale drills across different coastal regions, strengthening early detection, accelerating response times, and reinforcing national environmental protection efforts.

The 16th drill

Date & Location	May 2025, Jazan
Lead Organizer	National Center for Environmental Compliance (NCEC)
SAIL's Role	Marine monitoring and rapid-response operations

Watch the video here

The 17th drill

Date & Location	July 2025, Yanbu
Lead Organizer	National Center for Environmental Compliance (NCEC)
SAIL's Role	Marine monitoring and rapid-response operations

The 18th drill

Date & Location	October 2025, Jubail Industrial City
Lead Organizer	National Center for Environmental Compliance (NCEC)
Participants	46 governmental and private entities
SAIL's Role	Led marine surveillance, containment, and treatment using advanced monitoring and control systems
REVIVA's Role	Managed and disposed of waste generated from the drill safely and in full compliance

Watch the video here

Mission in action

SAIL

The national marine and response pollution initiative

Saudi Arabia's National Marine Monitoring Initiative—led by the National Center for Environmental Compliance (NCEC) and operated by SAIL aims to build the Kingdom's first fully integrated system for monitoring, detecting, and responding to marine pollution along the national coastline. This three-year landmark program strengthens environmental protection, supports biodiversity conservation, and enhances national readiness for marine incidents in line with Vision 2030.

SAIL has deployed a comprehensive system that includes a 24/7 monitoring center, a fleet of specialized vessels, rapid-response equipment, and real-time digital tools. The platform integrates data from satellite imaging, drones, and coastal monitoring stations, enabling early detection of oil spills and other pollution events. Field teams are dispatched for follow-up investigations, supported by high-resolution drone footage and marine sampling.

As part of the initiative, water samples are collected each year from different coastal locations to monitor physical and chemical water quality trends.

20 drones integrated with satellite imaging for pollution detection

24/7 national marine monitoring center operated by SAIL

Mission in action

SAIL

Real-time water quality protection

In collaboration with the NCEC, SAIL launched the Integrated Marine Pollution Monitoring Program (IMPMP) to strengthen the protection of Saudi Arabia's marine and coastal environments across the Red Sea and Arabian Gulf. The national program deploys a network of smart buoys that provide real-time monitoring of key marine water-quality parameters, supporting early detection of pollution and providing stronger regulatory oversight.

The IMPMP is designed as a multi-layer monitoring framework, where the Satellite imagery represents the near-real time early warning system due to its large spatial and wider temporal scope, and in-situ sensors, Smart Buoys, and Coastal Radars as real-time monitoring systems, the third layer is Drones, Mobile laboratories and remote operated vehicles -ROVs as ground truthing tools.

This system can enable on-time correct information required for decision making to protect marine natural resources and comply with 2030 national vision as a part of sustainable management strategy.

Through this integrated approach, the program improves data accuracy, accelerates reporting of pollution events, and supports long-term trend analysis, thereby reinforcing proactive environmental compliance and the sustainable management of marine ecosystems.

Many environmental hot spot sites have been identified using different monitoring tools and verified by drones, mobile laboratories, and Remotely operated vehicles (ROVs)

3 of which are stations located along the red sea

28 buoys were deployed

Mission in action

Yadoum

waraq

Enhanced effluent treatment to protect local ecosystems

Waraq advanced its wastewater management capabilities through the upgrade of its Effluent Treatment Plants (ETPs), supporting the company's broader ambition to achieve zero liquid discharge, reduce emissions, and minimize bio-sludge generation. The wastewater treatment system plays a critical role in enabling responsible operations across Waraq's manufacturing footprint, with two treatment plants serving its three operational sites.

Guided by a clear vision to maximize the value of wastewater the upgrade was designed to meet the needs of multiple stakeholders — from ensuring reliable water quality for operations, to strengthening environmental protection and delivering long-term operational efficiency. The project also aligns with the objective of reducing bio-sludge generation by 50% while supporting lower capital and operating costs.

The upgraded system was redesigned to accommodate higher production volumes of up to 1600 metric tonnes per day, while improving overall treatment performance. As a result, the project significantly reduced Chemical Oxygen Demand (COD), a key indicator of water pollution, thereby lowering environmental risks and protecting surrounding ecosystems. This will lead to a 3000 m^3 day reduction in fresh water consumption.

Beyond environmental benefits, the enhancements improved operational reliability, strengthened compliance with discharge requirements, and delivered tangible economic value. With an estimated payback period of 3.4 years, the initiative demonstrates how environmental stewardship, operational excellence, and financial performance can be advanced simultaneously contributing to cleaner water, a safer ecosystem, and more resilient operations.

Mission in action

REVIVA

Environmental rehabilitation and biodiversity protection

REVIVA, licensed by the NCEC as an approved rehabilitation executor, plays a critical role in restoring degraded sites and safeguarding local ecosystems. Through its integrated approach to hazardous waste management, pollution control, and on-ground remediation activities, REVIVA helps reduce contamination risks, restore soil and water quality, and support the recovery of natural habitats.

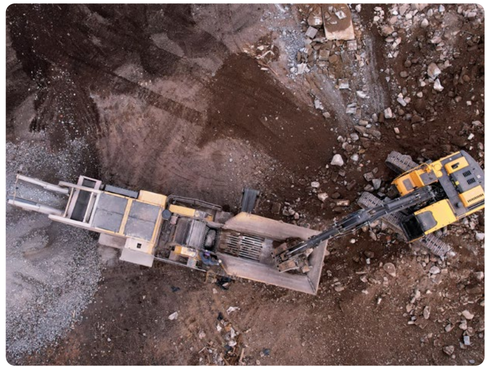
Mission in action

Akam

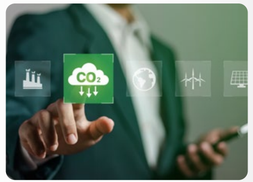
Enabling sustainable construction delivery

Akam's approval as a Class-II contractor by the Saudi Contractors Authority (SCA) provides external recognition of its technical and operational standards. This classification enables Akam to participate in regulated construction projects while applying responsible construction and demolition waste management practices that help reduce land disturbance, limit uncontrolled dumping, and support the protection of surrounding natural ecosystems in line with national environmental priorities.

The classification reinforces Akam's role as a trusted operator in delivering compliant, safe, and environmentally responsible construction solutions at scale.



Emissions and carbon management



SIRC is committed to reducing its own emissions while enabling economy-wide decarbonization in line with Saudi Arabia's Vision 2030, the national 2060 net-zero pathway, and the Public Investment Fund's 2050 portfolio decarbonization target.

To strengthen this role, SIRC plans to develop a comprehensive decarbonization strategy in the near term with net-zero targets that will enhance carbon data management, define reduction levers across all Subsidiaries, and align future investments with national climate and circularity objectives. The Board-level oversight and defined executive management responsibility for climate-related matters provide a structured approach to decision-making, accountability, and oversight.

Emission management*	2023	2024	2025
Direct GHG emissions (Scope 1) (Tonnes CO_2eq)	295,087.19	372,051.75	390,631.60
Indirect GHG emissions (Scope 2) (Tonnes CO_2eq)	144,860.09	158,906.10	160,623.47
Total GHG emissions (Scope 1 & 2) (Tonnes CO_2eq)	439,947.28	530,957.85	551,255.07

**GHG emissions are calculated using the operational control approach. Scope 1 and Scope 2 emissions include 100% of emissions from operations regardless of SIRC's ownership interest.*

Emission management**	2023	2024	2025
Direct GHG emissions (Scope 1) (Tonnes CO_2eq)	120,013.81	161,383.27	175,905.89
Indirect GHG emissions (Scope 2) (Tonnes CO_2eq)	51,785.88	57,637.78	58,772.45
Total GHG emissions (Scope 1 & 2) (Tonnes CO_2eq)	171,799.69	219,021.05	234,678.33
Avoided GHG emissions (Tonnes CO_2eq)	28,409.55	182,716.83	173,960.53

****For supplementary disclosure, GHG emissions are also presented using the equity share approach, reflecting SIRC's share of Scope 1 and 2 emissions in proportion to its equity stake. Any emissions associated with share outside of SIRC's ownership under the equity share consolidation approach would be reported separately under Scope 3 Category 15.*

Within its own operations, SIRC also applies practical measures to improve energy efficiency and reduce resource use. These actions complement the Group's broader decarbonization ambitions by lowering operational demand, improving asset performance, and embedding efficiency into day-to-day building management. Monthly preventive maintenance of air-conditioning filters enhances airflow and system efficiency, extending equipment lifespan and reducing energy intensity. In parallel, water-efficiency measures, including sensor-controlled taps, regular plumbing inspections, and energy-efficient pumps and pressure regulators—support responsible water use and reliable facility operations.

Mission in action

Achieving ISCC PLUS Certification across 3 Subsidiaries

Edama

REVIVA (Yanbu and Jubail sites)

Akam (Dughum site)

SIRC secured ISCC PLUS certification for three of its Subsidiaries, marking a major advancement in the Group's commitment to international sustainability standards. ISCC PLUS (International Sustainability and Carbon Certification) is one of the world's leading frameworks for verifying sustainable, traceable, and low-carbon operations across recycling, waste management, and circular-economy products.

Building on last year's achievements, where SIRC operation site received the certification, this milestone expands SIRC's footprint of verified sustainable operations. It confirms that each certified Subsidiary meets stringent global criteria for responsible sourcing, greenhouse-gas reduction, product traceability, and environmentally sound processing.

This recognition strengthens the credibility of SIRC's recycled products, enhances market access, especially in highly regulated international markets, and reinforces the Group's role as a national leader in circular economy solutions.

Mission in action

REVIVA

Cutting diesel use through power integration at Dammam plant

REVIVA's Dammam Plant reduced fuel consumption and improved energy efficiency by integrating the Thermal Desorption Unit (TDU) power load with the facility's main genset. Implemented in March 2025, this change allowed the plant to optimize power distribution, reduce reliance on diesel generators, and operate more efficiently.

The initiative now saves around 55,000 ⃁ per month in fuel costs and significantly cuts diesel use, contributing to lower emissions and more sustainable plant operations.

Mission in action

REVIVA

Cutting emissions in spent caustic treatment at JIWRC

REVIVA implemented a targeted optimization program to reduce hydrogen sulfide (H_2S) emissions generated during the treatment of spent caustic—a highly hazardous refinery waste across its facilities. The initiative focused on improving process controls, refining chemical dosing, and enhancing treatment efficiency to ensure safer, cleaner, and more compliant operations.

Through these improvements, Jubail Integrated Waste Management and Recycling Company (JIWRC) achieved a substantial reduction in H_2S emissions, shortened treatment time, and decreased chemical consumption, strengthening both environmental performance and worker safety. The enhanced process also improved the quality of treated effluent, supporting stronger compliance with national environmental regulations.

H_2S emissions generation lowered from
~95% to 35–40%

Treatment time reduced by
25%
(from 11–12 hours to 8–9 hours)

Fostering an empowered society

Investing in the well-being and capabilities of our employees and community through active engagement, training, and development.

17,822
total training hours delivered in 2025 across the Group

129
total number of women across the Group

63.94%
Local Content score at SIRC

Strategic objectives

- Support the growth and sustainable performance of our local supply chain
- Build a high-performing, inclusive, and engaged workforce
- Maintain a safe and healthy work environment across SIRC and its Subsidiaries
- Engage and educate Saudi communities to build social awareness and participation in good waste management practices

Material Topics Covered

- Workforce engagement and development
- Occupational health and safety
- Local content and supply chain management
- Community engagement

Key stakeholders

- Employees
- Contractors
- Suppliers
- Local communities and private sector
- Customers
- Subsidiaries
- PIF

Saudi Vision 2030

A Vibrant Society

Ambitious Nation

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Workforce engagement and development

Workforce management and retaining talent

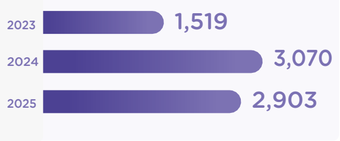
SIRC's people are central to deliver our mandate, and our Group-level HR team ensures consistent, fair, and growth-oriented experience for all employees. While each Subsidiary operates with its own structure and business needs, the Group sets the overarching vision, standards, and policies that guide how we attract, develop, and retain talent across all entities.

Our HR operating model is built on four key policies which are: HR Operations, Talent Acquisition, Learning and Development, and Organizational Development—which together shape a unified approach to workforce planning, capability building, and employee experience. These policies ensure transparency, equitable treatment, and strong alignment with SIRC's values and performance culture.

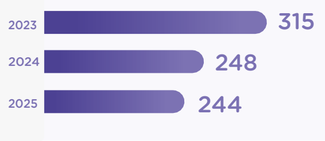
Talent attraction begins with clear and competency-based role definitions, supported by standardized assessment and selection processes to ensure fairness and objectivity. Recruitment is handled through coordinated HR teams across the Group, with specialized support for critical and senior roles when required. This approach enables us to secure high-caliber talent while ensuring that every step of the hiring journey—from application to onboarding—is professional, inclusive, and aligned with our culture.

Retention is reinforced through continuous development opportunities, structured performance management, and a workplace environment focused on recognition, well-being, and career growth. By embedding these practices across all Subsidiaries, SIRC ensures that employees feel valued, supported, and equipped to grow with the organization.

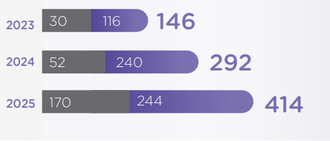
Total number of full-time employees (SIRC + Subsidiaries)



Number of new employees who joined the company (SIRC + Subsidiaries)

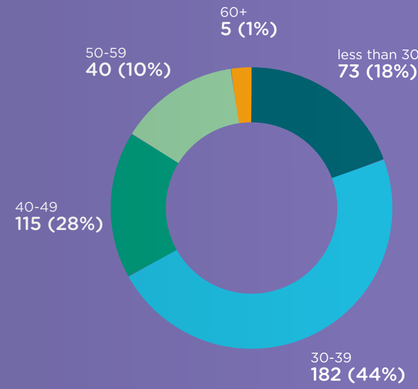


Number of employees who left the company (SIRC + Subsidiaries)



All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

SIRC's workforce is predominantly young, with 61.5% of employees under the age of 40, reflecting a dynamic talent base with strong growth potential. This age profile supports organizational agility, succession planning, and the development of future leaders across the Group.



**Data includes SIRC Headquarters and its fully owned Subsidiaries (excluding REVIVA)*

All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

Saudization and national talent development

SIRC is committed to supporting national workforce goals under Vision 2030 by prioritizing the recruitment, development, and retention of Saudi talent across the Group. As of 2025, SIRC maintains a Nitaqat score of 74%, placing the company in the Platinum category and reflecting strong compliance with national employment requirements and a proactive approach to local hiring.

Our Saudization approach is built on three key pillars

Strategic Workforce Planning

Saudi nationals are prioritized across all departments and job grades, ensuring a strong pipeline of local talent for both current and future business needs.

Continuous Development

Dedicated learning and development programs support the upskilling and career growth of Saudi employees, enabling them to advance into specialized and leadership roles.

Ongoing Monitoring and Compliance

Saudization performance is tracked regularly to maintain alignment with Ministry of Human Resources and Social Development requirements and to contribute to national workforce objectives under Vision 2030.

Saudi nationals comprised 78% of the workforce in 2025, with an 80% target set for 2026

Through this approach, SIRC continues to strengthen the participation of Saudi professionals across the Group while building a resilient and future-ready national workforce.

Saudi nationals*	2023	2024	2025
Percentage Saudization across the workforce (SIRC)	78%	78%	78%
Percentage of Saudi nationals in senior manage-ment positions (managers and above)	27%	26%	24%

**Data includes SIRC Headquarters and its fully owned Subsidiaries (excluding REVIVA)*

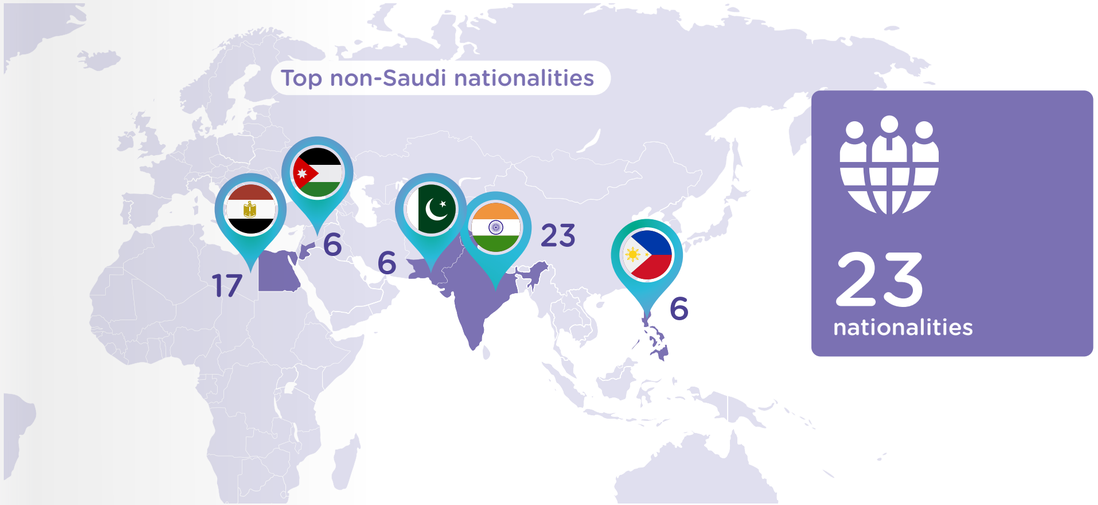
All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

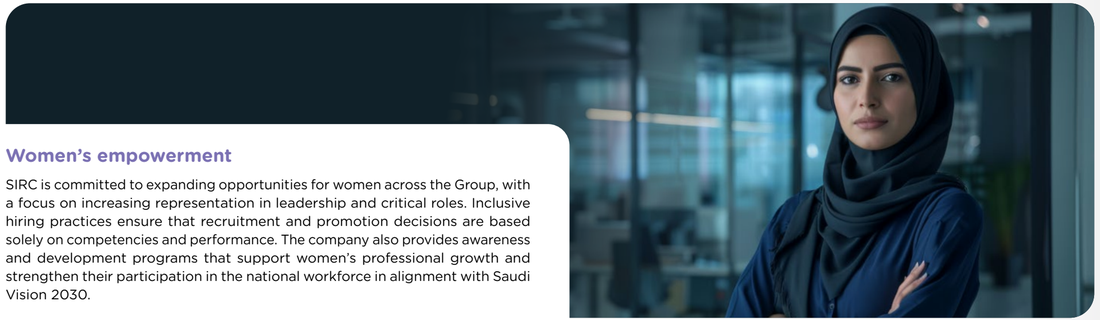
Diversity and inclusion

SIRC's approach to diversity and inclusion is grounded in fairness, equal opportunity, and zero tolerance for discrimination. The company's Diversity and Equal Opportunity Policy, supported by the Code of Conduct that covers key ethical principles and HR procedures, ensures unbiased hiring, merit-based progression, and a safe, respectful work environment for all employees.

Regular training sessions on unconscious bias and ongoing monitoring of diversity metrics strengthen accountability and help foster an inclusive culture.

As of 2025, SIRC Headquarters and its fully owned Subsidiaries (excluding REVIVA) employed 308 Saudi nationals and 86 non-Saudi employees, representing 23 nationalities. The largest non-Saudi nationalities included India, Egypt, Pakistan, Jordan, and the Philippines. This diverse mix of local and international expertise enhances collaboration, innovation, and operational excellence, reinforcing SIRC's ability to deliver sustainable solutions across its portfolio.





Women's empowerment

SIRC is committed to expanding opportunities for women across the Group, with a focus on increasing representation in leadership and critical roles. Inclusive hiring practices ensure that recruitment and promotion decisions are based solely on competencies and performance. The company also provides awareness and development programs that support women's professional growth and strengthen their participation in the national workforce in alignment with Saudi Vision 2030.

Percentage of full-time female employees across the workforce

Number of females in management roles

Total workforce at SIRC HQ

All figures presented are for SIRC HQ only. Detailed breakdowns are available in the Appendix.

Early career talent and development

Recognizing the importance of youth in shaping the future of the circular economy, SIRC continues to invest in developing early-career talent through structured training, capability-building programs, and hands-on learning opportunities across departments. These initiatives ensure that young professionals gain the skills, exposure, and mentorship needed to grow within the Group and contribute to national workforce development priorities.

Between 2023 and 2025, SIRC strengthened its commitment to national talent development through structured training and employment pathways. As part of this commitment, SIRC participates in two key national programs supported by the Human Resources Development Fund (HRDF) aimed at enhancing career readiness, enabling knowledge transfer, and developing a strong national talent pipeline aligned with SIRC's long-term growth ambitions and national objectives.

صندوق تنمية الموارد البشرية
HUMAN RESOURCES DEVELOPMENT FUND

Cooperative Training Program (COOP)

Offers students hands-on workplace experience as part of their academic requirements

3 trainees
successfully hired in 2025

Tamheer program

An on-the-job training initiative in Saudi Arabia designed to enhance the employability of recent graduates by providing them with practical experience in various sectors

2 trainees
successfully hired in 2025

By engaging with both programs, SIRC strengthens national workforce readiness and helps young professionals build the skills needed to contribute to the circular economy and the Kingdom's future growth.

Training and development

SIRC adopts a structured and strategic approach to developing its workforce. Employee training needs are identified through a Training Needs Analysis (TNA) and Individual Development Plans (IDPs), covering approximately 130 employees. For employees without an IDP, the TNA serves as the primary tool to determine skill gaps and training priorities. This approach ensures that development efforts are targeted, competency-based, and aligned with organizational goals.

In 2025, SIRC continued to invest in building workforce capabilities through a range of structured learning programs focused on technical upskilling, leadership development, ESG awareness, and professional certifications, supporting both individual growth and long-term organizational performance. Programs were delivered through a blend of in-person workshops, digital learning platforms, and strategic partnerships with leading institutions such as PIF Academy, NEOM, and KAUST, ensuring access to world-class expertise and innovative learning experiences.

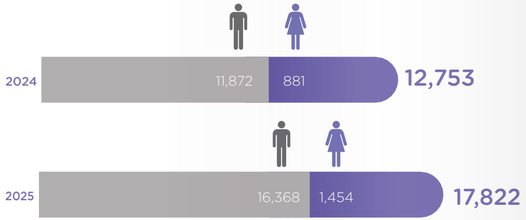
6,912* Total training hours delivered

32 Certificates completed

Data covers SIRC HQ and its fully owned Subsidiaries (excluding REVIVA)

Number of training hours for employees across the Group

● Male ● Female



All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

SIRC also introduced several strategic initiatives to strengthen long-term talent development:

High-Potential (HIPO) Program

Implemented to strengthen leadership capabilities, competency mapping, and talent assessment across the organization, this initiative identifies and develops high-potential talent for future leadership roles. It includes structured leadership evaluations, tailored coaching plans, and comprehensive talent assessments to enhance managerial effectiveness. Individual Development Plans (IDPs) were developed for all assessed HIPO leaders, with a target to extend IDPs to all employees by 2026. Through this initiative, 130 emerging leaders were identified and enrolled to build a strong and sustainable leadership pipeline.

Succession Planning Framework

Established to ensure leadership continuity and readiness for critical roles across the Group.

SIRC partnered with leading institutions to deliver advanced learning opportunities and enable knowledge transfer, including:

PIF Academy
Leadership and governance programs

NEOM
Sustainability and innovation-focused learning

KAUST
Technical and research-driven development

Employee engagement and well-being

SIRC is committed to fostering a positive, healthy, and high-performing workplace where employees feel valued, connected, and empowered. As the organization continues to grow, maintaining strong engagement and well-being has become essential to sustaining performance and attracting talent across the Group.

To further strengthen physical health and team cohesion, SIRC organizes sports and wellness activities throughout the year. In 2025, the Group hosted a Padel Tournament during Ramadan, which saw wide employee participation and fostered a spirit of teamwork, friendly competition, and positive interaction. These efforts reflect SIRC's commitment to building a workplace culture where employee well-being is prioritized and actively supported.

To support employee wellbeing, SIRC introduced indoor and outdoor plants across offices and shared spaces to enhance ergonomics, air quality, and the overall workplace atmosphere. This initiative contributes to a more comfortable, healthy indoor environment, supporting employee focus, and day-to-day wellbeing.

Moreover, SIRC introduced shuttle buses linking the office to nearby public transport stations to reduce congestion, support low-emission commuting, and enhance employee wellbeing. Launched earlier this year, the service now transports around 20 employees daily, improving comfort and punctuality while reducing heat and bad weather exposure during peak seasons.

Faris ALZahrani
Acting EVP, Human Resources & Shared Services

SIRC is built on its people, and our strategy starts with how we care for and engage our teams every day.

We want our people to feel valued, supported, and genuinely connected to our purpose, reflecting our core values of We Care and We Engage. That's why we invest in culture, engagement, and the employee experience, knowing that our people keep the organization running and moving forward.

By creating an environment where teams feel empowered, motivated, and able to grow, we strengthen performance, retain talent, and build the resilience needed to deliver operational excellence and achieve SIRC's long-term strategic ambitions.

Mission in action

Culture transformation initiative

To strengthen employee experience, SIRC launched a comprehensive Culture Transformation Initiative designed to enhance trust, improve communication, and create an enabling environment where collaboration and accountability thrive. The initiative focuses on reinforcing leadership visibility, encouraging open dialogue at all levels, and supporting employees to take ownership of their work and development.

As part of this effort, SIRC is embedding clear cultural pillars—trust, communication, empowerment, and engagement—into everyday practices, ensuring employees feel supported, informed, and aligned with the company's mission. This includes targeted workshops, leadership interactions, listening mechanisms, and internal awareness programs that promote a stronger and more connected workplace.

Employee performance and recognition

Furthermore, employee performance is managed through a structured annual review process supported by mid-year check-ins and regular managerial feedback. The process emphasizes goal alignment, competency development, and career growth, ensuring employees have clarity on expectations and opportunities for advancement. Continuous feedback mechanisms also enable employees to share concerns, contribute ideas, and participate in shaping the evolving culture.

Performance review *	2023	2024	2025
Percentage of employees who received a regular performance and career development review	100%	100%	100%

**Data covers SIRC Headquarters and its fully owned Subsidiaries excluding REVIVA.*

Recognizing employee excellence

SIRC fosters a culture of appreciation where employees are recognized for their contributions, commitment, and impact. As part of this approach, the company introduced structured recognition initiatives that celebrate exceptional performance and reinforce positive workplace behaviors.

The Star of the Month program highlights individuals who demonstrate outstanding effort, embody SIRC's values, or deliver exceptional results. Employees are nominated by their peers, creating an environment where recognition is inclusive and driven by collective appreciation.

To further strengthen a culture of acknowledgment, SIRC launched a formal Certification of Recognition program, awarded to employees who make significant contributions, support major initiatives, or go above and beyond their core responsibilities. This program encourages excellence, boosts morale, and promotes a sense of pride across the organization.

Mission in action

Certificate of recognition program

SIRC launched the Certificate of Recognition program to establish a structured and transparent way to acknowledge exceptional employee performance. Designed as a manager-led initiative, it aimed to strengthen morale, reinforce a culture of appreciation, and support long-term retention across the organization.

The program focuses on celebrating meaningful contributions, enhancing organizational culture, and motivating employees. By recognizing individuals who demonstrate outstanding performance and alignment with SIRC's values, the initiative encourages excellence and reinforces positive workplace behaviors.

The rollout followed a clear and inclusive process: the Organizational Development team announced the program company-wide, nominations were submitted through SuccessFactors, and achievements were showcased across internal communication screens. Certificates were then issued with personalized commendations to acknowledge each employee's contribution.

Pioneers of loyalty awards program

SIRC launched the Pioneers of Loyalty Awards Program to formally recognize long-serving employees whose dedication and values have shaped the organization's growth. The program celebrates service milestones of 5, 10, and 15 years, reinforcing loyalty and strengthening SIRC's internal culture of appreciation.

The initiative focuses on honoring tenure, building a sense of belonging, and acknowledging employees whose commitment supports the company's long-term success. HR verified service records across the Group, notified eligible employees ahead of the annual recognition event, and coordinated the preparation of personalized trophies, certificates, and financial gifts.

Awards were presented during the annual recognition ceremony, with follow-up communication shared across internal channels to highlight recipients' contributions.

The program helped strengthen morale, increase visibility of long-term achievements, and reinforce the behavioral values that guide the organization.

Employee benefits

SIRC provides a comprehensive benefits package for full-time employees that goes beyond what is extended to part-time or temporary staff. These benefits include educational and relocation allowances, annual bonuses, medical insurance coverage, flight tickets, executive services, career progression pathways, and eligibility for end-of-service benefits. This approach ensures competitive total rewards that support attraction, retention, and employee well-being.

The company also offers a structured End-of-Service Benefit (EOSB) plan aligned with Saudi labor regulations. The benefit is calculated based on the employee's last salary (basic pay plus fixed allowances). Eligibility and payout levels vary by years of service and reason for separation.

Zero
human rights violation incidents in 2025

Human rights and equality

SIRC upholds strong human rights and equality standards across all operations. The company strictly prohibits child and forced labor in line with Saudi labor laws, reinforced through rigorous age-verification checks during recruitment and regular supplier audits. Formal non-discrimination, anti-harassment, and human rights policies guide employees to conduct and ensure fair treatment at all levels, extending to suppliers through contractual requirements and due-diligence expectations. Potential violations are addressed through established grievance and remediation processes outlined in the Policy and Guidelines for behavioral violations, ensuring fair pay for employees, and accountability and a safe, respectful workplace for all.

Occupational health and safety

Robust HSE governance and management

Occupational Health, Safety and Environment (HSE) is a critical priority for SIRC given the operational nature of its businesses, which span waste collection, recycling, logistics, and industrial processing. Ensuring the safety of employees, contractors, and communities is fundamental to maintaining operational continuity, regulatory compliance, and responsible growth.

To support this, SIRC is currently developing a Group-level safety manual that defines the HSE Policy which clarifies roles and accountabilities across executives, corporate managers, supervisors, and employees, and outlines how HSE functions integrate within the organizational structure.

In the interim, SIRC has developed and cascaded a comprehensive Group-level HSE framework to all Subsidiaries, serving as a common reference to guide the alignment or development of entity-specific HSE policies, procedures, and controls in line with their operational context. The framework establishes consistent expectations across the Group and covers key areas including hazard identification and risk assessment, risk-control hierarchy, management of change, emergency preparedness and response, incident reporting and investigation, contractor safety management, and training and competency requirements. Through this structured approach, SIRC is strengthening HSE governance, promoting harmonized safety standards, and supporting continuous improvement in workplace health and safety performance across the Subsidiaries.

Moreover, a Group HSE Assessment is planned to be conducted in the near future. This assessment will serve as a thorough diagnostic exercise to identify the Group's HSE maturity, identify areas for improvement across all Subsidiaries and help streamline safety operations.

In 2025, SIRC strengthened its HSE reporting culture by encouraging the use of multiple reporting channels, not limited to formal platforms alone. This approach generated over 10,000 safety observations and reports in the year, enabling early identification of risks and timely corrective action. The high volume of reporting supported near-zero incidents and reflects growing trust, strong awareness, and a proactive workforce that actively contributes to safer operations across the Group

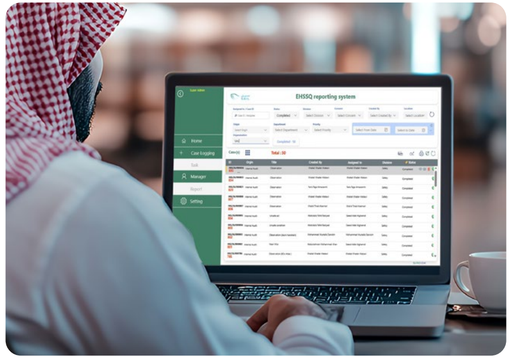
Mission in action

Launch of the EHSSQ reporting platform

To strengthen safety culture and enhance transparency across the Group, SIRC introduced its first unified Environment, Health, Safety, Security and Quality (EHSSQ) Reporting Platform, designed to simplify and standardize how employees report incidents, near misses, hazards, and safety observations. Developed, tested and launched in 2025, the platform provides a user-friendly digital system that allows employees to scan and submit reports via mobile devices or Subsidiary-specific paper templates.

The system enables real-time monitoring, faster response and escalation, and more consistent reporting across all Subsidiaries.

To address earlier communication and engagement challenges, anonymous reporting was incorporated to ensure employees feel safe and empowered to raise concerns. With dedicated HSE focal points now appointed across each Subsidiary, the platform is set to improve visibility, encourage proactive reporting, and support continuous safety improvement throughout the organization.



Health and safety	2023	2024	2025
Total employee-hours worked	5,762,773.60	6,718,676.20	7,965,410
Employee lost-time injury rate (LTIR)	0.69	0.89	0.75
Employee total recordable injury rate (TRIR)	4.51	3.13	1.13
Number of missed work days because of health and/or safety incidents	987.00	1,183.80	545

All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

Strengthening HSE accountability and training

SIRC places strong emphasis on accountability as a core driver of safety performance. The Group HSE supports Subsidiaries by monitoring safety practices, following up on corrective actions after incident investigations, and ensuring that lessons learned are applied consistently. A key objective is to build self-sufficiency across Subsidiaries by equipping employees with the right training, tools, and oversight mechanisms. Several initiatives were introduced to reinforce leadership visibility, improve frontline engagement, and elevate the overall safety culture across the Group.

Moreover, to provide continuous support to its Subsidiaries, SIRC's HSE reviewed findings raised by Governance, Risk and Compliance (GRC) and Internal Audit of eight of its Subsidiaries to identify observations specifically related to health, safety, and environmental risks. Based on this review, the team provided clear and practical recommendations to address identified gaps and prioritize high-risk issues.

This was followed by targeted site visits across the Subsidiaries, where the Group HSE team worked closely with local teams to support implementation, validate corrective actions, and identify further improvement opportunities. Follow-up inspections and verifications ensured that actions were properly closed and embedded into operations and around 85% of the observations were closed, contributing to stronger closure rates and more consistent HSE practices across the portfolio.

85%
of HSE related observations across 8 Subsidiaries were successfully closed

Mission in action

Executive management safety program

To reinforce visible leadership and foster a proactive safety culture, SIRC launched the Executive Management Safety Program—a Group-wide initiative where senior executives and Subsidiary CEOs conduct quarterly "Safety Days" across operational sites, with a target of four visits in 2025, one in each quarter. During each round, leadership teams visit more than 20 sites to observe safety behaviors, engage directly with frontline employees, and understand their needs and concerns.

Unlike formal audits, these walkthroughs focus on open dialogue, coaching, and real-time observation of safe and unsafe practices. Following each cycle of visits, detailed reports are prepared and shared with the HSE team, who consolidate findings and provide quantitative insights to guide follow-up actions. This hands-on engagement has strengthened trust, increased leadership visibility, and reinforced the shared responsibility for maintaining a safe working environment across the Group.

- Target met: 4 Executive Safety Days delivered in 2025 — one each quarter
- 20 sites visited for each visit.
- Across all operating Subsidiaries and projects

Mission in action

SAIL

Building a safety ambassador network at SAIL

To strengthen safety culture across one of SIRC's largest Subsidiaries, SAIL launched a Safety Ambassador Program in collaboration with the Group HSE. Twenty-two employees from various project sites, including NEOM, NCEC, and marine operations, were nominated by senior leadership to serve as safety ambassadors within their teams.

Over the span of three months, ambassadors participated in weekly virtual sessions led by SIRC's HSE experts, focusing on core safety topics, practical guidance, and mentorship. Each session concludes with clear actions for ambassadors to cascade within their project teams, helping reinforce safe behaviors at the front line.

This initiative marks an important step in empowering Subsidiaries to build self-sufficiency, ISO 45001 Occupational Health and Safety Management System-aligned safety systems while maintaining alignment with SIRC's corporate expectations. By developing in-house safety champions, SAIL is cultivating a stronger, more engaged safety culture across its diverse operational footprint.

Training overview

Month 1 – Building foundations of safety culture: Focused on establishing core cultural behaviors. Employees were engaged on topics such as the safety mandate, non-punitive reporting, constructive feedback, and leadership visibility.

Month 2 – Shifting from reactive response to proactive prevention: Emphasized practical safety management skills. Sessions covered proactive hazard identification, PPE compliance, integrating safety at the design stage, and learning from incidents.

Month 3 – sustaining and reinforcing safe behaviors: Sustaining improvements through workplace organization, recognition, communication, and continuous improvement, trainings included 5S challenge, explored effective recognition methods, refreshed safety communication tools, and reviewed overall performance to set targets for the next phase.

Purpose

Zero
Critical Incidents, Maximum Integrity

22
ambassadors across all SAIL operations

12
12-week training plan

The Group HSE and HR training team worked closely in 2025 to roll out tailored HSE training programs across subsidiaries, ensuring consistent safety capability building throughout the Group.

Mission in action

SIRC

REVIVA

"Learn to Lead" safety training program

SIRC strengthened its safety culture through the "Learn to Lead" program, delivered in partnership with REVIVA HSS, SIRC HR and HSE. Two intensive workshops in Dammam and Yanbu engaged 35 participants from seven entities, focusing on safety leadership, hazard identification, and proactive risk management. This initiative reinforces SIRC's commitment to a safe and resilient workplace. The train-ing focused on building practical safety leadership skills, improving understanding of safe work prac-tices, and empowering employees to champion safety within their teams.

A total of
35 participants

Local content and supply chain management

SIRC manages its supply chain through clear governance, ethical standards, and a strong commitment to local content. All suppliers are required to comply with the Business Partners Code of Conduct, which sets expectations for ethical sourcing, health and safety, fair working hours as well as ensuring a living wage is paid, employment conditions, and environmental protection.

To reinforce transparency and accountability, SIRC provides an open whistleblowing channel for third-party contractors through whistleblowing@sirc.sa.

Supply chain management	2023	2024	2025
Percentage of procurement spending on local suppliers	87.53%	91.65%	88.79%
Percentage of local suppliers	82%	82%	92%

All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

In support of national economic development, SIRC and several of its Subsidiaries—including SAIL, Akam, Wazeen and REVIVA—hold Local Content certificates, ensuring priority for Saudi suppliers and advancing local industry growth.

Local content scores

SIRC	Akam	Wazeen	SAIL	REVIVA
63.94%	55.17%	63.71%	40.55%	55%

Customer relationship management

To strengthen customer engagement and ensure consistent service quality across the Group, SIRC is enhancing its commercial support to Subsidiaries through a more structured and collaborative model. The revised commercial strategy places greater emphasis on sales development and growth, with dedicated support provided to Akam, Wazeen, SAIL, and Edama, while a central support function is activated for other Subsidiaries only when needed to avoid overlap with existing sales teams. The Commercial Sector also plays a key role in expanding market reach by promoting and selling products from Akam, and Edama, developing commercial proposals for new opportunities. These efforts not only drive innovation and improve product salability but also help subsidiaries strengthen their customer relationships and respond more effectively to market needs.

Enhancing customer experience is a growing priority for SIRC as the Group strengthens its service delivery and external engagement. To support this, SIRC is developing a formal Customer Satisfaction Survey that will provide structured feedback, improve understanding of client needs, and guide service enhancements across subsidiaries.

Customers	2023	2024	2025
Total number of customers	483	576	650
Commercial customers	32	67	90
Industrial customers	451	509	560

All figures presented are consolidated. Detailed breakdowns are available in the Appendix.

Mission in action

Strengthening customer experience

In 2025, REVIVA advanced its commitment to long-term, trust-based partnerships through a more structured and proactive customer experience model. A centralized Key Account Management approach—supported by weekly cross-functional coordination—accelerated issue resolution and improved service reliability for ma-jor clients, including SABIC, Aramco, and Ma'aden.

To enhance transparency and responsiveness, REVIVA introduced weekly client calls, dedicated WhatsApp channels, and automated reporting and invoicing systems, ensuring faster communication and real-time visi-bility of service progress. These efforts were reinforced by clear service-level targets, including maintaining a satisfaction score above 90%, responding to inquiries within 24 hours, and achieving 95% on time completion.

While a limited number of complaints were received, each case was escalated immediately, investigated through Root Cause Analysis, and resolved within agreed timelines. Preventive actions such as improved forecasting, readiness planning, and early warning triggers were implemented to reduce recurrence and en-hance customer confidence.

90%+
target customer satisfaction score

95%
on-time service completion goal

Mission in action

Enhancing customer engagement and commercial effectiveness

SIRC continued improving customer engagement by upgrading digital systems and strengthening commercial workflows. A structured project workflow has been developed within the CRM to improve tracking and approval of commercial initiatives.

We are also developing a unified policy for the new mandate and actively identifying synergy opportunities across Subsidiaries. A refreshed KPI set is being introduced to track sales growth, market share expansion, revenue performance, customer acquisition, and cross-Subsidiary collaboration, ensuring a more coordinated and data-driven commercial approach across the Group.

95%+
targeted customer complaint resolution within the expected timeframe

Community engagement

SIRC is committed to contributing positively to the communities it serves, recognizing that its role in advancing the circular economy extends beyond operations and into broader social impact.

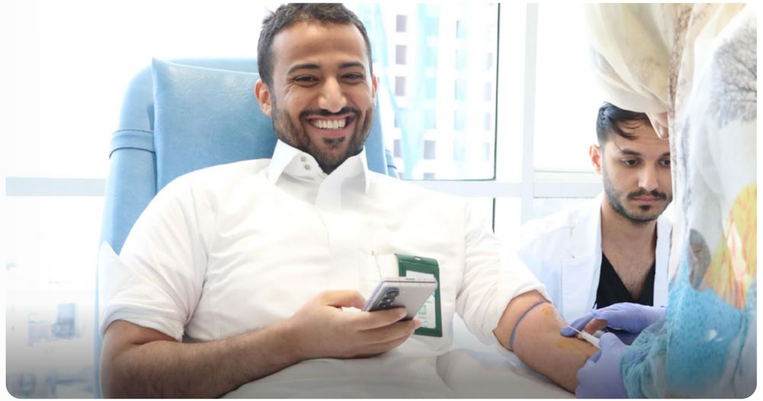
Moreover, SIRC is developing an online social community platform designed to strengthen engagement with employees, partners, and the wider community, with additional features and initiatives to be added as development progresses.

The Group prioritizes initiatives that support environmental awareness, education, and community well-being, while encouraging its Subsidiaries to engage with local stakeholders in ways that reflect their operational context. Through targeted programs, partnerships, and volunteer efforts, SIRC aims to strengthen community resilience, promote responsible environmental practices, and create lasting value for society.

Mission in action

Blood Donation campaign

As part of its ongoing commitment to social responsibility and fostering a culture of giving, SIRC organized a blood donation campaign in collaboration with Al Hammadi Hospital, engaging employees across multiple departments. The initiative aimed to raise awareness of the importance of blood donation as a vital humanitarian act that can help save lives, while encouraging staff participation in meaningful community action. This campaign reflects SIRC's dedication to embedding compassion, solidarity, and social impact into its corporate culture, reinforcing its broader commitment to supporting community wellbeing.



Mission in action

REVIVA's community engagement and environmental awareness initiatives

Expanding national capacity

In 2025, REVIVA strengthened its role as a community partner by advancing education, environmental awareness, and social responsibility across multiple regions.

Through its accredited Environmental Training Center—developed in collaboration with King Fahd University, King Abdulaziz University, and the Saudi Society for Environmental Sciences—REVIVA expanded access to scientific research, training, and community-focused programs that build national capacity in waste management and circular economy practices.

534
students trained through the Environmental Training Center

10
workshops provided

Public awareness of waste practices

REVIVA also played an active role in raising public awareness on responsible waste practices.

This included hosting university students at the Rabigh facility in cooperation with the National Center for Waste Management (MWAN), offering hands-on summer training programs, and participating in Environmental Week with King Abdulaziz University to highlight the importance of sustainability and modern waste management solutions.

5
participants in summer training program

5
community events delivered

Supporting communities

Beyond education, REVIVA delivered meaningful social impact through targeted community initiatives.

These included:

- Managing slaughter waste safely and sustainably during Hajj
- Organizing blood donation campaigns in partnership with the Ministry of Health,
- Supporting local charity Keswaaisha through employee-led clothing donation drives.

13,000 liters
of slaughter waste managed during Hajj

119
blood donors

2,400
clothing items distributed

Mission in action

Akam empowering youth-led solutions for waste challenges

In 2025, Akam strengthened its role in community engagement and environmental awareness through initiatives designed to inspire innovation, educate youth, and promote sustainable waste practices. The company participated in multiple events and exhibitions throughout the year, using interactive, play-based methods to raise awareness among younger generations about the importance of recycling and responsible waste handling.

A major milestone was the successful launch of Akamathon — Demolition and Construction Waste Challenges in Riyadh. The three-day event brought together university students, industry experts, and Akam employees, forming 12 multidisciplinary teams tasked with developing creative solutions to pressing environmental challenges such as illegal dumping, accumulated urban waste, and the need to accelerate the market for green products. Winners were awarded ⃁ 60,000 in prizes, recognizing their innovative approaches and potential for real-world application.

The event was attended by senior leaders including SIRC and Akam, who highlighted promising investment opportunities within the recycling sector and reaffirmed SIRC's leadership in advancing the Kingdom's circular economy.

12 teams
participated in the Akamathon

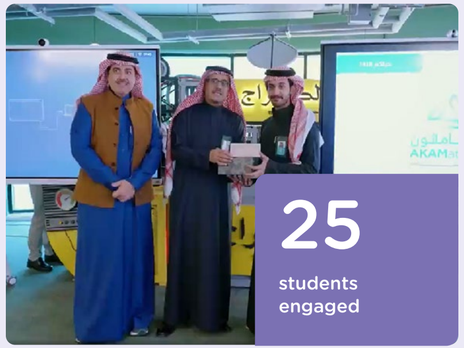
⃁ 60,000
awarded in prizes

39
students and experts engaged

Engaging future leaders

Akam welcomed students from the Vision 2030 Club at King Saud University for an educational visit focused on the environmental value of recycling and the company's role in improving the urban landscape through modern construction and demolition waste recycling.

The visit introduced students to real-world circular economy practices and highlighted Akam's contribution to environmental sustainability. This initiative reflects SIRC's commitment to social responsibility by raising aware-ness among future generations and strengthening their understanding of sustainable resource management.



25
students engaged

Mission in action

"SIRC Ambassadors" environmental awareness initiative

As part of Earth Day and Environment Week 2025, and under the theme "Our Environment is a Treasure," SIRC launched its SIRC Ambassadors Initiative to promote sustainability and strengthen environmental awareness among young students. The SIRC team visited Maya-sin Knowledge Schools and delivered a series of hands-on, interactive workshops for children aged 6–12, introducing them to recycling, re-sponsible waste management, and the importance of protecting natural resources.

Through creative activities using recycled materials, practical demonstrations, and simple environmental messages, the initiative aimed to inspire early environmental mindsets and encourage children to adopt sustainable habits at home and school.

This effort reflects SIRC's belief that small actions create lasting impact—and that educating future generations is a key investment in a more sustainable Saudi Arabia.

"Sustainable Ihram" circular textile initiative

SIRC launched the Sustainable Ihram Initiative, a first-of-its-kind program dedicated to recycling used and worn Ihrams and transforming them into new, high-quality garments for pilgrims. This initiative marks a major step in advancing environmental sustainability within the Hajj ecosystem and directly supports SIRC's mandate in circular economy development under Saudi Vision 2030.

Recycled Ihrams are produced using premium, eco-friendly materials and packaged in recycled, high-standard wrapping to provide pil-grims with a sustainable, seamless experience. Distribution points span key locations—the Hajj Miqats, the Mosque of Aisha, major air-ports in Riyadh and Jeddah, and train stations—with additional access through online platforms and Hajj campaign operators.

The initiative is powered by strategic partnerships with the Fashion Commission, Tadweem, and ISKO, combining national leadership with global textile expertise. Together, these partners aim to scale sustainable garment production, expand circular textile solutions, and ad-vance Saudi Arabia's goals for waste reduction and environmental stewardship.

Mission in action

Ministry of Education resource optimization project

SIRC is collaborating with the Ministry of Education on an ongoing initiative aimed at reducing the volume and cost of storage areas used for books, desks, and other educational materials. The project is progressing toward formalization, with a MoU expected to be signed in 2026. As part of the preparatory phase, studies have been conducted to assess the current status of stored educational assets, and site visits to selected storage areas have been completed to evaluate volumes, conditions, and reuse potential. The initiative is expected to begin with a pilot covering six schools in southern Riyadh to support improved asset management and the repurposing of surplus items.

As part of its role, SIRC will provide logistical support and resale facilitation through the CIRC E-platform, ensuring that materials are redistributed, reused, or sold in line with circular economy principles. In parallel, SIRC is deploying 40 Reverse Vending Machines (RVMs) as part of a Riyadh pilot to engage students in recycling, alongside the delivery of sustainability awareness activities within the school community.

Educating the next generation on circular economy

SIRC collaborated with the Ministry of Education to support the development of school materials, aimed at raising national awareness on circular economy principles and responsible waste management. This initiative reflects the Kingdom's ambition to build a well-informed generation equipped with the knowledge and values needed to address environmental challenges and contribute to national sustaina-bility goals.

Through this partnership, SIRC helped integrate practical, age-appropriate content that introduces students to recycling, resource efficiency, and the impact of daily habits on the environment. By empower-ing young learners with foundational understanding and real-world examples, the program supports long-term behavior change and strengthens the Kingdom's transition toward a circular economy.

Cross-cutting governance controls

Achieve operational excellence and long-term business resilience by adhering to the highest standards of corporate governance.

Two
Board meetings included ESG topics in 2025

Zero
code of conduct breaches for the past three consecutive years

Zero
data breaches in the past three years

Strategic objectives

- Maintain a culture of compliance practices across SIRC and its Subsidiaries
- Ensure ethical business practices are implemented across all levels of SIRC and its Subsidiaries
- Ensure continuous and quality services are provided to citizens and corporations

Material Topics Covered

- Compliance, ethics and transparency
- Business continuity, resilience and risk management

Key stakeholders

- Board of directors
- Executive management
- Employees
- Subsidiaries
- PIF
- Government and regulatory bodies

Saudi Vision 2030

A Vibrant Society

Ambitious Nation

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Corporate governance

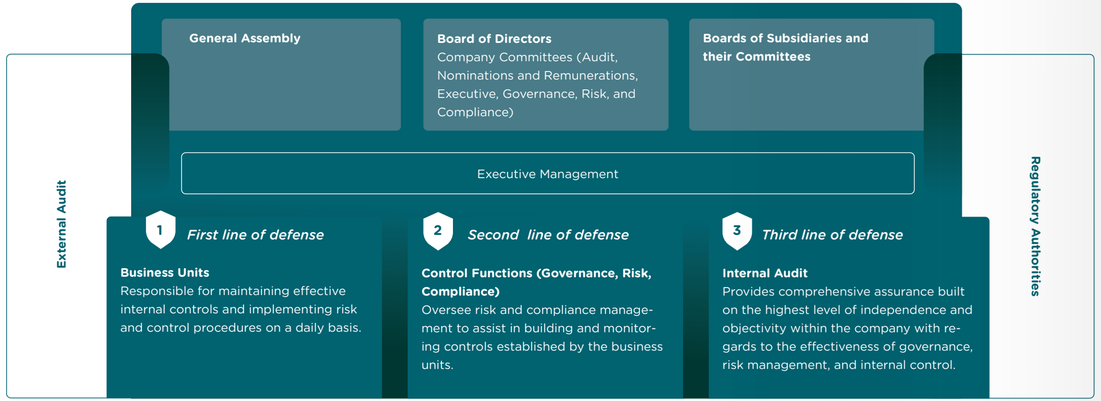
SIRC's approach to corporate governance is built on the principles of accountability, transparency, and integrity, ensuring effective oversight and alignment across the Group and its Subsidiaries. SIRC's Corporate Governance Framework establishes clear structures and responsibilities that support the implementation of SIRC's vision and values while advancing the company's strategic objectives and the Kingdom's goals for a circular economy.

The Group applies the Three Lines of Defense model to strengthen accountability and governance across all operations.

1. The first line of defense comprises business and operational functions responsible for identifying and managing day-to-day risks.
2. The second line of defense includes risk management, financial control, and compliance functions, which provide oversight and ensure adherence to established policies and frameworks.
3. The third line of defense is the independent internal audit function, which provides assurance on the effectiveness of internal controls and governance processes.

Together, these three lines form an integrated control environment that supports effective governance throughout the Group.

These governance principles apply across the Group and regulate the relationship between SIRC, its Board of Directors and committees, as well as the Subsidiaries' Boards and their committees, where applicable. Each Subsidiary is required to establish its own governance manual consistent with the Group's framework, ensuring alignment with its legal status and operating structure under the supervision of its Board, committees, and executive management.



Subsidiaries governance and reporting

SIRC's governance framework extends to its subsidiaries in line with the Subsidiaries Governance Framework, endorsed by the GRC Committee and currently under Board review. Oversight and governance requirements are applied based on SIRC's level of ownership as follows:

- **Fully-Owned Entities:** Required to fully adopt SIRC's governance framework, including governance, nomination, and remuneration policies, with oversight by SIRC through defined reporting and approval mechanisms.
- **Majority-Owned Entities:** Required to establish governance, risk, compliance, and internal audit functions aligned with SIRC Group policies and applicable regulations.
- **Non-Majority-Owned Entities:** Subject to enhanced governance oversight, including investment controls and monitoring to ensure alignment with minimum governance standards.
- **Entities with Substantial Shareholding:** Governed through pre-investment due diligence and ongoing monitoring to safeguard SIRC's interests and ensure transparency.

Board of Directors

Strong governance and strategic oversight are fundamental to long-term value creation and to the effective execution of SIRC's mandate. The Board of Directors plays a central role in guiding the company's strategic direction, overseeing performance, and ensuring alignment with stakeholder expectations. As of 2025, the Board consists of non-executive members with an average tenure of three years, reflecting a stable leadership structure that supports continuity and informed decision-making.

SIRC recognizes the importance of broadening diversity and strengthening independent perspectives within its governance model. In line with Saudi Vision 2030 and national efforts to enhance representation in leadership roles, SIRC is exploring opportunities to further diversify Board composition. The Chairperson serves in a non-executive capacity, with the CEO prohibited from holding the role of Board Chair, ensuring clear separation of oversight and management responsibilities.

Board members (Number)

Non-executive Board members (Percentage)

All figures presented are for SIRC HQ only.

The Board of Directors operates in accordance with defined mandates and procedures that ensure effective oversight and accountability across SIRC's operations. Each member is guided by a clear set of responsibilities and decision-making limits outlined in the company's governance framework. The Board holds a minimum of four meeting annually to review strategic progress, operational performance, and risk management activities, with attendance tracked and reported annually. In 2025 the Board met 8 times with an attendance rate of 97%, furthermore two of these meetings included ESG/sustainability related topics and the ESG performance review of the company. To further enhance governance efficiency, SIRC has implemented the Convene system to centralize board documentation and key processes, streamline meeting management, and improve access to timely information, supporting more effective collaboration and informed decision-making across the Group.

Annual Board performance evaluations are conducted by the Nominations and Remunerations Committee to assess the effectiveness of the Board and its committees, identify areas for improvement, and enhance governance and decision-making processes. The evaluation includes feedback from all Board members through structured questionnaires and discussions with the Chairperson and committee heads. In addition, an independent third-party review is carried out every three years to ensure objectivity and alignment with leading governance practices.

Moreover, members of the Board of Directors are appointed by the PIF, following clear and objective criteria to ensure that nominees possess the necessary qualifications, experience, and competencies to effectively fulfill their roles and responsibilities. The process emphasizes the inclusion of members with diverse expertise spanning governance, finance, operations, and sustainability. All appointments and nominations are conducted in accordance with SIRC's bylaws, the PIF's governance framework, and the Corporate Governance Regulations issued by the Capital Market Authority (CMA), ensuring transparency, alignment with national standards, and adherence to leading governance practices.

Board skills and competencies

SIRC's Board members bring a diverse range of skills and competencies that support effective oversight and strategic decision-making. Collectively, they demonstrate experience in governance, finance, risk management, and industrial operations, along with expertise relevant to waste management, circular economy development, and sustainability. Two out of 11 members have strong sustainability and ESG background.

These competencies enable the Board to guide the company's strategic direction, ensure sound governance, and support the realization of SIRC's national mandate.

SIRC Board of Directors

- Non-independent
- Non-executive

H.E. Eng. Khalid Mohammed AlSalem
Chairman

H.E. Dr. Khaled Saleh AlSultan
Vice Chairman

H.E. Mr. Ihab Ghazi AlHashani
Board Member

Mr. Mohammed Abdulrahman AlBalaihed
Board Member

Mr. Omar Mohammed AlHoshan
Board Member

Eng. Ibrahim Abdulrahman AlShaye
Board Member

Dr. Bob Robinson Maughon
Board Member

Mr. Ian Price
Board Member

Mr. Amr Abdulaziz AlJallal
Board Member

Mr. Mohammed Ali Al Saheb
Board Member

Mr. Abdullah Ibrahim Abobakr
Board Member

Board committees

The Board of Directors is supported by four specialized committees that strengthen governance, enhance accountability, and ensure informed decision-making across key strategic, financial, and operational areas. These committees enable the Board to effectively oversee performance, risk management, and compliance while supporting transparent and ethical business practices throughout the Group.

ESG and sustainability oversight responsibilities falls within the mandates of the Governance, Risk and Compliance Committee.

Governance, Risk, Compliance and Sustainability Committee

Oversees governance, compliance, risk, and sustainability performance across SIRC and its Subsidiaries.

- Monitors internal controls, policies, and procedures to safeguard operations and reporting.
- Reviews strategic and operational risks and ensures compliance with laws, regulations, and ethical standards.
- Provides oversight of sustainability governance, ensuring alignment with national priorities, corporate strategy, and global best practices.

Number of members	Percent independence	Attendance rate
4	25%	92%

Executive Committee

Supports effective execution of SIRC's strategy and major operational and financial decisions.

- Reviews strategy, business plans, budgets, and investment priorities to ensure alignment with long-term objectives and PIF guidelines.
- Monitors major projects and evaluates proposals on capital allocation, acquisitions, joint ventures, and financing within delegated authority.
- Reviews key policies not covered by other committees and provides guidance on matters escalated by the CEO.
- Oversees social responsibility initiatives to ensure alignment with SIRC's values and national sustainability goals.

Number of members	Percent independence
6	100%

Audit Committee

Ensures transparency, integrity, and accountability across SIRC's operations.

- Oversees internal controls, risk management, and internal and external audit functions, ensuring their independence and alignment with best practices.
- Reviews the accuracy and reliability of financial statements and related disclosures.
- Monitors compliance with applicable laws, regulations, and internal policies.
- Ensures management addresses audit findings and implements required corrective actions.

Number of members	Percent independence	Attendance rate
4	50%	100%

Nomination and Remuneration Committee

Supports effective governance through leadership selection, evaluation, and development.

- Establishes policies and criteria for Board and executive appointments and oversees performance evaluations.
- Recommends succession planning measures for key leadership positions.
- Reviews and recommends remuneration, compensation, and incentive frameworks to ensure fairness and alignment with SIRC's strategic objectives.
- Monitors human capital strategies, organizational structures, and workforce plans to support talent attraction, retention, and development.

Number of members	Percent independence	Attendance rate
5	25%	83%

Our sustainability governance structure

SIRC's sustainability governance structure drives the company's ESG strategy from vision to measurable impact. It institutionalizes sustainability within the fabric of the organization—linking strategy to execution and cascading actions to all levels, from leadership to frontline operations.

Oversight is provided by the Board of Directors, which sets the tone at the top, integrating sustainability and climate-related risks and opportunities into strategic decision-making. The GRC and Sustainability Committee supports the Board by guiding and overseeing ESG strategies, objectives, key performance indicators, and providing semiannual updates to the Board on progress and emerging risks.

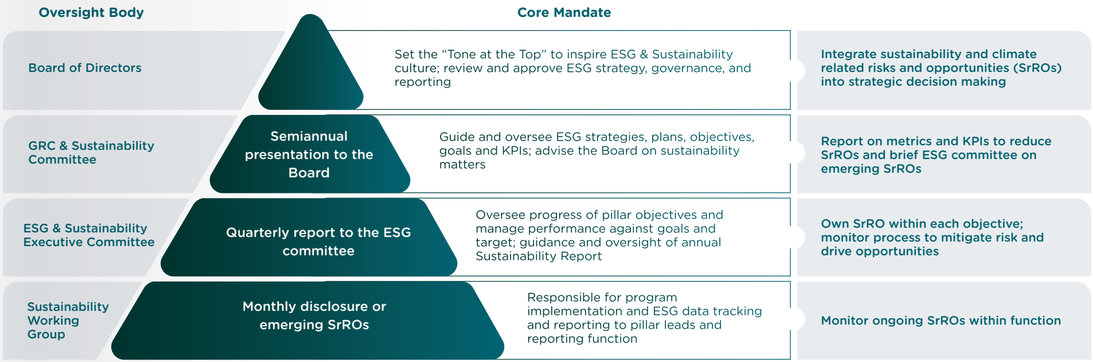
At the management level, the ESG and Sustainability Executive Committee meets quarterly to oversee the implementation of ESG initiatives, monitor performance against goals and targets, and provide direction for the annual sustainability report.

Supporting this structure, the Sustainability Working Group ensures the consistent execution of sustainability programs, data collection, and performance tracking across all business functions, with monthly reporting to the executive committee.

Sustainability data governance and oversight

SIRC continues to strengthen its data governance practices to improve the accuracy, consistency, and reliability of sustainability and operational data across the Group.

Our efforts are focused on enhancing visibility and oversight of performance metrics across Subsidiaries to ensure unified reporting and informed decision-making.



Sustainability-related risks and opportunities (SrROs)

Compliance, ethics and transparency

SIRC remains committed to upholding the highest ethical and compliance standards across all operations and investment activities. The company's Code of Conduct and Work Ethics outlines the principles that guide employee behavior and business practices, promoting honesty, accountability, and fair dealing. It sets clear expectations for compliance with applicable laws, regulations, and internal policies, the protection of SIRC's assets, reputation, and confidential information, and the ethical handling of conflicts of interest.

SIRC has also established a comprehensive Compliance Framework designed to create an integrated, strategic, and consistent approach to managing compliance obligations across the Group. The framework defines structured processes for identifying, recording, evaluating, and monitoring compliance requirements and applies to all SIRC operations, including Subsidiaries, joint ventures, contractors, and outsourced activities. It aligns with ISO 37301:2021 – Compliance Management Systems and with the PIF's governance guidelines, and other relevant national and international standards.

To ensure adherence to the Code and compliance framework, SIRC conducts periodic reviews, compliance assessments, implementation audits, and corrective action plans, supported by structured reporting mechanisms to track progress and outcomes. Regular awareness and training programs are conducted to reinforce the culture of integrity and ethical behavior—this includes biannual training on compliance and business ethics and dedicated sessions on the Code of Conduct and GRC practices for all employees and governance bodies.

In 2025, we conducted three training sessions covering the Code of Conduct and other related topics such as anti-corruption and risk. Two of these sessions were done for the SIRC team and the third for our Subsidiaries REVIVA and SAIL, with more than 70 people joining these sessions in total.

In 2025, SIRC executed a comprehensive risk-based audit plan that included 57 audits covering key corporate functions—such as HR, Finance, HSE, and GRC—as well as major Subsidiaries including REVIVA, SAIL, Akam, and Wazeen. The plan also incorporated dedicated IT and cybersecurity audits, completed by the end of 2025, to strengthen SIRC's resilience against emerging digital risks. All audits conclude with agreed corrective actions and follow-up reviews to ensure timely implementation. High-priority observations are routinely escalated to the Audit Committee on a quarterly basis to maintain transparency and strong oversight, with significant observations typically communicated each cycle.

Percentage of operations/units assessed for risk related to corruption and enterprise risk management (%)

Total number of confirmed incidents of corruption

Zero

Training sessions covering SIRC's Code of Conduct

Three

All figures presented are for SIRC HQ only.

Mission in action

Implementation of the GRC automation system

As part of its ongoing efforts to strengthen governance and operational efficiency, SIRC will initiate the implementation of a Governance, Risk, and Compliance (GRC) Automation System. The initiative aims to reduce manual processes, improve accuracy and timeliness, and enhance decision-making through real-time dashboards and centralized reporting. By automating core GRC activities, SIRC seeks to lower administrative workload while ensuring consistent, data-driven oversight across the Group.

The new system will ultimately serve as the central platform for enterprise-wide governance, compliance, and risk management, reinforcing SIRC's commitment to transparency, accountability, and operational excellence.

Recognized as a PIF leader in compliance and governance

SIRC was formally recognized by the PIF during the 6th Governance Knowledge Exchange Event as the top-performing company in Compliance and Governance, ranking among the top five overall and achieving the highest compliance score across all PIF portfolio companies. In acknowledgment of this achievement, PIF selected SIRC's GRC team to mentor three identified companies, providing supervision, advisory, and review support to help them strengthen their compliance and governance practices in line with PIF's standards.

The mentorship program has been successfully delivered during 2025, guided by a dedicated Governance Supervision Framework Report developed as part of a three-month initiative. SIRC's recognition reflects its advanced governance maturity and commitment to continuous improvement.

Read more

Mission in action

Advancing ISO readiness across the Group

In 2025, SIRC supported key Subsidiaries in strengthening their quality systems and preparing for ISO certification. The initiative focused on building ISO-aligned processes, improving documentation, and enhancing risk and compliance controls to meet international standards.

The certification roadmap prioritizes ISO 9001 Quality Management System completion by 2026, followed by ISO 45001 Occupational Health and Safety Management System and ISO 14001 Environmental Management System over the subsequent two years. These efforts reinforce SIRC's commitment to operational excellence, unified governance, and continuous improvement across its portfolio.

Ensuring quality and strengthening data governance

In 2025, SIRC launched a coordinated effort to improve the accuracy, consistency, and governance of financial and operational data across all Subsidiaries. With varying reporting practices creating misalignments in key operational KPIs, the Group introduced unified templates, clarified definitions, and provided direct support to resolve recurring issues. This alignment led to faster consolidation, fewer errors, and clearer monthly insights for management.

In parallel, SIRC developed and began implementing its corporate Quality Management System (QMS) to standardize policies, procedures, and operational practices across the organization.

The new QMS enhances compliance, strengthens accountability, and prepares the Group for future ISO certifications.

Related policies and procedures

SIRC enforces a zero-tolerance policy toward non-compliance, ensuring that all employees, Subsidiaries, and business partners act in full accordance with applicable laws, regulations, and internal policies. Any breach of compliance or ethical conduct is treated with the utmost seriousness and subject to investigation and corrective action under the Violation Process Policy. This approach reinforces accountability, transparency, and adherence to the highest standards of integrity across all operations.

The company's Anti-Corruption and Anti-Bribery Policy prohibits any form of bribery, facilitation payment, or improper advantage, directly or indirectly, in business dealings with public or private entities. It aligns with Saudi national regulations and relevant international conventions on anti-corruption and business integrity.

SIRC also maintains a comprehensive Conflict of Interest Policy, managed by the GRC function, to prevent and address situations where personal interests could influence—or appear to influence—business decisions. All employees and board members are required to disclose potential conflicts, which are reviewed and monitored to ensure transparent and ethical decision-making.

Zero

code of conduct breaches for the past three consecutive years

Whistleblowing

SIRC has a whistleblowing system managed by the Internal Audit function to ensure that any concerns related to misconduct, non-compliance, or unethical behavior can be reported safely and confidentially. All reports—submitted through the dedicated whistleblowing email or other approved channels—are handled in accordance with the Whistleblowing Policy and Compliance Investigation Procedure. All whistleblowing cases, compliance breaches, and regulatory violations are reported to the GRC Committee and relevant management in a timely manner. Each case is carefully reviewed, and investigation outcomes—including actions taken and their status—are documented and monitored until resolution.

The compliance team oversees adherence to these procedures and ensures that all investigations are conducted fairly, independently, and with strict confidentiality and anonymity. The compliance function reports directly to the CEO and provides regular updates and escalation on key matters to the GRC Committee, ensuring effective oversight and independence.

Business resilience continuity and risk management

SIRC's approach to resilience also supports long-term value creation by integrating risk management with sustainability planning, ensuring that business decisions consider both immediate risks and long-term opportunities for growth and innovation. These efforts align with PIF's governance guidelines and international best practices in business continuity management, reinforcing SIRC's commitment to operational stability and sustainable performance

Risk management

SIRC applies a structured approach to risk management to ensure that potential risks are identified, assessed, and addressed across assigned Subsidiaries and business units. The Enterprise Risk Management (ERM) framework enables informed decision-making and supports the company's long-term stability.

SIRC is currently exploring the possibility to align with the ISO 31000 Risk Management guidelines, to further align its practices with international standards. The GRC function, supported by Risk Champions within departments and Subsidiaries, monitors key risk indicators, and reports findings to the GRC Committee and Board of Directors.

High-level ESG risks are currently integrated within SIRC's broader Enterprise Risk Management (ERM) framework and monitored through existing risk registers. In the coming year, SIRC will be working on enhancing its risk impact assessment criteria to strengthen the identification, assessment, and management of material risks, including ESG-related risks, across the Group.

Eng. Mostafa Abdullatif
Chief Governance Risk & Compliance Officer

"At SIRC, strong governance plays a critical role in set-up business continuity and enabling the organization to operate with confidence. We embed Governance, Risk, and Compliance into made decisions, ensuring accountability and consistency across the business.

By strengthening our ESG governance framework, we align sustainability with corporate strategy, anticipate and manage risks more effectively, and create the stability needed to support responsible growth, the circular economy, and the Kingdom's long-term sustainability ambitions."

Responsible investment

As an investment company, SIRC adopts a responsible and strategic approach to Subsidiary management, ensuring that all investments advance the circular economy and contribute to Saudi Arabia's Vision 2030. We invest both independently and through joint ventures with leading local and international partners, leveraging collective expertise to expand capabilities across waste management, recycling, and resource recovery.

As of 2025, SIRC's portfolio includes Subsidiaries and joint ventures, spanning activities from collection and sorting to recycling, treatment, and waste-to-energy. This approach enables SIRC to maximize synergies across its portfolio, enhance operational efficiency, and generate sustainable long-term value for the Group and the national economy. Learn more about our Subsidiaries in Appendix B.

SIRC evaluates investment and divestment opportunities through both financial and sustainability lenses, considering factors such as circularity potential, waste recovery, innovation, and national impact. Strategic acquisitions are designed not only to strengthen SIRC's market position but also to build synergies across its Subsidiaries, enabling integration along the waste value chain and improving operational efficiency.

Mission in action

SIRC partners with BlackRock to advance sustainable investment in Saudi Arabia

During the Saudi–US Investment Forum, SIRC signed two Memorandums of Understanding (MoUs) valued at ⃁ 15 billion, reinforcing its commitment to advancing sustainable investment and circular economy development in Saudi Arabia.

One of the MoUs was signed with BlackRock, as part of the broader collaboration between PIF and BlackRock to attract global capital and accelerate growth in Saudi Arabia's capital markets. This partnership aligns with SIRC's strategic goal to foster international collaboration, expand investment opportunities, and support the Kingdom's Vision 2030 objectives of economic diversification and sustainability.

Cybersecurity and Data Management Office

Protecting digital assets, sensitive information, and operational data remains a top priority for SIRC. The company maintains a formal Data Privacy and Information Security Policy that applies to all employees, contractors, customers, and business partners. The policy covers data classification, access control, incident response, acceptable use, and regulatory compliance, ensuring consistent protection across all operations.

SIRC complies with the Saudi Personal Data Protection Law (PDPL) and follows the requirements of the National Cybersecurity Authority (NCA), aligning several practices with international standards such as the GDPR where applicable, as well as ISO 27001 Information Security Management System and National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF). The company conducts internal and external audits annually to assess the effectiveness of its data security systems and ensure adherence to local and international data protection regulations.

The Cybersecurity Department operates as a shared service, providing support to SIRC's wholly owned Subsidiaries and offering advisory assistance to the other Subsidiaries when needed. In 2025, SIRC revised the governance and reporting structure of this function based on best practices and the guidance of the NCA's Saudi Cybersecurity Governance Framework and Legislative Cybersecurity Requirements, with aim to reach 80% compliance by 2026 with NCA ECC requirements. Cybersecurity governance has been structured under Enterprise GRC, reporting to the Chief GRC Officer, while cybersecurity operations are managed under Shared Services, reporting to the EVP, strengthening oversight and operational effectiveness. At the subsidiary level, the cybersecurity team works closely with each company's own cybersecurity function, maintaining a two-way communication and support mechanism.

SIRC is strengthening its information security posture by advancing data protection and classification practices across the Group. The data classification exercise has been completed across SIRC and key subsidiaries, including REVIVA, Akam, and SAIL, with data categorized and secured based on sensitivity and usage. This structured approach enhances control, supports compliance with data protection regulations, and improves the management of digital assets. An interim data protection solution has been activated using Microsoft DLP and Data Compliance portals to support alignment with select NDMO, PDPL, and NCA controls, with a broader solution targeted for go-live by 2026, extending a consistent data governance framework across the organization.

SIRC provides ongoing awareness and training in line with its Cybersecurity Awareness and Training Policy. Quarterly phishing simulations help assess employee readiness, with mandatory follow-up training for anyone who engages with a phishing link. Monthly data-privacy awareness sessions and an annual company-wide workshop further reinforce safe practices and regulatory compliance. Together, these measures ensure cybersecurity remains a core element of SIRC's risk management and operational excellence framework.

More than
100K
cyberattack attempts in 2025

Cyberattacks decreased by
65%
since 2023

Zero
data breaches in the past three years

4
training sessions on cyber security conducted in 2025, with 100% of employees attending

Aim for a
90%
phishing-simulation success rate by end of 2026

Mission in action

Data Management Office (DMO)

SIRC's Data Management Office (DMO) was established to centralize and standardize data governance across the Group, ensuring full alignment with the National Data Management Office (NDMO) framework. Operating independently from IT and Digital Transformation, the DMO provides oversight for operational, financial, GRC, safety, and capability-related data while ensuring compliance with national regulations, PDPL requirements, and internal governance standards.

Over the past year, the DMO finalized the Group's data strategy, operating model, domain-level policies, and a multi-year roadmap of data initiatives. It also completed SIRC's first data maturity, PDPL, and NDMO compliance assessments, reducing regulatory risks and laying the foundation for unified reporting, improved data quality, and stronger decision-making across Subsidiaries.

To build internal capability, the DMO delivered workshops and training for data stewards across more than 35 departments and Subsidiaries, including REVIVA, Akam, and SAIL. These sessions improved awareness, manual data classification, and data ownership practices.

Mission in action

Digital operations center & cybersecurity enhancement

SIRC inaugurated its new Digital Operations Center, a key milestone in strengthening operational efficiency and enabling data-driven oversight across the Group. The center serves as a hub for project monitoring and digital transformation, supporting smarter decision-making and improved landfill-diversion performance. In parallel, the Cybersecurity Operations Center (SOC) was activated with 24/7 monitoring, significantly enhancing threat detection, response speed, and overall business resilience.

Strengthening data protection through enterprise DLP implementation

In 2025, SIRC strengthened its cybersecurity and data protection capabilities through the plan to implement an enterprise-wide Data Loss Prevention (DLP) solution. This initiative was introduced to mitigate the growing risks of sensitive information leakage and regulatory non-compliance, ensuring stronger control over data flows and enhancing the protection of confidential and proprietary information across the organization.

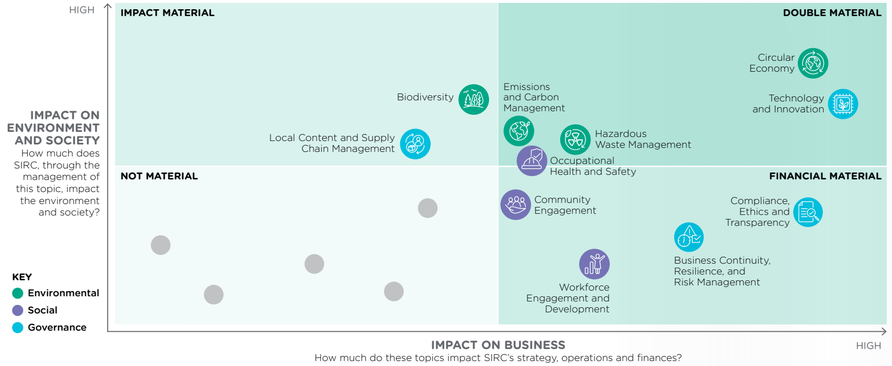
The DLP program is designed to safeguard intellectual property, support compliance with national data protection regulations—including the PDPL and minimize incidents of data exfiltration. It will improve data integrity and reinforce trust in SIRC's information management practices across business operations, compliance teams, and governance functions.

Policy development and awareness activities have been completed, laying the foundation for the deployment of the DLP solution, which is scheduled for implementation in 2026. This phased approach supports the progressive strengthening of SIRC's data protection framework and overall cybersecurity posture as part of its broader governance and digital transformation efforts.

Appendices

Appendix A – Materiality assessment and stakeholder map

SIRC undertook a structured double materiality assessment to evaluate ESG topics based on their impact on the environment and society and their impact on business strategy, operations, and financial performance. The process combined topic identification, stakeholder input, and an assessment of impacts, risks, and opportunities to prioritize the most relevant issues and distinguish between impact-material, financial-material, and double-material topics. The material topics identified through this process are presented in the matrix below. For further details, refer to SIRC's 2024 Sustainability Report.



Stakeholder	Channels of engagement	Focus area
Board of Directors	Board meetings and ESG briefings Board committee meetings Annual sustainability performance review Monthly reports and dashboards	ESG governance and oversight Business continuity, enterprise risk, and resilience Compliance, ethics, and transparency Climate, emissions, and circular economy performance Capital allocation and financial performance
Employees	Internal surveys & engagement assessments Townhalls and internal communications Training sessions & workshops Health & safety sessions Performance reviews	Occupational health and safety Workforce engagement, development, and capability building Ethical conduct and compliance culture ESG awareness and operational responsibilities Business continuity roles and emergency preparedness

Stakeholder	Channels of engagement	Focus area
Executive Management	Executive committee meetings ESG steering committee KPI performance reviews Strategy and budget planning sessions Operational risk assessments	ESG strategy integration into corporate and subsidiary plans Business continuity and operational risk management Climate action, emissions, and waste management performance Capital allocation and ESG-linked investments Regulatory readiness and disclosure quality
Subsidiaries	Group-level ESG reporting requirements Cross-functional coordination meetings Continuous support through the shared services Knowledge-sharing workshops/trainings	Group-wide ESG governance and reporting alignment Capital allocation Support provided through the shared services Environmental compliance (waste, hazardous materials, emissions) Health, safety, and operational risk management Circular economy implementation and innovation
Government & Regulatory Bodies (MWAN, MEWA, MOMRAH, MHRSD, NCWM, Municipalities)	Regulatory filings & compliance reporting Policy consultations Audits & inspections Participation in national sustainability initiatives	Regulatory compliance and licensing National circular economy and waste diversion targets Environmental protection and hazardous waste management Health, safety, and emergency preparedness Alignment with national sustainability strategies
PIF	ESG disclosures & sustainability reports Investor briefings Annual general meetings Continuous engagements and meetings	ESG governance maturity and transparency Business continuity and risk resilience Climate, circular economy, and environmental impact Alignment with PIF ESG expectations and national priorities
Customers	Customer satisfaction surveys Product quality audits Strategic partnership meetings ESG disclosures & reporting Industry conferences	Service reliability and business continuity Environmental performance and waste outcomes Compliance, ethics, and transparency ESG disclosures relevant to partnerships Innovation supporting circular economy solution
Contractors	Supplier/contractor onboarding sessions HSE inductions Performance evaluations Compliance audits Contractual clauses & reporting	Health, safety, and environmental compliance Hazardous waste handling and operational controls Ethical conduct and contractual ESG requirements Business continuity and emergency response readiness
Suppliers	Supplier code of conduct ESG screening & audits Procurement evaluations Performance scorecards Capacity-building sessions	ESG screening and code of conduct compliance Environmental and waste management practices Operational resilience and continuity Regulatory compliance requirements
Local Communities & Private Sector	Community consultations Public forums CSR programs Partnerships with NGOs Community grievance mechanisms	Community engagement and grievance management Environmental protection and local impacts Circular economy and private-sector participation Transparency and responsible operations Targeted CSR aligned with core operations
Research Centers, Academia, Startups	R&D collaborations Innovation partnerships Joint research programs Knowledge-sharing workshops Pilot projects	Circular economy innovation and applied R&D Technology and digital solutions for waste management Environmental performance improvement Pilot projects supporting national sustainability goals

ريڤايڤا REVIVA

Established in 2008 and acquired by SIRC in 2019, REVIVA drives the circular economy through advanced recycling, waste management, and byproduct recovery solutions. The company plays a key role in supporting Vision 2030 and the national waste management framework by promoting zero-waste-to-landfill practices and transforming waste into valuable resources.

Read more

To be the National Champion driving Circular economy through providing industrial and hazardous environmental solutions globally

Our goal is to drive 85% of industrial waste from landfill through treatment and recycling

Management offices:	Jeddah and Al Khobar, Saudi Arabia
Key locations:	8 facilities across Riyadh, Jeddah, Jubail, Dammam, Yanbu, Rabigh, Al Juhfa, Jazan
Key activities:	Waste Recycling & Safe handling, Industrial & Maintenance Services, Environmental Consultation Services, Rehabilitation Services, Waste Transportation Services
Key customers:	Municipalities, Petrochemical, Oil & Gas Companies
Type of waste managed:	Industrial hazardous waste
Capacity:	To process and recycle 800,000 tonnes of industrial hazardous waste per annum

849,123 tonnes
total waste received/collected in 2025

37%
recycled waste in 2025

6%
increase in total female employees from 2024 to 2025

107
new hires and jobs created

8,900
total training hours delivered in 2025

89%
of suppliers engaged in 2025 are locals

وزين
Wazeen

Established in 2022 to develop, and operate, a network of three full-fledged facilities across the kingdom to manage, treat and recycle medical hazardous waste.

A circular economy contributor for a sustainable future

Headquarter:	Riyadh, Saudi Arabia
Key locations:	• Jeddah Facility • Riyadh- AlKharj Facility
Key activities:	Collection, Transportation, Treatment, Safe Disposal, and Recycling
Key customers:	• Medical clusters and hospitals • Healthcare centers and polyclinics • Pharmaceutical manufacturers and distributors
Type of waste managed:	Medical Hazardous Waste
Products:	Refuse-Derived Fuel (RDF)
Capacity:	A total of 26.2K tonne/year for 3 facilities

Two
treatment facilities progressing toward full operational readiness across the Central and Eastern regions

100%
of required technical, environmental, and construction permits secured in Jeddah, Riyadh, and Dammam

أكام
Akam

Akam was established in 2020 and is a fully owned subsidiary of the Saudi Investment Recycling Company, specializing in recycling and managing construction and demolition waste in the Kingdom.

Read more

Preserve natural resources and reduce soil depletion and rock mining

Headquarter:	Riyadh, Saudi Arabia
Key locations:	3 operational sites: Malham facility, Al-Hayer facility, Dughum facility
Key activities:	• Demolition • Manufacturing and Disposing • Recycling
Key customers:	25 active customers
Type of waste managed:	Construction and demolition waste
Products:	Green blocks, street furniture
Capacity:	21.2 million tonnes
Partners:	PIF projects, Technology Providers, Private Companies

21,266,285 tonnes
of waste received/collected in 2025

With a 100% recycling rate
for the past three consecutive years

41
sustainable products

إيكوسول
Eco Sol

Joined the SIRC Group in 2022, the company was created to elevate the recycling sector by driving measurable impact and contributing to non-oil economic growth.

It plays a strategic role in building market understanding and waste characterization for Jeddah's waste management and recycling ecosystem, applying best practices and scalable recycling models that support the Saudi Green Initiative and broader ESG objectives.

Read more

With a target of 83% landfill diversion across all waste streams in 2030

To be an integral champion of circular economy in the waste management and recycling sector of Jeddah governorate

Headquarter:	**Jeddah, Saudi Arabia**
Key locations:	**Asfan Land Development, Alassla Land Development, Alassla Land 29**
Key activities:	**Collection & transportation, Recycling, Environmental Disposal & managing general waste streams**
Key customers:	**PIF companies, Municipalities and infrastructure contractors**
Type of waste managed:	**Construction and Demolition waste (CDW) and Used Lubricating Oil (ULO)**
Capacity:	CDW 1.1 million tonnes in all 3 facilities Alassla 29 "600K", Alassla LD "200K", Asfan LD "300K") ULO collected 200 tonnes

Partners:

ROSHN, Yanbu Cement, Qiddiya, NHC, Arabian Cement, Al Garyan Group, BAUER, Aspec , Kano

902,400 tonnes
of waste received/collected in 2025

54%
of waste recycled in 2025 with the majority of the remainder in processing

100%
Saudization rate

مســـــتدام
Mostadam

Established in 2024 as a joint venture between SIRC, BEEAH and ALMQR, part of SIRC group since establishment.

Recycle up to 70% of Madinah CDW by 2035

To be the catalyst for sustainability in Madinah province, pioneering innovative solutions in recyclability and resource management to preserve the environment for future generations, while advancing the Kingdom's goals in the region

Headquarter:	Madinah, Saudi Arabia
Key locations:	Madinah
Key activities:	Recycling
Type of waste managed:	Construction and demolition waste (CDW). Municipal solid waste (MSW)
Capacity:	Planned to be able to meet the company's target

1,600 tonnes/day
MRF capacity under rehabilitation in Madinah, reactivating a key recycling asset offline since 2022

92%
of procurement spending is on local suppliers

سيل
SAIL

SAIL was established in 2022 to deliver integrated marine environmental protection services across Saudi Arabia. The company provides emergency response to oil and hazardous spills, supported by advanced monitoring and early warning systems, with resources strategically deployed along the Red Sea and Arabian Gulf coasts to ensure rapid and effective response.

SAIL implements specialized marine protection projects and builds national capabilities through training and qualification programs. It works in partnership with government and private sector entities to manage marine environmental risks and support sustainability objectives.

To be the leading regional center for combating oil spills and hazardous marine pollution along the Kingdom's coasts in the Red Sea and the Arabian Gulf

Headquarter:	Riyadh, Saudi Arabia
Key locations:	NEOM, Duba, Jeddah, Jazan, Riyadh
Key activities:	Respond to oil spills through: • Detection and monitoring • Contamination control • Recovery • Restoration and rehabilitation
Type of waste managed:	Marine waste, oil waste
Capacity:	125,000 barrels per incident

Established a state-of-the-art Marine Pollution Monitoring Room

Utilizing

7 vessels across the Red Sea including

2 at NEOM

3 multimodal satellite, sensor, and maritime intelligence

20
drones integrated with satellite imaging for pollution detection

تيرافيول
TerraFuel

Established in 2022, TerraFuel is a joint venture between SIRC, Green Solutions, and MVW Lechtenberg. The company focuses on producing alternative fuel from municipal solid waste, supporting the circular economy by diverting waste from landfills and transforming it into valuable energy resources. TerraFuel contributes to national sustainability ambitions and the development of integrated waste management solutions in line with Saudi Vision 2030.

Read more

To be the premier enabler of Saudi Arabia's circular economy and sustainable energy future by leading the production of diverse alternative fuels from waste

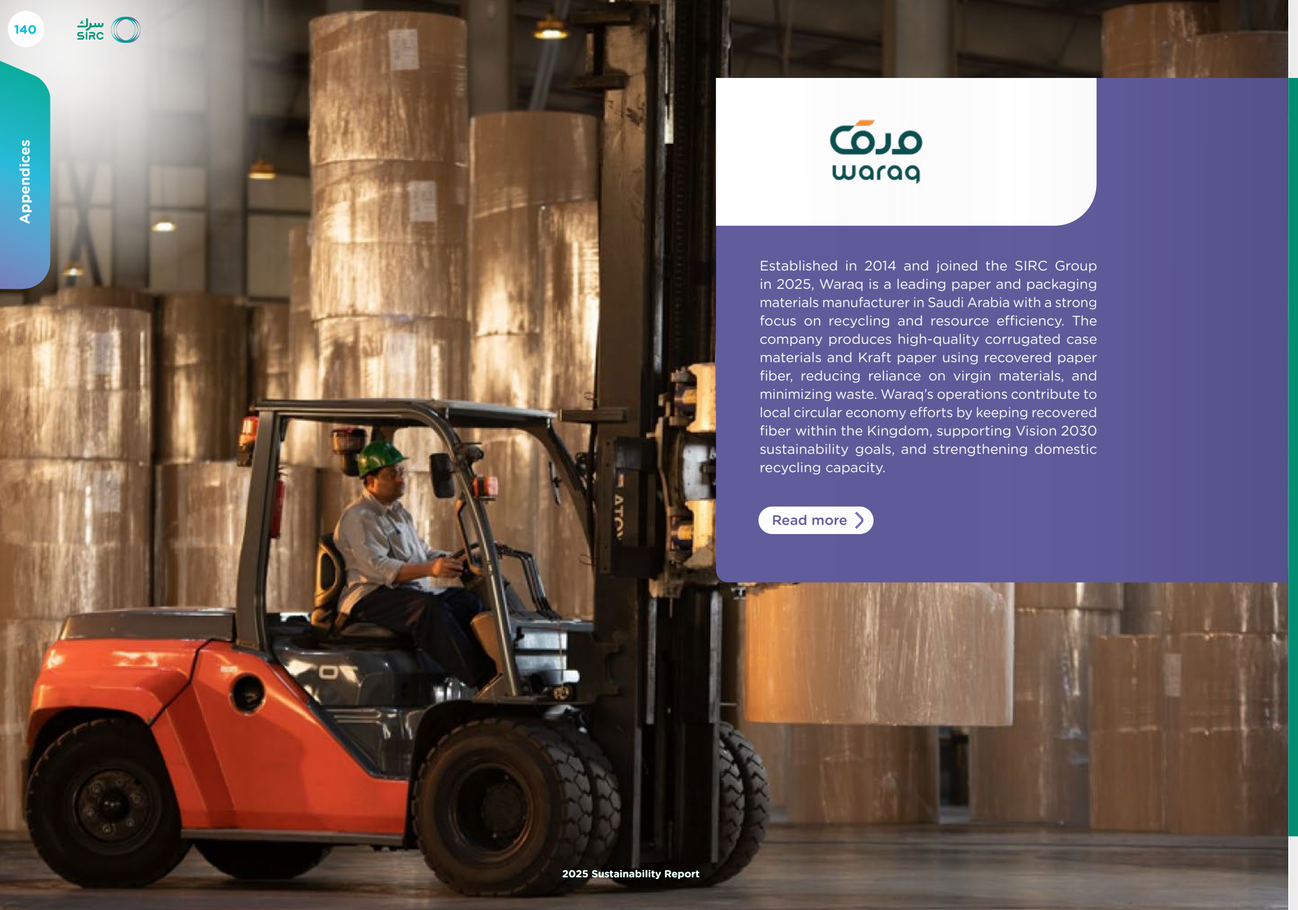
Headquarter:	Riyadh, Saudi Arabia
Key locations:	Riyadh
Key activities:	• MSW treatment • RDF production
Key customers:	Cement factories
Type of waste managed:	MSW
Products:	RDF, Recyclable material
Capacity:	Planning around a 3,000 tonne per day for the Riyadh expansion project

28,365 tonnes
of waste received/collected in 2025

Diverts more than 50%
of incoming waste away from landfills through fuel production and recyclable material recovery

61% of waste
converted into RDF as alternative fuel

Aiming for 100%
machine-driven processing with no human intervention



waraq

Established in 2014 and joined the SIRC Group in 2025, Waraq is a leading paper and packaging materials manufacturer in Saudi Arabia with a strong focus on recycling and resource efficiency. The company produces high-quality corrugated case materials and Kraft paper using recovered paper fiber, reducing reliance on virgin materials, and minimizing waste. Waraq's operations contribute to local circular economy efforts by keeping recovered fiber within the Kingdom, supporting Vision 2030 sustainability goals, and strengthening domestic recycling capacity.

Read more

To be the most cost-effective manufacturer of recycled-based paper and packaging delivering steady value to all stakeholders

Headquarter:	Dammam, Saudi Arabia
Key locations:	2nd Industrial City Dammam
Key activities:	Pulp and paper manufacturing
Key customers:	Private companies
Type of waste managed:	Municipal solid waste Sludge waste
Products:	Pulp and corrugated paper
Capacity:	440,000 tonnes (theoretical annual capacity)
Partners:	

514,090 tonnes
of waste received/collected in 2025

410,757 tonnes
of CO_2eq on avoided emissions

76%
of waste recycled in 2025

100%
of sites are ISO 14001 certified

94%
of suppliers engaged in 2025 are locals

2,020
total training hours delivered in 2025

إدامة
EDAMA

Established in 2019, and joined the SIRC Group in 2022 Edama is a leading Saudi company specializing in sustainable organic waste management solutions. Edama transforms organic waste into high-value resources for desert agriculture.

As part of the SIRC Group, Edama strengthens its role in scaling organic waste recycling through advanced composting technologies, proprietary scientific know-how, and city-scale solutions tailored to arid environments. Working with world-class experts and suppliers, Edama delivers locally relevant, high-impact recycling solutions that benefit communities, ecosystems, and the wider economy.

Read more

Building a greener future by implementing circular economy solutions that foster a positive impact to our communities and the environment

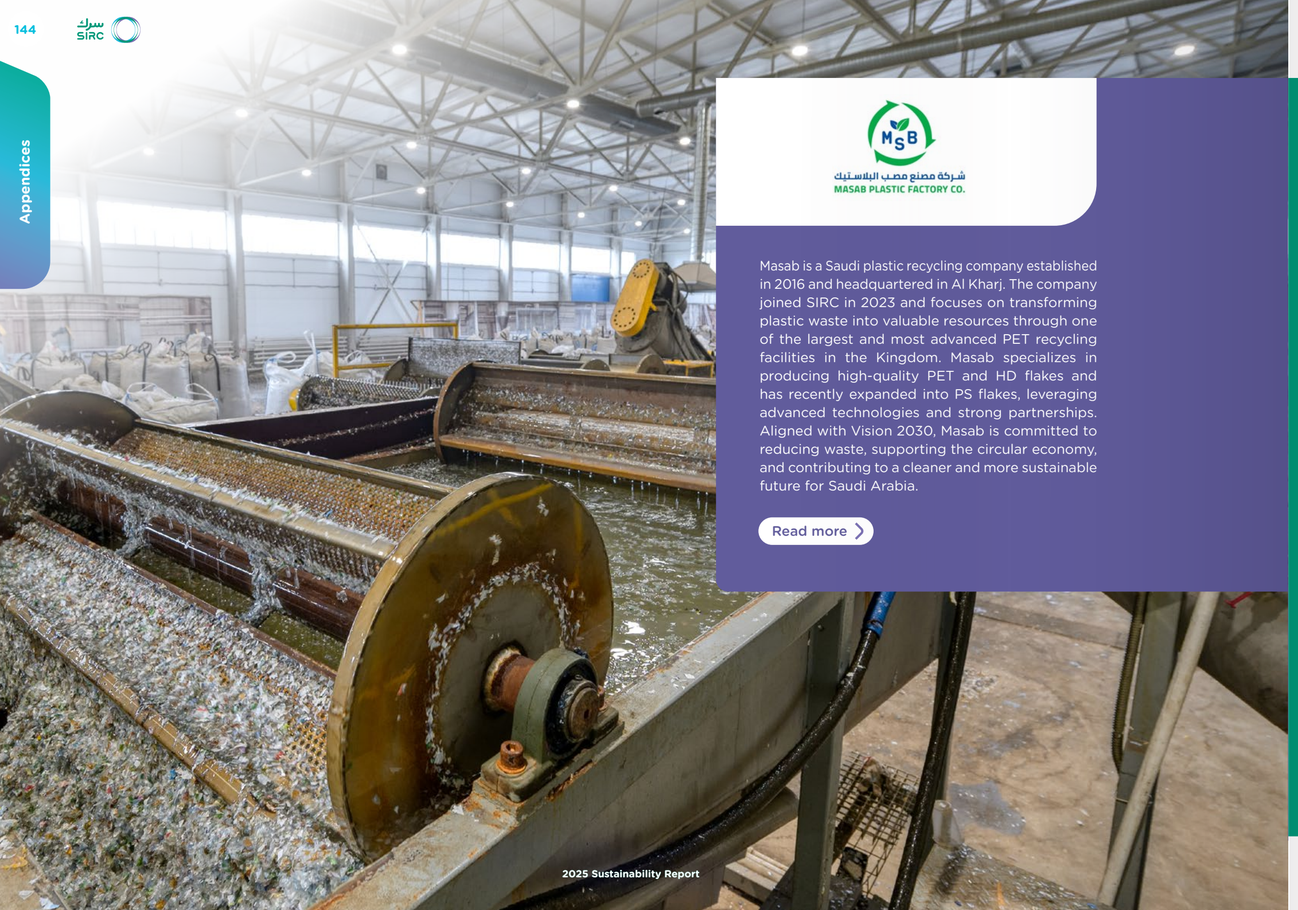
Headquarter:	Jeddah, Saudi Arabia
Key locations:	• KAUST (Thuwal) – Operational since 2022, integrating landscaping and organic municipal waste recycling into a certified, low-emission facility • Haradh (Eastern Province) – Large-scale agricultural waste recycling facility located within NADEC Farms, targeted to be fully operational in 2026 • KAUST R&D Facilities – Dedicated labs and workshops supporting process optimization, innovation, and soil improver product development
Key activities:	• Design, build and operate organic waste recycling facilities (turn-key solutions for municipalities, giga-projects and urban developers) • Produce and supply premium soil improvers developed for arid environments to support greening initiatives and sustainable farming
Key customers:	Major offtakers: Soudah Project, Diriyah Gate Development Authority (DGDA)
Type of waste managed:	• Agricultural waste (green waste, manure / livestock by-products) • Industrial food waste (food processing and catering residues) • Sludge / biosolids (from wastewater treatment, subject to suitability) • Municipal solid waste organics (household/commercial organics, yard/garden/landscaping waste)
Products:	Premium Soil Improver • High-performance all-in-one soil improver and fertilizer for landscaping and agriculture applications • Enhances soil structure and fertility, irrigation efficiency, and plant performance in sandy soils and arid conditions Products — Edama
Capacity:	• KAUST facility: design capacity 5,000 tpa organic feedstock; output 2,500 tpa premium soil improver; • Haradh expansion facility: design capacity 200,000 tpa feedstock (150,000 t manure + >50,000 tonne agricultural waste); output 90,000 tonne/year premium soil improver; will be fully operational in 2026

3,251 tonnes
of waste recycled in 2025

90%
customer retention rate reflecting repeat demand and ongoing product performance in large-scale greening applications

KAUST Organic Waste Recycling Facility:

- ISCC certified with zero wastewater discharge
- Low-emission TAP system powered by electric operation



شركة مصنع مصب البلاستيك
MASAB PLASTIC FACTORY CO.

Masab is a Saudi plastic recycling company established in 2016 and headquartered in Al Kharj. The company joined SIRC in 2023 and focuses on transforming plastic waste into valuable resources through one of the largest and most advanced PET recycling facilities in the Kingdom. Masab specializes in producing high-quality PET and HD flakes and has recently expanded into PS flakes, leveraging advanced technologies and strong partnerships. Aligned with Vision 2030, Masab is committed to reducing waste, supporting the circular economy, and contributing to a cleaner and more sustainable future for Saudi Arabia.

Read more

To lead plastic recycling in Saudi Arabia by using advanced technology and strong partnerships to promote sustainability

Headquarter:	Al Kharj, Saudi Arabia
Key locations:	Al Kharj, Saudi Arabia
Key activities:	Collection, sorting, processing and distribution
Type of waste managed:	Municipal solid waste
Products:	• rPET (Clear light blue flakes, Green flakes, Mixed Colors, White) • rHDPE (Mixed colors flakes) • rPS (White flakes)
Capacity:	36,000 t p.a
Partners:	

Largest PET recycler
in Saudi Arabia

2.2 billion
Recycled Bottles

Over 10
Products

The first
manufacturer outside Europe to earn the RecyClass certification

تجميع
Tajmie

Tajmie was established at the beginning of 2023 as a Saudi company specializing in the collection and transportation of used cooking oils. The company operates with a strong sustainability focus, supporting responsible waste handling and environmental protection across the Kingdom. Tajmie contributes to national efforts to promote a cleaner environment and a more circular waste management system in line with Vision 2030.

Read more

To expand operations across the Kingdom and secure long-term contracts with major companies for used oil collection and sustainable waste management

To be the first choice in the Kingdom for the sustainable and responsible collection and transportation of used oils, and to contribute to keeping the Kingdom's environment clean and safe for future generations

Headquarter:	Jubail, Saudi Arabia
Key locations:	Riyadh, Dammam, and Jeddah
Key activities:	Collecting used oil and reselling it to refineries.
Key customers:	Unilube
Type of waste managed:	Used Oil
Capacity:	10300.95 tonnes
Partners:	

10,973.72 tonnes
of waste received/collected in 2025

92.29%
of waste recycled in 2025

100%
spending on local suppliers

إعادة
EADA

EADA, established under the patronage of the Custodian of the Two Holy Mosques, is a leading recycler of electrical, electronic, and solid waste.

Aims to drive circular economy forward, EADA transforms electronic and solid waste into valuable resources through closed-loop recycling systems. Anchored in innovation and global best practices, the company reduces environmental impact, strengthens resource efficiency, and supports Saudi Arabia's transition to a cleaner, more sustainable future.

Read more

To be a leading contributor in achieving the circular economy vision, driving sustainable practices and specializing in the efficient management of electronic waste (WEEE) and metal recycling

Headquarter:	Jubail, Saudi Arabia
Key locations:	Jubail
Key activities:	Recycling of electrical and electronic equipment and metals
Key customers:	SAR, hadeed, sabic, MARAFIQ
Type of waste managed:	Electrical and electronic waste, metals
Capacity:	35,000 tonnes/year

41,749.5 tonnes
of waste received/collected in 2025

33,404.8 tonnes (80%)
of waste recycled in 2025

Appendix C – Data tables

Environmental, Social, and Governance data presented below cover SIRC HQ only, unless otherwise specified.
HR data cover SIRC HQ and its fully owned subsidiaries (Akam, SAIL, Eco Sol, and Wazeen, excluding REVIVA), and include TerraFuel employees.
Procurement data cover SIRC HQ and all fully owned subsidiaries (Akam, SAIL, Eco Sol, Wazeen, and excluding REVIVA) and Mostadam.

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	0.31	74.01	95.98
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	1,378.83	1,281.75	1,295.36
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	1,379.13	1,355.76	1,391.34
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy indirectly consumed	GJ	8,739.03	8,123.80	8,210.02
Total energy consumed	GJ	8,739.03	8,123.80	8,210.02
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	2,091.81	2,677.89	2,611.30

Environment

Reverse Vending Machines (RVM)	Unit	2023	2024	2025
Total RVM units deployed	#	17	84	196
Number of plastic bottles collected	#	187,273	2,865,094	31,089,767
Weight of plastic bottles collected	kg	4,724	71,796	777,244
Number of aluminum cans collected	#	843	65,977	704,068
Weight of aluminum cans collected	kg	13	990	10,561
Total number of users who contributed to recycling	#	1,849	29,838	132,033
Avoided GHG emissions from RVM collection	Tonnes CO_2eq	28.47	440.67	4769.08

Social

Workforce	Unit	2023	2024	2025
Number of full time male employees (direct hires)	#	302	335	326
Number of full time female employees (direct hires)	#	61	69	70
Total number of full time employees (direct hires)	#	363	404	396

Social

Equality and Saudization	Unit	2023	2024	2025
Percentage of full-time workforce that is female	%	17%	17%	18%
Number of females in management roles	#	9	10	10
Number of employees with disability	#	0	1	1
Number of Saudi national full-time employees (direct hires)	#	283	314	308
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	99	107	95
Percentage Saudization across the workforce	%	78%	78%	78%
Percentage of Saudi nationals in senior management positions (managers and above)	%	27%	26%	24%
Employee engagement	**Unit**	**2023**	**2024**	**2025**
Employee engagement survey score	%	71.0%	61.0%	Planned for next year

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	139	17	40
Number of new male full-time employees who joined the company (direct hires)	#	109	14	38
Number of new female full time employees who joined the company (direct hires)	#	30	3	2
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	49	85	73
Number of full-time employees who left the company, voluntarily (direct hires)	#	41	77	59
Number of full-time employees who left the company, involuntarily (direct hires)	#	8	8	14
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	3	14	35
Number of employees who returned to work after parental leave ended (return to work)	#	3	14	35
Return to work rate	%	100%	100%	100%

Social

Training and development	Unit	2023	2024	2025
Number of training hours for employees	#	NA	NA	6,912
Number of training hours for male-employees	#	NA	NA	5,688
Number of training hours for female-employees	#	NA	NA	1,224
Average training hours per employee	#	NA	NA	17.45
Number of employees who received a regular performance and career development review	#	392	433	425
Percentage of employees who received a regular performance and career development review	%	100%	100%	100%
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	NA	NA	710,560
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Percentage of procurement spending on local suppliers	%	79.33%	87.76%	79.15%
Total number of suppliers	#	664	949	1,239
Total number of local suppliers	#	548	767	1,004
Percentage of local suppliers	%	83%	81%	81%

Social

Supplier management	Unit	2023	2024	2025
SIRC local content score	%	58.95%	64.16%	63.94%
Percentage of suppliers who have formally certified their compliance with the code of suppliers/procurement policy	%	NA	NA	60.6%

Governance

Board of directors	Unit	2023	2024	2025
Number of male Board members	#	9	11	11
Total number of Board members	#	9	11	11
Number of non-independent Board members	#	9	11	11
Number of board meetings where ESG topics were discussed	#	0	1	2
Number of board members with ESG-related expertise or training	#	NA	NA	2

Governance

Ethics & prevention of corruption	Unit	2023	2024	2025
Percentage of operations/units assessed for risk related to corruption	%	70%	80%	89%
Percentage of workforce has formally certified its compliance with the Ethics and/or Prevention of Corruption policy	%	70%	90%	100%
Digitalization	**Unit**	**2023**	**2024**	**2025**
Amount spent on R&D	⃁	NA	NA	6,800,000
Number of products/ processes developed or improved as a result of R&D efforts	#	NA	NA	4

REVIVA Environmental, Social, and Governance data cover all operational sites under its operational control, where activities are applicable.

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	20,475.77	31,326.31	34,103.61
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	NA	65.19	62.68
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	20,475.77	31,391.51	34,166.30
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	194,674.54	180,449.09	213,213.09
Total amount of energy indirectly consumed	GJ	NA	413.18	397.27
Total energy consumed	GJ	194,674.54	180,862.27	213,610.36
Water Usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	551,155.50	521,865.20	615,052.50
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	549,967.15	536,421.02	849,123.73
Industrial Waste (IHW, Lubricants, Mining, UCO, ULO)	Tonnes	370,545.03	339,013.00	515,992.84

Environment

Construction and Demolition Waste (CDW)	Tonnes	24,895	12,712	7,176
Sludge Waste	Tonnes	130,131.12	162,761.02	294,104.19
Green Waste (including Agricultural Waste, Landscape, Palm)	Tonnes	9,000	8,569	15,660
Organic Waste (including Food Waste and Manure)	Tonnes	15,396.00	13,366.00	16,106.30
Special Waste (ELV, Tires, WEEE, Batteries)	Tonnes	0.00	0.00	84.40
Waste management by type of treatment	**Unit**	**2023**	**2024**	**2025**
Total waste managed by company	Tonnes	295,627.50	342,152.12	883,507.58
Total waste recycled	Tonnes	168,455.24	158,745.35	331,516.01
Total waste to landfill	Tonnes	127,037.76	183,272.27	551,857.07
Total waste in WIP (work in progress or stored)	Tonnes	134.50	134.50	134.50
Percentage of waste managed by company	**Unit**	**2023**	**2024**	**2025**
Percent total waste recycled	%	56.98%	46.40%	37.52%
Percent total waste to landfill	%	42.97%	53.56%	62.46%
Percent total waste in WIP (work in progress or stored)	%	0.05%	0.04%	0.02%

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	NA	1,467	1,478
Number of full-time female employees (direct hires)	#	NA	36	38
Total number of full-time employees (direct hires)	#	NA	1,503	1,516
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full-time workforce that is female	%	NA	2%	3%
Number of females in management roles	#	NA	1	4
Number of Saudi national full-time employees (direct hires)	#	NA	372	403
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	NA	42	49
Percentage Saudization across the workforce	%	NA	25%	27%
Percentage of Saudi nationals in senior management positions (managers and above)	%	NA	3%	3%

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	NA	125	107
Number of new male full-time employees who joined the company (direct hires)	#	NA	117	104
Number of new female full time employees who joined the company (direct hires)	#	NA	8	3
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	NA	106	125
Number of full-time employees who left the company, voluntarily (direct hires)	#	NA	80	78
Number of full-time employees who left the company, in-voluntarily (direct hires)	#	NA	26	47
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	NA	19	27
Number of employees who returned to work after paren-tal leave ended (return to work)	#	NA	19	27
Return to work rate	%	NA	100%	100%

Social

Training and development	Unit	2023	2024	2025
Number of training hours for employees	#	NA	8,314	8,890
Number of training hours for male-employees	#	NA	7,454.50	8,672.00
Number of training hours for female-employees	#	NA	859.50	218.00
Average training hours per employee	#	NA	5.53	5.86
Number of employees who received a regular perfor-mance and career development review	#	NA	666	1,470
Percentage of employees who received a regular per-formance and career development review	%	NA	44%	97%
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	3,619,178	3,642,048	3,965,123
Employee lost-time injuries (LTI)	#	0	3	1
Employee total recordable injuries (TRI)	#	6	5	1
Employee lost time injury rate (LTIR)	Rate	0.00	0.82	0.25
Employee total recordable injury rate (TRIR)	Rate	1.66	1.37	0.25

Social

Number of missed workdays because of health and/or safety incidents	#	NA	NA	44
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Percentage of procurement spending on local suppliers	%	89.00%	94.63%	94.72%
Total number of suppliers	#	826	882	247
Total number of local suppliers	#	301	107	218
Percentage of local suppliers	%	36%	12%	88%
Supplier management	**Unit**	**2023**	**2024**	**2025**
Number of suppliers that are subject to audit	#	113	50	247
Number of suppliers identified as having significant actu-al and potential negative impacts	#	NA	NA	1
Number of suppliers with which relationships were ter-minated as a result of audit	#	NA	NA	1
Local content score	%	48.00%	55.84%	55.00%
Percentage of suppliers have formally certified their compliance with the code of suppliers/procurement poli-cy	%	NA	100%	100%

Social

Community investment	**Unit**	**2023**	**2024**	**2025**
Number of employee volunteering hours	#	NA	NA	282
Customer relationship	**Unit**	**2023**	**2024**	**2025**
Customer satisfaction score	#	77	79	79
Customer complaints received through communication channels	#	10	32	64
Resolved issues that were raised through the complaint channels	#	10	32	55
Percentage of resolved issues that were raised through the complaint channels	%	100%	100%	86%
Customer category	**Unit**	**2023**	**2024**	**2025**
Total number of customers	#	403	474	492

ريفايفا REVIVA

Social

Breakdown of customers by type	Unit	2023	2024	2025
Commercial customers	#	22	24	23
Industrial customers	#	381	450	469

Governance

Ethics & prevention of corruption	Unit	2023	2024	2025
Percentage of operations/units assessed for risk related to corruption	%	30%	70%	100%

وزين Wazeen

Wazeen is not yet operational; therefore, the data presented below cover Wazeen HQ only.

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	6	6	5
Number of full-time female employees (direct hires)	#	2	2	1
Total number of full-time employees (direct hires)	#	8	8	6
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full-time workforce that is female	%	25%	25%	17%
Number of females in management roles	#	2	2	1
Number of Saudi national full-time employees (direct hires)	#	3	5	3
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	2	4	1
Percentage Saudization across the workforce	%	38%	63%	50%
Percentage of Saudi nationals in senior management positions (managers and above)	%	25%	50%	17%

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	6	2	1
Number of new male full-time employees who joined the company (direct hires)	#	5	1	1
Number of new female full time employees who joined the company (direct hires)	#	1	1	0
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	2	0	1
Number of full-time employees who left the company, voluntarily (direct hires)	#	2	0	0
Number of full-time employees who left the company, in-voluntarily (direct hires)	#	0	0	1
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	16,704	16,704	13,812
Supplier management	**Unit**	**2023**	**2024**	**2025**
Percentage of suppliers have formally certified their compliance with the code of suppliers/procurement poli-cy	%	NA	NA	100%

Governance

Ethics & prevention of corruption	Unit	2023	2024	2025
Percentage of operations/units assessed for risk related to corruption	%	NA	NA	100%
Percentage of workforce has formally certified its com-pliance with the Ethics and/or Prevention of Corruption policy	%	NA	NA	100%

Akam Environmental and HSE data cover the three operational sites, while other data cover Akam HQ only.

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	4,464.25	11,377.33	14,326.65
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	27.78	73.26	179.36
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	4,492.03	11,450.59	14,506.01
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	10,397.94	103,189.45	126,860.38
Total amount of energy indirectly consumed	GJ	176.08	464.33	1,136.77
Total energy consumed	GJ	10,574.02	103,653.77	127,997.15
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	28,020.00	38,724.00	42,323.89
Waste generated onsite	**Unit**	**2023**	**2024**	**2025**
Non-hazardous waste generated	kg	424,000	624,000	335,531

Environment

Hazardous waste generated	kg	10,080	13,808	3,260
Total waste generated	kg	434,080	637,808	338,791
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	20,378,497	19,549,155	21,266,285
Construction and Demolition Waste (CDW)	Tonnes	20,378,497	19,549,155	21,266,285
Waste management by type of treatment	**Unit**	**2023**	**2024**	**2025**
Total waste managed by company	Tonnes	20,368,417	19,535,347	21,263,025
Total waste recycled	Tonnes	20,368,417	19,535,347	21,263,025
Percentage of waste managed by company				
Percent total waste recycled	%	100%	100%	100%
Sustainable products	**Unit**	**2023**	**2024**	**2025**
Total recycled input materials used for product manufacturing	Tonnes	361,751	2,257,244	6,534,711
Number of products in the company inventory	#	39	39	41

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	36	40	38
Number of full-time female employees (direct hires)	#	0	1	1
Total number of full-time employees (direct hires)	#	36	41	39
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full-time workforce that is female	%	0%	2%	3%
Number of females in management roles	#	0	1	1
Number of Saudi national full-time employees (direct hires)	#	23	24	28
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	1	1	3
Percentage Saudization across the workforce	%	64%	59%	72%
Percentage of Saudi nationals in senior management positions (managers and above)	%	3%	2%	8%

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	5	5	0
Number of new male full-time employees who joined the company (direct hires)	#	5	4	0
Number of new female full time employees who joined the company (direct hires)	#	0	1	0
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	1	4	3
Number of full-time employees who left the company, voluntarily (direct hires)	#	1	4	3
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	0	0	3
Number of employees who returned to work after paren-tal leave ended (return to work)	#	0	0	3
Return to work rate	%	-	-	100%

أكام
Akam

Social

Training and development	Unit	2023	2024	2025
Number of employees who received a regular perfor-mance and career development review	#	36	40	39
Percentage of employees who received a regular per-formance and career development review	%	100%	98%	100%
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	NA	760,368	917,592
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Percentage of local suppliers	%	94%	94%	94%
Customer category	**Unit**	**2023**	**2024**	**2025**
Total number of customers	#	0	25	25
Breakdown of customers by type				
Commercial customers	#	0	25	25

إيكوسول
Eco Sol

Eco Sol Environmental and HSE data cover all operational sites, while workforce and training data cover Eco Sol HQ only.

Environment*

Stationary combustion	Unit	2023	2024	2025
Diesel consumption from operations	Litres	293,058.65	2,051,410.56	2,930,586.52
Mobile combustion	**Unit**	**2023**	**2024**	**2025**
Diesel consumption from vehicles	Litres	418,494.15	2,929,459.04	4,184,941.48
Electricity	**Unit**	**2023**	**2024**	**2025**
Electricity consumption from non-renewable sources	kWh	1,079,942.66	7,559,598.59	10,799,426.55
GHG emissions	**Unit**	**2023**	**2024**	**2025**
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	1,920.34	13,245.98	18,938.33
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	613.41	4,293.85	6,134.07
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	2,533.75	17,539.84	25,072.41
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	11,244.31	77,942.11	111,419.73
Total amount of energy indirectly consumed	GJ	3,887.79	27,214.55	38,877.94
Total energy consumed	GJ	15,132.10	105,156.67	150,297.66

**Environmental data for 2023 and 2024 are estimated based on the facility's operational size, using 2025 as the reference year.*

Environment*

Water usage	Unit	2023	2024	2025
Total amount of water consumed	m^3	2,529.58	17,707.06	25,295.80
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	115,583.40	611,620.10	904,379.66
Construction and Demolition Waste (CDW)	Tonnes	115,583.40	611,620.10	904,379.66
Waste management by type of treatment	**Unit**	**2023**	**2024**	**2025**
Total waste managed by company	Tonnes	115,583.40	611,620.00	904,379.66
Total waste recycled	Tonnes	88,702.00	439,705.00	487,317.00
Total waste to landfill	Tonnes	4,738.90	30,581.00	50,960.00
Total waste in WIP (work in progress or stored)	Tonnes	22,142.50	141,334.00	366,102.66
Percentage of waste managed by company	**Unit**	**2023**	**2024**	**2025**
Percent total waste recycled	%	76.74%	71.89%	53.88%
Percent total waste to landfill	%	4.10%	5.00%	5.63%
Percent total waste in WIP (work in progress or stored)	%	19.16%	23.11%	40.48%

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	11	13	15
Number of full-time female employees (direct hires)	#	2	2	2
Total number of full-time employees (direct hires)	#	13	15	17
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full-time workforce that is female	%	15%	13%	12%
Number of females in management roles	#	2	2	2
Number of Saudi national full-time employees (direct hires)	#	13	15	17
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	3	4	4
Percentage Saudization across the workforce	%	100%	100%	100%
Employee new hires	**Unit**	**2023**	**2024**	**2025**
Number of new employees who joined the company	#	8	2	5
Number of new male full-time employees who joined the company (direct hires)	#	8	1	5

Social

Employee turnover	Unit	2023	2024	2025
Number of employees who left the company (direct hires)	#	0	3	2
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	0	1	1
Number of employees who returned to work after paren-tal leave ended (return to work)	#	0	1	1
Return to work rate	%	-	100%	100%
Training and development	**Unit**	**2023**	**2024**	**2025**
Number of training hours for employees	#	NA	296	156
Number of training hours for male-employees	#	NA	296	140
Number of training hours for female-employees	#	NA	0	16
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	107,49.60	75,247.20	107,496
Number of missed workdays because of health and/or safety incidents	#	1	2.8	4

Social

Procurement practices	Unit	2023	2024	2025
Percentage of procurement spending on local suppliers	%	NA	NA	99.42%
Total number of suppliers	#	NA	NA	15
Total number of local suppliers	#	NA	NA	14
Percentage of local suppliers	%	NA	NA	93%
Customer category	**Unit**	**2023**	**2024**	**2025**
Total number of customers	#	9	24	64
Breakdown of customers by type				
Commercial customers	#	9	15	35
Industrial customers	#	0	9	29

إيكوسول
Eco Sol

Governance

Ethics & prevention of corruption	Unit	2023	2024	2025
Total number of governance body members that received training on anti-corruption	#	0	0	1
Number of training hours on anti-corruption	#	0	0	15

مستدام
Mostadam

Mostadam is not yet operational; therefore, the data presented below cover Mostadam HQ only.

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	NA	NA	9
Total number of full-time employees (direct hires)	#	NA	NA	9
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Number of Saudi national full-time employees (direct hires)	#	NA	NA	7
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	NA	NA	5
Percentage Saudization across the workforce	%	NA	NA	78%
Percentage of Saudi nationals in senior management positions (managers and above)	%	NA	NA	56%
Employee new hires	**Unit**	**2023**	**2024**	**2025**
Number of new employees who joined the company	#	NA	NA	10
Number of new male full-time employees who joined the company (direct hires)	#	NA	NA	10
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	NA	NA	1
Number of employees who left the company involuntarily (direct hires)	#	NA	NA	1

مستدام
Mostadam

Social

Training and development	Unit	2023	2024	2025
Number of employees who received a regular perfor-mance and career development review	#	NA	NA	9
Percentage of employees who received a regular per-formance and career development review	%	NA	NA	100%
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	NA	NA	11,190
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Percentage of procurement spending on local suppliers	%	NA	NA	92.07%
Total number of suppliers	#	NA	NA	8
Total number of local suppliers	#	NA	NA	6
Percentage of local suppliers	%	NA	NA	75%

سيل
SAIL

SAIL Environmental and Social data cover all operations under its operational control.

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	NA	NA	4,155
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	NA	NA	8,811
Waste generated onsite	**Unit**	**2023**	**2024**	**2025**
Total waste generated	Tonnes	NA	NA	4,982

سيل SAIL

Social

Health and safety	Unit	2023	2024	2025
Total employee-hours worked	#	NA	NA	451,093
Employee lost-time injuries (LTI)	#	NA	NA	0
Employee total recordable injuries (TRI)	#	NA	NA	0
Employee lost time injury rate (LTIR)	Rate	NA	NA	0
Employee total recordable injury rate (TRIR)	Rate	NA	NA	0

تيرافيول TerraFuel

TerraFuel Environmental and HSE data cover Riyadh operational sites, while workforce data cover TerraFuel HQ only.3

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	189.20	260.62	232.06
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	107.51	150.29	133.71
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	296.71	410.91	365.77
Avoided GHG emissions	Tonnes CO_2eq	55,705	72,922.9	59,206.74
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	2,689.81	3,723.45	3,314.85
Total amount of energy indirectly consumed	GJ	681.42	952.56	847.47
Total energy consumed	GJ	3,371.22	4,676.01	4,162.32
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	946	1,000	668
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	36,500	36,025	28,365
Municipal solid waste (MSW)	Tonnes	36,500	36,025	28,365

Environment

Waste management by type of treatment	Unit	2023	2024	2025
Total waste managed by company	Tonnes	36,501.41	36,025.79	28,365.56
Total waste recycled	Tonnes	431.64	218.76	123.04
Total waste to landfill	Tonnes	19,996	14,419	10,822
Total waste processed as waste-to-energy	Tonnes	16,073.77	21,388.03	17,420.42
Percentage of waste managed by company				
Percent total waste recycled	%	1.18%	0.61%	0.43%
Percent total waste to landfill	%	54.78%	40.02%	38.15%
Percent total waste processed as waste-to-energy	%	44.04%	59.37%	61.41%

Social

Workforce	Unit	2023	2024	2025
Total number of full-time employees (direct hires)	#	6	6	11
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Number of Saudi national full-time employees (direct hires)	#	6	5	8
Percentage Saudization across the workforce	%	100%	83%	73%
Employee new hires	**Unit**	**2023**	**2024**	**2025**
Number of new employees who joined the company	#	2	2	9
Number of new male full-time employees who joined the company (direct hires)	#	2	2	9
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	0	2	1
Number of full-time employees who left the company, voluntarily (direct hires)	#	0	2	1

Social

Parental leave	Unit	2023	2024	2025
Number of employees that took parental leave	#	0	0	1
Number of employees who returned to work after paren-tal leave ended (return to work)	#	0	0	1
Return to work rate	%	-	-	100%
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	1,196	2,255	1,714
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Total number of suppliers	#	0	0	8
Total number of local suppliers	#	0	0	7
Percentage of local suppliers	%	0	0	88%

Social

Customer category	Unit	2023	2024	2025
Total number of customers	#	2	5	5
Breakdown of customers by type				
Commercial customers	#	1	3	3
Industrial customers	#	1	2	2

Waraq Environmental, Social and Governance data cover all operational sites and facilities under its operational control.

Environment

Environmental management	Unit	2023	2024	2025
Percentage of company's sites/offices with ISO 14001 certification	%	100%	100%	100%
GHG emissions	**Unit**	**2023**	**2024**	**2025**
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	267,964.02	315,726.92	317,741.30
Indirect GHG emissions (Scope 2)	Tonnes CO_2eq	142,732.56	153,041.75	152,818.21
Total GHG emissions (Scope 1 & 2)	Tonnes CO_2eq	410,696.58	468,768.67	470,559.51
Avoided GHG emissions	Tonnes CO_2eq	NA	415,789	410,757.41
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	5,244,816.82	6,131,351.05	6,157,177.42
Total amount of energy indirectly consumed	GJ	904,642.97	969,982.90	968,566.12
Total energy consumed	GJ	6,149,459.78	7,101,333.95	7,125,743.54

Environment

Water usage	Unit	2023	2024	2025
Total amount of water consumed	m^3	2,207,103	2,226,355	2,200,942
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	518,930.69	564,158.44	514,090.66
Municipal solid waste (MSW)	Tonnes	134,767	140,340	125,591
Sludge Waste	Tonnes	384,163.69	423,818.44	388,499.66
Waste management by type of treatment	**Unit**	**2023**	**2024**	**2025**
Total waste managed by company	Tonnes	518,930.69	564,158.44	514,090.66
Total waste recycled	Tonnes	384,163.69	423,818.44	388,499.66
Total waste to landfill	Tonnes	134,767	140,340	125,591
Percentage of waste managed by company				
Percent total waste recycled	%	74%	75%	76%
Percent total waste to landfill	%	26%	25%	24%

Environment

Sustainable products	Unit	2023	2024	2025
Total input materials used for product manufacturing	Tonnes	384,163.69	423,818.44	388,499.66
Total recycled input materials used for product manufacturing	Tonnes	384,163.69	423,818.44	388,499.66
Percentage of recycled input materials used for product manufacturing	%	100%	100%	100%
Percentage of total processed waste that is converted into products	%	100%	100%	100%
Percentage of virgin (non-recycled) materials used in products	%	0%	0%	0%
Number of products in the company inventory	#	5	5	5
Total products sold within the reporting period	Tonnes	394,759.61	419,203.16	417,630.96

Social

Workforce	Unit	2023	2024	2025
Number of full time male employees (direct hires)	#	1,110	1,117	904
Number of full time female employees (direct hires)	#	8	15	14
Total number of full time employees (direct hires)	#	1,118	1,132	918
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full time workforce that is female	%	1%	1%	2%
Number of females in management roles	#	1	1	1
Number of Saudi national full time employees (direct hires)	#	345	350	241
Number of Saudi national full time employees in senior management (direct hires of managers and above)	#	11	11	11
Percentage Saudization across the workforce	%	31%	31%	26%
Percentage of Saudi nationals in senior management positions (managers and above)	%	1%	1%	1%

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	172	102	65
Number of new male full time employees who joined the company (direct hires)	#	169	93	60
Number of new female full time employees who joined the company (direct hires)	#	3	9	5
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	87	92	207
Number of full time employees who left the company, voluntarily (direct hires)	#	65	74	99
Number of full time employees who left the company, involuntarily (direct hires)	#	22	18	108
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	16	26	27
Number of employees who returned to work after parental leave ended (return to work)	#	16	26	26
Return to work rate	%	100%	100%	96%

Social

Training and development	Unit	2023	2024	2025
Number of training hours for employees	#	NA	4,342	2,020
Number of training hours for male-employees	#	NA	4,342	2,008
Number of training hours for female-employees	#	NA	21	12
Average training hours per employee	#	NA	3.84	2.20
Health and safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	2,114,946	2,154,530	1,681,782
Employee total recordable injuries (TRI)	#	20	16	8
Employee lost-time injuries (LTI)	#	4	3	5
Employee total recordable injury rate (TRIR)	Rate	9.46	7.43	4.76
Employee lost time injury rate (LTIR)	Rate	1.89	1.39	2.97
Number of missed work days because of health and/or safety incidents	#	986	1,181	497

Social

Procurement practices	Unit	2023	2024	2025
Percentage of procurement spending on local suppliers	%	92%	92%	94%
Total number of suppliers	#	3,306	3,471	3,625
Total number of local suppliers	#	3,093	3,258	3,412
Percentage of local suppliers	%	94%	94%	94%

Customer relationship	Unit	2023	2024	2025
Customer satisfaction score	#	78	80	80
Customer complaints received through communication channels	#	71	56	43
Resolved issues that were raised through the complaint channels	#	71	56	38
Percentage of resolved issues that were raised through the complaint channels	%	100%	100%	88%

Social

Customer category	Unit	2023	2024	2025
Total number of customers	#	69	48	60
Breakdown of customers by type				
Industrial customers	#	69	48	60

Governance

Data privacy	Unit	2023	2024	2025
Number of identified leaks, thefts, or losses of customer data	#	0	0	0
Number of attempted cyberattacks	#	0	0	0
Number of actual cyberattacks	#	0	0	0
Number of data breaches	#	0	0	0

EDAMA Environmental and Social data cover all operational sites and facilities at KAUST. Environment

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	NA	NA	34.31
Energy	**Unit**	**2023**	**2024**	**2025**
Total amount of energy directly consumed	GJ	NA	NA	490.08
Total energy consumed	GJ	NA	NA	490.08
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	NA	NA	3,339.00
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	NA	NA	3,259.30
Green Waste (including Agricultural Waste, Landscape, Palm)	Tonnes	NA	NA	2,740.81
Organic Waste (including Food Waste and Manure)	Tonnes	NA	NA	518.49
Waste management by type of treatment	**Unit**	**2023**	**2024**	**2025**
Total waste managed by company	Tonnes	NA	NA	3,251.54

Environment

Total waste recycled	Tonnes	NA	NA	3,251.54
Percentage of waste managed by company				
Percent total waste recycled	%	NA	NA	100%
Sustainable products	**Unit**	**2023**	**2024**	**2025**
Total input materials used for product manufacturing	Tonnes	NA	NA	3,915.19
Total recycled input materials used for product manufacturing	Tonnes	NA	NA	3,915.19
Percentage of recycled input materials used for product manufacturing	%	NA	NA	100%
Percentage of total processed waste that is converted into products	%	NA	NA	23.8%
Number of products in the company inventory	#	NA	NA	1
Total products sold within the reporting period	Tonnes	NA	NA	1,091.00

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	NA	NA	16
Number of full-time female employees (direct hires)	#	NA	NA	5
Total number of full-time employees (direct hires)	#	NA	NA	21

Social

Equality and Saudization	Unit	2023	2024	2025
Percentage of full-time workforce that is female	%	NA	NA	24%
Number of females in management roles	#	NA	NA	2
Number of Saudi national full-time employees (direct hires)	#	NA	NA	10
Percentage Saudization across the workforce	%	NA	NA	48%
Employee new hires	**Unit**	**2023**	**2024**	**2025**
Number of new employees who joined the company	#	NA	NA	7
Number of new male full-time employees who joined the company (direct hires)	#	NA	NA	7
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	NA	NA	4
Number of full-time employees who left the company, voluntarily (direct hires)	#	NA	NA	4

Social

Parental leave	Unit	2023	2024	2025
Number of employees that took parental leave	#	NA	NA	1
Number of employees who returned to work after paren-tal leave ended (return to work)	#	NA	NA	1
Return to work rate	%	NA	NA	100%
Health and Safety	**Unit**	**2023**	**2024**	**2025**
Total employee-hours worked	#	NA	NA	18,168
Employee lost-time injuries (LTI)	#	NA	NA	0
Employee total recordable injuries (TRI)	#	NA	NA	0
Employee lost time injury rate (LTIR)	Rate	NA	NA	0
Employee total recordable injury rate (TRIR)	Rate	NA	NA	0
Number of missed workdays because of health and/or safety incidents	#	NA	NA	0

Tajmie Procurement, HSE, waste collected, and sustainable products data cover operational activities, while all other data presented below cover HQ only.

Environment

GHG emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	Tonnes CO_2eq	73.32	40.57	1,004.36
Water usage	**Unit**	**2023**	**2024**	**2025**
Total amount of water consumed	m^3	NA	NA	262.33
Waste received/ collected by company by waste type	**Unit**	**2023**	**2024**	**2025**
Total waste received/collected by company	Tonnes	8,660.98	10,865.16	10,973.72
Industrial Waste (IHW, Lubricants, Mining, UCO, ULO)	Tonnes	8,660.98	10,865.16	10,973.72
Sustainable products	**Unit**	**2023**	**2024**	**2025**
Number of products in the company inventory	#	1	1	1

Social

Workforce	Unit	2023	2024	2025
Number of full-time male employees (direct hires)	#	38	29	41
Number of full-time female employees (direct hires)	#	0	2	2
Total number of full-time employees (direct hires)	#	38	31	43
Equality and Saudization	**Unit**	**2023**	**2024**	**2025**
Percentage of full-time workforce that is female	%	0%	6%	5%
Number of females in management roles	#	3	3	0
Number of Saudi national full-time employees (direct hires)	#	8	9	8
Number of Saudi national full-time employees in senior management (direct hires of managers and above)	#	3	3	3
Percentage Saudization across the workforce	%	21%	29%	19%
Percentage of Saudi nationals in senior management positions (managers and above)	%	8%	10%	7%

Social

Employee new hires	Unit	2023	2024	2025
Number of new employees who joined the company	#	4	4	15
Number of new male full-time employees who joined the company (direct hires)	#	4	2	14
Number of new female full-time employees who joined the company (direct hires)	#	0	2	1
Employee turnover	**Unit**	**2023**	**2024**	**2025**
Number of employees who left the company (direct hires)	#	10	9	4
Number of full-time employees who left the company, voluntarily (direct hires)	#	10	9	4
Parental leave	**Unit**	**2023**	**2024**	**2025**
Number of employees that took parental leave	#	0	0	1

Social

Health and safety	Unit	2023	2024	2025
Total employee-hours worked	#	NA	67,524	86,880
Employee lost-time injuries (LTI)	#	0	0	0
Employee total recordable injuries (TRI)	#	0	0	0
Employee lost time injury rate (LTIR)	Rate	0	0	0
Employee total recordable injury rate (TRIR)	Rate	0	0	0
Procurement practices	**Unit**	**2023**	**2024**	**2025**
Percentage of procurement spending on local suppliers	%	100%	100%	100%
Total number of suppliers	#	NA	1,191	1,191
Total number of local suppliers	#	NA	1,191	1,191
Percentage of local suppliers	%	NA	100%	100%

Appendix D – GRI content index

Statement of use	SIRC has reported the information cited in this GRI content index for the period from January 1, 2025, to December 31, 2025, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	3
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	Not applicable
	2-5 External assurance	SIRC does not seek external assurance
	2-6 Activities, value chain and other business relationships	7, 8, 13
	2-7 Employees	80-84
	2-8 Workers who are not employees	98
	2-9 Governance structure and composition	108, 109, 111
	2-10 Nomination and selection of the highest governance body	110
	2-11 Chair of the highest governance body	111
	2-12 Role of the highest governance body in overseeing the management of impacts	109, 110, 112
	2-13 Delegation of responsibility for managing impacts	109, 110, 112
	2-14 Role of the highest governance body in sustainability reporting	113
	2-15 Conflicts of interest	116

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	112-114
	2-17 Collective knowledge of the highest governance body	109-113
	2-18 Evaluation of the performance of the highest governance body	110
	2-19 Remuneration policies	110, 112
	2-20 Process to determine remuneration	110, 112
	2-22 Statement on sustainable development strategy	11, 12
	2-23 Policy commitments	83, 91, 94, 115, 116, 119
	2-24 Embedding policy commitments	83, 91, 94, 115, 116, 119
	2-25 Processes to remediate negative impacts	114, 116
	2-26 Mechanisms for seeking advice and raising concerns	116
	2-27 Compliance with laws and regulations	45, 62, 77, 91, 110, 112, 119
	2-28 Membership associations	22, 36-39, 41, 127, 131, 135, 141, 145, 147, 149
	2-29 Approach to stakeholder engagement	13, 124, 125
GRI 3: Material Topics 2021	3-1 Process to determine material topics	124
	3-2 List of material topics	11, 12, 124
	3-3 Management of material topics	10-12, 124
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	66-73
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	82, 152
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	21, 30, 104, 105
	203-2 Significant indirect economic impacts	12, 87, 84, 105
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	98

GRI STANDARD	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	114
	205-2 Communication and training about anti-corruption policies and procedures	116
	205-3 Confirmed incidents of corruption and actions taken	114, 116
GRI 301: Materials 2016	301-1 Materials used by weight or volume	14, 48
	301-2 Recycled input materials used	8, 14, 29, 169, 190, 197
GRI 302: Energy 2016	302-1 Energy consumption within the organization	150, 157, 168, 175, 181, 183, 188, 196
	302-4 Reduction of energy consumption	14, 38, 39, 53, 63, 74, 76
GRI 303: Water and Effluents 2018	303-5 Water consumption	150, 157, 168, 176, 181, 183, 189, 196, 200
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	74, 150, 157, 168, 175, 181, 183, 188, 196, 200
	305-2 Energy indirect (Scope 2) GHG emissions	74, 150, 157, 168, 175, 181, 183, 188, 196, 200
	305-5 Reduction of GHG emissions	14, 17, 21, 23, 30, 52, 74, 75, 77
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	48, 49
	306-2 Management of significant waste-related impacts	48-65
	306-3 Waste generated	168-169, 181
	306-5 Waste directed to disposal	48, 158, 169, 176, 184, 189

GRI STANDARD	DISCLOSURE	LOCATION
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	8, 80, 153, 160, 166, 170-171, 173-174, 185, 192, 198, 202
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	91
	401-3 Parental leave	153, 160, 171, 178, 186, 192, 198, 202
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	92
	403-3 Occupational health services	92, 93
	403-4 Worker participation, consultation, and communication on occupational health and safety	92, 93
	403-5 Worker training on occupational health and safety	94-97
	403-6 Promotion of worker health	92-95
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	95-97
	403-8 Workers covered by an occupational health and safety management system	92
	403-9 Work-related injuries	93, 161, 182, 193, 199, 203
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	154, 161, 178, 193
	404-2 Programs for upgrading employee skills and transition assistance programs	85-87, 94-97, 102-105
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	15, 84, 151, 159, 165, 170, 177, 197, 201
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	91
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	101-105
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	120

Appendix E - UNGC Alignment

SIRC supports the United Nations Global Compact's 10 principles on human rights, labor, environmental protection and anti-corruption. The following table highlights our efforts related to each of the UNGC Principles, and where you can find them in this report.

Principles	Section
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;	Fostering an empowered society
Principle 2: make sure that they are not complicit in human rights abuses	
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collec-tive bargaining;	Fostering an empowered society
Principle 4: the elimination of all forms of forced and compulsory labour;	
Principle 5: the effective abolition of child labour; and	
Principle 6: the elimination of discrimination in respect of employment and occupation.	
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Cultivating environmental Stewardship
Principle 8: undertake initiatives to promote greater environmental responsibility; and	
Principle 9: encourage the development and diffusion of environmentally friendly technologies	Innovating for the circular economy
Anti-corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Cross-cutting governance controls

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