

Sustainability Disclosure and Its Contribution to Enhancing the Financial Performance of Algerian Economic Institutions: A Case Study of Ain El kebira Cement Company

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Received: 05/04/2026

Accepted: 25/04/2026

Published: 05/06/2026

Abstract :

This study aimed to explore how sustainability disclosure contributes to enhancing the financial performance of companies through a case study of Ain Elkebira Cement Company, based on an analysis of its financial statements. The study reached a number of key findings. most notably that the company has adopted a range of sustainability principles and concepts, particularly through the implementation of ISO 45001 standards released in 2018, as well as the adoption of ISO 9001 for quality management and ISO 14001 for environmental management. These standards demonstrate the company's commitment to the highest levels of quality and management, which has positively contributed to improving its financial performance over the years.

Key Words: Disclosure, sustainability, financial performance.

JEL Classification : M14, Q56, G32

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Introduction :

Corporate financial reports are considered very important for all stakeholders of the company, as each user of these financial statements requires a specific type of information. Therefore, companies place great importance on the disclosure process. International accounting standards have also emphasized the importance of disclosing information in a timely and appropriate manner to help users make suitable decisions.

With the rapid changes currently witnessed, companies have become compelled to disclose non-financial information alongside financial information. This made users of financial statements to become increasingly interested in information related to governance, the environment, and society. so companies are now required to prepare sustainability reports in response to global developments, global calls for action, and the guidelines of the Organization for Economic Cooperation and Development (OECD), and the United Nations Global Compact

initiative, which emphasized the need to disclose the impact of environmental, economic, and social factors on companies' activities and operations, as well as the need to disclose risks and threats that may affect companies' current and future performance.

Based on the above, the following main question can be raised: **How does sustainability disclosure contribute to the financial performance of Ain Elkebira Cement Company?**

This main question branches into the following set of sub-questions:

- How does the disclosure of economic activities contribute to the financial performance of Ain Elkebira Cement Company?
- How does the disclosure of social activities contribute to the financial performance of Ain Elkebira Cement Company?
- How does the disclosure of environmental activities contribute to the financial performance of Ain Elkebira Cement Company?

To answer these sub-questions, the following hypotheses were formulated:

- Disclosure of economic activities contributes to improving the financial performance of Ain Elkebira Cement Company.
- Disclosure of social activities contributes to improving the financial performance of Ain Elkebira Cement Company.
- Disclosure of environmental activities contributes to improving the financial performance of Ain Elkebira Cement Company.

Significance of the study:

Sustainability is a topic of great interest in today's world, leading companies are now required to disclose sustainability information in their non-financial reports in order to meet the needs of all stakeholders. Such disclosure also contributes to enhance transparency and attract investors. Furthermore, disclosing a company's economic, social, and environmental activities has a significant impact on its performance and contributes to increasing its value.

Objectives of the Study: Given the importance of this study, the aim is to:

- Highlight how the disclosure of economic activities contributes to improving financial performance,
- Explain how the disclosure of social activities contributes to improving financial performance,
- Highlight the contribution of environmental activity disclosure to improving financial performance.

Study Limitations

This study is defined by the following temporal, spatial, and objective limitations:

Temporal Limitations: The study was conducted in 2025, relying on accounting documents provided by the company for the period 2021–2023.

Spatial Limitations: This study is limited to a case study of the SCAEK Cement Company in Ain El Kebira, Setif.

Objective Limitations: This study focuses on the contribution of sustainability accounting disclosure at the Ain El Kebira Cement Company in improving financial performance. This was achieved by reviewing the economic, social, and environmental disclosures in the company's management reports and analyzing the company's financial statements using financial ratios

Literature review:

Sohag Ahmed Sunny and Fatema Ali Apsara 2024 “Impact of Sustainability Reporting on Financial Performance: Evidence from an Emerging Economy, article published in a Journal of Risk Analysis and Crisis Response.

This study examined the relationship between sustainability reporting and financial performance in the textile industry in Bangladesh, focusing on the economic, social, and environmental dimensions. A sample of 270 firms was used, the study reached a set of findings, the most important of which is that economic and environmental sustainability reporting has significant positive relationships with various measures of financial performance, while social sustainability reporting does not show any significant effect. The study recommends that companies prioritize economic and environmental sustainability reporting while developing more effective approaches to social sustainability practices that can show clear financial benefits.

The study by Ahmed Abdelrahman Ibrahim Abdelhadi (2023) titled “The Impact of the Levels of Disclosure of Sustainability Activities on the Financial Performance of Companies - An Applied Study,” published in the Journal of Accounting Research, Tanta University.

This study aimed to examine how the level of disclosure of various sustainability activities economic, social, and commercial affects the financial performance of firms. It is based on data from 110 companies listed on the Egyptian stock exchange over the period from 2018 to 2020. The study reached a number of results, most notably that there is a statistically significant impact of disclosing economic, social, and environmental activities on financial performance. The study recommends increasing investors' awareness of the importance of corporate sustainability disclosure, as well as providing additional tax and financial incentives for companies to adopt higher levels of sustainability disclosure.

Study by Najat Mohamed Marai Younes (2021) titled: “The Impact of the Level of Sustainability Reporting Disclosure on the Financial Performance of Companies- An Applied Study on Industrial Companies Listed on the Saudi stock exchange,” published in the Journal of Financial and Commercial Research, Port Said University.

The study aimed to highlight the importance of sustainability reports and to examine the level and quality of sustainability disclosure and its impact on the financial performance of companies listed on the Saudi stock exchange. This was done through an applied study on a sample of 60 companies over the period 2015-2019, Based on regression analysis, the study concluded the importance of disclosing sustainability reports within annual financial reports. It also found a statistically significant effect of the level of sustainability disclosure on companies’ financial performance. The study recommends the necessity of issuing an accounting standard specifically related to sustainability reporting disclosure.

The study by Najwa Abdelsamad and Ilham Yahiaoui (2018) titled "Accounting Disclosure of Environmental Performance in the Financial Reports of Ain Elkebira Cement Company-Setif", published in the Journal of Humanities and Social Sciences.

This study aimed to attempt an evaluation of accounting disclosure regarding environmental performance in cement companies in Algeria, this was done through a content analysis of the financial reports of the Ain Elkebira Cement Company – Setif- over the past five fiscal years. The study concluded that the disclosure was positive, focusing on providing environmental information of a favorable nature, mainly related to the company’s expenditures on environmental protection and the procedures concerning the implementation and review of the environmental management system.

Research Gap: The research gap in this study lies in highlighting the reality of sustainability disclosure amidst the paradox between the leading economic role and the negative environmental impact of the cement sector in Algeria. this study distinguishes itself by focusing on the SCAEK company as a model for a highly sensitive, carbon-intensive industrial activity. It seeks to evaluate how transparency in sustainability reporting contributes to enhancing actual financial performance indicators, thereby providing a practical insight into how Algerian firms can balance economic growth requirements with environmental responsibility.

I. The Concept of Sustainability and Financial Performance:

The topic of sustainability is receiving significant attention in today's world due to its critical importance to the continuity of life on Earth. Since resources are limited, they must be managed in a way that ensures their optimal use to achieve sustainability goals.

1. The Concept of Sustainability:

Life depends on a complex set of interactions between people, the natural environment, and economic systems. The unprecedented growth of the 20th century has affected these relationships in both positive and negative ways. Pollution, which has reached record levels, has placed significant pressure on the environment. Economic growth has led to the accumulation of immense wealth in some parts of the world, but has left other areas lagging behind. It is essential for people and their governments to understand the fundamental elements that support healthy societies and a healthy planet (Bayley, 2008, p. 9). Living on the same planet everyone must preserve it to ensure the future and future of coming generations.

In 1987, the Brundtland Commission of the United Nations defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 2025).

Sustainability refers to the ability to maintain or support a process continuously over time. In business and policy contexts, sustainability aims to prevent the depletion of natural or physical resources so that they remain available in the long term.

According to the United Nations report published in 2025 on the Sustainable Development Goals, ten years ago, world leaders gathered at the United Nations and made an unprecedented commitment -to leave no one behind and to transform our world by 2030. Through the unity of world leaders, a series of positive outcomes have been achieved, the most significant of which is a 40 percent reduction in new HIV infections since 2010. Malaria prevention efforts have prevented 2.2 billion cases and saved 12.7 million lives since 2000. Since 2015, an additional 110 million children and young people have enrolled in schools, and the gender gap in education has continued to narrow. Access to infrastructure has also expanded significantly. By 2023, 92 percent of the world's population had access to electricity, and internet usage increased from 40 percent in 2015 to 68 percent in 2024- providing millions more with opportunities for education, employment, and participation. In the area of biodiversity conservation, thousands of local successes have helped to double the protection of key ecosystems that are vital to the health of the planet. These achievements represent real lives transformed, families lifted

out of poverty, and communities empowered to build a better and more resilient future. They confirm the validity of the 2030 Agenda's core premise: that sustainable development can be achieved when combining evidence-based policies with sustained political commitment and investment (United Nations, 2025, p. 5).

2. Definition of Performance:

Researchers (Miller and Bromily) define performance as: "a reflection of how an organization utilizes its financial and human resources, and employs them efficiently and effectively in a way that enables it to achieve its objectives" (Belabbas Hammadi & Hicham Boutalbi, 2023).

It is also defined as behavior through which an individual contributes to achieving the organization's goals, provided that such behavior is supported and encouraged by the organization. (Dalal Hatab, Nour aeddin Zaabit, 2017, p. 342)

Based on the two previous definitions, it can be said that performance is a measure of how efficiently and effectively human and financial resources are utilized to achieve specific objectives, whether at the level of the organization as a whole or at the level of individual contributions.

3. Definition of Financial Performance:

According to (Peter Drucker) financial performance is defined as the ability of an organization to sustain and survive by achieving a balance between the satisfaction of shareholders and employees. (Rachid Hafsi, 2015, p. 50)

As (Marcel Laflame) defines it as being embodied in the institution's ability to achieve financial balance, ensure the necessary liquidity to meet its obligations, and achieve good returns and low costs. (Safia Boumesbah, 2021, p. 221).

Based on the above, it can be said that financial performance is an organization's ability to achieve growth and sustainability by striking a balance between stakeholder satisfaction and financial stability through the management of liquidity and profitability and the reduction of costs.

Financial balance ratios are among the most important financial analysis tools used by financial analysts to evaluate the financial position of an economic enterprise. Their role is evident in assessing the company's performance and its ability to meet its obligations. Therefore, the research will address working capital, its types, working capital requirements, and net treasury.

Financial ratios are also considered one of the tools of financial analysis, expressing the relationship between two homogeneous elements with meaningful

significance, therefore in this section the most important ratios will be addressed, namely liquidity, financial, activity, and profitability ratios.

II. A Field Study of Ain Elkebira Cement Company –Sétif

1- Introduction to Ain Elkebira Cement Company –Setif

Ain Elkebira Cement Company is one of the twelve branches of the Industrial and Commercial Group of Algerian Cement Enterprises (Groupe Industriel des Ciments d'Algérie -GICA). It is a joint-stock company wholly owned (100%) by the GICA Group, with a capital of 2,200,000,000.00 DZD, occupying an area of approximately 60 hectares, and an annual production capacity of 3 million tons. Its activity is limited to the production and marketing of cement. It is divided into two branches the General Directorate, located in the center of Setif, and the main branch, the production unit, located in the municipality of Ouled Adouane, Ain Elkebira district, Setif province. The company employs 571 workers (according to the 2023 report).

2- Sustainability of Ain Elkebira Cement Company:

The cement company is considered a leader in sustainability as it achieved positive results in this area by following a clear policy aimed at fulfilling the company's goals while protecting the environment and providing a suitable work environment for employees.

Ain ALKebira Cement Company seeks to be a leader in the cement industry. To achieve this, it makes every effort to rationalize the use of available natural resources, protect the environment, and care for human resources.

On October 9, 2021, after Ain Elkebira Cement Company obtained certification from the American Petroleum Institute (API), the company was able to transition to implementing the ISO 45001 released on 2018. This international standard for occupational health and safety is of great importance, enabling companies to create a safe environment for their workers that helps them achieve greater productivity while ensuring safety.

The decision taken by the company's management to transition to this standard after previously relying on the OHSAS 18001 standard, in addition to the efforts of all its employees in all work areas over the past years, is what led to this result which confirms the value of teamwork, dedication, and commitment on the part of all its members.

This special achievement adds to the company's previous certifications, notably ISO 9001 for quality management and ISO 14001 for environmental management. These are strong proofs of the extent to which the company is committed to applying the most advanced and stringent quality and management standards.

The company is continuously aiming to improve its performance with the goal to reach the highest possible levels of efficiency and economic effectiveness. In addition to managing human resources which are considered one of the fundamental pillars for the company's success and sustainability in achieving positive results in the future.

2.1. The Economic Aspect:

According to the year 2023 management report of Ain Elkebira Cement Company, the year 2023 was marked by a significant improvement in net income, amounting to +1,360 million DZD approximately +60% compared to 2022. This was a result of:

- The positive change in stored production from -663 million DZD to 146 million DZD.
- Significant financial result.
- The increase in clinker sales volume, which was 12.17% higher compared to 2022.

The following table shows the progress of production quantity and turnover at Ain Elkebira Cement Company:

Table No (1): Production Quantity and Turnover of Ain Elkebira Cement Company
(tons / thousand DZD)

Ciment			
	2021	2022	2023
Quantity	1.741.390	1.717.540	1.479.534
Turnover	9.628.180	10.186.641	8.810.618
Clinker			
Quantity	814.736	1.121.630	1.217.100
Turnover	2.546.433	4.132.045	4.616.618

Source: (SCAEK, 2023, p. 26)

2-2. The Social Aspect:

- In order to implement the company's strategy aimed at strengthening its presence in the social environment, the company provides sponsorship and support to charitable and cultural organizations, participates in cultural events, and supports scientific projects and other social activities that shows the company as a citizen and a part of the community that contributes to its

development. According to the 2023 management report, the company managed to achieve the following:

- The company sponsors a number of sports teams, most notably ES Setif, and places great importance on sports sponsorship, which accounts for 23% of its sponsorship and donation budget for 2023.
- Supporting social and economic activities in the region by providing assistance to the Algerian Islamic Scouts and sponsoring the Structural Engineering Club.
- The company provide regular assistance to associations and organizations that want to improve the living conditions of underprivileged populations through:
 - o Distribution of 400 Ramadan food baskets during the holy month to 8 neighboring municipalities.
 - o A reward for all employees on the occasion of Eid aladha.
 - o Donation to the “Beni Ourthilane Smile” Association for People with Special Needs.
- Many mosques benefited from the company's support as well as the Quran tower in setif has received support from the company.
- Buying heating equipment for Mohamed Boutr Middle School, Bir Elarch municipality Setif Province.
- Public institutions and security forces also benefited from the company support.

2-3 The Environmental Aspect:

Ain Elkebira Cement Company seeks to achieve the optimal use of energy, reduce energy consumption, and protect the environment through:

- Reducing the energy bill: Energy consumption in 2023 reached 283,761,000 kilowatt/hours, recording a decrease of 4,779,972 kilowatt/hours compared to 2022.
- Saving in the extraction of natural resources.
- Reduction of carbon dioxide emissions.
- Collecting and processing waste inside the factory through recycling some of it and incinerating the rest.
- Repairing and cleaning of the rainwater drainage channels surrounding the factory.
- Maintenance of green spaces, irrigation, and tree pruning.

3- Financial Performance Assessment of Ain Elkebira Cement Company:

The key financial ratios that enable the evaluation of financial performance will be addressed, namely liquidity ratios, financing ratios, activity ratios, and profitability ratios.

Liquidity Ratios: These ratios measure an organization's ability to meet its obligations. An organization's liquidity is reflected in its general, quick, and cash liquidity ratios, the following table shows the results:

Table 2: Liquidity Ratios During the Period 2021/2023

<i>The Statement</i>	<i>Amounts for 2021</i>	<i>Amounts for 2022</i>	<i>Amounts for 2023</i>
Current Assets	11921976195,82	15089919341,13	14328673468,49
÷	÷	÷	÷
Current Liabilities	4360215635,06	4833540017,66	5297668961,69
Current Ratio	2,73	3,12	2,70
Current Assets – Inventories	4654364214,64	8034238020,41	5965150525,95
÷	÷	÷	÷
Current Liabilities	4360215635,06	4833540017,66	5297668961,69
Quick Ratio	1,06	1.66	1,125
Asset Treasury	2420075843,71	2069318424,03	2154340653,24
÷	÷	÷	÷
Current liabilities	4360215635,06	4833540017,66	5297668961,69
Quick Ratio	0,55	0,43	0,41

Source: Prepared by the researcher based on the company's documents.

The current ratio for the three years under review (2021/2023) is greater than 1. In 2021, current assets covered current liabilities by 2.73times. In 2022, current assets covered current liabilities 3.12 times, and in 2023, current assets covered current liabilities 2.70 times. This indicates that the company is in good financial standing, enabling it to cover its short-term debts and make timely payments. Despite its decrease in 2023 due to unsold inventory, the company continues to demonstrate a strong financial standing.

It is also observed that, the quick ratio was positive and greater than 1 during the three years of the study, which indicates that the current assets minus inventories cover the company's current liabilities. However, it showed a slight improvement in 2022 compared to 2021 and 2023, which reflects tangible efforts to improve the situation, indicating that the company relies heavily on its quick assets to cover its short-term liabilities. Although the ratio generally decreased in 2023 to reach 1.12, compared to 1.66 in 2022, this decline resulted from an increase in inventory, which led to the freezing of a large part of the assets and insufficient availability of quick liquidity. As the table indicates that the cash liquidity ratio was in continuous decline between 2021 and 2023, decreasing from 0.55 in 2021 to 0.43 in 2022, and then to 0.41 in 2023. This ongoing decrease is due to the effects of the COVID-19 crisis, indicating that the company faces difficulties in meeting its short-term obligations using only the available cash.

- **Financing Ratios:** these ratios measure the extent to which the institution relies on private funds to finance its current assets, as reflected in the long-term financing ratio, the self-financing ratio, and the financial independence ratio. The following table shows the results.

Table 3: Financing Ratios for the Period (2021–2023)

<i>Statement</i>	<i>Amounts 2021</i>	<i>Amounts 2022</i>	<i>Amounts 2023</i>
<i>Permanent Fund</i>	<i>55637068194,65</i>	<i>56 556 370 681,94</i>	<i>60870948673.60</i>
÷	÷	÷	÷
<i>Non-Current Assets</i>	<i>48994610121.23</i>	<i>48 994 610 121,23</i>	<i>51839944166.26</i>
<i>Permanent Financing Ratio</i>	<i>1,15</i>	<i>1,21</i>	<i>1,17</i>
<i>Equity</i>	<i>42059718938.11</i>	<i>46058113890.17</i>	<i>48233544495.53</i>
÷	÷	÷	÷
<i>Non-Current Assets</i>	<i>48994610121.23</i>	<i>48250164863.92</i>	<i>51839944166.26</i>
<i>Self-Financing Ratio</i>	<i>0,85</i>	<i>0,95</i>	<i>0,93</i>
<i>Equity</i>	<i>42059718938.11</i>	<i>46058113890.17</i>	<i>48233544495.5</i>
÷	÷	÷	÷
<i>Liabilities</i>	<i>18856867378.89</i>	<i>17290970314.88</i>	<i>17935073139.22</i>
<i>Financial Independence Ratio</i>	<i>2,23</i>	<i>2,66</i>	<i>2,69</i>

Source: Prepared by the researcher based on the company's documents.

From the table above, it is observed that:

The long-term financing ratio during the three studied years (2021/2023) is greater than 1. This indicates that the company has a good ability to cover part of its current assets with permanent funds. Although there is a slight decrease in 2023, it does not significantly affect the company's stability. It is also noted that the equity ratio was less than 1 in all three years under review, which is a good ratio for covering fixed assets with equity. Although there was a 2% decline in 2023 compared to 2022, this ratio remains good. From the table it is observed that the financial independence ratio for the three years under review is greater than 1. Although the increase is slight, this indicates a slight improvement in the company's ability to rely on its own resources, suggesting that the company is financially independent.

Table 4: Activity Rates for the Period (2021/2023)

Statement	2021	2022	2023
<i>(Accounts Receivable / Net Sales) × 360</i>	$360 \times \frac{530\,200\,424,29}{12\,240\,807\,462,75}$	$360 \times \frac{1\,360\,471\,873,92}{13\,509\,669\,520,58}$	$360 \times \frac{255\,971\,578,11}{13\,435\,336\,364,60}$
Customer Credit Period (Days)	16 days	36.25 days	7 days
<i>(Accounts Payable / Purchases) × 360</i>	$360 \times \frac{2\,479\,831\,771,22}{(4\,004\,266\,310,02)}$	$360 \times \frac{1\,746\,795\,945,95}{(4\,590\,128\,405,20)}$	$360 \times \frac{2\,844\,163\,123,13}{(4\,454\,231\,323,86)}$
Supplier Payment Period (Days)	223 days	137 days	230 days
<i>Net Sales / Total Assets</i>	$\frac{12\,240\,807\,462,75}{60\,916\,586\,317,05}$	$\frac{13\,509\,669\,520,58}{63\,349\,084\,205,05}$	$\frac{13\,435\,336\,364,60}{66\,168\,617\,634,75}$
Total Asset Turnover Ratio	0.20	0.21	0.20
<i>Net Sales / Non-Current Assets</i>	$\frac{12\,240\,807\,462,75}{48\,994\,610\,121,23}$	$\frac{13\,509\,669\,520,58}{48\,250\,164\,863,92}$	$\frac{13\,435\,336\,364,60}{51\,839\,944\,166,26}$
Non-Current Asset Turnover Ratio	0.25	0.28	0.26
<i>Net Sales / Current Assets</i>	$\frac{12\,240\,807\,462,75}{11\,921\,976\,195,82}$	$\frac{13\,509\,669\,520,58}{15\,089\,919\,341,13}$	$\frac{13\,435\,336\,364,60}{14\,328\,673\,468,49}$
Current Asset Turnover Ratio	1.03	0.90	0.94
<i>Net Sales / Net Working Capital</i>	$\frac{12\,240\,807\,462,75}{7\,561\,760\,560,71}$	$\frac{13\,509\,669\,520,58}{10\,265\,379\,323,47}$	$\frac{13\,435\,336\,364,60}{9\,031\,004\,507,34}$
Net Working Capital Turnover Ratio	1.62	1.32	1.49

Source: Prepared by the researcher based on the company's documents.

From the table above, it is observed that:

The accounts receivable collection period was reasonable and reflects good management of outstanding accounts, as funds are collected relatively quickly. However, in 2022, there was a significant increase in the collection period, reaching 36.25 days, which is attributed to a slowdown in the follow-up process with customers. However, in 2023, there was a significant improvement in reducing the payment term to 7 days. This means shortening the period the company grants its customers to settle their debts to it. This shift indicates that the company has strong negotiating power with its customers and follows a strict credit policy.

It is noted that the supplier payment deadline was high throughout the three years, an indicator that the organization enjoys high financial flexibility by receiving and utilizing resources before making payments, as in 2021, the payment period was very long, reaching 223 days, which reflects a strong relationship with suppliers and comfortable payment terms. And in 2022, the period decreased to 137 days, which may indicate changes in policies or pressure to reduce the payment delay. However, in 2023, the period increased again to 230 days, indicating the company's success in strengthening its cash flow.

It is observed that the total asset turnover ratio remained stable over the three years, reaching 0.20 in 2021, then 0.21 in 2022, and 0.20 again in 2023. This indicates that the company maintained a relatively consistent level of efficiency in using its assets to generate revenue during this period, with no significant changes.

Noting that the turnover ratio for non-current assets has fluctuated over the past three years, rising from 0.25 in 2021 to 0.28 in 2022 and then falling to 0.26 in 2023, these ratios are considered very low, and consequently, the turnover of non-current assets in generating sales is very slow. As for the current asset turnover ratio, the table shows that it has also fluctuated over the past three years, and the same applies to the net working capital turnover ratio.

- **Profitability Ratios:** they express the company's ability to generate profits, and consist of economic, financial, and commercial profitability, the table shows its results.

Table 5: Profitability Ratios for the Period (2021/2023)

statement	Amounts 2021	Amounts 2022	Amounts 2023
<i>Net Income / Total Assets</i>	$\frac{3\,317\,180\,725,30}{60\,916\,586\,317,05}$	$\frac{2\,273\,405\,473,17}{63\,349\,084\,205,05}$	$\frac{3\,640\,030\,605,36}{66\,168\,617\,634,75}$
Economic Profitability (ROA)	5.45%	3.95%	5.50%
<i>Net Income / Equity</i>	$\frac{3\,317\,180\,725,30}{42\,059\,718\,938,11}$	$\frac{2\,273\,405\,473,17}{46\,058\,113\,890,17}$	$\frac{3\,640\,030\,605,36}{48\,233\,544\,495,58}$
Financial Profitability (ROE)	7.88%	4.93%	7.55%
<i>Net Income / Net Sales</i>	$\frac{3\,317\,180\,725,30}{12\,240\,807\,462,75}$	$\frac{2\,273\,405\,473,17}{13\,509\,669\,520,58}$	$\frac{3\,640\,030\,605,36}{13\,435\,336\,364,60}$
Commercial Profitability (Net Profit Margin)	27.10%	16.83%	27.11%

Source: Prepared by the researcher based on the company's documents.

The table shows that economic profitability showed continuous fluctuation, as it declined from 5.45% in 2021 to 3.95% in 2022, which may be due to increased production costs or the impact of market competition. Nevertheless, it improved in 2023, reaching 5.50%. This demonstrates the organization's ability to generate profits through its operations. As for financial profitability, it is noted that it declined from 7.88% in 2021 to 4.93% in 2022, but rebounded significantly in 2023 to 7.55%, this represents a positive development for the company, as it reflects its ability to improve the efficient use of its financial resources to achieve greater investments. However, commercial profitability declined from 27.10% in 2021 to 16.83% in 2022, then returned to its previous level in 2023 reaching 27.11%. This indicates a significant improvement in the company's commercial efficiency, as this growth reflects better performance in generating commercial returns relative to the volume of sales.

III. Results and Recommendations

Ain Elkebira Cement Company has achieved great results over recent years its turnover continuously increasing, especially with the company's expansion, doubling of its production capacity, and moving towards exports. Based on the financial analysis of the company's activity results, all figures were positive, indicating the company's ability to meet its long- and short-term obligations, the results reached through this study showed the administration's efficiency in using its financial resources and its ability in transforming these resources to sales hence liquidity, as well as the company's ability to make profits.

The adoption of the sustainability idea has obvious impact on the company's good financial performance, as the company aimed to achieve positive results and raise its turnover by expanding its operations and exploring new markets abroad through the export of its products to several countries, in addition to providing a safe working environment for employees by ensuring the basic safety and security requirements within the company and minimizing workplace accidents as much as possible, especially with the implementation of ISO 45001, 2018 edition. This international standard for occupational health and safety is of great importance, as it enables companies to create a safe environment for their workers, helping them deliver higher performance safely, it also encourages companies to protect the surrounding environment, support the community, and participate in various beneficial activities that add value to society, particularly through the implementation of ISO 14001 for environmental management. In addition of ISO 9001 certification for quality management, all these are strong evidence of the company's commitment to implementing the highest and most advanced standards of quality and management which have significantly contributed to the company's strong financial performance.

Ain Elkebira Cement Company can enhance its sustainability to achieve more positive results and improve its financial performance, by adopting modern practices that focus on cleaner production and the circular economy while benefiting from successful experiences. Therefore, here are a set of recommendations for the company, as follows:

- **Green Cement Production:** Gradually transitioning to low-carbon cement production using alternative materials such as fly ash or LC3, which reduces CO₂ emissions by 30–80% and opens up new export markets.
- **Waste Recycling:** Using cement kiln dust (CKD) as an alternative raw material, while establishing programs to collect local industrial waste to support the circular economy and reduce reliance on landfills.
- **Energy Efficiency:** replacing part of the fossil fuel with alternative fuel (safe organic waste) and installing solar panels to generate clean energy

with consistent monitor of emissions through the use of modern technologies.

- **Training and Development:** Launching annual training programs for employees on environmental quality management (ISO 14001) and safety, through partnership with local universities in Setif, to enhance efficiency and reduce accidents.
- **Transparency and Reporting:** The publication of comprehensive annual sustainability reports (GRI standards) that include KPIs such as water consumption per ton, while engaging the local community through environmental awareness campaigns.
- **Partnerships and Funding:** Collaborating with JICA and the Ministry of Industry on joint projects, and seeking green financing from the European Investment Bank to upgrade technology.

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