



الأغذية
Foods



Embedding ESG

From Commitments to Action

ESG Report
2024



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Since 1979, Savola Foods Company's brands have consistently commanded market leadership in the MENAT Region, with prominent foothold in households and supermarket shelves.

The company operates factories and distribution networks across key markets in multiple categories including edible oils, ghee, margarine, sugar, pasta, tuna, nuts, pulses and spices. SFC serves more than 69 countries through its export channels beyond the MENAT Region. The company leads not only in its B2C categories, but also in the B2B channel through Savola Professional division.

“Savola Foods Company is one of region’s biggest food conglomerates, spanning the Middle East, North Africa and Turkey (MENAT).





SFC Ambition

To become a fast-growing and diversified regional food industry leader by 2028



A total of

159,056
MT CO₂e

reduction in scope 1 and 2
over five years

Savola Foods
Company reaffirms
its commitment
to stakeholder value
and its responsibility
toward making a
positive impact.



01

Introduction

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About this Report

Savola Foods Company reaffirms its commitment to stakeholder value and its responsibility toward making a positive impact in this report by showcasing ongoing innovation, community engagement and sustainability progress.

Reporting Period and Boundary

Covering the period from 1 January to 31 December 2024, this report encompasses our operations across the Middle East, North Africa and Türkiye (MENAT) region, specifically in our operating unit countries: the Kingdom of Saudi Arabia (KSA), Egypt, Algeria, the United Arab Emirates (UAE) and Türkiye. In addition, the report reflects Savola Foods Company's export activities to other international markets, as listed on page 14.

Reporting Frameworks

This report highlights our material impacts, sustainability initiatives and performance metrics aligned with the Global Reporting Initiative (GRI) and national frameworks, including the Saudi Exchange ESG Disclosure guidelines. It underscores our continued efforts to strengthen ESG practices and disclosures in accordance with Savola Group's protocols.

Please refer to page 46 for an overview of our materiality approach, including how key topics were identified and prioritized for this report.

Data Boundaries and Methodology

Using Oracle Fusion as the operating platform, PowerApps functions as the primary enterprise resource base system for automated data collection and storage across Savola Foods Company, covering approximately 80% to 90% of locally sourced data.

This report draws on verified data from our MENAT operations, supported by internal systems and departmental input to ensure accuracy.

It presents quantitative metrics and qualitative insight from stakeholder engagement and internal reviews. Where direct measurements were unavailable, reasonable estimates (including industry benchmarks and historical trends) were applied with methodologies disclosed alongside relevant indicators.

Restatements include updates of Scope 1 and 2 GHG calculations after refinement of the collected data.



Disclaimer

This report may contain forward-looking statements, including projections, targets and future plans related to Savola Foods Company's ESG strategy and performance. These statements are based on current expectations and assumptions and are subject to risks and uncertainties that may cause actual outcomes to differ materially.

Savola Foods Company undertakes no obligation to update or revise any forward-looking statements, except as required by applicable standards, laws and regulations.

We are committed to continuous improvement and welcome feedback to inform future disclosures. For any comments or inquiries, please contact us at

Email: SFC-ESG@savola.com

Overview of Savola Foods Company

Savola Foods Company, a core subsidiary of Savola Group, leads the manufacturing and promotion of the Group’s brand portfolio across 70+ countries globally. Our strategic role supports the Group’s investment goals and strengthens its position as a food and retail industry leader.

In 2024, Savola Foods Company continued to operate amid global and regional shifts driven by macroeconomic pressures and changing consumer preferences. Globally, inflation, supply chain disruptions and geopolitical tensions impacted input costs and accelerated focus on sustainable sourcing, digitization and health-focused innovation. Regionally, we navigated diverse conditions across MENAT markets, from Saudi Vision 2030 driven growth to currency volatility in Egypt and Algeria, as well as the ongoing role of the UAE as a regional trade hub.

We reinforced our supply chain, expanded our product portfolio and progressed our ESG initiatives to align with shifting stakeholder expectations and regulatory developments. Building on this momentum, Savola Foods Company is actively executing its three-pillar transformation strategy (illustrated here) framed by clear objectives, strategies and performance measures. These efforts focus on fortifying core operations, exploring new product categories and investing in early-stage regional opportunities, underscoring our commitment to long-term growth and market adaptability.

Our Transformation Strategy

To achieve our ambition of becoming a fast-growing and diversified regional food industry leader by 2028, Savola Foods is executing a clear roadmap built on three strategic pillars (the 3A Framework): Accelerate, Acquire and Advance.



1 Accelerate

- Protect and grow the core businesses.
- Extend our B2C portfolio organically into adjacent categories.
- Expand B2B offerings through new product development (NPDs) and strategic partnerships.
- Boost value-added product growth through differentiated brands and innovations.



2 Acquire

- Execute M&A and joint ventures to strengthen regional leadership and capture new categories.
- Pursue upstream vertical integration opportunities to secure supply and enhance competitiveness.



3 Advance

- Drive productivity gains, cost optimization, and system efficiencies to “save to invest.”
- Redefine operating models to support growth, agility, and ESG-linked organizational performance.

This transformation framework positions Savola Foods to achieve profitable growth, regional expansion, organizational resilience, and deeper ESG integration, reinforcing our commitment to long-term value creation.

Overview of Savola Foods Company continued

From Savola to the Shelf

Since 1979, Savola Foods Company has built a strong leadership position across the MENAT region with its brands securing prime visibility on supermarket shelves.

In line with our innovation-driven growth agenda, we offer a diverse portfolio of products across the oils, ghee, sugar and sweetener categories in key markets, including Saudi Arabia, Egypt, Algeria, Türkiye and the UAE.

Additionally, our Savola Professional Division offers 90+ B2B products across strategic markets as a dedicated platform to expand and consolidate B2B initiatives.

Building on previous successes, Savola is expanding its brand footprint significantly across the region with particularly strong momentum in the Gulf Cooperation Council (GCC) markets.

The following illustrates our export footprint spans over 70 countries across Africa, the Middle East, Asia, Europe and the Americas with tailored market strategies for each brand. Each operating unit has distinct product lines and distribution models, including direct and consolidated exports. Each destination is selected for strategic relevance, demand potential and logistical viability.

Savola is expanding its brand footprint significantly across the region with particularly strong momentum in the Gulf Cooperation Council (GCC) markets.



Strategic Focus

Our overarching ambition and the core values that guide Savola Foods Company are outlined below.

Our Ambition

To become a fast-growing and diversified regional food industry leader by 2028.

Our Values

Amanah (honesty)

We uphold our responsibility to investors through transparency, credibility and fairness – maximizing profitability in our investments and ensuring expenditures are cost-effective and purposeful.

Taqwa (conscientiousness)

We act responsibly toward customers, suppliers and our communities by embodying fairness, honesty and respect, which guide ethical behavior across all our business dealings.

Birr (caring justice)

We ensure colleagues are treated with dignity and with sensitivity to personal and professional needs, fostering genuine care and encouraging fair, compassionate decision-making.

Mujahadah (personal control)

We cultivate self-discipline and balanced living as an internal drive that supports the achievement of our goals and encourages responsible decision-making for all stakeholders.



Our Footprint and History

Over more than four decades, Savola Foods Company has built a strong regional presence by strategically leveraging its expertise to invest in high-growth food sector categories. By reducing dependence on any one industry, our diversified approach has protected profitability while deepening our understanding of the market.

In October 2021, we expanded our portfolio through the acquisition of Bayara Company Holding Ltd, a prominent packaged foods business offering a diverse range of products. In 2024, Bayara, through its operating units Gyma Food Industries Bayara, Dubai (GFI) and Bayara Saudi Arabia (BSA) have exported to a total of 28 countries, in addition to its local distribution in Saudi Arabia and the UAE. This extensive network continues to strengthen our regional presence and supports our sustained growth.

Our History

1979

Afia International Company, Arabia (Jeddah)

Annual production capacity: 860,000 metric tons of edible oils and related products



1996

Afia International Company, Egypt (Suez - Adabia)

Annual production capacity: 500,000 metric tons of edible oils and related products



2009

Alexandria Sugar Company (Alexandria)

Annual production capacity: 200,000 metric tons of sugar and 83,000 metric tons of beet pellets



2012

International Food Industries (Jeddah)

Annual production capacity: 100,000 metric tons of shelf-stable items



2022

Savola Professional

Launched in 2022 as the regional brand for our B2B business



1994

United Sugar Company, Arabia (Jeddah)

Annual production capacity: 1,200,000 metric tons of refined sugar



2008

United Sugar Company of Egypt (Ain Sokhna - Suez)

Annual production capacity: 750,000 metric tons of refined sugar

Afia International Algérie (Oran)

Annual production capacity: 200,000 metric tons of edible oils and related products

Savola Türkiye (Ayvalik)

Annual production capacity: 185,000 metric tons of edible oils and related products



2011

Pasta Operating Unit (10th of Ramadan)

Annual production capacity: 287,000 metric tons of pasta



2021

Bayara Saudi Arabia (Riyadh)

Annual production capacity: 5,500 metric tons of nuts, dried fruits, spices, pulses and snacks

Gyma Food Industries Bayara, Dubai (Dubai)

Annual production capacity: 36,000 metric tons of nuts, dried fruits, dates, spices, pulses and snacks



Our Footprint and History continued

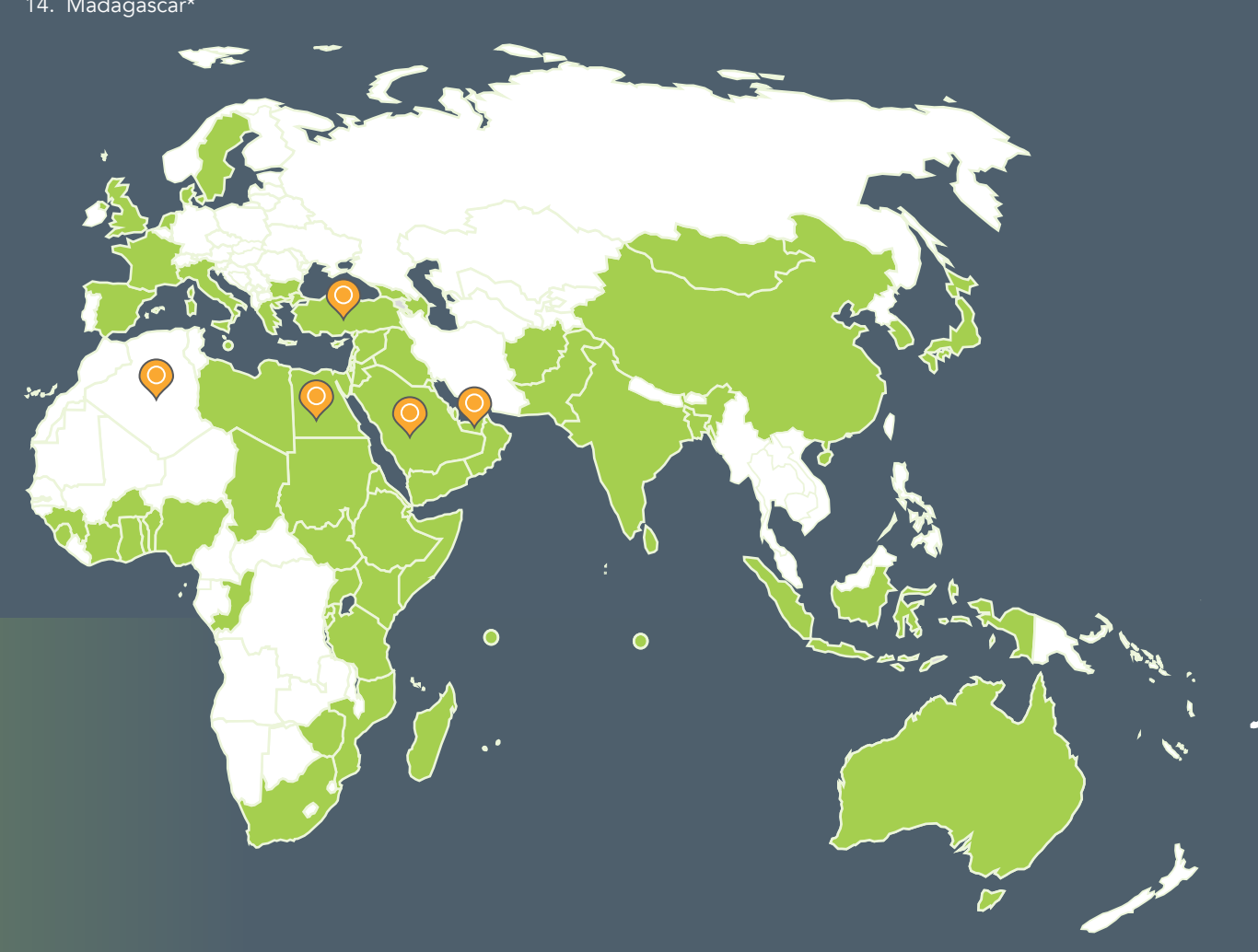
Export Markets

International Food Industries	Pasta Operating Unit		United Sugar Company of Egypt	Gyma Food Industries Bayara, Dubai		United Sugar Company, Arabia	
1. Bahrain	1. Bahrain	21. Palestine	1. Burkina Faso	1. Afghanistan	15. Maldives	1. Bahrain	15. Qatar
2. Egypt	2. Benin	22. Qatar	2. Chad	2. Angola*	16. Mauritius	2. Congo	16. Rwanda
3. Iraq	3. Burundi	23. Rwanda	3. Eritrea	3. Australia	17. Nigeria	3. Djibouti	17. Seychelles
4. Jordan	4. Chad	24. Saudi Arabia	4. Ghana	4. Bahrain	18. Oman	4. Ethiopia	18. Somalia (Somaliland)
5. Kuwait	5. Comoros	25. Somaliland	5. Kenya	5. Congo*	19. Pakistan	5. Ghana	19. South Africa
6. Palestine	6. Congo	26. South Korea	6. Tanzania	6. Côte d'Ivoire	20. Qatar	6. Iraq	20. Tanzania
7. Qatar	7. Cuba	27. South Sudan	7. Uganda	7. Djibouti	21. Seychelles	7. Italy	21. UAE
8. UAE	8. Djibouti	28. UAE	8. Zambia	8. Georgia	22. Somalia	8. Jordan	22. Uganda
	9. Dominican Republic	29. Uganda		9. Ghana	23. South Sudan*	9. Kenya	23. Zambia
	10. Ghana	30. USA		10. Guinea*	24. Sri Lanka	10. Kuwait	
Afia International Company, Arabia	11. Greece	31. Zambia	Bayara Saudi Arabia	11. Japan	25. Togo*	11. Lebanon	
	12. Kenya	32. Zimbabwe		12. Kenya		12. Mexico	
B2B:	13. Lebanon		1. Iraq	13. Kuwait	*Indirect exports via consolidation model	13. Oman	
1. Bahrain	14. Libya		2. Jordan	14. Madagascar*		14. Palestine	
2. Jordan	15. Madagascar		3. Lebanon				
3. Kuwait	16. Malawi						
4. Qatar	17. Mozambique						
5. UAE	18. Netherlands						
	19. Nigeria						
	20. Oman						

Major and Manufacturing Markets

Saudi Arabia
Egypt
Algeria

With exports reaching over 70 countries across Africa, Asia, Europe and the Americas Savola Foods Company continues to deliver trusted products from our regional roots to global shelves while building bridges through food innovation and sustainability.



Highlights



Environmental

Reduced Scope 1 and 2 carbon emissions by 17.4% versus a 2019 baseline year.

Gyma Food Industries Bayara, Dubai generated 56% of its electricity from solar power and recycled:

- 601.52 tons of old corrugated containers
- 14.80 tons of core waste
- 48.62 tons of various plastics
- 12.41 tons of metal cans

Afia International Company, Egypt passed a comprehensive environmental audit by multiple government agencies with no findings or non-conformities. Environmental measurements by Cairo University also confirmed full compliance with legal limits.

United Sugar Company, Arabia ensured compliance with environmental regulations through flue gas desulfurization (FGD) technology reducing sulfur oxide (SOx) emissions.

Pasta Operating Unit improved natural gas efficiency by optimizing boiler operations, contributing to reduced energy consumption across production processes.

Calculated and reported Scope 3 GHG emissions, based off the spend-based method.

Alexandria Sugar Company maintained its commitment to resource efficiency, achieving an 11% reduction in natural gas consumption of 259.3 m³/metric ton (2023: 290.9 m³/metric ton), driven by targeted energy-saving measures:

- Thermal insulation of equipment
- Installation of two plate heat exchangers
- Replacement of pulp dryer furnace with refractory-lined model
- Addition of five steam traps to enhance system performance

The company also participated in the VIVE Sustainable Supply program.

United Sugar Company of Egypt improved energy efficiency by reducing natural gas consumption from 82.8 m³/metric ton in 2023 to 72.5 m³/metric ton in 2024.

Afia International Company, Arabia reaffirmed its commitment to environmental management by renewing its ISO 14001 certification across all production processes.

Afia International Algérie enhanced its wastewater treatment capacity by removing accumulated sludge and restarting sand filters ensuring compliant discharge quality.



Social

Alexandria Sugar Company enhanced its employee experience through structured onboarding, regular recognition events and focused talent development.

The Pasta Operating Unit culture team led events fostering strong ties among employees and local communities.

Afia International Company, Egypt prioritized workforce development and talent nurturing through internship programs for students from universities across science, logistics, filling and mechanical teams.

Gyma Foods Industries Bayara, Dubai exceeded workforce targets, achieving 50% internal hiring and a 43% increase in nationality diversity. Training coverage reached 62% and female representation grew by 2%.



Savola Foods Türkiye strengthened social impact by launching a high-yield local seed to boost agricultural productivity, expanding its olive tree program with 1,000 plantings and 4,500 grafts and empowering over 30 women through artisanal olive oil packaging.



Afia International Company, Egypt enhanced its corporate social responsibility (CSR) initiatives and employee engagement through educational outreach, career-readiness sessions, town hall meetings, wellness activities and a multi-university internship program.



United Sugar Company of Egypt advanced its human capital strategy through job grade and salary adjustments aligned with a three-year action plan.

The company delivered 800 training days to 311 employees.

Saudi Arabia's operating units achieved:

- 92% retention rate and 80% culture and engagement score with 93% employee participation
- Over 509 recognition awards issued to employees
- Talent development for 70% of employees supported by 50+ individual development plans and the ELEVATE leadership program
- Internship conversion of 15% and stronger strategic partnerships with MBS College
- HRSE Employer of the Year Award
- Qaderoon Award for inclusion
- Oracle HCM system rollout
- AI-powered HR tools
- Empowering Her women's program with a dedicated committee



Highlights continued



Governance

Governance education programs reinforced ethical awareness while Board and committee structures were enhanced for stronger strategic alignment.

New Board appointments broadened expertise and diversity and we strengthened stakeholder engagement through transparent reporting and grievance channels.



Quality assurance teams led a comprehensive review and update of governance protocols, introduced ESG-aligned reporting practices, and implemented a unified Code of Conduct and Ethics across all business units.



We conducted regular cybersecurity risk assessments and delivered ongoing security awareness training to reduce human-related vulnerabilities.



Our legal team reinforced continuous monitoring controls and formalized its risk management network, contributing to more effective issue identification and resolution.



No significant instances of regulatory non-compliance were reported, underscoring our ongoing commitment to responsible governance.

Highlights continued



Awards Covering 2024



Afia oil Biodegradable bottle achieved the SIAL Innovation Selection Award in Paris



Gold award for quality in the Afro-Asian International Olive Oil Competition in Abu Dhabi



Silver award at the Berlin Global Olive Oil Awards in Germany



Gold award for quality in the Miami Olive Oil Competition in the USA



A total of two awards were received from New York;

World's Best Olive Oils for 2025 and has been conferred the GOLD AWARD by the Judging Panel of the NYIOOC | World Olive Oil Competition.

Yudum Egemden Erken Hasat Olive Oil, Times has certified Best Olive Oils of 2025 World Olive Oil Ranking.



Recognition in the Oil China International Olive Oil Competition



Gold award for quality at the Olio Nuovo Days – Paris Quality Awards



Gold award in the Amsterdam International Olive Oil Competition in the Netherlands



Gold award for quality from London International Olive Oil Competitions, UK



Scandinavian International Olive Oil Competition – SIOOC Stockholm 2025 Gold Medal Winners – Best In Class



Gold award in the European International Olive Oil Competition in Geneva



Gold medal in the EVO International Olive Oil Competition in Italy



Recognition in the Olive Japan International Extra Virgin Olive Oil Competition



Gold award for quality in the Canada International Olive Oil Competition



Bronze award in the Athena International Olive Oil Competition in Greece



Paris – Olive Kids Awards – Jury of Children – Shiny Gold



Paris – Top Ten Design – Packaging design award

A Word from the CEO

“

Our ESG journey has progressed well beyond compliance, transforming into a strategic enabler of performance and growth across Savola Foods. With ESG KPIs now fully embedded in every operating unit, sustainability is no longer a statement of intent, it is a standard of accountability.

Sameh Hassan
Group Chief Executive Officer





4,500

wild olive trees were grafted and 1,000 young trees planted, strengthening local olive production

The integration of the ESG KPIs into every operating unit ensures that ESG targets actively shape our systems and digital transformation journey. Our adoption of Oracle Fusion and advanced digital platforms has reinforced transparency, real-time monitoring and data-driven decisionmaking across the business.

We also advanced our materiality assessment, aligning our strategy with the UN Sustainable Development Goals (SDG) most relevant to our sector: climate action, responsible consumption, quality education, decent work and strong institutions. By embedding ESG in our governance frameworks, we align our priorities with global sustainability agendas, stakeholder expectations and the creation of long-term business value.

From Compliance to Strategic Integration

We have evolved ESG from a compliance obligation into a strategic enabler of business performance for Savola Foods Company. With ESG KPIs now fully embedded across all operating units, we have shifted from principle to accountability, ensuring that our sustainability target is a part of our capital planning, innovation pipeline and enterprise risk management (ERM).

Our ESG journey has also tested our ability to translate ambition into execution. Establishing a Scope 3 GHG emissions baseline required us to navigate into our value chain, leading to the adoption of a spend-based methodology and focus on high-impact categories.

Embedding ESG KPIs across all functions has sparked a meaningful cultural shift, reinforced through awareness campaigns and performance-linked reviews that drive shared accountability. These experiences have shown us that ownership drives action, integration accelerates progress and engagement builds resilience. These principles now guide how we lead ESG across the business.

Driving Environmental Progress

Protecting the environment is central to our purpose. In 2024, we achieved a 17.4% reduction in Scope 1 and 2 GHG emissions against our 2019 baseline, powered by energy efficiency projects, renewable energy adoption and heat recovery investments.

We expanded our circular packaging efforts, growing biodegradable solutions as Afia Saudi Arabia is being packed into biodegradable PET bottles, with more to follow in upcoming years. At the same time, we recycled or upcycled over 180,000 tons of by-products into new applications, from animal feed to biofuels, proving our eagerness to minimize and recycle our value chain waste.

Through investments in water conservation and effluent treatment, we strengthened our role as a responsible steward of resources in some of the identified water-stressed regions of the world.

We embedded environmental performance monitoring into decision-making, capital planning and compliance oversight. Together, these measures reinforced our commitment to transparency, accountability and resilience in environmental stewardship.

These achievements reflect our conviction that environmental progress is not optional, it is fundamental to the future of food.

Enabling Social Impact

Our social impact journey deepened in 2024. Through Negaderha, Makeen and the Savola World Foundation, we advanced youth employment, entrepreneurship and food waste reduction. In Turkey, our agricultural programs supported farmers by developing high-yield local sunflower seeds and grafting thousands of olive trees. These initiatives are platforms for long-term empowerment and resilience.

A Word from the CEO continued

Inside our organization, We advanced our Desired Culture Strategy, ensuring accountability, ethics, diversity and inclusion remain embedded in daily life at Savola Foods. Internally, we strengthened our culture of accountability, ethics and inclusion by embedding ESG KPIs into performance systems across all operating units, ensuring that sustainability is a shared responsibility.

Our programs fostered localization, skills development and women’s empowerment, while workplace well-being initiatives reinforced employee health and safety. Savola Foods was honored with the Qaderoon Award for disability inclusion.

Most importantly, we reinforced a culture of occupational health and safety, where zero tolerance for unsafe practices is the standard. From leadership to shop floor, every colleague is empowered and expected to safeguard themselves and their peers.

Looking ahead, we will continue to expand our focus from employees to wider society by deepening community partnerships, building local talent pipelines and advancing economic empowerment initiatives that align with national development priorities.

Governance and Vision 2030 Alignment

Strong governance and ethical leadership were decisive in embedding ESG across Savola Foods.

In 2024, our Board of Directors played a central role in elevating ESG to the same level of priority as financial and operational goals.

Sustainability is now a regular part of boardroom discussions, guided by real-time metrics from our governance, risk and compliance (GRC) and enterprise risk management (ERM) platforms.

We strengthened business ethics frameworks, expanding training and reinforcing compliance with our unified Code of Conduct.

Whistleblower protection systems were enhanced to ensure transparency and protect those who speak up, reflecting our commitment to integrity and accountability.

Our governance journey also represents a national contribution. By aligning our strategy with Saudi Vision 2030, we support the Kingdom’s priorities – while contributing across all territories where we operate – in areas such as climate action, circular economy innovation, workforce localization and inclusive growth.

Through responsible business leadership, we ensure that Savola Foods is not only aligned with Vision 2030, but also actively seeking to be part of enabling its success.



Saudi Vision 2030 Alignment

Our ESG strategy is deeply aligned with Saudi Vision 2030, reinforcing national priorities around climate action, circular economy innovation and inclusive growth. From reducing emissions and scaling sustainable packaging to localizing talent and advancing youth development, we contribute to the Kingdom’s transformation through responsible business leadership.

Culture of Accountability and Inclusion

A culture of accountability is what supports ESG transformation into practice. In 2024, we embedded ESG KPIs into every operating unit performance framework, ensuring shared ownership of outcomes across the company.

Our culture also reflects our values of inclusion and respect. From supplier engagement on responsible sourcing and Scope 3 emissions, to employee programs that empower women and youth, and community partnerships that open pathways of opportunity, we extended our culture across our value chain.

This culture is reinforced by transparency and trust. We maintained high levels of customer satisfaction by strengthening product quality systems, ensuring full compliance with food safety regulations, Every consumer who chooses our products can do so with confidence, knowing they represent safety, quality and responsibility.

Message to Our People

To everyone at Savola Foods Company, you are not on the sidelines of our ESG journey. You are at its center. Every decision you make in operations, procurement, marketing or support directly shapes our environmental footprint, social impact and ethical standards.

With ESG now embedded into our systems, your actions drive real progress. Our greatest strength lies in collective ownership. Your commitment, creativity and accountability will turn strategy into impact.

Looking Ahead: ESG Priorities for 2025 and Beyond

As we look forward, our ambition is to expand our sustainability contribution across the region and beyond. Our priorities up to 2030 include:

- Climate leadership: Achieving Science-Based Targets initiative (SBTi) validation to align our climate pathway with global best practices.
- Leveraging our scale and operational expertise to set new benchmarks in energy efficiency and emissions reduction
- Scope 3 data and supplier engagement: Building direct, supplier-facing data systems for packaging, logistics and agricultural inputs.
- Circular packaging at scale: Expanding biodegradable and recyclable packaging solutions across all major product lines.
- Continue deepening impact, accelerating innovation and expanding accountability across our value chain.

- Responsible sourcing: Deepening supplier scorecards and ESG clauses in contracts to ensure sustainability standards are met at every level.
- Digitization and risk governance: Leveraging governance, risk and compliance (GRC) and enterprise risk management (ERM) systems for real-time ESG risk tracking and compliance monitoring.
- Real-time ESG risk tracking through our GRC and ERM platforms will further integrate sustainability into strategic planning and compliance.
- Workforce empowerment: Advancing localization, diversity and youth development programs under our Desired Culture Strategy.
- Transparency and disclosure: Aligning more closely with GRI and CDP frameworks to strengthen investor confidence and stakeholder trust.

These are not just sustainability goals. They are leadership goals, designed to ensure Savola Foods continues to set benchmarks in responsible food manufacturing, ethical governance and inclusive growth.

Acknowledgements

Savola Foods Company’s ESG progress in 2024 was a collective achievement. I sincerely appreciate the individuals and teams who made it possible.

- To all Savola Foods Company employees, your daily commitment to performance, ethics and innovation has transformed ambition into impact.

- To our ESG Center of Excellence, your leadership in metrics integration, emissions reduction and circular packaging has driven measurable outcomes across the business.
- To our community partners and the Savola World team behind Negaderha and Makeen, thank you for deepening our social impact and extending our values into the communities we serve.
- To our suppliers and value chain partners, your engagement on responsible sourcing is vital to our business.
- To our Board and executive leadership, your unwavering support has embedded ESG into our strategy, governance and long-term vision.

As we close another year of progress, I want to emphasize that our ESG journey is far from finished. It is gaining momentum. The challenges we face as a region, as an industry and as a planet require bold, collaborative and consistent action. At Savola Foods Company, we remain committed to staying ahead of the curve by innovating with purpose, acting with integrity and holding ourselves accountable to the highest standards. Our ESG efforts are not about checking boxes. We are building a more resilient, inclusive and sustainable future for everyone we serve. That future will only be possible if we continue to work together with clarity, courage and conviction.

Sameh Hassan
Group Chief Executive Officer



Mujahadah

We cultivate self-discipline and balanced living as an internal drive that supports the achievement of our goals.



12.5%
Reduction

in GHG emissions per MT of production by United Sugar Company of Egypt in 2024

Savola Foods Company integrates ESG principles across its operations with a focus on sustainability, governance and social responsibility.

02

Our Approach to ESG

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Overview

Driven by global trends, shifting investor and value chain expectations and regional transformation, the MENAT region is increasingly embracing ESG principles. Businesses are transitioning from a purely financial focus to a broader sustainability agenda, aligning CSR initiatives with international frameworks and national strategies.

Savola Foods Company integrates ESG principles across its operations with a focus on sustainability, governance and social responsibility. As part of Savola Group (assessed by S&P Global for its performance in the food industry), we remain committed to continuous improvement and transparency.

We view our suppliers and customers as strategic partners, whose success is integral to ours. Through the Savola Professional Division, we foster their growth by promoting a collaborative journey toward operational excellence and long-term sustainability.

This commitment is reflected in our tailored approach: we identify customer challenges, equip our employees through technical training and co-develop solutions that adapt the value chain to evolving market trends and consumer expectations.

We support our customers in reducing costs, conserving energy, minimizing waste and optimizing resources by enhancing operational efficiency while advancing sustainable practices. In particular, Savola Professional Division champions upcycling, waste minimization and practical sustainability through expert support.

Our artisanal research and development (R&D) industrial experts further this mission by offering live, on-site demonstrations that showcase efficient, environmentally conscious methods in action.

For details on our engagements through Savola Professional Division, please refer to Stakeholder Engagement on page 38.



We view our suppliers and customers as strategic partners, whose success is integral to ours.



A Word from the Chief Product and Supply Officer

“

By diversifying suppliers, localizing procurement and building buffer strategies, we ensured continuity of operations without compromising sustainability commitments.

Haitham Sadek
Chief Product Supply Officer



In 2024, Savola Foods Company made significant progress in embedding sustainability into the core of our supply chain and manufacturing systems. ESG is no longer a parallel initiative; it is fully integrated into our operational scorecards, procurement frameworks and daily routines across our sites. By combining engineering-led upgrades, engagement with B2B customers, governance reinforcement and stronger coordination between operations, R&D and procurement, we have established the foundation for a supply chain that is not only resilient and efficient but also aligned with global sustainability standards and national priorities.

A highlight of the year was achieving a 17.4% reduction in Scope 1 and 2 GHG emissions compared to our 2019 baseline,

despite our total production volume continuing to grow. This reflects clear progress in energy efficiency and optimized resource utilization. We also delivered a 2% reduction in water consumption versus 2023 and a 6% reduction in landfill waste, demonstrating our ongoing commitment to process efficiency and resource stewardship. At site level, 56% of electricity demand at GFI was met through solar energy while USCA commissioned a flue gas desulfurization (FGD) system to eliminate Sox emissions.

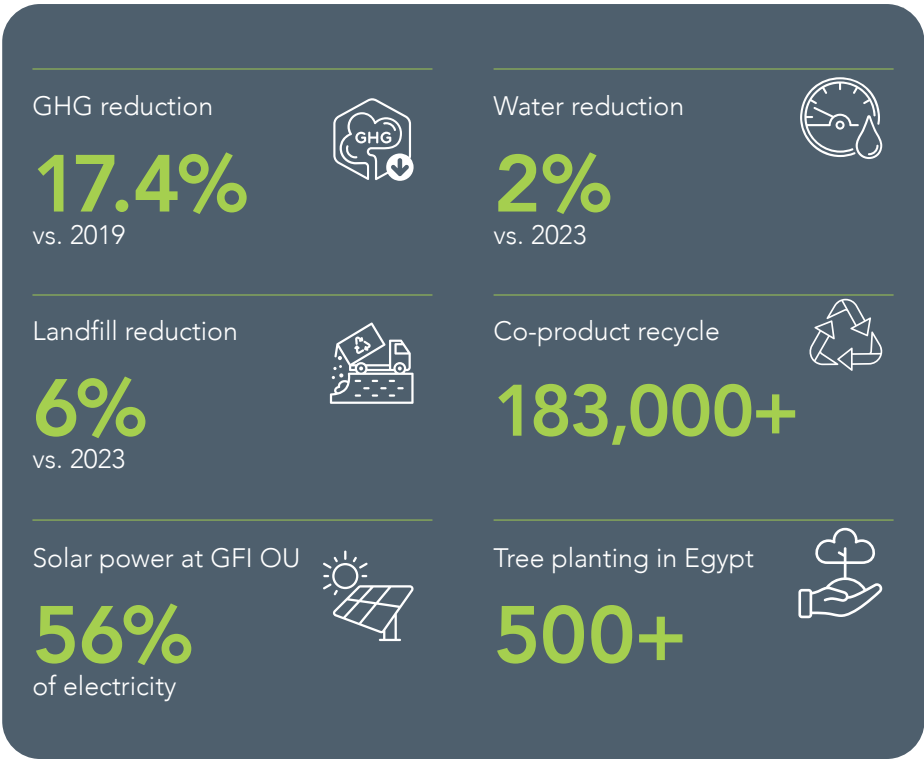
ASC reduced GHG emissions per MT of production by 11% through heat exchangers and furnace upgrades, with a total absolute reduction of 16.9%, while SFT installed an oil trap system to eliminate any potential oil leakage into water. Multiple OUs also renewed ISO 14001 environmental certifications, reinforcing continuous compliance.

Supply Chain Sustainability Challenges and How We Overcame Them

The journey to embed ESG across supply and production was not without challenges. Chief among them was the limited availability and quality of sustainability data from suppliers, which complicated our ability to establish a credible Scope 3 baseline. We addressed this by adopting a spend-based methodology as an interim measure, enabling us to identify high-impact procurement categories and launch a roadmap for supplier engagement in 2025.

Another challenge was the scaling of biodegradable packaging, which required cross-functional collaboration between R&D, manufacturing and procurement. Supplier qualifications, plant validation and buffer procurement strategies were introduced to mitigate risks and ensure food-grade quality and operational performance were never compromised. A major milestone was achieved in Saudi Arabia where all Afia brand products are now packed in biodegradable PET bottles, setting a new benchmark for sustainable packaging in the region.

Operational risks also emerged in regulatory compliance, traceability and supplier non-conformance. These were systematically managed through the rollout of the governance, risk and compliance (GRC) systems. By introducing onboarding audits and implementing a tiered oversight model, we ensured our supply chain remained both compliant and resilient.



A Word from the Chief Product and Supply Officer continued

We recognized the growing need to ensure supply chain resilience amid raw material volatility, changing export requirements and climate-related disruptions. By diversifying suppliers, localizing procurement and building buffer strategies, we ensured continuity of operations without compromising sustainability commitments.

We also scaled our co-product valorization efforts across industries. From the sugar sector, 120,721 MT of co-products (molasses and beet pulp pellets)

were recycled into animal feed. From the oil industry, 20,396 MT of fatty acids, sludge and acid oils were recycled into soaps, biofuels, chemicals and feed. From the pasta industry, 42,314 MT of flour scrap, dough and wheat bran were recycled primarily into animal feed. These initiatives not only reduced waste, but also created circular value chains.

These initiatives set the foundation for a fully ESG-integrated supply chain where sustainability is part of normal operations rather than periodic audits.

Looking Ahead: Top Future ESG Priorities

As we look forward, our operational roadmap is guided by our materiality assessment and aligned with the UN SDGs most relevant to our business: Climate Action (SDG 13), Responsible Consumption and Production (SDG 12), Decent Work and Economic Growth (SDG 8), Partnerships for the Goals (SDG 17), Industry, Innovation and Infrastructure (SDG 9), Affordable and Clean Energy (SDG 7), Clean Water and Sanitation (SDG 6) and Good Health and Well-being (SDG 3).

Challenge	Risk	Mitigation	2030 Roadmap
Scope 3 emissions visibility	Limited supplier data for accurate measurement	Spend-based baseline established; supplier engagement roadmap for 2026; transition toward activity-based reporting	<i>From Estimates to Accuracy</i> – Transition to activity-based Scope 3 data, digital supplier platforms for packaging, logistics and agriculture
Biodegradable packaging supply	Limited availability, cost volatility and operational validation challenges	Regional supplier qualification; plant-level material testing; buffer procurement strategies	<i>From Packaging to Circularity</i> – Scale biodegradable and recyclable materials across SKUs, embed eco-design into innovation, build resilient supplier networks
Regulatory & traceability requirements	Evolving market regulations on labeling, recyclability and compliance	QA-led regulatory task force; updated compliance checklists; early supplier engagement	<i>From Compliance to Responsible Sourcing</i> – Institutionalize ESG scorecards, KPIs and audits, enforce ESG clauses and third-party certifications
Operational integration	ESG seen as periodic audits rather than daily practice	ESG KPIs embedded in supply chain performance evaluation	<i>From Systems to Smart Risk Management</i> – Expand Oracle Fusion, GRC and ERM platforms

Our top priorities include:

Advancing Scope 3 emissions data quality

- Moving from spend-based estimates to activity-based reporting in future, supported by digital supplier engagement systems particularly in packaging, logistics and agricultural commodities
- Building digital supplier engagement systems for packaging, logistics and agricultural commodities
- Expanding collaboration with logistics partners to optimize routes and test lower-emission transport options

Scaling circular and sustainable packaging

- Expanding biodegradable and recyclable materials across high-volume categories
- Embedding eco-design into product development
- Building resilient supplier networks to secure availability and cost stability

Responsible sourcing and supplier governance

- Institutionalizing ESG performance scorecards, contractual compliance clauses and tiered audits supported by dashboards to ensure transparent and ethical sourcing practices across all supplier tiers
- Supporting supplier capability-building through training and joint innovation on sustainability solutions
- Advancing localization in line with Vision 2030 by increasing partnerships with regional suppliers

Digitization and smart risk management

- Leveraging Oracle Fusion, automated compliance tools and real-time monitoring platforms to integrate ESG into daily plant operations, supplier qualification and regulatory oversight
- Using real-time monitoring platforms to reduce downtime, optimize OEE and minimize waste

Customer-centric product assurance

- Reinforcing food safety and quality systems as core differentiators, ensuring that every product that reaches our 70+ global markets meets the highest standards of safety, integrity and sustainability

Recognition and external validation

- Building on awards and certifications such as VIVE, RSPO and EcoVadis ratings for supply sustainability
- Expanding global certification and recognition in safety, product integrity and sustainable operations

These priorities will guide us toward 2030, ensuring that operational excellence, sustainability and stakeholder trust advance hand in hand.

Reflections

2024 proved operational sustainability is both achievable and measurable when approached with disciplined planning, strong governance and relentless follow-up. What once seemed like external expectations have now become internal drivers of resilience, efficiency and trust.

As Chief Product Supply Officer, I am proud that we combined measurable environmental achievements such as cutting GHG emissions by 17.4%, reducing water consumption and landfill waste and valorizing over 183,000 MT of co-products with advances in packaging innovation, supplier accountability and workplace safety. Our broader corporate ecosystem also gained recognition with awards such as the VIVE certification in sugar as well as RSPO in oil and 17 international awards for our Yudum olive oil brand.

Equally important, our workforce today represents 28 nationalities, showing the diversity of our talent pool. Over 70% of employees were trained in 2024 with more than 90,000 training hours delivered across SFC OUs. Through structured partnerships with universities, including Suez, Port Said, British University, Canadian University, UBT and MBS College, we onboarded more than 80 interns of which 15% converted to full-time roles, strengthening our pipeline of future leaders.

Yet I am equally aware that the journey continues. By staying focused, data-driven and aligned with our material issues and the SDGs, we will ensure Savola Foods' supply chain continues to be not just a backbone of performance but also a platform for sustainable growth, resilience and customer trust well into 2030.

Haitham Sadek
Chief Product Supply Officer

Sustainability Governance and Leadership

We align our sustainability governance with global and national frameworks, ensuring responsible ESG impact management. We prioritize responsible practices, transparency and ethical governance, focusing on climate action, energy efficiency, water conservation, waste management and stakeholder engagement.

Sustainability Governance

Savola Foods Company applies Savola Group’s ERM framework and governance policy, ensuring a cohesive approach across the business. We implement the ERM framework by updating our risk register, to improve risk management across operating units and by enhancing our GRC system.



We ensure sustainability is not only a corporate responsibility, but a core driver of long-term value.



Reporting Structure



Our approach to sustainability governance reflects a deep commitment to embedding ESG principles across all levels of the organization. Through a clearly defined leadership structure, strategic alignment with global frameworks like the SBTi and robust performance tracking, we ensure sustainability is not only a corporate responsibility, but a core driver of long-term value. Integrated risk management and executive engagement further reinforce this commitment, creating a culture of accountability, transparency and continuous improvement.

Alignment with Strategic Goals

Our sustainability initiatives are closely aligned with short and long-term strategic goals, particularly through commitment to the SBTi. This alignment supports the company’s ambition to reduce its environmental footprint while driving innovation and resilience across operations. By integrating SBTi principles, we ensure sustainability is not only a compliance measure, but a strategic driver of growth and transformation.

Sustainability at Savola Foods Company is overseen by Bahaa Alsayed, Senior Manager of Sustainability, who reports to Houssine Slimani, Executive Director. Houssine reports to Haitham Sadek, Chief Product Supply Officer, who in turn reports to Sameh Hassan, Chief Executive Officer of Savola Foods Company. This governance structure ensures sustainability is embedded across all levels of leadership with direct accountability to the highest executive tier.

Key Performance Indicators

Our disclosed data includes a comprehensive set of KPIs that span our sustainability pillars, including greenhouse gas (GHG) emissions reduction, employee retention rates and other metrics that reflect ESG progress. These KPIs provide measurable insight into performance and help track the effectiveness of sustainability initiatives over time.

Risk Management Integration

Our Internal Audit department conducts annual audits based on a structured plan that covers all company functions. ESG-related activities are included as part of these internal audits, ensuring sustainability risks and opportunities are systematically assessed and managed. This integration reinforces accountability and supports continuous improvement across the organization.

Executive Engagement

Our Chief Executive Officer conducts quarterly town hall meetings to engage employees and share strategic updates. Sustainability is a regular feature of these sessions, highlighting its importance within the company’s broader agenda while fostering a culture of transparency and shared responsibility.

Sustainability Governance and Leadership continued

Corporate Governance

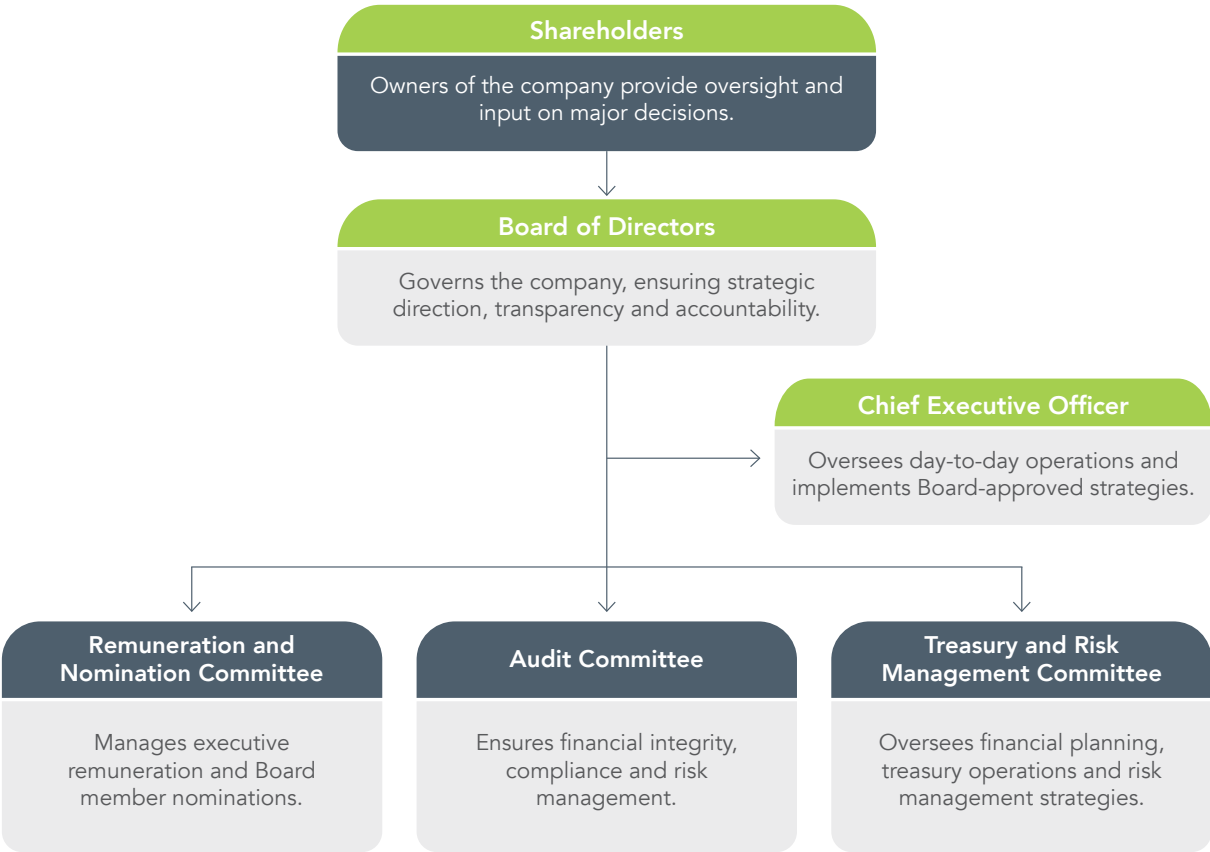
As a subsidiary of Savola Group, Savola Foods Company has its own Board of Directors guided by a Corporate Governance Manual that enhances management, Board effectiveness and decision-making. These guidelines, aligned with Savola Group’s Corporate Governance Manual, provide investors and shareholders with insight into the systems governing our business and operating units.

We also uphold compliance with the laws of Saudi Arabia and all territories where we operate. Our Board of Directors and executive team are committed to the highest standards of integrity, ethical behavior and adherence to Savola Foods Company policies, laws and regulations. Employees are expected to follow these principles, fostering a culture of respect and professionalism.

Governance Structure

The appointment process for the Savola Foods Company Board is outlined in our Corporate Governance Manual and guided by ethics and values. Board members uphold shareholder rights and ensure transparency, bringing expertise in administration, strategic planning, accounting, law, marketing, corporate governance, human resources, risk management and mergers and acquisitions. Additionally, most members have administrative skills as well as local and international business experience.

The governance structure of Savola Foods Company ensures clear accountability and oversight with roles and responsibilities distributed across key committees and leadership levels, as illustrated below.



Transparency and Accountability

We prioritize transparency and accountability to build a culture of trust, which is essential for upholding ethical standards and ensuring financial resilience.

Transparency improves performance, strengthens sustainability outcomes and attracts top talent. Aligned with our objectives, goals, strategies and measures, the Chief Executive Officer holds quarterly town hall meetings with employees and management teams across Savola Foods Company. These sessions review quarterly KPIs, assess performance against targets and discuss future plans. This is also a platform to reward and recognize employees’ contributions to the company.

Accountability is upheld through the Annual General Assembly Meeting where we provide internal stakeholders with a comprehensive report on finance, legal matters, challenges, related party transactions and operating unit performance. Additionally, the Board of Directors conducts quarterly reviews and reports on the overall performance of Savola Foods Company.

Risk Management

Risk governance encompasses the principles, responsibilities and controls used to identify and manage organizational risks. To ensure independence within our risk management structure, our Internal Audit function reports directly to the Audit Committee, which reports to the Board.

Within our ERM framework, one sustainability-related risk was identified in relation to governmental environmental air emission compliance. To address this, United Sugar Company, Arabia commissioned the installation of an FGD system, which successfully closed the case. As a result, United Sugar Company, Arabia is now fully compliant with regulatory requirements.

Anti-corruption and Anti-competitive Behavior

Internal Audit evaluates the effectiveness of internal controls and identifies potential vulnerabilities that could enable corrupt activities.

As a closed joint stock company, we adhere to the laws and regulations of the Kingdom of Saudi Arabia to manage anti-competitive behavior. Our comprehensive approach to ethical business practices and risk mitigation includes:

- **Strong ethical guidelines** – A clear Code of Conduct outlines the expected behavior for all employees and other stakeholders.
- **Risk assessment** – Regular evaluations identify areas vulnerable to corruption, followed by the implementation of appropriate controls.
- **Open communication channels** – Employees are encouraged to report concerns about unethical behavior through established reporting mechanisms.



Stakeholder Engagement

Savola Foods Company is accountable to a diverse range of stakeholders with unique interests and expectations. We actively engage with stakeholders to deliver community value, gather feedback and align our strategy with their evolving needs.

This continuous two-way communication fosters mutual understanding, informs strategic decision-making and shapes our sustainability strategy. By collaborating with stakeholders, we gain deeper insight into current challenges and future trends in social and environmental issues.

Sustainable Innovation

Upcycling and Expert Knowledge Sharing

Upcycling is central to our business: As a leading food company, we minimize waste by repurposing co-products for non-food sectors. We have streamlined our operations to deliver upcycled products efficiently. This approach extends the life cycle and value of our ingredients while reducing waste, boosting operational efficiency and mitigating environmental harm – driving a circular economy and a more sustainable future.



Expert support through hands-on knowledge sharing is central to driving sustainability: Our artisanal R&D industrial experts regularly visit clients to deliver live demonstrations on best practices for product use, waste reduction, ingredient optimization and productivity improvement. These sessions equip industry professionals with practical tools to boost efficiency, minimize their environmental footprint and foster sustainable operations.

Savola Foods Company's R&D function established process controls to maximize the value of process-generated co-products, making them sellable as feedstock ingredients for other industries.

Savola Foods Company R&D supports customers by supplying sustainable products across the value chain and by delivering reduced-contaminant products that meet global contaminant level regulations. Research and development in food nutrition and health have led to the introduction of healthier products to the market, including trans-fat-free, lower-saturated-fat and GMO-free options. Savola Foods Company R&D also replaced non-green processes such as hydrogenation with greener technologies like interesterification.

The table below summarizes our stakeholder groups and communication strategies addressing social and environmental issues. The data disclosed throughout this ESG report includes all related KPIs.

Stakeholder Groups	Key ESG Concerns	Engagement Platforms
Savola Group Savola Foods Company, a wholly owned subsidiary of Savola Group, works closely with the Group to align its strategy and performance with overarching goals.	- Sustainable packaging - Climate change and emissions - Waste and circular economy - Water conservation - Renewable energy and energy management - Food quality and safety - Occupational health and safety - Workforce and labor management - Nutrition and health - Diversity, equity and inclusion - Training and development - Corporate governance - Responsible marketing and labeling - Business ethics - Responsible sourcing - Digitization	- We maintain close alignment with our parent, Savola Group, through shared governance, digital platforms and ESG priorities. - We operate under the Group's strategic oversight, adhering to unified governance standards and long-term value goals. - Group companies leverage platforms like Oracle Fusion to enhance visibility and decision-making across operations. - Savola Foods Company also advances Group-wide initiatives in Saudization, diversity and responsible sourcing while benefiting from shared services and cross-functional collaboration in ESG reporting, stakeholder engagement and digital transformation.



Board of Directors

The Board of Directors of Savola Foods Company is a key internal stakeholder, providing strategic oversight, ensuring governance compliance and guiding long-term value creation. As stewards of accountability, they align decisions with stakeholder expectations, ethical standards and regulatory frameworks – advancing sustainability while upholding core principles.

- Sustainable packaging
 - Climate change and emissions
 - Waste and circular economy
 - Water conservation
 - Renewable energy and energy management
 - Food quality and safety
 - Occupational health and safety
 - Workforce and labor management
 - Nutrition and health
 - Diversity, equity and inclusion
 - Training and development
 - Corporate governance
 - Responsible marketing and labeling
 - Business ethics
 - Responsible sourcing
 - Digitization
- Savola Foods Company's Board of Directors engages through structured governance mechanisms that ensure strategic alignment, accountability and transparency.
 - Operating under Savola Group's governance model, the Board oversees risk, controls and sustainability performance in line with regulatory and ethical standards. Specialized Board committees support informed decision-making within defined mandates.
 - The Board maintains active dialogue with shareholders, regulators and executives through reports, disclosures and annual meetings, reinforcing its commitment to ethical leadership and long-term value creation.



Stakeholder Engagement continued

Stakeholder Groups	Key ESG Concerns	Engagement Platforms
Suppliers Savola Foods Company sources key raw materials (including edible oils, sugar, wheat and packaging) through a broad supplier network across the MENAT region and beyond. Through Savola Professional Division, we emphasize responsible sourcing, long-term partnerships and sustainable solutions that reduce waste and respond to evolving market needs.	• Sustainable packaging • Climate change and emissions • Waste and circular economy • Water conservation • Renewable energy and energy management • Food quality and safety • Occupational health and safety • Workforce and labor management • Nutrition and health • Diversity, equity and inclusion • Training and development • Corporate governance • Responsible marketing and labeling • Business ethics • Responsible sourcing • Digitization	We engage with our suppliers and customers through strategic alliances and capacity-building programs that promote supply chain sustainability, efficiency and transparency. In addition, we collaborate with select mega customers using their digital platforms to enhance communication and data sharing. One notable example is our adoption of the Oracle Cloud Platform, which enables real-time data sharing, risk management and supply chain visibility. This digital foundation allows us to streamline procurement, automate pricing and contract management and collaborate more effectively with suppliers on performance and compliance. Additionally, through Savola Professional Division, we are developing plans to foster closer collaboration with suppliers by offering technical training, co-developing solutions and aligning on sustainability goals such as waste reduction and resource optimization.
Employees Our employees are a key internal stakeholder group, driving operational success, innovation and sustainability. As ambassadors of our values, our employees benefit from ongoing investment in training, inclusion and well-being. We foster a culture of open communication, collaboration and high performance.	• Occupational health and safety • Workforce and labor management • Diversity, equity and inclusion • Training and development	Savola Foods Company engages with employees through a variety of platforms that promote inclusion, growth and a strong organizational culture. Regular communication channels ensure transparency and alignment while structured training and leadership programs support professional development. We foster diversity and inclusion through targeted initiatives, including those focused on hiring people with disabilities and women. Employee feedback is encouraged via surveys and performance reviews with achievements recognized through formal programs. To build a sense of belonging, the company invests in well-being initiatives, team-building activities and volunteering opportunities like Ata'a.

Stakeholder Groups	Key ESG Concerns	Engagement Platforms
Communities Our communities are key external stakeholders, encompassing the people and localities where we operate. Through collaboration with non-profits, charities, employees, suppliers and other partners, we drive long-term programs and innovative initiatives that promote social investment, sustainability and community well-being, reinforcing our social license to operate.	• Food quality and safety • Nutrition and health • Diversity, equity and inclusion • Training and development	We support communities through structured programs that promote well-being, inclusion and sustainability. Initiatives like Negaderha focus on reducing food waste across households and the hotels, restaurants, cafés and other catering (HORECA) sector while Ata'a encourages employee volunteering that aligns with broader Saudi Vision 2030 goals. Makeen advances accessibility by training and employing people with disabilities and Yumnak helps small and medium-sized enterprises (SME) in the fast-moving consumer goods (FMCG) sector grow sustainably through tailored support and partnerships.
Consumers and Customers Savola Foods Company consumers and customers form a key external stakeholder group, including end users and business partners such as retailers, distributors and HORECA clients. Their preferences shape product development, quality and brand reputation while they benefit from our focus on nutrition, affordability and sustainability. By delivering trusted products and prioritizing customer needs, we place consumers at the heart of our operations and support their evolving lifestyle choices.	• Food quality and safety • Nutrition and health	We engage with consumers and customers through a range of digital tools, educational initiatives and collaborative programs that emphasize trust, nutrition and sustainability. Through Negaderha, we promote food waste reduction via awareness campaigns, research and tools that encourage more sustainable consumption habits across households and the HORECA sector. The Be Healthy initiative, led by Savola Group's subsidiary Panda, further supports customer well-being by offering nutritional tips, recipes and in-store activations. We also use customer experience platforms and feedback mechanisms to understand evolving preferences and refine product offerings. Our efforts to build brand loyalty and educate consumers are rooted in delivering trusted, affordable and nutritious products that meet modern lifestyle needs.

Stakeholder Engagement continued

Stakeholder Groups	Key ESG Concerns	Engagement Platforms
NGOs Non-governmental organizations (NGO) are a key external stakeholder group for Savola Foods Company, collaborating in sustainability, community development and social impact initiatives. These partnerships support efforts such as food waste reduction, inclusive employment and public awareness, helping us to address unmet social needs and create shared value.	- Waste and circular economy - Water conservation - Food quality and safety - Nutrition and health - Diversity, equity and inclusion - Training and development 	We collaborate with NGOs through key initiatives that promote sustainability, inclusion and community development. These partnerships are embedded in flagship programs designed to create shared value and address societal challenges. Through Negaderha, we partner with NGOs to reduce food waste by conducting research, awareness campaigns and behavioral change analysis among households and the HORECA sector. The Makeen initiative supports training and employment of people with disabilities, advancing inclusion in collaboration with NGOs and advocacy groups. In the Ata'a volunteering program, we work alongside NGOs to implement impactful community projects, aligning employee engagement with broader social goals.
Partners Partners are key external stakeholders for Savola Foods Company, including joint ventures, technology providers, logistics firms and co-investors. By contributing expertise and supporting innovation, efficiency and growth, they help strengthen the value chain and advance shared sustainability goals. We foster trusted partnerships to drive mutual value creation.	- Corporate governance - Responsible marketing and labeling - Business ethics - Responsible sourcing - Digitization 	Savola Foods Company engages with partners through strategic platforms that promote innovation, operational excellence and shared sustainability outcomes. We also partner with technology providers and logistics firms to enhance supply chain efficiency and digital transformation.

Stakeholder Groups	Key ESG Concerns	Engagement Platforms
Government and Regulators The government and regulators are essential external stakeholders for Savola Foods Company, shaping the legal and compliance environment across food safety, environmental, labor and governance standards. Through active engagement and transparent reporting, we ensure regulatory alignment while contributing to national development goals and sustainable corporate performance.	- Climate change and emissions - Waste and circular economy - Water conservation - Renewable energy and energy management - Food quality and safety - Occupational health and safety - Workforce and labor management - Nutrition and health - Diversity, equity and inclusion - Training and development - Corporate governance - Responsible marketing and labeling - Business ethics - Responsible sourcing 	We engage with the government and regulators through structured platforms that ensure compliance, transparency and alignment with national goals. This includes adhering to governance frameworks under the Savola Pledge, which ensures regulatory compliance and ethical standards. We also contribute to public-private initiatives like Negaderha, developed with the United Nations Environment program and national agencies to combat food waste. Additionally, we participate in regulatory reporting, official disclosures and national programs such as Forsa that supports SMEs and advances Saudi Vision 2030.



Alignment with National and Global Imperatives

Savola Foods Company aligns closely with national and global priorities through its integrated sustainability, social and governance initiatives.

Saudi Vision 2030

We fully embrace the goals of Saudi Vision 2030 and embed its principles across all aspects of our operations. As part of our nationalization efforts (detailed on page 84), we actively contribute to reducing unemployment and we are proud to be among the leading companies advancing Saudization.

Our broader sustainability agenda is also closely aligned with the Kingdom’s future blueprint, reflecting the three core pillars of Saudi Vision 2030:



Through targeted initiatives, Savola Foods Company is helping drive meaningful progress toward these national objectives.

Sustainable Development Goals

The Sustainable Development Goals (SDG) are a set of 17 global objectives adopted by all United Nations member states in 2015 as part of the 2030 Agenda for Sustainable Development. They represent a universal call to end poverty, protect the planet and ensure peace and prosperity for all. Each goal is supported by specific targets and indicators to track progress.

Savola Foods Company contributes to several SDGs through our ESG initiatives, as detailed in the following table.

	Through our core business in food manufacturing and distribution, we support food security across the MENAT region. Our partnership with the United Nations Development Program (UNDP) in Egypt also focuses on sustainable agriculture and climate-resilient crops. Details on page 96-97.		We invest in R&D for value-added products and packaging, modernize plants with energy-efficient automation, implement digital traceability and quality-control systems and provide training and funding to local suppliers, particularly small farmers. These efforts promote sustainable industrialization, spur innovation and construct the robust infrastructure required for long-term growth in the MENAT region. Details on page 38.
	We prioritize food safety and quality as a high-materiality topic while promoting health and nutrition through responsible product development and consumer education. In 2024, we introduced a range of fortified and enhanced products, including low-calorie, high-fiber, vitamin- and mineral-enriched offerings. Details on page 101.		We embed diversity, equity and inclusion across our operations. This includes targeting gender balance and pay equity, upskilling underrepresented talent, enforcing non-discrimination policies and integrating local smallholder farmers on fair terms with capacity-building support to create an inclusive workplace and value chain that reduces inequalities. Details on page 82-83.
	We advance diversity and inclusion, including initiatives that support women’s participation in the workforce. Details on page 82.		The Negaderha program targets food waste reduction with an emphasis on sustainable packaging, co-product recycling and supply chain practices, including biodegradable and recyclable materials. Across our operating units, efforts to optimize packaging design, reduce material use, enhance recyclability and repurpose co-products advance circular economy principles, minimize environmental impact and support our long-term sustainability goals. Details on page 94.
	We use closed-loop cooling and cleaning to reduce freshwater use, monitor and minimize water withdrawal per ton of product, upgrade and reuse wastewater systems to surpass local discharge standards and collaborate with local communities in safe water and sanitation projects. Our operations also train teams in best practices for water stewardship to safeguard communities and ecosystems and improve resource resilience and cost control. Details on page 62.		In 2024, we limited the increase in our GHG emissions to 1.4% while total production in MT increased by 1.0%. This indicates continuous investment in climate adaptation strategies, including energy efficiency and water conservation. Details on page 54-55.
	We benchmark and reduce energy consumption per ton of product, deploying energy management systems, upgrading to high-efficiency motors and lighting and installing on-site solar photovoltaic (PV) where feasible. Our operations teams are also trained in energy stewardship and partner with local communities to improve clean energy access to lower our carbon footprint, stabilize energy costs and support regional development. Details on page 56.		We enforce robust anti-corruption and ethics policies with ongoing training, maintain transparent governance and rigorous reporting, engage with stakeholders inclusively and safeguard data privacy and human rights to strengthen institutional integrity, build trust and drive sustainable growth. Details on page 114.
	Through the Makeen program and nationalization efforts, we foster inclusive employment and support SMEs. As occupational health and safety is a high-priority, we implement safety management systems, training, risk assessments and employee engagement initiatives, across all operating units, to maintain a safe and healthy work environment. Details on page 83-84.		Our collaboration with the UNDP exemplifies cross-sector partnerships to advance sustainable development and achieve desired standards. Details on page 94-95.

Materiality

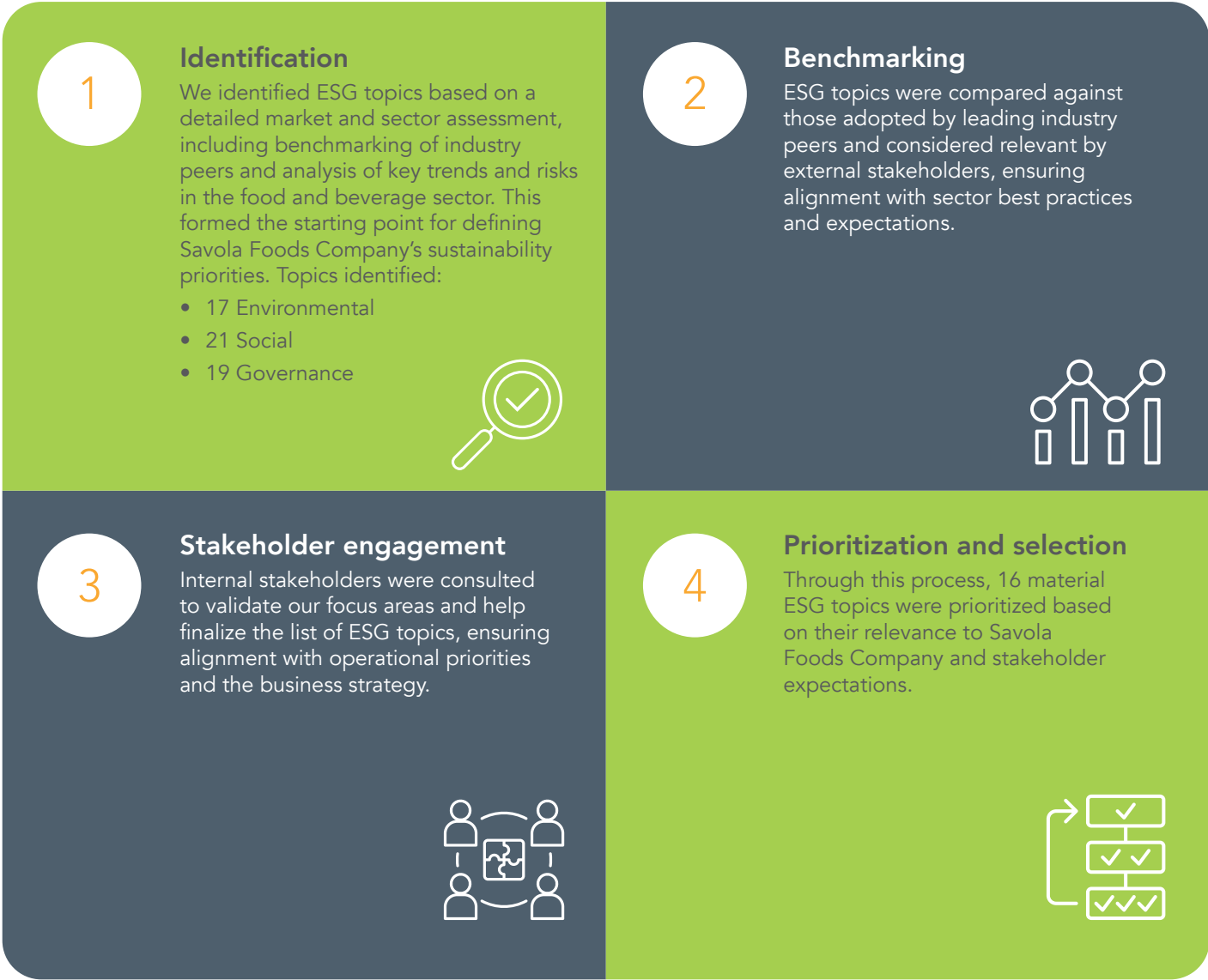
In this second ESG report, Savola Foods Company reflects on its inaugural disclosures, guided by a materiality assessment that identified key ESG issues relevant to our business and stakeholders.

Process and Approach

Building on our 2023 materiality assessment that was based on a detailed structured approach, we conducted a review of our ESG material topics to identify this year’s focus areas. The process in 2023 followed a step-by-step approach, starting with benchmarking Savola Foods Company against industry peers and external

stakeholders to identify relevant ESG frameworks, standards and national agendas. An internal workshop for our senior management then informed our understanding of material topics, culminating in a materiality matrix that prioritizes issues most critical to the company.

The following diagram outlines our streamlined process for determining material ESG topics.



Material Topics

Through our rigorous process and stakeholder feedback, we identified 16 material ESG topics across two priority areas, based on internal and external stakeholder input





Amanah

We uphold our responsibility to investors through transparency, credibility and fairness.



11%
reduction

in GHG emissions per MT of product, with a total absolute reduction of 16.9% by Alexandria Sugar Company

03

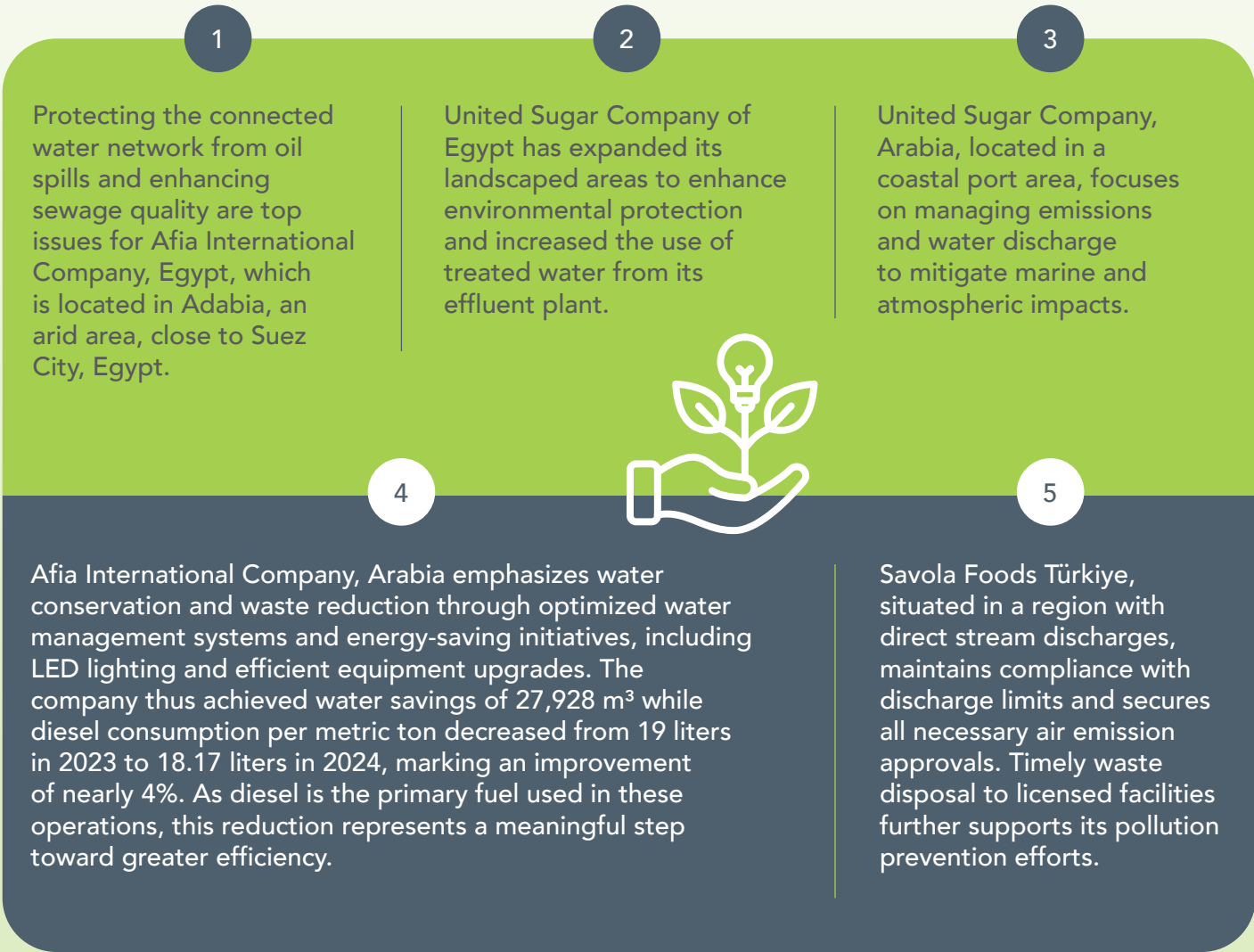
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Overview

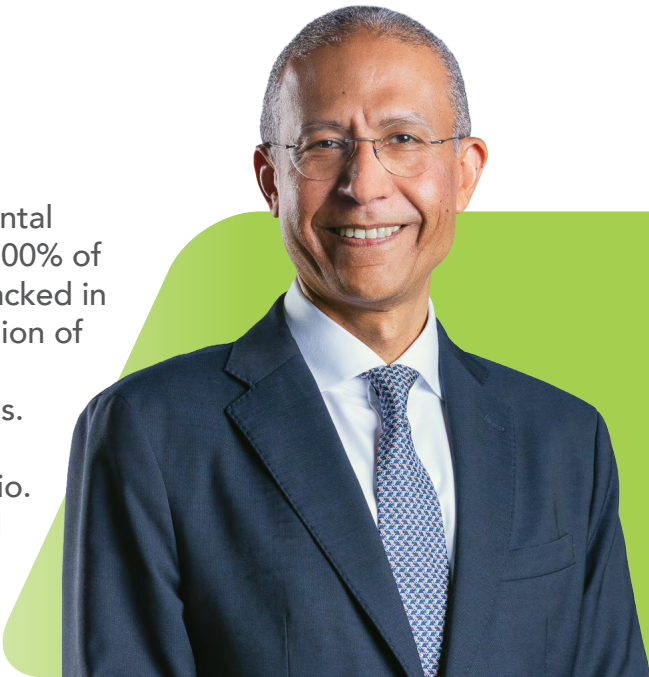
The MENAT region is advancing ambitious sustainability agendas through frameworks such as Saudi Vision 2030, UAE Net Zero 2050 and Egypt Vision 2030. Governments are prioritizing renewable energy, water security, circular economy solutions and sustainable food systems. In alignment with these priorities, Savola Foods is reinforcing its environmental commitment by reducing carbon emissions, enhancing water stewardship, promoting circular packaging, embedding responsible sourcing and fostering community partnerships. Through these actions, Savola Foods Company contributes to regional resilience and positions itself as a trusted partner in shaping a low-carbon, resource-efficient future for the MENAT region.

Savola Foods Company operates across diverse natural landscapes, each presenting unique environmental considerations.



“

At Savola Foods, innovation is our pathway to environmental stewardship. In 2024, we proudly achieved a milestone: 100% of Afia oil product in PET bottles in Saudi Arabia are now packed in biodegradable, recyclable bottles — the first transformation of its kind in our sector, which was globally recognized by winning the 2024 SIAL Innovation Selection Award in Paris. This step is not the finish line but the foundation, as we work to expand sustainable packaging across our portfolio. Guided by insights and innovation, we remain committed to protecting our environment and embedding circular solutions that shape a greener future.



Daa Rashwan
Chief Insights & Innovations Officer

Savola Foods Company upholds the fundamental right to a healthy and clean environment, ensuring compliance with ISO 14001-certified environmental management systems across all operating units.

Our environmental priorities – water, emissions and waste – align with Saudi Vision 2030. We actively monitor our environmental impact by recording and analyzing results to enforce compliance.

We focus on exploring the market for renewable energy use, to minimize landfill waste and convert recyclables into useful by-products to maintain a circular economy. Reducing plastic and carton use in packaging remains a priority and we encourage our suppliers to lower their GHG emissions.

Waste disposal is a major environmental challenge, requiring careful monitoring and control. We focus on recycling scrap materials such as plastic, cartons, cans and metal, redirecting this waste to other industries. By-products are repurposed in various sectors rather than sent to landfills. Hazardous materials are disposed of in strict compliance with regulations in every jurisdiction where we operate. We aim to scale these practices across more units and track waste diversion rates annually. Additionally, we conduct regular environmental assessments to mitigate potential risks and minimize the impact on ecosystems and communities.

In 2024, our operating units encountered a range of environmental management challenges:

- Gyma Food Industries Bayara, Dubai faced operational disruptions due to unusually heavy rainfall in Dubai. Our response leveraged integrated systems protocols, stakeholder coordination and resilient infrastructure to enable actions such as delivery rerouting, inventory control, employee communication, schedule adjustments and sustainability measures such as rainwater management and energy-efficient backups.

- Alexandria Sugar Company implemented extensive infrastructure upgrades, including thermal insulation, new heat exchangers, a refractory-lined pulp dryer furnace and steam trap installations, successfully reducing natural gas consumption by 11.5% in 2024 compared to 2023. These improvements enhanced energy efficiency and contributed to the company’s environmental performance.
- Afia International Company, Egypt improved wastewater quality by installing four additional fat traps and thoroughly cleaning its water treatment unit, enhancing overall system performance. Compliance is verified through regular water samples submitted to the government, ensuring full adherence to regulatory standards.
- United Sugar Company of Egypt prioritized reducing gas consumption.
- United Sugar Company, Arabia addressed SOx emissions by constructing and commissioning FGD systems, ensuring full compliance with air emission regulations.
- Pasta Operating Unit experienced increased energy demand due to the activation of the Elfrash plant, which contributed to higher overall energy use. Total production increased 6.8%, while natural gas consumption per metric ton improved slightly to 30 m³ in 2024 versus 30.4 m³ in 2023, reflecting gains in energy efficiency.
- Afia International Algérie focused on meeting regulatory requirements for industrial discharge monitoring and waste management.

Sustainable Packaging

Our sustainable packaging strategy incorporates eco-friendly materials and renewable alternatives to minimize environmental impact. We prioritize biodegradable plastics and efficient use of materials by integrating biodegradable resin formulas and biobatches (pre-commercial production runs used to test biodegradable or bio-based formulations) into the development of high-density polyethylene, polypropylene and polyethylene terephthalate (PET).

This approach supports validation of performance, safety and environmental impact while ensuring compliance, traceability and certification. It also facilitates pilot testing of sustainable innovations designed to accelerate decomposition to just a few years in humid landfill conditions compared to centuries for traditional plastics.

In 2024, we strengthened our sustainable packaging strategy through targeted material innovations and strategic collaborations across our operating units. Key initiatives, led by our research and development team, included end-of-life improvements that enhanced recyclability, reduced waste and supported circular packaging solutions.



Initiatives	Impacts
Afia International Company, Arabia	
Afia International Company - Arabia has replaced conventional plastics in Afia products with biodegradable and recyclable materials, including the launch of a biodegradable Afia bottle.	This reinforces our commitment to circular packaging solutions and advances long-term environmental sustainability.
Gyma Food Industries Bayara, Dubai	
We strengthened our sustainable packaging strategy by replacing plastic bags with reusable plastic crates for semi-finished goods.	This minimizes material waste, reducing overall material use, waste generation and energy consumption, enhancing sustainability and consumer convenience.
We also conducted machine trials with multiple film suppliers to explore eco-friendly materials and transitioned most nut packaging into resealable pouches.	
United Sugar Company, Arabia	
We are conducting R&D experiments on more sustainable film and packaging options.	We will thus reduce reliance on raw material use and lower energy consumption while supporting circular economy principles, ultimately reducing plastic pollution, landfill waste and carbon emissions and advancing our packaging sustainability target to reduce material waste.
Savola Foods Türkiye	
We advanced eco-friendly packaging by collaborating with ÇEVKO and optimizing PET bottle designs to improve shipping efficiency and reduce waste.	Collaboration expanded packaging circularity by enhancing recovery and recycling, reducing landfill use and promoting material reuse. It ensured compliance with national regulations, demonstrated a proactive approach to extended producer responsibility and strengthened public trust in our sustainability efforts.
Redesigning the 3-5 liter square PET bottles reduced preform weight and ensured recyclability through licensed facilities.	Leveraging ÇEVKO's infrastructure supported broader environmental education and scalable waste reduction. In parallel, growing consumer demand and partnerships with suppliers and innovation teams accelerated the shift to low-impact materials, boosting recycling and conversion rates.
International Food Industries	
We refined pouch and carton designs at IFI, optimizing structures to enhance material efficiency, reduce waste and support sustainable packaging practices.	Enhancing material efficiency and reducing packaging waste supported our broader sustainable packaging goals.

Climate Change and Emissions

The table below highlights our key initiatives aimed at reducing GHG emissions in 2024.

Initiatives	Impacts
Afia International Company, Egypt	
We refined our overall approach to climate change, emphasizing a more comprehensive and systematic strategy.	The company now conducts annual emissions assessments across all critical areas, ensuring a thorough evaluation of environmental impact and strengthening our commitment to sustainability.
We monitored energy and GHG source use on a monthly basis, adhered to morning and afternoon schedules and operational plans and promptly repaired faulty forklifts to prevent unnecessary increases in GHG emissions.	Reduced the carbon footprint of ghee products and lowered overall packaging intensity.
Re-engineering metal packaging specifications has enabled significant reductions in tin can consumption across different SKUs.	
Alexandria Sugar Company	
We remain focused on reducing resource consumption, including energy and water, while tackling our waste generation challenge.	We reduced natural gas consumption to 259.3 m³ per metric ton of sugar (down from 290.9 m³ in 2023).
Cultivating trees further supported carbon offsetting and biodiversity goals, aligning with broader climate action efforts.	Additionally, we minimized non-salable beet waste, achieving 0.5 metric tons per metric ton of sugar compared to 0.6 metric tons in the previous year.
	We also successfully cultivated 500 trees.
Afia International Algérie	
Newly engineered plastic bottles replaced older designs to offer lighter and more sustainable packs, resulting in less plastic per unit while maintaining strength and product protection.	This has reduced the packaging carbon footprint and contributed to more resource-efficient production.
Pasta Operating Unit	
Reducing plastic film consumption for our Maleka and Melooky brands was achieved by optimizing packaging sizes and specifications, lowering the amount of plastic required.	This has reduced the packaging carbon footprint and supported ongoing efforts to minimize plastic usage.
Gyma Food Industries Bayara, Dubai	
We expanded solar power generation to decrease our reliance on conventional energy sources and advance our broader climate commitments.	We made meaningful progress towards our goal of reducing GHG emissions.
Additionally, we replaced standard doors with fast doors in chiller rooms.	Total solar guaranteed energy production for the full year was 1,979,218 kWh.
	Additionally, upgrades to chiller room doors enhanced efficiency and temperature control.

Savola Foods Company is committed to reducing its emissions through sustainability initiatives that enhance operational efficiency and promote environmentally responsible practices, particularly in food production. By actively tracking our carbon footprint, we aim to minimize our environmental impact and implement effective emission reduction strategies.

Driving Climate Action

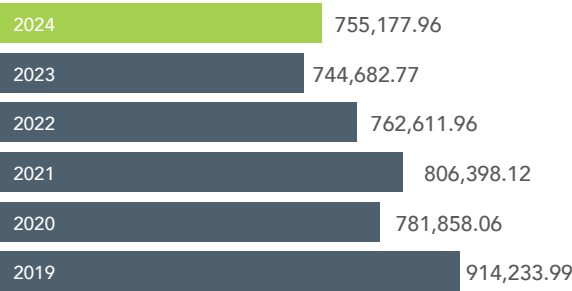
Savola Foods Company prioritizes energy consumption as a key aspect of environmental management. Through strategic energy efficiency programs, we successfully reduced our Scope 1 and 2 GHG emissions by 17.4% between 2019 and 2024, reinforcing our commitment to sustainability and responsible resource management.

We implement several initiatives to reduce GHG emissions and mitigate climate change. Each operating unit is monitored in terms of GHG emissions per metric ton of production, ensuring site-specific energy performance tracking and sustainability compliance.

The company has also signed an agreement with the SBTi, demonstrating our commitment to reducing GHG emissions against the 2019 baseline and we are actively communicating progress to suppliers and other stakeholders. To reinforce this commitment, Savola Foods Company has calculated and reported its Scope 3 GHG emissions for the first time through this report.

The graph below illustrates Savola Foods Company's GHG emission trends over the past five years.

Savola Foods Company: Scope 1 and Scope 2 GHG Emissions (tCO₂e)



* Total SFC 2024 production MT increased by 1% vs. 2023 and the GHG emissions increased by 1.014%.

Savola Foods Company: Scope 3 GHG Emissions (tCO₂e)

645,051.1



In 2024, we advanced our climate change strategy through targeted emission reduction initiatives, improved resource efficiency and strengthened regulatory compliance across operating units:

- In line with local regulations, we regularly measure emissions across all operations, including Afia International Company, Egypt, Afia International Company, Arabia and International Food Industries.
- United Sugar Company Arabia installed an FGD system to control emissions and launched initiatives to reduce energy and water consumption with a focus on process optimization.
- United Sugar Company of Egypt achieved a notable reduction in GHG emissions per MT of production by 12.5% compared to 2023.
- Afia International Algérie and Afia International Company, Arabia implemented energy-saving technologies, including automatic boiler controllers and enhanced heat recovery and cooling systems.
- Alexandria Sugar Company reduced GHG emissions per MT of product by 11%, with a total absolute reduction of 16.9% reduced beet waste and water consumption by 18.9% and planted 500 trees.
- Afia International Company, Egypt monitored energy and GHG sources monthly, addressing inefficiencies like faulty forklifts, reducing the natural gas consumption by 17.6%.

In 2024, progress toward our 2030 GHG reduction target of 20% included a 12.7% reduction in Scope 1 and 2 emissions by Afia International Company, Egypt, a 21.45% reduction by United Sugar Company of Egypt, a 30.1% decrease by Alexandria Sugar Company and a 34.5% reduction by Pasta Operating Unit, compared to the 2019 baseline year.

Renewable Energy and Energy Management

In 2024, all Savola Foods Company operating units maintained GHG emissions by tracking production per metric ton while several advanced energy-saving measures enhanced operational efficiency and reduced environmental impact.

Gyma Food Industries Bayara, Dubai enhanced chiller room efficiency by installing fast doors and sourcing 56% of its energy from renewables. This operating unit sets annual solar energy KPIs at 1,979,218 kWh, supported by monthly tracking of actual versus guaranteed output. Its short-term goal focuses on optimizing solar generation through routine maintenance.

Alexandria Sugar Company reduced natural gas consumption from 290.9 m³ per metric ton to 259.3 m³ per metric ton of sugar while enhancing energy efficiency through improved steam use, sugar extraction balance and upgraded evaporator traps. Plate heat exchanger overhauls and pulp dryer refurbishments supported further reductions while standby pump optimization and motor replacements boosted electricity efficiency and cut power use by 5%-7%.

United Sugar Company, Arabia optimized processes and enhanced reliability to reduce fuel consumption, initiating an energy study to enhance processes, reduce energy use and apply new process technologies. During stable operating periods, the operating unit, using its evaporator in triple-effect mode, recorded an increase in light Arabian crude fuel consumption to 77.09 kg per metric ton. However, due to power outages, the annual average consumption of light Arabian crude fuel was 61.70 kg per metric ton in 2024, compared to 63.80 kg in 2023. Electricity use also increased during the year to 74.1 kWh per metric ton of sugar from 73.8 kWh per metric ton due to supply instability, prompting demand optimization measures like switching off non-essential equipment. To cut boiler-related sulfur dioxide emissions and meet Saudi Arabian environmental standards, the company invested \$28 million in an FGD unit. The operating unit's short-term goal is process optimization while long-term goals include an energy study, new process machinery and water outsourcing.

United Sugar Company of Egypt improved efficiency in 2024 with its two modified boilers increasing natural gas consumption to 55,270,000 m³ per metric ton from 53,823,000 m³ per metric ton in 2023. Other gas use dropped from 82.8 m³ per metric ton to 72.4 m³ per metric ton, which eliminated reliance on a high-consumption rented boiler.

International Food Industries reduced fuel consumption to 65 liters per metric ton from 69 liters per metric ton in 2023 through a condensate recovery and reverse osmosis project, which enabled the reuse of steam condensate and improved water efficiency. The operating unit also lowered electricity consumption from 252 kWh per metric ton to 249 kWh per metric ton.

Savola Foods Türkiye enhanced energy efficiency by replacing its refinery's vacuum system engine with vacuum jets and transitioning to solar energy after government suspended the Work Package Planning project. The operating unit conducts annual ISO 50001 energy studies, explores zero liquid discharge opportunities and implements measures to reduce electricity, coal and water use. It also launched carbon footprint analyses to clarify future targets.

Afia International Company, Arabia replaced steam traps, upgraded boilers and burners and conducted regular maintenance to decrease its diesel consumption per metric ton to 8.3 million liters against a target of 16.42 liters per metric ton.

Pasta Operating Unit continues to drive energy savings through targeted technical and operational upgrades, including SKU-based utility optimization, chiller restoration and improved cooling circulation via a vacuum station. Automation of the flour feeding system reduces idle energy use while gas-saving measures such as boiler flushing, chemical cleaning, burner tuning and selective door replacements enhance combustion efficiency. Boiler set points are tailored to SKU demands with autonomous maintenance and automation in place to prevent overlap and lower fuel consumption.

The following graph presents annual energy consumption trends at the International Food Industries facility over the past four years. Notably, production in 2024 increased by 7.3% compared to 2023.

Savola Foods Company: International Food Industries Electricity and Fuel Consumption

Electricity (kWh per metric ton)

19,317,484



2024	249
2023	252
2022	262
2021	290

Fuel (L per metric ton)

4,481,023



2024	65.0
2023	68.4
2022	68.1
2021	76.0



Renewable Energy and Energy Management continued

The table below presents the performance of our energy-saving initiatives over the past three years.

Energy Savings	Fuel	2024	2023	2022
United Sugar Company, Arabia	Light Arabia crude (kg)	77,088,784.38	67,321,380	72,160,200
Afia International Company, Arabia	Diesel (liters)	8,265,322	8,740,337	9,359,026
International Food Industries	Diesel (liters)	4,481,023	4,476,137	4,504,695
Afia International Company, Egypt	Natural gas (m³)	15,189,214	18,448,715	16,580,683
United Sugar Company of Egypt	Natural gas (m³)	55,270,000	53,823,000	55,509,000
Alexandria Sugar Company*	Natural gas (m³)	43,315,300	52,167,023.1	50,119,379.99
Pasta Operating Unit	Natural gas (m³)	7,076,374	7,102,002	6,195,231
Afia International Algérie	Natural gas (m³)	2,716,462	2,691,479	2,521,979
Gyma Food Industries Bayara, Dubai	LPG (L)	92,400	63,600	87,900
Savola Foods Türkiye	Coal (kg)	13,584,841	10,552,929	12,135,830

* Despite a 4.4% increase in final product output in 2023, natural gas consumption reduced by 18.5% in 2024.

Energy Performance

The following table summarizes fuel consumption data for the past three years.

			2024		2023		2022	
Fuel Consumption	Fuel	Unit	Consump- tion per metric ton	Total	Consump- tion per metric ton	Total	Consump- tion per metric ton	Total
United Sugar Company, Arabia*	Light Arabia crude	Liter	61.7	90,056,991.1	63.8	67,321,380.0	73.2	85,670,497.0
United Sugar Company of Egypt**	Natural gas	m³	72.5	55,270,000.0	82.8	53,823,000.0	95.4	55,509,000.0
Afia International Company, Arabia	Diesel	Liter	18.2	8,265,322.0	19.0	8,740,337.0	20.0	9,359,026.0
International Food Industries**	Diesel	Liter	65.0*	4,481,023.0	68.4*	4,476,137.0	68.1	4,504,695.0
Afia International Company, Egypt*	Diesel	Liter	0.4	122,257.0	0.4	116,652.0	0.6	174,794.0
Alexandria Sugar Company	Natural gas	m³	259.3	43,315,300.0	290.9	52,167,023.0**	298.6	50,119,379.0
Afia International Algérie**	Natural gas	m³	15.1	2,716,462.0	15.4	2,691,479.0	13.4	2,521,979.0
Gyma Food Industries Bayara, Dubai*	LPG	Liter	0.01	92,400.0	0.04	63,600.0	0.04	87,900.0
Savola Foods Türkiye**	Coal	kg	108	13,584,841.0	105	10,552,929.0	123	12,135,830.0
Pasta Operating Unit	Natural gas	m³	30.0	7, 041,304.0	30.4	7,102,002.0	33.1	6,195,231.0

* Increase in consumption is due to increase in operational days (shutdowns/operational maintenance in previous years).

** Increase in consumption is due to an increase in volume production.

The following table presents electricity consumption data for the past three years.

Electricity Consumption	2024		2023		2022	
	Consumption per metric ton (kWh per metric ton)	Total (kWh)	Consumption per metric ton (kWh per metric ton)	Total (kWh)	Consumption per metric ton (kWh per metric ton)	Total (kWh)
Afia International Company, Arabia	119.0	52,917,255.0	114.9	53,816,006.0	119.7	55,756,301.0
United Sugar Company, Arabia*	74.1	91,572,256.0	73.8	84,967,034.0	71.5	85,491,632.0
United Sugar Company of Egypt**	59.6	45,433,000.0	54.9	35,701,000.0	55.0	31,985,000.0
Alexandria Sugar Company	220.5	36,829,000.0	246.6	44,224,100.0	251.0	42,125,828.0
International Food Industries	249.0	19,317,484.0	252.0	17,132,066.0	262.0	17,145,175.0
Gyma Food Industries Bayara, Dubai	155.3	3,733,569.0	134.6	3,509,854.0	124.3	3,362,308.0
Afia International Company, Egypt	108.0	33,509,950.0	112.0	33,956,947.0	120.0	39,603,456.0
Afia International Algérie	132.4	23,902,108.0	124.3	21,721,557.0	113.5	21,303,821.0
Savola Foods Türkiye	87.3	10,960,459.0	90.0	9,086,680.0	93.7	9,230,213.0
Pasta Operating Unit**	165.0	37,857,394.0	159.5	37,521,836.0	165.0	37,857,394.0

* Increase in consumption is due to starting FGD operation in 2024.

** Increase in consumption is due to increase in production, commissioning of a new process unit “Ion Exchange” in July 2024 and capacity increase of vacuum pump.



Renewable Energy and Energy Management continued



Case Study

Targeted Energy Efficiency Measures



Alexandria Sugar Company implemented a series of targeted energy efficiency measures in 2024 to reduce natural gas consumption and optimize production processes.

Key initiatives included:

- **Thermal insulation work** – Insulating critical equipment to reduce thermal stress in the work environment while improving heat retention in production.
- **Heat exchanger installation** – Adding two plate heat exchangers to enhance raw juice heat balance, which improved thermal efficiency and reduced heat loss.
- **Pulp dryer furnace upgrade** – Replacing the existing pulp dryer furnace with a refractory-lined model, which increased heating efficiency and resolved the challenges of excessive wall temperatures and furnace lining degradation.
- **Steam trap installation** – Installing five new steam traps to enhance steam system efficiency and minimize energy waste.

The company thus successfully reduced its natural gas consumption in sugar production from 290.9 m³ per metric ton of sugar in 2023 to 259.3 m³ per metric ton in 2024, marking a significant improvement in energy efficiency.

United Sugar Company of Egypt launched a similar project, targeting savings of \$2 million compared to the previous year, focusing on operational efficiency and process optimization to lower energy use across production lines

Advancing Renewable Energy Use

After our solar panel facility in Dubai was successfully put into service in 2020, Savola Foods Company's dedication to sustainable energy was first realized through Gyma Food Industries Bayara, Dubai in 2021. Now, approximately 3,700 solar PV panels, spanning 7,000 m² or 27 tennis courts, are part of the primary production plant in Dubai Investments Park. With 1.4 MWp capacity, these panels provide over 65% of the plant's electrical demands each year, producing over 2.2 GWh of renewable energy. Employees can use solar electricity to charge their electric vehicles at the facility's parking lot and thus promote sustainability. This program assists Savola Foods Company and Gyma Food Industries Bayara, Dubai in lowering CO₂ emissions by 1,000 metric tons annually, which is equal to planting 25,000 trees.



Water Conservation

Savola Foods Company prioritizes responsible water management by minimizing consumption, reusing and recycling water and ensuring discharged water is contaminant-free. We also emphasize resource efficiency across our supply chain.

Aligned with Saudi Vision 2030, our “Friend of the Environment” program enhances water efficiency, including a partnership with the National Water Company of Saudi Arabia to reduce consumption and raise customer awareness.

We source water based on local approvals, drawing from the sea, wells or municipal systems, while adhering to environmental monitoring protocols.

Our strategy focuses on efficient equipment, leak detection and partial recycling, exploring treated industrial wastewater for cooling and irrigation. Any wastewater containing harmful substances is treated before disposal to ensure compliance with regulations.

Water sourcing across sites reflects diverse geographic contexts and infrastructure availability. Several facilities (namely Gyma Food Industries Bayara, Dubai; Afia International Company, Egypt; International Food Industries; Savola Foods Türkiye and, partially, Afia International Algérie) primarily depend on municipal water networks. Alexandria Sugar Company receives freshwater directly from the Nile River and adjoining agricultural canals while United Sugar Company of Egypt relies on well water for its operations. United Sugar Company, Arabia uses seawater, processed through distillation methods, and Afia International Company, Arabia accesses a combination of city and domestic water sources. At Afia International Algérie, water needs are met through borehole extraction and municipal supply, providing flexibility across conditions.

In 2024, operating units undertook multiple initiatives to enhance water efficiency and reduce consumption:

- Gyma Food Industries Bayara, Dubai replaced manual handwashing taps with sensor-based units in its production area, curbing unnecessary water use.
- United Sugar Company of Egypt introduced a new heater to help optimize water needs.
- United Sugar Company, Arabia focused on process optimization and embedded water consumption into performance KPIs.
- Afia International Company, Arabia implemented a water management system to monitor use more effectively and reduce waste.
- International Food Industries significantly improved its reverse osmosis plant and launched a condensate recovery initiative, which resulted in noteworthy reductions in wastewater disposal (1.36 m³ per metric ton to 0.90 m³ per metric ton) and overall water consumption (1.48 m³ per metric ton to 1.15 m³ per metric ton).
- Afia International Algérie began recycling wastewater from cleaning activities.
- Savola Foods Türkiye combined controlled boiler practices with employee training on water stewardship.



2%

reduction of water consumption in 2024 versus 2023

In 2024, operating units undertook multiple initiatives to enhance water efficiency and reduce consumption.

A range of water treatment and reuse systems are now integral to operational resilience across operating units:

- Gyma Food Industries Bayara, Dubai; Alexandria Sugar Company; International Food Industries; United Sugar Company of Egypt and Savola Foods Türkiye all employ reverse osmosis technologies.
- Gyma Food Industries Bayara, Dubai and International Food Industries also operate effluent treatment plants.
- Afia International Company, Egypt has adopted closed-loop systems to minimize reliance on external sources.
- United Sugar Company, Arabia processes seawater through multi-effect distillation and treats wastewater via a two-stage biological plant, repurposing it for cooling.
- Afia International Company, Arabia manages water through a demineralization system and intends to commission a new plant in the coming year.
- Afia International Algérie reuses reject water from its reverse osmosis system for cleaning.
- Savola Foods Türkiye applies water softening techniques to support internal reuse.

Wastewater treatment methods remained largely stable in 2024 although select sites made enhancements:

- Gyma Food Industries Bayara, Dubai; Afia International Company, Arabia and International Food Industries maintained existing effluent treatment processes.
- Alexandria Sugar Company uses aerobic and anaerobic reactors for biological treatment.
- Afia International Company, Egypt combines chemical and biological methods, supported by a full dissolved air flotation system with precise dosing and a sequential batch reactor unit.
- United Sugar Company of Egypt treats wastewater using integrated chemical and biological approaches.
- United Sugar Company, Arabia continues operating its dual-stage biological plant and reuses treated water in its cooling systems.
- Savola Foods Türkiye bolstered its approach with a newly added dissolved air flotation system, complementing its physical, chemical and biological treatment suite.

To ensure water availability and safeguard quality, contingency measures have been implemented at most sites:

- Alexandria Sugar Company maintains a 23,000 m³ storage lagoon that can support daily operations (3,000 m³ per day) for up to seven days with quality monitored regularly by its internal laboratory.
- Afia International Company, Egypt relies on reserve water tanks.
- United Sugar Company of Egypt ensures consistent functionality of its reverse osmosis unit through spare component inventories.
- United Sugar Company, Arabia benefits from redundant treatment systems and third-party supply agreements.
- Afia International Company, Arabia manages continuity with 1,250 m³ reservoirs.
- International Food Industries has 1,200 m³ of on-site storage as well as tanker access from a nearby desalination facility.

Water Conservation continued

The table below presents water consumption data for the past three years.

Water Consumption	2024		2023		2022	
	Consumption per metric ton (m³ per metric ton)	Total (m³)	Consumption per metric ton (m³ per metric ton)	Total (m³)	Consumption per metric ton (m³ per metric ton)	Total (m³)
Afia International Company, Arabia	0.51	232,965	0.58	260,893	0.66	297,470
United Sugar Company, Arabia*	0.46	563,477	0.43	494,913	0.41	489,819
United Sugar Company of Egypt	0.53	406,680	0.52	338,835	0.57	329,112
Alexandria Sugar Company	2.71	452,430	3.11	558,229	3.38	567,023
International Food Industries**	1.36	103,010	1.43	97,479	1.47	95,591
Gyma Food Industries Bayara, Dubai	0.20	4,492	0.16	4,122	0.16	4,532
Afia International Company, Egypt	0.94	291,799	0.9	260,424	1.40	428,349
Afia International Algérie	0.75	134,954	0.72	125,336	0.67	125,714
Savola Foods Türkiye	1.30	162,975	1.48	149,239	1.84	181,193
Pasta Operating Unit	0.56	129,335	0.54	126,087	0.66	123,070

* The increase in water consumption is attributed to a planned shutdown, which impacted the recorded readings.
** Total water consumption increased due to higher overall production volumes. However, consumption per metric ton decreased, indicating improved production efficiency.

The following table summarizes the total volume of water discharged over the past three years.

Water Discharged**	2024		2023		2022	
	Total per metric ton (m³ per metric ton)	Total (m³)	Total per metric ton (m³ per metric ton)	Total (m³)	Total per metric ton (m³ per metric ton)	Total (m³)
Afia International Company, Arabia	0.29	132,093	0.30	140,312	0.32	148,615
United Sugar Company, Arabia	0.03	37,566	0.03	31,010	0.03	39,173
United Sugar Company of Egypt	0.25	191,694	0.14	88,775	0.09	54,534
Alexandria Sugar Company*	0.92	153,600	3.69	662,320	4.31	722,510
International Food Industries	1.18	77,100	1.01	71,729	1.03	68,133
Afia International Company, Egypt	0.40	123,843	0.46	136,659	0.40	126,168
Savola Foods Türkiye	1.01	127,480	1.11	111,900	1.38	135,900
Pasta Operating Unit	0.32	74,109	0.30	70,117	0.42	78,137

*Alexandria Sugar Company has repurposed treated wastewater for industrial use, reducing reliance on final discharge and enhancing resource efficiency within the facility.
** Historical data for Bayara Saudi Arabia and Afia International Algérie is unavailable as these entities were outside the reporting scope in prior years.



Waste and the Circular Economy

Across Savola Foods Company, our circular economy strategy is rooted in the principles of reuse and recycling. Waste from our operating units is repurposed as a resource in other sectors and high overall equipment efficiency (OEE) helps us minimize waste generation.

Production planning and strong inventory management help to minimize damage, expiration and obsolescence while optimizing packaging, materials and energy use.

We enforce strict oversight of waste segregation, storage and disposal, working only with licensed contractors for hazardous and non-hazardous waste.

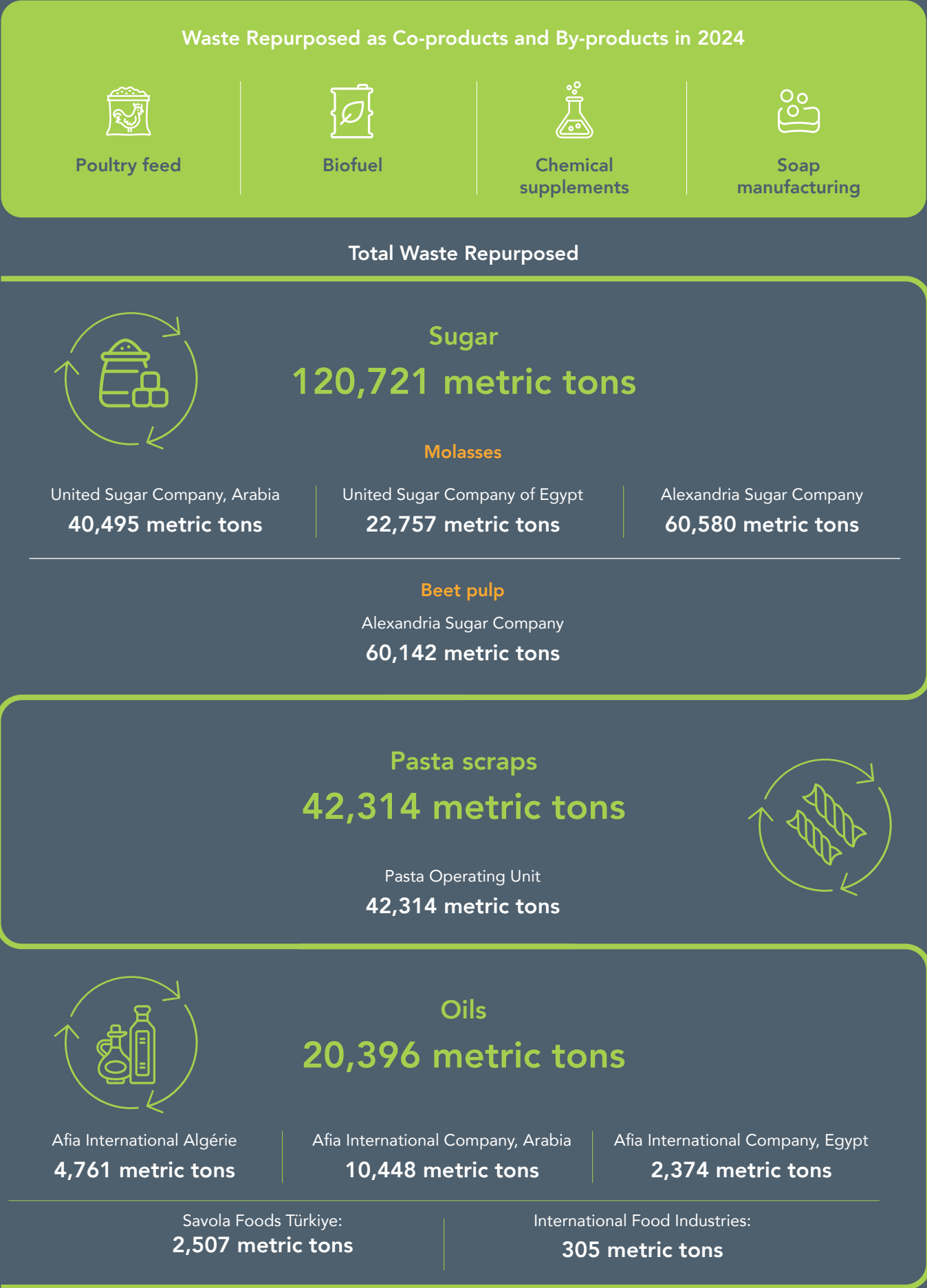
With items including plastics, cartons, metals and by-products delivered for industrial reuse, recycling is managed by our Manufacturing, Warehouse and Finance departments in addition to our health, safety and environment (HSE) teams.

Co-products from refining are recycled into items with additional value. For instance, fatty acid distillates aid in the production of pharmaceuticals and cosmetics while gums from chemical refining are converted into soap stock and animal feed ingredients.

As shown in the following infographic, we diverted 183,431 metric tons of co-products and by-products in 2024 to the recycling sector, chicken feed, soap production, chemical uses and biofuels.



We enforce strict oversight of waste segregation, storage and disposal.



Waste and the Circular Economy continued

Savola Foods Company advanced its commitment to circularity in 2024 through a series of targeted waste reduction initiatives that emphasized resource stewardship and sustainable production.

Waste reduction initiatives

- Gyma Food Industries Bayara, Dubai secured certified recycling partnerships for paper, plastic and metal waste while continuing to divert food waste to animal feed, reinforcing its zero-waste philosophy.
- Alexandria Sugar Company registered beet waste as a certified soil conditioner for agricultural reuse and began collaborating with agricultural stakeholders to pilot its application.
- Afia International Company, Egypt expanded recovery efforts by recycling non-hazardous waste streams, selling reusable materials to approved contractors and evaluating opportunities to repurpose spent bleaching earth.
- Afia International Algérie reached a milestone by earning ISCC certification under the Renewable Energy Directive (RED II), unlocking access to sustainable markets in Europe. Alongside this achievement, the operating unit minimized oil loss during production, significantly enhancing operational efficiency and reducing waste generation.

Operational upgrades

- United Sugar Company of Egypt optimized demi units to reduce regeneration times.
- United Sugar Company, Arabia partially re-purposed calcium carbonate and reused treated water.
- Afia Internal Company Arabia transitioned from disposal to selling soap stock.
- Afia International Algérie reduced packaging waste by optimizing the use of preforms, caps and shrink film.
- Savola Foods Türkiye continued to create new reduction projects while closely managing packaging waste.

Circular economy initiatives gaining traction through technological investments and strategic partnerships

- Afia International Company, Arabia and United Sugar Company, Arabia integrated economizer technologies to enhance boiler efficiency and reduce fuel consumption.
- Afia International Algérie, Afia International Company, Arabia, and Afia International Company, Egypt renegotiated recycling contracts and explored bleaching earth recovery.
- Afia International Algérie partnered with a waste-to-energy company to repurpose factory waste.

Specific successes (such as Afia International Algérie's oil loss reduction, Gyma Food Industries Bayara, Dubai's food waste diversion and Savola Foods Türkiye's packaging cuts) demonstrate how cross-unit collaboration and innovation drive measurable environmental benefits.

To improve OEE and minimize production waste, Savola Foods Company implemented strategic interventions across all operating units in 2024. Company-wide efforts focused on reducing unplanned downtime, lowering process variability, minimizing setup and changeover times and enhancing planning protocols.

Core measures to boost machine availability and production consistency

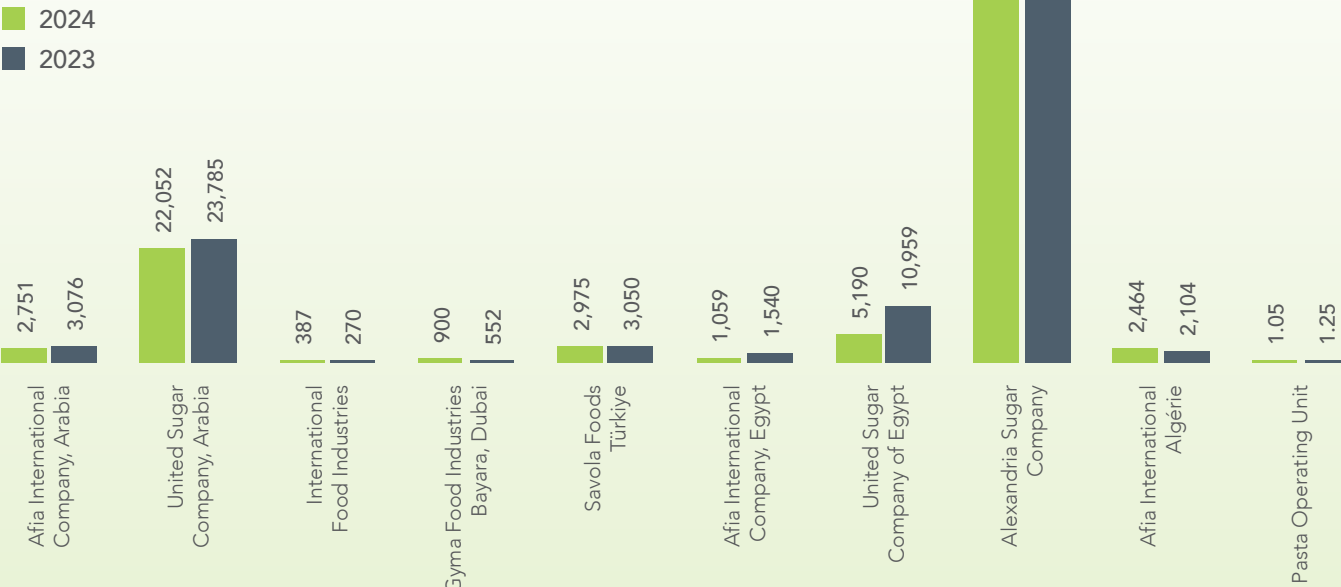
- Gyma Food Industries Bayara, Dubai began real-time OEE monitoring via dashboards and provided operator training to foster proactive performance management.
- Alexandria Sugar Company, Afia International Company, Arabia and International Food Industries adopted Savola Group's Manufacturing Excellence framework, applying tools related to autonomous maintenance, preventive maintenance and loss elimination to systematically address key drivers of low efficiency and high waste.
- At United Sugar Company of Egypt, new heaters were installed to improve evaporator performance, directly impacting operational efficiency.
- United Sugar Company, Arabia invested in reliability-related capital projects and deployed an advanced condition monitoring program alongside autonomous maintenance practices to reduce equipment downtime and improve production continuity.

Collectively, these targeted initiatives reflect a unified commitment to operational excellence, driving system reliability and resource optimization. Savola Foods Company reduced its waste volumes sent to landfill from 149,433 metric tons in 2023 to 140,540 metric tons in 2024, as shown in the following graph.

Savola Foods Company:
Landfill Waste (metric tons)

140,540

(2023: 149,433)



Looking Forward

Savola Foods Company is advancing its sustainability agenda through defined targets and strategic foresight. From 2025 to 2030, the company will focus on rigorous regulatory compliance and a targeted 20% reduction in GHG Scope 1 and 2 emissions, using 2019 as the reference year.

Beyond 2028, this momentum will be sustained through expanded investments in renewable energy, including the deployment of solar power at Gyma Food Industries Bayara, Dubai.

Our commitment to waste stewardship continues to expand with renewed focus on packaging reduction, sustainable materials and strengthened recycler partnerships. Over the longer term, the company is aiming to forge partnerships with recyclers and intensify R&D in modular product design, laying the foundation for circular capital management.

Packaging sustainability is being strengthened through innovations in material science and design optimization. United Sugar Company, Arabia is conducting R&D on more sustainable film and packaging options while exploring enhancements to packaging formats for greater efficiency and circularity. In Türkiye, the focus has shifted toward circular design principles aimed at minimizing packaging waste across the value chain.

Operational improvements continue to reinforce our commitment to regenerative resource use. Filter upgrades and condensate recovery enhancements at United Sugar Company of Egypt, annual waste reduction milestones at Afia International Algérie and zero waste training at Savola Foods Türkiye underscore our environmental stewardship. In parallel, operating units are aligning short- and medium-term water conservation goals with broader sustainability priorities:

- Alexandria Sugar Company is improving beet washing to reduce sugar loss with reductions already achieved and further progress forecast for 2025.
- United Sugar Company of Egypt is safeguarding its reverse osmosis systems through proactive maintenance and annual well cleaning.
- United Sugar Company, Arabia is increasing treated water recycling.
- Savola Foods Türkiye is pursuing short-term water use reductions while conducting long-range evaluations of wastewater treatment systems.
- Gyma Food Industries Bayara, Dubai is in the process of refining its water conservation goals.

Together, these integrated efforts reflect our evolving commitment to responsible manufacturing and resource management, underpinned by resilience, innovation and a vision for long-term sustainability.





Birr

We ensure colleagues are treated with dignity and with sensitivity to personal and professional needs.



92%

retention rate

achieved by Saudi Arabia's operating units

WORK SWEET WORK.

04

Social

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Overview

Workers and communities across the MENAT region navigate economic disparities, governance challenges and evolving social dynamics. While GCC nations offer prosperity and job opportunities, many citizens struggle with financial instability.

Social protection efforts provide relief but remain unevenly distributed. Everyday life is disrupted by conflict and fragility, which in certain nations leaves many communities vulnerable. The empowerment of women is also changing society and workplaces.

Savola Foods Company creates social value through sustainability, inclusion and ethical business practices, focusing on community engagement, responsible sourcing and long-term impact. Initiatives like Makeen enhance workplace accessibility while Negaderha promotes food waste reduction. The Savola World Foundation supports social development and entrepreneurship, reinforcing commitment to ethical labor practices and sustainable supply chains. These efforts align with Saudi Vision 2030 and global ESG frameworks to ensure meaningful and lasting impact.

We navigated several workforce and social impact challenges in 2024, such as heightened attrition driven by competitive Gulf markets. Regulatory shifts, like Egypt's evolving labor laws and wage updates, demanded ongoing compliance adjustments. Budget constraints hindered recruitment, training and engagement while younger employees sought more flexible, purpose-driven roles. In Egypt, labor legislation, social insurance reforms and customer audit requirements shaped human resources practices.

Saudi Arabia's labor reforms, Saudization goals and integration with platforms such as GOSI and Qiwa necessitated ongoing policy agility and human resource upskilling. We responded with localized strategies and updated procedures to ensure regulatory compliance and cultural alignment across regions.

Several operating units continued to promote inclusion and empowerment in spite of these obstacles. They increased CSR programs, encouraged female participation, advanced nationalization efforts, assisted in the onboarding of new graduates, promoted academic partnerships and launched accessibility initiatives aimed at people with disabilities. These efforts were recognized through a Qaderoon Award (details on page 20-21).

In 2024, Savola Foods Company deepened its understanding of community expectations, identifying key priorities such as:

- Access to affordable, nutritious food
- A shift toward long-term, sustainable social initiatives
- Greater support for youth development and job readiness
- Demand for stronger partnerships with trusted organizations to enhance social impact

“

In 2024, Savola Foods strengthened its social impact by investing in both our people and our communities.

Through the Culture Forward program, extensive training and internship opportunities and initiatives promoting diversity and women empowerment, we continued to build a workplace where every colleague can thrive. Beyond our walls, we expanded our social responsibility reach, from youth development through Makeen to environmental awareness via Negaderha and our CSR programs in all the countries where we have a presence, by supporting communities.

Guided by Saudi Vision 2030, we remain committed to creating shared value, where business growth is inseparable from the well-being of our employees, partners and the societies we serve.

Adeeb Moodi
Chief Human Capital Officer



Respect for Human Rights

Savola Foods Company reported no significant risk of child labor or young workers exposed to hazardous conditions across its operations or supplier network in 2024. All operating units confirmed full compliance with ethical standards and labor regulations, with no flagged incidents.

Similarly, there were no indications of forced or compulsory labor within Savola Foods Company's own operations or its suppliers. The company reinforces ethical labor practices through contractual clauses and by requesting suppliers to share their latest audit and verification reports, reflecting its ongoing commitment to human rights across the value chain.

Our People

Savola Foods Company fosters a values-driven work culture, empowering employees to thrive and contribute meaningfully. We continuously strengthen employer branding, digitization and cultural initiatives to enhance engagement, innovation and workplace experience.

Through retention and talent development strategies, we invest in nurturing key talent, ensuring long-term growth, career progression and alignment with Saudi Vision 2030.

On the Arabian Peninsula, particularly in Saudi Arabia and the UAE, talent competition remains intense. Both countries prioritize nationalization policies aiming to increase local workforce participation while maintaining global competitiveness. In the UAE, initiatives like the National Investment Strategy 2031 drive economic growth, influencing talent acquisition and retention. Meanwhile, Saudi Arabia's Saudization efforts continue to shape hiring trends, requiring companies to adapt workforce strategies.

In Türkiye, high inflation and enforced salary increases have complicated talent retention as rising costs push employees to seek better-paying opportunities. Many organizations struggle to balance competitive wages with financial sustainability, leading to workforce volatility.

To improve employee retention across Savola Foods Company in 2024, a range of strategies were deployed, focusing on compensation, career development, engagement and well-being. Salary scales and benefits were upgraded, particularly for critical roles, while long-term development plans were crafted for high-potential talent. Succession planning, internal promotions and job grade alignment were emphasized across multiple operating units with structured frameworks introduced for career mobility.

Retention efforts were strengthened through interviews, enhanced onboarding and personalized check-ins during the first 90 days. Talent management was supported by initiatives like ELEVATE, individual development plans and departmental attrition risk monitoring. Recognition and engagement were bolstered through monthly awards, milestone celebrations and revitalized reward systems. Several units converted skilled contract employees to full-time roles to foster stability.

We also addressed well-being by improving transport services, launching mental health resources and celebrating personal milestones. Employees voices were prioritized through focus groups while feedback informed us of changes in workload distribution and communication. These efforts reinforced a values-driven, development-focused culture with targeted action across geographies.

Savola Foods Company enhanced the work environment and culture to strengthen our position as an employer of choice across regions. We increased recognition frequency, emphasized our values and culture framework and elevated workplace aesthetics to align with Savola Group standards. This includes the introduction of ASMA, an AI model on the Savola Foods Company portal supporting HR services and improving internal communication.

Transparent communication became a central theme with frequent town hall meetings, leadership updates and departmental engagements fostering openness. Digital tools supported collaborative workflows while initiatives across operating units promoted a participatory and inclusive culture.

Our employee engagement strategy in 2024 reflected a dynamic, values-driven approach tailored to regional needs. Across operating units, initiatives such as wellness days, sports tournaments, bazaars, job fairs and team-building activities were implemented to promote connection and morale.

In Egypt, efforts included school visits, career-readiness sessions and cultural celebrations with Alexandria Sugar Company enhancing facilities that support learning and well-being. Afia International Company, Egypt and other sites hosted appreciation events and festive campaigns aligned with company values.

In Türkiye, inclusive recognition programs celebrated employee achievements at all levels, reinforcing a culture of appreciation and belonging. These initiatives highlighted contributions from diverse teams, supported local production and farmers, promoted equal opportunities and strengthened employee engagement by ensuring recognition was accessible, transparent and inclusive across the workforce.

Saudi Arabia emphasized personalized onboarding, social events and over 20 tailored engagement activities guided by employee feedback. Gyma Food Industries Bayara, Dubai marked key milestones like International Happiness Day.

Organization-wide, we conducted a culture pulse survey, distributed Thank You cards and held town hall meetings to reinforce transparency and appreciation.

Open dialogue and feedback were promoted while culture quizzes, seasonal contests and collaborative forums fostered alignment across operating units. These initiatives strengthened internal cohesion and advanced our Desired Culture strategy (outlined on page 78) globally.

Savola Foods Company enhanced the work environment and culture to strengthen our position as an employer of choice across regions.



Our People continued

Employment Practices

Change through technological advancements or market shifts requires a proactive human capital approach to successfully implement our culture strategy.

Savola’s Desired Culture strategy, introduced in 2021, is built on six interconnected pillars fueled by value creation and tangible results, as illustrated below.



We are dedicated to creating an inclusive workplace where employees feel valued and empowered to contribute their perspectives. Through surveys, engagement events, leadership assessments, culture bites and webinars, Savola Foods Company is actively shaping a culture that drives meaningful change.

To strengthen communication and feedback between employees and management, we implement the following strategies.

Transparency and information sharing

Regular engagements keep employees informed through town hall meetings for large groups, breakfast sessions for business leadership teams and their employees, and one-on-one meetings for performance management, as well as mid-year and year-end reviews. Additionally, proactive sharing of company decisions, initiatives and challenges fosters trust and alignment, ensuring transparency and engagement across all levels of the company.

Supportive company culture

A psychologically safe environment empowers employees to take calculated risks and express their professional opinions freely. To foster open dialogue and mutual understanding, managers undergo training in effective communication and conflict resolution. Employees are reassured that constructive feedback is welcomed and will not result in negative consequences, reinforcing a culture of trust and continuous improvement.

Two-way dialogue and collaboration

Interactive forums and cross-functional teams foster direct engagement between employees and management, creating opportunities for open dialogue and collaboration. Managers actively seek and respond to team feedback, reinforcing a workplace culture that values input and continuous improvement.

Approachable and responsive management

An open-door policy ensures managers remain approachable and actively seek employee feedback. Prompt follow-ups demonstrate that employee input is valued, fostering a workplace culture built on openness and trust.

Protecting Whistleblowers and Workplace Safety

Our Whistleblower Protection Policy and the Savola Foods Company Code of Conduct ensure people reporting misconduct via our Integrity Hotline remain anonymous, as guaranteed by our Chief Executive Officer.

Each operating unit tracks workplace safety through KPIs, while employees use the Behavior Observation System (BOS) and Safety Improvement Report (SIR) on a cloud-based platform. These systems enable employees across Savola Foods Company to report unsafe conditions and behaviors, with reports directed to each operating unit’s HSE manager and department managers for timely action.

In 2024, we maintained a variety of channels to support safe and confidential reporting of discrimination and bias effectively with accessibility, trust and transparency. The Savola Foods Company hotline escalates directly to the

Chief Human Resources Officer while operating units like Gyma Food Industries Bayara, Dubai offer the Amber employee engagement portal for secure feedback.

Digital platforms enabled anonymous submissions, fostering open communication without fear of reprisal.

Ongoing communication was also encouraged in Egypt through town hall meetings, organized events and frequent management contact. The Pasta Operating Unit human resources teams provided monthly on-site participation. Afia International Company, Egypt’s multi-layered gatherings ensured diverse voices were heard while Alexandria Sugar Company and United Sugar Company of Egypt reinforced transparency through emails and quarterly meetings.

In Saudi Arabia, employees accessed support via a confidential human resources hotline and human resources business partners, offering personalized assistance and formal escalation pathways.

These channels were widely communicated and used, contributing to a workplace culture anchored in accountability and inclusion.

Our People continued

Our Workforce

Savola Foods Company is dedicated to diversity, equitable representation and inclusive growth, reflected in our retention and turnover rates, as illustrated in the dashboard below.



We also engage non-employee workers whose roles are directly supervised by Savola Foods Company. These include outsourced personnel and contractual labor supporting maintenance, cleaning, packing, security, IT support and administrative tasks. In Egypt, technical roles are filled by casual and seasonal workers, especially during beet season. Across operating units, converting skilled outsourced personnel to full-time roles fulfills critical functions, reflecting our efforts to integrate key external talent into the permanent Savola Foods Company workforce.

Since acquiring Bayara Saudi Arabia in 2021, Savola Foods Company has successfully integrated its employees through initiatives such as email migration, comprehensive training programs and participation in the Accelerate fast-tracking program.

Savola Foods Company advanced professional growth in 2024 through the widespread implementation of individual development plans and career development plans. Over 400 individual development plans were established to support talent across the organization, complemented by regular development conversations that strengthened direction and accountability.

In Egypt, high-potential employees were identified and aligned with tailored development plans while Saudi Arabia operating units emphasized internal mobility and career clarity to boost retention. Training and mentorship were strategically designed to match personal goals and organizational needs, supporting succession planning and long-term workforce stability.

These efforts were reinforced by local policies, competitive compensation reviews and structured benefits contributing to a culture of recognition and inclusivity. Together, they elevated employee engagement and positioned Savola Foods Company as an employer of choice.

Throughout 2024, Savola Foods Company’s virtual human resources assistant, ASMA, was important in enhancing hiring, onboarding and career opportunity access. Employer branding and talent retention were strengthened by supporting internal mobility, speeding up applicant responses and improving transparency across units in addition to employee privilege programs and engagement portals.

These tools also improved workplace efficiency and satisfaction by streamlining human resources services, simplifying routine processes and enabling personalized support. In Egypt, digital platforms expanded accessibility, reduced response times and supported employee self-service, contributing to higher engagement and operational agility.

Our employee turnover rates in 2024 varied across operating units, reflecting localized workforce dynamics. The highest turnover was reported by Gyma Food Industries Bayara, Dubai at 15.3%, followed by Savola Foods Türkiye at 12% and Saudi Arabia operating units at 8%. Moderate rates were observed at Pasta Operating Unit, United Sugar Company of Egypt and Afia International Company, Egypt (each 2%). Alexandria Sugar Company recorded the lowest rate at 0.3%, indicating strong employee retention within that operating unit.

Our overall retention in 2024 reflected strong workforce stability across most units:

- Alexandria Sugar Company recorded the highest rate – 99.7%
- Afia International Company, Egypt – 99%
- United Sugar Company of Egypt and Pasta Operating Unit – 98%
- Alexandria United Company for Reclamation – 96%
- Saudi Arabia operating units maintained – 92%
- Savola Foods Türkiye and Gyma Food Industries Bayara, Dubai – 88% and – 84% respectively

These figures highlight targeted efforts in employee engagement and career development across regions.

Savola Foods Company implemented a range of initiatives in 2024 to strengthen employee retention across its operating units:

- Gyma Food Industries Bayara, Dubai introduced stay interviews to better understand reasons for resignation and inform targeted retention strategies.
- Savola Foods Türkiye focused on enhancing internal mobility by strengthening promotion pathways and career development programs, fostering long-term growth.
- In Egypt, workforce stability was supported through the conversion of casual labor to full-time roles, a job grade matching project and structured career progression initiatives.
- Saudi Arabia operating units invested in technical, leadership and soft skills training aligned with individual development plans.

These initiatives supported long-term career planning and internal advancement, significantly boosting engagement and retention among high-potential and early-career employees.

Our People continued

Diversity, Equity and Inclusion

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When women thrive, businesses and societies thrive. At Savola, we see firsthand how empowering women—whether as colleagues shaping our strategies, or as consumers influencing our markets—drives innovation, authenticity and growth. We are committed to creating an environment where women’s contributions are not just valued, but amplified, because that is how we build a more sustainable and inclusive future.

Hania Serry
Chief Marketing Officer



As part of Savola Group, we embrace a values-driven diversity, equity and inclusion approach focused on workplace equality and empowering people with disabilities. Our key initiatives include accessible facilities, inclusive policies as well as targeted training and employment to support diverse participation and career growth.

This reflects our “Value Built on Values” philosophy and commitment to ethical business practices alongside broader alignment with Saudi Vision 2030 and the UN SDGs.

Our workforce represents 45 nationalities with an average age of 39 and 5.47% female representation of 301 women employed by Savola Foods.

The following table provides a breakdown of our workforce by age and gender, illustrating our generational diversity and progress toward more inclusive representation over the past two years.

Savola Foods Company: Workforce Distribution by Age and Gender

	2024	2023
Men		
Under 30 years old	582	692
30-50 years old	4,087	4,144
Over 50 years old	529	502
Women		
Under 30 years old	82	93
30-50 years old	210	205
Over 50 years old	9	8

In 2024, Savola Foods Company advanced workplace diversity and inclusion through targeted programs and cultural initiatives. The Woman Empowerment and Empowering Her programs supported female advancement, aligning with regional goals like Saudi Vision 2030. Gyma Food Industries Bayara, Dubai strengthened demographic diversity by increasing Emirati representation by 69%, Arab nationalities by 4%, European nationalities by 0.2% and female headcount by 2%. In Egypt, we delivered mandatory unconscious bias and inclusive leadership training for managers along with cultural awareness focus groups. Savola Foods Türkiye emphasized inclusive feedback collection while cross-unit efforts reflected our commitment to equity, representation and inclusive leadership.

In 2024, Savola Foods Company actively advanced women’s empowerment and career progression across its operations. Through the Woman Empowerment program, employees participated in targeted training, engagement and learning sessions to enhance growth opportunities. Gyma Food Industries Bayara, Dubai increased its female headcount by 2% and promoted women into leadership roles while Savola Foods Türkiye supported career elevation by placing women leaders in key positions.

In Egypt, we marked Pink October with a breast cancer awareness campaign, fostering inclusivity and health-focused engagement.

Saudi Arabia operating units launched a leadership development initiative that identified and promoted high-potential female talent into supervisory and managerial roles, resulting in a measurable rise in female leadership appointments compared to 2023.

Savola Foods Company upholds gender pay equity across all operating units, with salaries based on role rather than gender and a 1:1 ratio of basic salary and remuneration between women and men.

The table below presents a breakdown of female employees by job category over the past two years, highlighting our efforts to promote gender representation across all levels.

Savola Foods Company: Female Employees by Job Category

	2024	2023
General worker	113	117
Supervisor	79	74
Assistant manager	27	33
Manager	37	41
Middle manager	15	14
Senior manager	20	18
Director	8	8
Executive Director	2	2

In 2024, Savola Foods Company supported the inclusion of people with disabilities across various functions and roles. At Gyma Food Industries, disabled people held positions in production, finance and administration, including merchandisers and tax accountants. In Egypt, roles included office assistants, IT technicians and help desk support within administrative departments.

Saudi Arabia operating units employed disabled people in positions such as customer service supervisor, logistics senior management, messenger, quality control supervisor, receptionist and multiple roles within production and warehousing.

Advancing Disability Inclusion through Makeen

As part of the Savola Group, we are committed to inclusive employment through the Makeen program designed to empower people with disabilities through targeted training, employment pathways and accessible work environments.

Since its inception, the program has created career opportunities for over 1,300 people with disabilities within Savola Group and private-sector companies.

The program is built on four key pillars:

- 1. Inclusive infrastructure:** Ensuring all operational facilities are accessible and barrier-free.
- 2. Cultural integration:** Fostering a workplace environment that champions inclusion and supports long-term integration.
- 3. Global commitment:** As a member of the Valuable 500, Savola Group reinforces its dedication to disability inclusion at a global level.
- 4. Workplace adjustments:** Tailored facilities enable safe, productive participation for employees with disabilities.

These efforts reflect the Group’s broader social responsibility vision and directly contribute to Saudi Vision 2030’s goals for inclusive growth and equitable workforce participation.

Savola Foods Company gathers employee feedback on inclusion and belonging across all operating units through structured engagement surveys. Data is analyzed regularly to assess employee experiences and inform initiatives that strengthen a culture of inclusion and belonging.

Recognizing diversity, equity and inclusion as a key priority, we foster transparent communication, fair practices and ongoing feedback. Our current and upcoming initiatives are designed to empower women, enhancing confidence, developing skills and ensuring equal opportunities across the workforce.

Our People continued

Nationalization

In 2024, Savola Foods Company accelerated efforts to hire and retain Saudi talent through tailored training programs focused on leadership readiness, technical skills and soft skills throughout the Saudi Arabia operating units. Competitive compensation reviews were conducted while clear promotion criteria and career pathways were communicated during recruitment and onboarding to build retention confidence. Cultural engagement activities celebrating Saudi heritage also helped foster a stronger sense of belonging.

Key Saudization initiatives included regular monitoring via dashboards to ensure compliance, targeted recruitment drives for graduates and job seekers and strengthened partnerships with platforms like Taqat and Tamaher. Internship and graduate development tracks were expanded, offering rotations, mentorship and structured training to prepare Saudi talent for full-time roles.

To support career development, Savola Foods Company introduced transparent progression frameworks integrated into performance and talent reviews. Entry-level Saudi employees benefited from expanded internships and onboarding support, smoothing their transition into long-term roles.

One standout success story is that of a Saudi female employee who joined Savola Foods Company in 2017 as an administrative assistant and, with the company's backing, rose to the position of HR Operations Manager in 2024. Her journey, supported by mentorship, continuous growth opportunities and financial assistance to complete CIPD Level 5 certification, demonstrates the company's strong commitment to empowering women, nurturing talent and enabling career advancement that delivers lasting personal and organizational impact.

Aligned with Saudi Vision 2030, competitive compensation plays a key role in retaining local talent. Of our 1,426 employees in Saudi Arabia, 607 are Saudi nationals (23% in management positions).

Retention and development remain key priorities for Savola Foods Company, reflected in an average retention rate of 93% across all operating units. In addition, 71.2% of Saudi employees received structured training programs, while succession plans covered 50% of key roles across Savola Foods Company and 69.7% in Saudi Arabia, ensuring continuity of leadership and long-term talent development.

The table below captures key metrics that reflect our progress in empowering Saudi talent and advancing nationalization goals in alignment with Saudi Vision 2030 over the past two years.

Savola Foods Company: Saudi Talent at a Glance	2024	2023
Total employees in Saudi Arabia	1,426	1,125
Saudi nationals employed	607	639
Saudi nationals in total workforce (%)	54	57
Saudi nationals in management positions (%)	23	19
Management roles held by Saudi nationals in Saudi Arabia (%)	53	56
Saudi retention rate (%)	94	96
Saudi employees trained (%)	71	76
Saudi successors (%)	70	59

Employee Well-being

In 2024, Savola Foods Company introduced a range of health and wellness facilities across operations to support employee well-being.

- Gyma Food Industries Bayara, Dubai established its Ladies Lounge and First Aid Room.
- Afia International Company, Egypt and Pasta Operating Unit added on-site clinics to enhance medical accessibility.
- United Sugar Company of Egypt improved its workplace environment by upgrading restaurant services, creating smoking areas, renovating the local mosque and enhancing accommodation units (seven were refurbished and fully insured), as well as perks such as discounted access to gym and entertainment services.
- Alexandria Sugar Company prioritized support for medical cases through professional consultations and flexible work arrangements based on health status. A fully equipped technical training room, along with a new locker room for engineers and managers, improved morale while boosting productivity.

Across operating units, we conducted diverse health campaigns such as the Gyma Food Industries Bayara, Dubai awareness events, which aligned with global observances including World Cancer Day, Obesity Day, Health Day, Safety Day, First Aid Day and No Tobacco Day. These were complemented by blood donation drives and cancer screenings. Egypt reported a 95% participation rate across campaigns. Saudi Arabia operating units focused on Breast Cancer Awareness in October, reaching 75% of eligible female employees through screenings and expert-led sessions. Additional events across the company included Health Day (65% participation), Breast Cancer Awareness (85% participation) and Prostate Cancer Awareness (60% participation).

In 2024, Savola Foods Company also introduced several initiatives to support mental health.

- Gyma Food Industries Bayara, Dubai launched chair yoga sessions to promote relaxation and well-being.
- Savola Foods Türkiye provided online psychological support for accessible mental healthcare.
- Alexandria Sugar Company in Egypt partnered with the Saudi-German Hospital on a medical campaign benefiting over 70 employees.
- In Saudi Arabia, operating units conducted a chronic fatigue and burnout awareness campaign, offering screenings, energy management guidance and targeted follow-up for at-risk individuals.



Our People continued

Additionally, the Savola Foods Company employee assistance programs support mental, emotional and personal well-being. Gyma Food Industries Bayara, Dubai provides insurance coverage for counseling, therapy and wellness services that can financially assist employees according to their individual needs. Savola Foods Türkiye provides online psychological support, offering accessible and confidential care for work-life balance and emotional resilience.

In 2024, Savola Foods Company also hosted diverse social and cultural events across its operating units to enhance employee engagement.

- Gyma Food Industries Bayara, Dubai celebrated Diwali, Onam, Christmas, Haq-Al-Laila and United Arab Emirates' National Day and organized an Iftar party attracting 150-200 participants who valued the exposure to diverse cultures.
- Savola Foods Türkiye held inclusive Iftar gatherings at the factory and headquarters with full employee participation.
- Afia International Company, Egypt drew over 400 participants to town hall meetings, 865 to Ice Cream Day and 86 to sports tournaments.
- Alexandria Sugar Company hosted Coffee Day and Appreciation Day (600 attendees each), Back to School and Labor Day campaigns and a technical training room launch.
- Pasta Operating Unit held Ice Cream and Health days.

Recognition initiatives complemented cultural engagement with widespread appreciation programs.

- Gyma Food Industries Bayara, Dubai issued 91 Thank You cards and recognized 118 employees.
- Savola Foods Türkiye distributed 38 Thank You cards.
- Afia International Company, Egypt awarded 200 appreciation cards alongside monthly and project-based accolades.
- Alexandria Sugar Company led with 356 Thank You cards, honoring 11 monthly stars, five managers of the quarter, five star managers and 42 culture awards.
- United Sugar Company of Egypt presented 600 appreciation cards, recognized 12 stars of the month and honored team achievements.
- Saudi Arabia operating units issued over 970 appreciation cards, recognized 60+ monthly stars, 21 star managers and 25 teams, fostering a strong culture of acknowledgment.

Our employee well-being initiatives expanded meaningfully in 2024 through a unified company-wide approach. Across Savola Foods, employees benefited from seasonal gifts, wellness packages, cultural celebrations, holiday support programs and the Employee Privilege program, offering exclusive discounts. These efforts reflect our holistic commitment to care, inclusivity and employee engagement across all operations.

Training and Development

In 2024, Savola Foods Company delivered extensive training across its operations, totaling over 90,000 hours globally. Key contributions included 6,833 hours by Gyma Food Industries Bayara, Dubai; 2,143 hours by Savola Foods Türkiye; 19,090 hours by United Sugar Company of Egypt; and 2,271 hours across Saudi Arabia operating units.

New programs introduced in 2024 focused on female leadership, functional skills and blended learning. These included the Female Development program for managers, corporate functional training and Gyma Food Industries Bayara, Dubai's focused blended training. In Egypt, we rolled out diverse sessions on problem-solving, change adaptation, safety, food standards, cybersecurity and environmental awareness. In Saudi Arabia, Savola Foods Company launched the Empowering Her program to develop female leadership capabilities.

Training spans technical, digital, functional, soft skills, safety, interpersonal, coaching and compliance. Delivery formats include classroom sessions, virtual modules and self-paced learning, supporting accessibility and personalized development.

Leadership development was a key focus with the ELEVATE program implemented or expanded across multiple units. Savola Foods Türkiye offered high-performance leadership workshops and our operating units in Egypt introduced programs like Leading People, Synced for Success and Adapting to Change. In Saudi Arabia, we delivered five ELEVATE modules targeting supervisory employees, reaching over 25 participants and enhancing competencies in strategic thinking and team management.

Digital learning evolved significantly, especially through the Oracle Learning Management System (LMS) used to centralize training, deliver real-time analytics and support role-specific learning paths. Gyma Food Industries Bayara, Dubai fully leveraged LMS with 160 SCORM modules, boosting development analysis. Cybersecurity awareness was prioritized across regions.

Training effectiveness was evaluated using surveys, skill matrices, performance metrics, completion rates and manager feedback. An overall satisfaction score of 4.2/5 in 2024 reflected positive engagement and impact.

Our employee well-being initiatives expanded meaningfully in 2024 through a unified companywide approach.



Our People continued

The table below outlines employee training over the past two years, highlighting year-on-year developments in workforce capability building.

Savola Foods Company: Employee Training	2024	2023
Afia International Company, Egypt		
Participants	4,167	1,254
Men	4,127	1,242
Women	40	12
Management (%)	8%	12%
Non-management (%)	92%	88%
Alexandria Sugar Company		
Participants	1,022	282
Men	1,015	280
Women	7	2
Management (%)	10%	62%
Non-management (%)	90%	38%
Pasta Operating Unit		
Participants	3,237	688
Men	3,225	685
Women	12	3
Management (%)	4%	17%
Non-management (%)	96%	83%
United Sugar Company of Egypt		
Participants	767	443
Men	763	33
Women	4	4
Management (%)	11%	100%
Non-management (%)	89%	94%
United Sugar Company, Arabia, Afia International Company, Arabia and International Food Industries		
Participants	246	1,284
Men	202	1,255
Women	44	29
Management (%)	70%	19%
Non-management (%)	30%	81%

In line with our strategic commitment to capability building and continuous learning, 2024 marked significant progress in employee development initiatives. A total of 1,687 learning programs were available, offering diverse growth pathways across functions and levels. Notably, 95 members of our business leadership teams engaged in structured training, underscoring a strong top-down commitment to professional growth.

To support individualized learning, we rolled out approximately 125 individual development plans for key talent, enhancing alignment between personal aspirations and company needs. The Accelerate programs provided focused development for high-potential employees, while the ELEVATE program attracted 66 participants, reinforcing our culture of excellence and upward mobility.

The following table highlights key milestones and progress across our training and development initiatives over the past two years.

Savola Foods Company: Training and Development Initiatives

	2024	2023
Learning programs	1,687	4,000+
Business leadership team enrolment in training	95	70%
Individual development plans for key talent	125	333+
Accelerate fast-track development programs	-	17+
ELEVATE program participation	66	147+

We have developed a robust and multifaceted training ecosystem that addresses every dimension of employee development through in-house initiatives and programs provided by external experts. Our in-house training portfolio is designed to ensure that all employees are well-prepared to meet operational and safety challenges, with courses ranging from the foundational “10 Safety Life Saving Roles” to specialized sessions on autonomous maintenance, conveyor safety and electrical hazards. This comprehensive catalogue also covers practical aspects such as environmental awareness, sustainability and food safety, as well as detailed modules on risk assessment, hazardous waste disposal and heat stress awareness.

In addition to these hands-on practical courses, our training program encompasses personal and working area hygiene, proper use of PPE and thorough safety induction sessions for visitors, contractors and new hires. We also offer essential training in procedures such as lockout tag-out, the use of fire extinguishers and mock drills simulating conditions like chemical spills and gas leaks, ensuring our teams are ready for real-world emergencies.

The Savola Foods Company safety training program is built on a comprehensive skills matrix, carefully designed to address the risks of injury and illness. In collaboration with the Human Resources department, we deliver a range of training sessions to ensure our workforce is well equipped to handle safety challenges.

Complementing our internal offerings, we partner with external training providers to deliver specialized courses that add strategic value and technical expertise. These external programs span a wide range from workshops in business intelligence, internal audit data analytics and financial controls to higher-level training like Chartered Institute of Personnel and Development qualifications and specialized leadership programs. Our external courses cover further areas such as conflict resolution, creative problem solving, risk management and tailored sessions in organizational design and market analysis.

Together, these comprehensive training initiatives, in-house and externally provided, reflect our unwavering commitment to ensuring our workforce is equipped, safe and primed for success in every aspect of their professional roles.



Our People continued

Occupational Health and Safety

At Savola Foods Company, our primary occupational health and safety risks stem from hazards within our manufacturing plants. Employees face dangers such as slipping, tripping or falling, which can lead to scrapes, cuts and burns. Additionally, we focus on preventing occupational injuries and illnesses related to hearing loss, heat stress and respiratory issues.

The specialized Savola Foods Company HSE team oversees every aspect of these challenges. The team manages all health and safety issues, including investigating the causes of any injuries or illnesses, and is responsible for delivering all HSE-related training programs.

Safety Management System

Our occupational health and safety management system is ISO 45001:2018-certified, ensuring that risks are proactively managed and overall occupational health and safety performance continually improves. Each operating unit supports this standard by implementing its own safety policy, approved by local management. These outline safety and detailed procedures covering safety risk assessments, permits to work, inspections and the systematic classification, reporting and investigation of incidents.

Additionally, employees have an active role in workplace safety through the Behaviors Observation System (BOS) and are encouraged to contribute ideas and concerns via the Safety Improvement Report (SIR). This comprehensive approach reinforces a culture of safety where every team member is empowered to help safeguard their working environment.

Safety Managers and Committees

Each operating unit is equipped with its own safety manager and a multidisciplinary Safety Committee. These teams collaborate closely with the HSE Center of Excellence Safety Leader who conducts monthly meetings with all safety managers. Safety committees include members from every function, ensuring a comprehensive approach to safeguarding the workplace.

Every operating unit is responsible for implementing the relevant governmental HSE policies while actively driving continuous improvements in the physical work environment and organizational safety practices.

Communicating Safety Matters

We use a variety of channels to ensure that occupational health and safety information is communicated effectively throughout Savola Foods Company. Group interventions such as town hall meetings and product supply team sessions set the stage with each session culminating in a monthly safety report from the Safety Central Leader to every operating unit. Additionally, our Safety Committee meetings play a critical role in reinforcing our safety vision through emails, meetings, training sessions, investigations, risk assessments and inspections.

Safety information is also widely shared through advertisement boards and strategically placed posters, ensuring that critical messages are visible at all times. To further enhance awareness and practical understanding, we conduct toolbox training sessions for all employees, visitors and on-site contractors.

This multifaceted approach ensures a robust culture of safety across our operations.

Assessing Risk and Reporting Potential Hazards or Hazardous Situations

Savola Foods Company uses a standardized risk assessment methodology that begins with identifying hazards and analyzing their potential impact. This approach enables us to take effective measures to mitigate risks and ensure a safe working environment. In the event of a safety incident, we undertake a thorough investigation; gathering evidence, collecting witness statements and conducting an in-depth analysis to determine the root causes. This process culminates in the implementation of remediation steps and the development of a preventive action plan.

Furthermore, our Safety Improvement Report (SIR) provides a vital channel for all employees and contractors to report any unsafe situations, risks or hazards they encounter, reinforcing our commitment to proactive safety management.

In 2024, Savola Foods Company maintained full alignment with the ISO 45001:2018 occupational health and safety management system across all operating units, ensuring continued adherence to international standards.

Risk identification, reporting and management protocols remained consistent with prior years without major changes. Employees were able to report potential hazards through multiple channels, including a secure online application, email, daily operational meetings or directly to HSE representatives. Importantly, all employees retained the right to stop any unsafe activity without fear of reprisal.

Safety training programs conducted in 2024 built on prior initiatives and introduced new tools, such as virtual reality modules and online e-learning platforms, to enhance engagement and preparedness. Participation levels mirrored those of 2023, maintaining strong involvement across teams.

Emergency preparedness efforts were reinforced through mock drills at all sites, simulating scenarios such as fire outbreaks, chemical spills, injured person evacuation, gas leaks, heavy rain and flooding. These exercises strengthened readiness and response capabilities across the company.

Looking Forward

Savola Foods Company's human resources strategy is a phased approach to advance talent development, cultural alignment, compliance and digital transformation. Short-term priorities for 2025 include building a strong employer brand, benchmarking compensation and expanding internal mobility. Initiatives center on upgrading competency frameworks, introducing mandatory role-based training, integrating career development with learning programs and digitizing recruitment and HR systems with cultural and legal compliance emphasized across regions. Medium-term goals (2026-2028) focus on strengthening leadership pipelines, enhancing workforce diversity, particularly female empowerment, and reaching 60% nationalization in key facilities. Efforts include succession planning, flexible work arrangements and comprehensive compensation reviews, supported by data-driven systems that reinforce engagement and operational alignment with core values. Long-term objectives (2029 and beyond) aim to establish a dynamic talent mobility ecosystem through integrated frameworks. The strategy envisions an inclusive, values-driven culture underpinned by AI and predictive analytics for proactive workforce planning and sustained leadership growth.

To support these ambitions, Savola Foods Company will continue to expand learning access, sponsor certification programs, promote knowledge-sharing platforms and strengthen mentorship, positioning training and development as a central pillar of organizational growth.



Community Impact

Savola Foods Company drives community impact through the Savola World Foundation, focusing on environmental sustainability, human development and entrepreneur support.

Across our operations, we deliver CSR through waste reduction, disability inclusion, youth skill building and women's empowerment, supported by donations, sponsorships and employee volunteerism.

In 2024, we actively supported community development through a diverse range of programs and partnerships. Initiatives included internship programs, local hiring efforts, university collaborations, career fairs and targeted training modules for women. CSR campaigns under the A'taa program and various in-kind donations further amplified social impact.

In Egypt, we partnered with charities and institutions to run impactful campaigns such as clothing and blood donation drives, Iftar meals during Ramadan and youth-focused programs, including job fairs, internships and school visits.

Collectively, Savola Foods Company contributed $\text{E} 141,658$ in monetary support to community initiatives alongside in-kind donations such as 800 clothing items for underserved families.

To support our broader strategy of achieving a measurable and transformative impact across social, environmental and economic dimensions, we continuously implement the initiatives outlined in the following infographic.



We deliver CSR through waste reduction, disability inclusion, youth skill building and women's empowerment.

Community Impact continued

Saudi Arabia



Negaderha

A national food waste management and reduction program launched by Savola World Foundation to tackle food waste in Saudi Arabia. Negaderha's primary goals include substantially cutting food waste and loss by 2030 to support national development and food security; raising public awareness about the social, environmental and economic impacts of waste; and sharing global best practice to inspire sustainable behavior and responsible food consumption. The program began with a public awareness campaign targeting households and the wider community. Delivered in two distinct phases across traditional and social media channels, the first phase (teaser) highlighted alarming food waste statistics to spark urgency and personal accountability. The second phase (revealer) provided practical tips on smarter shopping, storage, portion planning and creative use of leftovers to drive long-term behavioral change.



Our operating units earned the Qaderoon Award recognition in the large companies' category for commitment to disability inclusion through the Enable People with Disabilities initiative. As a founding member of the Qaderoon Business Disability Network (a non-profit based in Jeddah), Savola Group actively supports its mission to foster accessible work environments and empower employers to champion inclusion for people with disabilities.



Yumnak

We play an active role in the Yumnak program, which is Savola World Foundation's business development initiative designed to support and scale SMEs in the FMCG, food security, agritech and logistics sectors. Meaning "your right hand" in Arabic, Yumnak offers hands-on mentorship, technical tools and expert guidance to help established SMEs grow, attract investment and achieve long-term sustainability. Savola Foods Company serves on the selection committee identifying promising SMEs for hands-on support and technical assistance.

In 2024, the program facilitated investment opportunities, delivered workshops and specialized lectures and secured commercial partnerships for participating companies, strengthening their growth potential and long-term sustainability.



Tamheer

To promote skills development and industry exposure, we offer internship opportunities under the Saudi Vision 2030 Tamheer program with placements across 97 departments within our operating units.



Mowaamah

Mowaamah certification by Saudi Arabia's Ministry of Human Resources and Social Development supports the creation of inclusive workplaces for people with disabilities. Organizations voluntarily participate in an evaluation process based on defined administrative and technical criteria. Certified entities may also benefit from incentives offered through the Nitaqat program, which encourages private-sector employment of Saudi nationals.



Academic outreach

As part of our commitment to nurturing future talent and fostering innovation, we partner with Prince Mohammad Bin Salman College of Business and Entrepreneurship in a six-month initiative engaging master's students in real-world business challenges faced by Savola Foods Company. Drawing from diverse academic backgrounds, the student teams develop actionable business plans, with investment requirements, proposing scientific, sustainability-driven solutions across our value chain, including distribution, packaging, manufacturing, carbon emissions, waste management and recycling. We deepen our engagement with academic institutions through a series of school and university visits aimed at strengthening partnerships and inspiring the next generation of talent.

In 2024, we welcomed visits from prominent institutions such as the University of Business and Technology, King Abdulaziz University and Dar Al-Hekma University, reinforcing our visibility and engagement with students across diverse fields of study.



Saudi Green Initiative

The Saudi Green Initiative is a national sustainability program launched in 2021 as part of Saudi Vision 2030. It focuses on reducing carbon emissions by 278 million tons annually by 2030, planting 10 billion trees to combat desertification and protecting 30% of the Kingdom's land and sea. It unites public and private-sector efforts to accelerate climate action, promote renewable energy and restore natural ecosystems and position Saudi Arabia as a regional leader in environmental stewardship.



Government partnerships

In terms of our memorandum of understanding (MoU) with the Ministry of Hajj and Umrah, the Saudi government body responsible for organizing and overseeing services for pilgrims, Savola Foods Company, through Afia International, supports service excellence for pilgrims. The partnership focuses on workforce training and localization, consultative studies, staff development programs, participation in industry events and knowledge sharing. Aligned with Saudi Vision 2030, we thus aim to enhance service quality and build workforce capacity in the Hajj and Umrah sector.



Türkiye



Agricultural initiatives

We collaborate with local communities, the Ministry of Agriculture, the Seed Association and academic institutions to support farmers and enhance olive oil production. Many forest and public olive trees are infertile, so we work with these partners to graft fertile varieties onto wild delice olive trees. Farmers are responsible for cultivating the more productive trees.

In 2024, the olive tree grafting program entered its third year with the successful grafting of 1,500 previously infertile trees in Manisa. In partnership with local cooperatives, the initiative broadened its scope to include olive tree planting in forest areas. These efforts aim to enhance local olive yield and environmental restoration, supported by ongoing training for villagers to care for the grafted and newly planted trees.

Savola Foods Company also marked the fourth year of its initiative developing local sunflower seeds and empowering farmers. We launched the first proprietary seed variety, Yudum 2024, and expanded trial plantations of local seed alternatives in the Eskişehir region.

To strengthen local agricultural capacity, we continued farmer training programs and distributed free seeds, reinforcing our commitment to sustainable farming and food security.

The Ayvalik Women Endeavor continued to empower women from underserved communities by, for example, engaging 30 women without an income to hand-paint Yudum Egemden olive oil bottles.

Egypt



Internships

In 2024, we expanded our internship programs in Egypt to cover a wide range of departments, providing students with meaningful exposure to both operational and support functions.

Opportunities were offered in areas such as product supply, operations and supply chain management, while departments like Human Capital, IT, Marketing and R&D also played a role in nurturing young talent. Legal, Procurement and Export further contributed to this effort, ensuring a well-rounded learning experience that supports youth development and future employability.

Academic outreach

In 2024, we welcomed students from Suez University, the British University and Ain Shams University's agricultural faculty, providing exposure to real-world applications of their studies. We also hosted a visit from the German University in Cairo, offering tailored training sessions for science faculty students to strengthen practical knowledge and industry engagement.

Community Impact continued



Case Study

Cultivating Local Solutions for Sustainable Agriculture



In alignment with its vision for a more resource-efficient agricultural future, Yudum (a leading Turkish brand of sunflower oil owned by Savola Foods Company) launched a local sunflower seed development and farmer support project in 2021.

This pioneering initiative seeks to increase productivity in sunflower farming by developing high-performance local seed varieties tailored to Turkish growing conditions.

Recognizing the power of cross-sector collaboration, Yudum brought together public institutions, civil society organizations and the private sector to co-develop solutions for Turkish farmers.

The project focuses on rigorous seed trials, knowledge sharing and free seed distribution to expand access to resilient agricultural inputs.

Since its launch, the project has driven measurable progress in local agricultural innovation through:

- 23 seed variety trials across Türkiye's key sunflower-producing regions in collaboration with leading farmers.
- Analysis of post-harvest performance, including germination rates, oil content and yield per decare.
- Registering YDM 2239 – a new local sunflower seed variety, inspired by our Yudum brand, and recognized for its superior efficiency.
- Distributing the new seed among over 2,000 farmers to empower local producers to increase yield and profitability.

This initiative positions Yudum as a leader in agricultural innovation and strengthens national food security by supporting sustainable farming practices. Farmers report improved harvest outcomes while the collaborative model demonstrates the value of multi-stakeholder engagement in rural development.

In the coming phases of the sunflower initiative, Yudum will continue distributing the newly developed YDM 2239 seed free of charge to selected farmers while delivering tailored training and guidance to improve cultivation practices. Field trials will be conducted in key growing regions (Trakya, Konya, Adana and Eskişehir) to assess seed performance and gather insights. At the same time, the farmer ambassador network will grow, strengthening peer learning and local seed adoption across Türkiye.

Over the long-term, the initiative expects to reduce reliance on imported seeds by driving national uptake of YDM 2239, boosting sunflower oil self-sufficiency. Productivity per hectare will increase through the use of disease-resistant, climate-adapted varieties while sustainable farming practices will be promoted using inputs that demand fewer chemicals. Ongoing awareness campaigns will aim to keep local seeds in the spotlight and Yudum will expand its portfolio through continued seed development.

Yudum will also continue converting underutilized wild olive trees into productive agricultural assets by grafting thousands of delicate olive trees every year. Farmers will receive grafted trees via local cooperatives along with in-person training on olive cultivation, pest management and harvesting techniques. Ownership models will prioritize cooperative structures, fostering community-based stewardship and shared economic benefits. In the long-term, this project will elevate domestic olive oil production by activating idle trees, contributing over USD 60 million in added value to the national economy. It will regenerate existing resources, avoiding new planting, while scaling nationally across olive-growing regions. As a model of public-private-civil collaboration, it will showcase the power of integrated partnerships in driving sustainable agricultural transformation.

Looking Forward

We are advancing our community impact strategy with targeted short- and medium-term goals across Türkiye and Egypt.

In Türkiye, efforts center on two key agricultural programs: the local sunflower and olive tree grafting initiatives. The sunflower initiative aims to distribute the newly developed YDM 2239 seed to farmers, deliver hands-on training and conduct field trials; ultimately expanding domestic production, reducing import reliance and promoting climate-resilient farming. The olive tree grafting initiative focuses on rehabilitating wild olive trees, allocating grafted trees via cooperatives and training farmers, contributing to local olive oil supply, sustainable agriculture and national economic value.

In Egypt, short-term goals include expanding food donation efforts, boosting employee volunteerism, launching nutrition awareness campaigns and strengthening partnerships with reputable charities and schools. Medium-term priorities focus on scaling programs for food security and waste reduction, supporting youth employment through internships and job fairs and building long-term collaborations with universities and NGOs. These initiatives are aligned with global sustainability goals and extend support to marginalized groups, including people with disabilities and patients at specialized hospitals.



Commitment to Food Quality, Safety and Nutrition

Savola Foods Company applies a rigorous, standards-driven approach to food quality, safety and nutrition – anchored in the international ISO 22000 food safety management system as well as hazard analysis and critical control points certifications. Our strategy combines health-oriented innovation with smart manufacturing systems that elevate hygiene, traceability and consistency.

We actively promote workforce nutrition and prioritize transparent labeling and responsible packaging for consumers. To expand our impact, we broaden access to affordable, nutritious foods and define measurable nutrition targets across our portfolio.

As a leading food company in Saudi Arabia and the broader region, we are committed to protecting the health and safety of our employees, customers and communities. Savola Foods Company maintains robust testing protocols, upholds the highest international food safety standards and works closely with suppliers to ensure quality raw materials, ingredients and packaging while championing sustainable and ethically sourced ingredients.

In 2024, we introduced new and improved products to enhance nutritional value and better serve consumer health needs. A notable launch was Fitness Sugar, offering 50% fewer calories, enriched with high fiber content. We also upgraded existing products, including fortification of cooking oils with zinc and vitamins A and D3, canola oil with Omega-3 to support heart health and pasta infused with minerals and vitamins to boost immunity.



During the year, we recorded no significant incidents of non-compliance and minor labeling issues were swiftly addressed through root cause analysis and preventive actions.

All food safety procedures are up to date and aligned with current regulations. We actively strengthen product health profiles through internal R&D as well as strategic partnerships, including collaborations with Prince Mohammad Bin Salman College of Business and Entrepreneurship and the University of Business and Technology. These initiatives promote practical training and support innovation in fortified oils and pasta as well as non-hydrogenated ghee, reflecting our ongoing commitment to nutrition, wellness and continuous product improvement illustrated on the timeline on page 100.

Over the past three years, we have implemented a range of strategic initiatives that focus on boosting the health and nutritional value of our offerings. By integrating essential vitamins, minerals and other innovative ingredients into our formulations, we continue to elevate product excellence and reinforce our dedication to supporting healthier lifestyles. Each advancement represents a step forward on our journey toward delivering food products that contribute meaningfully to the well-being of our consumers.



Commitment to Food Quality, Safety and Nutrition continued



2018

Savola Foods Türkiye
Enriched Yudum Omega blended oil with Omega-3, 6 and 9 fatty acids



2022

Savola Foods Türkiye
Enhanced Yudum sunflower oil with turmeric extract



2024

United Sugar Company, Arabia
Launched Fitness Sugar low-calorie sweetener offering 50% fewer calories and enhanced with high fiber content

Afia International Company, Arabia
Fortified cooking oils with zinc

Afia International Company, Arabia
Enriched sunflower oil with vitamins A and D3

Afia International Company, Arabia
Fortified canola oil with Omega-3 fatty acids

Pasta Operating Unit
Enhanced pasta with a blend of vitamins and minerals



2021-2022

Afia International Company, Arabia
Afia International Company, Egypt
Afia International Algérie
Enriched Afia Plus oil blend with Omega-3, 6 and 9 fatty acids



2023

Pasta Operating Unit
Enriched Italiano Plus pasta with zinc, iron and B-complex vitamins

Afia International Company, Arabia
Afia International Company, Egypt
Enriched Afia Immune sunflower oil with zinc

Afia International Company, Arabia
Fortified Afia canola oil with Omega-3 fatty acids

United Sugar Company, Arabia
Formulated Sweet and Fit low-calorie sweetener from sugar cane



Our steadfast dedication to food quality, safety and nutrition extends beyond compliance with international standards; it is embodied in our forward-thinking approach to developing healthier, more sustainable food solutions. Through Savola Innovations, we are actively leading and managing projects that uphold product integrity, foster consumer trust and enhance nutritional value across our portfolio.

Looking Forward
We will reinforce our role as leaders by focusing on functional ingredients, robust traceability systems and consumer education to promote healthier choices.

Our goals include developing innovative products with enhanced nutritional benefits to further support consumer health and well-being. These initiatives reflect a strong commitment to delivering sustainable, nutritious food solutions.

Beyond compliance with international standards, our Innovations unit will continue to lead proactive projects that enhance product integrity, nutritional value and consumer trust.



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We have advanced our governance framework to meet rising ESG demands and regional regulatory shifts; strengthening food safety, cybersecurity and internal audits. As we look ahead, we remain committed to resilient systems, cross-functional collaboration and governance that reflects global standards and community values.



05

Governance

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Overview

Corporate governance in the MENAT region is steadily maturing, marked by stronger alignment with international standards through Organization for Economic Co-operation and Development- and G20-based codes. Gulf states lead in formalizing practices that bolster accountability and investor trust. Growing investor focus on ESG is driving improvements in disclosure, oversight and Board composition while digitization is enhancing transparency, participation and anti-corruption efforts.

Savola Foods Company operates within a multifaceted governance landscape shaped by diverse national regulations and evolving ESG expectations. To meet emerging ESG requirements, we have implemented cloud-based systems that track and report IT’s contributions to metrics like energy consumption, carbon emissions and digital inclusion.

Food safety regulations vary by region and include Saudi Food and Drug Authority guidelines in Saudi Arabia, National Food Safety Authority standards in Egypt (such as limits on 3-MCPD and updated labeling requirements) and compliance with bilingual labeling and Halal certifications in Algeria. In Türkiye, we adhere to the Turkish Food Codex and enforcement by the Ministry of Agriculture and Forestry, covering additives, contaminants and pesticide residues. Labor-related governance includes adherence to Saudization quotas in Saudi Arabia, nationalization targets in Algeria and employee welfare mandates in industrial zones across Türkiye and Egypt. We uphold ethical compliance through robust codes of conduct, anti-bribery policies, grievance mechanisms and whistleblower protection. Navigating these regulatory expectations requires ongoing updates to our governance framework to ensure alignment with local and international legal standards.

Savola Foods Company creates significant indirect economic value by catalyzing employment and development across its extended supply chain – from agriculture and manufacturing to logistics and retail. Our partnerships with local suppliers and service providers fosters job creation, skills development and income generation, especially in rural communities, contributing to broader economic resilience. The company’s investment in infrastructure, workforce capacity and regional networks also encourages foreign direct investment and supports the long-term development of utilities and social facilities. Notably, 61% of our workforce is engaged in product supply, representing 28 nationalities and reinforcing our role as an inclusive and economically impactful enterprise.

“

In 2024, digital transformation and zero-breach cybersecurity reinforced governance maturity. We reinforced governance through digital transformation, marked by the successful go-live of Oracle Fusion in Saudi Arabia, supported by cloud analytics and paperless automation on top of our best-in-class cloud infrastructure. Our cybersecurity framework—anchored in a centralized security operations center, advanced controls and continuous monitoring—achieved zero breaches, underscoring governance maturity and operational resilience. Looking ahead, we are preparing for AI-driven governance to safeguard ethical innovation, strengthen resilience and ensure alignment with global ESG standards.”

Hazim Al Ahmadi
General Manager, Information Technology



Balanced Way

Savola Group’s governance framework, built on its Balanced Way approach, ensures adherence to international best practices and regulatory standards, reinforcing commitment to ethical leadership and corporate responsibility.

The Balanced Way approach integrates ethical values into operations, ensuring fairness and integrity in dealings with shareholders, employees, customers and suppliers.

The Savola Pledge reinforces commitments to corporate governance principles, risk management and internal controls. Additionally, the Group prioritizes Islamic values, embedding honesty, justice and conscientiousness into its business practices.

Savola Group also maintains a Code of Conduct and Ethical Values guiding employees in ethical decision-making and fostering a culture of trust. This framework supports stakeholder engagement, ensuring investors, employees and communities benefit from responsible corporate practices.

In 2024, the Group was recognized for excellence in corporate governance, securing a top ranking for the fourth consecutive year among non-financial companies listed on the Saudi Stock Exchange (Tadawul). This distinction comes from the Alfaisal Corporate Governance Index assessment for the 2024 fiscal year, which evaluates governance practices based on transparency, compliance and stakeholder engagement.

Savola Foods Company, as part of Savola Group, follows a governance model grounded in the Balanced Way.

Overview continued

Our approach features structured oversight through dedicated governance manuals, a stakeholder-focused mission, strong compliance with regulatory standards and clear role separation between the Board and executive management to ensure accountability and effective execution.

Savola Foods Company standardizes policies and procedures across its geographically dispersed operating units while accommodating their distinct operational structures. This is supported by an enterprise resource management system to ensure consistency.

Internal Audit and the Audit Committee work closely with management to address internal control findings.

In 2024, Savola Foods Company faced several governance-related challenges as it navigated regulatory complexity, technology integration and organizational alignment across diverse markets. From an IT perspective, managing AI-related risks proved intricate as a result of evolving regulatory and ethical considerations. Incomplete automation of governance processes led to inconsistencies while gaps in change management and

difficulties in tracking IT budget execution underscored the need for stronger systems and controls. Regulatory adaptation across multiple jurisdictions presented ongoing hurdles. In Egypt, compliance with emerging food safety requirements, such as limits on 3-MCPD contaminants and new wastewater treatment mandates, necessitated R&D trials and significant capital investment. Standardization of governance documentation remained resource-intensive, particularly when aligning internal audit protocols and compliance documentation with international expectations. Inconsistent interpretations and documentation gaps complicated efforts to apply policies uniformly across business units. Efforts to embed ESG principles into governance structures required extensive cross-functional collaboration, updated reporting tools and employee training. Transitioning from compliance-based practices to value-driven governance demanded targeted change management initiatives. We also faced internal capacity constraints and resistance on smaller sites during the rollout of new compliance systems and governance structures. Legal teams worked to streamline continuous controls monitoring and proactively uphold regulatory compliance despite these efforts requiring substantial time and resources.

Savola Foods Company responded by enhancing continuous controls monitoring through targeted digital, structural and governance enhancements. Our IT team strengthened cybersecurity controls, including endpoint protection, multi-factor authentication and high-availability cloud security, while integrating external threat intelligence feeds and centralizing event monitoring through our Security Operations Center for real-time response and risk detection.

The company's quality assurance team standardized control checklists and documentation templates across sites, harmonized governance standard operating procedures and aligned internal audits with broader compliance strategies. A risk-based monitoring approach and automated escalation protocols focused on high-risk areas such as food safety and regulatory reporting, supported by the digitalization of tools for tracking critical complaints.

Our Legal and Internal Audit teams contributed by refining the governance framework to improve transparency and proactively mitigate risks, reinforcing a culture of compliance and operational integrity.

We advanced our risk management capabilities by reinforcing dedicated hazard analysis and critical control points (HACCP) teams across all Savola Foods Company operating units. These cross-functional teams conducted structured food safety risk assessments, updated HACCP plans to align with national and international standards and ensured effective implementation of preventive controls. We maintain full readiness to address potential incidents such as recalls and contamination through a dedicated crisis management team, scenario-based drills and strengthened communication protocols with regulators. Internal audits were expanded to cover food safety compliance, supplier risk assessments and control effectiveness. Their findings are tracked via centralized dashboards. To strengthen coordination, we formally established a food safety risk network linking quality leads and HACCP coordinators across all regions. This network facilitated the sharing of insight on emerging risks and regulatory updates, enabling timely escalation and consistent standards across the company.



Embedding ESG into Governance at All Levels

In 2024, Savola Foods Company continued integrating ESG considerations into governance across Board, executive and operational levels. The Board and executive leadership remained committed to aligning with ESG principles that add long-term value while operations prioritized tangible impact.

Our IT function supported ESG goals by transitioning to low-carbon cloud platforms, optimizing energy use through power management and asset life cycle planning and reducing paper consumption via automation dashboards. These actions embedded sustainability directly into IT governance and daily decision-making.

Operationally, we established a dedicated entity focused on the management of used cooking oil, demonstrating an active approach to environmental responsibility and circular economy practices. This move reinforces our broader commitment to integrating ESG into business strategies and executing them.

In 2024, Savola Foods Company reported no instances of non-compliance related to quality and food safety and no fines were incurred in these areas.

Digitization

Savola Foods Company drives digitization through innovation and the integration of advanced technologies to boost productivity, efficiency and competitiveness. Our IT strategy focuses on automation, process re-engineering and the rollout of new reporting tools across all functions, as illustrated in the diagram below.



In 2024, we made substantial progress in governance and digital transformation by aligning the IT strategy with business goals, conducting regular cybersecurity risk assessments and delivering ongoing security awareness training. Financial audits, conducted in partnership with KPMG, strengthened transparency and reinforced regulatory compliance.

Key milestones included the successful launch of Oracle Fusion in Saudi Arabia and deployment of a cloud analytics platform to support data-driven decision-making. Egypt's rollout of these systems is scheduled for 2025.



Responsible Marketing and Labeling

Savola Foods Company follows a values-driven marketing and labeling approach rooted in the Balanced Way. We prioritize transparency, cultural alignment and consumer trust.

Our products are clearly labeled in line with local languages, regulations and dietary norms while communication reflects ethical branding and socially responsible engagement.

All manufactured products are registered with the relevant authorities in each market and labels consistently disclose the product name, composition, active components, intended use, storage conditions and necessary precautions.

Although nutrition labeling remains a growth area, we continue to refine our practices in line with stakeholder expectations and global standards.

In 2024, the company improved product labeling by aligning all labels with updated local regulations across operating countries. This included implementing Egypt's ES 358-1:2023 standard for clarity and bilingual content, complying with Saudi Food and Drug Authority requirements in Saudi Arabia for nutritional labeling and

traceability and updating labels in Türkiye and Algeria to reflect ingredient, additive and Halal certification requirements.

We strengthened governance of label approvals through cross-functional collaboration and the adoption of a centralized digital approval system (AMS), ensuring only validated artwork proceeded to production. Post-distribution audits and market reviews were conducted to verify compliance with prompt corrective action taken for any deviations.

To ensure ethical marketing, all communication was aligned with national advertising laws, including restrictions on nutritional claims and advertising to children. A structured claim validation process was introduced, which involved legal and regulatory teams to ensure all product claims were evidence-based and compliant with food regulations.



We are committed to deepening our engagement with local suppliers and actively seek opportunities to expand these partnerships across all our operating units.



Responsible Sourcing

Savola Foods Company takes a responsible sourcing approach that prioritizes supplier compliance, traceability and sustainability.

We support local procurement where possible, promote ethical and environmental standards across our supply chain and pursue industry certifications to strengthen accountability. This ensures sourcing practices align with stakeholder expectations as well as Savola Group's broader governance and sustainability commitments.

We are committed to deepening our engagement with local suppliers and actively seek opportunities to expand these partnerships across all our operating units. Our approach is tailored to reflect the specific context and potential of each market, as illustrated in the table below.

Region	Local Sourcing Percentage Range
Saudi Arabia and Egypt	15-20%
Algeria	60-70%
Türkiye	80-90%
UAE	10-15%

Savola Foods Company made notable procurement and customer experience advancements in 2024. Approximately 85%-90% of the procurement budget was directed to local suppliers, excluding strategic raw materials, with around 3,000 suppliers operating in Saudi Arabia and Egypt, and 700 in Türkiye and Algeria. The transition to the Fusion online sourcing platform improved efficiency and transparency while also introducing e-actions.

Although supplier screening for environmental and social criteria is not yet formalized, we take any adverse impacts seriously and we are steadily investing in sustainable supplier development.

Over the past year, the company strengthened customer experience through face-to-face engagements with commercial, quality and logistics teams, enabling tailored support and proactive issue resolution. Complaint management was enhanced via a centralized digital system.

Sustainability played a key role: Alexandria Sugar Company became Egypt's only certified beet sugar producer under VIVE and United Sugar Company, Egypt earned the VIVE Excellence Level Award while maintaining global certifications such as Brand Reputation Compliance Global Standards, Food Safety System Certification 22000, Halal and Kosher. In addition, within our B2B range, we introduced sustainable offerings such as low 3-MCPD and glycidyl ester (GE) oils in Türkiye, Bonsucro-certified sugar in USCA, and Mass Balance products in IFI and AICE, further strengthening our customers' access to sustainable solutions. Client satisfaction was reflected in survey scores of 85% (Alexandria Sugar Company), 87.7% (United Sugar Company, Egypt) and 98% (United Sugar Company, Arabia) based on on-time, in-full (OTIF) performance.

We managed procurement risks, caused by regional instability and currency volatility, through diversified sourcing, safety stock strategies, long-term contracts and forward currency coverage. These actions collectively reinforced resilience and client satisfaction across our value chain.

Responsible Sourcing continued

Customer Satisfaction through Product Quality

Savola Foods Company delivers customer satisfaction through consistent product quality and proactive engagement.

We ensure the availability of high-quality products, supported by responsive customer service and marketing efforts tailored to evolving expectations.

Technical visits and campaigns help capture valuable feedback while transparency remains central to customer communication.

In 2024, we achieved strong customer satisfaction scores across our operating units with Alexandria Sugar Company reporting 85%, United Sugar Company of Egypt 87.7% and United Sugar Company, Arabia reaching 98% based on OTIF performance. Site-specific scores ranged from 77%-99% while satisfaction tracking relied primarily on surveys and direct customer engagements.

The implementation of a centralized digital system that can handle issues from various communication channels, assign cases, conduct root cause investigation and provide continuous customer updates greatly enhanced our complaint response process. Resolution efforts were further expedited by improved root cause analysis tools, prioritization techniques, standard operating procedures and careful oversight by the Quality Center of Excellence.

Product quality and safety were safeguarded by HACCP-based systems, routine inspections, validated testing methods and full traceability supported by digital tools.

No product recalls or quality incidents were reported.

Key sourcing risks in 2024 included geopolitical instability, currency fluctuations and shifting import/export regulations. Mitigation strategies focused on dual-sourcing, longer term local contracts and forward currency coverage, complemented by proactive planning and safety stock management.

Insight from sales trends, complaints and product returns inform continuous improvement efforts, enabling Savola Foods Company to refine its offerings and enhance its overall customer experience.

The following table presents a comparison of customer complaints received in 2023 and 2024, incorporating feedback from individual consumers and B2B customers, including those engaging through the sales team and social media platforms. All complaints were promptly addressed.

Savola Foods Company: Complaints Received

	2024	2023
International Food Industries	10	10
Afia International Company, Arabia	18	20
United Sugar Company, Arabia	20	21
Gyma Food Industries Bayara, Dubai	266	245
Savola Foods Türkiye	15	30
Afia International Algérie	108	176
United Sugar Company of Egypt	4	7
Afia International Company, Egypt	2	2
Alexandria Sugar Company	2	2
Pasta Operating Unit	3	4

We maintain high product quality throughout our supply chain by applying rigorous testing protocols, adhering to recognized industry standards and enforcing quality control at every stage of production. All facilities undergo regular inspections by the quality management team and are certified under Brand Reputation Compliance Global Standards and ISO standards (ISO 9001 for quality management, ISO 22000 for food safety management and ISO 17025 for testing and calibration laboratories), reflecting compliance with the highest international benchmarks. In addition, we work closely with suppliers to ensure the quality and integrity of raw ingredients and packaging materials.

Regulatory Compliance

Savola Foods Company maintains a proactive legal and compliance framework led by our Legal department, which monitors regulatory developments across the Kingdom of Saudi Arabia and all countries where we operate. The team is supported by trusted legal advisors who provide timely updates on new laws and amendments. Ongoing collaboration with legal experts and industry associations ensures we are informed and responsive to regulatory changes.

Dedicated in-house teams interpret and implement these requirements across all regions. This is further reinforced by Internal Audit, which conducts regular audits to identify non-compliance risks and recommend improvements to senior management.

To strengthen our compliance culture, we invest in targeted training programs aimed at ensuring all employees understand and uphold relevant laws and standards.

In 2024, Savola Foods Company maintained regulatory compliance through regular internal audits, standard operating procedure updates, dedicated country-level regulatory liaisons, third-party certifications and continuous employee training.

No regulatory non-compliance was reported.

Strengthening Resilience in Food Production Systems

We operate within a robust risk management framework grounded in sustainability and sound governance principles, promoting a precautionary approach to emerging challenges. Nevertheless, as a food manufacturer, Savola Foods Company faces a range of product-specific risks, including:

- Fluctuating commodity prices – Reliance on key agricultural commodities exposes Savola Foods Company to price volatility influenced by climate conditions, geopolitical uncertainty and global market dynamics.

- Evolving consumer preferences – Growing demand for healthier, ethically sourced and affordable options, particularly under economic pressure, necessitates continual adaptation to retain market relevance.
 - Supply chain and logistics disruptions – Trade bottlenecks, port congestion and rising transport costs can delay shipments or inflate input prices, impacting raw materials and finished goods.
 - Geopolitical instability – Political conflict, trade restrictions and regime change in regions pose a persistent risk to supply continuity and business performance.
 - Macroeconomic pressures – Global economic shifts such as downturns, inflation and currency volatility affect our operating environments and consumer spending power.
- To mitigate these challenges, the company uses the following proactive measures:
- Managing exposure to commodity risks, we secure long-term supplier contracts, enhance storage capacity and strengthen inventory management practices.
 - Responding to shifting consumer preferences, we innovate new product lines that align with emerging health and sustainability trends.
 - Maintaining supply chain continuity, we collaborate with a diverse range of logistics partners, adopt flexible sourcing strategies and implement contingency plans.
 - Strengthening geopolitical resilience, we diversify our operations, build strong partnerships with local stakeholders and standardize processes across regions to support agile responses to emerging challenges.
 - Promoting macroeconomic stability, we reduce market concentration, borrow in local currencies and maintain a strong financial position through prudent cash flow management and low debt levels.

Business Ethics

Savola Foods Company follows a values-driven Code of Ethics rooted in integrity, accountability and sustainable value creation.

Our ethical framework, outlined in the Savola Group Code of Conduct, is built on personal traits like mastery and modesty, teamwork grounded in trust, and a culture of transparency and responsibility. This foundation informs decisions at every level and reinforces compliance, stakeholder trust and long-term impact.

In 2024, we continued to mitigate conflicts of interest through adherence to our internal policy, which outlines disclosure and management procedures for related-party transactions.

We advanced transparent stakeholder communication by aligning with global sustainability reporting standards, maintaining strong governance and regularly publishing public-facing reports through Savola Group. Direct community engagement through social responsibility initiatives further supported transparency and trust.

Ethical Sourcing of Ingredients

Aligned with our commitment to environmental and social responsibility, Savola Foods Company ensures the raw ingredients used in our products are ethically sourced from sustainable origins.

In 2024, Afia International Company, Arabia, Afia International Company, Egypt and International Food Industries achieved certification under the applicable Roundtable on Sustainable Palm Oil (RSPO) standards. The RSPO is a global initiative that promotes sustainable palm oil production through rigorous environmental and social standards. Its certification ensures traceability, biodiversity protection and respect for workers' rights. Products bearing the RSPO trademark reflect compliance with these principles, supporting responsible sourcing and continuous improvement, especially for smallholders.

United Sugar Company, Arabia, Alexandria Sugar Company and United Sugar Company of Egypt were independently certified under the VIVE Sustainable Supply program, ProTerra and the Sustainable Grains program; each earning unconditional Claim Level Status with no remediations. These aligned programs promote ethical sourcing, traceability and sustainability in agricultural supply chains, helping Savola Foods Company meet global standards while minimizing environmental impact.

Whistleblowing

All employees are required to uphold the Savola Foods Company Code of Conduct, which outlines our core values and ethical standards, including measures for preventing bribery and unethical business practices.

The code also introduced the integrity hotline, launched in 2017 and accessible via the Savola Group website, and our Whistleblower Policy, which guarantees anonymity and empowers employees to report concerns confidentially and without fear of retaliation.

In 2024, we enhanced the integrity hotline to improve accessibility, confidentiality and user trust, reinforcing our commitment to ethical conduct. Employees are actively encouraged to use the hotline to cultivate a culture of accountability.

Anti-corruption and Fair Competition Governance in 2024

In 2024, Savola Foods Company upheld strong anti-corruption safeguards through its approved Code of Conduct, which defines procedures for assessing and mitigating corruption risks.

No confirmed cases of corruption were reported, and no legal actions related to anti-competitive behavior were disclosed.

Procurement, marketing and commercial functions operated under clear policies and standard operating procedures as well as the overarching Code of Conduct to prevent unethical practices.

We reinforced ethical leadership through regular communication, scenario-based guidance and transparency initiatives. Legal reviews of contracts, structured tendering processes and centralized governance tools further ensured alignment with compliance standards.

Mandatory ethics training and the use of a defined level of authority system provided a clear framework for accountability across all operational levels.

Looking Forward

By 2029 and beyond, Savola Foods Company is aiming to fully embed ESG principles into governance frameworks across all levels.

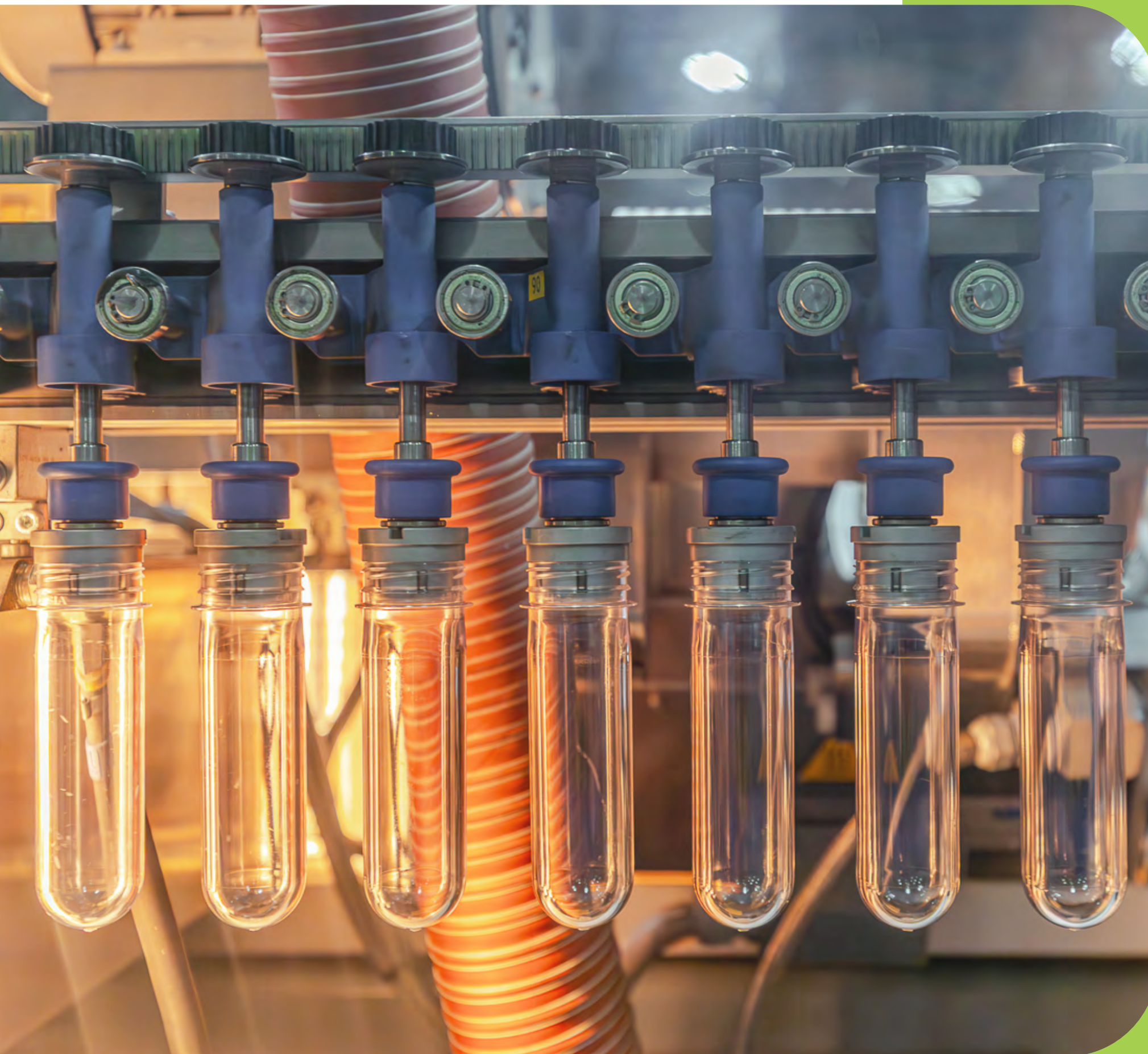
Long-term targets include implementing enterprise-wide AI governance for ethical technology use, achieving full compliance with the Personal Data Protection Law and optimizing cloud and hybrid IT environments for improved control and cyber resilience. Bridging governance between IT and operational technology systems remains a strategic priority.

From a quality perspective, we plan to attain and maintain global certifications (including Brand Reputation Compliance Global Standards, Food Safety System Certification 22000, Halal and Kosher). We will benchmark Savola Foods Company against leading FMCG peers and build a fully digital governance platform that enables

real-time quality monitoring and predictive analytics. Strengthening food safety culture through leadership accountability and measurable maturity metrics is also a core focus alongside deeper participation in national food safety alliances and policy forums.

With the help of common digital platforms and focused training, governance frameworks will be extended to include supplier and co-manufacturing monitoring, guaranteeing complete traceability and compliance. To guarantee regulatory alignment and long-term resilience, other objectives include promoting continuous improvement, strengthening risk management systems and bolstering transparency.





06

Appendices

GRI Context Index

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GRI Content Index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards and that the information in the index is clearly presented and accessible to the stakeholders.

The service was performed on the English version of the report.

Statement of use	Savola Foods Company has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	Not Applicable

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
GRI 2 General Disclosures 2021	2-1 Organizational details	Page 8-11 (Overview of Savola Foods Company) Page 50 – 53 (Savola Group Annual Report 2024 > Food Investments Savola Foods Company)		
	2-2 Entities included in the organization’s sustainability reporting	Page 12-15 (Our Footprint and History)		
	2-3 Reporting period, frequency and contact point	Page 6-7 (About this report)		
	2-4 Restatements of information	Page 6 (Data boundaries and methodology)		
	2-5 External assurance	Not disclosed.	Not applicable.	This report has not been externally assured.
	2-6 Activities, value chain and other business relationships	Page 8-11 (Overview of Savola Foods Company)		
	2-7 Employees	Page 76-91 (Our People)		
	2-8 Workers who are not employees	Page 80-81 (Our Workforce)		
	2-9 Governance structure and composition	Page 36 (Governance structure)		
	2-10 Nomination and selection of the highest governance body	Page 36 (Governance Structure) Corporate Governance Manual		
	2-11 Chair of the highest governance body	Page 36 (Governance Structure)		

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
GRI 2 General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Page 34-35 (Sustainability Governance)		
	2-13 Delegation of responsibility for managing impacts	Page 34-35 (Sustainability Governance)		
	2-14 Role of the highest governance body in sustainability reporting	Page 34-35 (Sustainability Governance)		
	2-15 Conflicts of interest	Page 114 (Business Ethics)		
	2-16 Communication of critical concerns	Page 37 (Transparency and Accountability) Page 37 (Anti-corruption and Anti-Competitive Behavior) Page 114 (Whistleblowing)		
	2-17 Collective knowledge of the highest governance body	Page 36-37 (Corporate Governance) Page 18-19 (Highlights > Governance)		
	2-18 Evaluation of the performance of the highest governance body	Page 37 (Transparency and Accountability)		
	2-19 Remuneration policies	Page 36 (Governance Structure) Corporate Governance Manual		
	2-20 Process to determine remuneration	Page 36 (Governance Structure) Corporate Governance Manual		
	2-21 Annual total compensation ratio	Not disclosed	Information unavailable/incomplete.	Savola Foods Company does not report its total compensation ratio at this stage.
	2-22 Statement on sustainable development strategy	Page 22-25 (A Word from the CEO)		
	2-23 Policy commitments	Page 44-45 (Alignment with National and Global Imperatives)		
	2-24 Embedding policy commitments	Page 44-45 (Alignment with National and Global Imperatives)		
	2-25 Processes to remediate negative impacts	Page 114 (Whistleblowing)		
	2-26 Mechanisms for seeking advice and raising concerns	Page 114 (Whistleblowing)		
	2-27 Compliance with laws and regulations	Page 113 (Regulatory Compliance)		

GRI Content Index continued

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
GRI 2 General Disclosures 2021	2-28 Membership associations	Not disclosed	Information unavailable/incomplete.	Savola Foods Company does not currently disclose this information.
	2-29 Approach to stakeholder engagement	Page 38-43 (Stakeholder Engagement)		
	2-30 Collective bargaining agreements	Not disclosed	Legal prohibitions.	Collective bargaining is prohibited by Saudi Arabian laws.
GRI 3 Material Topics 2021	3-1 Process to determine material topics	Page 46 (Process and Approach)		
	3-2 List of material topics	Page 47 (Material Topics)		
Sustainable Packaging				
GRI 3 Material Topics 2021	3-3 Management of material topics	Page 52-53 (Sustainable Packaging)		
GRI 301 Materials 2016	301-1 Materials used by weight or volume	Page 52-53 (Sustainable packaging)		
	301-2 Recycled input materials used	Page 52-53 (Sustainable packaging)		
	301-3 Reclaimed products and their packaging materials	Page 66-69 (Waste and the Circular Economy) Page 67 (Savola Foods Company Waste Repurposed as Co-products and By-Products in 2024)		
Climate change and emissions				
GRI 3 Material Topics 2021	3-3 Management of material topics	Page 54-55 (Climate change and emissions)		
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 55 (Savola Foods Company Scope 1 and Scope 2 GHG Emissions (tCO ₂ e))		
	305-2 Energy indirect (Scope 2) GHG emissions	Page 55 (Savola Foods Company Scope 1 and Scope 2 GHG Emissions (tCO ₂ e))		
	305-3 Other indirect (Scope 3) GHG emissions	Page 55 (Savola Foods Company Scope 3 GHG Emissions (tCO ₂ e))		
	305-5 Reduction of GHG emissions	Page 54-55 (Climate Change and Emissions)		

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
Waste and circular economy				
GRI 3 Material Topics 2021	3-3 Management of material topics	Page 66-69 (Waste and the Circular Economy)		
GRI 306 Waste 2020	306-1 Waste generation and significant impacts	Page 66-69 (Waste and the Circular Economy)		
	306-2 Management of significant waste-related impacts	Page 67 (Savola Foods Company Waste Repurposed as Co-products and By-Products in 2024)		
	306-3 Waste generated	Page 67 (Savola Foods Company Waste Repurposed as Co-products and By-Products in 2024)		
	306-4 Waste diverted from disposal	Page 67 (Savola Foods Company Waste Repurposed as Co-products and By-Products in 2024)		
	306-5 Waste directed to disposal	Page 69 (Savola Foods Company Landfill Waste (metric tons))		
Water conservation				
GRI 3-3 Material topics 2021	Management of material topics	Page 62-65 (Water conservation)		
GRI 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 62-65 (Water conservation)		
	303-2 Management of water discharge-related impacts	Page 62-65 (Water Conservation)		
	303-3 Water withdrawal	Page 62-65 (Water Conservation)		
	303-4 Water discharge	Page 64 (Savola Foods Company Water Discharged)		
	303-5 Water consumption	Page 64 (Savola Foods Company Water Consumption)		
Renewable Energy and Energy Management				
GRI 3-3 Material topics 2021	Management of material topics	Page 56-59 (Renewable Energy and Energy Management)		
GRI 302 Energy 2016	302-1 Energy consumption within the organization	Page 58 (Energy Performance)		
	302-4 Reduction of energy consumption	Page 56-59 (Renewable Energy and Energy Management)		
	302-5 Reductions in energy requirements of products and services	Page 56-59 (Renewable Energy and Energy Management)		

GRI Content Index continued

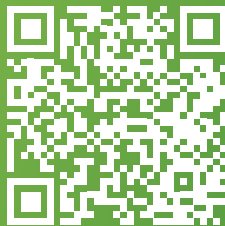
GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
Food quality and safety				
GRI 3-3 Material topics 2021	Management of material topics	Page 98-101 (Commitment to Food Quality, Safety and Nutrition) Page 112-113 (Customer Satisfaction through Product Quality)		
GRI 416 Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service	Page 98-101 (Commitment to Food Quality, Safety and Nutrition) Page 112-113 (Customer Satisfaction through Product Quality)		
	416-2 Incidents of non-compliance concerning health and safety impacts	In 2024, Savola Foods Company recorded no significant incidents of non-compliance.		
Occupational Health and Safety				
GRI Material topics 2021	3-3 Management of Material Topics	Page 90-91 (Occupational Health and Safety)		
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 90 (Safety Management System)		
	403-2 Hazard identification, risk assessment, and incident investigation	Page 90-91 (Assessing Risk and Reporting Potential Hazards or Hazardous Situations)		
	403-3 Occupational health services	Page 85-86 (Employee Well-Being)		
	403-4 Worker participation, consultation, and communication	Page 90 (Communicating Safety Matters)		
	403-5 Worker training on occupational health and safety	Page 90-91 (Assessing Risk and Reporting Potential Hazards or Hazardous Situations)		
	403-6 Promotion of worker health	Page 85-86 (Employee Well-Being)		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 90-91 (Assessing Risk and Reporting Potential Hazards or Hazardous Situations)		
	403-8 Workers covered by an occupational health and safety management system	Page 90-91 (Assessing Risk and Reporting Potential Hazards or Hazardous Situations)		

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
Workforce and labor management				
GRI Material topics 2021	3-3 management of material topics	Page 76-91 (Our People)		
GRI 401: Employment 2016	401-1 New employee hires and turnover	Page 80 (Savola Foods Company: Workforce at a Glance)		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 76-91 (Our People)		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 80-81 (Our Workforce)		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 75 (Respect for Human Rights)		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 75 (Respect for Human Rights)		
Nutrition and Health				
GRI Material topics 2021	3-3 Management of material topics	Page 98-101 (Commitment to Food Quality, Safety and Nutrition)		
Diversity, Equity and Inclusion				
GRI Material topics 2021	3-3 Management of Material Topics	Page 82-83 (Diversity, Equity and Inclusion)		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 82 (Savola Foods Company: Workforce Distribution by Age and Gender)		
	405-2 Ratio of basic salary and remuneration of women to men	Page 82-83 (Diversity, Equity and Inclusion)		

GRI Content Index continued

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
Training and Development				
GRI Material topics 2021	3-3 Management of Material Topics	Page 87-89 (Training and Development)		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 87-89 (Training and Development)		
	404-2 Programs for upgrading employee skills	Page 87-89 (Training and Development)		
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 87-89 (Training and Development)		
Corporate Governance				
GRI Material topics 2021	3-3 Management of Material Topics	Page 36-37 (Corporate Governance)		
GRI 415: Public Policy 2016	415-1 Political contributions	Not disclosed.	Legal prohibitions.	Political contributions are prohibited by Saudi Arabian laws.
Responsible Marketing and Labeling				
GRI Material topics 2021	3-3 Management of Material Topics	Page 110 (Responsible Marketing and Labeling)		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 110 (Responsible Marketing and Labeling)		
	417-2 Incidents of non-compliance concerning marketing communications	No incidents of labeling non-compliance were reported during the year.		

GRI Standard	Disclosure	Location/Direct answer	Omission	
			Reason	Explanation
Business Ethics				
GRI Material topics 2021	3-3 Management of Material Topics	Page 114 (Business Ethics)		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 114 (Anti-corruption and Anti-competitive Behavior)		
	205-2 Communication and training about anti-corruption policies and procedures	Page 114 (Anti-Corruption and Fair Competition Governance in 2024)		
	205-3 Confirmed incidents of corruption and actions taken	No confirmed cases of corruption were reported.		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions related to anti-competitive behavior were disclosed.		
Responsible Sourcing				
GRI Material topics 2021	3-3 Management of Material Topics	Page 111-113 (Responsible Sourcing)		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 111-113 (Responsible Sourcing)		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria	Page 111-113 (Responsible Sourcing)		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria	Page 111-113 (Responsible Sourcing)		
Digitization				
GRI Material topics 2021	3-3 Management of Material Topics	Page 108-109 (Digitization)		



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