

SFC ESG Strategy



The Local Landscape

- Embracing ESG has become a priority in the kingdom supporting in the development of a solid foundation



We are ushering in a new green era for the region; in which we are collectively leading and reaping its fruits, in our joint belief that the effects of climate change are not limited

to the natural environment only, but also to the economy and security of our nations.

**HRH MOHAMMED BIN SALMAN,
CROWN PRINCE AND PRIME MINISTER
OF SAUDI ARABIA**

Saudi Arabia is set to implement unprecedented reforms in the public sector, economy and society through the execution of Saudi Vision 2030 and Saudi Green Initiative

Women Participation
22% ↑ 30%

SMEs Contribution
20% ↑ 35%

By 2030

CO2 Emissions
↓ Net Zero

By 2060

Strategy Development Approach

- A custom-made approach was followed to develop SFC's ESG strategy and identify detailed action plans to ensure successful implementation and achievement of ambitions

Baselining & Materiality

Benchmarking assessment

Conduct a detailed assessment on SFC as a subsidiary of Savola Group's leading peers to identify best ESG practices and targets

Maturity assessment

Conduct an assessment focusing on evaluating SFC's ESG current performance across specified metrics

Materiality Assessment

Conduct a double materiality assessment exercise to identify SFC's ESG material topics covering external and internal stakeholders

Strategy Development

Strategy development

Conducted over 5 main phases to develop SFC's strategic framework, ESG related targets, and ESG roadmap, as a part of Savola Group ESG Strategy.

Departmental Analysis

- Analyzed Key Performance Indicators (KPIs)
- Department mandates
- Department processes, roles and functions

Material Topics Mapping

- Mapped divisional KPIs to the relevant material topics
- Identified relevant material topics for each department

Preliminary Initiatives

- Drafted potential initiatives, covering three levels of maturity (comply, compete and transform) to integrate ESG into departments mandates

Internal Interviews

- Conducted various department interviews to assess their ambition and feasibility of integrating ESG into day-to-day operation

Target Setting

- Set targets in alignment with findings and interviews results
- Identify roles and responsibilities of involved departments

SFC – ESG Strategic Framework



ESG Strategic Framework

- ESG strategic framework defines SFC's strategic pillars and areas that were identified as the core to guide the achievement of its ESG ambitions

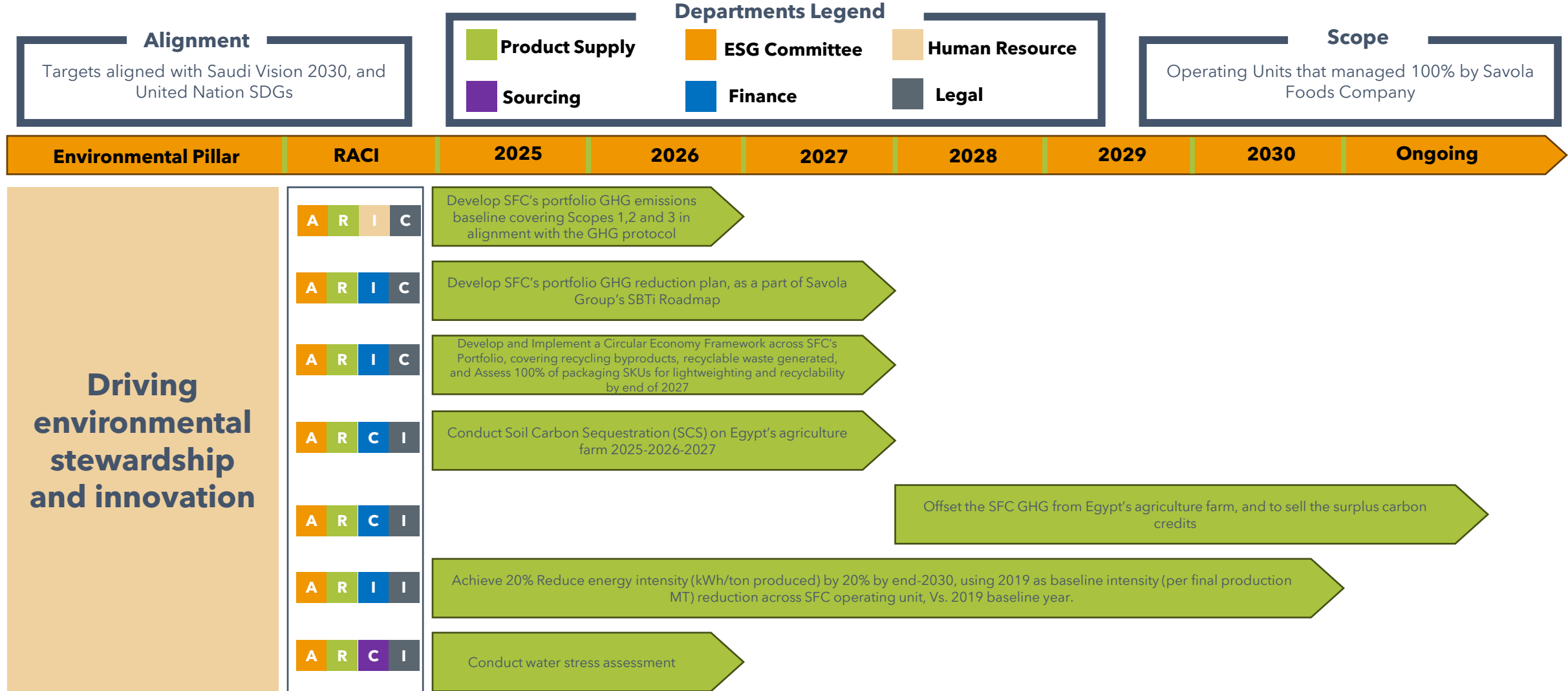


SFC - ESG Strategic Actions



SFC's ESG Targets

- We have outlined the following targets across Savola's three ESG pillars to promote the integration of ESG principles into daily operations



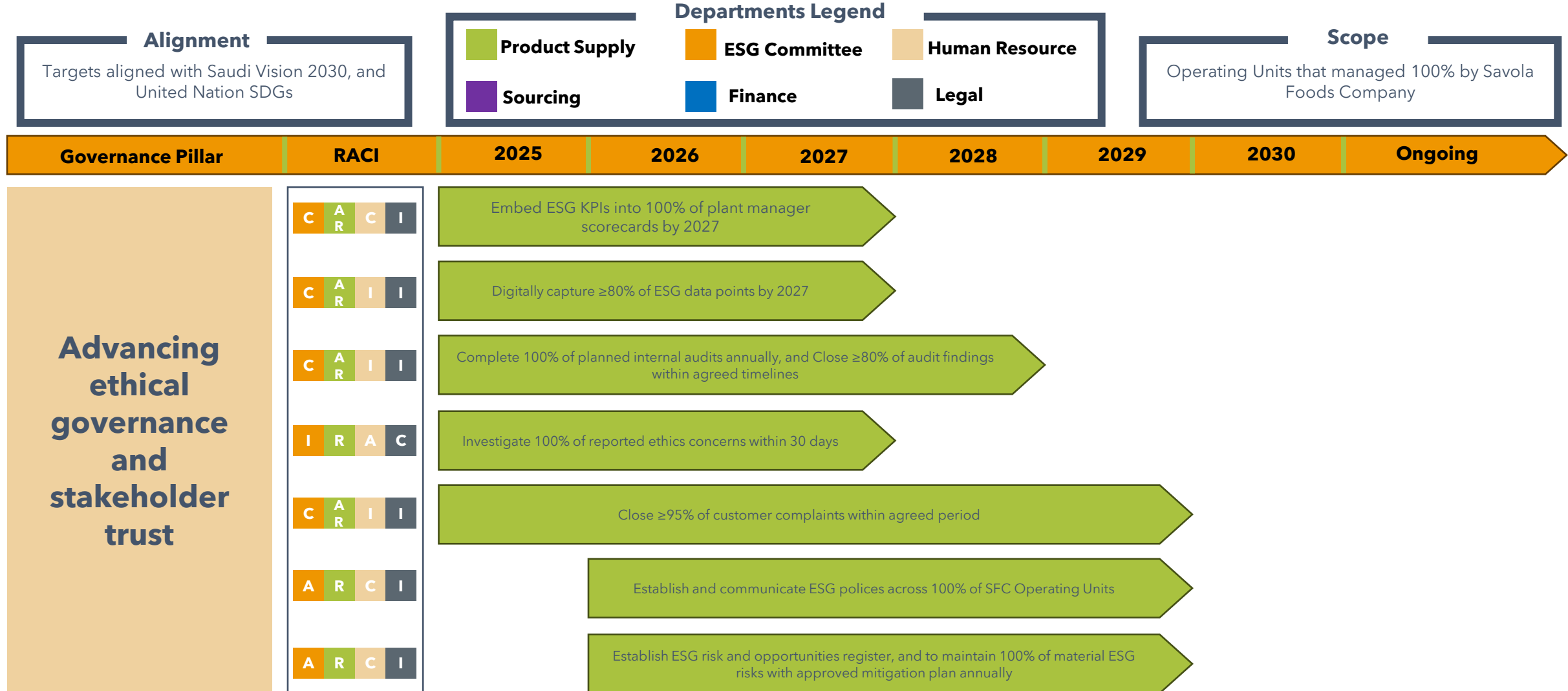
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Alignment		Departments Legend						Scope	
Targets aligned with Saudi Vision 2030, and United Nation SDGs		<div>Product Supply</div> <div>Sourcing</div>	<div>ESG Committee</div> <div>Finance</div>	<div>Human Resource</div> <div>Legal</div>			Operating Units that managed 100% by Savola Foods Company		
Social Pillar	RACI	2025	2026	2027	2028	2029	2030	Ongoing	
Fostering customers wellness and employee welfare	<div>C</div> <div>R</div> <div>A</div> <div>I</div>	Increase employee participation in L&D Programs to minimum 80%							
	<div>C</div> <div>R</div> <div>A</div> <div>I</div>	Increase the female participation from 2.7% to 4%							
	<div>C</div> <div>R</div> <div>A</div> <div>I</div>	For Saudi Arabia Operating Units: to maintain Saudi Nationals at minimum 60% of SFC's employees							
	<div>C</div> <div>A</div> <div>R</div> <div>I</div>	≥90% critical safety training coverage							
	<div>C</div> <div>R</div> <div>A</div> <div>I</div>	≥85% employee engagement score							
	<div>C</div> <div>A</div> <div>R</div> <div>I</div> <div>I</div>	Ensure 100% contractor workforce completes safety induction before site access							
	<div>C</div> <div>A</div> <div>R</div> <div>I</div> <div>I</div>	Maintain 100% of food safety related licenses and standard certifications							

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SFC – ESG Governance Integration



SFC - ESG Team Roles and Responsibilities

Role*	Rank	Key responsibilities	Skills required
Chief ESG	Executive Director / Chief Officer	<ul style="list-style-type: none"> Oversee ESG strategy implementation Oversee environmental impact reduction efforts Oversee CSR programs and social impact activities Ensure accurate ESG reporting Stay updated on ESG trends and best practices Oversee ESG culture and knowledge across the organization 	<ul style="list-style-type: none"> Strategic leadership, vision and decision making Stakeholder engagement and relationship-building Environmental regulations and compliance knowledge Business acumen and sustainability integration Change management and organizational influence Adaptability and continuous learning Effective communication and inspiration to drive ESG culture
ESG Head	Senior Manager / Director	<ul style="list-style-type: none"> Ensure implementation of ESG strategy Monitor environmental performance and compliance Address social impact and stakeholder concerns Ensure implementation of governance and ethical practices Ensure accurate ESG reporting Engage with external stakeholders and manage external partnerships Collaborate with internal teams for ESG integration Drive transparency and accountability Lead sustainability and responsible investment initiatives 	<ul style="list-style-type: none"> Strategic planning and execution ESG data analysis and reporting expertise Stakeholder management and communication Knowledge of social impact and ethical considerations Governance and regulatory compliance understanding Collaborative leadership and team coordination Adaptability to evolving ESG requirements Sustainable finance and investment knowledge Ability to drive ESG culture and knowledge within Savola
ESG Team Members	Manager / Senior Manager	<ul style="list-style-type: none"> Review ESG data and reports for accuracy and completeness Guide efforts on ESG strategy implementation Monitor implementation of portfolio and in-house initiatives Support on coordination with partners and external stakeholders Raise awareness about ESG issues within the organization Guide direction of research and trend identification 	<ul style="list-style-type: none"> Excellent communication and stakeholder engagement skills In-depth knowledge of ESG frameworks and regulations Analytical and risk assessment abilities Experience in team management and mentorship Passion of sustainability to inspire ESG culture
	Junior (2 years experience)	<ul style="list-style-type: none"> Collect and analyze ESG data and assist with all assessments Research ESG trends and prepare ESG reports and disclosures Support ESG projects and initiatives Stay updated on ESG-related developments 	<ul style="list-style-type: none"> Strong analytical and research skills Attention to detail and data accuracy Familiarity with ESG reporting framework Eagerness to learn and adapt to evolving ESG practices

Role*:The assignment is part of individual job scope.



Thank you!