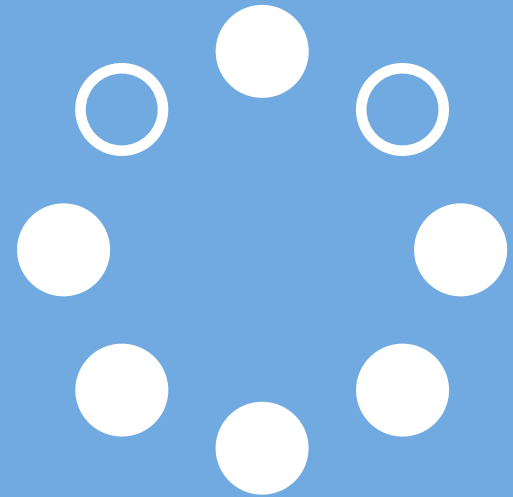


CATRI:••:••N

Q1 2026

Investors Presentation





Section	Page No.
1. CATRION Overview	03
2. Shareholding Structure, Strategy & Outlook	07
3. Aviation	14
4. Non-Aviation	22
5. Financial Highlights	24

Vision

To be the global caterer and support services provider of choice for public and private organizations, across travel, tourism, sport, and events.

Mission

Grounded in our Saudi heritage of hospitality, Catrion is committed to offering the finest in catering, travel, events, and support services. We strive to be a center of excellence in delivering innovative and sustainable services to our clients.

Values

Reliable
Smart
Sustainable

Committed
Passionate
Caring

Four Decades of Catering Excellence

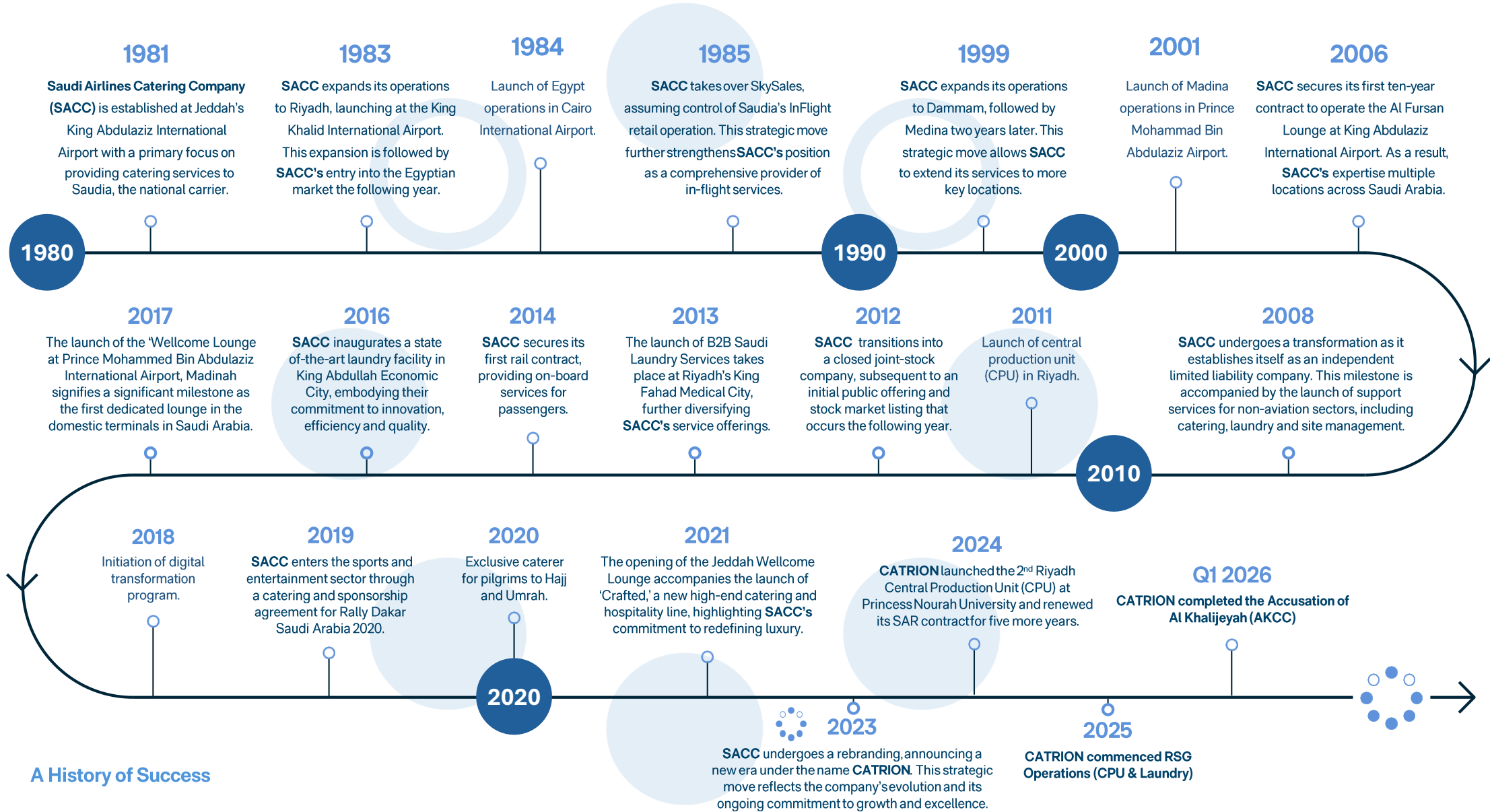
Since being founded in 1981 as the catering arm of Saudi Arabian Airlines, CATRION has been on an amazing journey to establish an organization and reputation that is recognized as a CATRION innovator and leader for the Kingdom.

Always seeking new ways to support and satisfy our clients and consumers and support the goals of Saudi Vision 2030, CATRION has continuously grown and diversified over the years, transforming into a more efficient organization, and expanding into complementary business areas.

Over the last 40 years, CATRION has served millions of customers on Saudia and airline partners, as well as through our lounges, trains, events, restaurants, hotels, camps and more!



Diversified Contributions During +40 Years



A History of Success

TERM 2025 — 2027

CATRI:::N

“ Together, we move forward with confidence guided by our heritage and driven by a future of limitless potential. ”

CHAIRMAN

Mohammed A. Al Sarhan

Chairman of the Board of Directors



Mohammed Abdulaziz Al Sarhan

Chairman of the Board



Fahad Abdullah Mousa

Vice Chairman



Faisal Saeed Sabbagh

Board Member



Abdulwahab A. Albetari

Board Member



Dr. Eyad Adam Buhulaiga

Board Member



Fadi Michel Majdalani

Board Member



Wajdy M. Al Ghabban

Board Member



Mishal Abdulmohsen Alhokair

Board Member



Joza Abdulmohsen AlRasheed

Board Member

CATRION

As we look forward, CATRION is no longer just preparing for the future, we are actively building it. We are scaling with discipline, serving with care, and innovating with purpose to shape the future of hospitality in the Kingdom

C E O

Mohammed Al Shuhail

Chief Executive Officer



Mohammed Al Shuhail

Chief Financial Officer



Mahmoud Masoud

EVP
Chief Financial Officer



Dr. Rashed Al Arfaj

EVP
Inflight Catering



Thamer Alturaif

EVP
Chief Human Resources
Officer



Simon Khayat

EVP
Chief Integrated
Hospitality Officer



Ashraf Nadeem

VP
Chief Information Officer



Mohammed Al Awi

VP
Health, Security &
Standard Control



Mansour Al Wetaid

VP
Legal Affairs &
Compliance



Adrian Stock

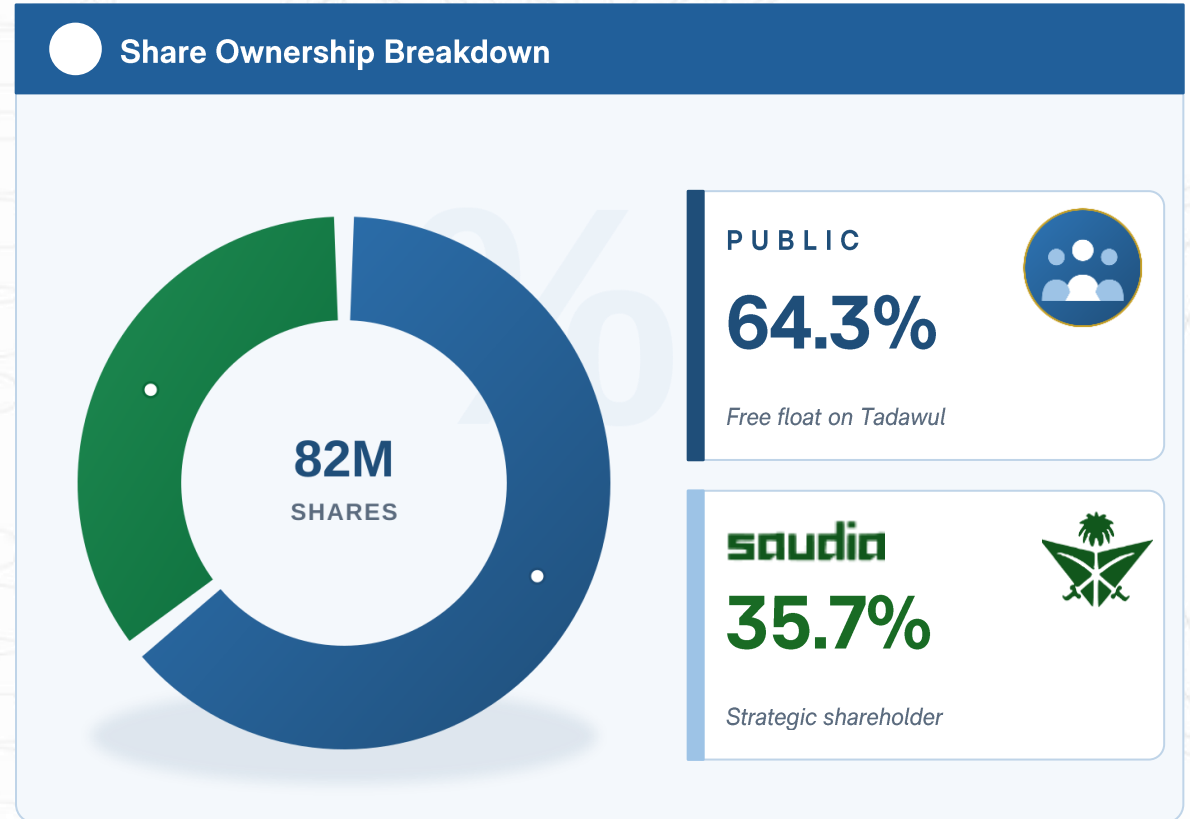
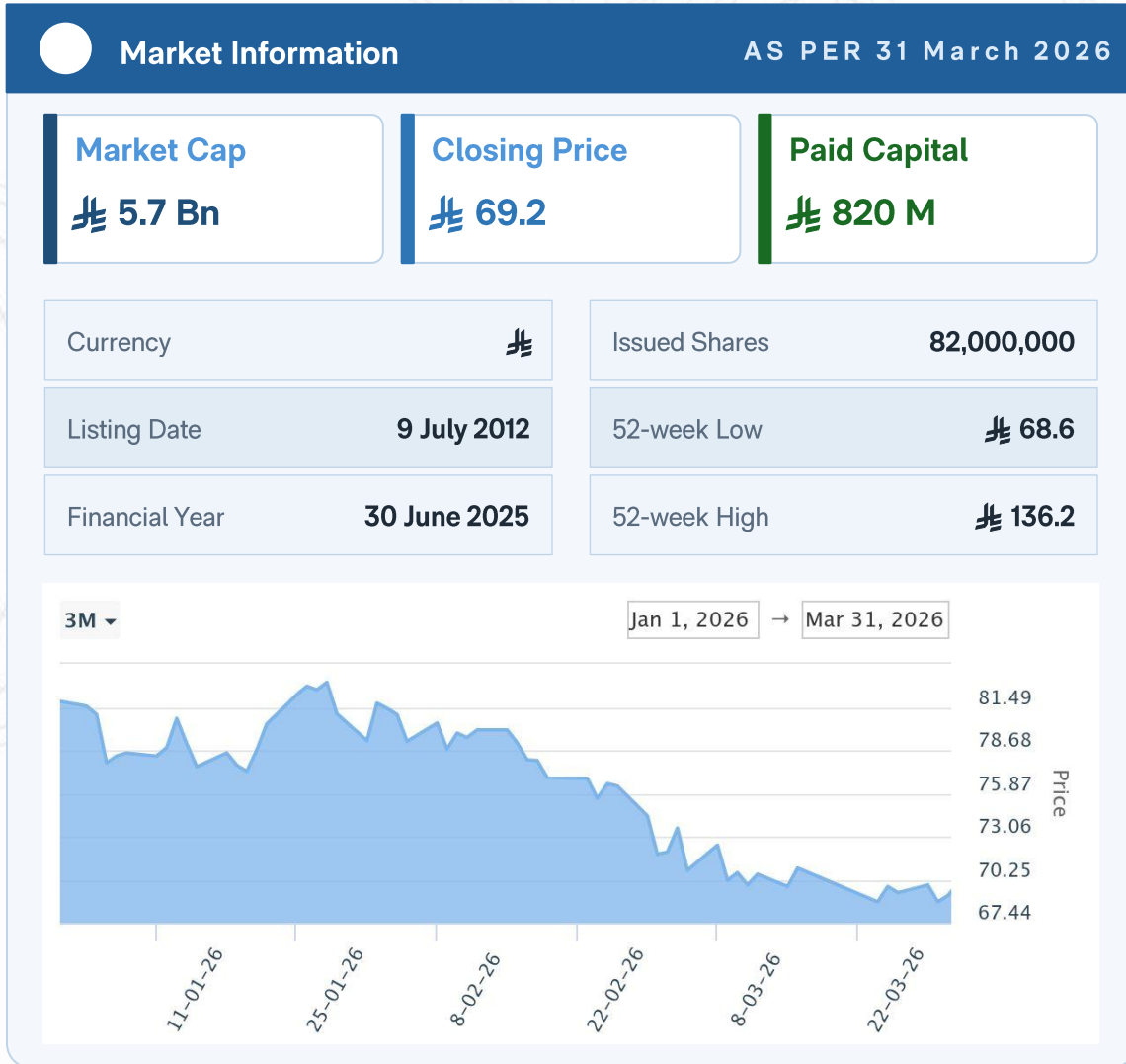
EVP
Procurement



Tarek Tharwat

EVP
Chief Audit Executive

Listed on Tadawul (Saudi Arabia)



“ We continue to maintain a **strong and strategic relationship** with our major shareholder (**Saudia**), which continues to be the major contributor to our total revenue base, at **46%** on 31 March 2026. ”


Become the national champion for catering in the KSA

Diversify & Accelerate

Strategic Objective/ Target	Become the National champion for Catering in the KSA		
What	Maintain Market Leadership in Aviation: <ul style="list-style-type: none"> Develop compelling CATRION value proposition for new airlines Build key account management capability to nurture priority customers Cover airports expansions and assess covering new airports Maintain market leadership in lounges Retain strategic operations in retail and focus on profitability 	Scale up in non-aviation: <ul style="list-style-type: none"> Execute Red Sea and pursue other Giga Projects Develop Integrated Facility Management offering Scale-up new sectors (Healthcare and Events and Functions) Grow profitably existing sectors (B&I, Remote Sites and Railways) Deprioritize current Hajj business and develop a more sustainable model 	Increase agility and adopt a customer centric approach <ul style="list-style-type: none"> Transform Procurement Adopt a matrix organization for C&F (incl. Business Development function) Establish Guest Experience Enhance cost competitiveness/ operational efficiency across BUs Enhance agile management of Giga Projects (e.g., project management, financial and operational controlling)
	Explore New Opportunities Partner with established brands on frozen foods		
How	Enhance cost competitiveness/ operational efficiency across BUs (e.g., food and labour cost for C&F, corporate cost)		
	Restructure the organization and inject needed capabilities (e.g., business development, category management, marketing, data analytics)		
	Pursue inorganic growth opportunities; explore JVs where needed (e.g., healthcare, events)		

Building On Existing Capabilities

Food Procurement	Established procurement scale of ~1.2Bn SAR, with strategic relationships with key vendors
Food preparation and operating kitchens at scale	Operates 2 CPUs and 5 kitchens with end-to-end service offering including menu planning and food delivery
Value add food preparation	Large central production unit with capacity to produce 300k+ meals/day
Operating within the Travel Channel	Knowhow of the travel channel operations including in-flight catering, lounges, on-board retail, and on-ground retail



(2024 -> 2026)

1

Business Division

Flagship

Aviation

STRATEGIC
MANDATE

Maintain **market leadership** and **optimize Aviation Operations**.

3

Agility & Customer Focus

Increase agility and adopt a customer-centric approach across both businesses.

Enabler
Customer

4

Cost Discipline

Optimize food and labour cost — protect margins through structural efficiency.

Enabler
Cost

5

Operating Model

Revamp organization, processes, automations, and enhance core capabilities.

Enabler
Organization

6

ESG & Sustainability

Promote sustainable innovation across the value chain — environment, people, and governance.

Enabler
Sustainability

2

Business Division

Growth

Non-Aviation

STRATEGIC
MANDATE

Scale up Non-Aviation and explore new opportunities.



Market Tailwinds

Where the market is moving

Vision 2030, Where we will Focus



01

Non-Aviation Growth

Deepen government & healthcare coverage; expand into remote events and sports activities.

02

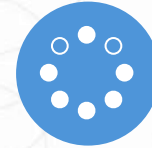
Digitalization & Automation

Roll out lounge digitization and seat-side ordering across plane passenger experiences.

03

Inorganic Growth (M&A)

Targeted acquisitions where the asset complements and accelerates CATRION's core.



Strategic Initiatives

What CATRION will Execute

Priorities we will Execute



People & Purpose

- Human Capital** Investment and development of CATRION's people.
- Sustainability** Promote sustainable innovation across operations.
- Social Impact** Positive social impact initiatives in our communities.

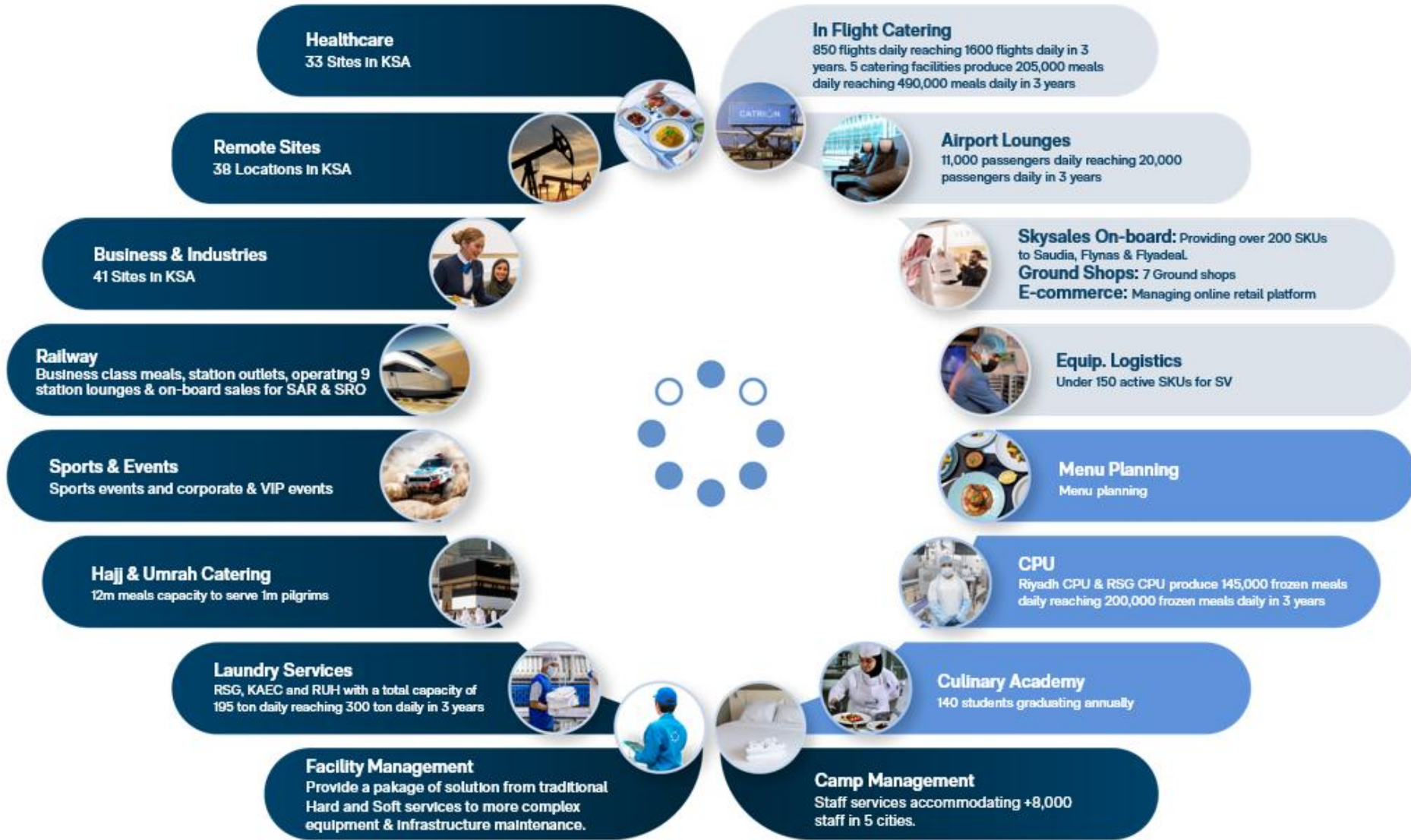
Innovation & Portfolio

- Digitalization** Digitalization, innovation and automation across business lines to complement the e-experience.
- Diversification** New segments in non-aviation and the e-commerce space.

Growth & Expansion

- Inorganic M&A** Strategic acquisitions that complement CATRION.
- Giga Projects** Investment in Red Sea, NEOM, Sindalah Island and Ras Al-Khair.


● Non-Aviation ● Aviation ● Culinary



Utilizing the latest technology of using air-liquid nitrogen to freeze meals hard up to (-18 degrees Celsius) in compliance with the International Standard of Food & Safety Manual and HACCP.

Frozen Meals & Goods Supply Offering the production of:

- **Frozen Meals**
 - 150k Meals/Day
- **Pre-cut Vegetables**
 - 3200 Kg/Hour
- **Smoked Products**
 - 43.3 Tons/Month
- **Sauces**
 - 70 tons per day

The background of the slide is a close-up photograph of several yellow, crinkled plastic bags used for packaging frozen food. The bags are stacked and partially filled. One bag in the foreground has a printed label that reads "CHICKEN AYAM BAKAR" and "BATCH CODE L1902152A". The lighting is bright, highlighting the texture of the plastic and the white printed text.

CHICKEN AYAM BAKAR
BATCH CODE L1902152A

We Aim to develop, implement, maintain, and continuously improve the standards and systems across the organization by meeting the Regulatory, Statutory, International, national, and customer-specific requirements to ensure the highest level of customer excellence



Food Safety & Hygiene

ISO 22000, FSSC 22000, HACCP, HALAL (SFDA)

Quality Management

ISO 9001, ISO14001, ISO 41001, ISO 20400, ISO 10002, GSI, Mowaamah, GACAR 151, GACAR 68, GACA Airport License, Manuals, Policies & Procedures & Standards

Facility Management

Setting standards and controls across CATRION's Facility management operations

Food Nutrition & Health

Nutrition Enhancement, Food Quality, Wellness

Occupational Safety & Health

ISO 45001,, GACA SMS, Incident & Accident Investigations

Research & Laboratories

ISO 17025:2017 Accreditation, SFDA License Laboratory

Security

National Security Program, requirements, GACA Internal services

Process Excellence

Optimization, Performance Enhancement & Standardization

Medical Services

Preventive, Curative, Therapeutic Internal services

Sustainability

Environmental, Social & Governance

Enterprise Risk Management & BCMS

Risk Management, COSO,ISO 31000, ISO 22301

Local Content

LCGPA Requirements, Vision 2030

Regulatory Affairs

Regulatory & Statutory requirements, Shelf-life studies, Product registrations SFDA License

QHSE

Catering & Facility, Healthcare, Railway QHSE Requirements at Remote sites & outlets

6 | PRODUCTION UNITS

8 | LOCATIONS
7 KSA & 1 EGYPT

4 | CORE SERVICE
PILLARS

1 | UNIFIED CATRION
STANDARD



World-Class Cuisine to Every Guest in Every Journey



CATRION CHEF · Plating excellence

Airlines Catering Services



On-board
Meals



Menu
Planning



Chefs On-
board



Equipment
Mgmt.

Production Network – (KSA & Egypt)

IN KSA

- Riyadh Unit
- RSG CPU
- Jeddah
- Riyadh CPU
- Dammam
- Madinah
- Neom

OUTSIDE KSA

- Cairo (Egypt)

Strategic regional hub



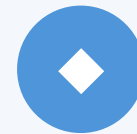
**Crafted at Scale,
Served with Care**

From the kitchen to the cabin
Quality is our promise on every plate.



**Excellence on Every
Plate · Air & Ground**

Internationally-trained chefs,
Locally-inspired menus,
World-class standards.



**Quality Without
Compromise**

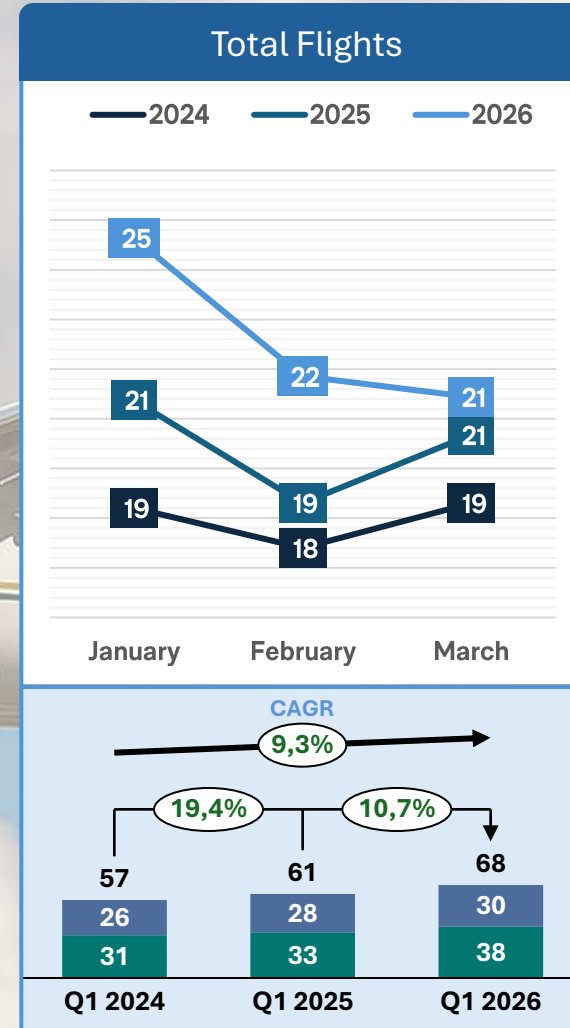
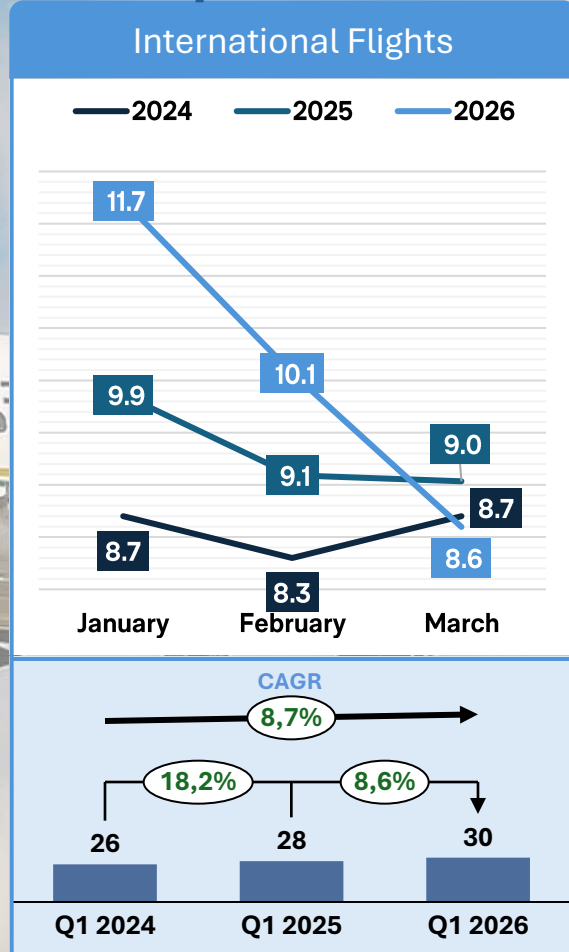
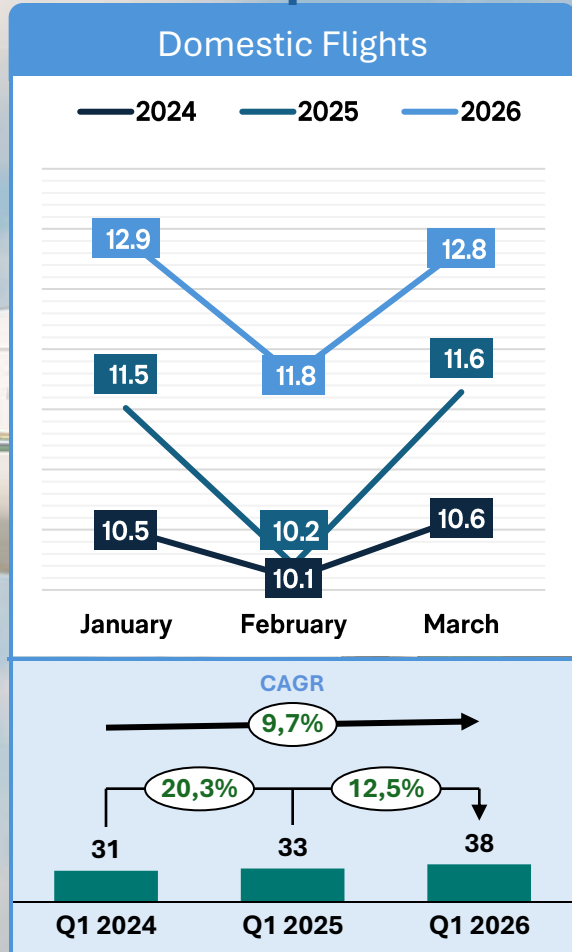
Scale, consistency, and authenticity the
foundations of the CATRION experience.



**Innovation Meets
Authenticity**

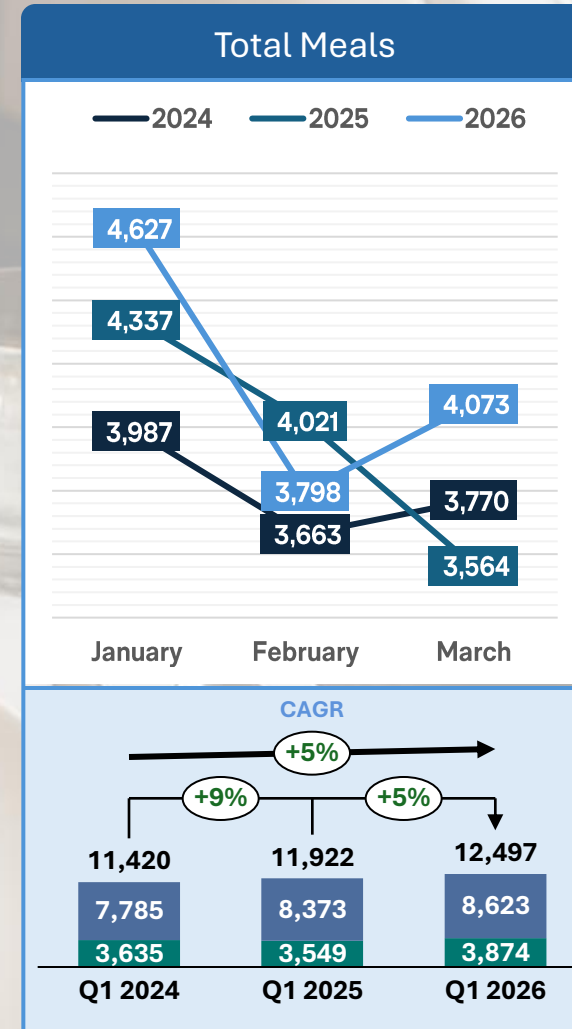
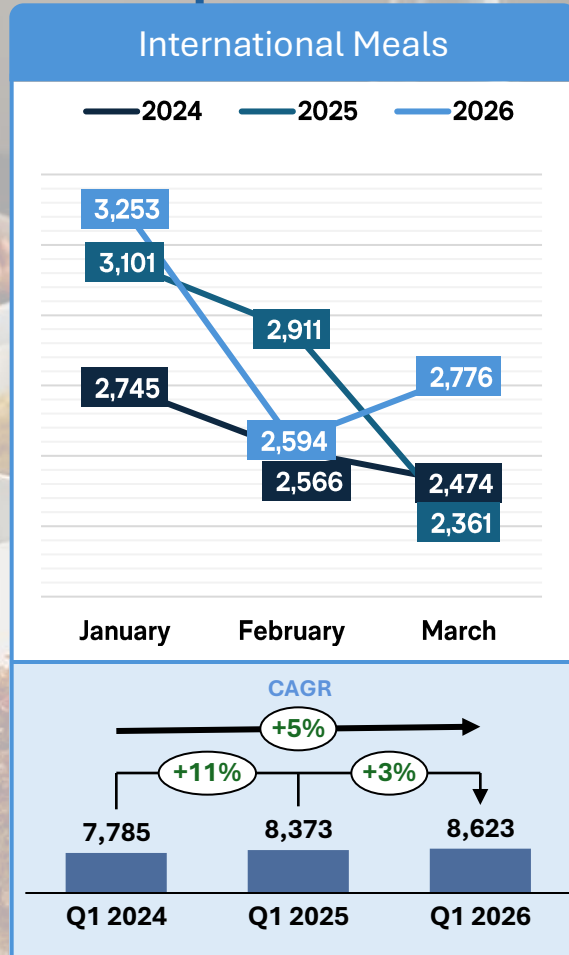
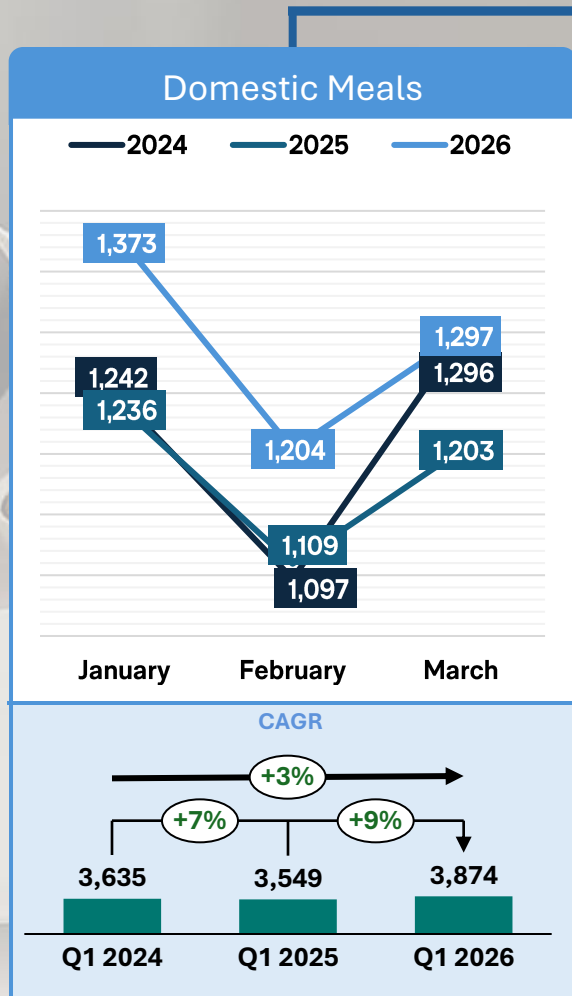
Menus designed with the detail, flavor,
and tradition each journey deserves.

Domestic & International Monthly Flights



■ International
■ Domestic

Domestic & International Monthly Meals



■ International
■ Domestic



We Build, Manage and Operate premium lounges and on-ground hospitality across the Kingdom

What CATRION Delivers



Airline & Airport Operations

Building facilities and services for airlines operations centers in Riyadh and 3 airports — including ground services for delayed flights.



Premium Hospitality Services

Unique built · operated · managed services covering airline lounges and building management at the highest standard.



In-House Lounges Platform

Proprietary platform managing menus, passenger flow and operations across all CATRION-operated lounges.



Lounges Operating Today

Across the Kingdom



Passenger Capacity

Current Q1 2026 pax - per day



Locations

*In KSA
Jeddah – Riyadh – Dammam
-Medina
In Egypt - Cairo*

Lounges Portfolio



LOUNGES

AlFursan Lounge

صالة الفرسان
ALFURSAN LOUNGE

3

BRANCHES



LOUNGES

Wellcome Lounge

Wellcome
lounge

3

BRANCHES



LOUNGES

CATRION Lounge

CATRION
LOUNGE

2

BRANCHES



LOUNGE

Riyadh Air

RIYADH AIR
طيران الرياض

1

BRANCHES



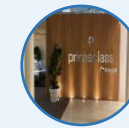
LOUNGES

Cozaya Lounge

COZAYA
LOUNGE

2

BRANCHES



LOUNGES

Other Lounges

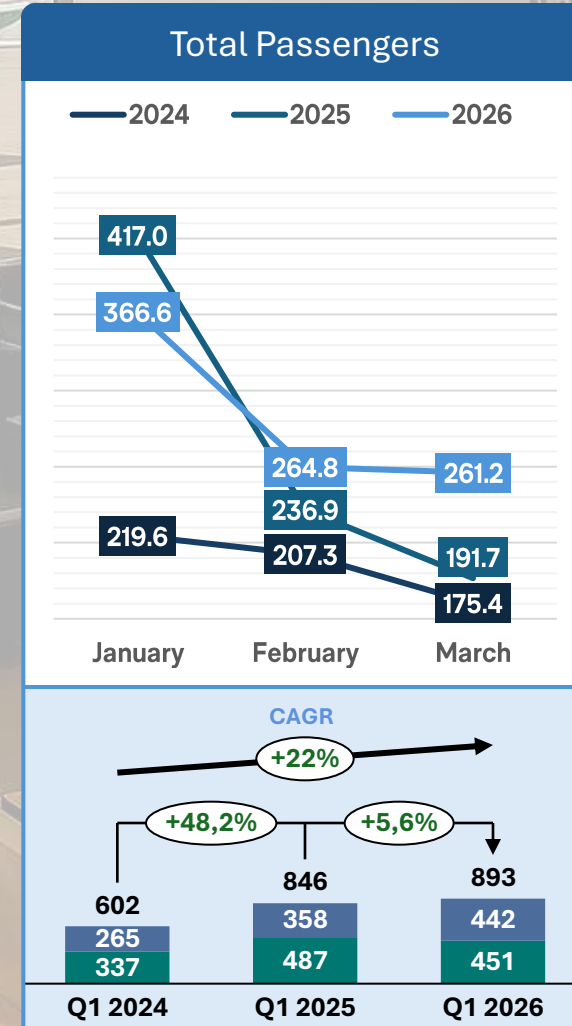
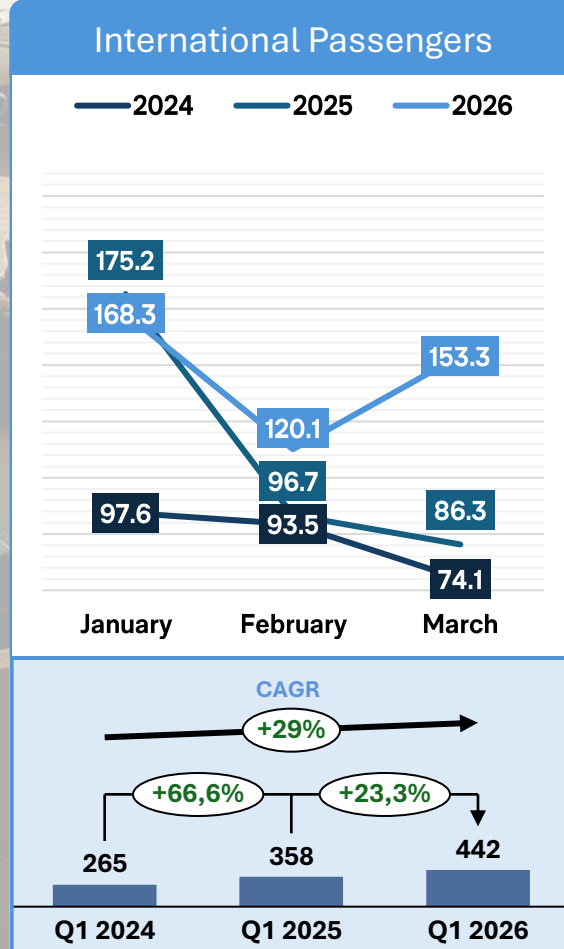
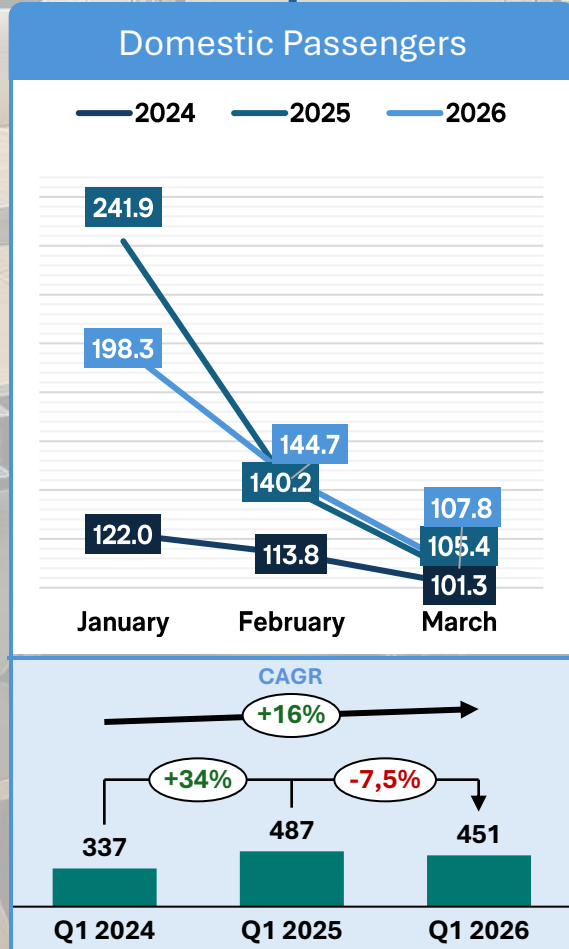
*Prime Class – Am1 Building
– Emirates Lounge –
Delayed Flight*

Emirates

5

BRANCHES

Domestic & International Monthly Passengers



■ International
■ Domestic

From In-Flight to Ground and Online — Three channels, One Brand Promise

“ Our retail operations started in **1985** when Saudia entrusted us with its prestigious in-flight retail service **SkySales**. Forty years on, our retail business spans **three integrated channels** — Onboard, Ground, and Online. ”

01 IN-FLIGHT SHOPPING

On-board

In-flight retail managed by our team for Two airline partners across the Kingdom and beyond.

PARTNERS & BRANDS

- Flyadeal Boutique
- Flynas Nasworld

02 AIRPORT OUTLETS

Ground Shop

Two on-ground retail outlets Located in Riyadh Terminal 5 and Riyadh Crew operation building

PARTNERS & BRANDS

- SkySales
- Airports

03 ONLINE & DELIVERY

E-Commerce

Online retail operations delivering to homes and offices across the Kingdom of Saudi Arabia.

Website:

- [SkySalesOnline.com](https://www.SkySalesOnline.com)



Sky Sales

*One brand. One promise.
In the air, on the ground, online.*

One Trusted partner across B&I, Remote Sites, Healthcare, Hospitality, Railway, Events and Laundry Services

“ We started the Non-Airline Catering Services in 2008 to offer a wide range of catering solutions of local and international dishes of food varieties that our chefs smartly design and innovate according to the requirements of each contract, and which achieve the client’s budget and meet their needs. ”

Business, Industries & Institutions

(Cooking on site or delivery)
Business headquarters,
factories and administrations.



Hajj & Umrah

Buffets, coffee breaks,
individual meals, utilizing
our mobile serving trucks.



Sports & Events Management

Lifestyle events, sport
events and corporate
& VIP events.



Healthcare

Public & private hospitals,
clinics, and rehabilitation
center.



Railway Catering

On-board & in railway stations.
Railway Lounges:
11 lounges include first & business class.



Remote Sites

Cooking on site – Oil,
gas & petrochemical
industries.



Added Value

Frozen Meals
Pre-Cut Vegetables
Chilled Meals | Smoked Product



Laundry Services

Services to hotels, hospitals
& industries from our plant
in Jeddah & Riyadh.



Facility Management

Solution from traditional
Hard and Soft services and
complex equipment maintenance



Partnerships - Highlighting some of our valued clients



Hajj & Umrah



Remote Site



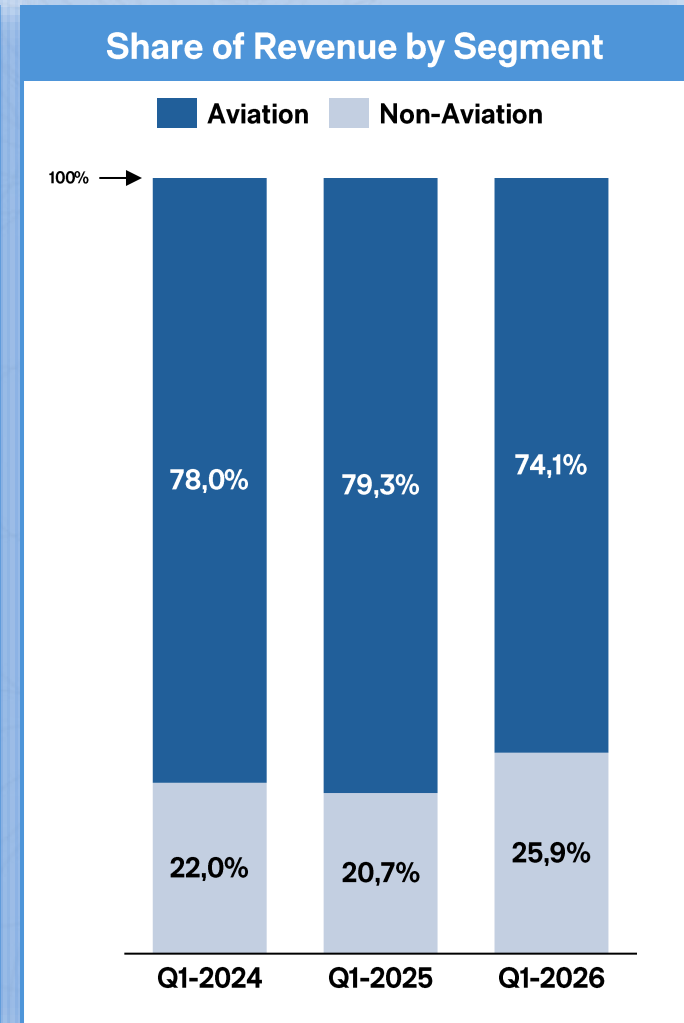
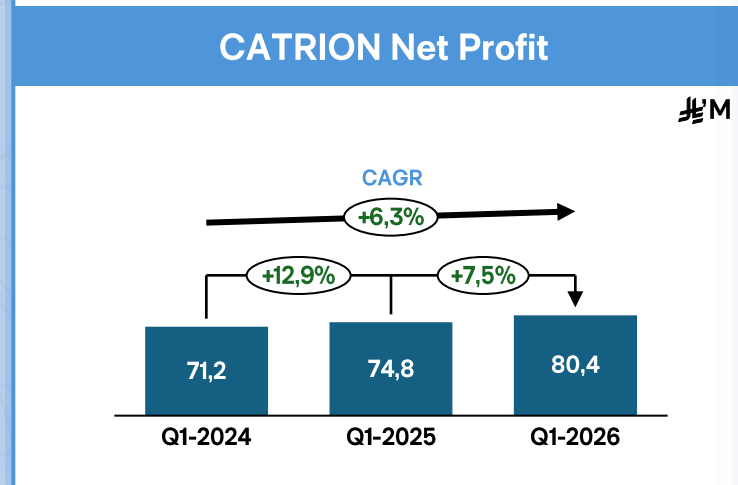
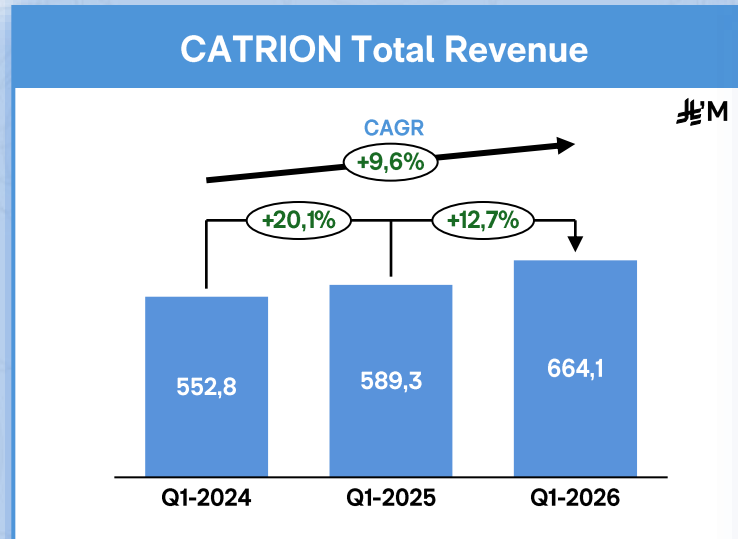
Healthcare



Business Industries & Railways



Solid Growth in both Aviation & Non-Aviation over Q1 2025



Segment Performance Highlight

Solid Growth in both Aviation & Non-Aviation over Q1 2025

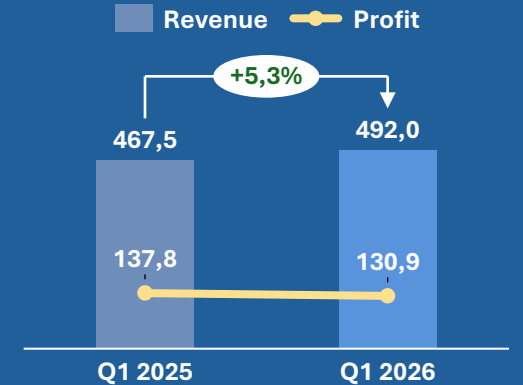


Key Drivers

Profit Before Zakat drivers change vs Q1-2025

- Provision for bad debt (one off) in line with IFRS-9
- Lease/Rent Increase driven by IFRS-16 treatment of long-term contracts

Revenue & Profit Before Zakat

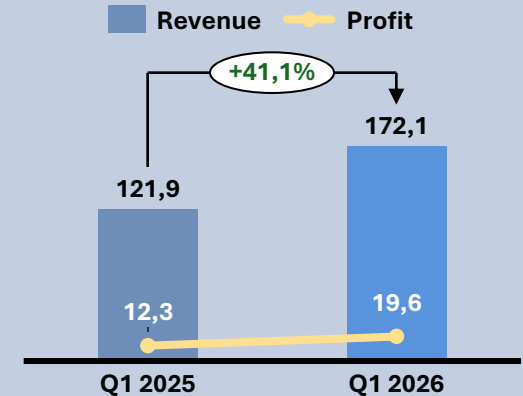


Key Drivers

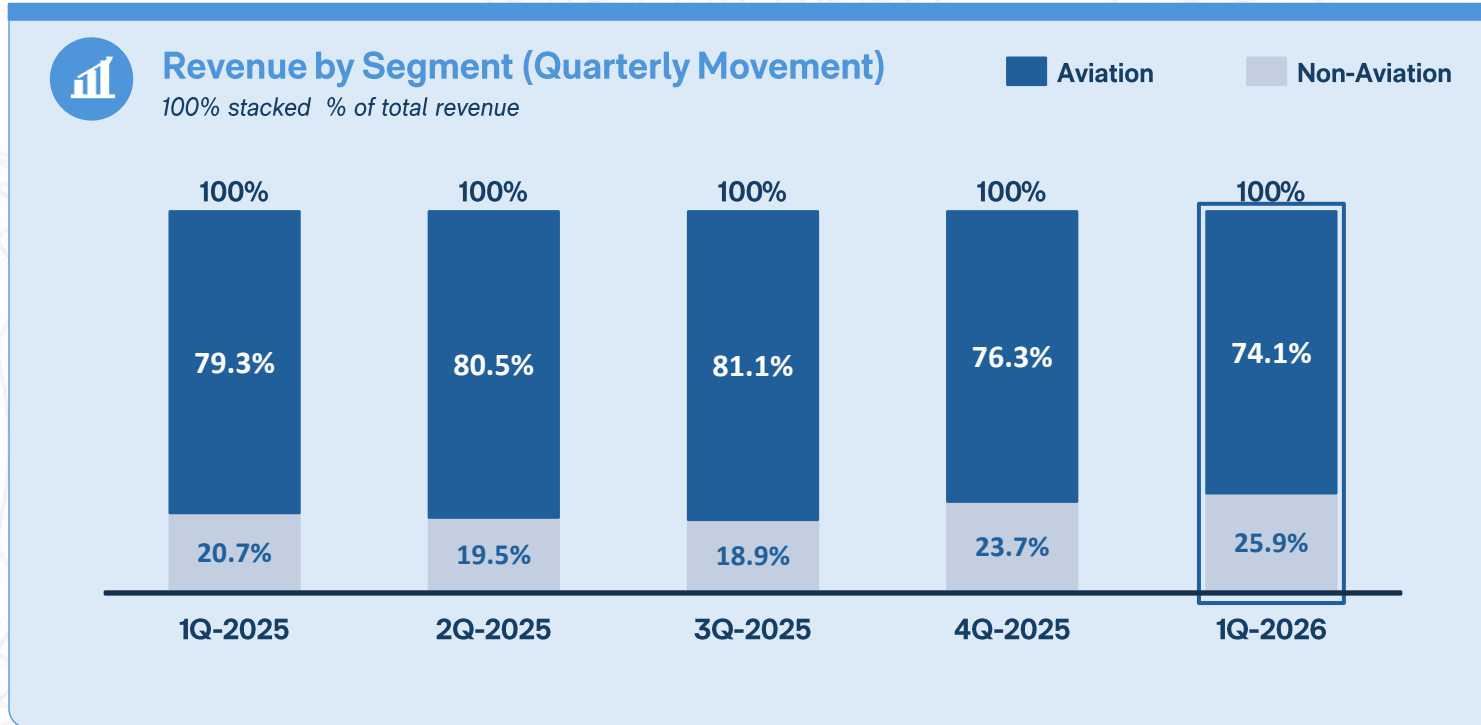
Drivers change vs Q1-2025

- Operation of Red Sea Globe (RSG)
- Healthcare growth

Revenue & Profit Before Zakat



Progress in diversification in the Non-Aviation sector



Total Revenue in Q1 2026

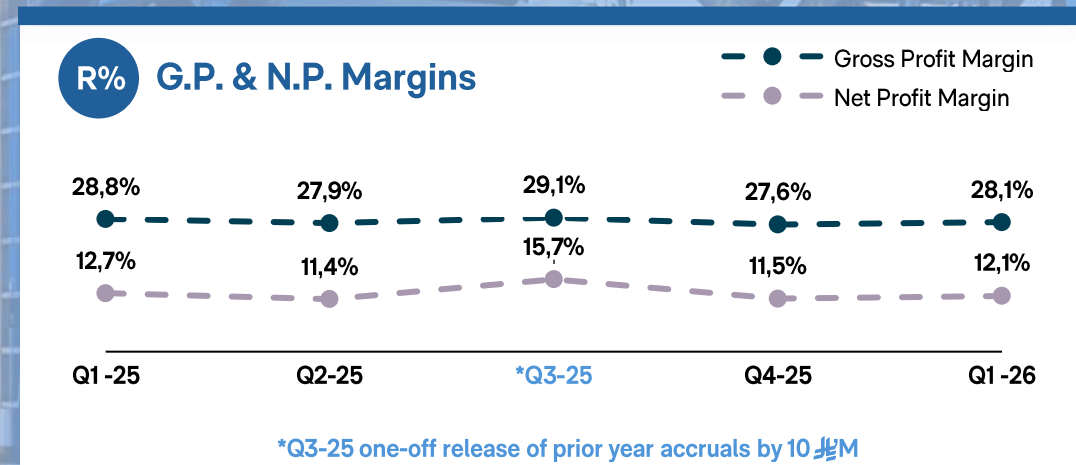
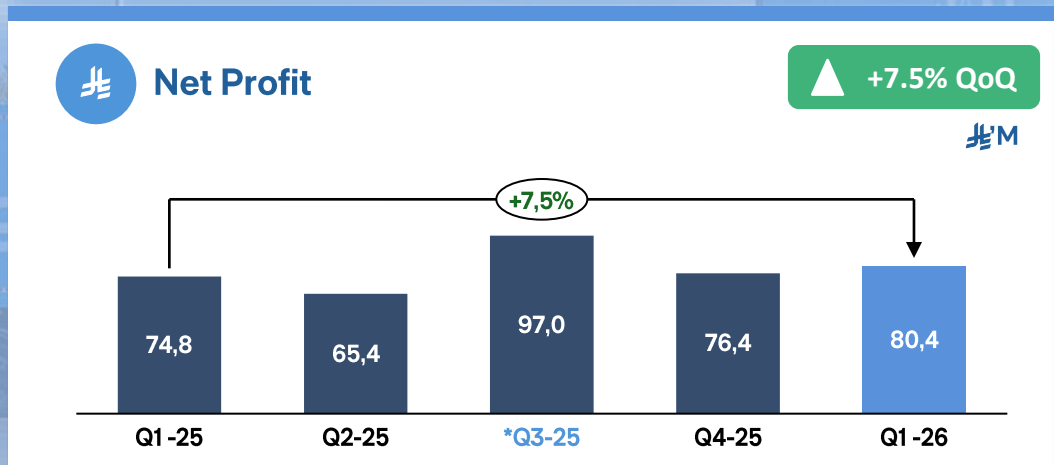
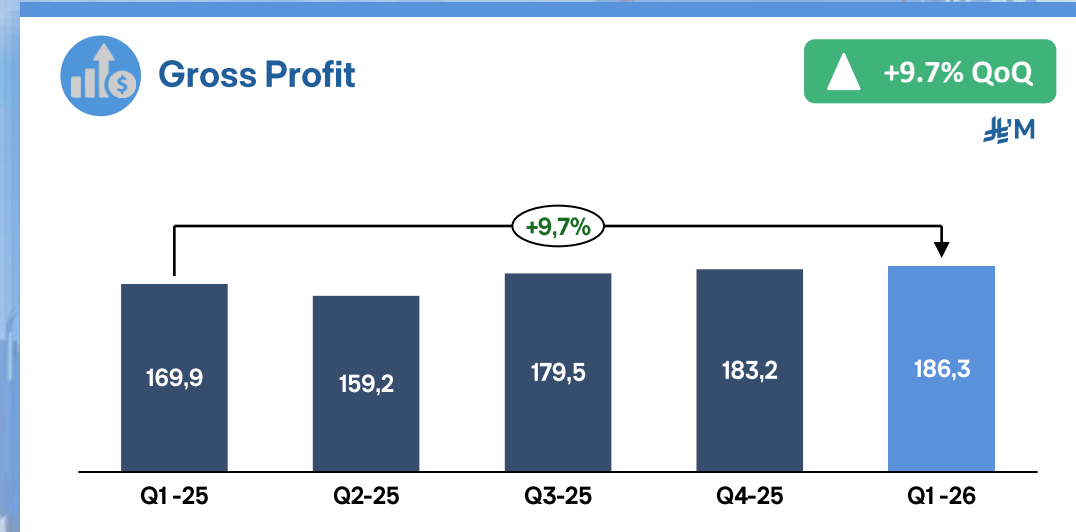
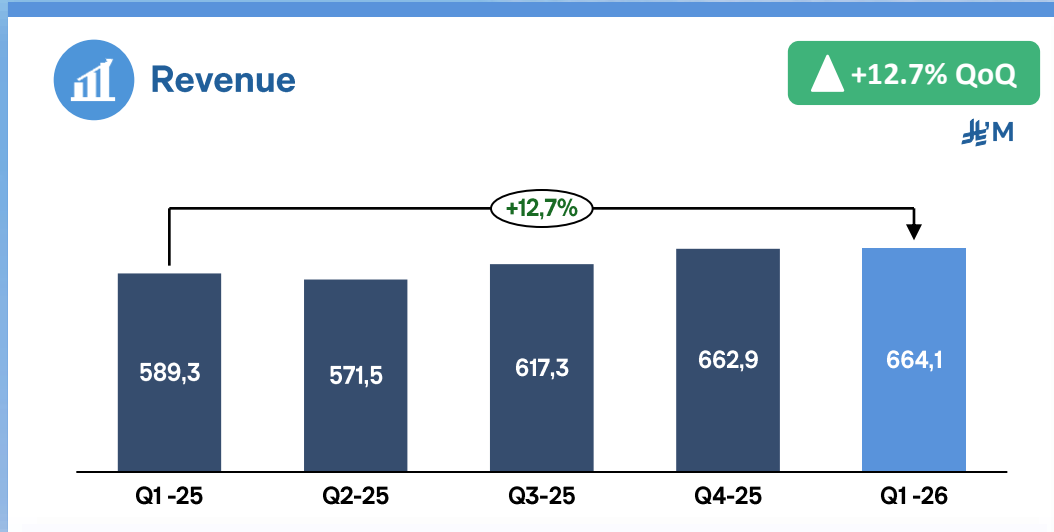
664.1 ₺M

▲ +12.7% vs 1Q-2025

Revenue	1Q-2025	2Q-2025	3Q-2025	4Q-2025	1Q-2026
Aviation	467.45	459.89	500.77	505.50	492.00
Non-Aviation	121.94	111.56	116.49	157.44	172.07
Total	589.4	571.5	617.3	662.9	664.1

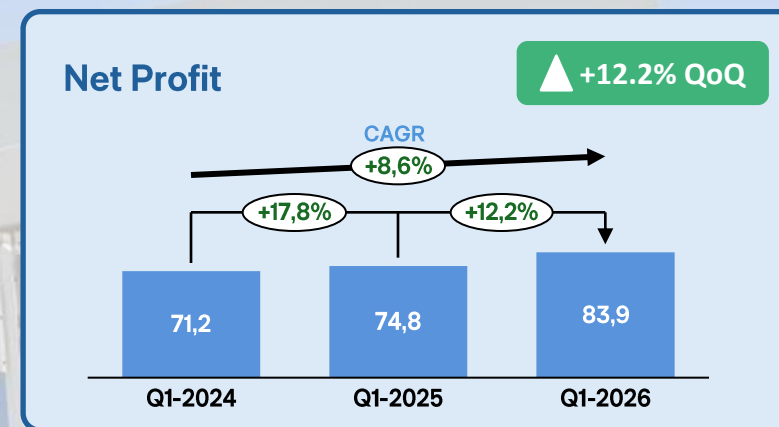
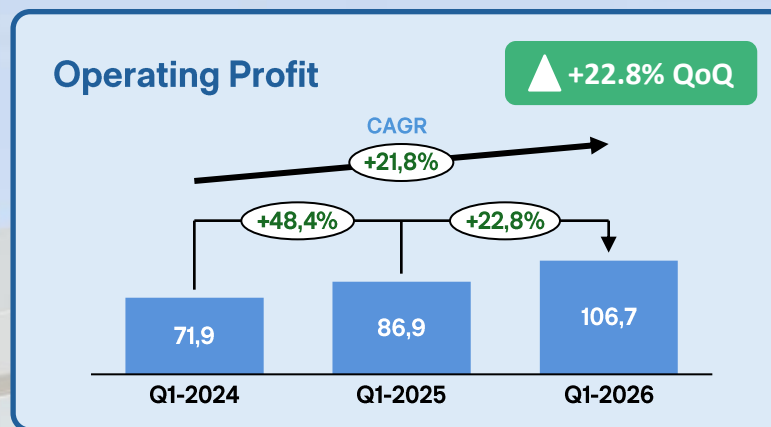
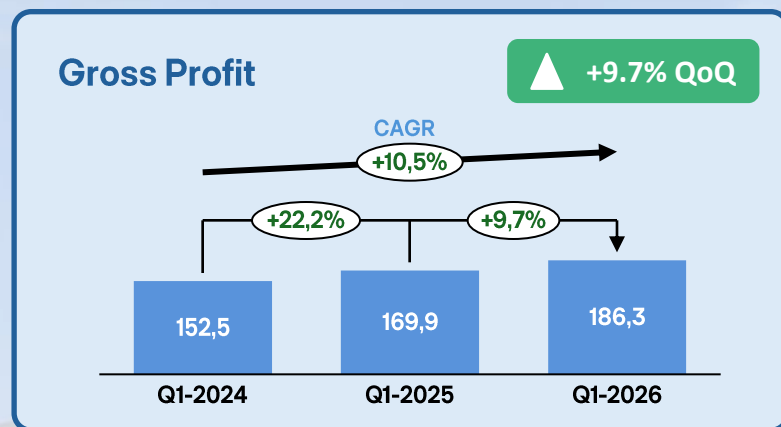
Q1-2025 → Q1-2026 Financial Movement

Q1 2026: Revenue +12.7%, Gross Profit +9.7% and Net Profit +7.5% vs Q1 2025

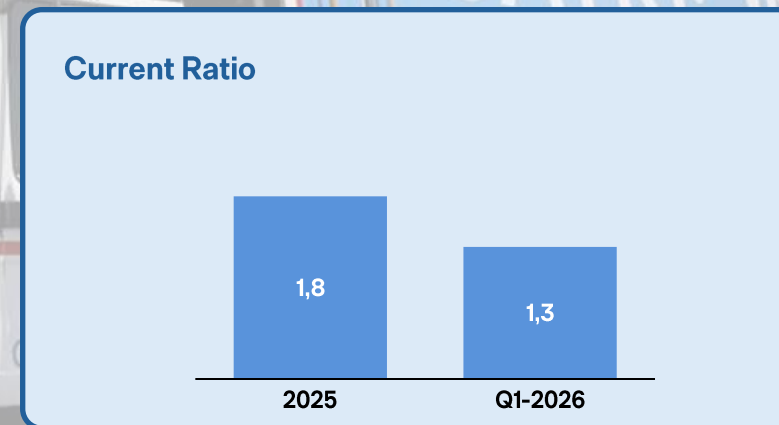
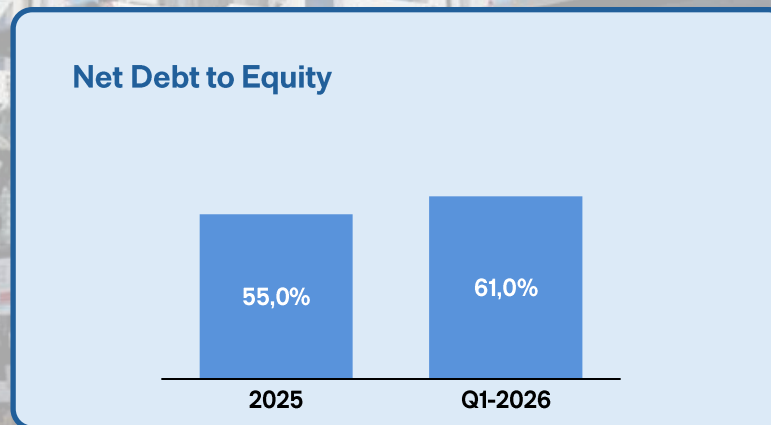
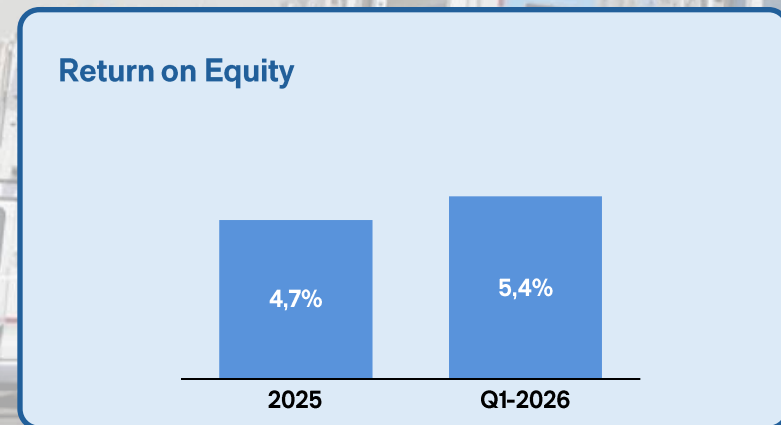


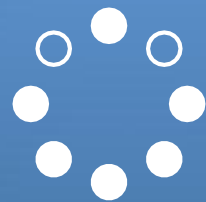
Sustained Profitability Growth

Profitability Ratios



Balance Sheet Ratios





Thank you.