SAL.

Scaling SAL: Delivering Impact Driving Growth

Integrated Annual Report 2025

The Custodian of the Two Holy Mosques
King Salman Bin Abdulaziz Al Saud

His Royal Highness Crown Prince, Prime Minister
Mohammad Bin Salman Bin Abdulaziz Al Saud

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Overview

About the Report

Dear Shareholders and Stakeholders,

This is the Integrated Annual Report of SAL Saudi Logistics Services Company (referred to as SAL or the Company), covering the calendar year from 1 January to 31 December 2025, unless stated otherwise. The previous annual report can be found on the Company's Investor Relations website. All financial data corresponds to the financial statements for the same period, reflecting the Company's boundaries and reporting timeline.

This Report has been prepared in accordance with applicable regulations, including the Capital Market Authority (CMA) Corporate Governance Regulations, the Rules on the Offer of Securities and Continuing Obligations, and the Implementing Regulation of the Companies Law for listed joint-stock companies.

The Report acts as the primary publication and balanced overview presented to SAL's shareholders, investors, and other stakeholders of the Company's performance, operations, and strategy – as far as it is prudent to disclose such information – for the year in review. This comprehensive annual report is available online in HTML as well as in print and PDF versions.

Report Boundary

The boundary for financial reporting in this document extends to cover SAL Saudi Logistics Company, referred to as SAL or the Company, and its subsidiaries, which, together with SAL, are collectively referred to as the "Group". Where applicable, other group entities are referred to as "Group" or "Consolidated".

All currency figures presented in this report are in Saudi Riyals (﷼) and are denoted accordingly.

Queries

Your comments on this report are most welcome. Please email Investorrelations@SAL.sa to share your feedback on SAL's Integrated Annual Report 2025.

Theme of the Year

Scaling SAL: Delivering Impact. Driving Growth

The year 2025 marks a defining phase in SAL's evolution - a year shaped by disciplined expansion, operational scale, and sustained value creation.

Our theme, **"Scaling SAL: Delivering Impact. Driving Growth.",** reflects the strategic progression of the Company from a national ground handling leader to a fully integrated logistics platform with expanding capabilities across logistics and logistics zones. It signals our deliberate focus on scaling responsibly, enhancing impact, and accelerating diversified growth while maintaining financial discipline and long-term shareholder focus.

For more than eight decades, SAL has evolved alongside the Kingdom's economic transformation. From its origins at Jeddah's first airfield, the Company has grown into the backbone of Saudi Arabia's air cargo ecosystem, operating across major airports and enabling the seamless movement of goods that connect the Kingdom to global markets with efficiency, reliability, and precision.

In 2025, scaling SAL meant more than expanding operational capacity. It meant strengthening core infrastructure, enhancing service excellence, deepening strategic partnerships, advancing digital enablement, and reinforcing governance and transparency frameworks. It reflects disciplined execution, scaling our platform while safeguarding resilience, capital efficiency, and sustainable returns.

Logistics remains a strategic pillar of Vision 2030 and a critical enabler of economic diversification. As the national leader in air cargo handling and an integrated logistics enabler, SAL plays a vital role in strengthening import and export capabilities, enhancing supply chain resilience, and reinforcing Saudi Arabia's position as a global logistics hub.

This theme underscores our commitment to scaling with purpose, delivering measurable economic and operational impact, creating long-term value for customers and shareholders, and driving growth across multiple dimensions: operational, financial, strategic, and national.

SAL today is defined not only by its infrastructure footprint, but by its ability to scale intelligently, execute consistently, and translate national ambition into sustainable value creation.

SAL at a Glance

The national logistics platform enabling a globally connected Saudi Arabia

- Backbone of the Kingdom's air cargo and trade infrastructure
- Integrated platform spanning handling, logistics, and zones
- Enabler of trade, connectivity, and economic diversification

19
Airports Nationwide

~1.0m tonnes
Cargo Handled

+200
Customers

+2,700
Total Workforce

⃁ 5.2 billion
Approved Capex Plan (5 Years)

~92%
Saudization*

* Note: Excludes outsourced manpower labor/contractors

About SAL

The Integrated Logistics Platform

SAL is a leading cargo ground handling and supply chain logistics provider in Saudi Arabia, providing innovative, efficient, and integrated services and solutions to its clients.

Established on 16 October 2019 following the separation of the Ground Handling Division of Saudi Airlines Cargo Company, SAL was created as an independent national logistics platform aligned with the objectives of Saudi Arabia's Vision 2030, supporting the Kingdom's ambition to become a global logistics hub and a key connector of international trade flows.

Today, SAL operates across all major airports in Saudi Arabia, providing comprehensive cargo ground handling services to all airlines operating in the Kingdom. The Company serves the four primary hubs, Riyadh, Jeddah, Dammam, and Madinah, in addition to 15 domestic stations, while offering integrated logistics solutions across air, land, and sea. Through its nationwide infrastructure footprint, operational excellence, and continued investment in digital enablement and service quality, SAL has established itself as the Kingdom's primary air cargo ground handling provider and a strategic enabler of supply chain resilience and trade facilitation.

On 1 November 2023, SAL was listed on the Main Market of the Saudi Exchange ("TASI") following a successful IPO of 24 million ordinary shares, representing 30% of the Company's share capital, at an offering price of ⃁ 106 per share. Since listing, SAL has strengthened its institutional investor base and continues to enhance transparency, governance, and capital market engagement as part of its long-term value creation strategy.

Vision

To be the **logistics champion** for a globally connected Saudi Arabia.

Mission

To **seamlessly deliver world-class logistics solutions**, creating value for all our stakeholders. We achieve this by continuously developing and leveraging our market-leading footprint, top-notch talent, strategic partnerships, and cutting-edge technologies.

Our commitment lies in providing exceptional service and contributing to the success of our partners and the broader community.

Values:

Deliver Excellence

We demonstrate top quality, effectiveness and operations, processes and procedures both internally and at the service of our clients.

Customer Centricity

We are experts not only in our business, but also to craft the solutions and services that mean most to our clients' businesses, priorities, and goals.

Absolute Integrity

We uphold the highest standards of integrity and act with uncompromising honesty always, as we are committed to doing what's best for our customers, company, and ourselves.

Enabling Real Transformation

We demonstrate insight and foresight both in thought and in action to achieve measurable results.

SAL Operating Platforms

SAL operates through three interlocking platforms that together enable integrated logistics delivery on a national scale. Each platform plays a distinct role, while operating as part of a connected system.

SAL Ground Handling

The Core Engine

- Our established and resilient foundation, built on long-standing airline partnerships.
- Market-leading operational platform delivering scale, reliability, and strong cash generation across Saudi Arabia's key air cargo gateways.
- Provides the financial strength and operational backbone that supports expansion across other platforms.

SAL Logistics

The Growth Accelerator

- Expands our reach beyond the airport into integrated, end-to-end supply chain solutions.
- Captures high-demand, specialized sectors through differentiated, value-added logistics offerings.
- Extends capability across air, land, and sea, strengthening cross-platform synergies.

SAL Logistics Zones

The Long-Term Value Creator

- Develops world-class logistics infrastructure aligned with Saudi Arabia's ambition to become a global logistics hub.
- Builds scalable ecosystems that anchor trade flows and industrial development.
- Long-cycle platform positioned to unlock structural growth and asset value over time.

Geographical Presence

Our Coverage

Unique Services and Solutions Offered at our Seamless Stations across all Major Airports in Saudi Arabia

SAL Ground Handling

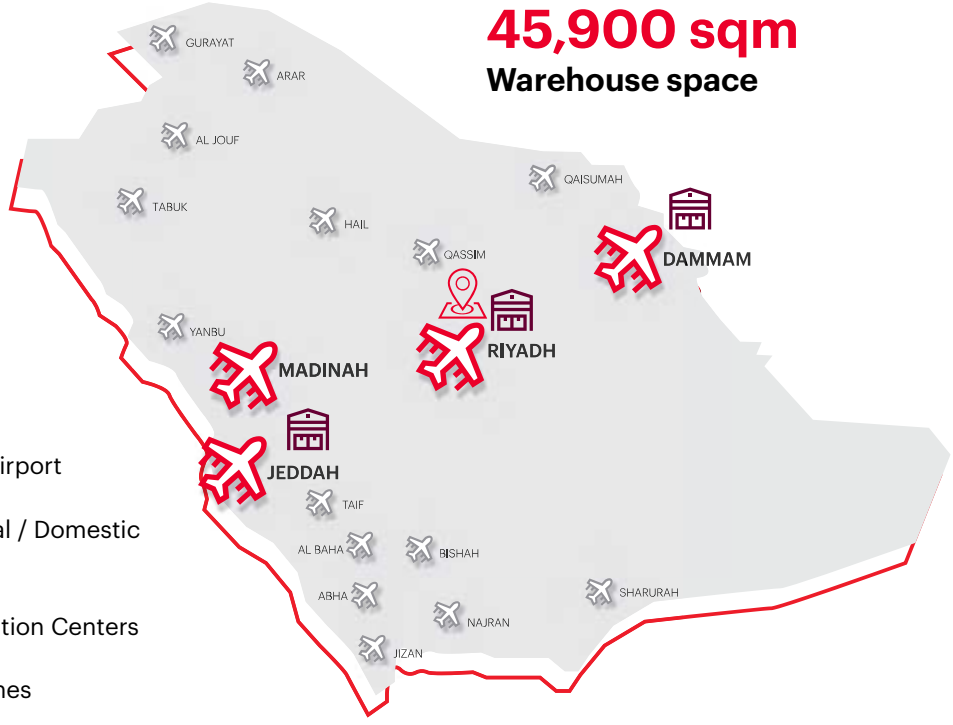
Market-leading Cargo Ground Handling coverage across Saudi Arabia

19
Airports

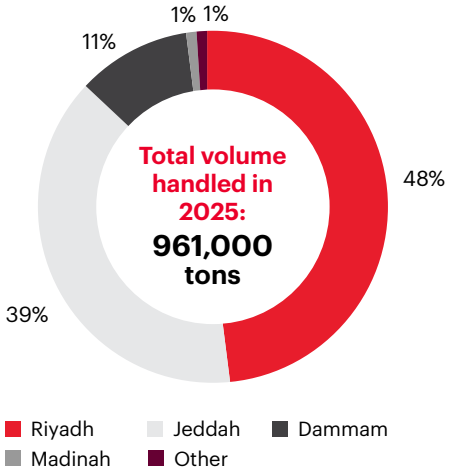
SAL Logistics

Kingdom-wide logistics network, with broader global reach through business partners

45,900 sqm
Warehouse space



- Major Airport
- Regional / Domestic Airport
- Distribution Centers
- SAL Zones



Our footprint is unmatched in the Kingdom. SAL is present at 19 airports and four main hubs that link the country's trade corridors end to end.

Alongside this, our Logistics division is scaling warehouse capacity. As of 31 December 2025, we operate around 45,900 square meters with the aim to reach over 200,000 square meters of warehousing space by 2030, focused on warehouse centers at key sites across the Kingdom.

SAL's Journey

An 80-Year Journey of Growth and Transformation at the Heart of Saudi Trade

SAL's story is inseparable from the Kingdom's own economic development. Established more than 80 years ago, SAL has evolved in step with Saudi Arabia's growth; from a single cargo operation to a national logistics platform operating at scale.

This long operating history reflects continuity, resilience, and an ability to adapt across cycles, technologies, and trade patterns, while maintaining a central role in keeping the Kingdom connected.

April 1945
Formation of Saudia

October 2007
Formation of Saudia Cargo

June 2019
Commits ⃁ 1.5 billion investment in Saudi Airport Hubs

December 2019
SAL is carved out of Saudia Cargo

October 2021
Launches SAL Logistics Division

November 2023
Listed on the Saudi Exchange (Main Market)

March 2025
Launched the new SAL Zones division with first inaugural project at a CAPEX value of ⃁ 4.1 billion

October 2025
Establishment of SAL Zones Company as a 100% owned Subsidiary

SAL Subsidiaries

SAL Zones Company

On October 2025, SAL Saudi Logistics Services Company announced the establishment of a Simplified Joint-Stock Company – One Man Company as a Wholly Owned Subsidiary named "SAL Zones Company" bearing a unified national number of 7051975964 to support the Company's future business expansion, fulfill strategic objectives, and diversify its revenues.

SAL Zones Company has a paid-up capital of ⃁ 500,000 and an authorized capital of ⃁ 1,400,000,000. SAL Saudi Logistics Services Co. owns 100% of its capital. The subsidiary is headquartered in Riyadh, Saudi Arabia, with its main objective being warehousing and enabling a seamless movement of goods across air, sea, and land, and strengthening multimodal connectivity.

2025 Year in Review

2025 was a year of strategic delivery for SAL - scaling operations, enhancing efficiency, and driving sustainable value for shareholders and stakeholders alike.

January

- Obtaining FIATA membership to enhance the scope of our logistics services and solutions at the local and global levels.
- Hosting Turkish Airlines Cargo delegation at the SAL stations in Jeddah and Madinah to showcase our latest technologies and innovative solutions, reflecting our shared commitment to serving the air cargo sector through our international partnerships.

February

- Signing a cooperation agreement with Madinah Region Development Authority to support and enhance Logistics Services and Smart Facilities at Prince Mohammed bin Abdulaziz International Airport.
- Signing a Memorandum of Understanding with STC Group to enhance Digital Logistics Solutions and Improve Operational Efficiency.
- Signing of a strategic partnership with King Salman Humanitarian Aid and Relief Center to provide Integrated Logistics Services.
- Signing an agreement with Technology Control Company (TCC) to provide Integrated Logistics Services.
- Signing of a Memorandum of Understanding with Emaar the Economic City to strengthen collaboration in Logistics Sector.
- Start of SAL's Graduate Development Program "Towsal" to support the next generation with new opportunities to launch their professional careers, in a journey filled with learning, growth, and contributing to shaping the future of the logistics sector in the Kingdom.

March

- Official signing ceremony for establishing the SAL Logistics Zone, attended by H.E. the Minister of Transport and Logistics Services, H.E. the Minister of Investment, and members of the Board of Directors of SAL, a hub that supports business expansion through world-class infrastructure, enhancing supply chain integration and operational efficiency.
- Signing an Agreement with Sela to establish the SAL Logistics Zone in Falcon City, Malham, north of Riyadh, with ⃁ 4.1 billion investments to strengthen the Kingdom's position as a Global Logistics Hub.
- Signing of a framework agreement with The Private Sector Partnership Program (Shareek Program) to facilitate the development of the SAL Logistics Zone.

April

- Receiving the IATA CEIV Lithium Excellence Certification marking another step in supporting the Kingdom's ambition to become a leading global logistics hub aligned with Vision 2030.
- Awarded the "Best Technology Implementation in Logistics" provided by Logistics News ME at the Logistics and Transport KSA Awards 2025.

May

- Obtaining the ISAGO certification from the International Air Transport Association (IATA), joining an elite group of globally accredited ground handling providers.
- Winning the "Best Logistics Company of the Year 2025" award, along with the Highly Commended Award for our "SAL Logistics Zone" project in the "Best Logistics Project of the Year 2025" category, presented by Logistics Middle East.
- Being the first Saudi company to join the International Air Transport Association (IATA) Security Management Systems (SeMS) program.
- Receiving the Innovation Award from the Ministry of Transport and Logistic Services.

June

- Conducting SAL's Ordinary General Assembly Meeting (first meeting of 2025) Via modern technology.
- Signing an agreement with ITA Airways to provide cargo handling services at airports across the Kingdom.
- Signing an agreement with AZAL – Azerbaijan Airlines, delivering advanced operational services across the Kingdom's airports.
- Signing an agreement with Philippine Airlines to deliver cargo services across airports around the Kingdom.
- Signing an Addendum to the Agreement with Almajal Service Master Company Providing SAL with Productivity Services at Al-Dammam Station.
- Signing a strategic agreement with Global Critical Logistics (GCL) to strengthen specialized Logistics Solutions for the entertainment, sport and arts.
- Signing an agreement with Silk Way Airlines to provide cargo handling services at airports across the Kingdom.

ITA AIRWAYS | AZERBAIJAN AIRLINES | Silkway airlines | Philippine Airlines

July

- Addendum to the Agreement Sign-Off with Saudi Ground Services Company for Providing SAL with ramp and cargo aircraft preparation services, including cargo aircraft cleaning and water services.
- Signing a sponsorship with the talented Saudi golf champion Othman Almulla, the first Saudi professional golfer.
- Transporting the Williams FW07/04. A symbol of Saudi heritage that bridges the past and future of Formula 1 to Goodwood in partnership with Saudi Motorsport Company.

August

- Signing an agreement with Elm Company to develop a seamless digital platform that transforms logistics operations.
- Earned 3 major IATA accreditations, CBTA, and ISAGO, recognizing our ability to handle high-risk cargo, deliver specialized training, and meet global ground operations and safety standards.

September

- Signing a Memorandum of Understanding with the Institute of Public Administration - IPA to enhance the Kingdom's logistics sector by building an integrated training ecosystem through SAL Academy.

October

- Completed the signing of the final agreement with Sela Company to lease land in Falcon City, north of Riyadh, with a total area of 1,574,182 square meters.
- SAL's Board of Directors' approval establish a SAR-denominated Sukuk issuance program.
- The establishment of a Simplified Joint-Stock Company – One Man Company as a Wholly Owned Subsidiary (SAL Zones Company).
- Conducting SAL's first Investor Capital Market Day with investors and financial analysts.
- Signing a ground handling services agreement with Saudi Post (SPL) to enhance mail handling and transportation operations across various regions of the Kingdom.
- Executing a strategic renewal cargo handling agreement with Emirates SkyCargo to continue providing comprehensive integrated solutions covering ground handling and air cargo.
- Signing of an Agreement with China Cargo Airlines Company, a subsidiary of China Eastern Airlines, to provide comprehensive integrated solutions covering ground handling.
- SAL's first international expansions through entering a strategic partnership with TAM Group to enhance air cargo operations between Saudi Arabia and China.
- SAL strengthens its logistics infrastructure by launching a storage and distribution center in the logistics park in southern Riyadh (SAL Distribution Center).

November

- Signing of an Agreement with FedEx Express Saudi Arabia Transportation with the aim of providing a comprehensive range of facilities for ground handling services for express shipments and integrated logistics operations.
- SAL's relocation of the company's headquarters to new location in north Jeddah (Al-Basatin district).
- Signing of a Logistics Services Agreement with Flyadeal to provide a range of logistics services, including freight forwarding, customs clearance, transportation, and warehousing, etc.
- Signing of a Logistics Services and Facilities Lease Agreement with Aviation Services Company "Riyadh Air" to provide a dedicated operational facilities at King Khalid International Airport in Riyadh, along with a comprehensive suite of logistics services.
- Signing of a Service Marketing Agreement with Special Integrated Logistics Zone Company (SILZ) to enable SAL Logistics Division to offer logistics solutions and services to SILZ's tenants in the SILZ Zone on a referral basis.

December

- Signing of a Framework Agreement with AFC CUP 2027 Local Organizing Committee Company to provide integrated logistics and supply chain solutions for upcoming related events and activities.
- Signing of an Agreement with Syrian Airlines Company to provide comprehensive integrated solutions covering ground handling for air cargo.
- Concluding the 2025 SAL Golf Cup Final with an exciting finish and a memorable ceremony honoring the champions.
- Announcing the Opening of the Nomination Period for the SAL Board of Directors' Membership for the Next Term.
- Signing a tripartite MOU between SAL, the Saudi Export Development Authority and Cluster2 Airports to strengthen the integration between airport ecosystems and national supply chains, supporting the competitiveness of Saudi exports in regional and international markets.
- Signing a strategic memorandum of cooperation with the University of Jeddah to advance education, training, and research within the logistics sector.
- Signing a strategic MOU with Infinite PL to accelerate the development of advanced digital logistics solutions across the Kingdom.
- Signing an agreement with EgyptAir Training Academy to deliver training solutions and collaborate on developing advanced, internationally accredited programs for the air transport sector.
- Being an official partner of Dakar Rally 2026.

Key Financials & Operational Results

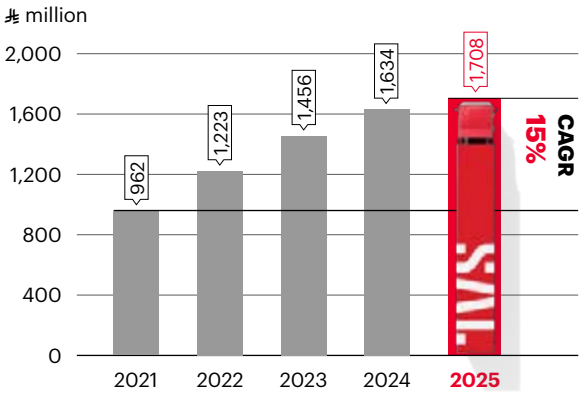
Disciplined Growth at Scale

SAL delivered strong performance in 2025, combining revenue growth with improved margins and sustained cash generation.

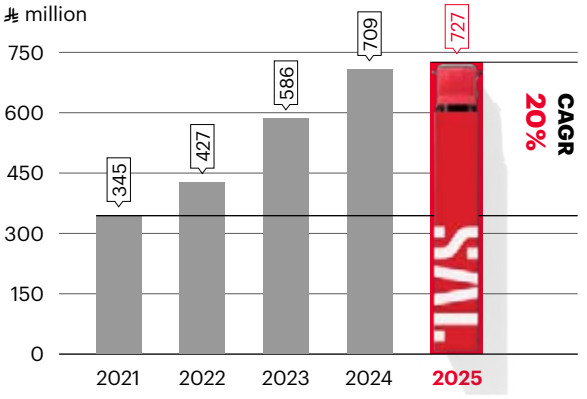
Performance was driven by market leadership in Cargo Ground Handling, disciplined cost control, and productivity gains supported by digitalization.

This was achieved while continuing to invest in logistics capability and early-stage zones development.

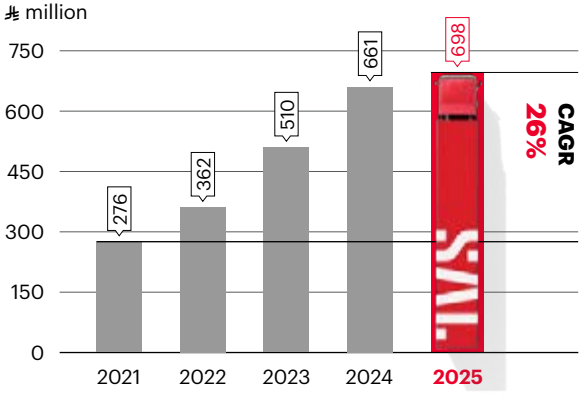
Revenue Growth



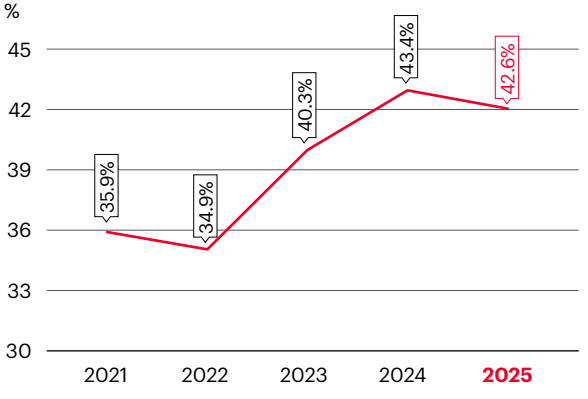
EBIT

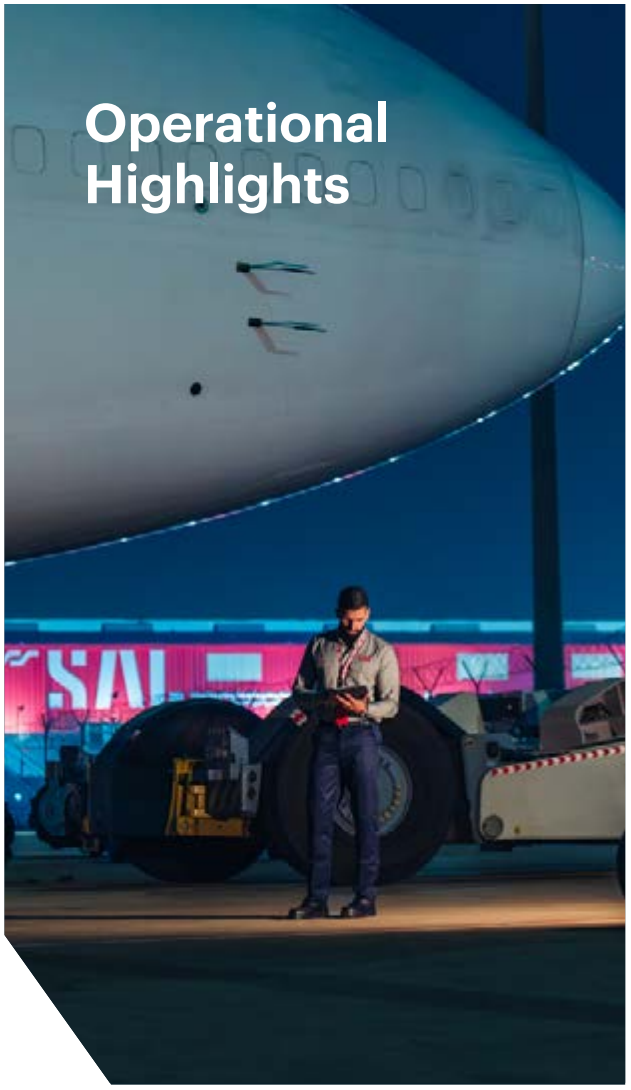


Net Profit



EBIT Margin Trend





Operational Highlights

19 Airports
Total operational terminals around the Kingdom's airports

+200
Customers

961 million KGs
Total cargo handled

169k sqm
Cargo terminal area

45.9k sqm
Logistics warehouse area

2,744
(+1,000 Direct Hires
+1,744 Labor/Contractors)
Total workforce

92.2%*
Saudization

5.2 billion
Total CAPEX plan

*Excludes outsourced manpower labor/contractors

Awards & Certifications

Award-Winning Leader in Logistics & Employer Excellence

Our performance has been recognized with several industry awards.

In 2025, SAL received industry awards for logistics and innovation, along with recognition for governance and technology.

Quality, Operational, Safety and Security Standards

- SAL records a major milestone as the first Saudi company to join the IATA Security Management System (SeMS) Program
- SAL receives the ISAGO Certification from IATA
- SAL obtains the CEIV Lithium Certification from IATA
- Obtained Local Content Certificate

People & Capability

- SAL Training Academy has proudly obtained the IATA CBTA Corporate Certification
- SAL Training Academy has proudly obtained the IATA CBTA Excellence Certification

Top Employer Saudi Arabia
2022 | 2023 | 2024

SAL Academy

Accredited training platform supporting aviation, logistics and leadership capability across SAL and the wider ecosystem.

Innovation & Technology

- SAL receives the Innovation Award from the Ministry of Transport and Logistic Services
- SAL is awarded "Logistics Company of the Year 2025" and receives recognition for "Best Logistics Project of the Year 2025" for the SAL Logistics Zone, presented by Logistics Middle East
- SAL is honored with the "Best Application of Technology in the Logistics Sector" award, presented by Logistics News ME

Innovation Award 2025

Best Technology Implementation in Logistics 2025

CIO Excellence Award 2025

Governance & Control

- SAL's commitment to excellence in governance was recognized nationally with the prestigious award for the Best GRC Team in the Kingdom by CWI (Corporate World Intelligence)

Kingdom GRC Team of the Year 2025

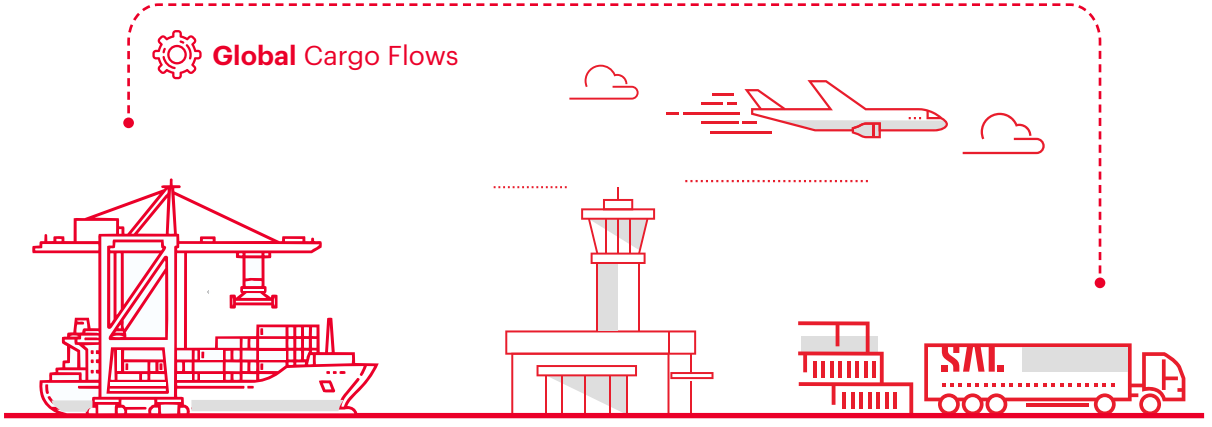
Our Integrated Logistics Platform

An Integrated Logistics Platform Connecting Sea, Air, and Land

SAL operates an integrated logistics platform connecting sea, air, and land corridors, linking global cargo flows to domestic and international markets. The platform combines gateway operations, multimodal transport, warehousing, and logistics infrastructure to enable efficient cargo movement across and beyond the Kingdom.

Through three complementary business units: Cargo Ground Handling, Logistics, and Logistics Zones, SAL converts cargo volumes into diversified, scalable, and infrastructure-backed revenue streams, supporting both near-term throughput and long-term value creation.

Three **Engines.**
One Integrated Logistics Platform.



Logistics
Value Expansion Engine

Cross-modal services across sea, air, and land:

- Freight forwarding
- Contract logistics
- Project cargo
- Cold chain solutions

Cargo Ground Handling
Gateway and Volume Engine

Airport-based operations delivering:

- Ramp handling
- Cargo handling
- Screening
- Cold chain handling

Logistics Zones
Infrastructure Platform for Regional Expansion

Infrastructure across domestic and international locations:

- Multi-tenant hubs
- Highway and rail connectivity
- Recurring leasing.

Integrated Logistics Network

Road feeder services (RFS) | Warehouses | Airport terminals | Multimodal transport

Cargo Gateway Leadership

SAL Ground Handling

Cargo arrives at SAL-operated terminals across 19 airports in Saudi Arabia.

SAL provides

- Aircraft ramp handling and cargo terminal operations
- Screening, customs coordination and compliance management
- Cold chain, pharma and specialized cargo infrastructure
- Road Feeder Services (RFS) integration

SAL serves as the Kingdom's primary air cargo gateway, handling general, valuable, perishable, pharma, dangerous goods, live animals, and e-commerce shipments.

The Cargo Handling division manages high-volume throughput, strong cash generation, and strategic control over cargo flows entering and exiting the Kingdom.

Seamless Multimodal Connectivity

Air to Road to Sea Integration

Leveraging its cargo ground handling scale, SAL enables seamless cargo transition across:

- SAL Airport terminals/facilities
- Seaports
- Dry ports/inland ports
- Cross-border gateways
- Domestic and international corridors
- Industrial and economic zones

Road Feeder Services and transport assets integrate air cargo into the wider logistics network, enhancing velocity, reducing dwell time and improving supply chain reliability.

Diversified End-to-End Logistics Solutions

SAL Logistics

Building on its gateway advantage, SAL provides higher-value, recurring logistics services including:

- Freight forwarding and contract logistics
- Project and oversized cargo logistics
- Fine arts and high-value logistics
- Events and sports logistics
- Cold chain and hazardous materials handling
- E-commerce and specialized vertical logistics
- Record management and digitization
- Warehousing and value-added services

With an expanding warehouse footprint and capacity under its 2025–2030 plan, the SAL Logistics division enhances revenue diversification and margin resilience.

Infrastructure-Led Growth Platform

SAL Logistics Zones

SAL is extending its platform into next-generation logistics zones designed to anchor long-term structural growth.

- Multi-tenant premium smart infrastructure
- Multimodal, built-to-suit: warehousing, storage
- Strategic proximity to airports and transport corridors (Sea, Air, and Land)
- Direct highway and future rail connectivity
- Turnkey regulatory and administrative support
- Digital and sustainability-enabled operations

Zones serve as an anchor platform for recurring leasing revenues and ecosystem expansion.

Digital Integration Across the Platform

SAL Digital

Across all the Company's divisions, SAL Digital plays a very important role to link all operational points into a unified logistics ecosystem:

- Real-time cargo visibility
- Customer portals and digital documentation
- Data-driven operational optimization
- Sustainability-linked efficiency initiatives

Digital integration strengthens scalability, improves service differentiation and enhances customer retention.

Investment Case

Why SAL?

	2025 Delivery	Forward Ambition
Market Leadership & Strong Geographic Footprint SAL is the Kingdom's national logistics champion and leading air cargo platform, uniquely positioned to capture structural growth in trade and e-commerce	• Maintained leadership position across 19 airports, serving more than 70 airline partners • Expanded service capabilities across key hubs	• Capture increasing international connectivity flows • Support Saudi Arabia's ambition to become a global logistics hub
Disciplined Growth with Clear 2030 Roadmap SAL balances ambition with capital discipline	• Clear divisional targets toward 2030 • Approved ~⃁ 5.2 billion CAPEX program aligned with demand outlook • Strong operational performance while investing for growth	• Scale capacity in line with trade growth • Maintain balanced capital structure • Deliver sustainable long-term shareholder value
An Integrated Growth Platform Across the Value Chain SAL has transformed from a ground handler into an integrated logistics ecosystem	• Expanded logistics services and value-added offerings • Strengthened cross-selling between cargo ground handling and logistics divisions • Advanced development of SAL Logistics Zones	• Deepen value chain participation • Increase contribution from non-core but higher-margin services • Enhance earnings quality and diversification

	2025 Delivery	Forward Ambition
Strong Customer Relationships & Revenue Visibility Serving +200 customers including airlines, freight forwarders and logistics operators	• High retention across major airline customers • Continued diversification of customer base • Improved service levels and reliability metrics	• Deepen strategic partnerships • Increase number of converted charter flights to long term agreements
High Barriers to Entry & Structural Market Position Operating in a highly regulated and infrastructure-intensive sector characterized by significant barriers to entry Benefiting from long-standing relationships with airlines, regulators, and airport authorities - an advantage that new entrants would require many years to replicate	• Maintained dominant position in Saudi Arabia's air-cargo handling market • Continued long-standing partnerships with all stakeholders • Sustained operational leadership supported by specialized cargo infrastructure	• Strengthen ecosystem partnerships across airlines and aviation stakeholders • Maintain competitive advantage in a structurally protected and regulated market
High Quality Operations & International Standards Operational excellence underpins SAL's brand	• Maintained ISO certifications and compliance with global aviation standards • Continued investment in automation and digital initiatives • Strengthened safety and quality performance indicators	• Enhance productivity and cost efficiency • Further digital integration across divisions
Strong Infrastructure & Promising Expansion Plans SAL's asset-backed model provides stability, strategic flexibility, and readiness.	• Continued development and enhancement of terminals and logistics footprint • Progress in SAL Logistics Zones • Strengthened infrastructure utilization rates	• Expand warehousing and value-added services • Position infrastructure for next wave of growth

	2025 Delivery	Forward Ambition
Strong Cash Flow Generation & Financial Resilience SAL's model generates strong operating cash flows	• Healthy margin profile • Strong free cash flow conversion • Financial flexibility to support growth and capital optimization	• Sustain cash generation across cycles • Optimize capital structure • Support sustainable dividend policy
Experienced Leadership & Robust Governance Experienced leadership team with ~250 years of combined industry experience, and strong governance	• Successful execution of strategic initiatives across divisions • Delivery of strong FY2025 performance amid normalization of market conditions • Advancement of major infrastructure and expansion programs • Enhanced transparency through improved investor reporting and engagement	• Sustain execution consistency across economic cycles • Continue strengthening reporting and disclosure • Deepen stakeholder trust
Risk Management & Regulatory Alignment SAL enforces strict risk management policies aligned with global standards and industry best practices to effectively mitigate risks	• Continued regulatory and sector compliance • Strengthened GRC oversight across divisions • Ongoing monitoring of operational, financial and infrastructure-related risks	• Further digitization of risk monitoring systems • Continuous improvement of governance and compliance processes

Shareholder Information

SAL Share Information as at the end of 2025

Listing Date	1 November 2023, with a listing price at ⃁ 106
Exchange	Main Market (Saudi Exchange – Tadawul)
Tadawul Symbol	4263
ISIN	SA15T1L22JH8
Sector	Transportation
Number of Shares Issued	80,000,000
Free Float	51.00%
Closing Price	⃁ 160.4
Market Cap	⃁ 12.83 billion (Ranking #1 in sector and #39 in TASI)
Highest Stock Trading Price in 2025	⃁ 289.2 as of 16 February 2025
Highest Stock Closing Price in 2025	⃁ 284.4 as of 13 February 2025
Lowest Stock Trading Price in 2025	⃁ 156 as of 15 June 2025
Lowest Stock Closing Price in 2025	⃁ 157.7 as of 30 December 2025
Foreign Ownership	8.9% (+2.5% vs 2024)
Dividend Pay-out for 2025 Per Share	⃁ 6.54 (+9.2% vs 2024 DPS)
Foreign Ownership Limit	49.00%
Total Trading Volume	48,789,664 shares
Total Trading Value (⃁)	⃁ 9,503,292,945
Total Trading Number of Trades	853,546 trades
P/E Ratio	23.72

SAL Share Price Monthly Performance 2025

Month	Closing Price (⃁)	Market Cap (⃁ billion)	Total Trading Volume (million shares)	Total Trading Value (⃁ million)	Total No. of Trades
January	274.0	21.9	3.1	839.8	70,480
February	244.6	19.6	4.0	1055.3	87,933
March	198.0	15.8	10.7	2174.3	179,809
April	182.6	14.6	6.1	1097.1	93,691
May	178.0	14.2	3.6	648.3	48,107
June	187.8	15.0	3.9	683.9	58,107
July	172.5	13.8	1.9	351.1	42,966
August	168.8	13.5	2.3	390.2	49,434
September	181.0	14.5	2.9	500.1	46,284
October	175.8	14.1	3.1	556.6	59,269
November	166.0	13.3	3.9	658.4	57,613
December	160.4	12.8	3.3	548.2	59,853

Investors as a Pillar of Long-term Value Creation

Investor confidence and access to capital are critical enablers of SAL's ability to deliver sustainable growth. Through disciplined financial management, transparent communication, and consistent execution, SAL seeks to align the interests of shareholders with those of customers, employees, the investment community, and other stakeholders.

SAL is committed to protecting the rights of its shareholders and fostering a sound and constructive relationship with them by providing timely and appropriate information. Ensuring transparency and clarity in information disclosure without modification or delay is paramount, as the Company believes that shareholders are the cornerstone of its success. The Board must act in a manner that realizes shareholders' interests and protects their rights, in accordance with the Companies Law, other laws and regulations issued by CMA, and the Company's Bylaws.

The Company has intensified its efforts in communicating with shareholders through various means of communication, in an official manner and by quarterly calls. Furthermore, in cooperation with SAL Investor Relations, the Executive Management has started to attend various investment conferences, in addition to holding meetings with investment managers and market and sector financial analysts from inside the Kingdom and abroad. It would be of worth noting that the IR team at SAL welcomes holding meetings in the Company HQ in Jeddah or organizing visits to the Company's sites and terminals.

SAL's Investor Relations Department regularly provides the Board of Directors with consolidated shareholder feedback, capturing suggestions, comments, and inquiries related to the Company's overall performance.

This feedback is gathered through various investor communication channels, including investor meetings, earnings calls, analyst interactions, and inquiries received through the Investor Relations communication platforms. The Investor Relations team consolidates these insights and periodically presents them to the Board of Directors, ensuring that Board members, particularly Non-Executive Directors, are informed of shareholders' views, suggestions, and remarks regarding the Company and its performance.

Shareholding Structure

Major Shareholders	
Saudi Arabian Airline Corporation	49.0%
Vision International Investment Co.	6.4%
Public & Other shareholders	44.6%
Total	**100%**

Shareholders by Type

Individual or Retail Investors	16.7%
Corporate or Institutional Investors	83.3%
Total	**100%**

Shareholder by Size of Ownership (Number of Shares Held)

Category	No. of Shareholders	No. of Shares Held	Ownership Percentage
More than 1,000,000	8	56,480,665	70.6%
500,000 – 999,999	3	1,904,366	2.4%
100,000 – 499,999	21	3,753,148	4.7%
50,000 – 99,999	37	2,676,121	3.3%
10,000 – 49,999	178	3,702,964	4.6%
5,000 – 9,999	204	1,360,819	1.7%
1,000 – 4,999	2,296	4,195,320	5.2%
Fewer than 1,000	133,737	5,926,597	7.5%
Total	**136,484**	**80,000,000**	**100%**

Shareholder Returns and Dividend Policy

SAL remains committed to delivering attractive and sustainable shareholder returns, balancing dividend distribution with reinvestment to support growth across Logistics and Logistics Zones.

- **SAL Dividend Details Since IPO**

Period	Announcement Date	Eligibility Date	Distribution Date	Dividend Per Share (⃁)	Declared Dividend (⃁ Million)
Q2 & Q3 2023	12/11/2023	16/11/2023	29/11/2023	1.90	152.00
Q4 2023	04/03/2024	07/03/2024	25/03/2024	1.51	120.80
Q1 2024	20/05/2024	26/05/2024	12/06/2024	1.76	140.80
Q2 2024	07/08/2024	13/08/2024	02/09/2024	1.45	116.00
Q3 2024	04/11/2024	10/11/2024	28/11/2024	1.45	116.00
Q4 2024	19/02/2025	26/02/2025	18/03/2025	1.33	106.40
Q1 2025	14/05/2025	24/06/2025	14/07/2025	1.43	114.40
Q2 2025	07/08/2025	21/08/2025	9/9/2025	1.52	121.60
Q3 2025	04/11/2025	16/11/2025	1/12/2025	1.70	136.00
Q4 2025	11/02/2026	01/04/2026	16/04/2026	1.89	151.20

- **Total Shareholder Return Since IPO: +66%**

Listing Price	⃁ 106
Share Price Appreciation as at the End of 2025	⃁ +54.4
Total Dividends Since IPO	**⃁ 15.9**

Investor Engagement and Disclosure

SAL maintains an active investor relations program, engaging regularly with shareholders, analysts and the investment community through results earnings conferences, investor meetings and regulatory disclosures. This engagement supports clear communication of performance, strategy and capital allocation priorities.

- Number of investor conference participations: 8
- Number of investor 1:1 meetings: +80 meetings
- Number of earnings conference calls: 4
- Number of total attendances for the calls: +850
- Number of General Assemblies conducted: 1 meeting
- Global and local sell-side analysts covering SAL: 10

2025 Earnings Calls Details

Period	Date	Location
FY 2024	26 February 2025	Virtual
Q1 2025	20 May 2025	Virtual
Q2 2025	12 August 2025	Virtual
Q3 2025	6 November 2025	Virtual

2025 Investor Conference Details

Date	Conference Name	Country
February – 2025	Saudi Capital Markets Forum 2025	Riyadh – Saudi Arabia
April – 2025	19th EFG Hermes Annual Conference	Dubai – UAE
May – 2025	Global Capital Markets Forum 2025	Hong Kong
June – 2025	GCC Exchanges London Conference	London – United Kingdom
September – 2025	Citi 2025 GEMS Conference	New York – United States
September – 2025	11th EFG Hermes Annual Conference	London – United Kingdom
September – 2025	MEIRA Annual Conference	Muscat – Oman
October – 2025	SAL's Investor Capital Market Day (CMD)	Jeddah – Saudi Arabia

- Our interactive **SAL Capital Market Day**, held on 9 October 2025, in Jeddah, marked a significant milestone in SAL's engagement with the investment community. The event brought together investors, analysts, and members of our leadership team for an open dialogue on our strategy, growth trajectory, and long-term value creation framework.
- During the event, we demonstrated how SAL is scaling its three core business divisions (Cargo Ground Handling, Logistics, and Logistics Zones), to strengthen its position as a national logistics champion and a key enabler of Saudi Arabia's Vision 2030 ambitions. Through detailed presentations and strategic updates, attendees gained deeper insight into our operational model, expansion plans, and capital allocation priorities.
- Following the presentations, guests participated in a guided site visit to our terminal at King Abdulaziz International Airport, witnessing our operations firsthand. This immersive experience reinforced our commitment to operational excellence, disciplined execution, and sustainable growth.
- The Capital Market Day reflected SAL's strategic clarity and its pivotal role in shaping the Kingdom's evolving logistics landscape.

SAL's reporting continues to evolve in line with leading practices in integrated reporting, supporting transparency, comparability, and assurance.

SAL List of Tadawul Announcements

	Tadawul Announcements Title	Date	Link
1	SAL Saudi Logistics Services Co. announces the appointment of a Board Member to assume the vacancy in its Board	16/01/2025	
2	SAL Saudi Logistics Services Co. announces its annual financial results for the year ended 31 December 2024	19/02/2025	
3	SAL Saudi Logistics Services Co. announces the Board of Director's decision to distribute cash dividends for the fourth quarter of the fiscal year 2024	19/02/2025	
4	SAL Saudi Logistics Services Co. announces that it has conducted an earnings call to discuss the annual financial results for the financial year ending 31 December 2024 with investors and financial analysts	26/02/2025	
5	SAL Saudi Logistics Services Co. announces the signing of a preliminary agreement with Sela Company for the lease of land in Falcon City in north of Riyadh	18/03/2025	
6	SAL Saudi Logistics Services Co. announces the signing of a framework agreement with the Private Sector Partnership Program (Shareek Program)	18/03/2025	
7	SAL Saudi Logistics Services Co. announces its interim financial results for the period ending on 31 March 2025 (three months)	14/05/2025	
8	SAL Saudi Logistics Services Co. announces the Board of Director's recommendation to distribute cash dividends for the first quarter of 2025	14/05/2025	
9	SAL Saudi Logistics Services Co. announces that it has conducted an earnings call to discuss the interim financial results for the period ending on 31 March 2025 (three months) with investors and financial analysts	21/05/2025	
10	SAL Saudi Logistics Services Co. Board invites its shareholders to attend the Ordinary General Assembly Meeting (first meeting)	03/06/2025	
11	SAL Saudi Logistics Services Co. announces the latest development regarding the Board of Directors recommendation to distribute cash dividends to shareholders for the first quarter of 2025	03/06/2025	
12	SAL Saudi Logistics Services Co. announces to its shareholders the starting of the electronic voting on the Ordinary General Assembly meeting agenda (first meeting)	19/06/2025	
13	SAL Saudi Logistics Services Co. announces addendum to the agreement sign-off with Almajal Service Master Company providing SAL with productivity services at Al-Dammam Station	19/06/2025	
14	SAL Saudi Logistics Services Co. announces the results of the Ordinary General Assembly Meeting (first meeting)	25/06/2025	
15	SAL Saudi Logistics Services Co. announces addendum to the agreement sign-off with Saudi Ground Services Company	22/7/2025	
16	SAL Saudi Logistics Services Co. announces the Board of Director's decision to distribute cash dividends for the second quarter of the fiscal year 2025	7/8/2025	
17	SAL Saudi Logistics Services Co. announces its interim financial results for the period ending on 30 June 2025 (six months)	7/8/2025	
18	SAL Saudi Logistics Services Co. announces hosting its virtual Q2/H1 2025 Earnings Conference Call to discuss the financial results with financial analysts and investors	10/08/2025	

	Tadawul Announcements Title	Date	Link
19	SAL Saudi Logistics Services Co. announces the latest development regarding the signing of a preliminary agreement with Sela Company for the lease of land in Falcon City in the north of Riyadh	7/10/2025	
20	SAL Saudi Logistics Services Co. announces the Board of Directors' approval to establish a SAR-denominated Sukuk issuance program	7/10/2025	
21	SAL Saudi Logistics Services Co. announces the establishment of a simplified joint-stock company – One man company as a wholly owned subsidiary	9/10/2025	
22	SAL Saudi Logistics Services Co. announces that it has conducted Investor Capital Markets Day with investors and financial analysts	9/10/2025	
23	SAL Saudi Logistics Services Co. announces the signing of an agreement with Saudi Post (SPL)	13/10/2025	
24	SAL Saudi Logistics Services Co. announces the renewal of its agreement with Emirates SkyCargo	23/10/2025	
25	SAL Saudi Logistics Services Co. announces the signing of an agreement with China Cargo Airlines Company	28/10/2025	
26	SAL Saudi Logistics Services Co. announces its interim financial results for the period ending on 30 September 2025 (nine months)	4/11/2025	
27	SAL Saudi Logistics Services Co. announces the Board of Director's decision to distribute cash dividends for the third quarter of the fiscal year 2025	4/11/2025	

	Tadawul Announcements Title	Date	Link
28	SAL Saudi Logistics Services Co. announces hosting its virtual Q3 and nine months 2025 Earnings Conference Call to discuss the financial results with financial analysts and investors	5/11/2025	
29	SAL Saudi Logistics Services Co. announces the signing of an agreement with FedEx Express Saudi Arabia Transportation	16/11/2025	
30	SAL Saudi Logistics Services Co. announces the relocation of the company's headquarters	23/11/2025	
31	SAL Saudi Logistics Services Co. announces the signing of a logistics services agreement with Flyadeal	25/11/2025	
32	SAL Saudi Logistics Services Co. announces the signing of a logistics services and facilities lease agreement with Aviation Services Company "Riyadh Air"	27/11/2025	
33	SAL Saudi Logistics Services Co. announces the signing of a service marketing agreement with Special Integrated Logistics Zone Company "SILZ"	30/11/2025	
34	SAL Saudi Logistics Services Co. announces the signing of a framework agreement with AFC CUP 2027 Local Organizing Committee Company	15/12/2025	
35	SAL Saudi Logistics Services Co. announces the signing of an agreement with Syrian Airlines Company	15/12/2025	
36	SAL Saudi Logistics Services Co. announces the opening of the nomination period for the Board of Directors' membership for the next term	28/12/2025	

Glossary

A

ACC3/RA3
EU aviation security designations for third-country air carriers (ACC3) and regulated agents (RA3) ensuring cargo security compliance for EU-bound shipments.

Aircraft Damage Frequency Rate (ACDfr)
A safety indicator that measures how often aircraft damage occurs relative to flight activity over a period.

Air Waybill (AWB)
A standardized transport document issued for air cargo shipments serving as the contract of carriage and shipment record.

Airside
The secure operational area of an airport where aircraft movements, cargo handling, and ramp services take place.

B

Bonded Area
A customs-controlled area where imported goods may be stored, handled, or processed without the immediate payment of duties and taxes until release or re-export.

C

CAPEX (Capital Expenditure)
Investment in long-term assets such as cargo terminals, logistics facilities, warehouses, and technology systems.

CBTA (Competency-Based Training and Assessment)
An IATA framework for aviation training focused on developing and assessing job-specific competencies.

CEIV (Center of Excellence for Independent Validators)
An IATA certification verifying compliance with international standards for handling specialized cargo such as pharmaceuticals and perishables.

CMA (Capital Market Authority)
Saudi Arabia's financial regulatory authority overseeing capital markets and listed companies.

Cargo Ground Handling
Airport-based services managing the movement, processing, storage, and documentation of air cargo.

Cargo Terminal
A dedicated airport facility where cargo is received, processed, stored, and transferred between air and land transport.

D

DMM (King Fahd International Airport – Dammam)
A key cargo gateway in Saudi Arabia's Eastern Province.

Distribution Center
A logistics facility used for storing, sorting, and distributing goods to markets or customers.

E

EBIT (Earnings Before Interest and Taxes)
Operating profit generated from core business activities.

EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)
A measure of operating performance and cash generation before non-cash and financing effects.

EBIT Margin
Operating profit expressed as a percentage of revenue.

eGACA (Electronic General Authority of Civil Aviation)
Digital platform of Saudi Arabia's aviation regulator supporting licensing and operational processes.

F

FIATA (International Federation of Freight Forwarders Associations)
A global organization representing freight forwarding and logistics service providers.

Freight Forwarder
An intermediary coordinating cargo shipments, including transportation, documentation, and customs clearance.

Free Cash Flow (FCF)
Cash generated from operations after deducting capital expenditures, representing funds available for debt repayment, dividends, or reinvestment.

G

GACAR (General Authority of Civil Aviation Regulations)
Regulatory framework governing aviation operations in Saudi Arabia.

GDP (Good Distribution Practice)
Standards ensuring quality and integrity in the storage and transportation of pharmaceuticals.

Gross Margin
Gross profit expressed as a percentage of revenue, indicating the efficiency of core operations.

Gross Profit
Revenue minus cost of sales, representing profit generated before operating expenses.

Group
Refers to SAL Saudi Logistics Services Company and its subsidiaries.

H

HQ (Headquarters)
The primary administrative location of the Company.

HSSE (Health, Safety, Security, and Environment)
Framework governing operational safety, security standards, and environmental responsibility.

Hub Airport
A central airport facilitating cargo consolidation and distribution across a network.

I

IATA (International Air Transport Association)
A global trade association representing airlines and setting aviation standards.

IATA CEIV
Certification ensuring compliance with global standards for specialized cargo handling.

ICAO (International Civil Aviation Organization)
A UN agency establishing international aviation standards and regulations.

Integrated Logistics Platform
A system combining cargo handling, transportation, warehousing, and digital solutions for end-to-end supply chain services.

Individual or Retail Investors
Private investors trading securities for personal investment purposes.

Institutional Investors
Organizations such as funds, banks, and asset managers investing on behalf of clients.

IPO (Initial Public Offering)
The process of offering company shares to the public for the first time.

IR (Investor Relations)
Function responsible for communication between the Company and its investors.

ISAGO (IATA Safety Audit for Ground Operations)
Certification verifying compliance with international ground handling safety standards.

ISO (International Organization for Standardization)
Global body developing international standards across industries.

J

JED (King Abdulaziz International Airport – Jeddah)
Saudi Arabia's primary western cargo gateway.

K

KPI (Key Performance Indicator)
A measurable value used to evaluate performance against strategic objectives.

L

Landside
The public-facing area of an airport including cargo delivery, customs, and logistics access points.

LTI (Lost Time Injury)
A workplace injury resulting in lost working time.

Logistics Division
SAL's business segment providing freight forwarding, warehousing, and distribution services.

Logistics Hub
A central node integrating transport, warehousing, and distribution infrastructure.

Logistics Infrastructure
Physical and digital systems supporting logistics operations.

Logistics Zone
A designated area integrating warehousing, distribution, and multimodal connectivity.

M

Market Capitalization (Market Cap)
The total market value of a company's outstanding shares.

MED (Madinah Airport)
A regional cargo and passenger airport in Saudi Arabia.

Multimodal
The transport of goods using two or more modes, such as sea, air, and land, within a single, coordinated logistics system.

N

Net Debt
Total borrowings minus cash and cash equivalents, indicating the Company's net financial obligations.

Net Profit
Profit after all operating expenses, interest, and taxes.

Net Profit Margin
Net profit expressed as a percentage of revenue, indicating overall profitability.

Net Debt / EBITDA
A leverage ratio measuring a company's debt relative to its operating cash generation.

NIDLP (National Industrial Development and Logistics Program)
A Saudi Vision 2030 initiative to transform the Kingdom into a leading industrial and logistics hub.

Non-Bonded Area
An area where goods are not under customs control and duties and taxes have been paid, allowing unrestricted domestic access and distribution.

NTLS (National Transport and Logistics Strategy)
A national strategy aimed at positioning Saudi Arabia as a global logistics hub.

R

Return on Equity (ROE)
Net profit expressed as a percentage of shareholders' equity, measuring returns generated on invested capital.

Revenue Growth
The percentage increase in revenue compared to the previous period, indicating business expansion.

RUH (King Khalid International Airport – Riyadh)
Saudi Arabia's primary central cargo hub.

S

SACC (Saudi Aviation Cargo Company)
A key player in Saudi Arabia's air cargo ecosystem.

SAL Zones
SAL's infrastructure platform developing logistics zones aligned with national strategy.

SeMS (Security Management System)
A structured approach that incorporates data-driven, risk-based principles in the strategic and day-to-day oversight and management of security.

SIDF (Saudi Industrial Development Fund)
A government financial institution supporting industrial development projects.

SILZ (Special Integrated Logistics Zone)
A regulatory-enabled logistics zone supporting international trade and investment.

SLA Adherence Rate
A measure of compliance with agreed service performance levels.

SPV (Special Purpose Vehicle)
A legal entity created for a specific project or financial structure.

Sukuk
Sharia-compliant financial instruments used for raising capital.

Supply Chain
The network of processes involved in producing and delivering goods.

T

Tadawul
The Saudi Stock Exchange.

TEU (Twenty-foot Equivalent Unit)
A standard unit for measuring containerized cargo volume.

Throughput
Total cargo volume handled over a defined period.

Tonnes
A metric unit of weight equal to 1,000 kilograms.

V

Vision 2030
Saudi Arabia's national strategy for economic diversification and global competitiveness.

Y

YoY (Year-on-Year)
A comparative measure of performance between corresponding periods in consecutive years.

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Strategic Review

Chairman's Statement

Scaling SAL to Strengthen Saudi Arabia's Position in Global Logistics

⃁ 1,708 million

Revenue delivered in 2025

Dear shareholders and partners,

It is my privilege to reflect on a year in which SAL continued to strengthen its position and progressed into its next phase of disciplined scale, reinforcing its role within the Kingdom's logistics ecosystem. Guided by our 2025 theme, **"Scaling SAL: Delivering Impact. Driving Growth."**, SAL delivered solid performance, reflecting operational resilience and the strength of its business model. SAL generated revenue of ⃁ 1,708 million. Beyond the financial results, the Board views this performance as a clear demonstration of disciplined execution, strong market positioning, and the Company's ability to pursue growth while maintaining strong financial resilience.

Throughout 2025, the Board provided clear oversight, stewarded capital responsibly, and ensured the Company remained focused on delivering sustainable value for shareholders while supporting the Kingdom's broader economic transformation.

SAL continued to scale with discipline in 2025, reinforcing its role in Saudi Arabia's evolving logistics ecosystem. Strategic milestones, including the **SAL Logistics Zone at Falcon City Malham, north of Riyadh partnership**, reflect the Board's commitment to sustainable growth, prudent capital stewardship, and long-term value creation.

As global trade flows continued to evolve, the Board monitored developments closely and engaged management to calibrate strategic choices to prevailing conditions, balancing ambition with financial discipline and ensuring alignment with strategic priorities as SAL scales its business and expands capabilities.

A notable development during the year was the Company's entry into a strategic partnership to develop the SAL Logistics Zone at Falcon City in Riyadh, and its inclusion in the Shareek Program. The Board views this as a significant milestone in SAL's evolution, extending beyond its traditional footprint and strengthening national logistics capacity. This step positions SAL to contribute meaningfully and responsibly to Vision 2030 while advancing its role as an integrated logistics enabler.

In parallel, we oversaw continued investment in core infrastructure across major terminals. These enhancements reinforce operational resilience and elevate service excellence, and strengthen the Company's ability to support rising import, transit, and export flows, ensuring that growth is underpinned by robust foundations.

As we look ahead, the Board's perspective remains measured and confident. SAL enters its next phase with a strong financial position and an experienced Executive Leadership Team capable of executing with clarity and consistency. We will continue to anchor our decisions in long-term value creation, disciplined capital allocation, and alignment with the Kingdom's ambition to build a world-class logistics sector.

On behalf of the Board, I extend my sincere appreciation to our shareholders for their continued trust, and to our regulators and partners for their constructive collaboration. I also commend the CEO, the executive team, and our colleagues across the SAL network, whose professionalism and commitment underpin the Company's continued progress as it scales for the future.

Fawaz Mohammed Fawaz AlFawaz

Chairman of the Board of Directors

CEO's Message

Building Saudi Arabia's National Logistics Champion for a Connected Global Economy

⃁ 697.9 million

Net profit in 2025

Dear Shareholders,

2025 demanded realism and rewarded disciplined execution. As global trade patterns continued to rebalance, we remained anchored to our purpose: to be the national logistics champion for a globally connected Saudi Arabia. Guided by our theme, **"Scaling SAL: Delivering Impact. Driving Growth."**, we focused on executing with clarity and building a platform capable of sustainable, long-term expansion. In doing so, we concentrated on three priorities:

- Protecting and expanding our leadership in cargo ground handling
- Building a scalable logistics business through our Logistics Division and SAL Logistics Zones, aligned with Vision 2030
- Executing with quality, efficiency, and financial discipline

In a year that demanded realism and discipline, SAL delivered resilient growth while strengthening the foundations of its logistics platform. Operational excellence in cargo ground handling, renewed momentum in logistics, and ecosystem investments such as the Falcon City logistics zone position SAL for sustainable expansion aligned with Vision 2030.

Performance and Execution

We began the year by managing normalization after an exceptional 2024 base. Through consistent execution and operational discipline, momentum was rebuilt quarter by quarter, and we closed the year 2025 in a position of strength, demonstrating that disciplined growth and financial resilience can advance together.

For the full year, SAL delivered ⃁ 1.708 billion in revenue, a 5% increase YoY, and ⃁ 698 million in net profit, up 6% YoY. These results reflect the strength of our business model, our disciplined cost management, and our ability to scale responsibly while preserving margins and capital efficiency.

Our performance also reflects the depth of the relationships built with our valued partners. Throughout the year, we strengthened our competitiveness, deepened customer engagement, and reinforced our commitment to sustainable value creation, ensuring that growth translates into lasting impact.

Divisional Progress

SAL Cargo Ground Handling

Cargo Ground Handling remained the anchor of our performance in 2025. The division delivered solid growth, margins, and consistent service quality across our network. Peak-season demand in the fourth quarter was managed with high efficiency, supported by enhanced planning, productivity improvements, and upgraded digital and operational tools.

Commercially, we strengthened our position through new international wins and a continued shift from charter-based activity toward more predictable scheduled contracts. These achievements reflect the core strengths of the SAL model: service reliability, productivity discipline, and the ability to translate volume activity into sustainable margin performance.

SAL Logistics

2025 was a year of strategic rebuilding followed by clear operational traction. A deliberate reset in the first half strengthened commercial discipline, contract economics, and cost efficiency. By the second half, throughput increased, customer onboarding accelerated, and service levels improved. The division returned to profitability in the third quarter and delivered double-digit revenue growth in Q3 and Q4, supported by new contract wins across key sectors.

The inauguration of the Kaden Distribution Center expanded our capacity and introduced modern logistics infrastructure into our network, strengthening the division's operational foundations and enhancing scalability. With these advances, Logistics is becoming a more integrated, scalable, and strategically important part of the Group, reinforcing our transition toward a broader logistics platform.

Building an Ecosystem

A defining milestone of 2025 was SAL's evolution into an ecosystem enabler, a clear reflection of our scaling journey. We entered a strategic partnership with Sela to develop the SAL Logistics Zone at Falcon City (Malham), north of Riyadh, and we were included in the Shareek Program.

This development, spanning more than 1.57 million square meters, represents one of the Kingdom's most significant logistics zone projects. It will expand national logistics capacity, enhance multimodal connectivity, and support Saudi Arabia's growing role in global supply chains, fully aligned with Vision 2030's National Transport & Logistics Strategy.

This initiative marks an important step in delivering long-term economic impact, accelerating private-sector participation, and reinforcing SAL's positioning as a central player in the Kingdom's logistics transformation.

Building Operational Excellence

Throughout 2025, we advanced critical upgrades across our terminals in Jeddah, Riyadh, Dammam, and Madinah. These enhancements were designed to manage rising flows of imports, transit cargo, and strategic exports while upholding the highest standards of efficiency, digitalization, security, and safety.

These investments reflect our long-term operating plan: building a resilient, scalable, and future-ready platform capable of supporting the Kingdom's expanding trade and logistics ambitions. Scaling SAL is not only about growth, it is about strengthening foundations to support sustained performance.

Looking Ahead

As we move into the new year, we do so with clarity and determination. The opportunities ahead will reward organizations that execute consistently, adapt thoughtfully, and build capabilities with purpose.

We enter this next chapter with momentum, a clear strategy, and an unwavering belief in our role as a national logistics champion and integrated platform.

Our focus remains on:

- Deepening operational excellence
- Strengthening commercial capabilities
- Expanding logistics capacity and infrastructure
- Advancing ecosystem projects that support Vision 2030

We will continue to operate with precision, invest with discipline, and compete with ambition, guided by long-term thinking and a commitment to delivering value for Saudi Arabia and for our shareholders.

Our achievements this year reflect the dedication of our people, the trust of our customers and partners, the confidence of our shareholders, and the support of our Board of Directors. To every member of the SAL family, on the ramp, in our terminals, across our offices, and throughout our network, thank you. Your resilience and professionalism remain the engine of our success as we scale for the future.

Omar Talal Hariri
Chief Executive Officer

Market Overview

SAL's operating model spans three interlocking divisions that sit at different points in the movement and management of the logistics value chain. Each division is at a different stage of maturity and is exposed to distinct market conditions and growth drivers. SAL's established air cargo ground handling activities are primarily influenced by the air traffic volumes, cargo mix, and airport terminals capacity. Its expanding logistics business is being shaped by customer outsourcing trends, trade flows, and the availability of transport and warehousing capacity beyond the airport. The development of the SAL logistics zone in Riyadh responds to a longer-term operating environment, linked to structural supply–demand dynamics in Class A warehousing and logistics infrastructure.

Cargo flows

Saudi Air Cargo Concentrated in Two Global Gateways

86%
of Saudi Arabia's air cargo flows through **Riyadh and Jeddah hubs**

~1.2 million tonnes
air cargo handled across the Kingdom in **2024**

Logistics

Logistics Sector Scaling with Economic Diversification

⃁ 70 billion
estimated size of the Saudi logistics market

6% → 10%
logistics share of GDP targeted by **2030**

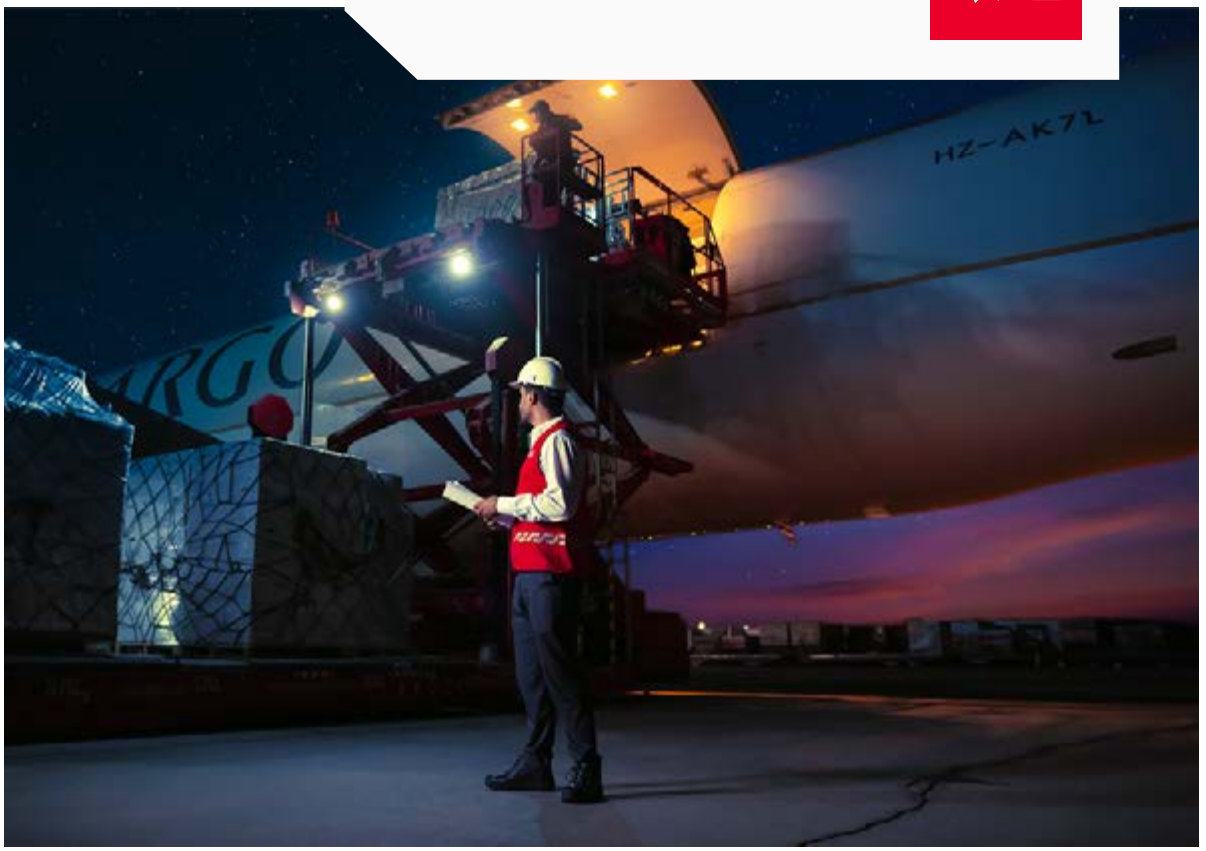
Warehousing & Distribution Centers

Warehouse Capacity Tight as Demand Accelerates

97% occupancy
warehouse utilization across key logistics markets

115 million sqm
projected warehouse demand by **2030**

Air Cargo Flows



Everything starts with cargo flows through Saudi airports. The volume of cargo that enters, leaves, or passes through Saudi airports sets the baseline level of demand for SAL's services. Changes in air cargo volumes, cargo mix, and routing patterns translate directly into demand for airport handling capacity, downstream logistics services, and supporting logistics infrastructure.

These air cargo flows reflect the broader scale and composition of the Kingdom's trade activity and are shaped by three interrelated dynamics: imports, exports, and transit. Import volumes are closely linked to domestic consumption and service demand, including the growth of e-commerce and rising requirements for time-sensitive goods across sectors such as retail, healthcare, and food. Tourism growth and mega-events also contribute to short-term peaks in inbound cargo flows.

Export volumes are linked to economic diversification and higher-value manufacturing, with outbound cargo increasingly including goods that favor air transport due to their value, handling requirements, or delivery timelines. Transit volumes are influenced by Saudi Arabia's strategic geographic position between Asia, Europe, and Africa, as well as sustained investment in airport infrastructure and dedicated cargo facilities that support hub-and-spoke routing and transfer activity.

Saudi Arabia's air cargo operations are primarily concentrated at King Abdulaziz International Airport (KAIA) in Jeddah and King Khalid International Airport (KKIA) in Riyadh, which together handle nearly 86% of the Kingdom's total air cargo throughput, according to the General Authority of Civil Aviation (GACA).

Saudi Arabia's international trade value grew at a compound annual growth rate of 4% between 2015 and 2024, supported by the continued development of the Kingdom's cargo and logistics ecosystem. While sea transport remains the dominant mode for non-oil trade value, air transport represents the second-largest mode, accounting for 24% of non-oil international trade value, with Riyadh, Jeddah, and Dammam serving as the Kingdom's primary international cargo hubs.

Recent market performance has highlighted both the scale and the volatility of air cargo flows. In 2024, and according to the General Authority of Civil Aviation (GACA), Saudi Arabia's air cargo market recorded growth of approximately 34% year-on-year, reaching around 1.2 million tonnes. This growth partly reflects a temporary shift of freight from sea to air transport amid global shipping disruptions, alongside recovering trade activity and continued e-commerce expansion.

While such conditions can amplify short-term fluctuations, the medium- to long-term outlook for Saudi Arabia's air cargo sector remains structurally positive. According to the ALG Market Study in 2023, total air cargo volumes in Saudi Arabia are projected to reach approximately 2.3 million tonnes by 2030, representing a compound annual growth rate of around 11% between 2025 and 2030.

This sectoral expansion aligns with Saudi Vision 2030's National Transport and Logistics Strategy (NTLS), which aims to transform the Kingdom into a leading global logistics hub connecting Asia, Africa, and Europe through multimodal integration and enhanced cargo handling capacity across major airports and logistics zones.

Logistics

As these volumes move beyond the airport perimeter, they translate into demand for transport, warehousing, and other value-added logistics services. Saudi Arabia's logistics sector is estimated to represent an addressable market of around ⃁ 70 billion, with its contribution to GDP expected to rise from approximately 6% to 10% by 2030 as trade volumes expand and logistics activity becomes more formalized.

Importantly, demand growth is not limited to pure freight movement. It also reflects increasing requirements for integrated services such as freight management and contract logistics. Shifts in cargo mix are also a factor; growth in perishables, pharmaceuticals, and other time critical and regulated goods increases demand for temperature-controlled handling, specialized facilities, and faster end-to-end logistics.

Overall, market estimates anticipate around 450,000 tonnes of additional logistics demand over the coming years, alongside growth in freight movement and outsourced logistics services.

(Sources: Saudi Logistics Consulting and Saudi Ministry of Transport)

Warehousing & Distribution Centers

The expansion of logistics activity is occurring within the context of tight warehousing and distribution center supply. Currently, market indicators point to limited slack, with warehouse occupancy estimated at around 97%, and a large share of warehousing capacity still operated in-house rather than through third-party providers.

Industry estimates indicate that warehousing demand is expected to increase from around 87 million square meters in 2023 to approximately 115 million square meters by 2030, even after accounting for planned capacity additions under the Logistics Zones Master Plan. Despite these additions, a supply gap of roughly 9.6 million square meters is projected, with around 70% of this gap concentrated in Riyadh, Jeddah, and Dammam, the Kingdom's primary logistics and air cargo hubs. This combination of rising demand, geographic concentration, and constrained supply highlights the structural nature of the warehousing shortage.

Leveraging this unmet demand, SAL has accelerated its expansion plans by securing large-scale land plots and developing advanced logistics zones in high-growth areas such as northern Riyadh. This positions the Company to directly capture the structural gap by expanding its warehousing footprint, enhancing market share, and supporting long-term revenue growth.

The growth trajectory of the sector sits within a broader national policy framework, including the National Transport and Logistics Strategy (NTLS) and the National Industrial Development and Logistics Program (NIDLP), which identify air cargo and logistics infrastructure as key priorities within the Kingdom's economic diversification agenda. As air cargo volumes increase and logistics activity scales, access to suitable logistics and warehousing infrastructure becomes increasingly important, highlighting the long-term headroom for investment in this area.

This year, SAL announced the signing of a final agreement with Sela Company to lease 1.5 million square meters of land in Falcon City, north of Riyadh, for the development and operation of a logistics zone. The agreement covers a long-term land lease of 30 years, extendable by an additional 15 years, with an annual lease rate of ⃁ 16 per square meter and a 1.5% annual inflation adjustment following the grace period. The total investment for the planning, development, and activation of the logistics zone is estimated at around ⃁ 4.1 billion.

According to SAL's financing plan, the project will be funded through a dedicated Special Purpose Vehicle (SPV), which will serve as the platform for raising and structuring the project's capital. The structure is designed to be non-dilutive, meaning that the equity portion will be injected at the SPV level without issuing new shares at the parent-company level, thereby preserving existing shareholder ownership.

2026 Market Conditions to Watch

Competition

Potential for pricing pressure as capabilities and capacity expand across the region.

Customer needs

Continued shift towards integrated, time-critical, and specialized services.

Supply chain volatility

Ongoing disruption risk may drive short-term volume swings and planning uncertainty.

Regulatory direction

Evolving requirements may raise compliance and service standards across the sector.

Digital resilience

Greater reliance on data and systems increases the importance of service continuity and cybersecurity.

Business Model & Value Creation

From Value Drivers to Outcomes, Delivered Through Integrated Business Platforms

SAL's business model is built around an integrated logistics ecosystem that connects air cargo handling, logistics solutions and logistics infrastructure development. Through its three operating platforms, Ground Handling, Logistics and Logistics Zones, SAL leverages its infrastructure, partnerships, digital capabilities and operational expertise to enable efficient cargo flows, deliver integrated logistics solutions and create long-term growth opportunities aligned with Saudi Arabia's ambition to become a global logistics hub.

Business Drivers

Purpose
Enabling reliable, integrated logistics solutions that support Saudi Arabia's logistics ambitions and generate sustainable long-term value.

Operating Environment
Growth in air cargo and logistics demand, Saudi Arabia's logistics hub ambitions under Vision 2030, infrastructure expansion across airports and logistics zones, and evolving regulatory frameworks shaping sector development.

Opportunities & Risks
Growth opportunities balanced with disciplined execution, operational resilience, and sustainability considerations across the logistics ecosystem.

Strategy
Prioritizing integration across platforms, capacity expansion, operational optimization and selective growth opportunities.

Governance
Strong oversight, accountability and risk management ensuring sustainable and responsible growth.

Competitive Advantages

The strengths that enable SAL to capture logistics opportunities and sustain market leadership

Market Leadership in Air Cargo Handling

A leading position in Saudi Arabia's air cargo ground handling market, supported by a strong operational footprint across major airports.

Integrated Logistics Ecosystem

A unique operating model combining air cargo handling, logistics services, and logistics infrastructure development through SAL's three complementary platforms.

Strategic Industry Partnerships

Long-standing relationships with airlines, freight forwarders, regulators and logistics ecosystem partners that enable efficient cargo connectivity and service reliability.

Operational Expertise and Scale

Decades of operational experience supported by specialized capabilities, operational discipline, and a strong performance culture.

Investing in Future Logistics Infrastructure

SAL advances cargo infrastructure and logistics platforms, including integrated logistics zones, to drive growth and support Vision 2030's global logistics hub goal.

Value Enablers

The resources and relationships SAL invests in to create value

Physical Infrastructure

Cargo terminals and handling assets, warehouses, logistics facilities, and logistics zones forming the backbone of SAL's operations.

Customers

Airlines, freight forwarders, cargo owners, and logistics customers served through long-term service relationships and integrated logistics solutions.

Partners

Ecosystem partners, regulators, authorities, and service providers enabling connectivity, compliance, and coordinated logistics execution.

Team SAL

A skilled workforce, leadership capability, and safety-driven performance culture enabling reliable delivery at scale.

Digital & Analytics

Operational platforms, data, and analytics that enhance operational visibility, coordination, and decision-making.

Social & Environmental Stewardship

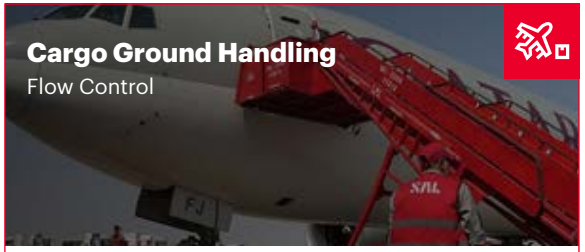
Commitment to safety, quality, and compliance, alongside responsible resource management and environmental stewardship.

Investors

Equity and funding partners providing long-term capital, governance discipline, and confidence to support sustainable growth.

Integrated Business Platforms

How SAL converts value drivers into operational performance



Cargo Ground Handling

Flow Control

SAL's Handling platform operates and expands air cargo ground handling capacity at major airport hubs, enabling reliable and time-sensitive cargo flows through operational excellence, automation, and digitally enabled processes that reinforce service, safety, and quality standards.

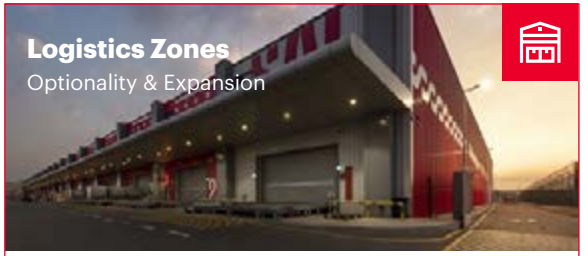
Primary Focus	Throughput/Reliability/Speed

Logistics

Movement Orchestration

SAL's Logistics platform orchestrates warehousing, freight forwarding, contract, and project logistics, and value-added services across air, sea, and land, delivering integrated logistics solutions that enhance utilization, service consistency, and margin quality through specialized capabilities and a data-driven operating model.

Primary Focus	Utilization/Integration/margin quality



Logistics Zones

Optionality & Expansion

SAL's Zones platform develops world-class logistics zones that enable ecosystem participation and third-party investment, creating long-term growth optionality and supporting future logistics demand while maintaining capital efficiency and scalability.

Primary Focus	Optionality/Capital Efficiency/ Scalability

Outcomes

The business model deliverables

Operational Outcomes

- Faster and more reliable cargo flows
- Higher asset and capacity utilization
- Integrated logistics solutions across transport modes

Financial Outcomes

- Sustainable revenue growth
- Margin resilience and earnings quality
- Efficient capital deployment and returns

Strategic Outcomes

- Embedded long-term growth optionality
- Strong positioning within the logistics ecosystem
- Progress toward Saudi Arabia's logistics hub ambitions

Stakeholder Outcomes

- Long-term shareholder value creation
- Customer trust and retention
- Positive economic, social and environmental impact

Strategy & KPIs

Strategy at a Glance

SAL's strategy is designed to scale the Company's integrated logistics platform while maintaining operational resilience and disciplined capital allocation.

The strategy is anchored on three complementary business platforms and delivered through a structured execution framework aligned with Saudi Arabia's Vision 2030.

Strategic Platforms

Cargo Ground Handling

Operational Resilience

Provides scale, reliability and strong operational cash generation through leadership in cargo ground handling.

Logistics

Growth Engine

Expands SAL's role across the logistics value chain through integrated logistics solutions and end-to-end supply chain services.

Logistics Zones

Long-Term Value Platform

Develops logistics ecosystems that support trade growth, logistics infrastructure development and long-term economic diversification.

Execution Drivers

SAL delivers its strategy through three execution drivers:

- Expansion Engines
- Operational Excellence
- Enabling Transformation

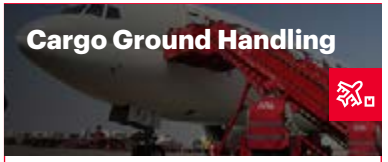
These drivers ensure that strategic ambition is translated into disciplined execution and measurable performance outcomes.

Scaling SAL: Building on Strength, Moving with Ambition, Delivering Impact

SAL's strategy reflects a clear and disciplined approach to scaling the Company's platform while delivering sustainable long-term value. Our strategy in 2025 focuses on building on established strengths, expanding into new growth engines, and delivering measurable impact through disciplined execution.

SAL's strategic framework positions the Company to scale responsibly while reinforcing its role as a critical enabler of Saudi Arabia's logistics transformation.

The strategy is built around three integrated business platforms

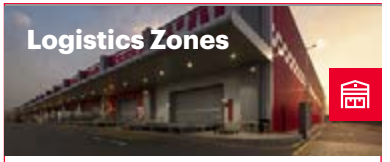


Cargo Ground Handling

Cargo Ground Handling remains the operational backbone of SAL, providing scale, operational reliability and resilient cash generation.

Logistics

Logistics represents SAL's next engine of growth, expanding the Company's capabilities into integrated logistics services across the supply chain.



Logistics Zones

Logistics Zones anchor future growth by developing logistics ecosystems that support long-term trade expansion and economic diversification.

Together, these platforms enable SAL to strengthen its operational core while unlocking new growth opportunities and reinforcing long-term value creation.

Strategic Ambition

A national logistics champion with a clear mandate

SAL's strategic vision is to be the national logistics champion for a globally connected Saudi Arabia. The Company's role extends beyond operating assets to enabling the efficient movement of cargo, trade, and supply chains in support of the Kingdom's Vision 2030 and National Transport and Logistics Strategy.

SAL's ambition is grounded in disciplined execution rather than aspiration. The Company focuses on delivering reliable, integrated logistics solutions that generate tangible value for customers, partners and the wider economy, while providing sustainable long-term returns for shareholders.

As the logistics sector continues to expand in scale and complexity, SAL's strategy prioritizes resilience, service quality and disciplined growth, rather than expansion at any cost.

The Company's objective is therefore to build a high-performing, scalable logistics platform capable of supporting national logistics ambitions while meeting evolving customer needs over the long term.

Strategic Context: Why this Strategy, Now

Responding to inevitability, not opportunity alone

SAL's strategy is shaped by the convergence of structural forces redefining logistics demand across the Kingdom. Growth in air cargo, e-commerce and time-sensitive trade is increasing pressure on cargo handling capacity, downstream logistics services and supporting infrastructure. At the same time, customers are shifting toward integrated end-to-end logistics solutions that require seamless coordination across sea, air and land transport modes. These dynamics are reinforced by Saudi Arabia's ambition to position itself as a global logistics hub, supported by significant investment in airport infrastructure, logistics zones and trade facilitation initiatives.

Against this backdrop, **the strategic question for SAL is not whether logistics demand will grow, but how the Company can position itself to capture that growth responsibly and sustainably.** This requires selective capacity expansion, capability development and disciplined sequencing of investments across business platforms at different stages of maturity.

SAL's strategy therefore reflects a deliberate response to its operating environment: strengthening the operational core, scaling new growth engines and building the foundations for long-term value creation.

Strategy Logic

Build on strength. Move with ambition. Deliver impact

SAL's strategy is guided by a simple but disciplined logic that aligns with the Company's 2025 goals of scaling responsibly while delivering measurable impact.

Build on strength

SAL begins with its established strengths. Cargo Ground Handling remains the operational backbone of the Company, providing scale, operational credibility and resilient cash generation.

The strategy prioritizes reinforcing this core through continued investment in capacity expansion, operational efficiency and service reliability. This ensures that growth in other areas of the business is supported by a stable and high-performing operational foundation, while positioning SAL to selectively expand its businesses footprint beyond Saudi Arabia as part of its long-term international growth ambitions.

Move with ambition

At the same time, SAL is deliberately expanding beyond its legacy base. Logistics and Logistics Zones represent the Company's next phase of growth, enabling SAL to capture higher-value logistics activities, deepen customer relationships and diversify revenue streams. Expansion is pursued selectively, with a focus on sectors, services and locations where SAL can establish defensible competitive positions and long-term strategic relevance.

Deliver impact

Ambition is translated into measurable impact through disciplined execution.

Strategic decisions are guided by clear priorities, sequenced investments and active performance management. Capital allocation and management attention are directed toward initiatives that strengthen long-term value creation while maintaining operational readiness and financial discipline.

Together, these principles underpin SAL's transformation from a market-leading cargo ground handling provider into a scalable integrated logistics platform capable of delivering sustainable value through 2030 and beyond..

Platform-led Strategy

Executing the strategy through differentiated business platforms

Platform-led Strategy

Strategic role
Reinforcing the operational core of the Group

Strategic emphasis
Capacity expansion, operational efficiency and service reliability in air cargo handling

Strategic role
Unlocking the Group's next engine of growth through integrated logistics solutions

Strategic emphasis
Developing end-to-end logistics capabilities and strengthening operational and digital infrastructure across air, sea and land logistics networks

Strategic role
Anchoring long-term growth through ecosystem platforms

Strategic emphasis
Developing logistics zones, enabling partner participation and supporting future logistics demand across Saudi Arabia

SAL executes its strategy through three business platforms, each playing a distinct strategic role within the logistics value chain.

This platform-led approach enables SAL to scale in a disciplined manner, aligning investment, capability development and risk management with the maturity and growth profile of each platform.

Together, these platforms strengthen the operational core, unlock new growth engines and anchor long-term value creation while functioning as one integrated logistics ecosystem.

Cargo Ground Handling Reinforcing the Core

Protecting scale, reliability and performance

Cargo Ground Handling remains the foundation of SAL's strategy. As the Company's most established division, it provides operational scale, service credibility and resilient cash generation while playing a critical role in Saudi Arabia's air cargo ecosystem.

Strategically, the focus of Cargo Ground Handling is to:

- Reinforce market leadership in air cargo handling
- Expand handling capacity in line with future demand growth
- Enhance operational efficiency, safety and service reliability.

Through continued investment in infrastructure, automation and workforce capabilities, SAL ensures that its Cargo Ground Handling platform remains resilient as cargo volumes increase and cargo profiles evolve.

The division therefore acts as an anchor business, protecting operational performance while enabling growth across the wider logistics platform.

Review of the division's performance is on page (67).

Logistics
Unlocking the Next Engine of Growth

Scaling into integrated, higher-value solutions

Logistics represents SAL's primary growth engine.

The strategy for this division focuses on evolving from a collection of individual services into a fully integrated logistics offering spanning air, sea and land transportation.

Key strategic priorities include:

- Expanding into higher-value logistics verticals
- Increasing market share through deeper customer relationships and integrated solutions
- Building the operational and digital capabilities required to scale efficiently.

Rather than pursuing rapid expansion at the expense of execution quality, SAL is sequencing growth by first strengthening capabilities, systems, and service consistency before accelerating scale. This disciplined approach supports margin quality, customer trust and long-term competitiveness within a rapidly expanding logistics market.

Through its logistics platform, SAL moves closer to customers' supply chains, broadens its revenue base and strengthens its position as a one-stop logistics partner.

Review of the division's performance is on page (74).

Logistics Zones
Anchoring Long-Term Growth

Creating platforms for ecosystem-led value creation

Logistics Zones represent SAL's long-cycle growth platform, designed to anchor future logistics demand and enable ecosystem participation.

The strategy for Logistics Zones focuses on:

- Developing world-class logistics zones in strategically important locations
- Attracting long-term partners, tenants and third-party investment
- Supporting logistics services, contract logistics and value-added activities over time.

The Logistics Zones platform is not positioned as a short-term volume driver. Instead, it provides embedded optionality that allows SAL to scale alongside customers and partners as logistics demand evolves.

By separating infrastructure development from operational delivery, SAL enhances capital efficiency while reinforcing its role as a national logistics enabler.

This platform aligns closely with Vision 2030 objectives by supporting job creation, trade facilitation and long-term economic diversification.

An Integrated Platform System

An Integration to enhance value creation

SAL's competitive advantage lies in the integration across its business platforms:

- Cargo Ground Handling generates reliable cargo flows that feed downstream logistics services
- Logistics convert cargo volumes into higher-value integrated logistics solutions
- Logistics Zones provide the infrastructure platform that supports long-term logistics ecosystem expansion.

This integrated model enables SAL to scale performance, resilience and strategic optionality over time while positioning the Company as a central enabler of Saudi Arabia's logistics transformation.

How the Strategy is Delivered

Disciplined execution at scale

SAL's strategy is delivered through disciplined execution across three mutually reinforcing drivers:

Execution Drivers

Expansion Engines
Scaling capacity and expanding logistics capabilities in areas where demand visibility and strategic relevance are strongest.

Operational Excellence
Enhancing efficiency, productivity, safety and service consistency across all divisions.

Enabling Transformation
Investing in people, digital capabilities, governance and sustainability to support long-term growth.

These execution drivers ensure that SAL's strategy is implemented through structured delivery rather than isolated initiatives.

Focus and Discipline

Where SAL leans in and where it steps back

A defining feature of SAL's strategy is disciplined focus. Capital and management attention are directed toward areas that offer the strongest alignment with long-term value creation.

Focus and Discipline

Lean In

SAL prioritizes investment in areas where it has scale, capability and strong demand visibility:

- Core air cargo handling operations
- Integrated logistics and contract logistics services
- Logistics zones with strong demand visibility

Step Back/De-prioritize

SAL deliberately reduces exposure to activities that do not meet strategic, capability or return thresholds, including:

- Lower-return activities
- Non-core or non-scalable services
- Passenger handling operations

This disciplined capital allocation approach ensures that resources remain focused on the most strategically attractive opportunities.

Strategy to Results

A managed execution system

SAL translates strategic ambition into measurable results through a structured execution framework that links long-term strategy to operational delivery. The framework ensures that strategic intent is translated into clear priorities, actionable initiatives and measurable performance outcomes across the organization.

SAL's execution framework consists of five interconnected layers:

Strategy

Defines the long-term direction of the Company and its ambition to scale an integrated logistics platform aligned with Saudi Arabia's Vision 2030.

Strategic Priorities

Translate strategy into focused areas of action across the Company's business platforms and operational capabilities.

Execution Drivers

Guide how SAL delivers its strategy through expansion initiatives, operational excellence programs and enabling transformation.

KPIs and Oversight

A comprehensive KPI architecture tracks progress across corporate and divisional levels, enabling performance monitoring, accountability and governance.

Results

Strategic execution ultimately translates into measurable outcomes including operational growth, improved service quality, enhanced efficiency and long-term shareholder value creation.

Execution is balanced across Cargo Ground Handling, Logistics, Logistics Zones and corporate functions to ensure coordinated delivery across the organization. Performance, risk and progress are actively monitored, enabling management to adjust investment pacing, sequencing and resource allocation as conditions evolve. This disciplined execution framework reinforces accountability, transparency and consistency across the Company.

Strategic Strengths Supporting SAL's Growth

SAL's strategy is supported by a set of structural strengths that reinforce the Company's ability to scale sustainably and deliver long-term value.

Established Market Leadership

SAL operates as the national leader in air cargo handling, providing critical infrastructure that supports the Kingdom's trade and logistics ecosystem.

Integrated Logistics Platform

The combination of Cargo Ground Handling, Logistics and Logistics Zones creates a scalable logistics ecosystem capable of delivering end-to-end supply chain solutions.

Strategic National Role

SAL plays a central role in enabling Saudi Arabia's logistics ambitions and supporting the objectives of Vision 2030 and the National Transport and Logistics Strategy.

Disciplined Capital Allocation

The Company follows a structured investment approach, sequencing growth initiatives based on demand visibility, capability readiness and return expectations.

Execution Capability

SAL's structured strategy execution framework ensures that growth initiatives are implemented through disciplined performance management and operational oversight.

Line of sight to 2030

Scaling with confidence

SAL's strategy provides a clear and credible pathway toward its long-term ambitions through 2030.

Cargo Ground Handling continues to provide operational stability and strong cash generation.

Logistics expands SAL's participation in higher-value integrated supply chain solutions.

Logistics Zones anchor long-term logistics capacity and ecosystem development.

Together, these platforms allow SAL to scale its operations and capabilities while maintaining resilience and operational discipline.

Capital, infrastructure and capabilities are deployed in a sequenced manner based on demand visibility, operational readiness and expected returns.

By combining strategic focus, disciplined execution and integrated platform development, SAL is positioning itself to deliver sustainable growth, reinforce its role as a national logistics enabler and create long-term value for shareholders.

Outlook & 2030 Targets

Forward Outlook

A structurally positive but demanding operating environment

Looking ahead, SAL operates in a logistics environment characterized by strong structural demand alongside increasing operational complexity. Air cargo, integrated logistics, and warehousing demand are expected to continue expanding, supported by global trade growth, the rise of e-commerce, and Saudi Arabia's ambition to strengthen its position as a global logistics hub.

At the same time, the operating environment remains demanding. Competitive intensity is increasing, customer expectations continue to rise, and volatility across global trade and supply chains persists. Success over the medium term will therefore depend not only on capturing growth, but on doing so with reliability, disciplined execution, and operational resilience.

Against this backdrop, SAL's integrated platform across Cargo Ground Handling, Logistics, and Logistics Zones is well positioned to manage both opportunity and uncertainty, supported by capacity readiness, operational discipline, and consistent execution.

Path to 2030

From today's platform to tomorrow's scale

SAL's path to 2030 is defined by progressive scaling rather than step-change expansion. Each business platform advances at a pace aligned with its maturity, demand visibility, and capability readiness.

Cargo Ground Handling continues to scale in line with air cargo growth, maintaining its role as the operational and cash-generating backbone of the Company. Logistics expands SAL's participation across higher-value, integrated solutions, with capability development preceding accelerated volume growth. Logistics Zones provide the physical and regulatory platforms that anchor future logistics activity, allowing scale to be added as demand materializes.

Across all platforms, integration strengthens over time, improving utilization, resilience, and earnings quality. Capital and capacity are deployed in phases, supported by operational readiness and balance sheet strength.

2030 Targets

Ambition, clearly framed

2030 Ambition: Three Dimensions

Scale & Footprint

2.0 million tonnes Air Cargo Handled

Logistics Footprint **8x** expansions vs current platform

Logistics Zone Contribution by 2030
৳ 400 million revenue

Financial Trajectory

৳ 4.1 billion Consolidated Revenues by 2030

16% Revenue CAGR (2024-2030)

40% Minimum EBITDA Margin

Capital Management

৳ 5.2 billion Total CAPEX (2024-2030)

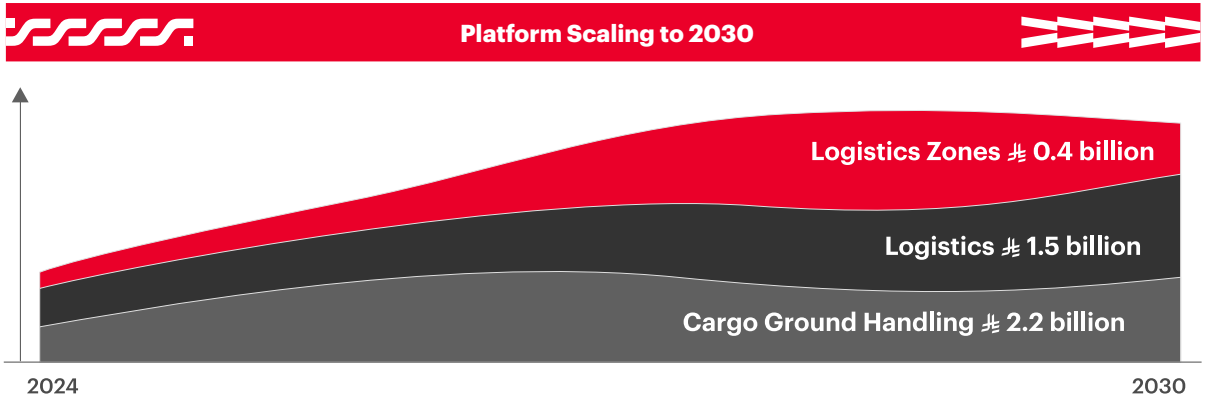
3.0x – 4.0x
Net Debt/EBITDA Leverage Ratio

(Targets based on SAL's 2024 operating baseline and expected platform scaling across Cargo Ground Handling, Logistics and Logistics Zones.)

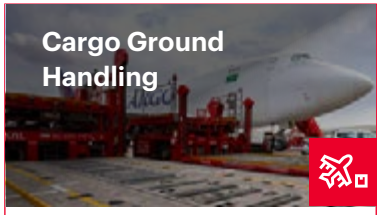
SAL's 2030 targets reflect platform-led scaling, improving earnings quality, and a clearly defined capital envelope aligned with long-term value creation. SAL's 2030 ambition is defined across three interrelated dimensions: the scale and reach of its operations, the financial trajectory of the Company, and the disciplined deployment of capital to support growth. These three dimensions are deliberately interconnected. Scale is pursued selectively and in phases, financial performance is driven by mix and integration rather than volume alone, and capital deployment is sequenced to preserve flexibility and resilience.

Earnings Quality and Balance

Growth that is resilient and diversified



Growth to 2030 is increasingly diversified across Cargo Ground Handling, Logistics and Logistics Zones, with scale added progressively and capability built ahead of volume.

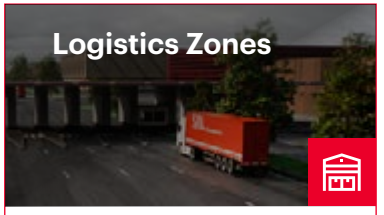


Cargo Ground Handling

- Remains the single largest contributor
- Growth driven by volume and operational efficiency

Logistics

- Fastest-growing platform
- Increasing share of Group revenue through integration and higher-value services



Logistics Zones

- Strategic role as long-cycle, recurring income platform

As the strategy progresses toward 2030, SAL's earnings profile is expected to become more balanced and resilient. Growth is increasingly diversified across Cargo Ground Handling, Logistics and Logistics Zones, reducing reliance on any single activity or demand driver.

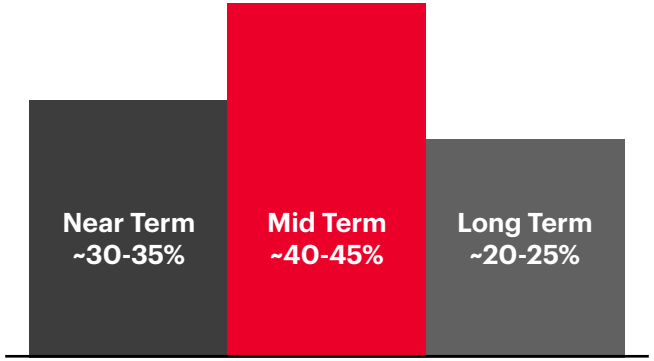
Cargo Ground Handling remains a major contributor, providing stability and cash generation. Logistics scales into integrated, higher-value services across sea, air, and land, deepening customer relationships and improving earnings quality. Logistics Zones add long-cycle, recurring income streams and embedded growth optionality.

By 2030, the Company's revenue mix is expected to be more diversified across divisions. Cargo Ground Handling is projected to contribute approximately ⃁ 2.2 billion, reflecting its scale and stability. Logistics is expected to contribute around ⃁ 1.5 billion, driven by integrated logistics services. Logistics Zones, while smaller in absolute terms at approximately ⃁ 0.4 billion, provide long-cycle recurring income and embedded growth optionality.

Capital Allocation and Financial Stewardship

Funding growth responsibly

Capital Deployment Phasing to 2030



Leverage managed within ~3.0x–4.0x Net Debt/EBITDA

Total Capex (2024-2030): ~₹ **5.2 billion**

Near Term	Mid Term	Long Term
Core handling capacity Logistics capability build-out	**Logistics scale-up** Initial Logistics Zones monetization	**Logistics Zones expansion** Long-cycle infrastructure investments

Capital allocation remains closely aligned with strategic priorities and execution readiness. Investment is deployed progressively rather than front-loaded, informed by demand visibility, capability maturity, and expected returns.

SAL's capital program balances:

- Reinforcement of the Cargo Ground Handling core and capacity readiness
- Logistics capability build-out and scale-up
- Phased development of Logistics Zones to support long-term ecosystem growth.

Approximately 30–35% of the capex envelope is expected to be deployed in the near term to reinforce core handling capacity and logistics capabilities. A further 40–45% will be directed to the mid-term as logistics operations scale and Logistics Zones begin to contribute. The remaining 20–25% will support longer-cycle investments, primarily within Logistics Zones.

Throughout this period, leverage is expected to be managed within a ~3.0x–4.0x net debt to EBITDA range, preserving balance sheet flexibility.

Aligned with Vision 2030

Enabling national outcomes

SAL's outlook is closely aligned with Saudi Arabia's Vision 2030 and the National Transport and Logistics Strategy. Through its integrated platforms, SAL supports improved connectivity, trade facilitation, logistics capacity expansion and job creation across the Kingdom.

The Company acts as a national logistics enabler, working alongside government entities, partners and customers to strengthen the logistics ecosystem while delivering sustainable value for shareholders.

Growth prospects

Taken together, SAL's outlook and 2030 targets reflect confidence grounded in clear priorities, disciplined execution and phased capital deployment. The strategy provides a stable framework while retaining flexibility to adapt pacing and investment as conditions evolve.

By combining operational scale, integrated logistics capabilities and prudent capital management, SAL is well positioned to scale responsibly toward 2030 and beyond, reinforcing its role as a national logistics enabler and long-term value creator.

Stakeholder Engagement

At SAL, stakeholder engagement is embedded in how we operate, allocate capital, manage risk, and execute strategy. As the Kingdom's leading logistics and cargo ground handling platform, our activities directly impact a wide range of stakeholders, from employees and customers to investors, regulators, partners, and communities.

Throughout 2025, SAL maintained structured, transparent, and continuous engagement across all stakeholder groups. Feedback and insights gathered during the year were systematically considered within governance forums, operational planning cycles, risk management discussions, and strategic capital allocation decisions.

Our stakeholder engagement framework is built on four principles:

- Transparency and proactive communication
- Responsiveness and accountability
- Long-term value creation
- Alignment with Vision 2030 and sustainability objectives.

Stakeholder Group/Category	How we engage	Key issues and topics	How we respond
Employees and Internal Stakeholders (SAL direct hires and contract workforce)	• Employee engagement surveys • Physical and virtual town halls • Training programs and workshops • Internal communications campaigns • Employee well-being initiatives • Continuous feedback channels (including internal communication platforms)	• Workplace culture and inclusion • Health & safety standards across terminals • Compensation, benefits and career progression • Training and professional development • Operational workload and shift optimization • Transparency in performance evaluation	• Expanded technical and leadership development programs • Strengthened safety governance and HSSE oversight • Enhanced employee well-being and engagement initiatives • Improved internal communications clarity • Continued investment in workforce nationalization and talent development
Customers (Airlines, freight forwarders, logistics operators and cargo clients)	• Dedicated account management teams • Direct issue resolution and service coordination • Digital platforms including CargoGate • Continuous customer satisfaction monitoring • Operational coordination meetings • Service-level performance tracking	• Service reliability and turnaround efficiency • Capacity expansion to meet cargo growth • Digitalization and data transparency • Pricing clarity and service value • Data privacy and cybersecurity	• Continued investment in terminal capacity expansion • Enhanced digital platforms to improve transparency and tracking • Strengthened cross-functional service coordination • Targeted operational efficiency programs to improve turnaround times • Structured service review sessions with major airline partners
Partners and Suppliers (Service providers supporting SAL's logistics ecosystem)	• Formal agreements and MOUs • Structured tendering processes • Supplier portal and digital coordination • Regular operational review meetings • Participation in supplier engagement events	• Procurement transparency • Payment cycle efficiency • Contract clarity and compliance • Operational coordination during expansion phases • Regulatory updates	• Strengthened procurement governance framework • Improved supplier onboarding and registration processes • Enhanced communication during infrastructure expansion projects • Implemented risk-based supplier assessment

Stakeholder Group/Category	How we engage	Key issues and topics	How we respond
Investors & Capital Markets (Shareholders, analysts, rating agencies, financial institutions)	• Four quarterly earnings calls • SAL's first Investor Capital Market Day • Virtual General Assembly meeting • Participation in 8 local, regional and international investor conferences • +80 meetings with local and international institutional investors and analysts • Regular market disclosures and financial reporting • Investor site visits to SAL terminals • Continuous IR website and IR app enhancements	• Earnings growth trajectory • Cargo volume trends and seasonality • Expansion pipeline and capex discipline • Dividend sustainability • Valuation dynamics and share price performance • Sustainability strategy and ESG integration	• Enhanced forward-looking transparency in earnings materials • Provided structured operational KPIs and segment reporting • Delivered SAL's first Capital Market Day to deepen strategic understanding • Upgraded IR digital platforms with interactive tools • A cash dividend of ⃁ 6.54 per share for 2025 (vs ⃁ 5.99 in 2024)
Government and Regulatory Authorities (Government ministries and regulatory bodies that oversee SAL's operations, licensing, compliance, and disclosures)	• Annual and quarterly regulatory reporting • Formal meetings and compliance submissions • Continuous coordination with relevant authorities • Licensing and regulatory follow-up	• Regulatory compliance • Infrastructure expansion approvals • Sustainability integration • Climate and emissions targets • Contribution to employment and economic growth	• Maintained full compliance with regulatory requirements • Continued infrastructure expansion aligned with national logistics strategy • Invested in digital solutions including contactless services • Supported the Kingdom's 2060 net-zero commitment with ongoing carbon footprint planning
Communities Communities in and around SAL's operating locations, including residents and local institutions impacted by SAL's presence and activities.	• Volunteering initiatives • Social development programs • CSR partnerships • University collaboration and training programs • Sponsorship of industry conferences and community initiatives • Blood Donation Day • World Mental Health Day event	• Local employment opportunities • Supporting local content and procurement • Community inclusion • Economic empowerment • Social development impact	• Continued investment in local hiring initiatives • Expanded CSR programs and community partnerships • Strengthened health-focused and development initiatives • Supported training programs in partnership with local universities

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92 Partnerships
94 Team SAL & Culture
98 Digital & Technology
103 HSSE (Health, Safety, Security, and Environment)

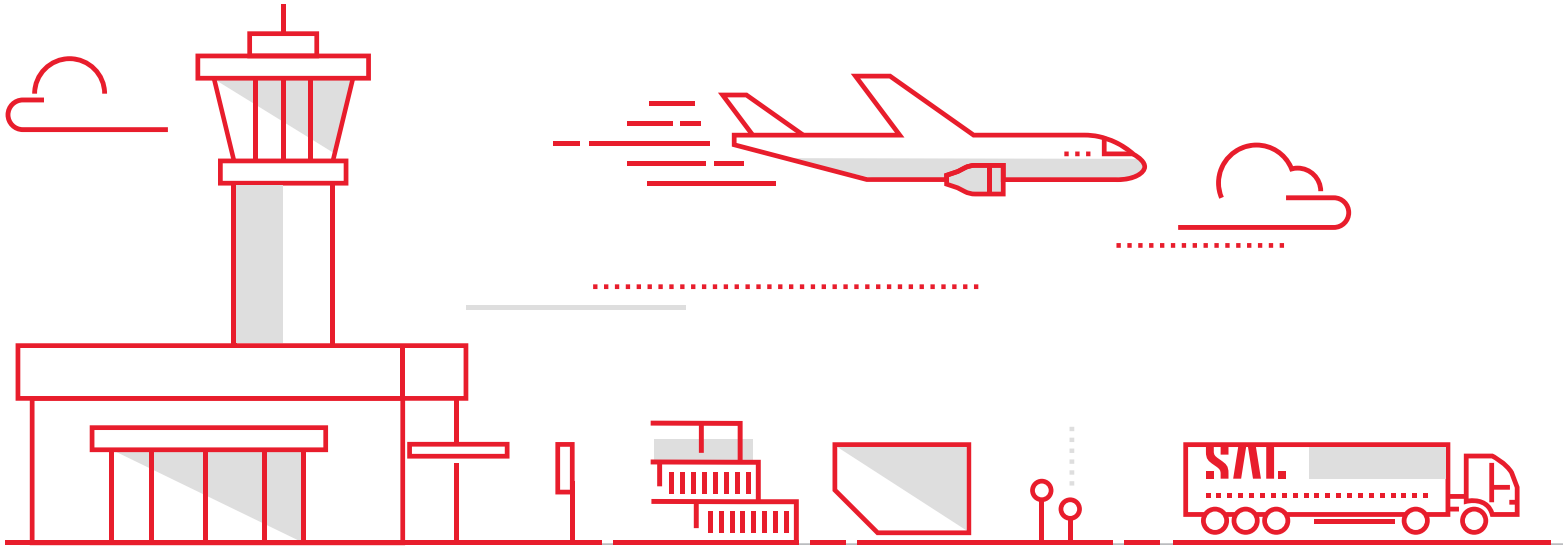
Business Review

Operational Performance

How SAL is Organized to Deliver Integrated Logistics Solutions

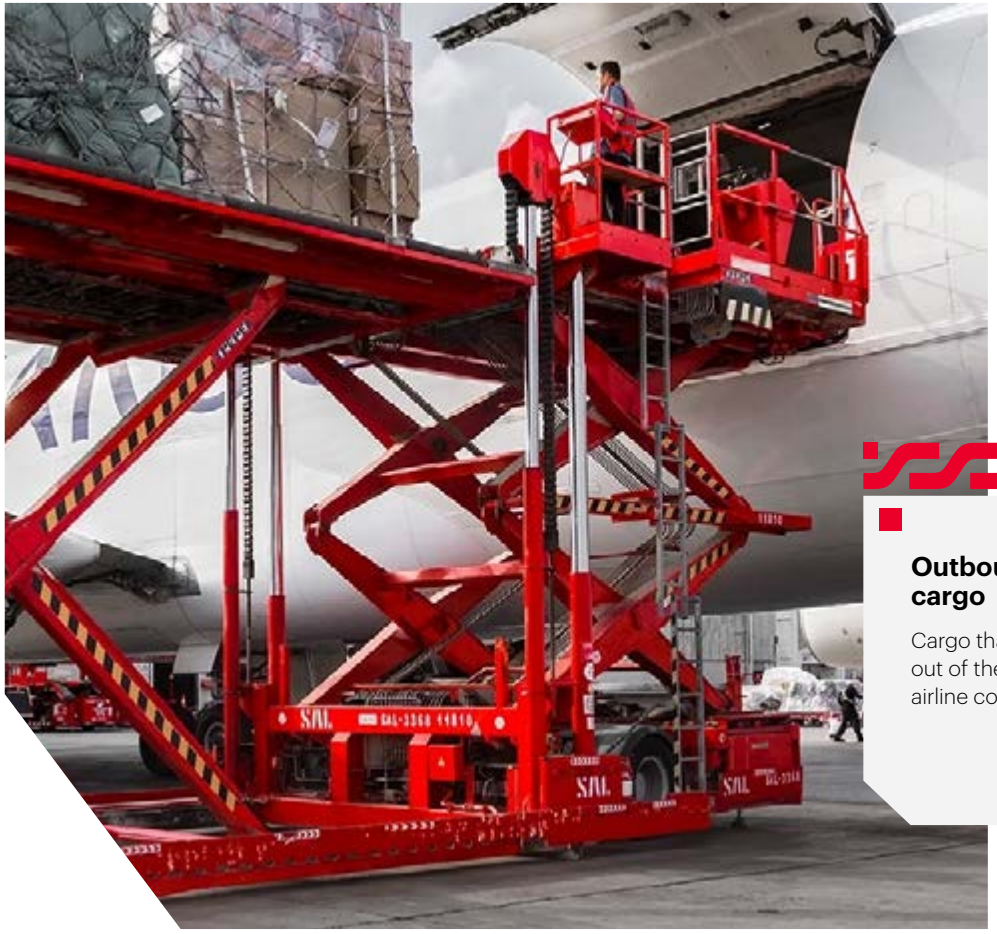
SAL operates through three complementary business divisions: Cargo Ground Handling, Logistics and Logistics Zones. These together enable the delivery of integrated logistics solutions at national scale. The divisions are designed to work as part of a connected system, allowing SAL to coordinate cargo flows, infrastructure, and customer relationships across the logistics value chain.

Each division plays a distinct role within the Company. Cargo Ground Handling forms the operational foundation, Logistics extends capability across sea, air and land, and Logistics Zones represents the development of integrated logistics ecosystems. Together, they reflect how SAL delivers services in practice and how its operating model is evolving.



The Cargo Ground Handling Division

SAL's core business and operating foundation



The Cargo Ground Handling Division is SAL's core business and the foundation of its operating model. It anchors SAL's role across Saudi Arabia's air cargo gateways and underpins the reliability and continuity of cargo operations.

The Company operates cargo terminals and provides cargo ground handling services to its customers as part of a Standard Ground Handling Agreement for two types of cargo, cargo on cargo aircraft and cargo in the belly of passenger aircrafts, which include:

Outbound cargo

Cargo that is exported out of the Kingdom via airline companies.

Inbound cargo

Cargo is imported into the Kingdom via airlines companies.

Transfer/Transit cargo

Cargo arrives at the airport, is unloaded from the aircraft, then loaded again to a different aircraft for its onward journey.

Cargo Volumes by Type (Million KGs)
(FY 2025 Vs 2024)

Cargo Mode	2025	2024	Change
Import/Inbound Cargo	540	556	-2.9%
Export/Outbound Cargo	50	45	10.1%
Transfer/Transit Cargo	371	372	-0.1%
Total Volume	961	972	-1.1%

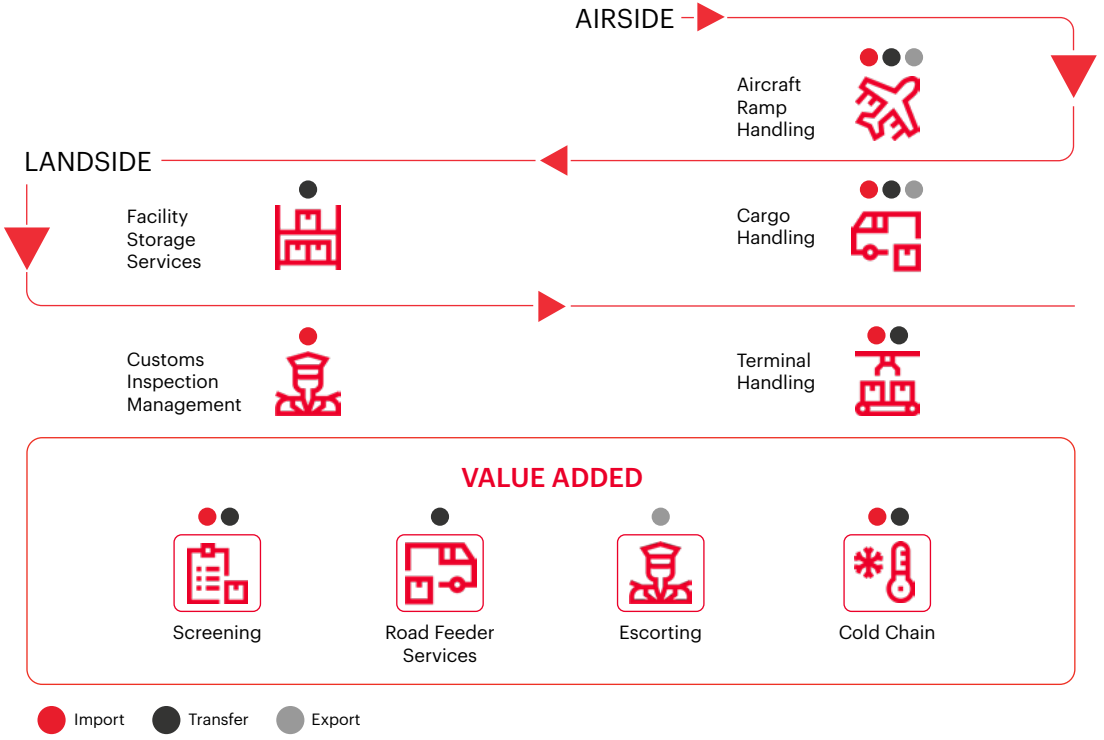
Cargo Volumes Percentage by Location (Million KGs)
(FY 2025 Vs 2024)

Cargo % by Location	2025	2024	Change
Jeddah	39.4%	39.1%	0.3pp
Riyadh	47.8%	47.4%	0.4pp
Dammam	11.3%	11.9%	-0.5pp
Madinah	1.4%	1.6%	-0.2pp
Other Domestic Airports	0.2%	0.1%	0.0pp
Total	100%	100%	–

SAL's cargo ground handling activities span three broad areas: Airside, Landside and Value-Added services. Together, these describe the full scope of services delivered as part of SAL's ground handling offering.

- Airside services cover activities on the airfield directly linked to aircraft and flight operations, including but not limited to cargo handling and ramp-related activities.
- Landside services cover activities on the terminal and public-facing side of operations. These include, for example, facility storage management, customs inspection management and terminal handling.
- Value-Added services include screening, road feeder services, escorting and cold chain services, extending SAL's handling capability beyond core cargo movements.

Overview:
Market-leading Cargo Ground Handling Division



Cargo Revenue and Volumes Quarterly Summary (2025 Vs 2024)

	Year	Q1	Q2	Q3	Q4
Revenue (JD Million)	2025	322	339	372	423
	2024	366	334	329	334
Change %		-12%	2%	13%	26%
Volume (Million KGs)	2025	242	219	236	265
	2024	256	235	228	253
Change %		-6%	-7%	3%	5%

Collectively, these services enable SAL to handle nearly the full spectrum of cargo types, including general cargo as well as specialized items requiring enhanced handling, security, or environmental controls. Our expert teams deal with everything from live animals and perishable goods to pharmaceuticals and dangerous goods.

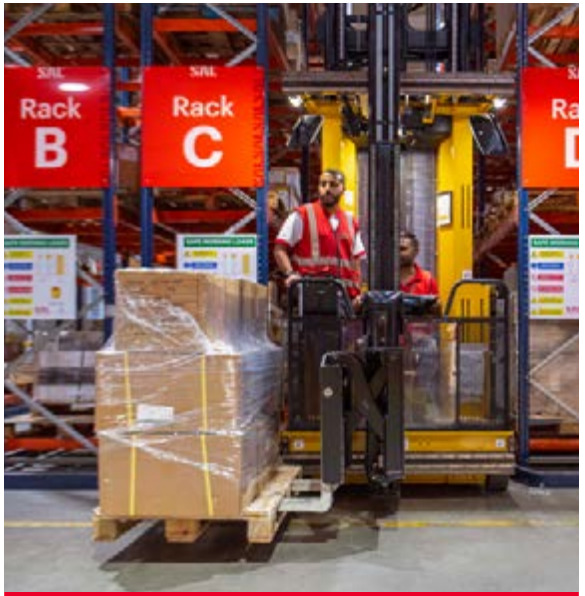
Type of Cargo Handled

- General Cargo
- Valuable Cargo
- Vulnerable Cargo
- Live Animals
- Perishable Goods
- Pharma & Healthcare
- Dangerous Goods & Materials
- Courier Handling & E-commerce

Through this breadth of services, SAL provides end-to-end cargo ground handling solutions supporting airlines, freight forwarders and national trade flows. Cargo Ground Handling also serves as the primary operational interface with airline customers and provides an important link to the Company's Logistics and Logistics Zones activities where integrated solutions are required.

Cargo Volumes by Product Type (Million KGs) (FY 2025 Vs 2024)

Cargo Product Type	2025	2024	Change
General Cargo Volumes	565	558	1.3%
Courier Volumes	154	177	-11.9%
Perishables	170	163	4.3%
Pharma	37	41	-9.8%
Other Volumes	35	34	4.1%
Total Volume	**961**	**972**	**-1.1%**



Key Financial and Operational Metrics (FY 2025)

SAL Ground Handling

1.46 billion
(+7% YoY)
Revenue

85%
(+1.9pp compared to 2024)
Division's Revenue contribution from SAL Overall

51.1%
(+0.7pp)
EBIT Margin

961 million KGs
(-1% YoY)
Cargo Handled

19 Terminals
Across the Kingdom of Saudi Arabia

169,400 sqm
Total Cargo Terminal Area

471 flights
(+1%)
Daily Flights Handled

+70
(+9% YoY)
Active Customers

+6 customers
New Airlines or Customers Added

171,979 flights
Total Flights Handled

1,080 flights
(+6% YoY)
Charter Flights Served

100%
Client Retention Rate

3 years
Average Contract Length

94%
Contract Win Rate

88%
SLA Adherence Rate

0.14%
Re-handling/Damage Rate

16%
E-commerce % Share of Total Cargo

- **Key Developments and Milestones**

In 2025, the SAL Cargo Ground Handling division has executed a number of signings including some new airlines and renewals of current partners, as follows:

Date	Airline Partner/Customer	Type
15 June 2025	Azerbaijan Airlines	New Contract
19 June 2025	Philippine Airlines	New Contract
22 June 2025	ITA Airways	New Contract
25 June 2025	Silk Way Airlines	New Contract
13 October 2025	Saudi Post (SPL)	New Contract
23 October 2025	Emirates SkyCargo	Renewal of a contract
28 October 2025	China Cargo Airlines (a subsidiary of China Eastern Airlines)	New Contract
30 October 2025	TAM Group	Strategic Partnership for International Expansions
16 November 2025	FedEx Express Saudi Arabia Transportation	New Contract
15 December 2025	Syrian Airlines	New Contract

- **Outpacing Market Growth with Scalable Margins, Proving Resilience through Global Trade Cycles**

Market Leadership: Largest KSA air cargo handler with diversified flows and long-term contracts with airlines ensure high retention and visibility

Growth in Cargo Ground Handling was driven by stable performance across core clients, further strengthened by expanded service offerings and product innovation. During this year, SAL has successfully converted a number of charter flights into long-term scheduled contracts, underscoring deepening relationships with global airline partners and its ability to translate commercial momentum into recurring, high-quality revenue.

Proven ability to adapt to external challenges in consistently adapting to operational disruptions while safeguarding market share and service continuity, and expanding landside and value-added services

- COVID-19 ↗
- Shipping Disruptions ↗
- Competitive Pressure ↗
- Global Trade Cyclicality ↗

Resilience is part of SAL's DNA. Time and again, we have shown our ability to adapt to a fast-changing environment and keep delivering for the Kingdom and our customers. When COVID-19 disrupted global aviation, we acted swiftly, reallocating resources, safeguarding critical supply chains, and ensuring Saudi Arabia stayed connected to the world. We have navigated through shipping disruptions, from port congestion to shifts in trade routes, by staying agile and planning ahead - keeping our service levels reliable under pressure. In the face of competitive pressures, we have held our ground by differentiating on quality, reliability, and customer trust - not just competing on capacity or price. Across the cyclicality of global trade, we have built resilience into our operations, allowing us to manage downturns without losing momentum and capturing opportunities when markets rebound.

Together, these experiences prove that SAL is not just able to withstand disruptions, we turn challenges into drivers of growth and leadership.

- **Sustained Financial Outperformance Through Cargo Ground Handling Agility & Excellence**

Proven Capacity to Capture Future Demand

Looking now to the future, we forecast that by 2030 we will more than double 2024 revenue, reaching ⃁ 2.2 billion. This represents a compound annual growth rate of 9% when looking back to 2020. In the same period, we believe EBIT will surpass ⃁ 900 million, whilst maintaining an industry leading EBIT margin of over 40%. There are a multitude of different factors that we see enabling these

forecasts, first of which would be our strong and continued market leadership which will allow us to capture the general market growth. Our relentless focus on operational efficiency ensures that growth translates directly into profitability. By optimizing processes, deploying technology, and improving turnaround times, we unlock solid margins. Our deep customer partnerships mean our forecasts are grounded in strong, long-term relationships. We are trusted by leading global airlines, shippers, and local partners - which gives us confidence in sustainable demand. Expanding infrastructure and network reach, from cargo facilities to regional connectivity, creates the backbone required for scalable growth. Finally, our proven agility and resilience ensure that we can adapt to shifting market conditions.

- **Rising Demand Driven by Trade, E-Commerce and Diversification**

According to independent market research by ALG, the market is expected to grow to over 2.2 million tonnes by 2030 – representing an 9% compound annual growth rate for the years 2025-2030. This forecast is propped up by growth across all three cargo categories, import, export and transit.

Growth Drivers by Segment

Imports

Rising consumer demand, fast-growing e-commerce, and reduced "leakage" to neighboring hubs supported by modernized airport infrastructure

Exports

Vision 2030 diversification and national manufacturing initiatives (e.g., pharma, electronics) boosting outbound cargo flows

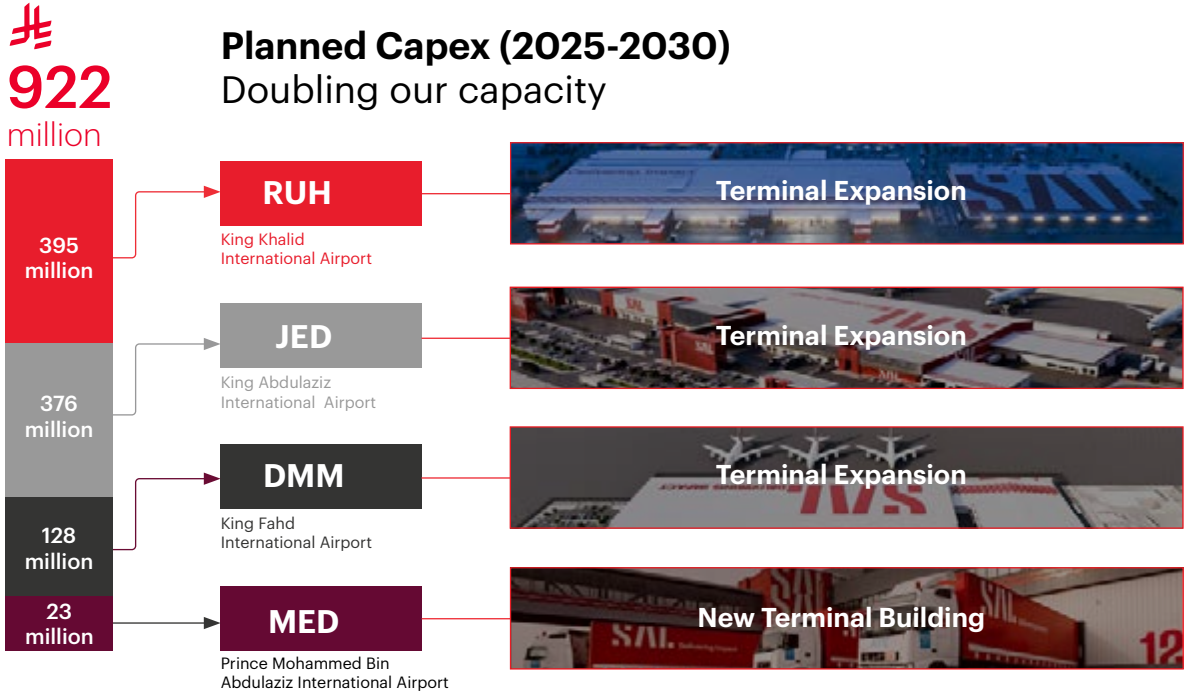
Transits

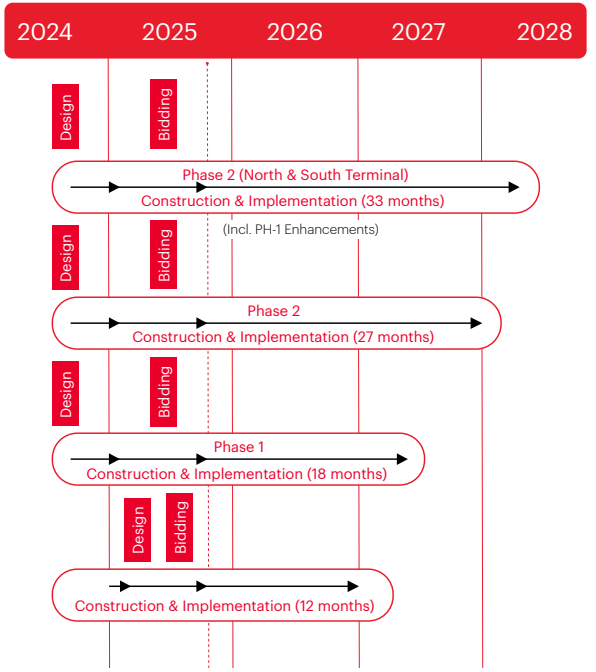
Strategic location and major logistics investments positioning Saudi Arabia as a global hub, capturing more transfer and transit volumes

- **Investing Heavily in Cargo Ground Handling Infrastructure**

The Cargo Ground Handling Division continued delivering its ⃁ 922 million capital deployment plan, executing in a disciplined and targeted manner to reinforce its leadership in cargo ground handling. Investments are focused on expanding terminal capacity across the key airports of Riyadh, Jeddah, Dammam and Madinah, and enhancing operational resilience and service quality.

Planned CAPEX (2025-2030) Doubling our Capacity





- **Key Growth Drivers for SAL's Cargo Ground Handling**

Market Leadership	Operational Efficiency	Customer Partnerships	Infrastructure & Network Reach	Agility & Resilience

The Logistics Division

A Growth Platform Taking Shape Across Sea, Air and Land

Launched in October 2021, SAL Logistics represents the Company's strategic expansion beyond airport-based cargo ground handling into a fully integrated, end-to-end logistics platform.

What began as a capability extension has rapidly evolved into a scalable growth engine. Today, the division accounts for 15% of SAL's 2025 total revenue and plays a critical role in extending the Company's value chain beyond the cargo handling, connecting global freight flows with domestic distribution and specialized logistics solutions.

SAL Logistics provides a broad range of services including freight forwarding and contract logistics, with a strong focus on specialized solutions such as events and project logistics, cold chain and hazardous materials handling, as well as niche services including fine art logistics and record management. The division serves niche yet high-demand and structurally growing sectors including e-commerce, pharmaceuticals, perishables, mega-projects, sports events, fine arts, and government-related logistics. Through an integrated model that combines freight management, contract logistics, and specialized services, the division acts as a strategic partner to businesses operating across the Kingdom and internationally.

Supported by a nationwide warehousing footprint and a global partner network, SAL Logistics delivers coordinated inbound and outbound logistics solutions, domestic distribution, and post-shipment services, providing customers with enhanced visibility, operational control, and execution reliability.

The Logistics Division has been developed as a diversified portfolio of services, reflecting a platform that is progressively being built and deployed. The portfolio spans services that are already operational, services that are being deployed, and services addressing more specialized logistics needs, allowing SAL to expand capability while maintaining operational control.

At its core, the Logistics Division currently delivers four established services: freight forwarding across sea, air and land; project logistics for oversized, high-value or complex cargo; events and sport logistics, covering the movement, storage and on-site handling of equipment; and fine arts logistics for the secure transport, storage and handling of high-value artworks.

Building on this foundation, SAL has begun deploying its contract logistics offering, including an end-to-end management of warehousing and transportation solutions. These activities are supported by a network of leased warehouse facilities in Riyadh and Dammam, providing the operational base required for storage, fulfillment, and distribution activities.

In addition, the Division's portfolio includes services at earlier stages of deployment and planning, designed to address specialized requirements. These include hazardous materials logistics, cold chain logistics for temperature-sensitive cargo, and records management services for the secure storage, digitization, and retrieval of physical and digital records.

Freight Forwarding	Project Logistics	Fine Arts Logistics	Events & Sports Logistics	Contract Logistics	Hazardous Materials	Cold Chain	Record Management
Multimodal freight forwarding and related services	Handling oversized, high-value, or complex project cargo	Secure transport and storage of fine art pieces	Planning, coordination and logistics execution of large-scale events	End-to-end management of warehousing and transportation solutions	Safe, compliant transport and storage of hazardous goods	Transportation and storage of temperature-sensitive cargo	Secure storage and digitization of physical and digital records
Status:	Operational – Growth Target			Undergoing Deployment – Pre-Revenue		Undergoing Planning – Pre-Deployment	

This structured rollout reflects SAL's disciplined approach, prioritizing operational control, quality of execution, and commercial sustainability before scaling-up.

SAL Logistics

Key Financial and Operational Metrics (FY 2025)

⃁ 252 million (-7% YoY) Revenue	15% (-1.9pp compared to 2024) Revenue contribution from SAL Overall Revenue	-5.2% EBIT Margin	3 facilities Number of warehouses
45.9k sqm Logistics warehouse area	+25 New contracts secured	+20 Number of key customers retained	3 Number of new products/ services launched
+12,600 Tonnes Air Freight Weight	+2,000 TEUs Sea Freight (TEUs)	+800 trip Road Freight Trips	100% On-time Delivery Performance

While revenue moderated year-on-year, this reflects a deliberate focus on building operational infrastructure, expanding service capabilities, and strengthening the commercial pipeline. The negative EBIT margin was primarily driven by investment-related costs and one-off items during the scaling phase.

- **Key Partnerships and Agreements**

During the year, SAL Logistics strengthened its commercial footprint through several notable partnerships, including:

Partner	Service
King Salman Humanitarian Aid and Relief Center	Integrated Logistics Services
Emaar the Economic City	Strategic collaboration in Logistics Sector
Flyadeal	Comprehensive logistics service support
Riyadh Air	Dedicated operational facility at King Khalid International Airport, along with a comprehensive suite of logistics services
Special Integrated Logistics Zone Company (SILZ)	Logistics solutions for SILZ's zone tenants
AFC CUP 2027 Local Organizing Committee Company	Event logistics and supply chain services

SAL Logistics Revenue Summary (FY 2025 Vs 2024)

	Year	Q1	Q2	Q3	Q4
Revenue	2025	62	55	49	86
	2024	87	72	38	74
Change %		-29%	-24%	29%	16%
Share of SAL Revenue	2025	16%	14%	12%	17%
	2024	19%	18%	10%	18%
Percentage Point		-3.0pp	-3.8pp	+1.2pp	-1.3pp

- **Maintaining Operational Excellence and Competitive Positioning**

The Saudi logistics market remains fragmented, creating clear opportunities for scaled, integrated operators. SAL Logistics differentiates itself by operating as a platform, not a point solution. Through integrated freight, contract logistics, and specialized services, the division provides customers with a coordinated, end-to-end value proposition across sea, air, and land.

This integrated model is reinforced by tailored, specific execution capabilities. Whether supporting aviation partners, mega projects, government entities, or event organizers, SAL delivers customized logistics solutions complemented by value-added services such as customs clearance support, documentation clearance procedures, on-site services, picking and packing, consolidation, cargo insurance support, etc. This capability depth allows the division to move beyond transactional freight activity into long-term strategic relationships.

Geographic concentration across Riyadh, Jeddah, and Dammam strengthens the network effect, enabling efficient domestic distribution while maintaining seamless integration with global freight flows. Underpinning the platform is increasing digital enablement, enhancing shipment visibility, operational control, and customer transparency across the logistics chain.

- **Operating in a Structural Growth Environment**

Logistics is a cornerstone of Saudi Arabia's Vision 2030 transformation agenda and one of the Kingdom's designated priority sectors. Demand for logistics solutions is projected to grow at approximately 11% annually through 2030, representing a market opportunity approaching ⃁ 70 billion by the end of the decade. Sector contribution to GDP is expected to increase materially, supported by regulatory reform, infrastructure expansion, and deeper integration into global trade corridors.

The planned expansion from 22 to as many as 59 logistics zones, including 18 near major ports, alongside rising shipment volumes and ambitions to reach a top-tier ranking in the World Bank's Logistics Performance Index, signals structural and sustained momentum.

SAL Logistics is strategically aligned with this transformation. The division's infrastructure build-out, service diversification, and integration with SAL's cargo ground handling platform position it to capture growth as the market scales. The strategy is proactive rather than reactive investing ahead of demand to secure long-term relevance and competitive advantage.

- **Financial Performance: Expanding Capabilities, Driving Performance**

2025 marked a disciplined investment phase for SAL Logistics. Revenue reached ⃁ 252 million, reflecting a measured year-on-year decline as management prioritized infrastructure expansion, service deployment, and operational platform strengthening. The reported negative EBIT margin was primarily driven by scaling costs and one-off impacts associated with this build phase.

Importantly, operational fundamentals remained strong. The division secured more than 25 new contracts, retained key strategic customers, expanded freight volumes across air, sea, and road, and maintained 100% on-time delivery performance. These indicators reinforce execution discipline and customer trust, essential components as the division transitions from foundation-building to scalable growth.

SAL's focus remains on converting infrastructure investments and commercial pipeline momentum into margin expansion over the medium term, supported by operating leverage as capacity utilization increases.

- **Key Growth Drivers for SAL's Logistics**

We see these ambitions being met through contributions from three main avenues:

Key Growth Drivers for SAL's Logistics

Broadened Service Offering

Growth fueled by warehouse management contracts, event logistics, and launch of the Dammam and Riyadh warehouse centers

Expanded Infrastructure & Network Reach

New facilities, RFS expansion, and enhanced capabilities across key airports and logistics corridors

Inorganic Growth

Potential joint ventures, strategic partnerships, and targeted acquisitions to accelerate scale and geographic reach

- **Anchoring Capacity Expansion Across the Kingdom**

SAL's logistics expansion strategy is anchored around Riyadh, Jeddah, and Dammam, the Kingdom's primary commercial and trade hubs. The current footprint provides a solid operational base; however, the most significant capacity acceleration lies ahead. In Riyadh, the SAL Malham Zone development is expected to materially expand warehouse capacity, supported by an additional expansion pipeline. In Jeddah, the

operationalization of the Jeddah Islamic Port facility will significantly enhance port-linked logistics capability, complemented by further planned capacity additions. Inorganic opportunities may contribute additional square meters through joint ventures or acquisitions.

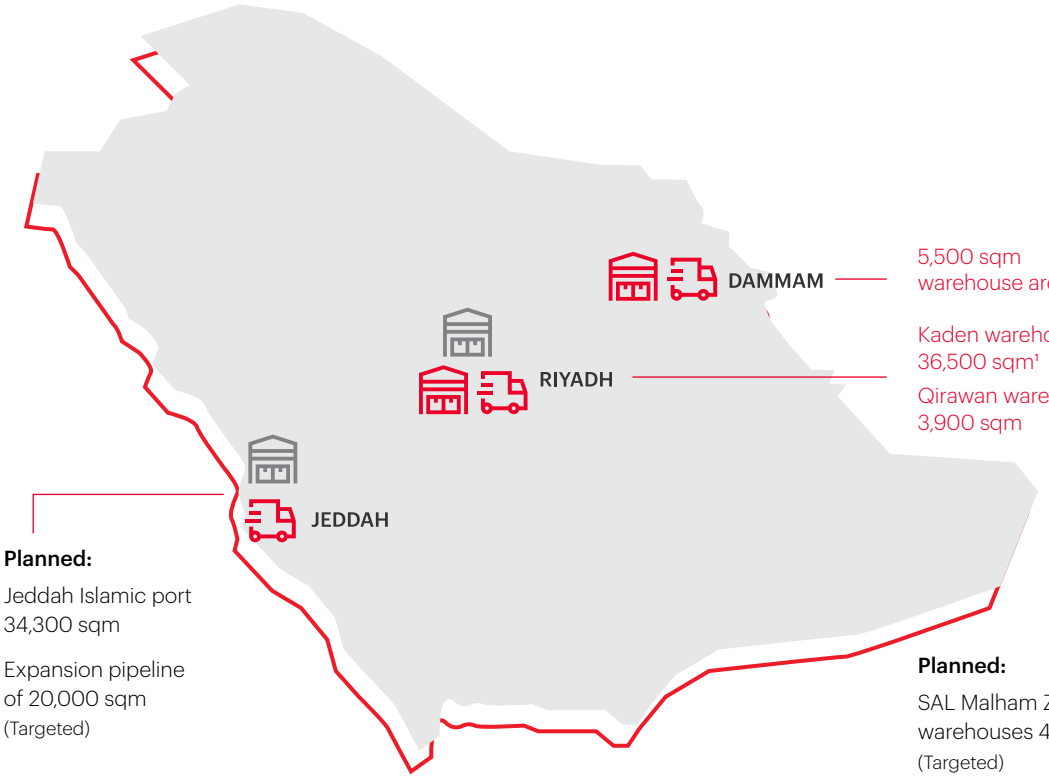
Fleet expansion plans, including additional prime movers and trucks, will further strengthen intercity connectivity and last-mile execution capability. By 2030, SAL Logistics is expected to operate at a materially expanded scale, with a broader service mix, enhanced infrastructure footprint, and deeper integration across the national logistics ecosystem. This expansion is designed not simply to grow volume, but to position the division as a scalable, margin-accretive growth pillar within SAL's diversified business model.

SAL Logistics is progressing through a deliberate transition, from capability build-out to scalable platform.

With strengthened infrastructure, diversified service offerings, and structural alignment to the Kingdom's logistics transformation agenda, the division represents a long-term strategic growth lever for SAL, enhancing earnings diversification, reinforcing customer integration, and supporting sustainable shareholder value creation.

Capacity Plan (2025 – 2030)

Capacity expansions are coupled with new services and machinery



Inorganic Growth ~50,000 sqm through JV and M&A pipeline (Targeted)

Key: Planned | Existing

[1] Kaden warehouses were handed over in Q1 2025 and are expected to operationalize in Q4 2025

SAL Logistics Zones

An integrated logistics ecosystem platform in the making

SAL Logistics Zones represent the Company's evolution from operating logistics services to developing integrated logistics ecosystems. It marks a strategic expansion beyond standalone warehousing into the creation of large-scale, infrastructure-backed environments where trade, manufacturing, advanced logistics, and digital enablement converge.

At the center of this platform is the development of the SAL Logistics Zone in Riyadh – a flagship, multimodal hub located in Falcon City, Malham, north of Riyadh. Spanning approximately 1.57 million square meters, with planned and approved investments of approximately ⃁ 4.1 billion, the project is designed to offer world-class warehousing, storage, and seamless multimodal connectivity across air, road, and future rail infrastructure. Revenue generation is expected to commence from 2028 as Phase 1 matures and leasing progresses.

SAL Logistics Zones builds on the Company's established scale in Cargo Ground Handling and Logistics, embedding cargo flows into long-duration, infrastructure-like assets. Rather than providing individual services, SAL is creating physical ecosystems that allow logistics operators, manufacturers, distributors, and end-customers to co-locate and scale over extended time horizons. This model enhances integration, strengthens customer stickiness, and deepens SAL's role within national supply chains.

- Develop logistics parks enabling ecosystem expansion
- Generate sustainable recurring revenues through long-term leasing
- Support national trade and industrial diversification goals

SAL Zone

Official Ceremony

SAL's Malham Zone in Riyadh - From Concept to Execution (The Start)

In mid-March 2025, SAL formalized the establishment of the SAL Logistics Zone in a ceremony attended by His Excellency the Minister of Transport and Logistic Services and His Excellency the Minister of Investment, along with a number of other senior government officials and SAL's Board members, underscoring the national significance of the project. The event also saw the signing of agreements supporting the development, including arrangements with Sela Company and the Shareek Program to facilitate execution.

In October 2025, SAL completed the final sub-usufruct agreement for approximately 1.57 million square meters of land in Falcon City, representing a modest increase in total area versus the preliminary agreement, with no change to lease duration or grace terms. This milestone secured the land position and marked a transition from planning to structured development.

During 2025, the focus was on disciplined progression of the Falcon City development. This included master planning, design finalization, regulatory coordination, early enabling works, and structured engagement with prospective tenants. Throughout this phase, the emphasis remained on readiness, disciplined sequencing, and demand visibility rather than rapid build-out, reflecting SAL's capital allocation discipline and risk-managed approach.

What is SAL's Malham Zone in Falcon City?

SAL Logistics Zone is not simply a warehouse park. It is a multi-tenant logistics ecosystem designed to integrate infrastructure, services, and connectivity within Riyadh's expanding industrial corridor. The development combines pre-built and build-to-suit facilities with supporting infrastructure and operational services. Its strategic location provides direct access to major highways, proximity to King Khalid International Airport, and planned integration with future rail infrastructure, enabling multimodal transport across air, road, and rail.

The Malham Zone is designed to accommodate a diversified tenant mix, including direct end-customers, third-party logistics providers, and SAL's own contract logistics operations. Development follows a phased and gated model, aligned with leasing milestones and demand visibility, reinforcing a structured risk management framework. As a platform, SAL Logistics Zones complements Cargo Ground Handling and Logistics by creating a physical environment in which customers, partners, and SAL's service capabilities converge. While still at an early stage of execution, 2025 established the foundational infrastructure, regulatory alignment, and commercial engagement necessary for long-term scale.

We recognized the fast-evolving needs of our customers and the growing demand for more sophisticated, integrated logistics solutions. That's why we developed the concept of SAL Zones to proactively address these market shifts and position SAL for the future.

By 2030, SAL Logistics Zone will represent a major pillar of the Company's growth

- over ⃁ 4.1 billion worth of investments.
- close to 900,000 square meters of world class logistics infrastructure capacity.
- between ⃁ 400-500 million in recurring revenue annually.

This project provides scale with purpose – meeting today's demand while anticipating tomorrow's.

Why the Timing is Structurally Attractive?

The macroeconomic fundamentals supporting this initiative are compelling. Saudi Arabia's warehouse sector is projected to grow at a double-digit rate, supported by substantial national logistics infrastructure investments under Vision 2030 programs. With nationwide warehouse occupancy exceeding 97% and demand expected to outpace supply by an estimated 10 million square meters by 2030, the Kingdom faces a structural shortage of premium Grade A logistics capacity.

The SAL Logistics Zone is strategically positioned to capture this gap. Its location within Riyadh's active industrial and giga-project corridor places it at the intersection of production and consumption centers. With the majority of the Saudi population reachable within 12 hours and strong highway connectivity, the Zone offers a clear geographic advantage for national distribution.

This structural supply-demand imbalance reinforces the long-term relevance of the SAL Logistics Zones platform.

In a thriving ecosystem...

- Active industrial hub corridor
- Direct highway and future rail access, 74 km from KKIA
- Between production and consumption centers
- Primed for North Riyadh growth demand capture

Delivering a competitive positioning...

- Premium, smart infrastructure
- Industry-tailored solutions, modular plot design
- Multi-modal connectivity (air, road, rail)
- Turnkey support services
- One-stop-shop for Admin and Regulatory
- Cutting-edge technology

• SAL Logistics Zone Uniquely Positioned to Capture KSA Future Demand

Our strategy here is to expand beyond the core of cargo ground handling into an integrated logistics platform with three objectives:

- Diversify revenue beyond cargo ground handling into higher-value, recurring revenues
- Leverage cargo ground handling scale to feed landside logistics operations and zones
- Capture new demand from e-commerce and vision 2030 industrial expansion

• Leveraging a Highly Compelling Value Proposition

SAL Logistics Zone's competitive positioning is anchored in infrastructure quality, connectivity, and tenant support. The development will offer premium, smart logistics infrastructure with modular design flexibility, allowing tenants to scale efficiently. Multimodal connectivity across air, road, and future rail provides distribution optionality. The Zone will also provide integrated administrative and regulatory support services, enabling tenants to operate within a streamlined, one-stop-shop environment. Tenants do not simply lease space; they join an ecosystem that connects production, distribution, and logistics services within SAL's national operating framework. This integration enhances customer stickiness and strengthens cross-selling opportunities across the Company's business units.

• Anchoring Long-term Value While Following a Prudent Approach

SAL's approach to Logistics Zones is anchored in disciplined capital deployment and risk mitigation. Development follows a phased execution model, combining pre-built and built-to-suit structures to reduce vacancy exposure. SAL Logistics itself acts as a core anchor tenant, providing baseline occupancy and reinforcing internal integration. On the value

creation side, the focus remains on securing competitive returns, maximizing occupancy, and enhancing margins through cross-selling and value-added logistics services. Lease tenures are expected to range between five and twenty years, supporting stable and recurring revenue streams.

This is a model designed not only to capture revenues, but to secure them over extended durations.

- **Focused Tenant Strategy to Drive Resilience and Scale**

SAL Logistics Zone is structured around three core tenant categories: direct end-customers such as manufacturers and retailers; 3PLs or third-party logistics providers seeking strategic regional hubs; and SAL's own Logistics business unit.

This diversified mix supports occupancy resilience, balanced risk exposure, and cross-selling opportunities. It reduces reliance on any single tenant category while reinforcing ecosystem integration. Commercial engagement during 2025 demonstrated encouraging momentum, with strong interest from prospective tenants representing significant potential leased area. As Phase 1 matures, leasing progress is expected to accelerate, supporting revenue ramp-up from 2028 onward.

By Primarily Focusing on Three Tenant Categories

Targeted tenant category	SAL Logistics BU	Direct end-customers	3PLs (3rd party)
Role in the zone	• Serves as an **internal user** ensuring baseline occupancy • Drives **cross-selling of higher-value logistics services** to end-customers	• Provide **stable, long-term demand** • Constitute pool of **potential clients** of the SAL Logistics business	• Act as **service providers** and consolidate diverse tenants • Complement zone ecosystem by offering **integrated solutions**
Needs	• Flexible warehousing space (built-to-suit or pre-built) • Proximity to **key cargo flows and airport infrastructure**	• Seamless connectivity and proximity to **distribution outlets** • **Built-to-suit warehouses** tailored to their supply chain • Availability of **contract logistics** and **value-added services**	• Flexible warehousing space (built-to-suit or pre-built) • **Strategic location** to capture significant volumes • Option to **scale-up capacity** to accommodate growth plans
Examples (illustrative selection)	**SAL**	• Targets three high-growth verticals: pharma, fast moving consumer goods, e-commerce	• Targets major 3PL players: global/ international, regional and domestic

Physical Infrastructure

Building the Foundations for Scalable Growth

SAL's infrastructure strategy is designed as a national operating platform, not a collection of isolated assets. Across Cargo Ground Handling, Logistics, and SAL Logistics Zone, capital deployment is structured to expand capacity, enhance efficiency, and support long-term earnings diversification. SAL's physical infrastructure underpins the delivery of cargo handling and logistics services across the Kingdom. During the year, the focus was on ensuring that existing infrastructure continued to support operational performance at scale, while progressing capacity enhancements and development programs that build readiness for growth across Cargo Ground Handling, Logistics and Logistics Zones.

Between now and 2030, SAL plans to allocate approximately ⃁ 5.2 billion in capital expenditure across core operations, growth platforms, and transformation initiatives. This investment program is phased, demand-led, and aligned with clear operational and leasing milestones, ensuring that capacity expansion remains disciplined and value-accretive.

Infrastructure is therefore not viewed simply as physical expansion; it is the foundation enabling SAL's next phase of scalable growth.

Cargo Ground Handling Infrastructure

Market Growth Outlook & Capital Acceleration

The Saudi air cargo market is forecast to grow at over 11% annually between 2025 and 2030, reaching more than 2.2 million tons by the end of the decade. Growth is expected across all three cargo categories, import, export, and transit, reflecting structural expansion in both domestic consumption and international trade flows.

This trajectory is supported by rising consumer demand, rapid e-commerce expansion, and significant investment in airport infrastructure. Vision 2030 initiatives are accelerating industrial diversification and manufacturing activity, boosting exports in high-value sectors such as pharmaceuticals and electronics. In parallel, Saudi Arabia's strategic geographic location and continued logistics investment are positioning the Kingdom as a global cargo hub, capturing increasing transfer and transit volumes.

In response to this structural growth outlook, SAL is accelerating its capital deployment. Over the next five years, the Company will deploy ⃁ 922 million to expand its network and capacity across the Kingdom, representing more than 1.5 times the capital invested during the previous six years.

	Amount (⃁ million)	Capacity reached (sqm)	Period
Deployed Investment	⃁ 600 million	141,000 sqm	Past 6 Years
Future Investment	⃁ 922 Million	195,000 sqm	Next 5 Years (Until 2030)

This step-up in investment is aligned with forecast demand and is designed to ensure that SAL's terminal infrastructure remains capacity-ready as volumes scale.

Expanding Capacity Across a National Footprint

SAL operates the Kingdom's largest air cargo handling footprint, with operations across 19 airports, including Saudi Arabia's principal international gateways. This national platform supported cargo throughput of approximately 1 million tonnes during the year, providing resilience, flexibility, and proximity to key trade corridors.

In 2025, the focus remained on strengthening capacity within existing terminals while progressing targeted expansion at strategic locations. Rather than relying solely on footprint growth, SAL prioritized layout optimization, equipment upgrades, and process enhancements to improve effective throughput and reduce dwell times without compromising safety or service quality.

Terminal capacity expansion projects

- King Khalid International Airport
- King Abdulaziz International Airport
- King Fahd International Airport
- Prince Mohammed Bin Abdulaziz International Airport

These projects are expected to materially increase handling capacity and position SAL to absorb forecast market growth, with Saudi air cargo volumes projected to expand at double-digit rates over the coming years.

This structured deployment supports SAL's objective of doubling handling capacity over the next several years while maintaining operational discipline.

Logistics Infrastructure

Scaling Warehousing, Fleet, and Distribution Capabilities

Infrastructure supporting SAL's Logistics division provides the physical backbone for freight forwarding, contract logistics, distribution, and value-added services across air, sea, and land.

As at year-end 2025, SAL operated approximately 45,900 square meters of warehousing capacity, primarily concentrated in Riyadh and Dammam. To support structural growth in logistics demand, SAL is expanding both warehousing and fleet infrastructure. Planned additions include:

- 40,000 square meters at the SAL Logistics Malham Zone (Phase 1), with a further 20,000 square meters expansion pipeline
- 34,000 square meters at Jeddah Islamic Port, plus a targeted 20,000 square metres expansion
- Approximately 50,000 square meters of potential inorganic growth through joint ventures or acquisitions

In parallel, the Company expects to expand its fleet by approximately 800 prime movers and 1,700 trucks by 2030, including everything from trailers and low beds to multi-axle trucks.

This coordinated expansion of warehousing, fleet, and logistics infrastructure strengthens SAL's ability to capture demand from e-commerce, manufacturing, industrial diversification, and trade growth across the Kingdom.

SAL Logistics Zones Infrastructure

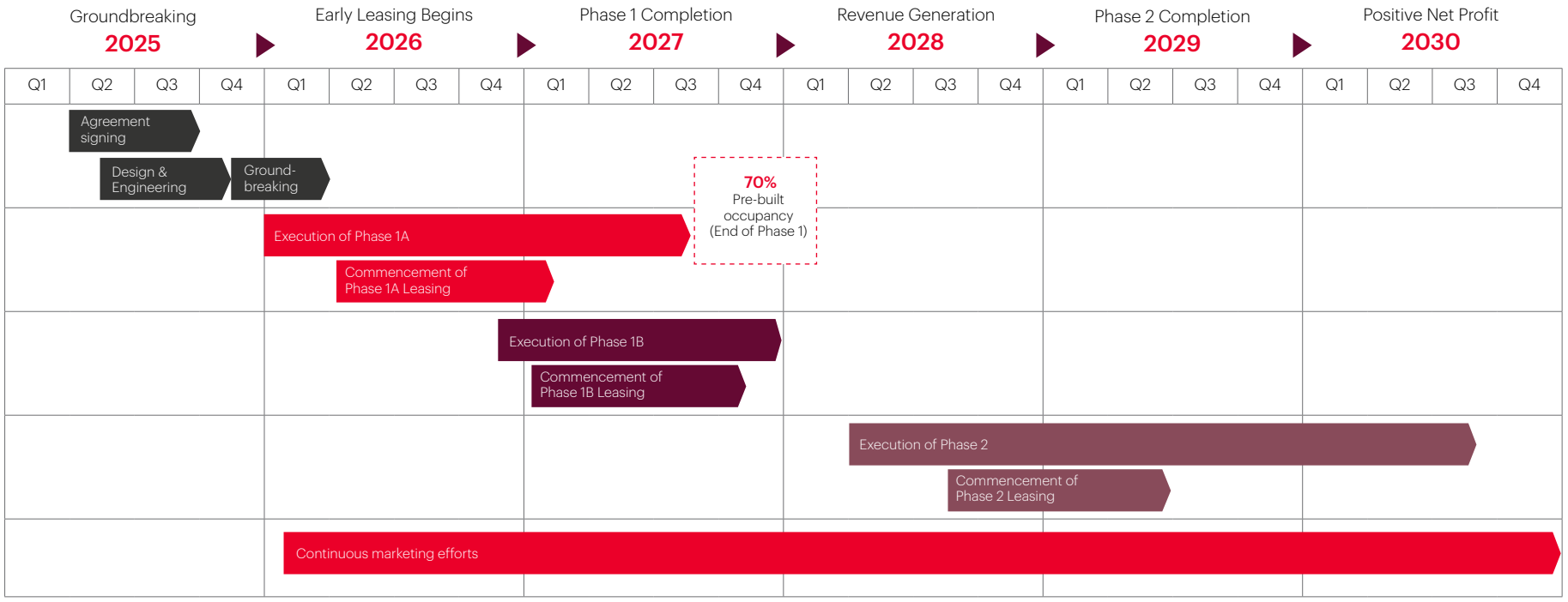
Transitioning from Concept to Early Delivery

2025 marked the transition of SAL Logistics Zones from strategic concept to early-stage execution. Progress at the flagship SAL Logistics Malham Zone included completion of master planning, detailed design advancement, site preparation, regulatory engagement, and commercial discussions with prospective tenants. The SAL Logistics Zone is being developed as a large-scale, multi-tenant logistics ecosystem, integrating pre-built and built-to-suit facilities supported by shared infrastructure and services.

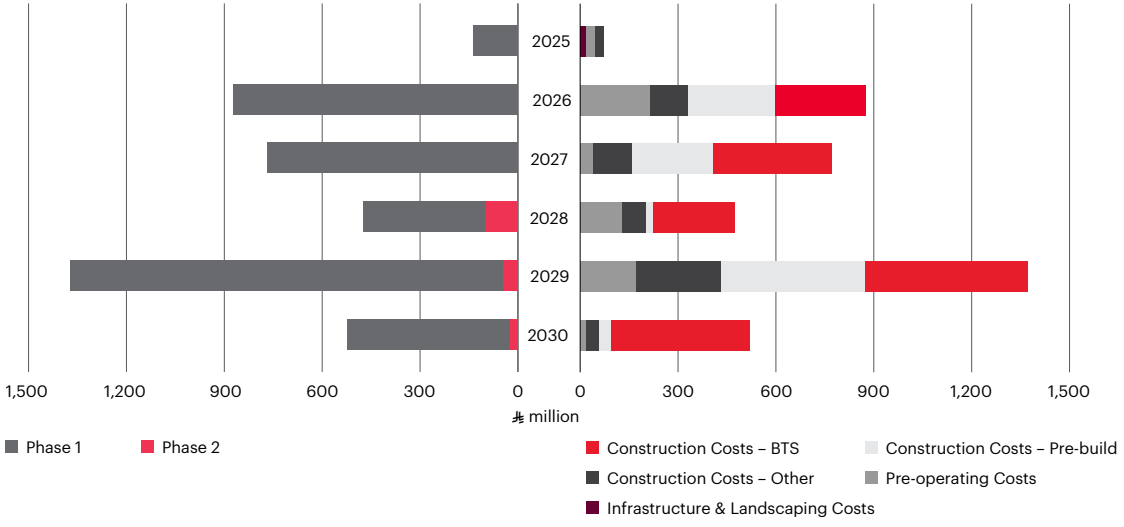
The capital program for this Logistics Zone totals approximately ⅄ 4.1 billion, deployed in a phased structure.

Executing the plan

Phased Development, following Clear Milestones



Executing the Plan: Clear CAPEX roadmap ensuring deployment readiness



By Construction Cost/Type	2025 million	2026 million	2027 million	2028 million	2029 million	2030 million	Total million
Construction Costs – BTS	–	277	364	251	500	425	1,817
Construction Costs – Pre-build	–	265	249	21	441	38	1,014
Construction Costs – Other	27	117	120	72	260	40	635
Pre-Operating Costs	25	–	–	–	–	–	25
Infrastructure & Landscaping Costs	19	216	39	130	173	18	595
Total	**71**	**875**	**772**	**474**	**1,374**	**521**	**4,086**

By Phases	2025 million	2026 million	2027 million	2028 million	2029 million	2030 million	Total million
Phase 1	71	875	772	101	47	24	1,888
Phase 2	–	–	–	373	1,327	497	2,198
Total	**71**	**875**	**772**	**474**	**1,374**	**521**	**4,086**

- Phase 1 (2025–2028) with peak spend in 2026–2027 of around ⃁ 1.9 billion across infrastructure, pre-built, and built-to-suit developments.
- Phase 2 (2028–2030) with a larger spend profile around ⃁ 2.2 billion, reflecting the scale-up once Phase 1 is substantially occupied.

In total, this represents just over ⃁ 4.1 billion of CAPEX, but spread over six years, ensuring alignment with demand uptake and preserving financial flexibility.

This phased model ensures capital deployment is directly tied to leasing milestones, reducing vacancy risk and preserving financial flexibility.

Importantly, SAL Logistics has been positioned as an anchor tenant within the ecosystem, providing baseline utilization and supporting early operating momentum.

Capital Discipline & Funding Strategy

SAL's capital allocation philosophy remains grounded in discipline, sequencing, and demand visibility. Pre-built facilities are deployed where demand is secured, supporting speed to market. Built-to-suit structures are utilized to enhance yields and tenant stickiness. This deliberate mix balances return optimization with risk mitigation.

Total capital expenditure increased meaningfully in 2025 to ⃁ 144 million, reflecting the initial acceleration of the investment program.

Capital Expenditures (CAPEX)	2025	2024	Change
	⃁ 144 million	⃁ 68 million	113%

To support the next phase of infrastructure scaling, SAL launched a SAR-denominated Sukuk Program in Q1 2026. This is to ensure that SAL:

- Diversifying funding sources
- Enhances long-term financial flexibility
- Preserves shareholder value through non-dilutive capital
- Aligns the capital structure with long-duration infrastructure assets

The Company is not front-loading leverage. Capital deployment is gated by customer commitments and phased execution, ensuring that balance sheet strength is maintained alongside growth.

Looking Ahead

SAL's infrastructure program is designed to deliver more than physical expansion. It is intended to:

- Expand national cargo handling capacity
- Scale asset-backed logistics operations
- Build integrated logistics ecosystems
- Diversify earnings streams
- Strengthen recurring revenue visibility

By 2030, SAL's physical infrastructure footprint will be materially larger, more diversified, and more integrated across the entire logistics platforms

Corporate Headquarters Relocation – From Vision to Execution

In 2025, SAL completed the relocation of its corporate headquarters in Jeddah, following the workplace transformation strategy initiated in 2024.

The new facility supports operational scalability, long-term cost efficiency, and improved cross-functional integration, ensuring that corporate capabilities evolve in parallel with the Company's expanding physical infrastructure platform.

The Company's headquarters was transferred from its previous location in Al-Salamah district to a new purpose-designed facility located on Prince Sultan Road, Al-Basatin District, **Building No. 8628, Secondary No. 5000, Postal Code 23716, Jeddah, Kingdom of Saudi Arabia.**

This relocation reflects SAL's broader transition toward a more integrated, agile, and growth-ready organization, aligned with its long-term ambition to operate as a fully integrated logistics champion within the Kingdom.

Customers & Partners

Long-Term Relationships Underpinning Performance and Resilience

SAL's performance is built on long-standing, trusted relationships with a diverse and growing customer base. Across its Cargo Ground Handling, Logistics, and emerging Logistics Zones platforms, SAL serves customers with complex operational requirements who value reliability, consistency, and the ability to deliver at scale.

Customer relationships are managed with a focus on service quality, operational reliability, and responsiveness, supporting high levels of retention and repeat business. This approach underpins revenue stability, supports efficient capacity utilization, and contributes to the resilience of SAL's operating model.

Customer Base and Relationship Longevity

SAL serves a broad mix of customers across airlines, freight forwarders, logistics providers, public sector entities and private sector organizations. Many of SAL's largest customers have partnered with the Company for multiple years, reflecting the critical role SAL plays in their operations.

The active customer base has continued to expand over time, increasing from 144 customers in 2022 to 204 customers year-to-date in 2025, demonstrating SAL's ability to attract new customers while retaining existing ones.

Key relationship indicators for the year

Customer retention rate

100%

Average contract tenure

3 years

These metrics reflect the durability of customer relationships and the role of service reliability in sustaining long-term engagement.

Cargo Ground Handling: Embedded Airline Partnerships

SAL maintains relationships with many of the world's leading global airlines and cargo operators. Revenues generated directly under airline agreements (Airside) represented approximately 30% of total revenues, while landside terminal handling revenues, primarily invoiced to consignees, represented approximately 70% of total revenues. This dual revenue structure shapes SAL Cargo Ground Handling relationships with its different types of customers. SAL believes that it has a stable customer base and is supported by long-term contracts, which include the key players that account for a significant volume of international air cargo operations in the Kingdom.

Logistics Solutions: Diversification and Sector Expansion

Since launching its end-to-end logistics solutions platform in October 2021, SAL has scaled the business meaningfully. As of 31 December 2025, Logistics Solutions contributed approximately 15% of total Company revenues. Logistics targeted sectors of business partners include:

- Arts, Sport and Entertainment
- Aerospace and Defense
- E-commerce
- Healthcare & Pharma
- Oil & Gas and Energy
- Hospitality

The business serves more than 20 active customers and operates through partnerships with over 40 global service providers, enabling global reach across Europe, Asia, the Middle East, Africa, and the Americas. Key customers include government and semi-government entities such as Saudia Aerospace Engineering Industries Company (Saudia Technic), King Salman Humanitarian Aid and Relief Center, Ministry of Sport, MDL Beast, and the General Entertainment Authority, reflecting SAL's growing exposure to strategic national sectors.

Logistics Zones: Early Commercial Momentum

SAL Logistics Zone is positioned to further embed the Company within customer supply chains by extending service coverage beyond airport perimeters.

Customer typologies include

- Direct end customers (manufacturers, retailers, and government-linked entities)
- Third-party logistics providers (3PLs), both regional and global

As of year-end 2025, SAL Zones recorded early commercial interest of approximately 645,000 square meters across 12 clients, indicating strong market demand ahead of phased development.

Revenue Diversification and Customer Concentration

Customer diversification remains a strategic focus. In 2022, approximately 41% of total revenue was generated from the top 10 customers. By Q4 2025, this concentration had reduced to 34%, reflecting successful expansion into new customer segments and growth in Logistics Solutions. This reduction in concentration has been achieved without compromising relationship depth with core strategic clients. Instead, it reflects portfolio expansion and improved revenue balance across business lines.

Customers as a Foundation for Future Growth

SAL's customer relationships provide a stable foundation for operational performance today and for future growth across Logistics and Logistics Zones. High retention, diversified demand and long-term engagement enable SAL to plan capacity, invest with discipline and sequence growth in line with its customers' needs.

As the Company continues to expand its service offering, the focus remains on maintaining trust, service excellence and responsiveness, ensuring that customer relationships continue to underpin SAL's performance and resilience.

Partnerships

Strategic Collaborations Strengthening SAL's Integrated Platform

Partnerships play a critical role in SAL's operating model, enabling the Company to extend capability, expand reach and deliver integrated logistics solutions at scale. In 2025, SAL further expanded its partnership network across government, infrastructure, technology, healthcare, and academic institutions, reinforcing its role as a national logistics enabler.

During the year, SAL entered into and progressed multiple strategic collaborations across the Kingdom.

Infrastructure and Economic Development Partnerships

SAL signed the agreement with Emaar the Economic City to advance logistics services in King Abdullah Economic City (KAEC) to enhance logistics services within the city, enhancing logistics services and integrated economic development. This partnership strengthens SAL's positioning within key industrial and trade corridors.

Collaboration with the Al Madinah Region Development Authority focuses logistical innovation and implements smart facilities solutions, aligning infrastructure expansion with environmental responsibility.

Through coordination with the Federation of Saudi Chambers of Commerce & Cluster 2, SAL supported regional logistics initiatives, strengthened exporter and importer engagement, and participated in structured industry forums to enhance customer experience and trade facilitation.

These partnerships extend SAL's reach beyond airport terminals into broader economic infrastructure platforms.

Technology and Digital Enablement

SAL deepened digital and automation capability through strategic collaboration with STC, focusing on supply chain enhancement, warehouse automation, and artificial intelligence integration.

The partnership with Elm supports shipment handling trials, digital exchange opportunities, and system interoperability, contributing to process efficiency and data-driven logistics execution.

These technology-driven collaborations support operational modernization while preserving capital discipline.

Talent Development and Knowledge Partnerships

SAL expanded engagement with leading academic and training institutions to strengthen sector capability and talent pipelines.

Agreements with the Institute of Public Administration (IPA) and the University of Jeddah focus on industrial specialized training programs, joint research initiatives, consulting, knowledge exchange, and innovation in logistics solutions.

These partnerships support workforce development, leadership training, and sector knowledge advancement, reinforcing SAL's long-term human capital foundation.

Partnerships Within the Logistics Zones Ecosystem

As SAL Logistics Zone progresses toward phased development, partnerships are central to building a multi-tenant logistics ecosystem.

The Zone's platform is structured to integrate tenants, logistics providers, service operators, and technology partners within shared infrastructure environments.

Engagements progressed in 2025 enhance early demand visibility, operational integration planning, and ecosystem depth, supporting the transition from concept to structured delivery.

Partnership-driven demand signals further validate the long-term attractiveness of the Zones model as a capital-efficient growth platform.

Partnerships as a Strategic Growth Enabler

Collectively, SAL's 2025 partnerships demonstrate

- Broader ecosystem integration
- Reduced dependency on single counterparties
- Enhanced digital and automation capability
- Stronger alignment with government initiatives
- Improved sector engagement and talent development

These collaborations strengthen operational resilience, deepen customer value propositions, and position SAL as a central infrastructure platform within the Kingdom's evolving logistics landscape.

As Saudi Arabia accelerates its ambition to become a global logistics hub, SAL's partnership-led model ensures that growth is not only scalable, but structurally embedded within the national ecosystem.

Team SAL & Culture

A Workforce Enabling Operational Performance

At SAL, our people are the foundation of everything we deliver. The reliability of our operations, the quality of our service, and the discipline with which we execute each day are anchored in the commitment and capability of Team SAL. As the company grows and takes on a larger role in supporting the Kingdom's logistics ambitions, our people remain the constant that enables progress.

Workforce Profile and Capability

SAL employs 1,000 people deployed across operations, technical, supervisory, and specialist roles supporting our cargo handling, logistics, and zones divisions. The workforce comprises operational, technical, supervisory and specialist roles supporting air cargo handling, logistics services, and infrastructure development.

Key workforce indicators for the year

Saudization rate
92.2% (30% higher than Nitaqat Platinum Threshold)

Female representation
23.1% female employees in non-operational roles

Voluntary turnover rate
6.2%

All turnover rate
10.1%

Internal hiring rate
47.5%

These indicators reflect SAL's focus on workforce stability, national talent development and operational continuity.

SAL Academy

SAL Academy plays a central role in building and sustaining operational capability. The Academy provides structured training, certification and continuous development programs across aviation, logistics, and safety.

In 2025, we continued to invest in capability at scale. SAL Academy provided accredited, role-specific development across logistics and aviation, reinforcing the competence needed to operate safely and efficiently in a demanding environment. Training was delivered to:

- **1,310** SAL employees*
- **3,454** subcontractor personnel*
- **506** external trainees, serving **43** key external clients

**Some employees received multiple training sessions throughout the year.*

Training programs covered mandatory operational certifications, specialized cargo handling, safety and security, regulatory compliance and leadership development. SAL Academy operates under recognized accreditation frameworks, including CBTA Corporate and Excellence accreditation and ISO 21001 standards, supporting consistency and quality of delivery.

Key training and development indicators

- Developed training programs, Aviation: **34**
- Developed training programs, Logistics: **14**
- International accreditations achieved: **2**

As part of our continued investment in national capability, the Towsal Graduate Development Program provides a structured pathway that supports graduates as they transition from academic study to professional roles in the logistics sector. Through a blend of formal learning and on-the-job rotations, our graduates develop the foundational skills, operational understanding, and workplace readiness required across SAL's cargo ground handling, logistics, and corporate functions. Our program supports both the sector's long-term growth and SAL's future workforce requirements.

Talent Management & Development

In 2025, SAL significantly strengthened its talent engine, delivering measurable progress across learning, leadership development, digital upskilling, and employee engagement supporting both performance today and capability for tomorrow.

Building Skills at Scale

SAL expanded learning access and uplifted organizational capability:

- Training penetration grew from 38.4% to 47.5%
- Certification and compliance rate reached 97%.
- Launched a structured Training Needs Analysis and Cross Functional Training Calendar to institutionalize development planning.
- Launched the E-XPAND newsletter to recognize top digital learners and promote continuous learning.

SAL invested heavily in leadership depth across all organizational levels:

- Completed all leadership pathways including the Executives Programs, Leadership Development Program, Management Accelerate Program, and Talent Accelerate Program.
- Delivered the Great Manager Program, strengthening managerial capability and team effectiveness.

Leadership, Succession, and Engagement

Building leadership depth and succession coverage is essential to sustaining performance as SAL grows. We monitor leadership and talent indicators to ensure continuity in critical roles and support internal mobility across the organization.

We treat leadership and succession as operating disciplines. During the year, we completed company-wide leadership programs (the High Impact Executives' Program, Leadership Development Program, Management Accelerate Program, and Talent Accelerate Program) strengthening readiness for broader responsibilities and reinforcing capability in priority functions. During each quarter, we continued to invest meaningfully in our people, recognizing that they remain our most important asset and central to sustaining SAL's performance and future growth.

Quarterly Summary of SAL Team Initiatives & Events for 2025

Quarter 1

- Launched Towsal Graduate Development Program.
- Completed Training Needs Analysis exercise to develop 2025 structured training plans.
- Organized SAL Juniors Event, fostering a family-friendly work environment.
- launched the Employee Engagement Survey.
- Commenced executive training programs in collaboration with top-tier business schools.
- Recognized over 250 employees by presenting service awards.

Quarter 2

- Developed a suite of leadership development programs under the "Management Accelerate Program" umbrella.
- Launched Kafu Recognition Program to strengthen teamwork and promote collaboration culture.
- Conducted a company-wide webinar by Omar Alarifi on Personal Professionalism in the Workplace.
- launched the 2025 Annual Cross-Functional Training Calendar.
- Conducted the 2025 Mid-Year Performance Review, reinforcing accountability and driving continuous improvement.

Quarter 3

- Enhanced engagement by arranging a CEO lunch with selected employees to foster recognition.
- Launched the eLearning platform E-XPAND platform, spotlighting Top Learners.
- Facilitated the Action Plan sessions to all N-1 and SAL Stations.
- Successfully assigned Towsal trainees to various business units for their On-Job Training.
- Delivered Great Manager Program, that equips managers to lead high-performing teams, boost engagement, and achieve results.

Quarter 4

- Committed to internal growth by prioritizing internal hiring to all SAL employees.
- Delivered a high-impact executives program designed to drive value creation across SAL.
- Completed all company-wide leadership programs, strengthening readiness for broader strategic roles.
- Secured an exclusive partnership with a local gym to support our commitment to healthy lifestyles.

Digital & Technology

Building the Digital Backbone of an Integrated Logistics Champion

SAL's digital strategy is clear and disciplined: to become the leading integrated logistics champion in the Kingdom by embedding technology at the core of our operating model.

Digital at SAL is not an IT function – it is a value engine. It connects airlines, freight forwarders, customs brokers, transporters, government authorities and customers through shared platforms and data infrastructure. By positioning SAL as a digital orchestrator of the logistics ecosystem, we unlock new revenue streams, improve asset utilization, and enhance service quality across the value chain.

Through SAL Digital, we are building an asset-light, scalable growth model that extends beyond traditional cargo ground handling and logistics operations. Leveraging our strong position in air cargo, we integrate high-value digital partnerships, often at minimal incremental capital cost, enabling ecosystem monetization while reinforcing operational excellence.

Digital Enablement Strengthening Operations and Integrated Growth

Digital capability underpins SAL's integrated operating model by connecting physical infrastructure, services, partners and customers through unified platforms and data. It plays a central role in enabling coordination, visibility, and scalable service delivery across the Company.

During 2025, digital initiatives continued to strengthen operational execution across cargo handling and logistics activities by:

- Replacing manual, paper-based processes with end-to-end digital workflows
- Improving cycle times and throughput management
- Reducing operational errors and enhancing visibility
- Streamlining transaction processing, documentation, scheduling and billing

These initiatives contributed to more predictable operations while allowing teams to focus on higher-value, safety-critical activities.

2025 Operational Digital Performance Highlights

+45 digital initiatives delivered with a 100% completion rate

Programs spanning AI, analytics, APIs, cloud infrastructure, connected operations and customer-facing solutions

Digital at SAL is therefore serving a dual purpose: **strengthening execution today while creating new scalable platforms for long-term growth.**

Customer Platforms and Digital Journey

Digital platforms are playing an increasingly central role in how customers interact with SAL across the logistics value chain.

In 2025, we significantly enhanced our customer-facing capabilities across booking, verification, payment, service requests and shipment visibility, creating a more transparent and integrated customer journey. A key milestone was the deployment of a digital appointment and transaction platform (Cargo Gate) developed in partnership with Elm Company, replacing manual processes at handling stations.

CargoGate: A Nationally Aligned Digital Logistics Platform

As part of SAL's digital transformation journey, we launched CargoGate, SAL's flagship unified digital customer platform. CargoGate represents a structural shift from fragmented, manual processes to a single integrated digital interface, providing:

- End-to-end cargo pickup appointment scheduling
- Online document verification
- Digital payments
- Real-time customer interaction and status tracking

Built on secure, government-grade digital architecture leveraging ELM capabilities, CargoGate positions SAL at the center of a connected logistics ecosystem.

Beyond operational efficiency, CargoGate creates long-term monetization potential through value-added digital services and ecosystem integration.

The platform reinforces SAL's role as a nationally aligned digital logistics enabler supporting Vision 2030 and the Kingdom's ambition to build a world-class, technology-driven supply chain.

Impact Achieved

- Waiting time reduced by 80% on average
- Improved throughput management
- Reallocation of admin roles to higher-value customer engagement
- Reduced congestion during peak periods

Customer-Related Digital KPIs

- 190,000 hours optimized, equivalent to +80 FTE productivity
- Approx. ⃁ 17 million productivity value unlocked

This initiative demonstrates how digital investments translate directly into measurable operational and financial outcomes.

Digital Value Creation

Transition from IT enablement to business value & growth

Value delivered across all five layers:

- Business continuity
- Efficiency & automation
- Cost savings
- Innovation & brand value
- New digital revenues

Automation, Data, and Decision Intelligence

Automation and data-driven tools are increasingly embedded within SAL's operational fabric.

During 2025, SAL deployed a broad portfolio of AI-enabled and automation initiatives across:

- Workload balancing and capacity planning
- Exception handling and performance monitoring
- Digital twins for selected cargo facilities
- Real-time operational dashboards

These tools provide near real-time insight into capacity, flows and constraints, strengthening planning accuracy and asset utilization.

- ~95% employee satisfaction with the digital transformation program

This reflects strong internal adoption and cultural alignment with SAL's digital vision.

Asset-Light Digital Partnerships and Ecosystem Enablement

SAL's digital model leverages open, plug-and-play integration with ecosystem partners, enabling additional service.

This model allows SAL to participate in transaction flows across the logistics ecosystem, generating incremental, digital-enabled revenue streams without heavy capital deployment.

Strategic Digital Partnerships

During the LEAP 2025 event, SAL signed an MoU with STC to accelerate digital logistics solutions across the Kingdom through AI and IoT technologies.

	1. SAL & STC Memorandum of Understanding	2. SAL & Infinite PL Memorandum of Understanding
Agreement Objectives	• Improve operational efficiency through automation and system integration • Enhance shipment monitoring and customer experience • Deploy AI-enabled solutions across logistics workflows	• Develop joint digital logistics solutions across e-commerce, pharma logistics, postal services and ground handling • Accelerate digital transformation of the Saudi logistics ecosystem • Support Vision 2030 by enhancing competitiveness and technological maturity

These partnerships reflect SAL's asset-light digital model, extending capability without heavy proprietary infrastructure investment while sharing in the value created across the ecosystem.

2025 Digital Revenue Contribution

- +3 digital services developed with direct revenue contribution

Digital is therefore not only improving efficiency, it is actively expanding SAL's addressable revenue pool.

2025 SAL Digital Initiatives

During the year, SAL advanced a diversified digital roadmap including:

- AI enablement tools for employees
- Fasah Pay integration for national payments
- SAL AI Avatar (Arabic & English)
- Cargo Radars for advanced planning
- AI-powered CCTV and security analytics
- AI-driven customer sentiment analysis
- SAP-integrated AI invoice OCR
- Digital Twins of cargo warehouses

These initiatives demonstrate SAL's commitment to embedding intelligence, automation and connectivity across all layers of the business.

SAL Digital 2025 Recognitions & Awards

SAL's digital leadership was recognized by leading national and international institutions in 2025:

2025 Innovation Award	**IDC CIO Excellence Award 2025**	**Digital Transformation Award**	**Best Technology Implementation in Logistics**
Ministry of Transport & Logistic Services	International Data Corporation (IDC)	Logistics Middle East at the Saudi Logistics Awards 2025 Ceremony	Logistics News ME at the Logistics and Transport KSA Awards 2025

SAL Digital is not a parallel initiative - it is the backbone of our integrated growth strategy.

By combining operational automation, customer-facing platforms, ecosystem monetization and strategic partnerships, SAL is building a scalable, asset-light digital infrastructure that strengthens profitability, enhances customer experience, and expands long-term revenue potential.

Digital transformation at SAL is therefore both an operational discipline and a strategic growth engine, positioning the Company at the forefront of Saudi Arabia's next-generation logistics ecosystem.

HSSE (Health, Safety, Security, and Environment)

A Foundation for Safe, Resilient, and Responsible Operations

Health, Safety, Security and Environment (HSSE) is a cornerstone of SAL's operating model and identity. In a safety-critical, aviation-regulated environment, HSSE is not treated as a standalone compliance requirement; it is embedded into operational design, decision-making and daily execution across Cargo Ground Handling, Logistics, and the emerging SAL Zones platform. This approach enables safe scale, maintains regulatory confidence, strengthens trust with customers and partners, and supports sustainable growth as SAL advances toward its 2030 ambitions.

SAL's HSSE direction is anchored in a clear policy framework. At the core, we commit to safeguarding our people, assets, operations, environment and reputation by applying the highest standards of HSSE performance and maintaining full compliance with national and international regulations. This commitment is reinforced through leadership accountability, robust risk management, integrated systems, transparent reporting, continuous improvement, workforce competence, emergency preparedness, sustainability principles, change management discipline, and a culture of participation and engagement.

Our HSSE Policy Commitments and Operating Principles

SAL's HSSE Policy Statement sets the tone from the top and translates into practical operating behaviors across the business. Leadership and accountability are demonstrated at all levels, with HSSE integrated into daily operations and reinforced through clear ownership and active oversight. Compliance remains a baseline requirement: SAL meets applicable laws, regulations and standards, while aligning operations with global best practice.

The policy is operationalized through an integrated HSSE management approach that proactively identifies and mitigates hazards, threats and environmental aspects through regular reviews and assessments. SAL's occurrence management model emphasizes reporting, investigation, corrective actions, prevention of recurrence, and continuous learning. Importantly, SAL maintains a confidential reporting culture designed to encourage transparency, inclusivity and trust, supporting proactive risk identification and stronger safety outcomes.

Training and competence development are treated as essential enablers of readiness and resilience. HSSE responsibilities are reinforced through role-specific capability building, awareness initiatives, and structured communication. Alongside this, SAL's HSSE policy incorporates sustainability commitments, minimizing environmental impact through resource efficiency, waste reduction, energy conservation, pollution prevention and environmentally responsible technologies, supported by a tested approach to emergency preparedness and crisis response.

Finally, SAL's HSSE policy emphasizes culture and engagement. It promotes a learning-oriented, proactive culture built on workforce participation and shared responsibility, supported by targeted awareness, leadership involvement and open communication. This is complemented by disciplined change management to ensure that operational or organizational changes are risk-assessed, approved, communicated and monitored. The policy also recognizes alignment with human rights principles, ensuring policies and practices reflect these values within SAL's workplace environment.

Certifications, Standards, and Regulatory Confidence

SAL's HSSE framework is validated through nationally mandated and globally recognized certifications and aviation regulatory requirements, supporting the Company's positioning as a trusted operator across international and domestic cargo corridors.

In 2025, SAL successfully completed ACC3/RA3 revalidation, restoring GREEN status with UK/EU civil aviation regulators and reaffirming compliance with global air cargo security requirements. SAL also maintained alignment with key aviation and international standards, including GACA requirements and ISAGO registration.

SAL strengthened its management system maturity through ISO certifications achieved and maintained in 2025, including:

- ISO 14001 (Environmental Management)
- ISO 45001 (Occupational Health & Safety Management)
- ISO 18788 (Security Operations Management)

In addition, SAL's participation in IATA SeMS "Security Management System" reinforces the Company's security governance and credibility in aviation-security best practice. Collectively, these certifications and standards represent more than compliance: they reflect SAL's strategic commitment to operational excellence, transparency and continuous improvement, key foundations for responsible growth.

Health, Safety, and Security Performance

Safety performance remains a primary indicator of operational discipline and workforce engagement at SAL. The Company operates a comprehensive Safety Management System supported by proactive risk identification, incident reporting and continuous improvement practices across operations.

For 2025, the HSSE performance summary reflects:

Metrics	Units	2025	2024
Number of Hours Worked	100k hrs	50.07	50.71
Total LTIs	Number	2	0
Total Aircraft Damage Occurrences	Number	–	1
Aircraft Damage Frequency Rate (ACDfr)	1,000 Flights	0.00	0.08
Dangerous Goods (DG) Occurrence Rate	100,000 hrs	0.02	0.00
Reporting Culture Rate	2,000 hrs	2.53	0.01
Major Security Incident Rate	100,000 hrs	0.00	0.00
Major Environment Incident	Number	–	-

SAL also continued strengthening handling and cargo security controls, including dangerous goods governance; the dangerous goods occurrence rate is reported and is tracked through structured risk control, assurance and reporting mechanisms.

Where performance indicators showed movement year-on-year, SAL's approach remains centered on learning and prevention, investigating occurrences, applying corrective actions, and sharing lessons learned to strengthen controls and prevent recurrence.

Digital Enablement of HSSE

Aligned with SAL's broader digital transformation, HSSE increasingly leverages real-time dashboards, analytics and structured online reporting embedded within the integrated management system. These tools enhance visibility of performance trends, incidents and compliance status, enabling faster response cycles, proactive decision-making and stronger assurance across operational and leadership levels.

This digital enablement strengthens SAL's ability to manage risk at scale while improving transparency and management oversight, particularly important as the operating footprint expands and as SAL Zones progresses through early delivery phases.

2025 SAL HSSE Achievements

HSSE Integrated Management System	Transitioned to a fully integrated HSSE management system, aligning health, safety, security, and environmental governance under a unified framework to enhance consistency, compliance oversight, and operational efficiency across all business lines
Policy and Process Standardization	Updated and harmonized HSSE policies and procedures across business units, strengthening governance clarity, accountability, and cross-functional alignment
Digital Transformation	Embedded real-time dashboards and digital reporting tools within the Integrated Management System, enabling data-driven oversight, performance transparency, and proactive risk management
ACC3/RA3 Revalidation	Successfully completed UK/EU ACC3/RA3 revalidation, restoring GREEN status and reaffirming SAL's full compliance with international air cargo security requirements
National and International Certifications	Maintained and strengthened compliance with GACA, ISAGO, and international regulatory frameworks, reinforcing SAL's operational credibility and regulatory confidence
ISO Certifications Achieved	Successfully obtained and maintained ISO 14001 (Environmental), ISO 45001 (Occupational Health & Safety), and ISO 18788 (Security Operations Management), demonstrating adherence to globally recognized best practices in sustainable, secure, and responsible operations

HSSE Enabling SAL's Business Pillars

HSSE directly enables SAL's core business pillars by embedding health, safety, security and environmental considerations into operational design and execution. In Cargo Ground Handling and Logistics, HSSE supports safe cargo and airside operations, secure management of high-value and sensitive goods, and reliable service delivery under strict aviation requirements. For SAL Zones, HSSE is integrated "by design," ensuring sustainability and safety considerations are embedded into early infrastructure planning as platforms scale.

Through a structured, risk-based approach, HSSE also supports certification readiness and business continuity by strengthening audits, inspections, corrective action tracking and compliance monitoring, improving turnaround reliability and reinforcing confidence across airlines, regulators and stakeholders.

HSSE at SAL is a strategic commitment that protects people and assets, safeguards operating licenses, and reinforces credibility with regulators and airline partners. Through a unified policy framework, integrated management systems, globally recognized certifications, structured governance, digital enablement and workforce engagement, SAL continues to strengthen its position as a trusted enabler of safe, secure and sustainable logistics, supporting responsible growth today and long-term value creation through 2030 and beyond.

SAL CARGO GROUND HANDLING
End-to-end logistics, high-value & specialized cargo

SAL LOGISTICS
Market leadership, operational reliability, regulatory excellence

SAL ZONES
Falcon City hub, multimodal connectivity, future investments

- **HSSE by Design:** embedding sustainability, safety, and environmental management into early infrastructure planning
- **Risk Control:** safety in handling, secure valuables management, regulatory conformance
- **HSSE Assurance:** minimizing incidents, ensuring GACA, ICAO & ISO compliance, improving turnaround reliability
- **HSSE Promotion & Training:** driving a learning culture through targeted HSSE training and engagement programs

*Targets are based on 2024 year end numbers as baseline. For a detailed explanation, refer page 57.

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Corporate Governance & Sustainability

Board Declaration

The Board of Directors declares that:

- Proper books of accounts have been maintained.
- The system of internal control is sound in design and has been effectively implemented.
- There are no significant doubts concerning the Company's ability to continue its activity.
- No penalty, punishment, precautionary measure or preventive restriction has been imposed on the Company by the Capital Market Authority.
- There is no conflict between the recommendations of the Audit Committee and the decisions of the Board of Directors regarding the appointment of the Company's auditor, their dismissal, determining their fees, evaluating their performance or the appointment of the internal auditor.
- There is no difference from the accounting standards approved by the Saudi Organization for Chartered Public Accountants.
- There were no shares or debt instruments issued to subsidiaries.
- According to Article 85 of the Rules on the Offer of Securities and Continuing Obligations, the Company has not been notified of any interest in the category of voting shares belonging to persons (other than Members of the Company's Board of Directors, senior executives and their relatives).
- There are no convertible debt instruments, contractual securities, subscription rights notes or similar rights issued or granted by the Company during the fiscal year.
- There are no conversion or subscription rights under convertible debt instruments, contractual securities, subscription rights notes, or similar rights issued or granted by the Company during the fiscal year.
- There were no redemptions, repurchases or cancellations by the Company of any redeemable debt instruments during the fiscal year.
- There are no arrangements or agreements under which a Member of the Company's Board of Directors or a senior executive waived any remuneration.
- There are no arrangements or agreements under which one of the Company's shareholders waived any rights to profits.
- The external auditor provided their opinion without any reservations on the consolidated financial statements.
- The Board of Directors has not recommended changing the auditors before the end of the period for which they were appointed.
- The Board of Directors did not receive any request from the Auditors calling upon the General Assembly to convene in 2025.
- The Board of Directors did not receive a request from shareholders holding (5%) or more of the Company capital claiming upon the General Assembly to convene in 2025.
- There was no procedure that might lead to the obstruction of shareholders' rights of voting.
- The subsidiaries hold no equity shares or debt instruments.
- SAL is not party to any agreement in which any of the Board Members, CEO, CFO, or any related person has or had a substantial interest, save for what has been already disclosed in the General Assembly meeting.
- SAL did not offer any cash loans whatsoever to any of its Board Members and did not serve as a guarantor for any loan to any Third Party.
- None of the Board Members is/was exercising any business activities that are competitive to the Company business or any of the branches thereof.
- SAL's Investor Relations Department regularly provides the Board of Directors with shareholder feedback, including suggestions, comments, and inquiries related to the Company's performance (if any). The Board shares this feedback with all its members to ensure full visibility of shareholder perspectives and to support informed, high-quality decision-making.

After thoroughly considering all material aspects relevant to SAL and its stakeholders, the Board of Directors affirms that reasonable care has been taken in the preparation and presentation of this Integrated Annual Report, ensuring its accuracy and integrity.

Recommendations to the General Assembly:

- After reviewing the most important operational and financial activities for the financial year 2025, we are pleased to attach the Consolidated Financial Statements with the Auditor's report. We recommend that the General Assembly approve the Directors' report, the Consolidated Financial Statements and the Auditor's report. The place and time of the General Assembly Meeting and any other items on the agenda will be announced at a later date.

Board of Directors

SAL Saudi Logistics Services Co.

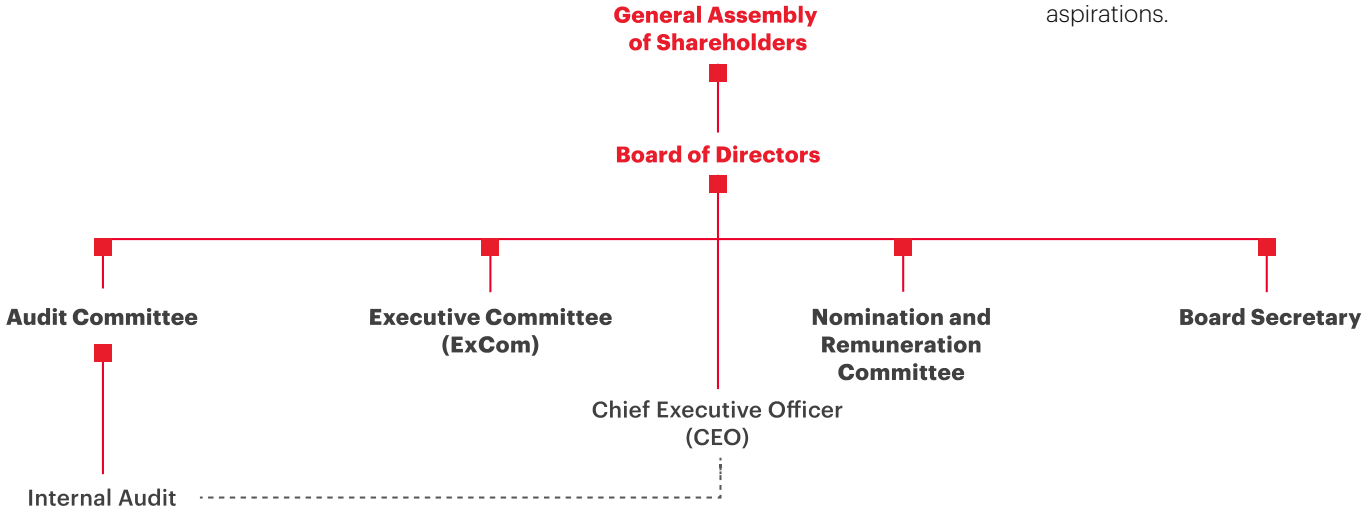
Corporate Governance Overview and Framework

Corporate governance at SAL is founded on the principles of transparency, accountability, and a steadfast commitment to sustainable growth. Aligned with the Capital Market Authority's Corporate Governance Regulations. Fundamentally, the governance approach is structured around robust policies, and practices that guide our Board of Directors and Executive Management in creating long-term value while ensuring full regulatory compliance. The governance framework at SAL is designed to support effective oversight and strategic decision-making, promote ethical conduct, safeguard stakeholder interests, and foster a culture of responsibility across the organization. It reflects our ongoing commitment to the highest standards of governance, consistent with international best practice and local regulatory requirements.

Moreover, governance framework is underpinned by key principles that drive performance and sustainable value creation:

- **Transparency:** Clear and timely disclosure of material information to stakeholders.
- **Accountability:** Defined roles and responsibilities for governance bodies and management.
- **Fairness:** Equitable treatment of all shareholders and respect for their rights.
- **Responsibility:** Ethical conduct and stewardship of corporate assets.
- **Strategic Oversight:** Board guidance on strategic objectives, risk appetite, and organizational priorities.

These principles inform the establishment of policies, charters, and processes that support governance outcomes and align with SAL's strategic aspirations.



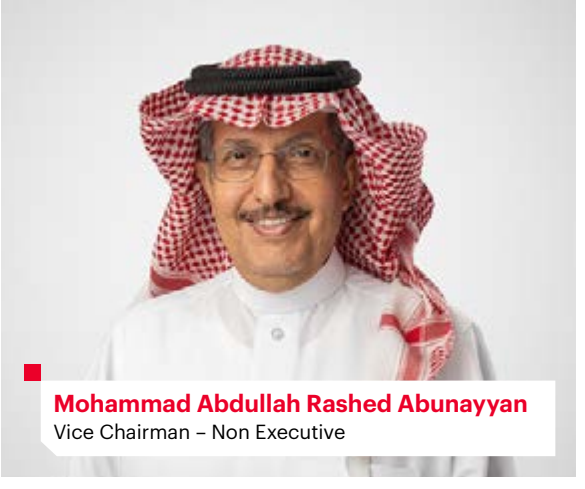
Board of Directors

SAL's Board of Directors brings together a diverse group of accomplished professionals with deep expertise across logistics, aviation, energy, investment, and transformation. The Board plays a critical role in setting strategic direction and overseeing executive management, approving key corporate policies, strengthening governance and risk oversight, and ensuring that SAL operates in line with regulatory requirements and long-term strategic priorities.

Board Profiles

Fawaz Mohammed Fawaz AlFawaz
Chairman – Independent

With over four decades of leadership experience, Fawaz AlFawaz is a distinguished executive known for driving financial excellence, corporate governance, and strategic transformation. He currently serves as CEO of Tasnee and holds chairmanships at TAQA, Saudi Acrylic Acid Company, and Tasnee & Sahara Olefins Company. His prior roles include VP of Finance at SABIC and advisor to the Capital Market Authority. Fawaz AlFawaz has played a pivotal role in financial planning, risk control, and corporate restructuring across multiple sectors.



Mohammad Abdullah Rashed Abunayyan
Vice Chairman – Non Executive

Mohammad Abunayyan is a renowned Saudi business leader with over 40 years of experience across energy, industrial development, and international trade. He is the Founder and Chairman of ACWA Power, a global leader in clean energy, desalination, and green hydrogen, and Chairman of Vision Invest. He also serves as Vice Chairman of Saudi Airlines Cargo Company (SACC) and holds leadership roles in high-profile public-private initiatives including the Saudi-Emirati Coordination Council and the Saudi-Indian Advisory Council. A pioneer in economic diversification, he has spearheaded transformative projects such as NEOM Green Hydrogen and Jazan Gas, championing sustainability and local talent development.

Rasheed Abdulrahman Nasser Alrasheed
Board Member – Non Executive

A seasoned executive with deep expertise in logistics, infrastructure, and financial services. Rasheed Alrasheed currently serves as Chairman of Al Ramz Real Estate and holds board roles at SAL Logistics, Tarabot Investment and Development, Tarabot Air Cargo, and Saudia Cargo. With a strong background in risk management and investment strategy, he has contributed to diverse sectors, including telecommunications and district cooling. His leadership has been pivotal in advancing infrastructure development across Saudi Arabia. He holds a Higher Diploma in Management Information Technology Systems from King Saud University.

Ahmed Abdulaziz Ibrahim Alwassiah
Board Member – Non Executive

An aviation and logistics expert with over 30 years of experience in fleet operations, maintenance, and aviation strategy. Ahmed Alwassiah is the CEO of the Saudia Royal Fleet and holds board positions at Saudia Cargo and Saudia Aerospace Engineering Industries Company (Saudia Technic). He has led major roles in air services and fleet management at Saudia Airlines and Saudi Rotorcraft Support Company. With a strong focus on aviation logistics, he specializes in operational excellence, fleet development, and strategic transformation. He holds a degree in Mechanical Engineering from King Abdulaziz University and an INSEAD Board Certificate.

Rayan Mustafa Abdulwahab Qutub
Board Member – Independent

A leader in logistics, ports, and economic development, Rayan Qutub has over 30 years of experience in transforming supply chains and advising on national logistics policy. He is Vice Chair of the National Logistics Committee, Chairman of the Logistics Council in Jeddah Chamber, and serves on multiple advisory boards. Formerly CEO of King Abdullah Port and the Industrial Valley at KAEC, and a former executive at Unilever, he brings a multi-sector perspective. He holds a degree in Business Administration from King Abdulaziz University and has completed leadership programs at Harvard, Oxford, and Silicon Valley institutions.

Olivier Philippe Auguste Bijaoui
Board Member – Independent

A global leader in aviation logistics with decades of experience in ground handling and air cargo services. Olivier Bijaoui is President of OB Invest and previously served as Executive Chairman and CEO of Worldwide Flight Services. He also held senior roles at Vinci Airports and AMR Services Corp. Recognized internationally, he was awarded the Chevalier de la Légion d'Honneur in 2009 and inducted into the TIACA Hall of Fame in 2022. Olivier holds advanced degrees in Law and Business from Sorbonne University and has worked with major airlines and airports worldwide.

Fahad Abdullah Hussain Moussa
Board Member – Non Executive

A finance and investment expert with over 20 years of experience in banking, aviation, and logistics. Fahad Moussa leads investment strategy at Saudi Arabian Airlines Corporation and sits on the boards of SAL Saudi Logistics, Catrion, Alinma Investment, and others. His expertise spans private equity, corporate governance, and M&A. Formerly, he held leadership roles at National Commercial Bank and NATPET. Known for promoting accountability and value creation across sectors, he supports strategic alignment with national priorities. Fahad holds a degree in Finance from King Fahd University of Petroleum and Minerals.

Dr. Ibraheem Adel Ibraheem Sheerah
Board Member – Non Executive

An expert in transformation, strategy, and privatization with extensive experience across transportation and logistics. Dr Sheerah serves as VP for Transformation & Strategy at the Saudi Airlines Group and leads local content development. He has held strategic roles at the Saudi Railway Company, the Quality of Life Program, and the National Center for Privatization. His academic background includes a PhD in Mechanical Engineering and multiple executive certifications from Harvard, INSEAD, and others. Dr. Sheerah is a driving force in Saudi Arabia's Vision 2030 transformation agenda.

Wajdy Mohammed Al Ghabban
Board Member – Non Executive

A veteran executive with over 20 years of experience in aviation and catering. Wajdy Ghabban is the Managing Director of Catrion Holding Company and formerly served as Chief Operating Officer at Saudi Airlines Catering. He holds an MBA from the University of Wales and contributes to national and international boards, including the Saudi-Emirati Business Council and the International Air Transport Association (IATA). His leadership spans government, education, IT, and aviation sectors, with a strong focus on innovation, strategic growth, and operational excellence.

Detailed information of Board of Directors

Fawaz Mohammed Fawaz AlFawaz

Nationality: Saudi

Current position: Chairman of the Board of Directors

Professional and academic qualifications

He obtained a Bachelor's degree in Accounting and Finance from King Saud University, Kingdom of Saudi Arabia in 1983. He attended many specialized training courses in a group of international training centers, including advanced management, leadership, corporate financial strategies, shared services, credit and risk management, international treasury management, financial control, and corporate governance.

Other current positions

- CEO at National Industrialization Company (Tasnee), a listed joint-stock company specializing in the petrochemical and downstream industries and the marketing of its products, since 2024 to present.
- Board Member of the National Industrialization Company (Tasnee), a listed joint-stock company specializing in the petrochemical and downstream industries and the marketing of its products, from 2025 to present.
- Chairman of the Board of Directors and Chairman of the Executive Committee of the Saudi Chemical Company, a Saudi joint-stock company operating in the pharmaceuticals and explosives sector, from 2025 to present.
- Chairman of the Board of Directors at the Saudi Acrylic Acid Company (SAAC), a limited liability company operating in the management of acrylic acid and its derivatives projects, since 2020 to present.
- Member of the Board of Directors and Chairman of the Audit Committee at Tasnee and Sahara Olefins Company, a closed joint-stock company in the petrochemical sector, since 2015 to present.
- Member of the Board of Directors and Chairman of the Audit Committee at the National Energy Services Company (TAQA), a closed joint-stock company in the drilling and petroleum services sector, since 2015 to present.
- Member of the Audit Committee at Saudi Electricity Company, a listed joint-stock company, since 2024 to present.

Previous positions

- Chairman of the Board of Directors and Chairman of the Audit Committee of the Saudi Chemical Company, a Saudi joint-stock company operating in the pharmaceuticals and explosives sector, from 2019 to 2024.
- Member of the Board of Directors and Chairman of the Audit Committee of Malath Cooperative Insurance Company, a listed joint-stock company operating in the cooperative insurance sector, from 2016 to 2019.
- Chairman of the Board of Directors of Saudi Airlines Cargo Company (SACC), a closed joint-stock company operating in the air freight sector, from 2016 to July 2021.

- Member of the Board of Directors and Chairman of the Audit Committee at Roaa Al Madinah Holding Company, a closed joint-stock company operating in real estate from 2018 to 2021.
- Member of the Board of Directors and Member of the Audit Committee of Alba Company in Bahrain, a listed joint-stock company operating in the mining and aluminum sector, from November 2014 to the end of March 2015.
- Vice Chairman of the Board of Directors and Chairman of the Audit Committee at Yansab Company, a listed joint-stock company operating in the petrochemical sector from 2013 to 2015.
- Member of the Board of Directors and Chairman of the Audit Committee at Yansab Company, a listed joint-stock company operating in the petrochemical sector from 2007 to 2011.
- Member of the Advisory Committee of the Capital Market Authority from 2016 to 2017.
- Vice President of Finance at the Saudi Basic Industries Corporation (SABIC), a listed joint-stock company operating in the petrochemical sector, from 2010 to 2015.
- General Manager of Finance at the Saudi Basic Industries Corporation (SABIC), a listed joint-stock company operating in the petrochemical sector, from 2004 to 2009.
- General Manager of Accounting at the Saudi Basic Industries Corporation (SABIC), a listed joint-stock company operating in the petrochemical sector, from 2000 to 2004.
- Assistant Vice President for Finance at SABIC Marketing Company Limited (one of SABIC companies), which is a limited liability company operating in the petrochemical sector, from 1996 to 1999.
- He worked in several accounting and financial positions at SABIC Marketing Company Limited (one of SABIC companies), which is a limited liability company operating in the petrochemical sector, from 1983 to 1995.

Mohammad Abdullah Rashed Abunayyan

Nationality: Saudi

Current position: Vice Chairman of the Board of Directors, Member of the Executive Committee

Professional and academic qualifications

He obtained a high school diploma from Al Yamamah High School in the Kingdom of Saudi Arabia, in 1979.

Other current positions

- Non-Executive Chairman of the Board of Directors at ACWA Power, a listed company operating in the water and energy sector, from 2008 to present.
- Non-Executive Member of the Advisory Committee of the Zakat, Tax and Customs Authority, which is a body that works to collect zakat and collect taxes and customs duties, from 2023 to present.
- Non-Executive Member of the General Authority for Foreign Trade, which is a body that works with all tasks and work related to setting policies and strategies for foreign trade with the private and governmental sectors, from 2022 to present.
- Non-Executive Vice Chairman of the Board at SAL (Saudi Logistics Services Company), a leading Saudi limited liability company working in the field of providing ground handling services for air freight and logistics solutions in the Kingdom of Saudi Arabia, from 2019 to present.
- Non-Executive Chairman of the Board of Directors of the Saudi-Uzbek Business Council, which is a non-profit council working in the business sector, from 2020 to present.
- Non-Executive Chairman of the Board of Directors at Tarabot Air Cargo Services Company, a Saudi limited liability company working in the field of transportation, from 2008 to present.
- Non-Executive Chairman of the Board of Directors of Data Volt Investment Company, a limited liability company operating in the field of data centers, from 2023 to present.
- Non-Executive Chairman of the Board of Directors at Data Volt Information Technology Company, a limited liability company in the Kingdom of Saudi Arabia that has been operating in the information and communications sector since 2023 to present.
- Non-Executive Board Member of Shuaa Energy 3, a private company working in the field of public utilities, from 2020 to present.
- Non- Executive Chairman of the Saudi-Emirati Coordination Council, a non-profit council working in the government sector, from 2020 to present.
- A Non-Executive Member of the Board of the University Higher Education Fund, which is a non-profit fund operating in the government sector, from 2019 to present.

- Non-Executive Board Member of Noor Energy 1, a closed joint-stock company outside the Kingdom of Saudi Arabia that operates in the energy sector, from 2018 to present.
- Non-Executive Member of the Board of Hassyan Energy Company Phase I, which is a closed joint-stock company outside the Kingdom of Saudi Arabia and operating in the energy sector, from 2016 to present.
- Non-Executive Board Member of Shuaa Energy Company 1, a closed joint-stock company outside the Kingdom of Saudi Arabia that operates in the energy sector, from 2015 to present.
- Non-Executive Chairman of the Board of Directors of Arabian Qudra for Energy Company Limited, a limited liability company in the Kingdom of Saudi Arabia operating in the industrial gases sector, from 2014 to present.
- Non-Executive Chairman of the Board of Directors of Air Products Qudra Energy Company, a Saudi limited liability company operating in the industrial gases sector, from 2014 to present.
- Non-Executive Vice Chairman of the Board of Directors at Saudi Airlines Cargo Company, a closed joint-stock company in the Kingdom of Saudi Arabia operating in the shipping sector, from 2011 to present.
- Non-Executive Chairman of the Board of Directors at Tarabot Investment and Development Company, a closed joint-stock company in the Kingdom of Saudi Arabia operating in the transportation sector, from 2021 to present.
- Non-Executive Chairman of the Board of Directors of the Saudi District Cooling Company, a closed joint-stock company in the Kingdom of Saudi Arabia operating in the district cooling sector, from 2005 to present.
- Non-Executive Chairman of the Board of Directors at Vision International Investment Company, a closed joint-stock company in the Kingdom of Saudi Arabia operating in the investment sector, from 2002 to present.
- Non-Executive Member of the Board of NEOM Green Hydrogen Company Co Ltd., a company working in the field of public utilities, from 2021 to present.
- Non-Executive Member of the Board of Hassyan Water Company (A), a company working in the field of public utilities, from 2023 to present.
- Non-Executive Board Member of the Advisory Council for Saudi-Indian Relations, as the Council is a non-profit working in the field of business, from 2023 to present.
- Partner of Mohammed Abunayyan Investment Group (MAIG), a family-owned investment company, from 2024 to present.
- Vice Chairman of the Board of Directors of Rawas Al Mutoon Holding Company at present.
- Chairman of the Board of Directors of Tamkeen Health, Simplified joint-stock, from 2025 to present .
- Chairman of the Board of Directors Saudi-Syrian Business Council, Governmental, from 2025 to present .

Previous positions

- Non-Executive Board Member of Jazan Integrated Gas and Energy Conversion Company, a mixed limited liability company in the Kingdom of Saudi Arabia operating in the gas and energy sector, from 2020.
- Non-Executive founding Board Member of the NEOM Investment Fund, a government entity in the Kingdom of Saudi Arabia operating in the industrial sector, from 2021 to 15 November 2023.
- Non-Executive Member of the Local Content and Private Sector Development Authority, which is a non-profit body operating in the government sector, from 2019 to 2023
- Non-Executive Member of the King Abdulaziz Historical Center, which is a non- profit center and works in the government sector, from 2020 to 2022.
- Non-Executive Chairman of the Board of Directors of Yanbu Electric Power Project Company, a limited liability company in the Kingdom of Saudi Arabia operating in the contracting sector, from 2014 to 2022.
- Non-Executive Director of the Board at Industrial Board, a Governmental.
- Non-Executive Vice Chairman of the Board of Directors at Etihad Energy International Company, a limited liability.

- Non-Executive Vice Chairman of the Board of Directors at the International Ports and International Trains Company, a limited liability company operating in the transportation and logistics services sector, from 2015 to 2020.
- Non-Executive Chairman of the Board of Directors at Qurayyah project limited Company, a limited liability, from 2011 to 2020.
- Non-Executive Member of the Board of Directors of Welspun Middle East Pipe Coatings Company Limited, a limited liability company in the Kingdom of Saudi Arabia operating in the pipe processing sector, from 2010 to July 2020.
- Non-Executive Chairman of the Board of Directors at Qurayyah Investments Company, a limited liability, from 2011 to 2019.
- Non-Executive Chairman of the Board of Directors at Hajar Electricity Production Company, a closed joint-stock company operating in the energy sector, from 2011 to 2019.
- Non-Executive Board Member of ACWA Power Khalladi, a closed joint-stock company operating in the water and energy sector, from 2016 to 2018.
- Non-Executive Member of the Board of Directors of Pohang Iron and Steel Company, a limited liability company operating in the building materials sector, from 2015 to 2018.
- Non-Executive Chairman of the Board of Directors at Al Murjan Electricity Production Company, a closed joint-stock company operating in the energy sector, from 2013 to 2018.
- Non-Executive Chairman of the Board of Directors of Rabigh Investment Company Limited, a limited liability company operating in the energy sector, from 2013 to 2018.
- Non-Executive Chairman of the Board of Directors of ACWA GÜÇ , a joint-stock company in Turkey operating in the energy sector, from 2011 to 2018.
- Non-Executive Chairman of the Board of Directors of ACWA Power Energy Anonim Sirketi, a closed joint-stock company in Turkey operating in the energy sector, from 2011 to 2018.
- Non-Executive Chairman of the Board of Directors of KSP Arabia Pumps Company, a limited liability company operating in the equipment sector, from 2010 to 2018.
- Non-Executive Member of the Board of Directors of Aziz European Pipes Trading and Contracting Company, a limited liability company operating in the manufacturing sector, from 2006 to 2018.
- Non-Executive Director of the Board of Saudi Agricultural Development Co. (INMA), a limited liability company operating in the agricultural sector, from 2003 to 2018.
- Non-Executive Chairman of the Board of Directors of Abunayyan Holding Group, a limited liability company operating in the water and energy sector, from 2001 to 2018.
- Non-Executive Member of the Board of Directors of Tambien Saudi Arabia Limited, a limited liability company operating in the contracting sector, from 2005 to 2017.
- Non-Executive Chairman of the Board of Directors of ACWA Power Solavrica Bookport CSP Power Station Limited, a limited liability company in South Africa operating in the energy sector, from 2013 to 2017.
- Non-Executive Member of the Board of Directors of Sun & Life Company, a limited liability company operating in the construction sector, from 2009 to 2017.
- Non-Executive Director of the Board of Desert Aluminum Company Ltd, a limited liability company operating in the contracting sector, from 2015 to 2016.
- Non-Executive Chairman of the Board of Directors of the Central Electricity Generation Company, a closed joint-stock company operating in the energy sector, from 2011 to 2016.
- Non-Executive Chairman of the Board of Directors at ENARA Energy Investments Company, a closed joint-stock company operating in the energy sector, from 2011 to 2016.
- Non-Executive Chairman of the Board of Directors of the Floating Ships Water Projects Company, a limited liability company operating in the water sector, from 2011 to 2016.
- Non-Executive Chairman of the Board of Directors of the Rabigh Expansion Project Company, a limited liability company operating in the energy sector, from 2013 to 2015.
- Non-Executive Chairman of the Board of Directors of the Multiple Shares Company, a limited liability company operating in the investment sector, from 2012 to 2015.

- Non-Executive Chairman of the Board of Directors of Al-Raeda Energy Company, a limited liability company operating in the energy sector, from 2011 to 2015.
- Non-Executive Chairman of the Board of Directors at the Higher Institute of Water and Electricity Technology, a non-profit organization working in the education sector, from 2011 to 2015.
- Non-Executive Chairman of the Board of Directors of ACWA Power Barka SAOG (Barka 1), a closed joint-stock company operating in the water and energy sector, from 2010 to 2015.
- Non-Executive Chairman of the Board of Directors at Projects Acquisition Company, a limited liability.
- Non-Executive Member of the Board of Directors of Rabigh Operation and Maintenance Company, a limited liability company operating in the maintenance sector, from 2009 to 2015.
- Non-Executive Member of the Board of Directors of the Industrial Cities Development and Operating Company, (Trading and Contracting) , a limited liability company operating in the facilities management sector, from 2008 to 2015.
- Non-Executive Chairman of the Board of Directors of Kahromaa Limited, a limited liability company operating in the contracting sector, from 2008 to 2015.
- Non-Executive Vice Chairman of the Board of Directors at the First National Operation & Maintenance Company, a limited liability company operating in the maintenance sector, from 2007 to 2015.
- Non-Executive Board Member of Jubail Water & Power Company, a closed joint-stock company operating in the energy and water sector, up to 2014.
- Non-Executive Chairman of the Board of Directors of SGA Marafiq Holding Company, a limited liability company operating in the energy sector, from 2006 to 2015.
- Non-Executive Chairman of the Board of Directors of the Shuqaiq Arabian Company for Water & Electricity, a limited liability company operating in the water and energy sector, from 2006 to 2015.
- Non-Executive Chairman of the Board of Directors of the Saudi Malaysian Water and Electricity Company Limited, a limited liability company operating in the water and energy sector, from 2005 to 2015.
- Non-Executive Chairman of the Board of Directors of Shuaiba Water and Electricity Company, a limited liability company operating in the water and energy sector, from 2005 to 2015.
- Non-Executive Chairman of the Board of Directors of Multiforms, a limited liability company in the United Arab Emirates operating in the building materials sector, from 2012 to 2014.
- Non-Executive Chairman of the Board of Directors of International Barges Co. for Water Desalination, a limited liability company operating in the water sector, from 2007 to 2014.
- Non-Executive Chairman of the Board of Directors of Allmtiaz Operations and Maintenance Company, a limited liability company operating in the maintenance sector, from 2010 to 2013.
- Non-Executive Member of the Board of Directors of Al Toukhi Company for Industry Trading and Contracting, a limited liability company operating in the construction sector, from 2009 to 2013.
- Non-Executive Chairman of the Board of Directors of Beatona Company., a limited liability company operating in the waste management sector, from 2008 to 2013.
- Non-Executive Board Member of the Saudi Research and Marketing Group, a public joint-stock company operating in the research sector, from 2007 to 2013.
- Non-Executive Director of the Board of Directors at Saudi Research & Marketing Group, a public shareholding, from 2007 to 2013.
- Non-Executive Chairman of the Board of Directors of Shuqaiq International Water and Electricity Company Limited, a limited liability company operating in the water and energy sector, from 2007 to 2013.
- Non-Executive Board Member of Shuqaiq Water and Electricity Company, a joint-stock company operating in the water and energy sector, from 2007 to 2013.
- Non-Executive Member of the Board of Directors of the Tanmiah Transport Company, a limited liability company operating in the logistics services sector, from 2007 to 2013.
- Non-Executive Chairman of the Board of Directors of the Saudi Malaysian Operation and Maintenance Company Limited, a limited liability company operating in the maintenance sector, from 2006 to 2013.

- Non-Executive Board Member of the Saudi Agricultural Development Company, a joint-stock company operating in the economic development sector, from 1999 to 2017.
- Non-Executive Member of the Board of Directors of Saudi Diyar for Trading & Contracting Co. Ltd, a limited liability company operating in the contracting sector, from 2007 to 2012.
- Non-Executive Member of the Board of Directors of Shuaiba Expansion Holding Company Limited, a limited liability company operating in the water and energy sector, from 2007 to 2012.
- Non-Executive Board Member of the Shuaiba Expansion Project Company, a joint-stock company operating in the water and energy sector, from 2007 to 2012.
- Non-Executive Member of the Board of Directors of the Rabigh Arabian Water and Electricity Company, a limited liability company operating in the water and energy sector, from 2006 to 2012.
- Non-Executive Board Member of Shuaiba Water and Electricity Company, a joint-stock company operating in the water and energy sector, from 2005 to 2012.
- Non-Executive Board Member of the Riyadh Chamber of Commerce and Industry, a government body working in the business development sector, from 2004 to 2012.
- Non-Executive Board Member of the Grains Organization, which is a non-profit organization working in the food sector, from 2005 to 2011. .
- Non-Executive Board Member of SAMBA Financial Group, a listed joint-stock company operating in the financial sector, from 2004 to 2009.
- Non-Executive Board Member of the National Agricultural Development Company (NADEC), a listed joint-stock company operating in the basic consumer goods sector, from 2001 to 2009.
- Non-Executive Director, Family Gold Company, a limited liability, from 2023 to 2024
- Non-Executive Director, Ministry of Finance Advisory Council, a Governmental, from 2020 to 2023.
- Non-Executive Director of the Board of Directors at Jizan Integrated Gas and Power Transformation Company .
- Non-Executive Chairman of the Board of Directors at Saudi Arabian Industrial Investments Company (DUSSUR), a closed joint stock, from 2017
- Non-Executive Member of the Board of Directors at Saudi Arabian Industrial Investments Company (DUSSUR), a closed joint stock, from 2014 to 2017
- Non-Executive Member of the Board of Directors at Lafana Investment Company, a closed joint stock, from 2023
- Non-Executive Member of the Board of Directors at Rafal Real Estate Development Company, a limited liability, from 2011

Rasheed Abdulrahman Nasser Alrasheed

Nationality: Saudi

Current position: Member of the Board of Directors, Member of the Audit Committee, Member of the Executive Committee, Member of the Nomination and Remuneration Committee

Professional and academic qualifications

He holds a higher diploma in management information technology systems from King Saud University, Kingdom of Saudi Arabia in 1988.

Other current positions

- Chairman of the Board of Directors of Al Ramz Real Estate Company, a closed joint-stock company operating in the real estate sector, from 2020 to present
- Member of the Executive Committee, Member of the Nominations and Remuneration Committee, and Member of the Audit Committee at SAL Saudi Logistics Services, a joint-stock company listed in the Kingdom of Saudi Arabia and operating in the logistics services sector, from 2019 to present
- Member of the Board of Directors (Non-Executive) and Chairman of the Risk and Audit Committee at Jazan Gas Projects Company, a limited liability company operating in the industrial gases sector, from 2015 to present.
- Member of the Board of Directors (Non-Executive) of Tarabot Air Cargo Services Company, a limited liability company operating in the logistics services sector, from 2014 to present.
- Managing Director of Tarabot Investment and Development Company, a closed joint-stock company operating in the logistics services sector, from 2014 to present.
- Member of the Board of Directors (Non-Executive) of the Saudi Integrated Company for Waste Treatment, a limited liability company operating in the recycling sector, from 2013 to present.

- Member of the Board of Directors of Tarabot Investment and Development Company (formerly Integrated Transport Company), which is a closed joint-stock company operating in the logistics services sector, from 2012 to present.
- Member of the Board of Directors (Non-Executive), Chairman of the Executive Committee, Member of the Nominations and Remuneration Committee, and Member of the Audit Committee of Saudi Airlines Cargo Company, a closed joint-stock company operating in the shipping sector, from 2012 to present.
- Member of the Board of Directors (Non-Executive) and Member of the Executive Committee of Vision International Investment Company (formerly the Arabian Company for Water and Power Development), which is a closed joint-stock company operating in the infrastructure sector, from 2007 to present.
- Member of the Board of Directors of Al-Hassan Ghazi Ibrahim Shaker Company, a listed joint-stock company operating in the luxury goods retail sector, from 2022 to present.
- Member of the Audit Committee of ACWA Power (formerly International Company for Water and Power Projects), a listed joint-stock company operating in the water and electricity sector, from 2022 to present.
- Member of the Board of Directors of Dr. Sulaiman Al Habib Medical Services Group Company, a listed joint-stock company operating in the health sector, from 2021 to present.
- Member of the Board of Directors of Himmah Financial Company Limited, a closed joint-stock company operating in the financial services sector, from 2022 to present.
- Chairman of the Board of Directors at Himmah Capital Investment Company, a closed joint-stock company operating in the financial services sector, from 2023 to present.
- Member of the Board of Directors at Data Volt Information Technology Company. It is a limited liability company and has been operating in the information and communications sector since 2023 to present.
- Chairman of the Board of Directors (Non-Executive) of Ramoz Al-Anam Livestock Holding Company, which is a closed joint-stock company operating in the livestock sector, from 2024 to present.
- Owner of Ramoz Holding Company, which is a limited liability company and has been operating in the investment sector, since 2021 to present.

Previous positions

- Member of the Board of Directors (Non-Executive) of the Arabian Shield Cooperative Insurance Company, which is a listed joint-stock company operating in the insurance sector, from 2024 to 2025.
- Member of the Board of Directors (Non-Executive) of Al-Athah Company, a limited liability company operating in the logistics services sector, from 2014 to 2024.
- Member of the Audit Committee of Dr. Sulaiman Al Habib Medical Services Group Company, a listed joint-stock company operating in the health sector, from 2021 to 2024.
- Member of the Board of Directors (Non-Executive) of Global Ports and Railways Company, a limited liability company operating in the transportation sector, from 2014 to 2019.
- Chairman of the Board of Directors of Zelan Arabia Company, a limited liability company operating in the construction sector, from 2007 to 2023.
- Chairman of the Board of Directors of Network Coverage Company for communication, a limited liability company operating in the communication sector, from 2020 to 2021.
- Member of the Board of Directors (Non-Executive) of Integrated Towers Company for communication Company, a limited liability company operating in the telecommunications sector, from 2019 to 2022.
- Chairman of the Board of Directors of Dhahran Valley Cooling Company, a limited liability company operating in the district cooling sector, from 2019 to 2021.
- Chairman of the Board of Directors of the Riyadh Water Production Company, a limited liability company operating in the water sector, from 2015 to 2020.
- Chairman of the Board of Directors of the Saudi Riyadh Cooling Company, a limited liability company operating in the district cooling sector, from 2015 to 2021.
- Managing Director of the Saudi District Cooling Company, a closed joint-stock company operating in the district cooling sector, from 2011 to 2021.

- Member of the Board of Directors (Non-Executive) of the Central District Cooling Company, a limited liability company operating in the district cooling sector, from 2011 to 2021.
- Chairman of the Board of Directors of Saudi Tabreed Operation and Maintenance Company, a limited liability company operating in the district cooling sector, from 2009 to 2021.
- Chairman of the Board of Directors of Saudi Cooling Tabreed Company, a limited liability company operating in the district cooling sector, from 2009 to 2021.
- Member of the Board of Directors (Non-Executive) of the Saudi District Cooling Company, a closed joint-stock company operating in the district cooling sector, from 2008 to 2021.
- Vice Chairman of the Board of Directors (Non-Executive) of the Saudi District Cooling Company, a closed joint-stock company operating in the district cooling sector, from 2021 to 2023.
- Member of the Board of Directors (Non-Executive) of the International Company for Water and power Projects, a closed joint-stock Company operating in the water and electricity sector, from 2008 to 2022.
- Member of the Board of Directors (Non-Executive) of the Arab Japanese Membranes Company, a limited liability company operating in the manufacturing sector, from 2008 to 2014.
- Member of the Board of Directors (Non-Executive) of Welspun Middle East Pipes Company, a limited liability company operating in the manufacturing sector, from 2008 to 2014.
- President and CEO of the Arabian Company for Water and Power Development "ACWA Holding" (currently known as Vision International Investment Company), a closed joint-stock company in the Kingdom of Saudi Arabia operating in the infrastructure sector, from 2007 to 2014.
- Member of the Board of Directors (Non-Executive) of the Rabigh Arabian Water and Electricity Company, a limited liability company operating in the water and electricity sector, from 2006 to 2009.
- Member of the Board of Directors (Non-Executive) of Shuqaiq Water and Electricity Company, a limited liability company operating in the water and electricity sector, from 2006 to 2009.
- Member of the Board of Directors (Non-Executive) of the Abdullah Abunayyan Group, a closed joint-stock company operating in the investment sector, from 2006 to 2009.
- Member of the Board of Directors (Non-Executive) of the Shuaiba Water and Electricity Company, a limited liability company operating in the water and electricity sector, from 2006 to 2009.
- Member of the Board of Directors (Non-Executive) of Arabian Company for Water and Power Projects, a limited liability company operating in the water and electricity sector, from 2004 to 2011.
- Owner of Al Ramz Real Estate Company, a closed joint-stock company, operating in the real estate sector, from 2017 to 2019.
- Vice President and Chief Financial Officer of the Abdullah Abunayyan Group, a limited liability company in the Kingdom of Saudi Arabia operating in the investment sector, from 2000 to 2007.
- Computer programmer at Saudi Telecom Company (STC), a listed joint-stock company operating in the telecommunications sector, from 1988 to 1992.
- Computer programmer and systems analyst in the Royal Saudi Air Force (BDM International), a government agency working in the aviation sector, from 1992 to 1993.
- Management consultant at Al-Rashed Certified Accountants, a professional company working in the accounting sector, from 1993 to 1995
- Senior management consultant at Al-Rashed Certified Accountants, a professional company working in the accounting sector, from 1996 to 1997.
- Senior management information Advisor at Al-Rashed Certified Public Accountants, a professional company working in the accounting sector, from 1998 to 2000.

Ahmed Abdulaziz Ibrahim Alwassiah

Nationality: Saudi

Current position: Member of the Board of Directors

Professional and academic qualifications

- Bachelor's degree in Production and Mechanical Systems Engineering – King Abdulaziz University in the Kingdom of Saudi Arabia, in 1993.
- INSEAD Institute Boards Certificate
- Project management and programs

Other current positions

- Non-Executive Board Member at Saudi Airlines Cargo Company, a closed joint-stock company operating in the air cargo sector, serving from 2020 to present.
- Non-Executive Board Member at the Nomination and Remuneration Committee of Saudi Airlines Cargo Company, a closed joint-stock company within the air cargo sector, from 2021 to present.
- Non-Executive Board Member at Saudia Aerospace Engineering Industries Company (Saudia Technic), a Limited Liability Company specializing in aircraft maintenance, from 2024 to present.
- CEO of the Saudia Royal Fleet, a unit of the Saudi Arabian Airlines General Corporation, from November 2023 to present.

Previous positions

- Non-Executive Board Member at the Saudi Rotorcraft Support Company, a Limited Liability Company operating in the maintenance sector, from 2017 to 2022.
- Non-Executive Chairman of the Board of the Saudi Rotorcraft Support Company, a Limited Liability Company in the maintenance sector, from 2019 to 2024.
- Non-Executive Board Member at Al Salam Aircraft Maintenance Industries, a Limited Liability Company operating in maintenance, from 2021 to 2023.
- Non-Executive Board Member at Al Salam Aircraft Maintenance Industries' Executive Committee, a Limited Liability Company operating in the maintenance sector, serving from 2021 to 2023.
- Executive Vice Chairman of Operations at Saudi Airlines Air Transport Company, a Limited Liability Company operating in the aviation sector, from 2020 to 2023.
- Non-Executive Board Member at the Saudi Aviation Engineering and Industry Company, a Limited Liability Company in the aircraft maintenance sector, from 2016 to 2018.
- Assistant General Director for Fleet and Agreements at the Saudi Arabian Airlines Corporation, a public corporation operating in the air transport sector, serving from 2018 to 2020.
- Assistant General Manager for Air Services at Saudi Airlines Air Transport Company, a Limited Liability Company in the aviation sector, from 2014 to 2018.
- General Manager of Cabin at Saudi Airlines Air Transport Company, a limited liability company operating in the aviation sector, from 2011 to 2013.
- Contracts Manager at Saudi Airlines Air Transport Company, a limited liability company operating in the aviation sector in 2010.
- Head of Engineer of Aircraft Engines, from 2008 to 2009.
- Member of the Aircraft Acquisition Committee, from 2008 to 2009.
- Head of the Engine Instrumentation and Tools Department in 2007.
- Head of the Maintenance Team responsible for Saudi Arabian Airlines aircraft at Alsalam Aerospace Industries Company in 2006.
- Engine Engineering Specialist, specializing in General Electric and Pratt & Whitney engines, from 1997 to 2005.
- Member of the ETOPS Committee, from 1999 to 2001.
- Aircraft maintenance specialist from 1995 to 1996.

Rayan Mustafa Abdulwahab Qutub

Nationality: Saudi

Current position: Member of the Board of Directors, Member of the Executive Committee, Chairman of the Nomination and Remuneration Committee

Professional and academic qualifications

- Bachelor of Business Administration with honors, King Abdulaziz University, 1995.
- Leaders Program 2030, Esade Business School, Spain, 2022
- Technology Transformation and Innovation Management Program, Silicon Valley, in the United States of America, in 2019
- Government Transformation Management Program, Harris University in the United States of America, 2015.
- Real Estate Development Program, Harvard University, 2014

- Real Estate Development Design Program, Harvard University in the United States of America, in 2014
- Economic Development Management Program, Oxford University in the United Kingdom, 2010

Other current positions

- Partner in Silah Company (Shift Inc), a closed joint-stock company operating in the transportation sector, from 2017 to present.
- An Independent Board Member, Member of the Executive Board, and Member of the Remuneration Committee of Alsulaiman Group, a Saudi holding company, operating in the investment, services, and real estate development sector from 2018 to present.
- Member of the Logistics Partnership Council at the Ministry of Transport & Logistic Services, from 2018 to present.
- Partner and General Manager at Nama Al Baraka Company, a limited liability company operating in the investment sector, from 2019 to present.
- Partner and Member of the Board of Directors of Thirty Summit Company, a limited liability company, operating in the investment sector, from 2019 to present
- Chairman of the Logistics Council in the Jeddah Chamber, from 2020 to present.
- Vice Chairman of the Executive Board of the National Logistics Committee, a committee affiliated with the Federation of Saudi Chambers, from 2020 to present.
- Member of the Advisory Board, Jeddah Islamic Port, Ports Authority, from 2020 to present.
- Partner and general manager of the Next Trend Trading Company, a limited liability company, working in retail, from 2022 to present.
- Partner and Member of the Board of Directors of Comprehensive Wellness Company, a limited liability company, working in care, from 2022 to present.
- Partner in IMED Medical Company, a limited liability company, working in health care, from 2023 to present.
- General Manager at Al-Raida Modern Supply Company, a limited liability company, operating in the supply and trade sector, from 2023 to present.
- An Independent Board Member and Chairman of the Remuneration and Nominations Committee at L'azurde Company, a public joint-stock company, operating in the gold and jewelry manufacturing and trading sector from 2024 to present.
- Partner and General Manager of Yas Logistics Services Company, a limited liability company, operating in the maritime and technology sector, from 2024 to present.
- Partner and manager in Shannon Management Consulting Company, a limited liability company, working in the field of specialized management consulting, from 2024 to present.

Previous positions

- An Independent Board Member of the Department Stores Company, a closed joint-stock company operating in the retail sector, from 2021 to December 2023.
- An Independent Board Member of Tabadul Company, owned by Elm Company, a closed joint-stock company operating in the technology sector, from 2022 to December 2023.
- Member of the Board of Directors of Silah Company (Shift Inc), a limited liability company operating in the transportation sector, from 2017 to December 2023.
- Member of the Founding Board of Directors of the Public Investment Fund, a government entity, from 2019 to 2022.
- Member of the Board of Directors of Saudi Airlines Cargo Company, a closed joint-stock company operating in the shipping sector, from 2020 to July 2021.
- CEO of King Abdullah Port, from 2017 to 2019.
- Chairman of the Board of Directors of the Specialized Marine Services Company, a limited liability company operating in the marine services sector, from 2017 to 2019.
- CEO of the Industrial Valley in King Abdullah Economic City, working in the industrial sector, from 2014 to 2017.
- Director of business development and relations of the Economic Cities Authority in the reconstruction of King Abdullah Economic City, from 2008 to 2014.
- Chief Marketing Officer and Head of Mergers and Acquisitions at Unilever, a limited liability company operating in the consumer sector, from 2004 to 2008.

- Marketing Director and Head of the Food and Tea Research Department at Unilever, a limited liability company operating in the consumer sector, from 2001 to 2004.
- Brand Manager, Food Division at Unilever, a limited liability company operating in the consumer sector, from 2000 to 2001.
- Assistant Brand Manager at Unilever, a limited liability company operating in the consumer sector, from 1998 to 2000.
- Commercial Director at Savola Group, a public joint-stock company, a company operating in the food production sector, in 1998.
- Assistant Brand Manager at Savola Group, a public joint-stock company, a company operating in the food production sector, from 1997 to 1998.
- A trainee in the management department of Savola Group, a public joint-stock company, and a company operating in the food production sector, from 1995 to 1997.

Olivier Philippe Auguste Bijaoui

Nationality: French

Current position: Member of the Board of Directors, Member of the Audit Committee

Professional and academic qualifications

- He holds a master's degree in international trade law from the Sorbonne University, in France, in 1993.
- He holds a bachelor's degree in international trade law from the Sorbonne University, in France, in 1992.
- He holds a Master's degree in Business Administration from the Sorbonne University, in France, in 1980.
- He holds a bachelor's degree in business administration from the Sorbonne University, in France, in 1979.

Other current positions

- President and owner of OP Invest, a simple joint-stock company, operating in the investment sector, from 2016 to present.
- Was named Chevalier de la Légion d'Honneur by the President of France in 2009
- Joined The International Air Cargo Association (TIACA) Hall of Fame in 2022.

Previous positions

- Chairman of the Board of Directors and CEO of Worldwide Flight Services, a simple joint-stock company operating in the ground handling sector, from 2004 to 2016.
- President and CEO of Worldwide Flight Services, a simple joint-stock company operating in the ground handling sector, from 2003 to 2004.
- Executive Vice President of Vinci Airports, a simple joint-stock company operating in the airport operating sector, from 2003 to 2004.
- International Executive Vice President and President of Worldwide Cargo at Worldwide Flight Services, a joint-stock company operating in the ground handling sector, from 2000 to 2001.
- International Executive Vice President at Worldwide Flight Services, a simple joint-stock company operating in the ground handling sector, from 1990 to 2000.
- Vice President Europe at AMR Services Corporation, a ground-handling services company (subsidiary of American Airlines), from 1996 to 1999
- President of SFS Company, a limited company operating in the ground handling sector, from 1993 to 1995.
- Vice President for Europe at AMRS Services, a limited liability company operating in the ground handling sector, from 1993 to 1995.
- President of SFS Company, a limited company operating in the ground handling sector, from 1980 to 1993.

Fahad Abdullah Hussain Moussa

Nationality: Saudi

Current position: Member of the Board of Directors, Member of the Audit Committee, Member of the Executive Committee

Professional and academic qualifications

Bachelor's degree in Finance - College of Industrial Management - King Fahd University of Petroleum and Minerals, Dhahran in 2000.

Other current positions

- Executive Vice President for Investment at the Saudi Arabian Airlines Corporation, which is a public corporation operating in the aviation sector, from 2021 to present.

- Member of the Board of Directors, Executive Committee and Audit Committee of SAL Saudi Logistics Company, a listed joint-stock company operating in the logistics services sector, from July 2021 to present.
- Vice Chairman of the Board of Directors and Member of Executive Committee and Nominations and Remuneration Committee of Catrion Catering Holding Company, a listed joint-stock company, operating in the aircraft catering and special events sector, from January 2022 to present.
- Member of the Board of Directors and the Nominations and Remuneration Committee of the Fourth Milling Company, a listed joint-stock company that works in food and beverage manufacturing, from March 2024 to present.
- Member of the Board of Directors and Executive Committee of Saudi Ground Services Co (SGS), a listed joint-stock company that works in Transportation From August 2025 to present.
- Member of the Board of Directors and the Nominations and Remuneration Committee of Alinma Capital Company, which is a closed joint-stock company, owned by Alinma Bank, and has been working in investment banking, investment management, and fund operations since December 2023 to present.
- Member of the Board of Trustees and the Audit Committee of the Royal Institute of Traditional Arts, which is an independent government entity concerned with providing education and training services in the fields of traditional arts, promoting them and encouraging national capabilities, from March 2023 to present.
- Member of the Board of Directors and Chairman of the Audit and Risk Committee of the Founding Board of the Western Health Sector, which is a body under the umbrella of the health Holding Company that works in supervising the health clusters in the Western Region in KSA from September 2024 to present.
- Member of the Nominations and Remuneration Committee of the Board of Directors of Alujain Holding Company, a listed joint-stock company operating in the petrochemical sector, from July 2023 to present.

Previous positions

- Member of the Board of Directors, Executive Committee, and Chairman of the Nominations and Remuneration Committee of Saudi Airlines Cargo Company, a closed joint-stock company operating in the shipping sector, from July 2021 to August 2025.
- Member of the Board of Directors of the Saudia Aerospace Engineering Industries Company (Saudia Technic), which is a simplified joint-stock company, and operates in the aviation engineering and industry sector, from November 2023 to 03 September 2024.
- Member of the Nominations and Remuneration Committee of the Board of Directors of the National Petrochemical Industries Company (NATPET), a closed joint-stock company operating in the petrochemical sector, from June 2020 to June 2024.
- Member of the Board of Directors and Audit Committee of Aircraft Accessories and Components Company, a limited liability company in the Kingdom of Saudi Arabia operating in the aircraft maintenance sector, from August 2021 to the end of May 2023.
- Member of the Board of Directors and the Strategy Committee of Alsalam Aerospace Industries Company, a limited liability company, operating in the aircraft overhaul and maintenance sector, from September 2022 to the end of February 2024.
- Executive Vice President - Head of Financial Institutions - at the National Commercial Bank, a joint-stock company operating in the banking sector, from 2015 to 2021.
- Senior Vice President and Regional Director - Financial Institutions - in Europe, America, the Middle East and North Africa at the National Commercial Bank, a joint-stock company operating in the banking sector, from 2012 to 2015.
- Vice President and Group Head of Private Banking Services at the National Commercial Bank, a joint-stock company operating in the banking sector, from 2006 to 2012.
- Head of a strategic business unit in the Treasury Group at the National Commercial Bank, a joint-stock company operating in the banking sector, from 2005 to 2006.
- Senior Marketing Officer in the Treasury Group at the National Commercial Bank, a joint-stock company operating in the banking sector, from 2004 to 2005.
- Trader of treasury sales and products at Samba Financial Group, a joint-stock company operating in the banking sector, from 2000 to 2004.

Dr. Ibraheem Adel Ibraheem Sheerah

Nationality: Saudi

Current position: Member of the Board of Directors, Member of the Nomination and Remuneration Committee.

Professional and academic qualifications

- Bachelor's degree in production engineering and design of mechanical and aviation systems from King Abdulaziz University.
- Master of Business Administration in Supply Chain and Logistics from the University of North Texas.
- Master of Mechanical Engineering from the University of North Texas.
- Doctorate in Mechanical Engineering from the University of Arlington, Texas.
- Executive certificate from Harvard Business School.
- Executive certificates from the University of Massachusetts Business School.
- Executive certificates from INSEAD University in France.
- Various certificates in project, program and portfolio management from international institutes.
- Other executive certificates from international universities and institutes in privatization and partnership between the private and public sectors.

Other current positions

- Chairman of the Local Content Committee of the Saudi Airlines Group.
- Assistant General Manager for Transformation at the General Organization of Saudi Arabian Airlines from 2021 to present.

Previous positions

- Chairman of the Board of Directors of the National Hobbyist Association (Hawaii), one of the initiatives of the Kingdom's Vision 2030.
- Executive Director of Business Planning and one of the founders of the Quality-of-Life Program, one of the Kingdom's Vision 2030 programs.
- Vice President of Strategy at the General Authority of Endowments.
- General Director of Project Management and Operational Excellence and one of the founders of the National Center for Privatization, one of the Kingdom's Vision 2030 programs.
- Vice President of Corporate Control and Strategy at the Saudi Railway Company (SAR).
- General Manager of Business Support at Tahakum Company.
- General Manager of Projects, Programs and Portfolios for the Military Sector at Advanced Electronics Company Limited, one of the Sami Military Industries Group companies.

Wajdy Mohammed Al Ghabban

Nationality: Saudi

Current position: Member of the Board of Directors,

Professional and academic qualifications

- Master of Business Administration – University of Wales, United Kingdom (2014).

Other current positions

- Non-Executive Board Member at Catrion Catering Holding Company, a listed company, operating in the catering sector, from January 2025 till now.
- General Manager of the Industrial Laundry Services Company, a subsidiary of CATRION Catering Holding Company, since 2016.
- General Manager of the Catering Services Company, a subsidiary of CATRION Catering Holding Company, since 2016.
- Member of the Logistics Private Sector Engagement Council, a Government Organization, since 2024.
- Member of the Saudi–Emirati Business Council, a Government Organization, since 2023.
- Member of the Executive Committee of the Saudi–Emirati Business Council, a Government Organization, since 2023.
- Chairman of the Board of Directors of Eight Solutions for Trade Company, a company operating in the trading sector, since 2022.
- Member of the Advisory Board at the Faculty of Tourism, King Abdulaziz University, since 2018.
- Member of the Supreme Committee of the Saudi Professional House Program, since 2017.
- Board Member at the Saudi–French Duty Free Company "Lagardère", since 2017.
- Member of the International Aviation Services Association, since 2016.

Previous positions

- Managing Director at CATRION Catering Holding Company, in 2025.
- Chief Executive Officer at CATRION Catering Holding Company, a listed company, from 2015 to 2024.
- Deputy Chief Executive Officer at CATRION Catering Holding Company, a listed company, from 2011 to 2014.
- Chief Operating Officer at CATRION Catering Holding Company, from 2009 to 2010.
- General Manager at CATRION Catering Holding Company, from 2006 to 2008.
- Head of Catering Department at CATRION Catering Holding Company, from 1999 to 2005.

Board Responsibilities

The Board of Directors act as the foremost governing body of SAL Saudi Logistics Services Company and is collectively responsible for the long-term success, strategic direction, and sustainable performance of the Company. In fulfilling its fiduciary duties, the Board acts in the best interests of shareholders while safeguarding the rights of stakeholders and ensuring full compliance with applicable laws and regulations.

The Board exercises its responsibilities in accordance with the Companies Law, the Capital Market Authority's Corporate Governance Regulations, the Company's Articles of Association, and its approved governance policies.

Strategic Oversight

The Board is responsible for setting and approving the Company's strategic direction, including:

- Approving SAL's long-term strategy, business plans, and annual budgets.
- Overseeing major investments, expansions, partnerships, and capital allocation decisions.
- Monitoring the implementation of strategic initiatives to ensure alignment with approved objectives.
- Reviewing and approving key performance indicators (KPIs) to measure financial and operational performance.

Leadership and Executive Oversight

The Board appoints the Chief Executive Officer and oversees Executive Management performance. Its responsibilities include:

- Approving executive appointments and succession plans.
- Evaluating the performance of the CEO and senior executives.
- Ensuring that a robust delegation of authority framework is in place.
- Overseeing leadership continuity and succession planning.

Risk Governance and Internal Control

The Board retains ultimate responsibility for oversight of the Company's risk management and internal control systems. In this capacity, it:

- Approves the Company's risk management framework and risk appetite.
- Monitors material risk exposures and mitigation strategies.
- Oversees the effectiveness of internal control systems.
- Reviews reports from the Audit Committee, Risk Management, Internal Audit, and External Auditors.
- Ensures that risks exceeding approved thresholds are escalated appropriately.

Financial Integrity and Reporting

The Board ensures the integrity, transparency, and accuracy of the Company's financial reporting by:

- Approving interim and annual financial statements prior to disclosure.
- Overseeing the quality and integrity of financial and non-financial disclosures.
- Ensuring compliance with accounting standards and regulatory requirements.
- Recommending the appointment and remuneration of the External Auditor to the General Assembly.

Through the Audit Committee, the Board maintains independent oversight of financial reporting processes and auditor performance.

Governance and Compliance

The Board promotes high standards of corporate governance and ethical conduct across the Company. Its responsibilities include:

- Approving governance policies, charters, and codes of conduct.
- Monitoring compliance with applicable laws, regulations, and CMA requirements.
- Ensuring fair treatment of shareholders and protection of their rights.
- Overseeing related-party transactions to ensure transparency and arm's-length principles.
- Reviewing conflicts of interest and ensuring appropriate disclosures.

ESG and Sustainability Oversight

While operational management of ESG initiatives rests with Executive Management, the Board maintains oversight of environmental, social, and governance considerations as part of its broader governance responsibilities. The Board ensures that sustainability principles are integrated into strategy, risk management, and long-term value creation.

Delegation to Board Committees

To enhance efficiency and depth of oversight, the Board has established specialised committees, including the Audit Committee, Nomination and Remuneration Committee, and Executive Committee. Each committee operates under an approved charter and reports regularly to the Board on matters within its mandate.

Notwithstanding such delegation, the Board retains ultimate responsibility for all decisions and oversight functions.

Collective Responsibility

All Directors share collective responsibility for Board decisions. Directors are expected to exercise independent judgment, act with due care and diligence, and dedicate sufficient time to fulfill their duties effectively. The Board conducts periodic performance evaluations to ensure continuous improvement and effectiveness.

Board Meetings

The Board convenes regularly to discharge its oversight responsibilities and to review the Company's strategic, financial, and operational performance. During the year under review, the Board held a number of meetings to deliberate on key strategic initiatives, financial results, governance matters, risk oversight, and major transactions. Attendance details for each Director are presented in the table below:

Name	First Meeting 2/3/2025	Second Meeting 21/7/2025	Third Meeting 19/11/2025	Fourth Meeting 17/12/2025	Total	General Assembly meeting 24/6/2025
Fawaz Mohammed Fawaz AlFawaz	✓	✓	✓	✓	4	✓
Mohammad Abdullah Rashed Abunayyan	✓	✓	×	✓	3	×
Rasheed Abdulrahman Nasser Alrasheed	✓	✓	✓	✓	4	×
Olivier Philippe Auguste Bijaoui	✓	✓	✓	✓	4	✓
Ahmed Abdulaziz Ibrahim Alwassiah	✓	✓	✓	✓	4	×
Rayan Mustafa Abdulwahab Qutub	✓	✓	✓	✓	4	✓
Fahad Abdullah Hussain Moussa	✓	✓	✓	✓	4	✓
Dr. Ibraheem Adel Ibraheem Sheerah	✓	✓	✓	✓	4	✓
Wajdy Mohammed Al Ghabban	✓	✓	✓	✓	4	×

Board Performance Evaluation

The performance of the Board, their committees, and Members is evaluated through self and external assessments, company-specific performance indicators, with the consultation of an independent external evaluator.

Board Committees

Overview of Committees

To enhance the efficiency and depth of its oversight, the Board has established specialised committees to support the discharge of its responsibilities in key governance areas. Each committee operates under an approved charter that defines its mandate, authority, and reporting obligations, in line with the Capital Market Authority's Corporate Governance Regulations and the Company's internal governance framework.

The committees report regularly to the Board on matters within their respective scopes, providing recommendations and oversight across financial reporting, risk management, nominations and remuneration, and executive matters.

Audit Committee	Nomination and Remuneration Committee	Executive Committee
Members:		
• Zaid Abdulrahman Abdullah Algwaiz • Fahad Abdullah Hussain Moussa • Rasheed Abdulrahman Nasser Alrasheed • Olivier Philippe Auguste Bijaoui	• Rayan Mustafa Qutub • Rasheed Abdulrahman Alrasheed • Tariq Mohammed Alamoudi • Dr. Ibraheem Adel Sheerah	• Mohammad Abdullah Abunayyan • Rayan Mustafa Qutub • Rasheed Abdulrahman Alrasheed • Fahad Abdullah Moussa
Role:		
Monitors the effectiveness of the Company's risk management, compliance, and internal control systems.	Reviews and recommends Board and Committee composition, while overseeing executive remuneration frameworks to ensure alignment with the Company's strategic priorities.	Provides oversight of executive management and ensures the implementation of strategies in alignment with the Company's overall objectives.
Key Activities in 2025		
Reviewed financial statements, auditor communications and reporting processes, and assessed the outcomes of audit and compliance activities.	Led succession planning efforts and reviewed compensation policies to maintain competitiveness and alignment with market benchmarks.	Assessed risks arising from global supply chain disruptions, evaluated competitive positioning, and established risk tolerance benchmarks to guide strategic decision-making.

Audit Committee

The primary objective of the Audit Committee is to provide financial reporting oversight and monitor the adequacy and effectiveness of risk management, compliance, and internal controls system of the Company.

The Audit Committee assists the Board of Directors in fulfilling its oversight responsibilities with respect to:

- The Company's financial statements and other financial information provided by the Company to its shareholders, and other relevant stakeholders
- The performance of the Company's Internal Audit function.
- Recommending the appointment of External Auditors and oversight of all External Audit activities including the review of the management letter and all related notes.
- The Company's Governance function, Compliance with legal and regulatory requirements and control activities of the Company.

The Audit Committee comprises four members - three Board members (including one independent member) and an independent Chairman, as follows:

(1) **Zaid Abdulrahman AlGwaiz –** Audit Committee Chairman – Independent

(2) **Fahad Abdullah Moussa –** Audit Committee Member and Board Member

(3) **Rasheed Abdulrahman Alrasheed –** Audit Committee Member and Board Member

(4) **Olivier Bijaoui –** Audit Committee Member and Board Member – Independent

Audit Committee Meetings 2025

During the year ended 31 December 2025, the Audit Committee held eight meetings to review the financial statements and auditor communications, and other matters falling within its mandate under the Audit Committee Charter.

The following table illustrates dates of Audit Committee meetings and attendees' information during 2025:

Name	First Meeting 4 February 2025	Second Meeting 17 February 2025	Third Meeting 19 March 2025	Fourth Meeting 8 May 2025	Fifth Meeting 13 May 2025	Sixth Meeting 1 July 2025	Seventh Meeting 6 August 2025	Eighth Meeting 3 November 2025	Total
Zaid Abdulrahman Abdullah Algwaiz	✓	✓	✓	✓	✓	✓	✓	✓	8
Fahad Abdullah Hussain Moussa	✓	✓	✓	✓	✓	×	✓	✓	7
Rasheed Abdulrahman Nasser Alrasheed	✓	✓	✓	✓	✓	✓	✓	✓	8
Olivier Philippe Auguste Bijaoui	✓	✓	×	✓	✓	×	✓	✓	6

Notes

- The first Audit Committee meeting held on 04 February 2025 was a special meeting convened to review the draft Delegation of Authority (DOA) Manual submitted by Management to the Audit Committee for endorsement prior to the Board of Directors' approval.
- The third Audit Committee meeting held on 19 March 2025 was convened to recommend to the Board of Directors the appointment of Ernst & Young as the external auditors of SAL for a period of three years
- The sixth meeting on 01 July 2025 was convened as an introductory session between the Audit Committee and the newly appointed external auditors (Ernst & Young)

Summary of key activities and achievements

- Recommended to the Board of Directors the appointment of Ernst & Young as the external auditor of SAL, for a period of 3 years, ending Q1 2028.
- Reviewed the Annual and Quarterly Audited Financial Statements for 2025 and recommended their approval to the Board of Directors.
- Reviewed and monitored the execution of the 2025 Risk-Based Internal Audit Plan
- Reviewed and monitored the activities and performance of the Compliance function in accordance with the 2025 Compliance Plan
- Reviewed related party transactions, balances and confirmations
- Monitored management's implementation of internal audit observations, achieving 100% closure rate for 2024 and 95% for 2025 as at year-end
- Approved the Risk Based Internal Audit Plan 2026.
- Approved the 2026 Annual Corporate Governance & Compliance Plan and the 2026 Industrial Compliance Plan
- Approved the Internal Audit department budget 2026.
- Approved the Internal Audit Strategy in alignment with 2024 Global Internal Audit Standards

The Chairman of the Audit Committee attended the Board of Directors Meeting on 21 July 2025 and provided an update on the Audit Committee's activities to the Board.

Opinion of the Audit Committee

Based on our review of the periodic reports presented to the Audit Committee by the Internal Audit, Risk Management, Governance and Compliance departments and external auditors during the year ended 31 December 2025, as well as our discussions with these parties, the Audit Committee concludes that the results did not reveal any significant gaps in the control environment of the Company that may affect the soundness and effectiveness of governance, risk management, financial and operational control processes.
The Audit Committee has not become aware of any situations that have affected or may affect, materially, the Company's financial performance. The Audit Committee has also noted no major failures on the part of Executive Management to address the audit findings and recommendations without adequate justification.

Zaid Abdulrahman Abdullah Algwaiz

Nationality: Saudi

Current position: Chairman of the Audit Committee

Professional and academic qualifications

He holds a Bachelor's degree in Accounting from King Saud University, Riyadh, Kingdom of Saudi Arabia, in 1987.

Other current positions

- Member of the Board of Directors, Member of the Risk Committee, and Member of the Executive Committee of the National Saudi Bank, a listed Saudi joint-stock company operating in the banking sector, from 2018 to present.
- Chairman of the Audit Committee and Member of the Risk Committee at Bupa Arabia for Cooperative Insurance, a listed Saudi joint-stock company operating in the health insurance sector, from 2022 to present.

- Member of the Board of Directors and Chairman of the Audit and Risk Committee at AWJ Holding Company, a closed joint-stock company operating in the multiple investment sector, from 2022 to present.
- Chairman of the Audit and Risk Committee at the Jeddah Central Development Company, a closed joint-stock company (owned by the Public Investment Fund) operating in the real estate development sector, from 2020 to present.
- Member of the ALCO Asset Liabilities Committee and Member of the Risk Committee of MASIC Company (Mohammed Ibrahim Al-Subaie and Sons Investment), a closed joint-stock company operating in the multi-investment sector, from 2014 to present.

Previous positions

- Member of the Board of Directors, Chairman of the Nominations Committee, and Chairman of the Investment Committee of Bupa Arabia for Cooperative Insurance, a listed joint-stock company operating in the health insurance sector, from 2014 to 2022.
- Member of the Board of Directors and Member of the Audit Committee of Al Rajhi Steel Company, a closed joint-stock company, operating in the industrial sector, from 2014 to 2019.
- Member of the Board of Directors and Chairman of the Audit Committee at Gulf Bank Capital, a limited liability company operating in the investment services sector, from 2019 to 2021.
- Member of the Board of Directors and Chairman of the Audit Committee at Alawwal Financial Bank, a limited liability company operating in the investment services sector, from 2010 to 2015.
- Member of the Board of Directors, Member of the Nominations Committee, and Member of the Audit Committee of the Middle East Specialized Cables Company, a listed joint-stock company operating in the industrial sector, from 2009 to 2015.
- Deputy Managing Director of HSBC Saudi Arabia, a limited liability company operating in the investment banking sector, from 2003 to 2007.
- He held several positions, the last of which was General Manager of the Corporate Sector at the Saudi British Bank, a listed joint-stock company operating in the banking sector, from 1990 to 2003.
- Chief Accountant at King Faisal Specialist Hospital, a government entity working in the health services sector, from 1987 to 1990.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) plays a critical role in supporting the Board of Directors in fostering sound governance practices and ensuring that SAL is led by highly qualified and capable individuals. The Committee's mandate encompasses Board composition, succession planning, and the development of transparent and competitive remuneration frameworks that attract and retain high-calibre talent while aligning with SAL's long-term strategic objectives.

The Committee operates under an approved charter that defines its responsibilities, authority, and reporting obligations in accordance with the Capital Market Authority's Corporate Governance Regulations. The NRC reports directly to the Board and provides recommendations for approval on matters within its scope.

Composition

The Nomination and Remuneration Committee comprises the following members:

(1) **Rayan Mustafa Abdulwahab Qutub –** Chairman of the Committee

(2) **Rasheed Abdulrahman Nasser Alrasheed –** Committee Member

(3) **Tariq Mohammed Abubakr Alamoudi –** Committee Member

(4) **Dr. Ibraheem Adel Ibraheem Sheerah –** Committee Member

Tariq Mohammed Abubakr Alamoudi

Nationality: Saudi

Current position: Member of the Nomination and Remuneration Committee

Professional and academic qualifications

- He holds a Master's degree in Business Administration from Griffith University, Australia in 2007.
- He holds a bachelor's degree in marketing from Al-Faisal University, in 2005.

Other current positions

- Chief Human Resources Officer at Bupa Arabia, a public joint-stock company operating in the insurance sector, from 2017 to present.
- Chairman of the Nomination and Remuneration Committee at the Saudi Tourism Investment Company, a public joint-stock company operating in the investment sector, from 2020 to present.
- Member of the Board of Directors and Member of the Audit Committee of Kafaa Company, a public joint-stock company operating in the consulting sector, from 2023 to present.
- Member of the Nominations and Remuneration Committee at Jeddah Central Development Company, a closed joint-stock company operating in the real estate sector, from 2019 to present.
- Member of the Nominations and Remuneration Committee at Jeddah Uptown Company, a closed joint-stock company operating in the real estate sector, from 2020 to present.
- Member of the Nominations and Rewards Committee of the Health Cluster in Makkah Al-Mukarramah, which is a closed joint-stock company operating in the real estate sector, from 2021 to present.
- Member of the Nominations and Rewards Committee at First Mills Company, a Public listed company operating in the food sector, from 2020 to present.
- Member of the Nominations and Remuneration Committee of King Abdullah Economic City Company, a public joint-stock company operating in the real estate sector, from 2022 to present.
- Member of the Nominations and Remuneration Committee at Jeddah Port Gate Company, a closed joint-stock company operating in the supplies sector, from 2022 to present.
- Member of the Human Resources Committee in the Advisory Council of the Central Bank of Saudi Arabia, from 2017 to present.
- Member of the Nominations and Remuneration Committee at D360 Bank, a closed joint-stock company operating in the banking sector, from 2022 to present.

Primary Objectives and Responsibilities

The NRC assists the Board in fulfilling its responsibilities by:

- Identifying and nominating qualified individuals for membership on the Board of Directors and submitting recommendations to the General Assembly for approval.
- Recommending candidates for Board Committee membership, ensuring appropriate expertise, independence, and governance alignment.
- Reviewing the structure, size, and composition of the Board to ensure an appropriate balance of skills, knowledge, and experience.
- Evaluating the performance and remuneration of Executive Management to ensure effectiveness and alignment with approved strategic and financial objectives.
- Developing and periodically reviewing policies governing the remuneration of Directors and Senior Executives to ensure fairness, transparency, and market competitiveness.
- Reviewing and proposing succession plans for key executive roles to ensure leadership continuity and organizational resilience.

Key Activities and Achievements in 2025

In 2025, the Committee undertook a range of initiatives aimed at strengthening governance practices and talent management, including:

- Board Composition Review: Assessed the current Board structure, skills matrix, and future capability requirements, resulting in recommendations aligned with SAL's evolving strategic priorities.
- Succession Planning: Reviewed and refined executive succession frameworks to ensure robust business continuity and leadership readiness.
- Compensation Alignment: Conducted benchmarking exercises to align executive remuneration with relevant industry practices and performance metrics, supporting the retention and motivation of senior leadership.
- Policy Enhancements: Updated key policies governing Board and Executive remuneration, introducing clearer performance-linked criteria to enhance transparency, accountability, and long-term value creation.

Through its activities during the year, the Nomination and Remuneration Committee reinforced SAL's commitment to strong governance, leadership continuity, and merit-based reward structures, positioning the Company for sustainable growth.

Meetings

The Nomination and Remuneration Committee met (5) times during the financial year ended 31 December 2025. The table below presents the meeting dates and attendance of Committee members:

Name	Position	First Meeting 9/01/2025	Second Meeting 24/02/2025	Third Meeting 31/07/2025	Fourth Meeting 20/08/2025	Fifth Meeting 10/11/2025	Total Meetings
Rayan Mustafa Abdulwahab Qutub	Chairman	✓	✓	✓	✓	✓	5
Rasheed Abdulrahman Nasser Alrasheed	Member	✓	✓	✓	✓	✓	5
Tariq Mohammed Abubakr Alamoudi	Member	✓	✓	✓	✓	✓	5
Dr. Ibraheem Adel Ibraheem Sheerah	Member	✓	✓	✓	✓	✓	5

Executive Committee

The Executive Committee (ExCom) plays a pivotal role in supporting the Board of Directors by overseeing key strategic, operational, and financial matters that guide SAL's ongoing performance and future direction. Acting as an extension of the Board within defined delegated authority, the Committee facilitates timely, informed decision-making across critical areas including investments, partnerships, structural expansion, and high-impact legal and regulatory matters.

The Committee operates under an approved charter and exercises authority delegated by the Board, while the Board retains ultimate responsibility for all strategic decisions and oversight functions.

Composition

The Executive Committee comprises the following members:

(1) **Mohammad Abdullah Rashed Abunayyan –** Chairman of the Committee

(2) **Rasheed Abdulrahman Nasser Alrasheed –** Committee Member

(3) **Fahad Abdullah Hussain Moussa –** Committee Member

(4) **Rayan Mustafa Abdulwahab Qutub –** Committee Member

Primary Objectives and Responsibilities

The Executive Committee is entrusted with responsibilities delegated by the Board to enhance governance effectiveness and operational responsiveness. Its primary responsibilities include:

- Assisting the Board and Executive Management in the formation, restructuring, or evaluation of joint ventures, strategic alliances, and partnerships, including review of associated financial commitments.
- Recommending the establishment of new branches, agencies, or subsidiaries in support of SAL's growth strategy.
- Assessing the capability, financial standing, and suitability of business partners involved in major projects or investments.
- Reviewing investment strategies, asset allocations, and adherence to approved investment policies, including restrictions on prohibited investment classes.
- Evaluating new investment proposals to ensure compliance with internal governance guidelines and applicable zakat and tax requirements.
- Advising the Board on the appointment, evaluation, or termination of investment advisors.
- Conducting internal reviews or investigations and, where appropriate, recommending the engagement of external consultants to enhance operational performance or address specific matters.
- Recommending updates to the delegation of authority framework and amendments to the Company's bylaws, where required.
- Providing guidance to the Board on significant legal proceedings, disputes, or potential settlements involving elevated risk exposure.

Key Activities and Achievements in 2025

In 2025, the Executive Committee provided substantive support to the Board across a broad range of strategic and operational priorities, including:

- **Investment Oversight:** Reviewed and assessed material investment proposals to ensure alignment with SAL's approved strategy, risk appetite, and compliance with zakat and tax regulations.
- **Strategic Expansion:** Evaluated the commercial viability of new branches, agencies, and partnership opportunities to support the Company's long-term expansion objectives.
- **Governance Enhancements:** Recommended refinements to internal bylaws, authority matrices, and delegation frameworks to improve governance clarity and operational efficiency.
- **Advisory and Risk Review:** Assessed the qualifications and financial strength of key business partners and provided guidance to the Board on high-risk legal matters and potential settlements.
- **Advisor Performance Monitoring:** Reviewed the performance of investment advisors and made recommendations regarding retention or termination to ensure optimal value delivery and accountability.

Through these actions, the Executive Committee strengthened SAL's strategic execution capability, enhanced governance discipline, and supported the Board in maintaining alignment between operational decisions and long-term corporate objectives.

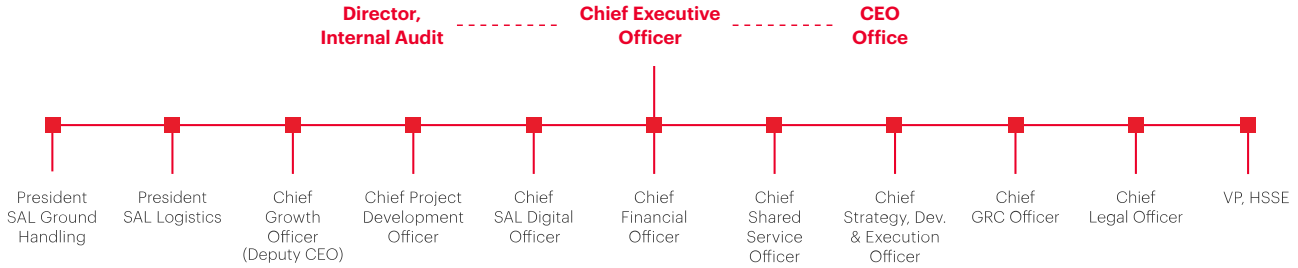
Meetings

The Executive Committee met (5) times during the financial year ended 31 December 2025. The table below presents the meeting dates and attendance of Committee members.

Name	Position	First Meeting 6/02/2025	Second Meeting 20/04/2025	Third Meeting 19/05/2025	Fourth Meeting 5/07/2025	Fifth Meeting 21/11/2025	Total Meetings
Mohammad Abdullah Abunayyan	Chairman of the Committee	✓	✓	✓	✓	×	4
Rasheed Abdulrahman Alrasheed	Committee Member	✓	✓	✓	✓	✓	5
Fahad Abdullah Hussain Moussa	Committee Member	✓	✓	✓	✓	✓	5
Rayan Mustafa Abdulwahab Qutub	Committee Member	✓	✓	✓	✓	✓	5

Executive Management

The Executive Management team is responsible for implementing the strategic direction approved by the Board of Directors and for managing the day-to-day operations of SAL. Acting within the delegated authority framework, the Executive Management ensures operational excellence, financial discipline, regulatory compliance, and the delivery of sustainable value to shareholders and stakeholders. The team works collaboratively across business units and corporate functions to execute strategy, manage risk, drive innovation, and maintain high standards of governance and performance.



Profiles of the Executive Management

Name: **Omar Hariri**

Position: **Chief Executive Officer**

Nationality: **Saudi**

Date of Appointment: **1 November 2024**

A distinguished logistics and transportation executive with over 20 years of leadership experience across global and national platforms. He previously served as President of the Saudi Ports Authority (MAWANI), leading the transformation of the Kingdom's ports sector. He also served as CEO of SAL and Saudi Airlines Cargo, playing a pivotal role in SAL's establishment and growth as part of the Group's transformation strategy. His career includes senior leadership roles at FedEx and DHL, with expertise spanning logistics strategy, port operations, air cargo, and international supply chain management.

Professional and Academic Qualifications

- Master's Degree in Logistics and Supply Chain from the University of Salford, Manchester, UK (2019)
- Balanced Scorecard Certification Program, George Washington University, USA (2017)
- Certified International Manager by DHL Six Sigma (DHL First Choice Program) (2014)

Other current roles

Period	Role/Position
2025–present	Board Member & Chairman of Nomination & Remuneration Committee – Saudi Global Ports Company
2025–Present	Vice Chairman Logistics Committee – Jeddah Chamber

Previous positions

Period	Role/Position
2021–2024	President – Saudi Ports Authority (MAWANI)
2023–2024	Board Member – Saudi Export Development Authority
2022–2024	Board Member and Nomination & Remuneration Committee Member – Red Sea Authority
2023–2024	Board Member – National Transport Safety Center
2020–2021	Chairman of SkyTeam Cargo Executive Board
2019–2021	Chief Executive Officer – SAL Saudi Logistics Services Co.
2018–2021	Air Cargo Advisory Council Member – International Air Transport Association (IATA)
2018–2021	Chief Executive Officer – Saudi Airlines Cargo Co.
2019	Board Member and Nomination & Remuneration Committee Member – Saudi Ground Services Co.
2016–2018	Managing Director – FedEx Express (Abdul Latif Jameel Logistics – ALJ)
2014–2016	Vice President – DHL Express Saudi Arabia (SNAS Trading & Contracting)
2013–2014	General Manager – DHL Express Kuwait
2011–2012	Chief Operating Officer – SAF for Logistics & Environmental Solutions
2004–2010	National Sales Manager – DHL Express Saudi Arabia

Name: **Haydar Ucar**
Position: **Chief Financial Officer**
Nationality: **Danish**
Date of Appointment: **14 May 2024**

A seasoned finance executive with extensive international experience in corporate finance, accounting, internal controls, and logistics operations. He has held senior leadership positions within DSV and DHL, overseeing financial management, shared services, and global finance transformation initiatives. His expertise includes capital allocation, financial planning, governance, and operational efficiency across multinational logistics environments.

Professional and Academic Qualifications

- Master of Business Administration and Management, IE Business School (2016)
- Study visit, MBA, from UCLA (Los Angeles), SMU (Singapore), Insper (Sao Paulo) (2016)
- Postgraduate Diploma in Business Administration, International Management and Economics, from Copenhagen Business School (2006)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2019-2024	Head of Corporate Finance & Accounting, DSV Global HQ, Denmark
2013-2020	CFO & Head of Shared Services, DSV Turkey
2012–2013	Director, Global IT Financial Business Relations, DSV Global HQ, Denmark
2010–2012	Finance and Internal Controls roles at TeliaSonera, Denmark
2004–2010	Finance leadership roles at DHL Denmark

Name: **Amer Abu Obeid**
Position: **Chief Growth Officer (Deputy CEO)**
Nationality: **Jordanian**
Date of Appointment: **1 January 2020**

A veteran air cargo and logistics executive with deep expertise in commercial strategy, sales leadership, and operational performance. His career spans more than two decades in air freight and express logistics, including senior commercial roles at Saudi Airlines Cargo and DHL Express. He brings strong experience in revenue optimisation, client management, and strategic growth in competitive logistics markets.

Professional and Academic Qualifications

- Bachelor Degree in Economics from Yarmouk University, Jordan (1995)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2020-2024	Chief Commercial Officer, SAL Saudi Logistics Services
2009-2019	Executive Director Commercial Affairs, Saudi Airlines Cargo
2000–2009	General Manager Sales, DHL Express Saudi Arabia
1995–2000	Financial Advisor, ANZ Grindlays Bank

Name: **Mohammed Nahhas**
Position: **President SAL Ground Handling**
Nationality: **Saudi**
Date of Appointment: **1/9/2025**

Mohammed Nahhas is a logistics and aviation services executive with a strong track record in commercial leadership, customer excellence, and operational transformation across SAL, Saudia Cargo, and FedEx/ Abdul Latif Jameel Logistics. His career reflects progressive responsibility in strategy, operations, and quality management, culminating in his appointment as President of SAL Ground Handling.

Professional and Academic Qualifications

- Bachelor of Commerce (BCom), Logistics, Materials, and Supply Chain Management, University of Concordia

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2025–Present	President – Ground Handling, SAL Saudi Logistics Services
2024–2025	Commercial Vice President, SAL Saudi Logistics Services
2020–2024	Strategic Development & Customer Excellence – Executive Director, SAL Saudi Logistics Services
2020	Strategy & Project Management Officer – Director, SAL Saudi Logistics Services
2018–2020	Customer Excellence – Director, Saudia Cargo
2015–2018	Country Operations & Quality – General Manager, FedEx / Abdul Latif Jameel Logistics
2015	Service Assurance – Senior Manager, FedEx / Abdul Latif Jameel Logistics
2014	Procurement Manager, Abdul Latif Jameel
2013	Logistics Operations Specialist, Abdul Latif Jameel
2013	Intern, BOMBARDIER

Name: **Ahmed Kheir**
Position: **Acting President SAL Logistics**
Nationality: **Saudi**
Date of Appointment: **1/9/2025**

Ahmed Kheir is a seasoned logistics, e-commerce, and last mile distribution executive with leadership experience across SPL, Noon, Abdul Latif Jameel, and major automotive and FMCG sectors. His background spans national distribution networks, e-commerce operations, supply chain management, and commercial development.

Professional and Academic Qualifications

- MBA, Master's Degree of Business and Management from University of Hartford
- Bachelor's Degree of Business Information Technology from Harvey Mudd College

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2020-2025	Vice President of Distribution/ Last Mile, Saudi Post (SPL)
2018-2020	Vice President of Operation / Country GM, Noon.com
2016-2017	Head - Supply Chain & Product Management, Al-Talayi, Saudi Bugshan Group (Bridgestone)
2011-2016	General Manager – Supply Chain & Logistics, Abdul Latif Jameel Co. Automotive (Toyota & Lexus)
2010-2011	Officer – Sales & Marketing, Abdullah Hashim Co. (Honda Motors)
2004-2006	Coordinator – Operation & Admin, SADAFCO

Name: **Rayan AlBakri**

Position: **Chief Strategy Development & Execution Officer**

Nationality: **Saudi**

Date of Appointment: **1/10/2025**

Rayan AlBakri is a national logistics and industrial strategy leader with extensive experience across government, PIF entities, ports, logistics zones, and global shipping lines. He has held senior roles shaping Saudi Arabia's logistics ecosystem, regulatory frameworks, industrial development, and port competitiveness. His portfolio includes chairing multiple national committees and serving on high level boards.

Professional and Academic Qualifications

- Masters in Communication Management, Diplomacy, Crisis and Global Stakeholders Relations, from Emerson College - Boston
- Bachelor's Degree International Business Management, King Abdul Aziz University

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2023–2025	Deputy Minister for Logistics Services, Ministry of Transport and Logistic Services
2021–2023	President Adviser, Saudi Ports Authority (MAWANI)
2020–2021	Deputy Chief Executive Officer, LogiPoint
2019–2020	Chief Commercial Officer, Tabadul (PIF-Owned)
2018–2019	Head of Key Accounts & Strategic Projects, Ports Development Company – King Abdullah Port
2017–2018	Transport & Logistics Development Head, SAGIA (MISA) (MoI)
2015–2017	Chief Commercial Officer, Gulftainer – Jeddah & Jubail Terminals
2011–2012	Country Trade & Market Analyst, A.P. Moller Maersk
2010–2011	Head of Sales & Operation Revenue Development, LogiPoint
2005–2010	Line Manager, Central & Eastern Province, MSC Line
2004–2010	Group Sales Manager, Globe Group
2001–2004	Secretary & Admin Assistant, GM F&EM, Saudi Airlines

2023-2025	Board Member at MODON - Saudi Authority for Industrial Cities and Technology Zones
2023-2025	Board Member at SILZ - Special Integrated Logistics Zones
2023 – 2025	Chairman, Committee for studying proposed solutions, and setting controls and procedures to fill security gaps in the last mile delivery.
2022 – 2025	Chairman, Technical committee for Anchor+ project at the PIF
2023 – 2025	Chairman, Executive Committee for Coordination Management between JIP-KAP Ports.
2024 – 2025	Chairman, Development of the legislation and policies committee between MoTLS and NEOM
2024 – 2025	Member, Executive committee for National Industrial development strategy chaired by H.E. Minister of Industry and Mining
2023 – 2025	Member, E-Commerce Council, chaired by H.E. Minister of Commerce
2024 – 2025	Member, Executive Committee for Improving Business Performance in the Private Sector 'Tayseer', Chaired by H.E. Minister of Commerce
2024 – 2025	Member, Export Development Services Committee, Chaired by the CEO of Saudi Export Development Authority
2023 – 2025	Member, Logistics Services Committee, Chaired by H.E. Minister of Transport and Logistics Services
2022 – 2025	Member, Logistics Partnership Council with the Private Sector, chaired by H.E. the Vice Minister of Transport and Logistics Services

Name: **Saleh AlDaini**
Position: **Chief Shared Services Officer**
Nationality: **Saudi**
Date of Appointment: **1 November 2018**

A senior shared services and human capital executive with extensive experience in organizational development, HR strategy, and administrative governance within logistics and corporate services environments. His leadership has focused on operational efficiency, workforce optimisation, and service excellence across SAL and affiliated entities.

Professional and Academic Qualifications

- Bachelor's degree in Marketing from King Abdulaziz University, Kingdom of Saudi Arabia in 2010

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2022-2024	Chief Human Capital Officer, SAL
2019-2022	Chief Shared Services Officer, Saudi Airlines Cargo
2006-2018	Executive Director HR & Administrative Affairs, Abdul Latif Jameel Investment Company

Name: **Dr. Ahmed Yehya**
Position: **Chief Legal Officer**
Nationality: **Egyptian**
Date of Appointment: **1 February 2021**

A legal and governance expert specialising in international commercial arbitration, regulatory compliance, and corporate advisory. His career includes senior legal leadership roles in logistics, real estate development, and investment sectors. He brings extensive experience in governance structuring, dispute resolution, and complex transaction advisory.

Professional and Academic Qualifications

- Doctorate in International Commercial Arbitration from the American University in London (2003)
- Postgraduate Diploma in International Commercial Law from the University of Wales, United Kingdom (1996)
- Bachelor's Degree in Law from King Abdulaziz University in Jeddah, Kingdom of Saudi Arabia (1991)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2023-2024	Chief Corporate Affairs Officer, SAL
2018-2021	CEO, Structured Finance Company (SFINCO)
2008-2018	General Counsel, Jabal Omar Development Company

Name: **Mustafa Makda**

Position: **Chief Governance, Risk Management, and Compliance Officer**

Nationality: **Pakistani**

Date of Appointment: **30 December 2024**

A seasoned Governance, Risk Management & Compliance executive with strong credentials in internal audit, risk & information systems controls, compliance and fraud prevention. His leadership experience and strategic oversight drive the implementation of robust internal controls, regulatory compliance and strong ethical culture across the organization.

Professional and Academic Qualifications

- Qualified Chartered Internal Auditor (CMIIA) from Chartered Institute of Internal Auditors - United Kingdom
- Certified Fraud Examiner (CFE) from the Association of Certified Fraud Examiners – USA
- Certified Information Systems Auditor (CISA) certification – ISACA Association – USA
- Certified Certificate in Risk and Information Systems Management and Controls (CRISC) – ISACA Association – USA.
- Certified Chief Audit Executive (CCAE) – London School of Business and Finance
- Master's degree in Business Administration and Commerce from the University of Karachi, Pakistan
- Bachelor's degree in Business Administration and Commerce from the University of Karachi, Pakistan

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2020-2024	Senior Director Internal Audit, SAL
2017-2019	Director Internal Audit, Saudi Airlines Cargo
2014-2016	Risk Management Specialist, Saudi Airlines Cargo
2010-2014	Internal Auditor, Saudi Cable Company

Name: **Dr. Simon Hassannia**
Position: **Chief SAL Digital Officer**
Nationality: **German**
Date of Appointment: **2 January 2024**

A digital transformation executive with deep expertise in innovation, enterprise technologies, and digital strategy execution. He previously held senior leadership roles at T-Mobile, Accenture, A.T.U., and Albatha Group and founded deep-technology startups in artificial intelligence and blockchain. His work focuses on scaling digital ecosystems, enterprise technology transformation, and enabling organizations to unlock new digital business models.

Professional and Academic Qualifications

- PhD from the University of Münster in Germany, with research at the University of California/Berkeley (2015)
- Executive Program at INSEAD (2015)
- Executive program at Haas School of Business - University of Berkeley
- Master of Science from the University of Münster in Germany (2009)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2020-2023	Chief Digital Officer, Albatha Group
2017-2020	Chief Digital Officer (Interim) & Head of Innovation, A.T.U.
2015-2017	Strategy Consultant, Accenture
2010-2015	Digital Strategy Leader, T-Mobile/Deutsche Telekom

Name: **Hassan AlDessi**

Position: **VP, Health, Safety, Security, and Environment (HSSE)**

Nationality: **Saudi**

Date of Appointment: **15 April 2022**

An operations and safety management executive with experience across shipping, cargo, and logistics operations. He has held senior operational leadership roles within SAL and Saudia Cargo, with expertise in performance optimisation, regulatory compliance, safety governance, and operational risk management.

Professional and Academic Qualifications

- Bachelor's degree in Public Administration, specializing in Organization Management and Administrative Development, from King Abdulaziz University (2013)
- Executive Master's Degree in Business Administration, from the American University of Beirut (2022)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2022-2024	Chief Operations Officer, SAL
2021-2022	Vice President Operations, Saudia Cargo
2015-2019	Regional Performance Manager, Saudi Shipping Company

Name: **Muhammad Shahrukh**
Position: **Director, Internal Audit**
Nationality: **Pakistani**
Date of Appointment: **30 December 2024**

Internal Audit Executive with expertise in financial controls, risk management, governance and compliance frameworks. He holds the ACA (ICAEW), CPA and CIA designations, and a Bachelor's degree in Accounting & Finance from the University of Leeds, UK. He brings extensive experience in audit, financial reporting and treasury across listed and multinational organizations.

Professional and Academic Qualifications

- Chartered Accountant (ACA) – Institute of Chartered Accountants in England and Wales (ICAEW)
- Chartered Professional Accountant (CPA) – Ontario, Canada.
- Certified Internal Auditor (CIA).
- Bachelor of Science (Hons) in Accounting and Finance – University of Leeds, UK. (2007)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2021-2024	Manager, Internal Audit, SAL
2018-2021	Senior Internal Auditor, Saudia Cargo
2013-2018	Group Manager Finance & Treasury, BinDawood Holding
2010-2011	Associate, PwC London

Name: **Ramy Mousa**

Position: **Chief Development Projects Officer (Acting)**

Nationality: **Egyptian**

Date of Appointment: **16 April 2019**

Ramy Mousa is a senior development and design leader with over 20 years of experience delivering major aviation, logistics, and mixed-use projects across the Middle East. He has led multidisciplinary teams, managed billion-riyal infrastructure programs, and directed architectural design functions for leading consultancies. His expertise spans strategic planning, high-performance design, and PMO governance. He holds an M.Arch in Architectural Engineering along with RIBA, PMP, and LEED GA credentials.

Professional and Academic Qualifications

- Master of Architectural Engineering, Heriot-Watt University, UK
- Bachelor Architectural Design, Zagazig University (Shoubra Branch)
- Professional Certification, Airport Design, Planning & Operation – Cranfield University, UK
- Professional Certification, Integrated Design Process – National Institute of Building Sciences (WBDG)

Other current roles

Period	Role/Position
None	None

Previous positions

Period	Role/Position
2022–2025	Senior Director – Planning and Engineering, SAL Saudi Logistics Services Co.
2019–2022	Development Technical Manager, PMO, SAL Saudi Logistics Services
2019	Design Managing Director & Co-Founder, CAP (Capital of Architecture & Planning)
2007–2018	Head of Architecture Design Department (Acting) – Zuhair Fayez Partnership Consultants
2005–2007	Project Architect , AAC Engineering Consultant (Eastern Region, KSA)
2004–2005	Architect, SAFCO Industrial Development
2003–2024	Architect, A.F.H Consultant Cairo

Remuneration and Compensation

SAL maintains a transparent remuneration framework that supports strong governance, accountability, and compliance with applicable regulations. The Company's remuneration structures for executive and non-executive roles are designed to attract and retain highly qualified leaders while ensuring alignment with the Company's strategy, performance priorities, and shareholder interests.

Executive and Non-Executive Remuneration

SAL distinguishes clearly between remuneration for non-executive and independent Board members and remuneration for executive roles, ensuring that compensation arrangements reflect the nature of responsibilities and do not compromise independence or objectivity. Remuneration arrangements and policies are disclosed to promote transparency and enable shareholders to assess alignment with governance standards.

Performance-Linked Compensation

The Company's remuneration framework is designed to link executive rewards with SAL's performance metrics and strategic objectives. Variable remuneration, where applicable, is structured to promote sustained performance and value creation, balancing short-term outcomes with the achievement of long-term priorities and prudent risk management.

Shareholder Alignment

Compensation policies are structured to reflect shareholder interests by promoting responsible stewardship and sustainable returns. The framework is designed to avoid excessive risk-taking and to support long-term business resilience, ensuring that reward outcomes are proportionate and linked to performance and accountability.

Rewards Policy

In line with the Companies Law, the Capital Market Authority (CMA) Corporate Governance Regulations, and other relevant supervisory requirements, SAL's remuneration policy aims to:

- Align remuneration with the Company's strategy and long-term objectives.
- Incentivise Board Members and Executive Management to drive sustainable success, with variable remuneration linked to long-term performance where applicable.
- Determine remuneration based on role, responsibilities, qualifications, experience, competence, and performance.
- Reflect the scale, complexity, and risk profile of the Company's operations.
- Benchmark against relevant market practices while avoiding unjustified increases through inappropriate comparisons.
- Attract, retain, and motivate high-calibre professionals without excess or exaggeration.
- Be developed and reviewed in coordination with the Nomination and Remuneration Committee, particularly for new appointments.
- Include provisions to suspend or reclaim remuneration granted on the basis of inaccurate or misleading information.

Regulate the granting of Company shares to Board Members and Executive Management, whether newly issued or repurchased by the Company, in line with applicable requirements.

Remuneration for Board Members and Board Committees

Without prejudice to other applicable laws and regulations, and in addition to the provisions of the Companies Law and Corporate Governance Regulations, SAL observes the following standards when determining and disbursing remuneration for Board Members and Board Committee members:

- Remuneration is fair and proportionate to the duties, responsibilities, and activities undertaken by each member, as well as the strategic objectives set by the Board for the fiscal year.
- Remuneration is based on the recommendation of the Nomination and Remuneration Committee.
- Remuneration reflects the nature and scale of SAL's operations and the level of expertise required to oversee them effectively.
- Consideration is given to sector context, Company size, and the qualifications and experience of Board Members.
- Remuneration is set at a level sufficient to attract and retain highly skilled and experienced individuals.
- Board Members are not permitted to vote on matters related to their own remuneration during General Assembly meetings.
- A Board Member may receive additional remuneration for performing executive, technical, administrative, or advisory work—under a valid professional licence—beyond standard Board duties, subject to the Companies Law and the Company's Articles of Association.
- Remuneration may differ among Board Members based on expertise, experience, assigned responsibilities, independence status, attendance, and other relevant factors.
- Independent Board Members do not receive remuneration linked to a percentage of profits and must not have remuneration directly or indirectly connected to profitability.
- If a General Assembly resolves to terminate Board membership due to unexcused absence from three consecutive or five non-consecutive meetings, the member is not entitled to remuneration from the date of the last attended meeting and must return any amounts paid for that period.
- If it is determined that remuneration was granted on the basis of false or misleading information, the recipient must return such remuneration to the Company, and SAL reserves the right to reclaim bonuses or payments made under such circumstances.
- The Board discloses in the Annual Report the remuneration policy and the mechanisms used to determine it, including all cash and in-kind benefits paid to each Board Member, whether for Board service or for other roles performed.
- Subject to General Assembly approval, Board remuneration may consist of a fixed amount, a defined percentage of profits, or a combination of both.

Fixed Remuneration Structure and Limits

SAL follows a structured policy of fixed remuneration for Board Members and committee memberships. The Board Secretariat maintains meeting schedules and attendance records to support accurate remuneration calculation.

Annual fixed remuneration

Chairman of the Board: ⃁ 500,000 per annum

Chairman of a Board Committee: ⃁ 150,000 per annum

Vice Chairman and Board Members: ⃁ 350,000 per annum

Board Committee Members: ⃁ 125,000 per annum

Meeting attendance allowance

Chairman, Vice Chairman, Board Members, Committee Chairmen and Members, Board Secretary, and Committee Secretary: ⃁ 5,000 per meeting attended.

Annual maximum limits

Chairman: total remuneration must not exceed ⃁ 850,000 per annum (including committee roles).

Vice Chairman, Board Members, and committee chairmen/members: total remuneration must not exceed ⃁ 700,000 per annum.

Travel benefits for attending meetings

- Business class tickets
- 5-star accommodation
- Transportation arrangements

Governance Evaluation Reference

In March 2023, the Board and its committees were evaluated by the GCC Board Directors Institute.

		Fixed remunerations							Variable remunerations										
#	Name	Specific amount	Allowance for attending Board meetings Total	Total Allowance for attending committee meetings committee	In-kind benefits	Remunerations for technical, managerial, and consultative work	Remunerations of the chairman, Managing Director, or Secretary if a member	Total	Percentage of the profits	Periodic remunerations	Short-term incentive plans	Long-term incentive plans	Granted shares	Total	Short-term incentive plans	Long-term incentive plans	Granted shares	End of Service	Aggregate Amount
1	Fawaz Mohammed Fawaz AlFawaz	500,000	20,000					520,000											520,000
2	Rayan Mustafa Abdulwahab Qutub	350,000	20,000					370,000											370,000
3	Olivier Philippe Auguste Bijaoui	350,000	20,000					370,000											370,000
	Total	**1,200,000**	**60,000**					**1,260,000**											**1,260,000**
1	Mohammad Abdullah Rashed Abunayyan	350,000	15,000					365,000											365,000
2	Rasheed Abdulrahman Nasser Alrasheed	350,000	20,000					370,000											370,000
3	Ahmed Abdulaziz Ibrahim Al Wassiah	350,000	20,000					370,000											370,000
4	Fahad Abdullah Hussain Moussa	350,000	20,000					370,000											370,000
5	Dr. Ibraheem Adel Ibraheem Sheerah	350,000	20,000					370,000											370,000
	Total	**1,750,000**	**95,000**					**1,845,000**											**1,845,000**
	Grand Total	**2,950,000**	**155,000**					**3,105,000**											**3,105,000**

Remuneration of Executive Management

Executive Management remuneration is proposed by the Nomination and Remuneration Committee and approved by the Board of Directors, in accordance with employment contracts and the Company's internal policies. The Committee periodically reviews remuneration structure and benefit categories, as well as the key performance indicators (KPIs) used to evaluate performance and recommend compensation adjustments, which are then submitted to the Board for approval.

Executive Management may be eligible for variable remuneration aligned with market practice and linked to the achievement of defined short- and long-term performance goals. All variable remuneration schemes are subject to the recommendation of the Nomination and Remuneration Committee and require Board approval.

Approval and Governance

The remuneration of the Board of Directors is determined based on recommendations from the Nomination and Remuneration Committee and is submitted for approval by the General Assembly. These recommendations are aligned with applicable laws, regulations, and SAL's internal governance policies, with no material deviations observed during the reporting period.

Senior Executive Remuneration

Remuneration paid to top five senior executives including the CEO and CFO in 2025.

	Fixed remunerations				Variable remunerations								
Senior Executives	Salaries	Allowances	In-kind benefits	Total	Periodic remunerations	Profits	Short-term incentive plans	Long-term incentive plans	Granted shares	Total	End-of service award	Total remunerations for Board executive if any	Aggregate Amount
Total	9,360,682	3,894,630	220,264	**13,475,575**	–	–	3,451,868	–	–	**3,451,868**	–	–	**16,927,444**

Committee Member Remuneration

Name	Fixed Remuneration (Except for the allowance for attending Board meetings)	Allowance for attending Board meetings	Total
Audit Committee			
Zaid Abdulrahman Abdullah Algwaiz	150,000	35,000	185,000
Olivier Philippe Auguste Bijaoui	125,000	25,000	150,000
Fahad Abdullah Hussain Moussa	125,000	30,000	155,000
Rasheed Abdulrahman Nasser Alrasheed	125,000	35,000	160,000
Total	**525,000**	**125,000**	**650,000**
Nominations and Remuneration Committee			
Rayan Mustafa Abdulwahab Qutub	150,000	25,000	175,000
Rasheed Abdulrahman Nasser Alrasheed	125,000	25,000	150,000
Tariq Mohammed Abubakr Alamoudi	125,000	25,000	150,000
Dr. Ibraheem Adel Ibraheem Sheerah	125,000	25,000	150,000
Total	**525,000**	**100,000**	**625,000**
Executive Committee			
Mohammad Abdullah Rashed Abunayyan	150,000	20,000	170,000
Rasheed Abdulrahman Nasser Alrasheed	125,000	25,000	150,000
Fahad Abdullah Hussain Moussa	125,000	25,000	150,000
Rayan Mustafa Abdulwahab Qutub	125,000	25,000	150,000
Total	**525,000**	**95,000**	**620,000**

Internal Control and Audit

SAL maintains a structured internal control framework designed to provide reasonable assurance that risks are appropriately identified, assessed, and managed across the organization. The framework supports the achievement of the Company's long-term strategic objectives by safeguarding assets, ensuring the reliability of financial reporting, promoting regulatory compliance, and enhancing operational effectiveness.

During the year ended 31 December 2025, the Internal Audit Department conducted comprehensive reviews to evaluate the adequacy and effectiveness of internal controls in managing key business risks, protecting Company assets, and supporting operational efficiency. In parallel, the External Auditor assessed relevant internal controls over financial reporting as part of the annual statutory audit.

Based on the results of these reviews, no material weaknesses or significant deficiencies were identified that would adversely affect the Company's governance framework, financial integrity, or its ability to achieve its operational and strategic objectives.

Related Party Transactions

A related party includes affiliates of the Company (excluding wholly owned companies); substantial Shareholders, Directors and Senior Executives of the Company, or its substantial Shareholders; parents, spouse, and children of these persons; any Company controlled by these persons; and the directors of the Company's affiliates. Pricing policies and terms for such transactions are approved by the Company's management. All outstanding balances with related parties are managed in accordance with approved governance controls and under the supervision of the Company's management, noting that these transactions are carried out on a commercial basis and without any preferential terms.

Contracting Entity	Names of Related Parties	Nature of Work or Contract	Contract Value (SR)
Zakat, Tax and Customs Authority	Mr. Mohammad Abunayyan	Provision of unified services (handover of operational tasks for the cargo building) to Zakat, Tax and Customs Authority across multiple airports	–
Saudi Airlines Cargo Company	Mr. Mohammad Abunayyan, Mr. Fahad Moussa, Mr. Rasheed Alrasheed, Mr. Ahmad Alwassiah	Provision of information technology services	5,057,444
Saudi Airlines Cargo Company	Mr. Mohammad Abunayyan, Mr. Fahad Moussa, Mr. Rasheed Alrasheed, Mr. Ahmad Alwassiah	Provision of ground handling services	194,593,961
Bupa Arabia for Cooperative Insurance	Mr. Zaid AlGwaiz	Provision of health insurance policy	33,557,636
Tawseel Trading Company	Mr. Rayan Qutub	Provision of logistics services	6,082,857
Catrion Catering Holding Company	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Provision of supply agreement	384,906
Saudi Arabian Airlines Corporation	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Provision of discount on flight tickets	–
Saudia Royal Fleet	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Provision of logistics and warehouse management services	7,146,656
Saudi Ports Authority – Mawani	Mr. Rayan Qutub	Land lease at Jeddah Islamic Port	42,160,000
Saudia Private Aviation	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Charter handling services	7,643,505

Contracting Entity	Names of Related Parties	Nature of Work or Contract	Contract Value (SAR)
Tawseel Trading Company	Mr. Rayan Qutub	Consolidation cargo handling services	–
Saudi Ground Services Company	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Ground handling services and equipment	18,966,733
Saudi Ground Services Company	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Fuel services	2,195,223
Saudi Ground Services Company	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Logistics services	475,135
NEOM Company	Mr. Mohammad Abunayyan	Logistics services	–
Saudia Aerospace Engineering Industries Company	Mr. Fahad Moussa, Mr. Rasheed Alrasheed, Mr. Ahmad Alwassiah	Warehouse and logistics management and material handling services	77,167,287
Prince Sultan Aviation Academy	Mr. Mohammad Abunayyan, Mr. Fahad Moussa, Mr. Rasheed Alrasheed, Dr. Ibraheem Sheerah, Mr. Ahmad Alwassiah	Framework agreement	266,800
Flyadeal Company	Mr. Fahad Moussa, Dr. Ibraheem Sheerah, Mr. Ahmad Alwassiah	Logistics services	4,998,078
Saudi Airlines Air Transport Company	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Handling services provided by the Company	19,872,256
Saudi Arabian Airlines Corporation	Saudi Arabian Airlines Corporation (direct), Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Provision of IATA booklets, insurance policies, and IT services	397,997
Saudia Private Aviation	Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Ramp transportation services	100,779
Saudi Airlines Cargo Company	Mr. Mohammad Abunayyan, Mr. Fahad Moussa, Mr. Ahmad Alwassiah, Dr. Ibraheem Sheerah	Charter flight services	1,875,000
Saudi Airlines Cargo Company	Mr. Mohammad Abunayyan, Mr. Rasheed Alrasheed, Mr. Fahad Moussa, Mr. Ahmad Alwassiah	Air waybill services	9,323,017

Requests for Shareholder Records

Number, dates, and reasons for the Company's requests for shareholder records:

No.	Request Date	Request Reason
1	January 2, 2025	Corporate Action
2	February 3, 2025	AGM
3	February 13, 2025	Others
4	February 24, 2025	Corporate Action
5	February 27, 2025	Corporate Action
6	March 4, 2025	Others
7	March 6, 2025	Others
8	April 6, 2025	Corporate Action
9	May 4, 2025	Others
10	June 2, 2025	Corporate Action
11	June 24, 2025	AGM
12	July 2, 2025	Corporate Action
13	August 4, 2025	Others
14	September 2, 2025	Others
15	October 2, 2025	Others
16	November 3, 2025	Others
17	December 28, 2025	Others

Changes in Major Shareholders Ownership

During the year, there were no significant changes in the ownership structure of the Company. While on November 5, 2024, Tarabot Air Cargo Services Company, one of SAL's major shareholders holding 21% of the Company's shares transferred its stake to investment portfolios of companies owned by the same partners, this internal reallocation did not result in any change in ultimate ownership or control.

Late December this year, Vision International Investment Company has reduced its shareholding in SAL by approximately 3%, bringing its ownership down from 9.41% to 6.41% (7,526,400 shares vs 5,126,400 shares). The reduction in Vision International Investment Co.'s holding reflects an internal transfer of shares to two of its major shareholders.

Shareholder	Number of Shares	Percentage
Saudi Arabian Airlines Corporation	39,200,000	49%
Vision International Investment Company	5,126,400	6.408%

Dividend Distribution Policy

SAL's Dividend Distribution Policy is designed to balance sustainable shareholder returns with the Company's long-term growth objectives, capital requirements, and financial stability. The policy reflects the Company's commitment to delivering consistent value to shareholders while maintaining adequate liquidity to support strategic investments and operational needs.

In accordance with the approved guidelines, the Board of Directors has recommended the distribution of quarterly cash dividends of no less than 75% of net income, subject to the Company's financial performance, cash flow position, capital expenditure requirements, and applicable regulatory provisions. All dividend distributions are subject to the recommendation of the Board and the approval of the General Assembly.

Details of the dividend percentages distributed to shareholders during the financial year 2024–2025, including interim quarterly distributions, the proposed final dividend, and the total cumulative dividend for the year are as follows:

	For the fourth quarter of 2024	For the first quarter of 2025	For the second quarter of 2025	For the third quarter of 2025
Due date	26/02/2025	24/06/2025	21/08/2025	16/11/2025
Distribution date	18/03/2025	14/07/2025	09/09/2025	01/12/2025
Distribution ratio to nominal share value	13.3%	14.3%	15.2%	17.0%
Dividend per share (⃁)	1.33	1.43	1.52	1.70
Total distribution amount (⃁)	106,400,000	114,400,000	121,600,000	136,000,000

There are no arrangements or agreements under which a shareholder of the Company has waived any rights to dividends.

The board has also approved a distribution of cash dividends for the fourth quarter of 2025 for a total of ⃁ 151,200,000 (⃁ 1.89 dividend per share). Eligibility date will be on the 1 April 2026 with the distribution date to be on the 16 April 2026.

Statutory Payments

Statement	Paid ⃁	Due Until the End of the Financial Year and Not Settled ⃁	Brief Description
Zakat	34,750,679.00	38,800,000.00	Zakat of the company
Tax	3,221,242.41	595,944.47	VAT and withholding taxes
GOSI	33,154,896.00	2,834,340.00	Subscriptions
Visas and Passport Fees	112,252.00	–	Fees payable for exit and return visa and Iqama renewals
Labor Office Fees	512,950.00	–	Fees payable for extraction and work permit renewals

Ethics, Integrity, and Compliance

Corporate Ethics and Business Conduct

SAL is committed to upholding the highest standards of ethical conduct and integrity across all aspects of its operations. This commitment is formalised through a comprehensive Code of Ethics and Business Conduct, which provides a clear framework for professional behaviour applicable to the Board of Directors, Committee Members, Executive Management, and all employees.

The Code reinforces compliance with applicable laws, regulations, and internal policies, while promoting accountability, transparency, and responsible decision-making. It establishes clear expectations regarding conflicts of interest, confidentiality, fair dealing, protection of Company assets, and adherence to governance principles. Through consistent application of these standards, SAL strengthens its control environment and fosters a culture of integrity that supports sustainable value creation and stakeholder confidence.

Whistleblowing and Ethical Reporting

SAL maintains established whistleblowing channels that enable employees, contractors, clients, suppliers, and Board Members to report suspected unethical or unlawful conduct. These mechanisms cover matters such as fraud, corruption, financial misconduct, conflicts of interest, harassment, and other violations of Company policies or regulatory requirements.

Whistleblowing channels are designed to ensure confidentiality and to protect individuals from retaliation. Reports may be submitted through designated communication platforms and are handled in accordance with defined investigation protocols. All reported concerns are assessed independently and investigated where appropriate, with corrective actions implemented as necessary.

This structured reporting framework supports early detection of potential misconduct, strengthens internal controls, and reinforces SAL's commitment to a values-driven workplace culture.

Anti-Bribery and Corruption Compliance

SAL enforces strict anti-bribery and anti-corruption policies in line with applicable local regulations and international best practices. The Company adopts a zero-tolerance approach toward bribery, facilitation payments, kickbacks, and any form of improper advantage in business dealings.

These policies apply to all employees, officers, Board Members, contractors, and business partners. Compliance is supported through periodic training, awareness initiatives, monitoring procedures, and internal control mechanisms. Due diligence processes are implemented for significant partnerships and transactions to mitigate corruption-related risks.

Through these measures, SAL ensures that all business activities are conducted with integrity, transparency, and accountability, thereby safeguarding the Company's reputation and maintaining stakeholder trust.

Risk Assessment and Management

SAL's risk management framework pivots on the application of industry best practices in a manner calculated to support the achievement of the Company's strategic objectives and long-term growth ambitions. The framework addresses risks that may impact SAL's vision, strategy, customers, assets, organizational structure, employees, and operational activities.

Enterprise Risk Management (ERM) is embedded across the organization and integrated into strategic, operational, and business decision-making processes. In 2025, SAL refreshed its risk appetite to ensure continued alignment with its evolving strategy and growth trajectory, while maintaining a disciplined approach to risk-taking. Oversight of risk management activities is driven by the Risk Management Committee, which plays a central role in monitoring risk exposures and the effectiveness of mitigation measures across the Company.

Risk Management Policy

The Company's risk management policy is designed to provide a structured and consistent approach to identifying, assessing, managing, and monitoring risks across the Company. The policy aims to:

- Embed risk management as a standard management practice across all levels of the organization, ensuring that risk considerations are integrated into strategic, operational, and business decision-making.
- Protect the Company from adverse events while supporting the execution of strategic initiatives and new developments, by reducing risk exposure, mitigating the severity of potential impacts, and implementing appropriate controls to limit losses where risks materialise.
- Support the effective achievement of the Company's objectives by enhancing operational efficiency, enabling the execution of strategic initiatives, and maintaining a strong focus on serving customers.
- Reduce the cost and impact of risks through proactive identification, timely mitigation, and continuous monitoring of key risk exposures.
- Safeguard the interests of the Company, the Board of Directors, shareholders, and other stakeholders by promoting disciplined risk-taking aligned with the Company's objectives and risk appetite.
- Align with internationally recognised risk management standards and industry best practices, ensuring that the Company's risk management approach remains robust, consistent, and responsive to its operating environment.

Risk Appetite

SAL's risk appetite defines the nature and level of risk the Company is willing to accept in pursuit of its strategic objectives and long-term growth ambitions. The Company seeks to ensure that risks are taken in a deliberate, disciplined, and well-informed manner, balancing the pursuit of opportunities with the need to safeguard operational resilience, financial strength, and stakeholder interests.

In 2025, SAL refreshed its risk appetite to align with its evolving strategy and growth trajectory. While the underlying risk assessment framework and methodologies remain consistent, the refreshed risk appetite reflects a more forward-looking approach that supports strategic initiatives, new developments, and expansion activities, within clearly defined governance and oversight parameters.

SAL does not accept risks that could materially compromise the achievement of its strategic objectives, business continuity, regulatory compliance, or reputation. Risks that exceed the Company's defined risk appetite are duly escalated to the concerned committee, and management is required to implement timely and appropriate response actions. These risks are also reported quarterly to the Board of Directors.

The Company's risk appetite framework encompasses the following key elements:

- **Risk philosophy** – Promotes disciplined risk-taking in support of value creation, while maintaining a strong focus on sustainability and resilience.
- **Risk attitude** – The Company adopts varying approaches to risk (risk-seeking, risk-neutral, or risk-averse) depending on the nature of the activity, strategic importance, and potential impact.
- **Risk and return considerations** - These ensure that risks undertaken are commensurate with expected returns and aligned with the Company's strategic priorities.
- **Mitigation preferences** - Emphasize proactive risk mitigation, control enhancement, and risk transfer where appropriate.
- **Risk treatment priorities** – Guide management in determining when to avoid, reduce, transfer, or accept risks based on their significance and alignment with objectives.
- **Acceptable impact thresholds** - Defined at a high level to support consistent decision-making while avoiding undue exposure to adverse outcomes.
- **Risk appetite categories** - Provide a structured view of key risk areas across strategic, operational, financial, regulatory, and reputational dimensions.

Through this approach, SAL seeks to enable informed decision-making, support the successful execution of its strategy, and maintain alignment between risk-taking, governance, and stakeholder expectations.

Risk Categories

SAL has identified the below risk categories. Oversight of these risk categories, including the monitoring of risk exposures and the effectiveness of mitigation actions, is driven by the Risk Management Committee, which provides organization-wide governance and ensures alignment with the Company's risk appetite and strategic objectives.

Financial	Financial risk is any uncertainty that could lead to an adverse financial impact on SAL financial performance. High Financial risks could have a severe impact that SAL will not be able to meet its financial obligations.
Operational	Risk of loss resulting from inadequate or failed internal processes, people, systems commercial and/or external events impacting daily operations across all business lines. This Category includes the risk of failure to attract the best talent in the market and/or retaining the existing best performing talent as well as the risk of high attrition.
Reputational	Risks impacting the Company's image, the loss of value to SAL's brand and inability to satisfy customers. Reputational risks, at a regional level or larger scale, may also impact the ability to attract investors and/or professional capabilities.
Strategy	Risks impacting SAL's ability to achieve its mission, goals and strategic objectives. These include strategic planning risks that may lead to potential failure to achieve core objectives.
Health, Safety & Environment	Risks impacting the health and safety of employees, external contractors, customers, residents and citizens of all geographic regions where SAL operates as a company. These risks also include the ecosystem and environment in which SAL operates as a company.
Regulatory, Legal & Compliance	Risk of loss arising from non-compliance of regulatory requirements, legal actions and litigations. These risks are dependent on level of adherence to applicable regulations and the governance and legislative framework of the Company.
Security	Risks impacting the security of SAL stations, aircraft, cargo and airport infrastructure.
Information Technology	Risks impacting the digitization and IT operations within the Company.
Cyber security	Risks impacting cybersecurity environment at SAL. The protection of privacy, integrity, and accessibility of data and information in cyberspace. Cyberspace is acknowledged as an interaction of people, software and worldwide technological services.

Risk Appetite Statements

Financial	SAL has Low appetite for financial risks. SAL as a company is not prepared to take any risks which may jeopardize its financial stability, which is achieved through maintaining healthy financial performance over the long term, meeting financial obligations, and remaining solvent under varying economic and business conditions Investments in any projects or business growth by SAL are based on and supported by defined metrics. Also, SAL has Low appetite for material misstatements in its financial reporting.
Operational	SAL aims to provide secure and satisfying transport, logistics and cargo services to all its customers and clients. SAL has Low appetite for any threat that impacts the activities related to cargo, ground handling operations, commercial, freight forwarding, transport, or warehousing activities. SAL is committed to attracting the best talent in the market and retaining its existing best performing talent. Therefore, SAL has Low appetite to risk in Operational area.
Strategy	SAL has Moderate appetite for pursuing opportunities through a set strategy guided by the principles of risk return optimization, which shall enable SAL to achieve sustainable growth.
Reputational	SAL has Low appetite for risks impacting its brand and image.
Health, Safety & Environment	SAL is committed to the prevention of staff injuries, environment protection, promoting safe operations and healthy lifestyle for all stakeholders – from direct and outsources employees to customers and clients. Therefore, Company has Zero appetite for any Health, Safety and Environment related issues or incidents.
Regulatory, Legal and Compliance	SAL has Low risk appetite for regulatory and compliance violations or breaches which may expose the company to unwarranted legal and regulatory implications.
Security	SAL has Zero tolerance for security breaches and applies a risk-based approach with the primary aim of preventing terrorism and criminal activity at all its facilities. To achieve this, SAL follows the industry best security practices and follows guidance from relevant national/international agencies.
Information Technology	SAL has Low appetite for risks impacting its Information systems, IT operations and infrastructure to ensure minimum downtime and challenges in operations.
Cybersecurity	SAL has Low appetite for risks impacting Cybersecurity, network and infrastructure security to safeguard against all types of cyber-attacks and ensure minimum downtime and challenges in operations. Low risk appetite also pertains to Personal Data Breaches in line with applicable privacy laws and regulations such as

Risk Assessment and Evaluation

Risk likelihood reflects the probability of a risk event occurring, while impact considers the potential effect on SAL's strategic objectives, operations, financial performance, and reputation. Risks are assessed using a structured evaluation approach aligned with the Company's risk appetite to determine their significance and prioritisation.

Risks that exceed acceptable tolerance levels are escalated through management and reported in detail to the Risk Management Committee together with appropriate mitigation and response actions.

Risk Impact Measurement

Risk impact is measured consistently across all risk categories, considering the potential effect on SAL's strategic objectives, operations, financial performance, regulatory compliance, and reputation. Impact considerations are embedded into management decision-making to support informed prioritisation and effective risk responses.

Senior Executives, including Presidents, Chiefs, Vice Presidents, Department Directors, and management teams utilise risk impact guidance as part of the risk management framework.

Responsibilities

Responsibility for the effective implementation of SAL's risk management and risk appetite framework is shared across the organization and supported by appropriate governance oversight.

- Risk appetite is reviewed and approved by the Chief Executive Officer, the Risk Management Committee, and the Board of Directors, ensuring alignment with SAL's strategic direction and growth ambitions.
- Risk appetite is designed to be aligned with the Company's strategy, values, and objectives, and is embedded into performance management and decision-making processes where appropriate.
- Ownership of risk management is distributed across the organization, with executives, management, and employees responsible for applying risk management practices within their respective areas of responsibility, subject to ongoing oversight and monitoring.
- The Risk Management function, in collaboration with management, supports the monitoring of key risk exposures, mitigation actions, and response measures, and provides consolidated reporting to the Risk Management Committee and the Board.
- Risk considerations are integrated into strategic planning and major initiatives, considering internal and external factors such as market dynamics, regulatory developments, business conditions, and customer requirements.

CEO Sustainability & ESG Statement

Scaling Responsible Logistics: Embedding Sustainability, Efficiency, and National Value Across SAL's Growing Platform

Dear stakeholders,

At SAL, sustainability is embedded in the way we operate, invest, and report. Throughout 2025, we continued integrating ESG considerations across our business and value chain, consistent with our role as the Kingdom's national logistics champion. Sustainability remains central to strengthening our operating model, enhancing resilience, and supporting long-term value creation.

During the year, we advanced our understanding of the environmental, social, and governance implications of our activities. As stakeholder expectations evolve, we recognize the importance of assessing our impacts, managing associated risks proactively, and identifying opportunities that contribute to sustainable, responsible growth. This commitment forms a core part of how we create enduring value for our customers, partners, and the communities we serve.

In 2025, we initiated the development of SAL's Net-Zero Plan. The first step focused on establishing the governance foundations, developing baseline insights, and defining the priority decarbonization levers across our operating footprint. This work will inform a sequenced roadmap that supports a disciplined and pragmatic transition in coming years.

Our environmental approach emphasizes operational efficiency and measured transition actions. We are prioritizing energy management systems across key sites and advancing the transition to electric and lower-emission ground support equipment. These initiatives are aligned with our broader growth strategy and are designed to reinforce cost discipline, reduce exposure to energy and carbon trends, and ensure the long-term performance of our assets.

Our social commitments remain central to our role as a national operator. We continue to invest in safety, skills, and professional development through structured learning programs, while fostering an inclusive and performance-driven culture. These efforts strengthen operational reliability, support talent development, and contribute to broader national workforce participation.

Our governance foundation continues to be strong. We maintain robust controls, ethics, and compliance, and are further aligning our management systems with recognized standards and reporting practices. This ensures transparent, consistent disclosure and supports the confidence of our stakeholders.

Our focus remains clear and pragmatic: protect people and communities, operate reliably, use resources efficiently, and support the Kingdom's trade and connectivity agenda under Vision 2030. This is the lens through which we manage our responsibilities and deliver long-term value for our stakeholders.

Omar Talal Hariri
Chief Executive Officer

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Financial Review & Statements

CFO's Review

Protecting margins, strengthening cash flow, and funding strategic growth with financial discipline

Dear shareholders,

SAL delivered a resilient financial performance in 2025. Against a backdrop of normalizing market conditions, we executed with discipline – protecting margins, enhancing cash generation, and advancing the investments required to support future operational capacity. With an exceptional 2024 base, our focus was to maintain earnings quality and strengthen structural efficiency.

Our priorities were clear: safeguard profitability, convert a greater share of earnings into cash, and fund strategic projects without stretching the balance sheet. We met each of these objectives.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

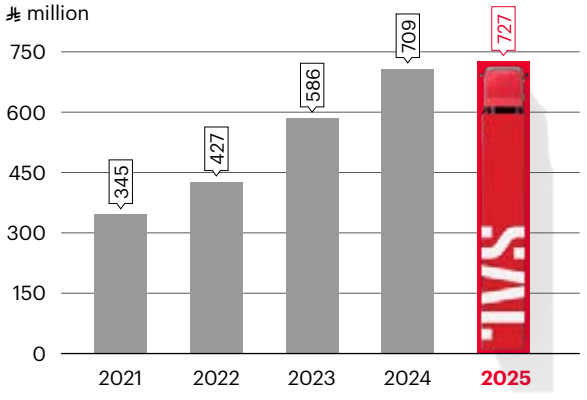
	2025 ⃁ '000	2024 ⃁ '000	Variance ⃁ '000	Percentage
Revenue	**1,708,430**	**1,633,957**	**74,473**	**5%**
Cost of revenue	(746,144)	(718,742)	(27,402)	4%
Gross Profit	**962,286**	**915,215**	**47,071**	**5%**
Other income	2,044	1,572	472	30%
Selling and marketing expenses	(41,553)	(48,440)	6,887	-14%
General and administrative expenses	(196,082)	(175,558)	(20,524)	12%
Allowance for expected credit losses	567	16,627	(16,060)	-97%
Operating Profit	**727,262**	**709,416**	**17,846**	**3%**
Finance income	67,239	59,495	7,744	13%
Finance cost	(57,811)	(74,434)	16,623	-22%
Profit Before Zakat	**736,690**	**694,477**	**42,213**	**6%**
Zakat expense	(38,800)	(33,042)	(5,758)	17%
Profit for the Year	**697,890**	**661,435**	**36,455**	**6%**
Remeasurement gain on employees' benefit obligations	395	347	48	14%
Total Comprehensive Income for the Year	**698,285**	**661,782**	**36,503**	**6%**
Basic earnings and diluted earnings per share attributable to ordinary equity holders of the Company (in ⃁)	**8.72**	**8.27**	**0.46**	**6%**

Performance and Momentum

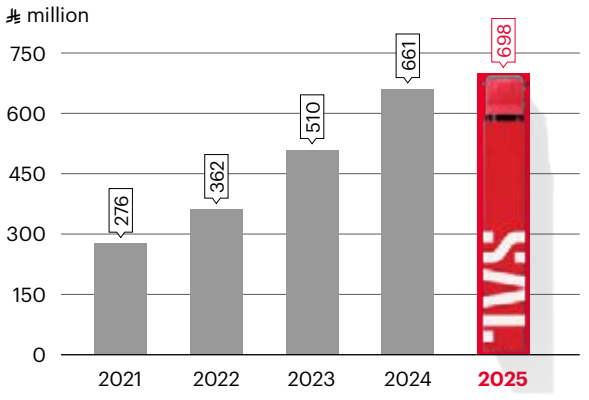
Group revenue increased by 5% to ⃁ 1,708 million, supported by a stable volume environment and a disciplined focus on service mix and productivity. Operating profit rose 3% to ⃁ 727 million, while net profit reached ⃁ 698 million, a 6% improvement.

Performance improved sequentially, culminating in a strong fourth quarter that demonstrated operating leverage. Steady, deliberate progression each quarter, building on the last. Our financial trajectory tells a story of resilience, recovery, and regained momentum. Our business model enables us to deliver strong operating performance while maintaining a robust balance sheet and making important strategic investments for organic growth.

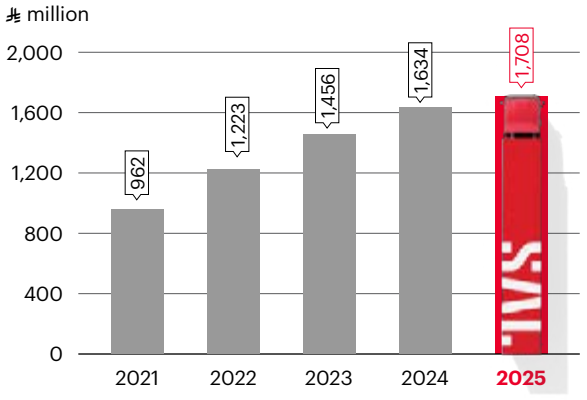
Operating Profit (EBIT)



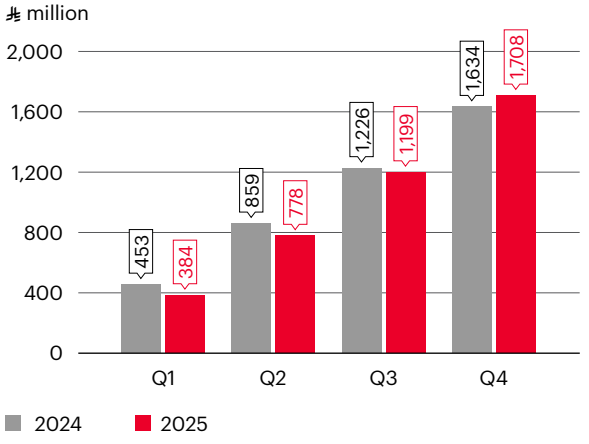
Profit for the Year



Annual Revenue



YTD Revenues

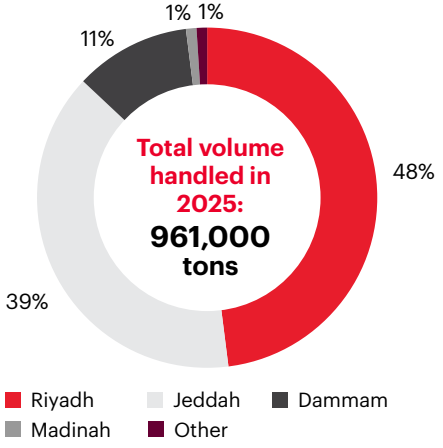


Fourth Quarter Performance and Margin Quality

The final quarter of 2025 marked a strong return of momentum for SAL. Revenue for the period rose to ⃁ 509 million, driven by an exceptionally strong year-end uplift in Cargo Ground Handling volumes and double-digit growth in the Logistics division.

More importantly, the fourth quarter delivered exactly the operating leverage we built toward: revenue up 25%, EBIT up 31%, and net profit up 42% year-on-year. This performance reaffirms the resilience of our core operations and our ability to convert seasonal demand into high-quality earnings.

Geographic Volume Presence



	Q4 2025 ⃁ '000	Q4 2024 ⃁ '000	Change	2025 ⃁ '000	2024 ⃁ '000	Change
Revenue	509,206	408,690	25%	1,708,430	1,633,957	5%
Operating Profit (EBIT)	202,083	154,788	31%	727,262	709,416	3%
EBIT Margin	39.7%	37.9%	1.8pp	42.6%	43.4%	(0.8pp)
Net Profit	201,665	142,033	42%	697,890	661,435	6%
EPS	2.52	1.78	42%	8.72	8.27	6%

Divisional Performance

Cargo Ground Handling

Cargo Ground Handling remained SAL's profit engine throughout the year. Even as market conditions normalized, the division continued to deliver high-margin performance, managing year-end peaks with efficiency and converting increased activity into strong financial results through disciplined cost control and an improved service mix.

In Q4 2025, revenue rose to ⃁ 423 million, a 27% increase from the prior-year period, supported by robust seasonal activity and solid contributions from core clients. Earnings followed suit, with the quarter's EBIT margin reaching a record 51.9%, reflecting both strong demand and the operational efficiencies realized across our network.

For the full year, Ground Handling generated ⃁ 1,457 million in revenue, a 7% increase, accounting for 85% of SAL's business. The division sustained an impressive 51.1% EBIT margin for the year, underscoring the consistent quality of its earnings. This performance was supported by steady volume flow, stable client activity, and the continued enhancement of our service portfolio, which further strengthened SAL's competitive position.

Ground Handling	Q4 2025 ⃁ '000	Q4 2024 ⃁ '000	Change	2025 ⃁ '000	2024 ⃁ '000	Change
Revenue	423,322	334,491	27%	1,456,582	1,362,674	7%
Operating Profit (EBIT)	219,735	154,399	42%	744,319	686,702	8%
EBIT Margin	51.9%	46.2%	5.7pp	51.1%	50.4%	0.7pp

Logistics

Logistics marked a clear turning point in 2025. After a deliberate reset early in the year, the division gained traction and delivered double-digit revenue growth in both the third and fourth quarters of the year.

Q4 revenue rose to ⃁ 86 million (+16% YoY), supported by stronger execution and new contract wins, demonstrating that the strategic groundwork laid since Q2 is now converting into meaningful contribution. While EBIT remains negative, reflecting certain one-off items during the period, alongside the cost of expanding capacity, the trajectory remains positive as activity and scale continue to increase.

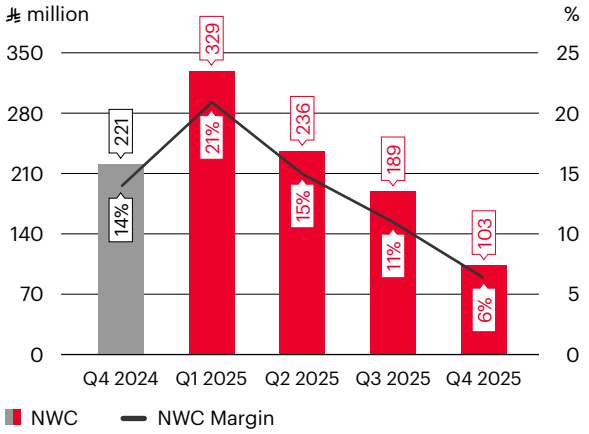
The inauguration of the Kaden Distribution Center in Q4 further extends the division's infrastructure and positions Logistics to deepen its contribution in coming years.

Cash Flow, Working Capital, and Balance Sheet

Cash performance was one of the defining strengths of 2025. The Group delivered ⃁ 957 million in operating cash flow, reflecting both the quality of earnings and the effectiveness of our collections and cost-management processes. This represents one of the highest cash conversion levels in our recent history and underscores the resilience of our operating model.

A key area of focus was working capital discipline. Net working capital ended at ⃁ 103 million (6% of revenue), which is a significant improvement compared to previous periods. This lean position strengthens liquidity and supports capital deployment while preserving day-to-day resilience.

NWC and NWC Margin

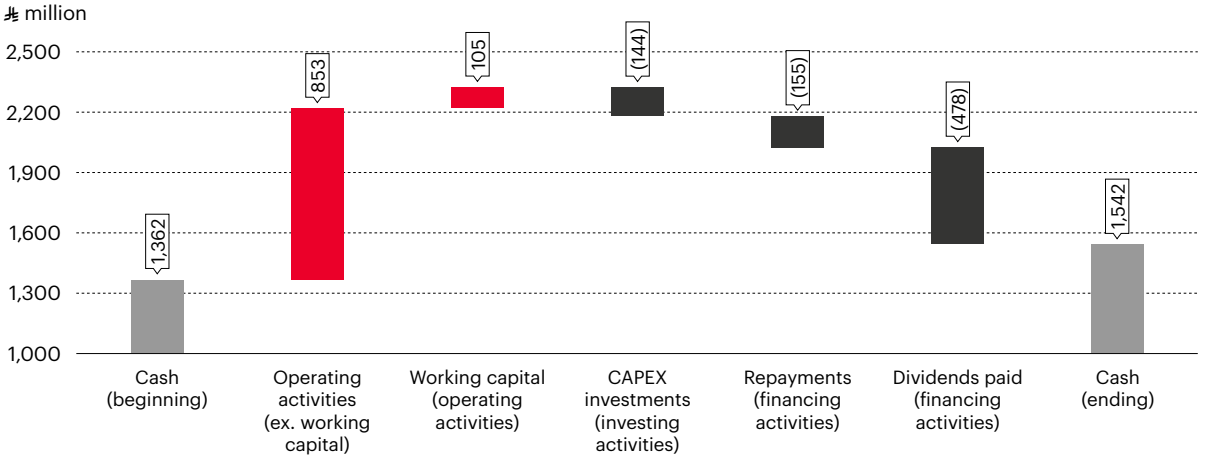


Logistics	Q4 2025 ⃁ '000	Q4 2024 ⃁ '000	Change	2025 ⃁ '000	2024 ⃁ '000	Change
Revenue	85,884	74,199	16%	251,848	271,283	(7%)
Operating Profit (EBIT)	-13,608	389	-3,598%	-13,013	22,714	-157%
EBIT Margin	-15.8%	0.5%	-16.4pp	-5.2%	8.4%	-13.5pp

The Group ended the year with ⃁ 1,542 million in cash and cash equivalents, providing significant financial flexibility. This liquidity allowed us to advance capital projects while maintaining a conservative balance-sheet profile.

Total cash capital expenditure amounted to ⃁ 144 million, complemented by ⃁ 411 million in right-of-use asset additions. These investments were largely related to the Logistics Zone and new leases in Jeddah and Riyadh. Year-end capital commitments stood at ⃁ 806 million, primarily associated with major cargo terminal developments.

Movements in Cash Flows



From a funding perspective, SAL remains prudently leveraged. Interest-bearing long-term loans totaled ⃁ 562 million, while lease liabilities were ⃁ 1,023 million, reflecting our asset base and long-term concession structures. The Group closed the year with a net debt of ⃁ -980 million consistent with our disciplined approach to balance sheet management.

In parallel with our investment program, we continued to deliver returns to shareholders. Cash dividends paid in 2025 totaled ⃁ 478 million. Separately, the Board approved a fourth quarter dividend of ⃁ 1.89 per share, demonstrating our commitment to maintaining a balanced capital-allocation framework.

Five Years of Sustainable Growth & Financial Strength

The Group's five-year financial record reflects expanding scale, improving operational efficiency, and disciplined capital management. Revenue, profitability, cash flow, and return metrics have strengthened materially over the period, supported by the ongoing optimization of working capital and a measured approach to investment and leverage.

Working capital efficiency improved to 6% of revenue (⃁ 103 million), supporting ROIC of 33% and ROE of 43% in 2025.

	2025 ⃁ millions	2024 ⃁ millions	2023 ⃁ millions	2022 ⃁ millions	2021 ⃁ millions
Operational performance					
Revenue	1,708	1,634	1,456	1,223	962
EBITDA	839	815	721	545	455
Operating Profit (EBIT)	727	709	586	427	345
Profit for the year	698	661	510	362	276
Balance sheet					
Net working capital	103	221	173	130	134
Property and equipment	808	720	709	705	659
Right-of-use asset	846	523*	886	1,213	1,284
Intangible assets	12	12	14	14	15
Total assets	3,729	3,232	3,285	3,284	3,173
Total equity	1,622	1,402	1,234	1,073	962
Total liabilities	2,107	1,830	2,051	2,210	2,211
Cashflow					
Net cash generated from Operating activities	957	791	644	556	309
Capital expenditures (CAPEX)	144	68	73	98	148
Adjusted Free Cash flow	814	724	599	458	161
Dividends paid	478	494	352	255	100
Ratios					
EBIT margin	42.6%	43.4%	40.3%	34.9%	35.9%
Net Working Capital (NWC) as a % of Revenue	6%	14%	12%	11%	14%
Return On Invested Capital (ROIC)	33%	35%	32%	27%	24%
Return On Equity (ROE)	43%	47%	41%	34%	29%
Net Interest-Bearing Debt (NIBD) (millions)	(980)	(745)	(607)	(440)	(372)
Leverage Ratio (NIBD/EBITDA)	-1.2x	-0.9x	-0.8x	-0.8x	-0.8x

*Reduction due to reduced rental costs on key terminal agreements renewed in 2024.

Loans

The following table shows the company's loans as of December 31, 2025:

(in millions)

Lender	Type of Loan	Loan Date	Principal Amount	Loan Term	Repaid during 2025	Balance as of 31 Dec 2025
SAB Bank	Long-term Loan	September 2021	500	9 years	35	430
The Saudi Industrial Development Fund (SIDF)	Long-term Loan	May 2023	172.3	6 years	22	141

Closing Perspective

We completed 2025 with stronger results, improved cash conversion, and a leaner working-capital structure. Throughout the year, we remained focused on disciplined execution, cost efficiency, and maintaining high-quality earnings amidst normalized volumes. The operational improvements and strategic investments completed in 2025 have reinforced the Group's financial resilience and positioned SAL with a solid foundation for the next stage of its development.

As we look ahead to 2026, we enter the year with a stronger operational base, clearer divisional foundations, and the capacity created through our recent investments to support the next phase of SAL's development.

These outcomes provide a solid platform for continued progress as we sustain our commitment to operational excellence, financial discipline, and value creation for shareholders.

Haydar Ucar

Chief Financial Officer

Independent Auditor's Report on Consolidated Financial Statements

EY
Shape the future with confidence

Ernst & Young Professional Services (Professional LLC)
Paid-up capital (SR 5,500,000 - Five million five hundred thousand Saudi Riyal)

King's Road Tower, 13th Floor, King Abdul Aziz Road (Malek Road)
P.O. Box 1994, Jeddah 21441
Kingdom of Saudi Arabia, Head Office - Riyadh
C.R. No.: 1010383821, Unified No.: 7000117205

C.R. No.
(Jeddah Branch): 4030276644

Tel: +966 12 221 8400
Fax: +966 12 664 4408

ey.ksa@sa.ey.com
ey.com

TO THE SHAREHOLDERS OF SAL SAUDI LOGISTICS SERVICES COMPANY (A SAUDI JOINT STOCK COMPANY)

Opinion

We have audited the consolidated financial statements of SAL Saudi Logistics Services Company (A Saudi Joint Stock Company) (the "Company") and its subsidiary (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements that are endorsed by the Saudi Organization for Chartered and Professional Accountants.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) that is endorsed in the Kingdom of Saudi Arabia, as applicable to audit of consolidated financial statement of public interest entities. We have fulfilled our other ethical responsibilities in accordance with that Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming auditor's opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key audit matter	How our audit addressed the key audit matter
Expected credit loss for trade receivables As at 31 December 2025, the gross trade receivables balance was ⃁ 415.95 million (31 December 2024: ⃁ 512.31 million), against which a provision for expected credit losses of ⃁ 31.39 million (31 December 2024: ⃁ 31.96 million) was maintained. The Company assesses at each reporting date whether the trade receivables carried at amortised cost are credit impaired. The management determines and recognises expected credit losses (ECL) as required by International Financial Reporting Standard 9 – Financial Instruments ("IFRS 9"). We considered this as a key audit matter as the ECL involves significant management judgement and assumptions, including macro-economic factors and study of historical trends. Refer to note 3.5 to the consolidated financial statements for the summary of material accounting policy information, note 2.5 for the critical estimates and assumptions and note 10 which details the disclosure of allowance for expected credit losses against the trade receivables.	Our audit procedures included, among others, the following: • Obtained an understanding of management's assessment of ECL and compared the accounting policy with the requirements of IFRS 9. • Assessed the design and implementation of the key controls related to: – Recording of trade receivables and settlements. – Trade receivables aging reports. • Assessed significant assumptions, including collection rates, impairment ratios and those relating to future economic events that are used to calculate the expected credit loss • Involved our specialists to assess the reasonableness of significant judgments, estimates and assumptions made by the management with reference to the calculation of ECL including the Group's assessment of the probability of default, incorporation of forward looking information and the loss given default parameter. • Tested the completeness of data and the mathematical accuracy of the ECL model. • Obtained a list of the customers that the Company has recorded a management overlay against and assessed the basis used by management to arrive at these additional overlays. • Assessed the adequacy of the relevant disclosures included in the consolidated financial statements.

Other matter

The financial statements of the Company for the year ended 31 December 2024 were audited by another auditor who expressed an unmodified opinion on those financial statements on 27 February 2025 (corresponding to 28 Shaban 1446H).

Other information included in the Group's 2025 Annual Report

Other information consists of the information included in the Group's 2025 annual report, other than the consolidated financial statements and our auditor's report thereon. Management is responsible for the other information in its annual report. The Group's 2025 annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Group's 2025 annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance, i.e., the Board of Directors.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements that are endorsed by the Saudi Organization for Chartered and Professional Accountants and the applicable provisions of the Regulations for Companies and Company's By-laws, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance, i.e., the Board of Directors, is responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

For Ernst & Young
Professional Services

Abdulaziz S. Alarifi
Certified Public
Accountant
License No. (572)

Jeddah: 28 Sha'aban
1447H
(16 February 2026G)

Consolidated Statement of Financial Position

	Note	31 December 2025 ৳ '000	31 December 2024 ৳ '000
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	6	807,675	720,154
Right-of-use assets	7	846,215	522,503
Intangible assets	8	11,820	11,686
Other non-current assets	9	10,393	-
TOTAL NON-CURRENT ASSETS		1,676,103	1,254,343
CURRENT ASSETS			
Long-term loan receivable	7	-	11,790
Prepayments and other receivables	11	116,125	113,414
Sublease	7(h)	10,494	10,494
Trade receivables	10	384,555	480,352
Cash and cash equivalents	12	1,542,127	1,362,043
TOTAL CURRENT ASSETS		2,053,301	1,978,093
TOTAL ASSETS		3,729,404	3,232,436

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
EQUITY AND LIABILITIES			
EQUITY			
Share capital	13	**800,000**	800,000
Reserve	14	**114,918**	114,918
Retained earnings		**720,631**	501,141
Actuarial reserve		**(13,355)**	(13,750)
TOTAL EQUITY		**1,622,194**	1,402,309
NON-CURRENT LIABILITIES			
Long-term loans	15	**480,051**	559,649
Employees' benefit obligations	16	**114,255**	100,101
Lease liabilities	7	**997,052**	683,700
TOTAL NON-CURRENT LIABILITIES		**1,591,358**	1,343,450
CURRENT LIABILITIES			
Long-term loans – current portion	15	**81,799**	57,000
Lease liabilities – current portion	7	**25,536**	34,377
Trade payables	17	**119,000**	127,395
Accrued expenses and other liabilities	18	**247,424**	229,862
Accrued Zakat	28	**42,093**	38,043
TOTAL CURRENT LIABILITIES		**515,852**	486,677
TOTAL LIABILITIES		**2,107,210**	1,830,127
TOTAL EQUITY AND LIABILITIES		**3,729,404**	3,232,436

Chief Financial Officer

Chief Executive Officer

Chairman of the Board of Directors

Consolidated Statement of Profit or Loss and Other Comprehensive Income

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Revenue	21	1,708,430	1,633,957
Cost of revenue	22	(746,144)	(718,742)
GROSS PROFIT		962,286	915,215
Other income	23	2,044	1,572
Selling and marketing expenses	24	(41,553)	(48,440)
General and administrative expenses	25	(196,082)	(175,558)
Allowance for expected credit losses	10	567	16,627
OPERATING PROFIT		727,262	709,416
Finance income	26	67,239	59,495
Finance cost	27	(57,811)	(74,434)
Net finance income / (costs)		9,428	(14,939)
PROFIT BEFORE ZAKAT		736,690	694,477
Zakat expense	28	(38,800)	(33,042)
PROFIT FOR THE YEAR		697,890	661,435

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Other comprehensive income for the year			
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:			
Remeasurement gain on employees' benefit obligations	16	395	347
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		698,285	661,782
EARNINGS PER SHARE:			
Basic earnings and diluted earnings per share attributable to ordinary equity holders of the Company (in)	32	8.72	8.27

Chief Financial Officer

Chief Executive Officer

Chairman of the Board of Directors

Consolidated Statement of Changes in Equity

	Note	Share capital ⃁ '000	Reserve ⃁ '000	Retained earnings ⃁ '000	Actuarial reserve ⃁ '000	Total ⃁ '000
Balance as at 31 December 2023		800,000	114,918	333,306	(14,097)	1,234,127
Profit for the year		-	-	661,435	-	661,435
Other comprehensive income for the year		-	-	-	347	347
Total comprehensive income for the year		-	-	661,435	347	661,782
Dividends	19	-	-	(493,600)	-	(493,600)
Balance as at 31 December 2024		**800,000**	**114,918**	**501,141**	**(13,750)**	**1,402,309**
Profit for the year		-	-	**697,890**	-	**697,890**
Other comprehensive income for the year		-	-	-	**395**	**395**
Total comprehensive income for the year		-	-	**697,890**	**395**	**698,285**
Dividends	19	-	-	**(478,400)**	-	**(478,400)**
Balance as at 31 December 2025		**800,000**	**114,918**	**720,631**	**(13,355)**	**1,622,194**

Chief Financial Officer

Chief Executive Officer

Chairman of the Board of Directors

Consolidated Statement of Cash Flows

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
OPERATING ACTIVITIES			
Profit before Zakat		736,690	694,477
Adjustments to reconcile profit before Zakat to net cash flows:			
Depreciation of property and equipment	6	56,525	60,482
Depreciation of right-of-use assets	7	51,868	41,514
Amortisation of intangible assets	8	3,312	3,291
Finance cost	27	57,811	74,434
Finance income	26	(67,239)	(59,495)
Provision for employees' benefit obligation	16	20,845	17,133
Lease modification	7	(6,417)	-
Gain on sublease	7	-	(4,521)
Loss on disposal of property and equipment		-	98
Allowance for expected credit losses	10	(567)	(16,627)
		852,828	810,786

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Working capital adjustments:			
Other non-current assets		(10,393)	-
Prepayments and other receivables		4,080	(62,339)
Trade receivables		96,364	(73,192)
Trade payables		(8,395)	82,660
Accrued expenses and other liabilities		15,100	35,225
		949,584	793,140
Cash generated from operations			
Employees' benefit obligations paid	16	(6,296)	(3,861)
Finance cost paid		(11,568)	(21,462)
Finance income received		60,448	59,495
Zakat paid	28	(34,750)	(35,846)
Net cash flows from operating activities		957,418	791,466
INVESTING ACTIVITIES			
Additions to property and equipment		(140,367)	(66,843)
Additions to intangible assets	8	(3,446)	(721)
Investment in short-term Murabaha deposits	12	-	500,000
Net cash flows (used in) / from investing activities		(143,813)	432,436

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
FINANCING ACTIVITIES			
Repayment of long-term loans		(57,000)	(44,000)
Proceeds from long-term loans		-	55,451
Payments of finance cost on lease liabilities		(51,221)	(28,389)
Payment of principal portion of lease liabilities		(46,900)	(61,747)
Dividends paid	19	(478,400)	(493,600)
Net cash flows used in financing activities		(633,521)	(572,285)
Net increase in cash and cash equivalents during the year		180,084	651,617
Cash and cash equivalent at the beginning of the year		1,362,043	710,426
Cash and cash equivalents at the end of the year	12	1,542,127	1,362,043

Chief Financial Officer

Chief Executive Officer

Chairman of the Board of Directors

SUPPLEMENTAL NON-CASH INFORMATION

	Note	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Lease modification during the year	7	45,141	372,149
Adjustment of long-term loan receivables with lease liabilities	7	16,390	11,790
Remeasurement gain on employees' benefit obligations	16	395	347

Notes to the Consolidated Financial Statements

1. COMPANY INFORMATION

SAL Saudi Logistics Services Company (the "Company" or "SAL") is a Saudi Joint Stock Company registered in Kingdom of Saudi Arabia under Commercial Registration number 4030367493 and Unified Identification Number 7016076056 dated 17 Safar 1441H corresponding to 16 October 2019. The Company was converted from a limited liability company to a closed joint stock company pursuant to resolution number 265 dated 11 Sha'ban 1442H (corresponding to 24 March 2021) issued by the Ministry of Commerce.

On 1 November 2023, the Company completed its Initial Public Offering ("IPO") and its ordinary shares were listed on the Saudi Stock Exchange ("Tadawul"). Accordingly, the Company has been categorised as a Saudi Joint Stock Company.

On 9 October 2025, the Company established a Subsidiary in the Kingdom of Saudi Arabia named SAL Zones Company ("SAL Zones"), a Simplified Joint Stock Company. The subsidiary has a paid-up capital of 500,000 and an authorized capital of 1.4 billion. The Company owns 100% of its capital.

The main activities of the Company and its subsidiary (collectively referred to as the "Group") comprise the provision of cargo ground handling services at airport terminals, freight brokerage services, warehouse management services, administrative services, storage services warehousing and transportation, supporting the Company's strategic expansion and revenue diversification goals.

The Company's registered office is located at the following address:

Prince Sultan Street,
Albasatin District,
P.O. Box 23716, Jeddah 8628,
Kingdom of Saudi Arabia.

The accompanying consolidated financial statements include accounts of the Company and its subsidiary:

Subsidiary	Country of incorporation	Effective ownership percentage 2025	2024
SAL Zones Company ("SAL Zones")	Kingdom Of Saudi Arabia	100%	-

2. BASIS OF PREPARATION

2.1 Statement of compliance

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements that are endorsed by Saudi Organization for Chartered and Professional Accountants ("SOCPA") (collectively referred to as "IFRS as endorsed in Kingdom of Saudi Arabia"). The Group has prepared these consolidated financial statements on the basis that it will continue to operate as a going concern.

2.2 Basis of consolidation

These consolidated financial statements are the first statutory consolidated financial statements of the Group and have been prepared for the year ended 31 December 2025. They comprise the financial statements of the Company and its subsidiary, both of which have same reporting date and applies consistent accounting policies.

The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Accordingly, control exists when all of the following conditions are met:

- power over the investee, being existing rights that give the Group the current ability to direct the relevant activities of the investee;
- exposure, or rights, to variable returns from its involvement with the investee; and
- he ability to use its power over the investee to affect its returns.

Control is generally presumed to exist when the Group holds a majority of the voting rights. Where the Group holds less than a majority of the voting or similar rights, it considers all relevant facts and circumstances in assessing whether control exists, including contractual arrangements with other vote holders, rights arising from other contractual arrangements, and the Group's existing and potential voting rights.

The Group reassesses whether it controls an investee if facts and circumstances indicate that there have been changes to one or more of the elements of control.

Consolidation of a subsidiary commences from the date on which the Group obtains control and ceases when the Group loses control. The assets, liabilities, income and expenses of a subsidiary are included in the consolidated financial statements from the date control is obtained until the date control ceases.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent and to non-controlling interests, even if this results in non-controlling interests having a deficit balance.

Where necessary, adjustments are made to the consolidated financial statements of subsidiaries to align their accounting policies with those of the Group. All intra-group balances, transactions, income, expenses and cash flows are eliminated in full on consolidation.

Changes in the ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

If the Group loses control of a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interests and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any retained interest is recognised at fair value at the date control is lost.

2.3 Basis of measurement

These consolidated financial statements are prepared under the historical cost basis.

2.4 Functional and presentation currency

These consolidated financial statements are presented in Saudi Arabian Riyals (), which is the functional and presentational currency of the Group, and all values are rounded to the nearest thousand ('000), except when otherwise indicated.

2.5 Significant Accounting Judgments, Estimates and Assumptions

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect application of accounting policies, reported amounts of income, expenses, assets and liabilities, and the accompanying disclosures including disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

(a) Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Going concern

The Group's management has made an assessment of the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt on the Group's ability to continue as a going concern. Therefore, the consolidated financial statements have been prepared on a going concern basis.

Determining the lease term of contracts with renewal and termination options – Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group has the option, under some of its leases to lease the assets for additional terms

The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew (e.g., a change in business strategy). The Group included the renewal period as part of the lease term for leases due to the significance of leased assets to its operations.

(b) Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the date of preparing the consolidated financial statements, that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities within the subsequent financial periods, are described below. The Group based its assumptions and estimates on parameters available at the date of preparing the consolidated financial statements. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Provision for expected credit losses (ECL) of trade receivables

The Group uses a provision matrix to calculate ECL for trade receivables. The provision matrix is initially based on the Group 's historical observed default rates. The Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Group 's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECL on the Group 's trade receivables is disclosed in note 10.

Useful lives of property and equipment and intangible assets

The Group's management determines the estimated useful lives of its property and equipment and intangible assets for calculating depreciation and amortisation. This estimate is determined after considering the expected usage of the asset or physical wear and tear. The management believes that residual may not result in significant change to depreciation or amortisation charge and carrying amount of the assets. Management also believes that the straight-line depreciation and amortisation reflects the pattern of consumption of economic benefits. Management reviews the residual value and useful lives annually and future depreciation charge would be adjusted where the management believes the useful lives and residual values differ from previous estimates.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or Cash Generating Unit (CGU) exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal is based on available data from binding sales transactions, at arm's length for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use is based on a discounted cash flows (DCF) model. The cash flows are derived from the estimated budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future

investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to discount rate used for the discounted cash flows model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Measurement of employees' benefit obligations

The present value of defined benefit obligations regarding employee's end of service benefit plan is determined using actuarial valuations. An actuarial valuation requires making various assumptions which may differ from actual developments in the future. These include the determination of the discount rate; withdrawal before normal retirement age, future salary increases and mortality rates and employee turnover rate. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, the defined benefit obligations are highly sensitive to changes in these assumptions. All assumptions are reviewed at each annual reporting date. The parameter most subject to change is the discount rate. In determining the appropriate discount rate, management considers the market yield on high quality corporate/government bonds extrapolated as needed along the yield curve to correspond with the expected term of the defined benefit obligation.

The mortality rate is based on publicly available mortality tables for country. Those mortality tables are subject to change only at intervals in response to demographic changes. Future salary increases are based on expected future inflation rate for the country as well as seniority, promotion, demand, and supply in the employment market. Further details about the employee end of service benefits are provided in note 16.

Determination of discount rate for present value calculations of lease liabilities

Discount rates represent the current market assessment of the risks specific to each cash flow stream, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and is derived from recent market transactions and a market yields overview.

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current. A liability is current when it is:

- expected to be settled in the normal operating cycle;
- held primarily for the purpose of trading;
- due to be settled within twelve months after the reporting period; or
- not having the right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

3.2 Foreign currencies

Transactions in foreign currencies are initially recorded by the Group in its functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in consolidated statement of profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item. In determining the spot

exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

3.3 Property and equipment

Property and equipment are stated at cost, net of accumulated depreciation and/or accumulated impairment losses, if any. Such cost includes borrowing costs for long-term construction projects if the recognition criteria are met. When a comprehensive inspection is performed, its cost is recognised in the carrying amount of the equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in statement of profit or loss and other comprehensive income as incurred. Subsequent expenditure is capitalized only if it is probable that future economic benefits associated with the expenditure will flow to the Group.

Leasehold improvements are depreciated over the shorter of estimated useful life or the term of the lease. Depreciation is calculated to write off the cost of property and equipment using straight-line method over the estimated useful lives which are as follows:

Lease hold improvements 3-21 years

Equipment 3-19 years

Furniture and fixtures 3-7 years

Computers and IT equipment 3-10 years

An item of property and equipment ("the asset") and any significant part initially recognised, is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss and other comprehensive income when the asset is derecognised.

The residual values, useful lives and depreciation methods for property and equipment are reviewed on annual basis at the end of each fiscal year, and adjustments are made whenever necessary.

Capital working in progress

Capital work in progress ("CWIP") is measured at cost less impairment losses, if any, and not depreciated until such time the assets are available for use and transferred to the respective category under property, and equipment. Finance cost on borrowings to finance the construction of the assets are capitalized during the period of time that is required substantially to complete and prepare those assets for its intended use, if the recognition criteria are met

3.4 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any. Internally generated intangible assets are not capitalised, and the related expenditure is reflected in the statement of profit or loss and other comprehensive income in the period in which the expenditure is incurred. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Further, capital work in progress is not amortised.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss and other comprehensive income in the expense category that is consistent with the function of the intangible assets. Gains or losses arising from disposal of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit or loss and other comprehensive income when the asset is derecognised.

The intangibles include software, and is amortised on straight line basis. The estimated useful life of software is three to ten years.

3.5 Financial instruments

Non-Derivative Financial Assets

The Group classifies its financial assets based on their subsequent measurement into two categories: assets measured at fair value (either through Other Comprehensive Income (OCI) or through profit or loss) and assets measured at amortised cost. The classification is determined by the Group's business model for managing the financial assets and the contractual terms governing the cash flows of the assets.

For financial assets measured at fair value, gains and losses are recognised either in profit or loss or in OCI. For investments in equity instruments that are not held for trading, the accounting treatment depends on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI). Investments designated as FVOCI, where management intends to sell such investments within 12 months from the financial year-end, are classified as current assets.

Financial assets are initially recognised on the trade date, which is the date when the Group becomes a party to the contractual provisions of the instrument. A financial asset is derecognised when the contractual rights to receive cash flows from the asset expire or when the Group transfers the rights to receive the contractual cash flows in a transaction that transfers substantially all the risks and rewards of ownership. Any interest in the transferred financial asset that is retained or created by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset, and the net amount is presented in the Statement of Financial Position, only when the Group has a legal right to offset the amounts and intends to settle them on a net basis or to realise the asset and settle the liability simultaneously.

The Group's portfolio of non-derivative financial assets includes the following categories:

Financial Assets at Amortised Cost

Financial assets held for the collection of contractual cash flows, where those cash flows represent solely payments of principal and interest (SPPI), are measured at amortised cost. Any gain or loss on a debt investment measured at amortised cost is recognised in the statement of profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is recognised in finance income using the effective interest rate method

Financial Assets at FVOCI

The Group generally elects to recognise changes in the fair value of investments in equity in OCI. These changes are accumulated within the 'other reserve' under equity. The Group may transfer this accumulated amount from other reserve to retained earnings when the relevant shares are derecognised. Dividends from such investments are recognised in the statement of profit or loss as other income when the Group's right to receive payments is established. Accumulated gains and losses on these financial assets are never recycled to the statement of profit or loss.

Financial assets are initially recognised on the trade date, which is the date the Group becomes a party to the contractual provisions of the instrument. The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire or when it transfers the rights to receive the contractual cash flows in a transaction that transfers substantially all the risks and rewards of ownership. Any retained or created interest in the transferred financial asset is recognised as a separate asset or liability.

Non-Derivative Financial Liabilities

Financial liabilities are recognised initially on the trade date, which is the date the Group becomes a party to the contractual provisions of the instrument. A financial liability is derecognised when the Group's contractual obligations are discharged, cancelled, or expire.

Financial assets and liabilities are offset, and the net amount is presented in the statement of financial position, only when the Group has a legal right to offset the amounts and intends to either settle them on a net basis or to realise the asset and settle the liability simultaneously.

The Group initially recognises non-derivative financial liabilities at fair value, adjusted for any directly attributable transaction costs. Following initial recognition, these financial liabilities are measured at amortised cost using the effective interest method. The Group's non-derivative financial liabilities primarily include bank borrowings as well as trade and other payables.

3.6 Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the consolidated statement of profit or loss and comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in the consolidated statement of profit or loss and comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

3.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, bank balances and other deposits held with banks whose original maturity period is less than three months and are subject to insignificant change in its values

3.8 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss and other comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

3.9 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset right-of-use assets are subject to impairment. Refer to the accounting policies under section Impairment of non-financial assets.

Lease Liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in- substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

3.10 Borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

Other borrowing costs are expensed in the period in which they are incurred in the statement of profit or loss and other comprehensive income. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.11 Employees' benefit obligations

This represents employees' benefit obligations under defined unfunded benefit plan. The employees' benefit obligations, as required by Kingdom of Saudi Arabia Labour Law, are required to be provided based on the employees' length of service.

The Group 's net obligations in respect of employee benefits are calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and any unrecognised past service costs.

The discount rate used is the market yield on high quality corporate bonds at the reporting date that has maturity dates and the risk profile approximating the terms of the Group 's obligations. The cost of providing benefits under the defined benefit plans is determined using the projected unit credit method to determine the Group 's present value of the obligation, with independent actuarial valuations carried out every year.

The defined employees' benefit obligations comprise the present value of defined benefit obligation as adjusted for any current and past service cost not yet recognised. Currently there are no past service costs.

The full amount of actuarial gains and losses are recognised in statement of profit or loss and other comprehensive income in the year in which they arise. The interest expenses are recognized in the Statement of Profit or Loss.

3.12 Earnings per share - EPS

The management determines basic earnings per share by dividing profit or loss attributable to ordinary equity holders (the numerator) by the weighted average number of ordinary shares outstanding (the denominator) during the year. The weighted average number of ordinary shares outstanding during the year is the number of ordinary shares outstanding at the beginning of the year, adjusted by the number of ordinary shares bought back or issued during the year multiplied by a time-weighting factor. The time-weighting factor is the number of days that the shares are outstanding as a proportion of the total number of days in the year, a reasonable approximation of the weighted average is adequate in many circumstances.

Diluted earnings per share amounts are calculated by dividing the profit attributable to equity shareholders by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

3.13 Segment information

A segment is a distinguishable component of the Group that engages in business activities from which it earns revenue and incurs costs. The operating segments are used by the management of the Group to allocate resources and assess performance. Operating segments exhibiting similar economic characteristics, services, class of customers where appropriate are aggregated and reported as reportable segments.

The Group has the following three strategic divisions, which are reportable segments and are defined and assessed by the Executive Committee when reviewing the Group 's performance.

These divisions offer different products and services and are managed separately because of their different fundamentals.

The following summary describes the operations of each reportable segment:

Reportable segments	Operations
Ground handling	Cargo handling services to air cargo carriers operating at the Kingdom's airports and consignees for warehouse handling and storage thereof.
Logistics	End to end logistic solutions services, customs clearance, inventory management and provision of warehouse management solutions
SAL Zones	Streamlined logistics operations through high-quality warehousing and flexible bonded and non-bonded areas, all supported by a business center that enhances daily warehouse and logistics activities—creating a cohesive and convenient one-stop logistics hub.

3.14 Revenue

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

The Group 's revenue consists of airline handling, cargo handling (terminal handling and ground handling) and logistics services (contract logistics, market access, freight forwarding, freight management, fulfillment services and transportation services).

The Group applies following five-step model as given in IFRS to determine when to recognize revenue and at what amount:

Step 1.	Identify the contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.
Step 2.	Identify the performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.
Step 3.	Determine the transaction price: the transaction price is the amount of consideration to which the Group expects to be entitled to in exchange for transferring promised goods or services to a customer. The transaction price is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment, excluding taxes, duties, amounts collected on behalf of others and is recorded net of trade discounts and volume rebates.
Step 4.	Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group will allocate the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.
Step 5.	Recognize revenue when (or as) the Group satisfies a performance obligation.

Rendering of services airline handling

The Group revenue from airline handling services includes revenue from cargo handled to and from the aircraft and other related services. Airline handling services are generally carried out in a short span of time and are recognized at point in time, when the services are rendered to the customer as per the terms of the related contract. Transaction price for airline handling services and related payment terms are based on the contracts with the customers. All services of the Group are delivered within Kingdom of Saudi Arabia. The Group acts as the principal when directly providing handling services using its own resources and employees.

Rendering of services terminal handling

The Group 's terminal handling services consist of a series of distinct services, primarily warehousing and storage of the cargo, which are substantially the same and follow a consistent pattern of transfer to the customer. The Group acts as the principal in delivering these services, and the revenue is recognised when the performance obligation is satisfied by delivering the goods to the customers.

Rendering of logistics services

The Group provides freight forwarding, logistics, and warehouse management services to customers. Revenue is recognised when the contractual terms of the agreement are fulfilled. This occurs when the end user has accepted the services in accordance with the contract, when the acceptance provisions have lapsed, or when the Group has objective evidence that all acceptance criteria have been satisfied. Transaction price for logistics services and related payment terms are based on the contracts with the customers The determination of whether the Group acts as an agent or principal is based on the terms specified in the contract.

3.15 Finance income and finance cost

Finance income is recognised on an accrual basis using the effective yield basis. Finance cost mainly includes interest accrued on lease liabilities, long-term loan, bank charges and exchange rate losses.

3.16 Cost of revenue, selling and marketing, and general and administrative expenses

Cost of revenue

Service costs and direct operating expenses are classified as cost of revenue. This includes all expenses directly attributable or incidental to the core operating activities of the Group including but not limited to employee costs, rent expense, depreciation expense, aircraft handling and other operating costs.

Selling and marketing expenses

These include any costs incurred to carry out or facilitate selling activities of the Group. These costs typically include salaries of the sales staff, marketing and related expenses.

General and administrative expenses

These pertain to operation expenses which are not directly related to the services. These also include allocations of general overheads which are not specifically attributed to cost of revenue or selling and marketing expenses.

3.17 Zakat and tax

Zakat

The Group is subject to Zakat in accordance with the regulations of the Zakat, Tax and Customs Authority ("ZATCA"). Provision for Zakat for the Group is charged to the consolidated statement of profit or loss. Additional amounts payable, if any, at the finalization of final assessments are accounted for in the period in which these are determined.

Value Added Tax ("VAT")

Assets and expenses are recognised net of amount of VAT, except when VAT incurred on a purchase of assets or services is not recoverable from the ZATCA, in which case, VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable. The net amount of VAT recoverable from, or payable to, ZATCA is included as part of prepayments and other current assets or accruals and other current liabilities.

3.18 Dividends

The Group recognises a liability to pay a dividend when distribution is authorised and no longer at the discretion of the Group. As per the by-laws of the Group, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Interim dividends, if any, are recorded when approved by the Board of Directors.

3.19 Contingencies

Contingent liabilities are not recognised in the consolidated financial statements but are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote.

4. NEW STANDARDS, INTERPRETATIONS AND AMENDMENTS ADOPTED BY THE GROUP

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2025. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Lack of exchangeability – Amendments to IAS 21

The amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after 1 January 2025. When applying the amendments, an entity cannot restate

comparative information. The amendments did not have a material impact on the Group 's consolidated financial statements.

5. STANDARDS ISSUED BUT NOT YET EFFECTIVE

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

IFRS 18 Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued IFRS 18, which replaces IAS 1 - *Presentation of Financial Statements*. IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, are effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements. The initial expected material impacts on Group's financial statements are, as follows:

- Rental income may be classified in the operating category within the statement of profit or loss.
- Foreign exchange difference will be classified in the category where the related income and expense form the item giving rising to the foreign exchange difference.
- New disclosure will be added:
  (a) management-defined performance measures;
  (b) specified expense by nature if expenses are presented by function in the operating category of the statement of profit or loss; and
  (c) a reconciliation for each line item in the statement of profit or loss between the restated amounts presented applying IFRS 18 and the amounts previously presented applying IAS 1.
- Interest received and interest paid will be classified in the investing activities and financing activities, respectively, on the statement of cash flows.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS standards.

IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted. As the Group's equity instruments are publicly traded, it is not eligible to elect.

Amendments to the Classification and Measurement of Financial Instruments—Amendments to IFRS 9 and IFRS 7

In May 2024, the IASB issued Amendments to IFRS 9 and IFRS 7, Amendments to the Classification and Measurement of Financial Instruments (the Amendments). The Amendments include:

- A clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date
- Additional guidance on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed
- Clarifications on what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments
- The introduction of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI).

The Amendments are effective for annual periods starting on or after 1 January 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's consolidated financial statements.

Annual Improvements to IFRS Accounting Standards - Volume 11

In July 2024, the IASB issued nine narrow scope amendments as part of its periodic maintenance of IFRS accounting standards. The amendments include clarifications, simplifications, corrections or changes to improve consistency in IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial instruments: Disclosure and its accompanying Guidance on implementing IFRS 7, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements and IAS 7 Statements of Cash Flows.

The amendments will be effective for reporting periods beginning on or after 1 January 2026. Earlier application is permitted and must be disclosed.

The amendments are not expected to have a material impact on the Group's consolidated financial statements.

Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7

In December 2024, the IASB issued Amendments to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity. The amendments apply only to contracts that reference nature-dependent electricity; the amendments:

- Clarify the application of the 'own-use' requirements for in-scope contracts
- Amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts
- Add new disclosure requirements to enable investors to understand the effect of these contracts on a Group's financial performance and cash flows

The amendments will take effect for annual reporting periods starting on or after 1 January 2026. Early adoption is allowed, but it must be disclosed. The amendments concerning the own-use exception are to be applied retrospectively, while the hedge accounting amendments should be applied prospectively to new hedging relationships designated from the initial application date. Additionally, the IFRS 7 disclosure amendments must be implemented alongside the IFRS 9 amendments. If an entity does not restate comparative information, it cannot present comparative disclosures. The Group does not expect that the amendments will have a material impact on its consolidated financial statements.

6. PROPERTY AND EQUIPMENT

The movement of property and equipment during the year is as follows:

	Leasehold improvements ⃁ '000	Equipment ⃁ '000	Furniture and fixtures ⃁ '000	Computers and IT equipment ⃁ '000	Capital work- in-progress ⃁ '000	Total ⃁ '000
Cost:						
As at 1 January 2025	519,549	233,917	4,433	18,102	187,352	963,353
Additions during the year	22,090	38,437	633	4,162	78,724	144,046
Transfers from capital work in-progress	123,328	5,198	-	573	(129,099)	-
As at 31 December 2025	664,967	277,552	5,066	22,837	136,977	1,107,399
Accumulated depreciation:						
As at 1 January 2025	(111,442)	(118,815)	(2,991)	(9,951)	-	(243,199)
Charge for the year	(31,994)	(21,349)	(642)	(2,540)	-	(56,525)
As at 31 December 2025	(143,436)	(140,164)	(3,633)	(12,491)	-	(299,724)
Net book value:						
As at 31 December 2025	521,531	137,388	1,433	10,346	136,977	807,675

6.1 Capital work in-progress mainly represents cost incurred to project in progress in respect of the Cargo Terminals. The project is expected to be completed during the year 2027. Similarly transfer from Capital work in-progress during the year ended 31 December 2025 include the construction of extended facility in Jeddah terminal completed during the year and accordingly capitalised 117 million.

6.2 During the year ended 31 December 2025, finance charges amounting to 17.70 million (31 December 2024: 20.40 million) have been capitalized to CWIP.

The movement of property and equipment during the year ended 31 December 2024 is as follows:

	Leasehold improvements ৳ '000	Equipment ৳ '000	Furniture and fixtures ৳ '000	Computers and IT equipment ৳ '000	Capital work- in-progress ৳ '000	Total ৳ '000
Cost:						
As at 1 January 2024	518,252	225,692	3,875	11,301	133,087	892,207
Additions during the year	1,297	4,974	558	1,774	62,670	71,273
Transfers from capital work in-progress	-	3,251	-	5,154	(8,405)	-
Disposals during the year	-	-	-	(127)	-	(127)
As at 31 December 2024	519,549	233,917	4,433	18,102	187,352	963,353
Accumulated depreciation:						
As at 1 January 2024	(81,539)	(92,027)	(2,328)	(6,852)	-	(182,746)
Charge for the year	(29,903)	(26,788)	(663)	(3,128)	-	(60,482)
Disposals during the year	-	-	-	29	-	29
As at 31 December 2024	(111,442)	(118,815)	(2,991)	(9,951)	-	(243,199)
Net book value:						
As at 31 December 2024	408,107	115,102	1,442	8,151	187,352	720,154

Depreciation for the year has been allocated as follows:

	2025 ৳ '000	2024 ৳ '000
Cost of revenue (note 22)	54,452	56,582
General and administrative expenses (note 25)	2,049	3,866
Selling and marketing expenses (note 24)	24	34
	56,525	60,482

7. RIGHT-OF-USE ASSETS & LEASE LIABILITIES

Right-of-use assets

(a). The Group's right-of-use assets mainly pertains to land and buildings and the movement of right-of-use assets during the year is as follows:

	2025 ⃁ '000	2024 ⃁ '000
Cost:		
Balance as at the beginning of year	576,015	1,063,122
Additions during the year	410,804	59,996
Impact of lease modifications during the year	(38,724)	(539,936)
Transferred to sublease	-	(7,167)
At the end of the year	948,095	576,015
Accumulated depreciation:		
Balance as at the beginning of the year	(53,512)	(177,480)
Depreciation for the year (note c)	(51,868)	(41,514)
(Reversal)/capitalisation of depreciation during the year	3,500	(3,500)
Lease modification during the year	-	167,787
Transferred to sublease	-	1,195
At the end of the year	(101,880)	(53,512)
Carrying amount at the end of the year	846,215	522,503

(b). During the year ended 31 December 2025, the Group executed four new lease agreements for Malham Zone, its Headquarters in Jeddah (ten-year term), land in Madinah (sixteen-year term) and land in Jeddah (twenty-year term). These agreements resulted in the recognition of right-of-use assets and lease liabilities amounting to 353.90 million (Malham Zone), 29.05 million (Headquarters), 7.41 million (Madinah) and 20.45 million (Jeddah) respectively.

(c). The depreciation expense for the year is allocated as follows:

	2025 ⃁ '000	2024 ⃁ '000
Cost of revenue (note 22)	44,918	38,425
General and administrative expense (note 25)	6,950	3,089
	51,868	41,514

Lease liabilities

(d). The movement of lease liabilities during the year is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Balance at the beginning of the year	718,077	1,080,095
Additions during the year	410,804	59,996
Lease modification during the year	(45,141)	(372,149)
Interest expense capitalized in CWIP during the year	7,179	930
Finance cost	44,042	51,131
Lease liability adjusted from long-term loan receivable	(14,252)	(11,790)
Payments during the year	(98,121)	(90,136)
Balance at the end of the year	1,022,588	718,077

(e). The lease modifications during the year related to reduction in lease rentals for the Jeddah and Riyadh Terminal Leases which resulted in net decrease in the carrying value of lease liabilities and right-of-use asset.

Similarly during the year 2024, the lease modification related to a reduction in lease rentals and finalizing a 20-year term for the Riyadh Terminal Lease which resulted in decrease in the carrying value of lease liabilities and right-of-use asset by 372 million. The Group has committed to upgrading the Riyadh terminal to the value up to 400 million and not below 350 million. Further, the Group also committed to upgrading the Dammam terminal to the value up to 100 million.

(f). The current and non-current portion of the lease liabilities is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Lease liabilities - current portion	25,536	34,377
Lease liabilities - non-current portion	997,052	683,700
	1,022,588	718,077

The remaining undiscounted contractual maturities of lease liabilities at 31 December 2025 are disclosed in the note 30.

(g). In applying IFRS-16 'Leases', the Group elected to use the recognition exemptions for lease contracts that, at the inception date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is of low value (low-value assets) and variable leases amounted to 34.52 million (2024: 34.73 million) (note 22 and note 25).

(h). On 1 May 2024, the Group subleased a warehouse building in Riyadh. The Group has classified the sublease as finance lease as the Group transferred substantially all the risk and reward incidental to the leased asset. The improvement was completed in May 2024 and accordingly, the warehouse was subleased to the ultimate lessee.

(i). Long-term loan receivable represent consideration receivable on the sale of permanent utilities on leasehold land from Jeddah Airports Company (lessor). As per the agreement, the amount is recoverable from the lease liability. The amount is not subject to any credit risk.

8. INTANGIBLE ASSETS

The movement of intangible assets during the year is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Cost:		
Balance at the beginning of the year	25,445	24,724
Additions during the year	3,446	721
Balance at the end of the year	28,891	25,445
Accumulated amortisation:		
Balance at the beginning of the year	(13,759)	(10,468)
Amortisation charge for the year	(3,312)	(3,291)
Balance at the end of the year	(17,071)	(13,759)
Carrying amount at the end of the year	11,820	11,686

The amortisation for the year is allocated as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Cost of revenue (note 22)	3,286	3,227
Selling and marketing expense (note 24)	26	64
	3,312	3,291

9. OTHER NON-CURRENT ASSETS

Non-current assets comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Advance to suppliers	7,693	-
Advance to employees	2,700	-
	10,393	-

10. TRADE RECEIVABLES

Trade receivables comprise of the following:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Trade receivables	415,945	512,309
Less: Expected credit loss allowance (ECL)	(31,390)	(31,957)
	384,555	480,352

The movement in allowance for expected credit loss is as follows:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Balance at the beginning of the year	31,957	48,584
Reversal of impairment during the year	(567)	(16,627)
Balance at the end of the year	31,390	31,957

11. PREPAYMENTS AND OTHER RECEIVABLES

Prepayments and other receivables comprise of the following:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Value added tax (VAT) refundable	81,474	71,514
Prepayments	10,471	9,356
Advances to vendors	3,490	4,004
Others (note 11.2)	20,690	28,540
	116,125	113,414

11.1 Others include unbilled revenue and contract assets amounting to 7.36 million (2024: 22.35 million).

11.2 Prepayments and other receivables include 37.58 million (2024: 37.70 million) that are due from related parties (note 20).

12. CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise of the following:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Short-term Murabaha deposits with original maturity of less than three months (note 12.1)	1,348,000	-
Cash at banks	194,127	1,362,043
	1,542,127	1,362,043

12.1 At 31 December, all bank balances and short-term Murabaha deposits are maintained with local banks, which are rated at investment grade levels. Moreover, the carrying value of bank balances and short-term Murabaha deposits represents its maximum exposure to credit risk without taking into account any collateral and other credit enhancement and none of the balances is impaired at the reporting dates.

These short-term Murabaha deposits earn commission at an average rate of 5.3% per annum as at 31 December 2025 (2024: Nil).

13. SHARE CAPITAL

At 31 December 2025, the authorized, issued and paid-up share capital of the Group is 800 million divided into 80 million shares of 10 each (2024: 800 million divided into 80 million shares of 10 each) and owned as follows:

	31 December 2025			31 December 2024		
	No. of shares in '000	Percentage holding	Amount ⃁ '000	No. of shares in '000	Percentage holding	Amount ⃁ '000
Saudi Arabian Airlines Corporation	39,200	49%	392,000	39,200	49%	392,000
Vision International Investment Company	5,126	6%	51,260	7,526	9%	75,264
General public	35,674	45%	356,740	33,274	42%	332,736
Total	80,000	100%	800,000	80,000	100%	800,000

14. RESERVE

This balance represents the total amounts appropriated from net income in prior years as statutory reserves in accordance with the requirements of the previous Companies Law and the Company's By-Law prior to alignment with the new Companies Law. The utilization of these reserves is subject to the decisions of the shareholders' assembly.

15. LONG-TERM LOANS

The Group's long-term loan, which is measured at amortised cost, is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Long-term loans (note 15.4)	571,390	628,390
Upfront fees paid (note 15.5)	(9,540)	(11,741)
	561,850	616,649
Long-term loans - current portion	(81,799)	(57,000)
Long-term loans - non-current portion	480,051	559,649

15.1 The Group has an agreement with a commercial bank to obtain a loan facility of 500 million in order to finance the cargo terminal projects under construction. As at 31 December 2025, the Group had drawn 500 million (2024: 500 million) out of sanctioned amount. During the year 2023, the Group has reduced the facility amount to 500 million from 600 million. This loan carries markup at commercial rates (SIBOR plus an agreed margin) and is repayable in semi-annual instalments starting from 30 March 2024 up to 30 March 2030. The loan agreement includes certain covenants, which include, but are not limited to, dividend payments and maintenance of certain financial ratios.

15.2 During the year ended 31 December 2024, the Group entered in to Profit Rate Swap (PRS) facility agreement with a local commercial bank for a notional amount of 20 million. At 31 December 2025, the PRS facility has remain unutilized.

15.3 During 2023, the Group entered into an agreement with Saudi Industrial Development Fund (SIDF) to obtain a loan financing of 234.2 million to finance cargo terminal projects. As at 31 December 2025, the Group had obtained nil (2024: 112.1 million) out of granted amount of 234.2 million (2024: 234.2 million). This loan carries markup at an agreed cost and is repayable in semi-annual instalments starting from 18 October 2024 up to 18 February 2030. The Group

further obtained a loan financing of 195.8 million to finance cargo terminal project in the year 2024.

During the year 2024, the Group further obtained a financing facility of 195.8 million to finance cargo terminal projects. As at 31 December 2025, the Group had obtained 60.3 million (2024: 60.3 million) out of facility amount of 195.8 million. This loan carries markup at an agreed cost and is repayable in semi-annual instalments starting from 18 October 2024 up to 18 February 2030. The loan agreement includes certain covenants which include but are not limited to the current ratio and maintenance of certain financial ratios. The Group has complied with the quarterly covenants at the reporting date.

15.4 The movement of the long-term loans are summarised as follows;

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Balance at the beginning of the year	628,390	612,105
Loans obtained during the year	-	60,285
Repayments during the year	(57,000)	(44,000)
Balance at the end of the year	571,390	628,390

15.5 The movement of loans upfront fees are summarised as follows;

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Balance at the beginning of the year	11,741	8,749
Upfront fee paid during the year	-	4,834
Amortisation during the year	(2,201)	(1,842)
Balance at the end of the year	9,540	11,741

16. EMPLOYEES' BENEFIT OBLIGATIONS

The Group operates an approved unfunded employees' end of service benefits plan ("EOSB") for its employees as required by the Kingdom of Saudi Arabia Labour Law. The entitlement to these benefits is based upon the employees' last drawn salary and length of service, subject to completion of minimum service period. The following table shows a reconciliation from opening balance to the closing balance of employees' end of service benefits:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Balance at the beginning of the year	100,101	87,176
Amounts recognized in statement of profit or loss		
- Current service cost	15,356	13,113
- Interest cost	5,419	4,020
- Past service cost	70	-
	20,845	17,133
Amounts recognized in other comprehensive income:		
- Financial assumptions and experience	(395)	(347)
Benefits paid	(6,296)	(3,861)
At the end of the year	114,255	100,101

As at 31 December 2025 the valuation of EOSB liabilities was carried out by an independent firm of actuaries. The main financial assumptions used to calculate the indicative defined unfunded benefit plans liabilities are as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Discount rate	5.35%	5.6%
Expected rate of salary increase	5.6%	5.9%
Mortality rate	Age based rates	Age based rates
Employee turnover/ withdrawal rate	9.56%	6.56%

The quantitative sensitivity analysis for principal assumptions is as follows:

	Changes in assumptions	31 December 2025 Increase in	31 December 2025 Decrease in
Discount rate	1%	9,816	(11,515)
Future salary growth	1%	(11,945)	10,361
Withdrawal	10%	780	(838)

	Changes in assumptions	31 December 2024 Increase in	31 December 2024 Decrease in
Discount rate	1%	8,795	(10,269)
Future salary growth	1%	(10,647)	9,276
Withdrawal	10%	776	(820)

The weighted average duration of the defined benefit obligation relating to Employees is 9.47 years (2024: 9.54 years).

The expected maturity analysis of undiscounted employees' benefit obligations is as follows:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
1-5 years	43,560	35,980
Over 5 years	164,221	152,030

17. TRADE PAYABLES

Trade payables comprise of the following:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Trade payables	119,000	127,395

Trade payables include 33.11 million (2024: 48.71 million) payable to related parties (refer note 20).

18. ACCRUED EXPENSES AND OTHER LIABILITIES

Accrued expenses and other liabilities comprise of the following:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Goods/services received not invoiced	73,072	76,319
Employee related accruals	57,312	53,906
Advance from customers	12,094	7,973
Accrued rent	11,077	6,655
Accrued IT expenses	10,792	10,892
Accrued professional charges	9,296	15,623
Accrued handling charges	8,276	7,857
Accrued logistics services	7,102	6,428
Accrued marketing expenses	6,884	5,019
Other accruals	51,519	39,190
	247,424	229,862

Accrued expenses and other liabilities includes 10.95 million (2024: 6.80 million) due to related parties (refer note 20).

19. DIVIDENDS

During the year ended 31 December 2025, based on the recommendation of Company's Board of Directors, the shareholders in Ordinary General Meeting, held on 24 June 2025 (corresponding to 28 Dhul Al-Hijjah 1446H), approved cash dividend amounting to 114.4 million (1.43 per share) and authorised Board of Directors to declare interim dividends.

During the year ended 31 December 2025, on 19 February 2025, the Company's Board of Directors approved distribution of cash dividends amounting to 106.4 million (1.33 per share). Similarly, on 6 August 2025 and 3 November 2025, respectively, the Board of Directors of the Company approved distribution of cash dividends amounting to 121.6 million (1.52 per share) and 136.0 million (1.70 per share), respectively. (31 December 2024: 493.6 million (6.17 per share)).

20. RELATED PARTY TRANSACTIONS AND BALANCES

Related parties includes the Group's shareholders and Key management personnel of the Group entities controlled, jointly controlled or significantly influenced such parties . Pricing policies and terms of these transactions are approved by the Group's management. All outstanding balances with these related parties are priced on mutually agreed terms.

The Group's parent entity is Saudi Arabian Airlines Corporation ("Saudia"). The Group's ultimate parent entity is the Government of Saudi Arabia. The Group operates in an economic regime whereby there are various entities that are directly or indirectly controlled by the Government of Kingdom of Saudi Arabia through its government authorities, agencies, affiliations and other organizations, collectively referred to as government related entities ('GRE'). The Group applies the exemption in IAS 24 Related Party Disclosures that allows to present reduced related party disclosures regarding transactions with government related parties.

a. List of related parties other than government related entities

Name of related parties	Nature of relationships
Government and related entities	Shareholder of Parent Company and its affiliates
Saudi Arabian Airlines Corporation	Parent Company
Saudi Airlines Cargo Company	Entity under common control
Saudia Aerospace Engineering Industries Company (Saudia Technic)	Entity under common control
Saudi Ground Services Company	Entity under common control
Saudi Airlines Air Transport Company	Entity under common control
Saudi Private Aviation	Entity under common control
Catrion Catering Holding Company	Entity under common control
Flyadeal Company	Entity under common control
Saudia Royal Fleet	Entity under common control
Prince Sultan Aviation Academy	Entity under common control

b. Significant related party transactions with major shareholders, their subsidiaries, entities with significant influence, government entities and other related parties for the period are described as under:

	For the year ended	
	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Nature of transactions		
Cost charge	(81,047)	(76,490)
Revenue	411,296	478,085
Shared service recovery (note 23)	1,099	1,194
Finance cost	(41,681)	(51,149)

Name of related parties	Nature of transactions	For the year ended 31 December 2025 ⃁ '000	2024 ⃁ '000
Government-related entities	Revenue	99,399	155,316
	Cost charge	(42,479)	(35,078)
	Finance cost	(41,681)	(51,149)
Saudi Airlines Cargo Company	Revenue	194,594	216,884
	Cost charge	(16,255)	(17,207)
	Shared service recovery	1,099	1,194
Saudia Aerospace Engineering Industries Company (Saudia Technic)	Revenue	77,167	64,936
Saudi Ground Services Company	Revenue	475	-
	Cost charge	(21,162)	(23,352)
Saudi Airlines Air Transport Company	Revenue	19,872	30,063
	Cost charge	(398)	(576)
Saudi Private Aviation	Revenue	7,644	2,775
	Cost charge	(101)	(139)
Saudia Royal Fleet	Revenue	7,147	2,469
Flyadeal Company	Revenue	4,998	5,642
Catrion Catering Holding Company	Cost charge	(385)	(34)
Prince Sultan Aviation Academy	Cost charge	(267)	-
Saudi Arabian Airlines Corporation	Cost charge	-	(104)

c. Significant related party balances with major shareholder, their subsidiaries, entities with significant influence, government entities and other related parties at the period end are described as under:

Nature of the balances	Balances as at 31 December 2025 ⃁ '000	2024 ⃁ '000
Amounts due from related parties:		
Trade receivables	275,942	412,993
Sublease	10,494	10,494
Prepayments and other receivables	37,577	37,703
Amounts due from related parties:		
Trade payables	34,721	48,712
Accrued expenses and other liabilities	10,952	6,796
Lease liabilities	577,503	656,539
Long-term loans	131,850	151,649

Name of related parties	Nature of the balances	Balances as at 31 December 2025 ⃁ '000	2024 ⃁ '000
Amounts due from related parties:			
Government-related entities	Trade receivables	109,930	279,256
	Sublease	10,494	10,494
Saudia Aerospace Engineering Industries Company (Saudia Technic)	Trade receivables	139,552	95,500
Saudi Airlines Cargo Company	Trade receivables	18,915	23,881
	Prepayments and other receivables	2,778	1,555
Flyadeal Company	Trade receivables	4,264	829
Saudi Private Aviation	Trade receivables	2,062	1,266
Saudia Royal Fleet	Trade receivables	662	2,222
Saudi Ground Services Company	Trade receivables	542	-

Name of related parties	Nature of the balances	Balances as at 31 December 2025 ⃁ '000	2024 ⃁ '000
Saudi Arabian Airlines Corporation	Trade receivables	15	-
	Prepayments and other receivables	34,799	36,148
Saudi Airlines Air Transport Company	Trade receivables	-	10,039

At 31 December 2025, provision for trade receivables from related parties are carried with the expected credit loss allowance of 17.85 million (31 December 2024: 20.96 million).

Name of related parties	Nature of the balances	Balances as at 31 December 2025 ⃁ '000	2024 ⃁ '000
Amounts due to related parties:			
Government-related entities	Trade payables	29,281	41,981
	Accrued expenses and other liabilities	3,461	1,339
	Lease liabilities	577,503	656,539
	Long-term loans	131,850	151,649
Saudi Ground Services Company	Trade payables	4,057	5,134
	Accrued expenses and other liabilities	4,465	3,515
Saudi Airlines Cargo Company	Trade payables	406	127
	Accrued expenses and other liabilities	2,983	602
Saudi Arabian Airlines Corporation	Trade payables	763	763
	Accrued expenses and other liabilities	-	80
Prince Sultan Aviation Academy	Trade payables	145	384
	Accrued expenses and other liabilities	-	652
Saudi Private Aviation	Trade payables	43	323
	Accrued expenses and other liabilities	43	154
Catrion Catering Holding Company	Trade payables	26	-
	Accrued expenses and other liabilities	-	19
Saudi Airlines Air Transport Company	Accrued expenses and other liabilities	-	435

d. Key management compensation

i. Compensation to Group's key management personnel includes salaries, non-cash benefits, and contributions to post-employment defined benefit plan. The following table illustrates details of remuneration and compensation incurred for the Board of Directors, Audit and Executive committees and Key Management Personnel:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Short-term employee benefits	26,549	29,216
Post retirement benefits	2,073	1,318
	28,622	30,534

ii. Board of Directors, Audit committee and Executive committee compensation charged during the year ended 31 December 2025 amounted to 5.3 million (31 December 2024: 5.6 million).

21. REVENUE

21.1 Revenue streams

Revenue for the year comprise of the following streams:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Terminal handling revenue	1,010,279	821,411
Airline handling revenue	446,303	539,860
Logistics revenue	251,848	271,283
Others	-	1,403
	1,708,430	1,633,957

Disaggregation of revenue from contracts with customers

(i) Primary geographical markets

The revenue from contracts with customers is derived from the primary geographical market that is the Kingdom of Saudi Arabia.

(ii) Major service lines

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Ground handling	1,456,582	1,362,674
Logistics	251,848	271,283
	1,708,430	1,633,957

22. COST OF REVENUE

Cost of revenue comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Employee costs	196,100	168,169
Operating costs of logistics	161,784	201,388
Contractual labour cost	95,025	101,307
Aircraft handling and related charges	60,684	46,571
Depreciation on property and equipment (note 6)	54,452	56,582
Depreciation on right-of-use assets (note 7)	44,918	38,425
IT Services	34,954	24,360
Rental expenses	32,726	32,980
Amortisation of intangible assets (note 8)	3,286	3,227
Others	62,215	45,733
	746,144	718,742

23. OTHER INCOME

Other income comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Management and service fees charged to a related party (note 20)	1,099	1,194
Others	945	378
	2,044	1,572

24. SELLING AND MARKETING EXPENSES

Selling and marketing expenses comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Marketing expenses	18,000	25,464
Employee costs	21,266	18,756
Amortisation of intangible assets (note 8)	26	64
Depreciation on property and equipment (note 6)	24	34
Others	2,237	4,122
	41,553	48,440

25. GENERAL AND ADMINISTRATION EXPENSES

General and administration expenses comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Employee costs	129,980	117,697
Professional and technical consultancies	33,717	28,865
Depreciation on right-of-use assets (note 7)	6,950	3,089
Bank charges	4,580	2,613
IT services	4,123	9,115
Travel expenses	2,055	1,275
Depreciation of property and equipment (note 6)	2,049	3,866
Audit and related fee	1,875	1,183
Rental expenses	1,795	1,747
Others	8,958	6,108
	196,082	175,558

26. FINANCE INCOME

Finance income comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Finance income on short-term Murabaha deposits	67,239	59,495

27. FINANCE COST

Finance cost comprise of the following:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Finance charges on lease liabilities	37,610	51,131
Interest on long-term loans	17,177	21,618
Exchange loss	3,024	1,685
	57,811	74,434

28. ZAKAT

The movement in the Zakat provision of the Group for the year is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Balance at the beginning of the year	38,043	40,847
Charge for the year	38,800	33,042
Payments during the year	(34,750)	(35,846)
Balance at the end of the year	42,093	38,043

Status of assessments of the Company

The Group has filed its annual Zakat declarations up to year ended 31 December 2024. The Group has obtained Zakat certificate valid until 30 April 2026.

Zakat, Tax and Custom Authority (ZATCA) has reviewed the declarations filed and issued assessment dated 17 September 2024 for the year 2020 and 2021 determining additional Zakat liability of 8.44 million and 19.82 million respectively. The Group submitted its objection to ZATCA against this assessment for these years 2020 and 2021, and settled the non-objected amounts of 0.28 million, and 4.07 million respectively, the objections were later rejected by ZATCA, and the Group raised its objections to General Secretariate of Zakat, Tax and Customs Committees ("GSTC") still under review by the Appellate Committee. Additionally, the declaration for the year 2022 is currently under review by ZATCA.

ZATCA issued its assessment for the year ended 31 December 2023 claiming additional Zakat of 0.79 million and the Group settled the amount due and finalize the Zakat status with ZATCA for the said year.

Status of assessments of the Subsidiary

As this is the first financial period of the Subsidiary, the Zakat return will be filed for an extended period from 9 October 2025 to 31 December 2026.

29. COMMITMENTS AND CONTINGENCIES

At 31 December 2025, the Group has outstanding commitments for capital expenditures amounting to 806.4 million (2024: 91.05 million). The commitments primarily pertain to construction of cargo terminals.

At 31 December 2025, the Group's bankers have issued letters of guarantee amounting to 50.55 million (2024: 29.63 million).

As at 31 December 2025 and 31 December 2024, the Group have no outstanding contingency.

30. FINANCIAL INSTRUMENTS RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value and cash flow interest rate risks and price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

Risk management framework

Risk management is carried out by senior management under policies approved by the Board of Directors. Senior management identifies and evaluates financial risks in close cooperation with the Group's operating units. The most important types of risk are market risk, credit risk and liquidity risk. The Board of Directors has overall responsibility for establishment and oversight of the Group's risk management framework. The executive management team is responsible for developing and monitoring the Group's risk management policies. The team regularly meets, and any changes and compliance issues are reported to the Board of Directors through the audit committee. Risk management systems are reviewed regularly by the executive management team to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The audit committee oversees compliance by management with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group, audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the management.

The Group's principal financial assets include trade receivables, sublease, long-term loan receivable, other receivables and cash and cash equivalents that derive directly from its operations. The Group's principal financial liabilities comprise trade and other payables, long-term loans, and lease liabilities. The main purpose of these financial liabilities is to finance the Group's operations.

Financial asset and financial liability are offset and net amount reported in the consolidated financial statements, when the Group has a legally enforceable right to set off the recognised amounts and intend either to settle on a net basis, or to realize the financial asset and financial liability simultaneously.

The Group is exposed to market risk, credit risk and liquidity risk. The Group management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: (i) interest rate risk, (ii) currency risk and (iii) other price risk, such as equity price risk and commodity risk.

Interest rate risk

Interest rate risks are the exposures to various risks associated with the effect of fluctuations in the prevailing interest rates on the Group's financial positions and cash flows. The Group's interest rate risks arise mainly from long-term loan which is at floating rate of interest and is subject to re-pricing on a regular basis and for which the management closely monitors the changes in interest rates.

The interest rate profile of the Group's interest-bearing financial instruments as reported to the management of the Group is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Variable rate instruments		
Financial liabilities		
Long-term loan	430,000	465,000

Sensitivity analysis for variable rate instruments

Change in 100 basis points in interest rates, with all other variables held constant, would have increased or decreased the equity and profit before Zakat for the year by 4.3 million (2024: 4.6 million).

Currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's transactions are principally in Saudi Riyals, United States Dollars and Euros. The management believes that there is no currency risk arising from the transactions in currencies to which the Saudi Riyals is pegged with United States Dollars. The Group's exposure to currency risk arising from currencies to which the Saudi Riyals is not pegged is not material to these consolidated financial statements.

The cash and cash equivalents, short-term Murabaha deposits, trade receivables, sublease, long-term loan receivable, long-term loans and trade and other payables of the Group are denominated in Saudi Riyals.

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from special commission rate risk or currency risk) whether those changes are caused by factors specific to the individual financial instruments or it's issuer, or factors affecting all similar financial instruments traded in the market. The Group is not exposed to other price risk such as equity risk and commodity risk as the Group is neither involved in investment in trading securities nor the commodities.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The management also continuously monitors the credit exposure towards the customers and makes provision against those balances considered doubtful of recovery which is based on customer profile and payments history. Outstanding customer receivables are regularly monitored.

The Group's maximum exposure to credit risk at the reporting date is as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Financial assets		
Long-term loan receivable	-	11,790
Trade receivables	384,555	480,352
Sublease	10,494	10,494
Other receivables	20,690	28,540
Cash and cash equivalents	1,542,127	1,362,043
	1,957,866	1,893,219

Trade receivables

Trade receivables are carried at net of provision for expected credit losses. The expected credit loss allowance at 31 December 2025 is 31.39 million (2024: 31.96 million).

At 31 December, the exposure to credit risk of trade receivables by type of counterparty was as follows:

	31 December 2025 ⃁ '000	31 December 2024 ⃁ '000
Airline customers	34,734	30,770
Commercial customers	60,947	56,824
Logistics customers	286,863	370,100
Other	33,401	54,615
Sub-total	415,945	512,309
Expected credit loss allowance (ECL)	(31,390)	(31,957)
	384,555	480,352

Customer credit risk is managed by management subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment.

The Group does not obtain collaterals over receivables, and all of receivables are, therefore, unsecured. However, unimpaired receivables are expected to be recoverable based on past experience.

The Group renders its services to a large number of customers. The five largest customers (including related parties) account 71% of outstanding trade receivables as at 31 December 2025 (2024: 77%). As at 31 December 2025 trade receivables from related parties and Government entities comprise of 66% of total outstanding trade receivables (31 December 2024: 83%).

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, service type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Generally, trade receivables from private entities are written-off if once determined that the amount is uncollectable. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in the statement of financial position. The Group does not hold collateral as security.

Loss rates are calculated using flow rate method based on the probability of a receivable progressing through successive stages of delinquency. Flow rates are calculated separately for exposures in different class of customers based on the common credit risk characteristics.

The following table provides information about the exposure to credit risk for trade receivables at the reporting date:

	31 December 2025 ₦ '000	31 December 2024 ₦ '000
Current (Not due)	199,817	200,108
91-180 Days	36,751	49,526
181-270 Days	26,984	144,065
271-360 Days	26,264	67,139
361-450 Days	33,295	23,140
Over 451 days	92,834	28,331
	415,945	512,309

Loss rates are based on historical credit loss experience and are adjusted to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Other receivables

Other receivables credit risk is managed by management. The Group's exposure to credit risk arises from the default of the counterparty, with a maximum exposure equal to the carrying amount as disclosed in the statement of financial position.

Short-term Murabaha deposits and cash and cash equivalents

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. The Group place funds with banks and recognised financial institutions that have high credit ratings ranging from A- to BBB+ assigned by the international credit rating agencies.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial liabilities when they fall due. Liquidity requirements are monitored on a monthly basis and management ensures that sufficient funds are available to meet any commitments as they arise and through management of the Group's operations and credit facility agreements to meet any future liabilities.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

	Carrying Amount ₦ '000	Less than one year ₦ '000	One year to five years ₦ '000	More than five years ₦ '000	Total ₦ '000
31 December 2025					
Trade payables	119,000	119,000	-	-	119,000
Accrued expenses and other liabilities	247,424	247,424	-	-	247,424
Lease liabilities	1,022,588	72,164	325,164	750,777	1,148,105
Long-term loans	561,850	111,254	554,951	-	666,205
	1,950,862	549,842	880,115	750,777	2,180,734

	Carrying Amount ৳ '000	Less than one year ৳ '000	One year to five years ৳ '000	More than five years ৳ '000	Total ৳ '000
31 December 2024					
Trade payables	127,395	127,395	-	-	127,395
Accrued expenses and other liabilities	221,889	221,889	-	-	221,889
Lease liabilities	718,077	82,848	292,132	862,581	1,237,561
Long-term loans	616,649	88,811	459,729	206,476	755,016
	1,684,010	520,943	751,861	1,069,057	2,341,861

The cash flows presented in the maturity analysis are not expected to occur significantly earlier and at significantly different amount.

31. CAPITAL RISK MANAGEMENT

The primary objective of the Group's capital management is to maximize the shareholders' value. The Group manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, issue new shares and other measures commensuration to the circumstances. The Group monitors its capital structure using a gearing ratio, which is calculated as total liabilities divided by total equity. Total liabilities comprise both current and non-current liabilities, as presented in the statement of financial position.

The Group's debt to adjusted capital ratio is as follows:

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Total liabilities	2,107,210	1,830,127
Less: Cash and cash equivalents	(1,542,127)	(1,362,043)
Net debt	565,083	468,084
Total equity	1,622,194	1,402,309
Net Debt to equity ratio - %	34.83%	33.38%

32. BASIC AND DILUTIVE EARNINGS PER SHARE

Basic earnings per share (EPS) is calculated by dividing profit for the year attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares in issue outstanding during the year.

	31 December 2025 ৳ '000	31 December 2024 ৳ '000
Profit for the year attributable to shareholders of the Group (৳'000)	697,890	661,435
The weighted average number of ordinary shares for the purposes of basic and diluted earnings (৳'000)	80,000	80,000
Basic and diluted earnings per share based on profit for the year attributable to shareholders of the Group (৳)	8.72	8.27

The diluted EPS is same as the basic EPS as the Group does not have any dilutive instruments in issue.

33. COMPARATIVE FIGURES

Reclassification in Consolidated Statement of Cash Flows

During the year, the Group revised the presentation of the Consolidated Statement of Cash Flows. Certain comparative figures have been reclassified to conform with the current year's presentation.

The effect of such reclassifications are summarised as follows:

- ⃁ 3,500 thousand related to capitalisation of depreciation of right-of-use assets was reclassified from operating activities to additions to property and equipment under investing activities.
- ⃁ 930 thousand related to capitalisation of interest on lease liabilities was reclassified from operating activities to payments of finance cost on lease liabilities under financing activities.

34. FAIR VALUE OF ASSETS AND LIABILITIES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

If the inputs used to measure the fair value of an asset or liability falls into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest input level that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. As at 31 December 2025 and 31 December 2024, the fair values of the Group's financial instruments are estimated to approximate their carrying values. No significant inputs were applied in the valuation of accounts receivables as at 31 December 2025 and 31 December 2024.

35. OPERATING SEGMENTS

The reportable segments have been identified as follows and derive their revenues and incur costs from the following operations:

Ground handling: Cargo handling services to air cargo carriers operating at the Kingdom's airports and consignees for warehouse handling and storage thereof.

Logistics: End to end logistic solutions services, customs clearance, inventory management and provision of warehouse management solutions.

SAL Zones: Streamlined logistics operations through high-quality warehousing and flexible bonded and non-bonded areas, all supported by an efficient business center that enhances daily warehouse and logistics activities—creating a cohesive and convenient one-stop logistics hub.

The executive committee assesses the performance of the operating segments based on profit before Zakat.

A. Information about reportable segments

(i) Reconciliation of revenue and profits:

	For the year ended 31 December 2025				For the year ended 31 December 2024		
	Ground handling ⃁ '000	Logistics ⃁ '000	SAL Zones ⃁ '000	Total ⃁ '000	Ground handling ⃁ '000	Logistics ⃁ '000	Total ⃁ '000
Segment revenue	1,465,132	251,848	-	1,716,980	1,372,612	271,308	1,643,920
Inter-segment revenue	(8,550)	-	-	(8,550)	(9,938)	(25)	(9,963)
External revenue	1,456,582	251,848	-	1,708,430	1,362,674	271,283	1,633,957
Operating and administration costs	(636,147)	(233,283)	(2,078)	(871,508)	(589,154)	(231,672)	(820,826)
Depreciation and amortisation	(88,455)	(21,283)	(1,966)	(111,704)	(99,527)	(5,760)	(105,287)
Other income/expense	12,339	(10,295)	-	2,044	12,709	(11,137)	1,572
Operating profit/(loss)	744,319	(13,013)	(4,044)	727,262	686,702	22,714	709,416
Finance income	67,239	-	-	67,239	59,495	-	59,495
Finance cost	(56,257)	(1,554)	-	(57,811)	(72,505)	(1,929)	(74,434)
Profit/(loss) before Zakat	755,301	(14,567)	(4,044)	736,690	673,692	20,785	694,477

(ii) Reconciliation of assets and liabilities:

	For the year ended 31 December 2025				For the year ended 31 December 2024		
	Ground handling ⃁ '000	Logistics ⃁ '000	SAL Zones ⃁ '000	Total ⃁ '000	Ground handling ⃁ '000	Logistics ⃁ '000	Total ⃁ '000
Total assets	3,113,011	252,976	363,417	3,729,404	3,066,468	165,968	3,232,436
Total liabilities	1,504,820	269,969	332,421	2,107,210	1,696,083	134,044	1,830,127

B. Reconciliations of information on reportable segments to IFRS measures

All assets, liabilities and total profits relate to reportable segment and there are no intersegment assets, liabilities and profits.

C. Geographical information

The revenue from contracts with customers is derived from the primary geographical market that is the Kingdom of Saudi Arabia.

D. Major customer

Revenue from one customer of the Group represented approximately 11% (2024: 13%) of the Group's total revenue for the year ended 31 December 2025.

36. SUBSEQUENT EVENTS

(a) On 10 February 2026, the Board of Directors approved a dividend payment of ⃁151.2 million (⃁1.89 per share) for the year ended 31 December 2025. The dividends are attributable to the shareholders of the Group who own shares with the effective date of 10 February 2026 as registered in the registry of the Group's shareholders in the Securities Depository Center (Edaa).

(b) On 28 January 2026 the Company issued a ⃁ denominated unsecured Sukuk Program amounting to ⃁ 1 billion with profit rate of six-month SAIBOR plus an agreed markup rate. Sukuk Program will mature by January 2031.

There have been no other significant events since the year ended 31 December 2025, that would require disclosures or adjustments in these consolidated financial statements.

37. APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

These consolidated financial statements were approved by Board of Directors of the Group on 10 February 2026, corresponding to 22 Sha'aban 1447H.

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Saudi Logistics Services Co.
8628 Prince Sultan Street 5000 Al Basatin Dist.,
Jeddah 23716, Kingdom of Saudi Arabia (JETB8628)

investor.relations@sal.sa
sal.sa

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