



# Driving Sustainable Operations

ESG Report 2025



His Royal Highness  
**KING SALMAN BIN ABDULAZIZ SAUD**  
Custodian of the Two Holy Mosques

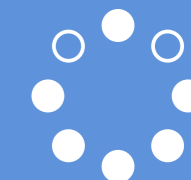


His Royal Highness  
**PRINCE MOHAMMED BIN SALMAN BIN  
ABDULAZIZ AL SAUD**  
Crown Prince and Prime Minister



# Contents

<b>01 Leadership Messages</b>	5 7	Message from the Chairman Message from the Chief Executive Officer
<b>02 Introduction</b>	8 10 16 19 20	About This Report CATRION at a Glance Industry Memberships, Partnerships and Certification Glimpse of Our ESG Milestones 2025 Highlights
<b>03 Creating Shared Value</b>	24 29 30	Shared Value Approach to Stakeholder Engagement Responsible Procurement
<b>04 Governance with Purpose</b>	34 35 41 44	Strengthening Impact through Governance Strategic and Inclusive Board Leadership Corporate Behaviour and Business Ethics Cyber Security Governance Framework
<b>05 Product Excellence and Customer Wellbeing</b>	48 49 54 56	Customer Engagement Food Quality and Safety Customer Health and Safety Digital Innovation and Technological Advancement
<b>06 Environmental Stewardship</b>	60 60 62 64 65 65 70 73	Driving Climate Action and Environmental Responsibility Sustainable Energy Optimisation and Efficiency Managing Greenhouse Gas (GHG) emissions for a Sustainable Future Climate Risks and Opportunities Strengthening Resource Efficiency Driving Sustainable Waste Management Efficient Water Use for a Resilient Future Biodiversity Management
<b>07 People &amp; Culture</b>	76 80 81 84 86 86 88 89	Diversity, Equity, and Inclusion at Workplace Human Capital Management Talent Development and Learning Building a Culture of Care: Our Benefits Package Occupational Health & Safety Health and Safety Management System OHS Training and Awareness Promotion of Workers' Health
<b>08 Community Engagement</b>	92 97	Community Engagement Partners For Impact
<b>09 Annexure</b>	100 108 109 115	Annexure 1: GRI Index Annexure 2: Tadawul Index Annexure 3: Key Indicators Annexure 4: Abbreviation



# Message from the Chairman

GRI (2-22)

Dear Stakeholders,

At CATRION, our approach to sustainability is rooted in strong governance, strategic foresight, and a commitment to long-term value creation. As Chairman, I am pleased to share our 2025 ESG Report, which reflects the continued integration of Environmental, Social, and Governance (ESG) principles into the Company's strategic direction.

Over more than four decades, CATRION has built a resilient and diversified business, aligned with national priorities and evolving market expectations. Today, sustainability is not only a responsibility but a strategic imperative that guides how we oversee risk, capitalise on opportunities, and ensure the Company's continued growth.

The Board remains focused on providing effective oversight and maintaining the highest standards of transparency, accountability, and ethical conduct. With a fully non-executive Board and continued progress in Board diversity, we reinforce balanced decision-making and independent governance. The Company's strong compliance record further reflects the robustness of its governance framework.

As we look to the future, CATRION's commitment to achieving Net Zero emissions by 2060 represents a defining step in aligning long-term business resilience with global climate priorities. This ambition underscores our role in supporting a sustainable economy while delivering value to our stakeholders.

The Board will continue to support management in advancing the Company's ESG strategy, strengthening operational resilience, and contributing to broader economic and social development in line with national visions.

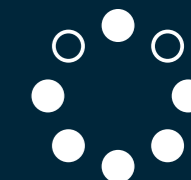
On behalf of the Board, I extend our sincere appreciation to our shareholders, partners, and employees for their continued trust and support.

Yours sincerely,

**Mohammed Abdulaziz Al Sarhan**

Chairman of the Board

*"Guiding sustainable growth through strong governance and long-term vision."*



# Message from the Chief Executive Officer

GRI (2-22)

Dear Stakeholders,

At CATRION, sustainability remains central to how we operate and create long-term value. In 2025, we strengthened our environmental performance, achieving a 7.9% reduction in greenhouse gas emissions and a 3.15% reduction in fuel consumption compared to 2024. We also advanced waste management practices, including electronic waste recycling, reinforcing our commitment to responsible and efficient operations.

We are proud to reaffirm our commitment to achieving Net Zero emissions by 2060, supporting national and global climate goals. Our focus remains on improving energy efficiency, enhancing emissions monitoring, and advancing cleaner and more sustainable operational practices.

Our people continue to drive our success. During the year, we delivered over 50,000 hours of training, increased female representation by 3%, and maintained a strong focus on employee wellbeing and safety across all locations. Beyond our operations, we contributed to communities by distributing over 11 million units of surplus food and investing nearly SAR 31.75 million in CSR initiatives, supporting social wellbeing and national priorities.

Strong governance underpins our progress. We maintained zero cases of non-compliance with laws and regulations, supported by robust governance structures, full non-executive Board oversight, and adherence to recognised standards.

As we move forward, we remain committed to strengthening our ESG initiatives, aligning with Saudi Vision 2030, and driving sustainable operations through continuous improvement and innovation.

I extend my sincere gratitude to our stakeholders for their continued trust, to our employees for their dedication and commitment, and to our Board of Directors for their invaluable guidance and support throughout 2025.

Yours sincerely,

**Mohammed AlShuhail**

Chief Executive Officer

*“Driving sustainable operations through responsibility, resilience, and innovation.”*

# About This Report

GRI (2-1), (2-2), (2-3), (2-4), (2-5)



CATRION Catering Holding Company (herein after referred to as CATRION) is pleased to present its **Environmental, Social, and Governance (ESG) Report for the year ended 31 December 2025**, reflecting the continued evolution of our sustainability journey.

The report outlines CATRION's integration of ESG across operations to minimise environmental and social impacts and strengthen governance. It presents sustainability performance across material topics, reflecting key risks and opportunities, and highlights initiatives and forward-looking actions to advance resilient operations.

## Reporting Scope

<b>Organisational Details</b>	CATRION is a public Saudi joint stock company listed on the Saudi Stock Exchange (Tadawul) since July 2012.
<b>GRI Accordance &amp; Reporting Period</b>	This report has been prepared with reference to the GRI Standards and covers the period from 1 January 2025 to 31 December 2025.
<b>Comparative Data</b>	Performance data for 2025, with comparative figures for 2024 where available.
<b>Entities Covered</b>	The report covers CATRION's operations in the Kingdom of Saudi Arabia and Egypt. Unless otherwise stated, data from subsidiaries, contractors, suppliers, and clients is excluded.
<b>Reporting Frameworks</b>	This report is prepared with reference to the GRI Standards (2021) and considers relevant national and international frameworks, including Saudi Vision 2030 and the UN Sustainable Development Goals (SDGs).
<b>Data Validation</b>	Data presented is based on internally validated information and reviewed by relevant departments. Minor differences may occur due to rounding.
<b>Monetary Value</b>	The monetary values are mentioned in Saudi Arabian Riyal (SAR). The use of monetary currency is dependent on the standardised requirements of the respective regulation.
<b>Financial Performance</b>	Financial performance is disclosed in CATRION's Annual Report, which provides detailed information on financial results and performance for the reporting period.
<b>Assurance Process</b>	No external assurance has been conducted for this reporting period. Data has been internally reviewed and validated by relevant departments.
<b>Point of Contact</b>	Name: Eng. Ziyad Alharbi Director, Environmental, Social, & Governance Tel: +966 920 022 081 Ext: 7006 Email: zalharbi@catrion.com

# CATRION at a Glance

GRI (2-1), (2-6)

## Four Decades of Catering Excellence

Founded in 1981 as the catering arm of Saudi Arabian Airlines, CATRION has grown into one of the Kingdom's leading integrated catering and hospitality service providers, with more than four decades of operational excellence and scale.



### Headquarter: Saudi Arabia

Over the past four decades, CATRION has served a wide range of clients, including Saudia and other airline partners, as well as customers across lounges, rail, events, hospitality, remote sites, and other service segments. The company has expanded and diversified its service portfolio over time, strengthening operational capabilities and supporting a broader range of business activities.

## Our Vision

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

## Our Mission

Rooted in Saudi hospitality, CATRION delivers high-quality catering, travel, event, and support services, driven by operational excellence, innovation, and sustainable practices.

## Our Values and Principles

Caring | Smart | Passionate | Sustainable | Committed | Reliable

## Our Service Portfolio

CATRION provides catering and support services across key sectors in the Kingdom of Saudi Arabia. Its operations are structured around three core business areas: in-flight catering, integrated hospitality, and culinary services.



### In-flight Catering

- In-flight catering
- Airport lounges
- Skysales on-board
- Equipment Logistics



### Integrated Hospitality

- Healthcare
- Remote Site Operations
- Business & Industries
- Railway Catering
- Sports & Events Management
- Hajj & Umrah Catering
- Laundry Services
- Facility Management



### Culinary

- Menu Planning
- Central Production Unit
- Culinary Academy



# Our Value Chain

## 1. Upstream Operations

### Raw Material & Product Sourcing

#### Ingredient Sourcing

High-quality food ingredients for in-flight catering, hospitality, and culinary services.

### Retail Product Procurement

Premium products for SkySales outlets and online stores

### Food Preparation & Menu Development

Cooking techniques for aviation, hospitality, and large-scale projects.

### Quality Control & Food Testing

Microbiological analysis and food safety checks.

### Retail Operations

Managing SkySales outlets and online platforms.

### Hospitality & Catering Services

Specialized meals for Hajj & Umrah pilgrims, hospitals, and industrial clients.

### Customer Experience SkySales

### In-Flight & Lounge Services

Premium meals and luxury amenities for airline passengers.

### End-of-Life Product Management

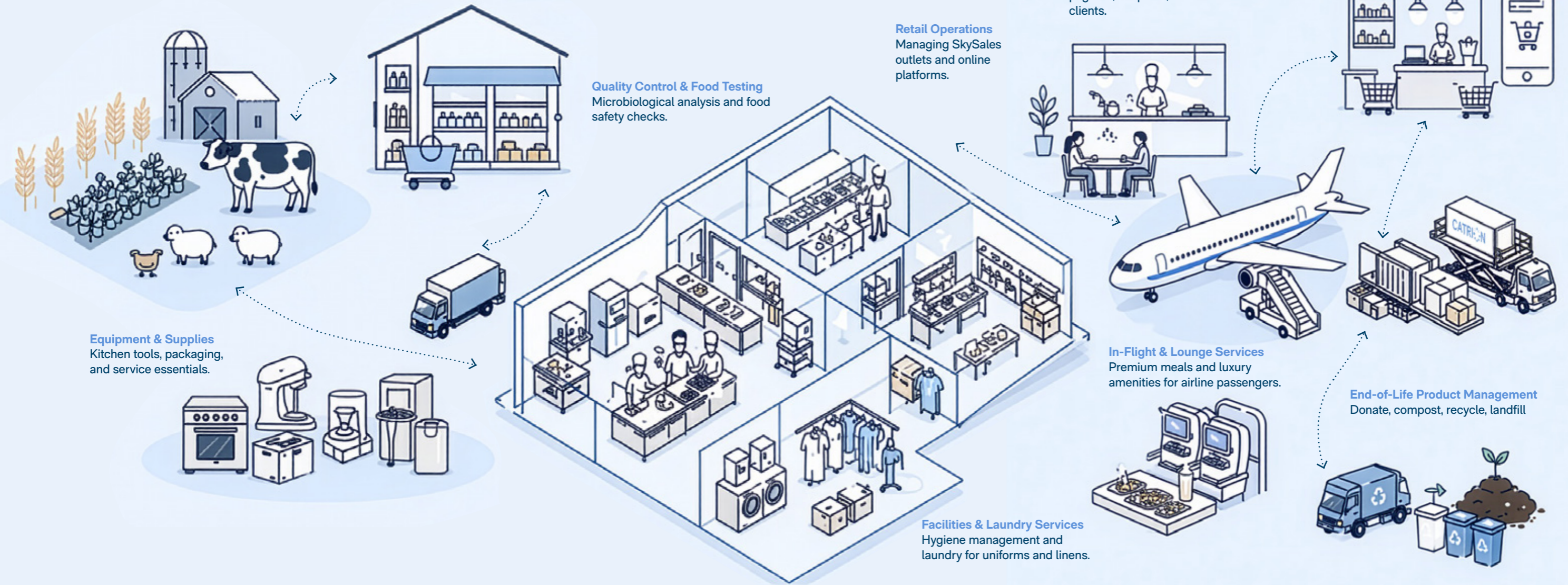
Donate, compost, recycle, landfill

### Facilities & Laundry Services

Hygiene management and laundry for uniforms and linens.

### Equipment & Supplies

Kitchen tools, packaging, and service essentials.



**ESG Material topics:**  
 - Procurement  
 - Materials  
 - Business Ethics

**Stakeholders:**  
 - Suppliers and vendors



**ESG Material topics:**  
 - Environmental Compliance  
 - Waste  
 - Employment  
 - Occupational Health and Safety  
 - Food Quality and Safety  
 - Innovation and Technology  
 - Business Ethics  
 - Governance and Regulatory Compliance

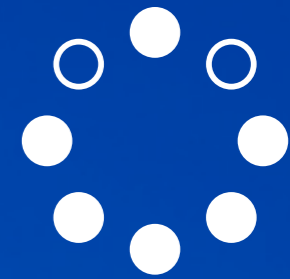
**Stakeholders:**  
 - Employees  
 - Regulatory Bodies and Authorities  
 - Local Communities  
 - Partners, Subsidiaries, and Affiliates



**ESG Material topics:**  
 - Customer Health and Safety

**Stakeholders:**  
 - Customers  
 - Local Communities, Regulatory Bodies, Charities, etc.

# Our Legacy



CATRION's legacy spans over four decades, evolving from a trusted in-flight catering provider into a diversified service leader supporting multiple sectors across Saudi Arabia. Through continuous expansion, operational excellence, and alignment with national priorities, the Company has built a strong reputation for delivering high-quality, large-scale services while contributing to the Kingdom's development and Vision 2030 ambitions.

## 1980s .....● 1990s .....● 2000s .....● 2010s

Founded in 1981 in Jeddah for Saudi Airlines Est., expanded to Riyadh and Cairo, and launched SkySales in 1985, broadening in-flight catering.

Expanded the network to Dammam, setting up the next wave of growth across the Kingdom.

Entered Medina, won the first ten-year Al Fursan lounge contract, and became an independent LLC while adding non-aviation services like catering, laundry, and site management.

Opened the Riyadh CPU, became a closed joint-stock company and listed, launched Saudi Laundry Services, entered rail, inaugurated the KAEC laundry, opened the Wellcome Lounge in Medina, kicked off digital transformation, and moved into sports and entertainment.

## 2020 .....● 2021 .....● 2023 .....● 2024

Exclusive caterer for pilgrims to Hajj and Umrah.

The opening of the Jeddah Wellcome Lounge accompanies the launch of 'Crafted', a new high-end catering and hospitality line, highlighting SACC's commitment to redefining luxury.

SACC undergoes a rebranding, announcing a new era under the name CATRION. This strategic move reflects the company's evolution and its ongoing commitment to growth and excellence.

CATRION launched the 2nd Riyadh Central Production Unit (CPU) at Princess Nourah University and renewed its contract for five more years.

# 2025

- Scaled national delivery as Red Sea Global project hospitality operations went live.
- Commenced first-phase services for Riyadh Air and Saudi German Health.
- Launched Cozaya and CATRION lounges.
- Served as the exclusive catering partner for the Dakar Rally.

# Industry Memberships, Partnerships and Certification

GRI (2-28)

Key memberships, registrations, and formal engagements include:



Saudi Food and Drug Authority (SFDA): CATRION registration and licensing



General Authority of Civil Aviation (GACA): CATRION registration and licensing



Culinary Arts Commission: Engagement through CATRION Culinary Academy

Municipalities: Regulatory engagement and operational compliance



Airline Catering Association (ACA): CATRION membership



Saudi Halal Centre (SHC): CATRION registration and licensing



Saudi Accreditation Centre (SAC): Central Laboratory registration and licensing

ACA – EWAR Task Force (Emergency Warning and Response Working Group): Participation through a consulting member

## Partners & Clients

### Aviation Partners



### Non-Aviation Partners



# Certifications



CATRION is committed to upholding the highest international and Halal standards of quality.

# Glimpse of ESG Milestones

CATRION's ESG journey has evolved alongside its growth as a national service provider.

## Environmental Stewardship

Environmental stewardship has been strengthened through the adoption of structured environmental management practices such as:

- Implementation of waste reduction and recycling initiatives
- Enhanced resource efficiency across production units
- Integration of food safety and environmental controls aligned with national regulations and international standards

Continuous improvements have been driven through advancements in production technologies, optimised logistics systems, and improved waste handling practices. These efforts support more efficient, compliant, and responsible operations across high-volume service environments.

## Economic Contribution

Our ESG approach is closely linked to operational resilience and national value creation and is reflected through:

- Diversification of its service portfolio
- Investment in advanced production capabilities
- Support for strategic national projects

This is further strengthened by responsible sourcing practices, along with focus on local content and enhanced supply chain resilience.

## Social Impact

Our social impact milestones are rooted in our people-first culture and community role. Key focus areas include:

- Prioritising employee health, safety, training, and capability development

- Managing a workforce spanning thousands across multiple locations
- Delivering specialised programmes, including culinary training and operational certifications

Beyond its workforce, CATRION contributes to communities through large-scale services for pilgrims, healthcare facilities, and national infrastructure, delivering essential services that support societal well-being.

## Governance & Compliance

Strong governance and compliance form the backbone of our ESG framework, which includes:

- Robust governance structures with clear oversight
- Defined leadership accountability
- Compliance systems aligned with regulatory and organisational requirements

Adherence to internationally recognised standards such as food safety, occupational health and safety, quality management, and Halal certification has been a consistent milestone in maintaining trust and operational integrity.

### International Drivers



### National Drivers



# 2025 Highlights



## GOVERNANCE WITH PURPOSE



**11%**

female board member



**0**

cases and fines for non-compliance with laws and regulations



**100%**

Non-executive Board of Directors



## PRODUCT EXCELLENCE AND CUSTOMER WELL-BEING



**100%**

FSSC 22000 certification across all IFC sites



**60%**

FS&QA digitisation achieved through automated inspection processes



**6,298**

trainings delivered on food safety and quality



## ENVIRONMENTAL STEWARDSHIP



**3.15%**

in fuel consumption and 7.9% in GHG emissions from 2024



**Zero**

Net Commitment by 2060



Recycling of approximately

**8T**

of electronic items



## PEOPLE AND CULTURE



**31.5%**

Saudization Rate



**50,688**

hours of training provided



**3%**

increase in total female representation



## COMMUNITY ENGAGEMENT



SAR

**31.75M**

CSR Investment



Over

**11.25 M**

units of surplus food distributed to families in need



SAR

**90,000**

donated for health and medical support

Creating Shared Value



12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	8 DECENT WORK AND ECONOMIC GROWTH 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
--	---	--

# Shared Value

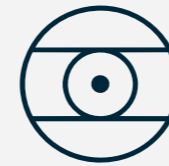
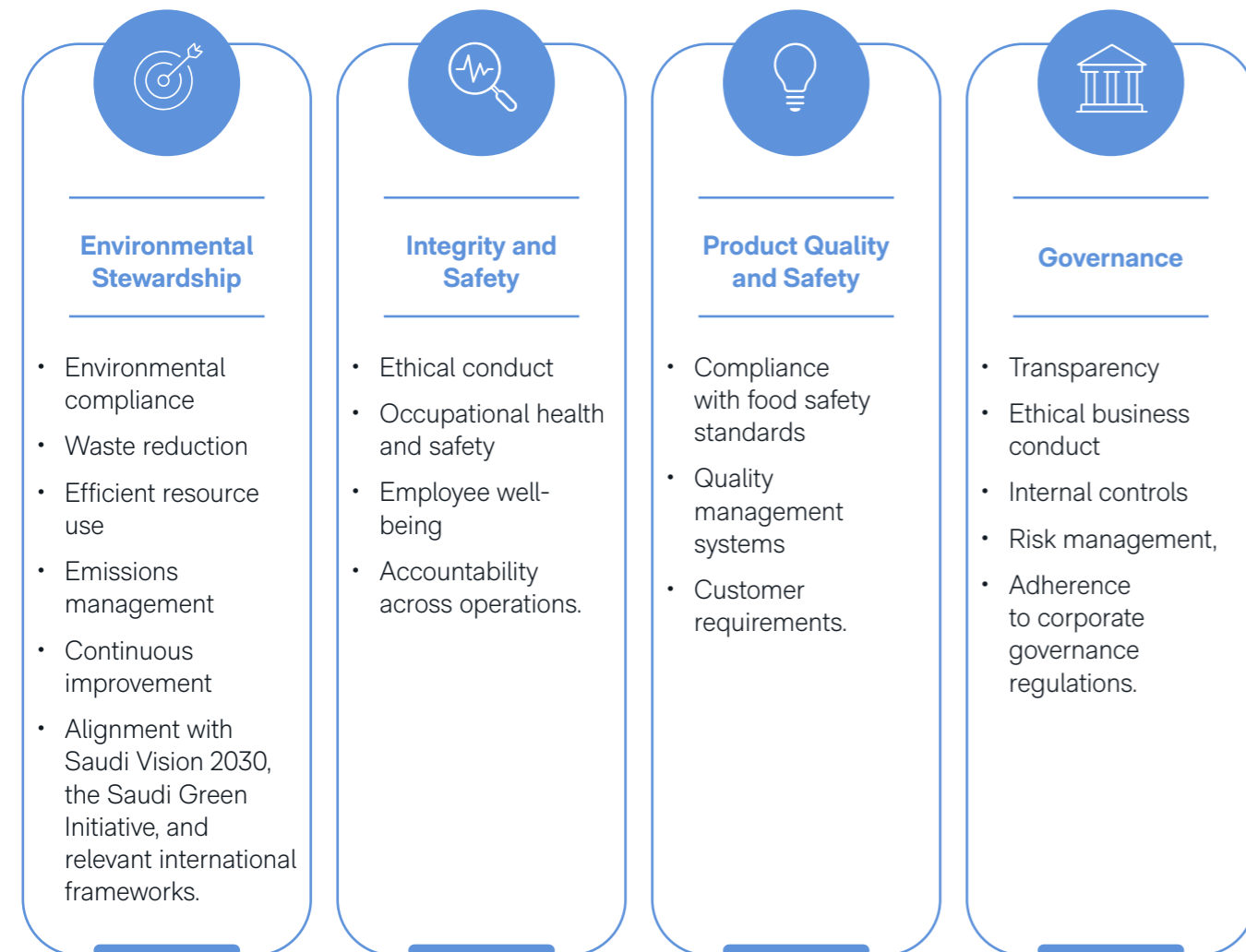
GRI (3-1), (3-2)

At CATRION, creating shared value is anchored in a structured ESG approach that integrates sustainability into business strategy, operations, and stakeholder engagement. This approach follows a clear progression, from defining the ESG Strategy and identifying material topics, to establishing governance through policies, and advancing execution through implementation and enabling mechanisms, demonstrating how commitments are translated into measurable outcomes and long-term value for all stakeholders.

## ESG Strategy

CATRION has established a formal Sustainability and ESG Strategy to embed ESG considerations into business planning and operational decision-making across all units and subsidiaries, defining its long-term vision, priority focus areas, governance framework, and implementation roadmap.

## Core Pillars of ESG Strategy



### Enablers of ESG Strategy

**Governance and Oversight** | Board-level ESG oversight with clear reporting lines and management accountability.

**Performance Management** | ESG KPIs, targets, and initiative tracking integrated into annual business plans.

**Stakeholder Engagement and Reporting** | Structured engagement and transparent disclosures to communicate progress and performance.

## Material Topics

CATRION conducted a formal materiality assessment in 2023 to identify and prioritise the ESG topics most relevant to its business and stakeholders, providing a structured basis for defining focus areas, informing decision-making, and guiding strategy implementation. Please refer to CATRION's ESG Report 2023 for details on materiality assessment and stakeholder engagement here <https://www.catrion.com/media-center/news/catrion-esg-report>



### Environmental Material Topics

- Waste
- Materials and Sustainable Packaging
- Environmental Compliance

### Social Material Topics







- Employment
- Food Quality and Safety
- Occupational Health and Safety
- Customer Health and Safety

### Governance Material Topics









- Procurement
- Innovation and Technology
- Business Ethics
- Governance and Regulatory Compliance

# Spheres of Impact

## Environmental Topics

Material Topic	Alignment with Vision 2030	Mapping with SDGs	UNGC Principles
 Waste	<b>Vibrant Society</b> Reduce all types of pollution		<b>Environment</b> Principle 7: Precautionary Approach to Environmental Challenges
 Materials			Principle 8: Greater Environmental Responsibility
 Environmental Compliance			Principle 9: Diffusion of Environmentally Friendly Technologies

## Governance Topics

Material Topic	Alignment with Vision 2030	Mapping with SDGs	UNGC Principles
 Procurement	<b>Ambition Nation</b> Enhance Businesses' focus on their Social Responsibilities Enhance Businesses' focus on the Sustainability of the Economy <b>Thriving Economy</b> Develop Promising local Companies Into Regional and Global Leaders Increase Localisation of non-oil Sectors Grow SME Contribution to the Economy		<b>Human Rights</b> Principle 1: Human Rights Principle 2: Avoid Complicity in Human Rights Abuses <b>Labour</b> Principle 4: Elimination of Forced Labour Principle 5: Abolition of Child Labour
 Innovation and Technology	<b>Thriving Economy</b> Nurture & Support the innovation and entrepreneurship culture		<b>Environment</b> Principle 9: Diffusion of Environmentally Friendly Technologies
 Business Ethics	<b>Vibrant Society</b> Foster value of equity and transparency		<b>Anti-Corruption</b>
 Governance and Regulatory Compliance	<b>Ambition Nation</b> Enhance businesses' focus on the sustainability of the economy		Principle 10: Anti-Corruption

## Mapping with SDGs



## Social Topics

Material Topic	Alignment with Vision 2030	Mapping with SDGs	UNGC Principles
 Employment	<b>Thriving Economy</b> Increase Women participation in the labour market Enable Integration of people with disabilities in the labour market Build a life-long learning journey Improve fundamental learning outcomes Improve working conditions for expats Improve the readiness of youth to enter the labour market Source relevant foreign talent efficiently		<b>Human Rights</b> Principle 1: Human Rights Principle 2: Avoid Complicity in Human Rights Abuses <b>Labour</b> Principle 4: Elimination of Forced Labour Principle 5: Abolition of Child Labour Principle 6: Elimination of Discrimination
 Food Quality and Safety	<b>Vibrant Society</b> Strengthen prevention against health threats <b>Ambitious Nation</b> Ensure development and food security		
 Occupational Health and Safety	<b>Vibrant Society</b> Strengthen prevention against health threats  Ease the access of healthcare services		
 Customer Health and Safety	<b>Vibrant Society</b> Strengthen prevention against health threats		

## ESG Policy Framework

CATRION has established a Sustainability and ESG Policy that defines guiding principles, commitments, governance structures, and accountability mechanisms to ensure the systematic integration of sustainability considerations into corporate strategy, operational practices, and organisational culture

### Coverage of ESG Policy Framework



Applicable across all business units, subsidiaries, and operations



Mandatory for employees, contractors, and third parties



Requires compliance with legal and regulatory obligations



Requires alignment with recognised sustainability standards

The Policy operationalises the ESG Strategy through defined controls, procedures, and management systems, supported by ISO 14001 Environmental Management System, Waste and resource management procedures, Compliance and permit processes, Sustainable procurement requirements, Governance and ethics policies.









### Internal Communication and Training

Periodic awareness programmes, workshops, and training sessions ensure employee understanding of ESG policies and responsibilities, supporting integration into daily operations.

# Approach to Stakeholder Engagement

GRI (2-29)

CATRION engages with employees, customers, communities, government authorities, suppliers, partners, investors, and the media to support the implementation of ESG and CSR.

Stakeholder Category	Communication Channels	Frequency	Topics of Engagement	Evaluation Mechanisms
 <b>Employees</b>	Internal newsletters, intranet, town halls, CSR workshops, emails	Monthly, Quarterly, Ad-hoc	CSR updates, training opportunities, employee engagement programmes, internal recognition	Surveys, direct feedback, participation metrics, programme evaluations
 <b>Customers &amp; Clients</b>	Emails, meetings, service reports, feedback surveys	Quarterly, Ad-hoc	Service quality, CSR partnerships, and sustainability initiatives	Client satisfaction surveys, feedback analysis, engagement tracking
 <b>Community &amp; NGOs / Beneficiaries</b>	Partnership meetings, social media, event invitations, and donation drives	Bi-monthly, campaign-based	Donation programs, volunteer activities, awareness campaigns	Program metrics, attendance counts, feedback forms
 <b>Government &amp; Regulators</b>	Official reports, emails, consultation meetings	Quarterly, annually	CSR compliance, program updates, impact reporting, approvals	Compliance audits, report submissions, regulatory feedback
 <b>Suppliers &amp; Partners</b>	Emails, site visits, vendor meetings	Quarterly, Ad-hoc	Sustainable sourcing, CSR collaboration, supply chain transparency	Supplier feedback, program participation, site visit reports
 <b>Investors &amp; Media</b>	Press releases, annual reports, ESG reports, social media	Annually, Ad-hoc	CSR achievements, ESG performance, awards, recognitions	Media analysis, stakeholder feedback, awards tracking

# Responsible Procurement

GRI (3-3)

CATRION integrates sustainability into its supply chain through a Supplier Code of Conduct, requiring partners to uphold ethical practices, human rights, fair labour standards, and environmental responsibility. Compliance is monitored through audits and assessments, with corrective actions required for gaps, and non-compliance may result in contract suspension or termination to ensure accountability.

## Supplier Evaluation Procedure

GRI (308-1), (308-2)

CATRION's procurement approach ensures supplier engagement meets quality, food safety, and regulatory standards while integrating environmental and ethical considerations for 100% of CATRION's 850 suppliers. Formal policies, including Supplier Selection and Pre-qualification Procedures, assess and evaluate suppliers' legal, operational, commercial, and sustainability readiness before onboarding and throughout the relationship.

### Environmental Expectation in Supplier Engagement

- Compliance with applicable environmental laws and regulations in Saudi Arabia.
- Proper waste management and disposal practices.
- Adherence to food safety and hygiene standards with environmental controls, where relevant.
- Use of recycled or recyclable materials in key procurement categories
- Preference for local suppliers to reduce carbon footprint and support local content objectives.

CATRION integrates sustainability, quality, and food safety into its procurement practices by aligning with internationally recognised standards and certifications:

- **Food Safety Management:** ISO 22000 (where relevant) and HACCP principles embedded across food-related categories.
- **Quality Management:** ISO 9001 implementation ensures consistent quality standards.
- **Sustainable Procurement:** ISO 20400 guidance is applied to integrate environmental and ethical considerations into procurement activities.
- **Regulatory Compliance:** Halal requirements are systematically embedded to ensure product integrity and adherence to relevant regulations.

## Strategic Sourcing and Localisation

Sourcing locally has evolved from an alternative approach into a **core strategic priority** for CATRION. The 2025 sourcing roadmap directly supports **Saudi Vision 2030**, strengthening national supply chains by increasing Saudi supplier participation and reducing reliance on imports across critical categories.

Category	2024 Local Content	2025 Local Content	Increase
Disposable & Reusable Items	95.8%	96.3%	+0.52%
Airline Equipment	25.95%	36.18%	+39.47%
Frozen Egg	81%	99%	+22.22%

These gains stem from deliberate partnerships with emerging Saudi manufacturers in coffee, frozen bakery, poultry, and packaging, each supported by Supplier Qualification Programs designed to meet CATRION's rigorous safety and compliance standards.

To uphold quality and competitiveness, CATRION implemented a Vendor Evaluation Framework that integrates Ariba SLP performance data, audit scores, and On-Time-In-Full (OTIF) delivery metrics. This ensured that localization growth never compromised operational reliability.

## Key Localised Products



## Procurement Oversight and Assurance

- **Internal Controls:** Regular internal audit reviews monitor compliance and effectiveness of procurement processes.
- **External Verification:** Annual ISO certification audits and periodic customer audits, particularly from airline clients, assess food safety controls, supplier compliance, and procurement practices.
- **Continuous Improvement:** External and internal reviews provide independent verification, supporting ongoing enhancement of supply chain standards.

## Procurement Process Automation via SAP

In 2025, CATRION implemented a key procurement transformation initiative through SAP-based procurement process automation. This initiative was driven by the need to reduce inefficiencies and risks associated with manual procurement workflows.

Through SAP integration, CATRION introduced automated workflows for key procurement stages, including purchase requests (PR), purchase orders (PO), and approvals. This resulted in faster processing times, improved accuracy, and stronger transparency across procurement activities.

As a next step, CATRION plans to further enhance this system by introducing supplier scorecards and automated compliance checks, supporting more proactive supplier oversight and risk management.

## Local Sourcing

GRI (204-1)

CATRION increased its total spend with local suppliers in 2025, with local procurement rising compared to 2024.

Data Point	2024	2025
Total procurement budget (in SAR)	1,276,450,286	1,463,727,494
Procurement budget spent locally (in SAR)	1,005,190,836	1,092,248,517
Percentage of the procurement budget spent on local suppliers	79%	75%

While the local spend ratio reflects a modest 4% decrease, this shift is driven by the company's strategic expansion into new business verticals and a significant increase in total procurement volume. As CATRION scales its operations, certain specialized equipment required for these new ventures is exclusively manufactured outside the Kingdom due to stringent technical specifications and capabilities not yet available within the local market. Consequently, the absolute local expenditure has grown substantially by **87 million SAR**, even as the proportion adjusts to accommodate these essential, specification-driven imports that underpin the company's continued growth and market leadership.



Governance with Purpose

<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>13 CLIMATE ACTION</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>
--	--	--------------------------	--

# Strengthening Impact through Governance

GRI (3-3)

**CATRION** adopts a structured and forward-looking management approach grounded in strong corporate governance, strategic leadership, and inclusive decision-making. A non-executive Board provides oversight, ensuring accountability, transparency, and the integration of financial and ESG considerations into strategy, risk management, and long-term value creation. Clearly defined roles support effective governance and operations while upholding high ethical standards. Sustainability is embedded through Board-level oversight and Executive Management implementation, supported by organisation-wide training and the digitalisation of sustainability data and reporting.

## Highlights

The Board receives regular updates from Executive Management and its committees on financial, operational, and strategic matters, including CSR and environmental initiatives.



**11%**

Female board member



**33%**

Independent Board Members



**30%**

Female Committee Chairs



**3yrs**

Tenure of Board Members



## Strategic and Inclusive Board Leadership

GRI (2-9), (2-10), (2-11), (2-12), (2-13), (2-14), (2-18), (405-1), (2-20)

**CATRION's** corporate governance framework is led by a nine-member non-executive Board of Directors, including three independent directors, supported by three functional committees that review matters within their mandates and provide recommendations to enable informed decision-making.

Chaired by a Chairman (non-executive), the Board provides strategic direction, leadership, and oversight, defining the Company's vision and values while ensuring accountability, transparency, and effective control mechanisms.

## Board of Directors (2025 – 2027)



**Mohammed Abdulaziz Al Sarhan**  
Chairman of the Board of Directors



**Fahad Abdullah Mousa**  
Vice Chairman of the Board of Directors



**Abdulwahab Abdulkarim Albetari**  
Board of Director Member



**Dr. Eyad Adam Buhulaiga**  
Board of Director Member



**Fadi Michel Majdalani**  
Board of Director Member



**Faisal Saeed Sabbagh**  
Board of Director Member



**Joza Abdulmohsen AlRasheed**  
Board of Director Member



**Mishal Abdulmohsen Alhokair**  
Board of Director Member



**Wajdy M. Al Ghabban**  
Board of Director Member

## Executive Management

CATRION's Executive Management, led by the CEO, manages daily operations and supports the Board in delivering strategic objectives. It drives operational and strategic plans to enhance performance, profitability, and market position across the Group, including joint ventures. It monitors results, takes corrective action when needed, ensures compliance with governance policies and controls, reports regularly to the Board, engages key stakeholders, and promotes a culture of accountability and ethical conduct.



**Mohammed AlShuhail**  
Chief Executive Officer



**Mahmoud Masoud**  
EVP - Chief Financial Officer



**Mansour Abdulaziz Al-Wetaid**  
VP- Legal Counsel & Board Secretary at  
CATRION Catering Holding Company



**Dr. Rashed Abdulrahman Alarfaj**  
EVP - In-Flight Catering at CATRION  
Holding Co.



**Simon Khayat**  
EVP - Integrated Hospitality at CATRION  
Catering Holding Company



**Eng. Thamer Mohammad Alturaif**  
EVP- Chief Human Resources Officer  
at CATRION Catering Holding Company.



**Tarek Tharwat**  
VP- Chief Audit Executive



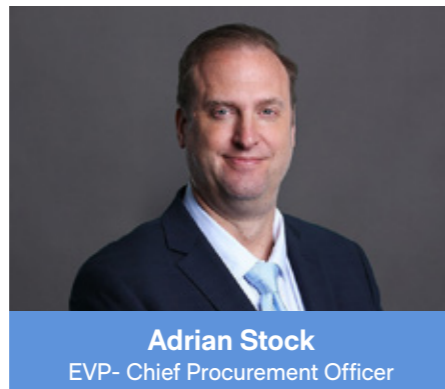
**Dr. Mohammed Aliy Yahya Al-Awi**  
VP - Health, Security & Standards Control



**Ashraf M. Nadeem**  
VP - Chief Information Technology Officer



**Thomas Andreas Gugler**  
VP - Culinary



**Adrian Stock**  
EVP- Chief Procurement Officer



## Delegation of Powers

- The Board of Directors or the Chairman may delegate any of their powers to the CEO in accordance with CATRION's bylaws to facilitate daily operations, with the delegation valid for the duration of the session.
- The CEO may, for specific purposes, delegate powers received from the Board to employees or third parties; such delegations are temporary and cannot include appointments to public agencies or long-term assignments.
- Executive Management members may be delegated authority to make daily decisions within their respective areas to support operational efficiency and achieve organisational objectives.

## Board Committees

### Audit Committee

Oversees financial reporting, manages internal and external audit relationships, ensures legal and ethical compliance, evaluates IT security, and reports to the Board and shareholders.

### Nomination & Remuneration Committee

Oversees Board composition and independence, identifies potential members, ensures ethical and independent functioning, and establishes compensation policies linked to performance and review periodically.

### Executive Committee

Supports Board in strategic planning, investment decisions, and operational oversight.

Guides major strategic initiatives, investments, and new companies, and drives adoption of CATRION's technologies and vendor relationships.

Evaluates CEO performance, oversees financial matters, and is authorized to investigate in internal affairs as needed, working in alignment with the Board's directives.

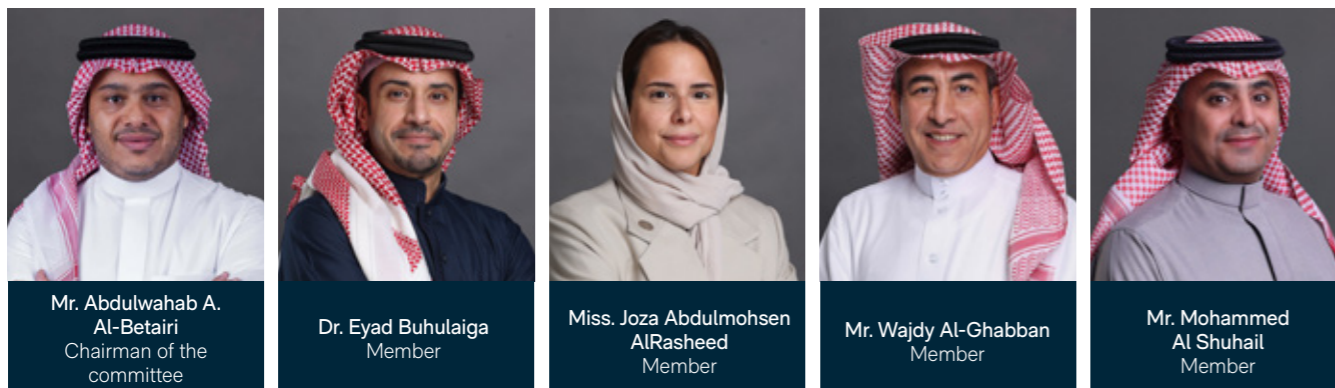
### ESG Committee

Strategy and Governance: Defines CATRION's long-term sustainability ambition, aligns ESG goals with Saudi Vision 2030 and national priorities, reviews and approves annual ESG roadmap, and ensures ESG-related policies, ensures compliance with Tadawul ESG disclosure guidelines, and monitors ESG-related risks.

Risk and Impact Oversight: Monitors climate-related risks and social impacts and ensures the rigorous mitigation of environmental liabilities.

Performance and Reporting: Approves final Annual ESG Report and tracks progress against Key Performance Indicators (KPIs).

## CATRION's ESG committee members



In 2025, ESG committee meetings were held twice 03/06/2025 & 20/11/2025, with 100% attendance of members.

## Board Nomination, Selection and Performance Evaluation

### Nomination and Selection of Board Members

NRC supports the Board in identifying and recommending qualified candidates for Board membership. Its responsibilities include reviewing the competencies required at Board level, assessing Directors' independence, and ensuring compliance with the Code of Business Conduct and Ethics.

### Performance Evaluation

 <h4>Annual Board Self-Evaluation</h4> <ul style="list-style-type: none"> <li>• Conducted annually to assess overall Board effectiveness.</li> <li>• Overseen by NRC</li> <li>• Evaluates the performance and engagement of individual Directors.</li> </ul>	 <h4>CEO Evaluation</h4> <ul style="list-style-type: none"> <li>• Led by the NRC annually.</li> <li>• Performance assessed against strategic objectives, business results, and key organisational targets.</li> <li>• A portion of CEO compensation is linked to performance outcomes.</li> </ul>
 <h4>Executive Management Evaluation</h4> <ul style="list-style-type: none"> <li>• Conducted annually by the CEO based on objectives aligned with the Company's strategic priorities.</li> </ul>	 <h4>Independent Oversight</h4> <ul style="list-style-type: none"> <li>• All evaluations are independent.</li> <li>• An independent consultant is also used to design the performance of the Board and Executive Management.</li> </ul>

### Criteria used for nominating and selecting highest governance body members

Board Director Candidate Considerations	Board Director Qualifications
<ul style="list-style-type: none"> <li>• Highest Ethical Standards</li> <li>• Relevant Experience</li> <li>• Complementary Skills</li> <li>• Judgment and Career Track Record</li> <li>• Stakeholder Consideration</li> <li>• Time Commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Independence and Experience</li> <li>• Integrity and shareholder value</li> <li>• Commitment</li> <li>• Key Skills</li> </ul>

## Board Oversight of Risk Management and Internal Controls

The Board is accountable for CATRION's risk management and internal controls, ensuring systems effectively identify, assess, and manage strategic, operational, financial, compliance, and reputational risks.



### Proactive Risk Culture

- Integrates risk considerations into strategic planning and decision-making.
- Promotes a risk-aware culture.



### Monitoring and Reporting

- Receives regular reports on strategic and emerging risks.
- Reviews significant policies and decisions that could expose the Company to material risks.

### Executive and Governance Appointments:

The Board oversees the formation of Executive Management, with appointments based on NRC recommendations and finalised by the Chief Executive Officer. Key governance roles, including Internal Audit and Risk Management, are appointed by the Board upon recommendation of the Audit Committee.

## ESG Governance and Oversight

### Board Oversight

The Board of Directors oversees CATRION's ESG priorities, ensuring integration into corporate strategy, risk management, and long-term value creation. It considers both financial and non-financial factors through strategy review, performance monitoring, and stakeholder engagement, while supporting the development of internal ESG capabilities.

### Management Implementation

Executive Management is responsible for implementing sustainability initiatives and capacity-building programmes, including targeted ESG training for Board members, executives, and employees to support effective execution of the Company's sustainability objectives.

Building awareness and providing the right tools are central to embedding sustainability within CATRION's culture. The Company has implemented organisation-wide training across Board, executive, and staff levels to strengthen understanding, while advancing the digitalisation of environmental and sustainability data, workflows, and reporting to enhance quality and transparency.

## Corporate Behaviour and Business Ethics

GRI (3-3), (2-15), (2-16), (2-23), (2-24), (2-25), (2-26), (2-27)

CATRION's approach to corporate conduct and business ethics is founded on integrity, transparency, and accountability. The Company implements governance controls to prevent conflicts of interest, safeguard confidentiality, and ensure that decisions serve the best interests of the organisation and its stakeholders. These measures are reinforced by formal disclosure requirements, Board-level oversight, and established channels for reporting and addressing integrity-related concerns throughout the organisation.

CATRION enforces strict measures to prevent actual or perceived conflicts of interest involving Board Members, Executive Management, employees, shareholders, and other stakeholders.

### Restriction on Interests

Board Members may not hold direct or indirect interests in transactions or contracts on CATRION's behalf without prior approval from the General Assembly of Shareholders, renewed annually.

### Public Tender Exception

Transactions executed through public tenders are exempt, provided the Board Member submits the best offer.

### Declaration of Personal Interest

Board Members must declare any personal interest in a transaction, recorded in the meeting minutes.

### Abstention from Participation

Board Members with declared interests must abstain from voting or decision-making at both Board and General Assembly levels.

### Disclosure of Conflicts

Any actual or potential conflict must be promptly reported to management for approval and control.

### Disclosure to General Assembly

Conflicts must be reported to the General Assembly, supported by a special report from the external Auditor.

### Confidentiality

Board Members must not disclose Company secrets or confidential information outside authorised channels; breaches may lead to dismissal and liability.

### Prohibition on Financial Support

The Company does not provide cash or guarantees for loans to Board Members via third parties.

### Avoidance of Conflicts

Board Members must avoid situations creating potential conflicts including external employment, investments in competitors or partners, related-party dealings, or misuse of Company assets.

### Annual Reporting

Conflicts involving Board Members or Executive Management are disclosed in CATRION's Annual Report in line with applicable regulations.

## Integrity Reporting and Whistleblowing

CATRION promotes a culture where employees and stakeholders can raise integrity concerns safely, confidently, and without fear of reprisal.

### Reporting Channels

- Concerns can be reported via line managers, interdepartmental managers, the Human Resources team, or the Legal Affairs team.
- Anonymous reporting is available through secure messaging channels, allowing individuals to raise issues without revealing personal information.

In 2025, 6 critical concerns were submitted via email (compliance@catrion.com).

Concerns were forwarded to the HR Team for follow-up and resolution in line with internal policies and governance requirements.

**ZERO** cases and fines for non-compliance with laws and regulations in 2025

## Customer Grievance Management

CATRION maintains a structured and documented grievance management process to ensure the timely and effective resolution of customer complaints.

**Structured Complaint Handling Process**

Complaints can be submitted through multiple channels:

- Direct communication with clients
- Account managers
- Official email
- Call centres
- Digital platforms

Each complaint is recorded in a centralised tracking system and assigned a unique reference number to ensure traceability and proper documentation

**Monitoring and Reporting:**

- Root cause assessment conducted by the responsible operational team
- Evaluation of service impacts and identification of corrective and preventive actions
- Escalation to senior management where required based on severity
- Ongoing client communication throughout the resolution process
- Defined timelines based on urgency and nature of the complaint

**Monitoring and Continuous Improvement**

Performance is tracked through key indicators, including:

- Number of complaints received
- Resolution rates
- Average response times
- Recurrence trends
- Client feedback

Insights and lessons learned are integrated into operational controls, training programmes, and service improvement reviews.

## Risk Architecture

CATRION's risk architecture is built on a comprehensive Risk Management Framework aligned with COSO and ISO 31000, enabling the identification, assessment, reporting, and management of risks. The Board and Executive Management ensure its integration into strategic planning and decision-making, with management responsible for maintaining risks within defined thresholds.



The Risk Management Committee provides proactive oversight by meeting quarterly to review risks, evaluate controls, and identify improvements to safeguard operations and reputation. It is supported by a centralised risk register and mitigation plans, ensuring continuous monitoring, prioritisation, and clear ownership of risks.

### ESG Risk Management

CATRION identifies and manages ESG-related risks across its catering, retail, and logistics operations.

## Environmental Risks

Risk	Actions
<b>GHG Emissions (High Emissions)</b> High emissions from food preparation and transportation.	Introduce electric/hybrid vehicles; monitor emissions; track renewable energy and fleet electrification progress quarterly.
<b>Waste Management</b> Inefficient waste segregation and disposal in flights.	Implement recycling and composting; partner with waste vendors; reduce single-use plastics.
<b>Excess Food Waste</b> Excess food waste due to overproduction or spoilage.	Redistribute surplus food via charities and food banks.
<b>Water Usage</b> High water consumption in kitchens and facilities.	Apply water-saving technologies; conduct audits; install smart meters; train staff.
<b>Chemical Use</b> Use of harmful chemicals in laundry processes.	Conduct chemical safety assessments; train staff on safe handling and disposal.
<b>Packaging Waste</b> High levels of waste from packaging materials.	Use sustainable packaging; expand recycling; reduce packaging size; engage suppliers and awareness campaigns.
<b>Supply Chain Impact</b> Environmental impact of sourcing and transporting goods.	Source locally; optimise logistics; engage suppliers; adopt low-emission transport.
<b>Climate Change Impact</b> Extreme weather affecting supply chain and operations.	Develop emergency plans; diversify suppliers; strengthen resilience; implement logistics contingencies.

## Social Risks

Risk	Actions
<b>Labor Practices</b> Non-compliance with labour laws, poor working conditions.	Ensure compliance; promote fair wages and equal pay; improve working conditions; provide training.
<b>Employee Health and Safety</b> Workplace accidents and health issues in kitchens.	Conduct safety audits; provide training; implement ISO 45001 system; track incidents and near-misses.
<b>Product Safety</b> Safety issues related to retail products, including food items.	Implement HACCP/ISO 22000 system; conduct audits and testing; ensure supplier compliance.
<b>Community Relations</b> Negative impact on local communities due to operations.	Invest in community projects; implement stakeholder engagement strategy.

## Governance Risks

Risk	Actions
<b>Regulatory Compliance</b> Non-compliance with aviation and food safety regulations.	Implement a compliance management system aligned with relevant standards.
<b>Ethical Business Practices</b> Instances of corruption, bribery, or unethical behaviour.	Enforce code of conduct; conduct ethics training; establish whistleblowing mechanism.
<b>Data Privacy and Security</b> Breach of customer or employee data.	Implement data protection controls; conduct audits; train staff; maintain incident response plan; obtain cyber insurance.
<b>ESG Reporting and Transparency</b> Inaccurate or inadequate ESG disclosures.	Implement GRI-aligned ESG reporting framework; ensure structured reporting and transparency.

## Cyber Security Governance Framework

GRI (418-1)

CATRION maintains a cybersecurity governance framework, underpinned by formally approved policies that are subject to scheduled annual review.

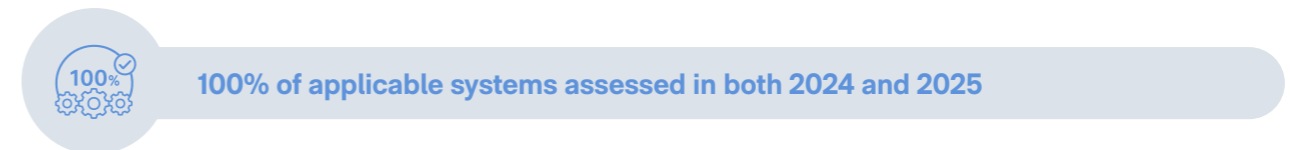
### Framework Alignment

Aligned with National Cybersecurity Authority (NCA) requirements, including:

- Essential Cybersecurity Controls (ECC)
- Data Cybersecurity Controls (DCC)
- Cloud Cybersecurity Controls (CCC)

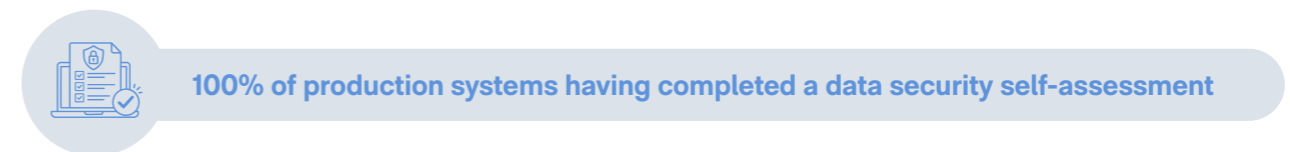
### Monitoring & Assurance

- Continuous self-assessments across all production systems
- Compliance monitoring and identification of improvement areas

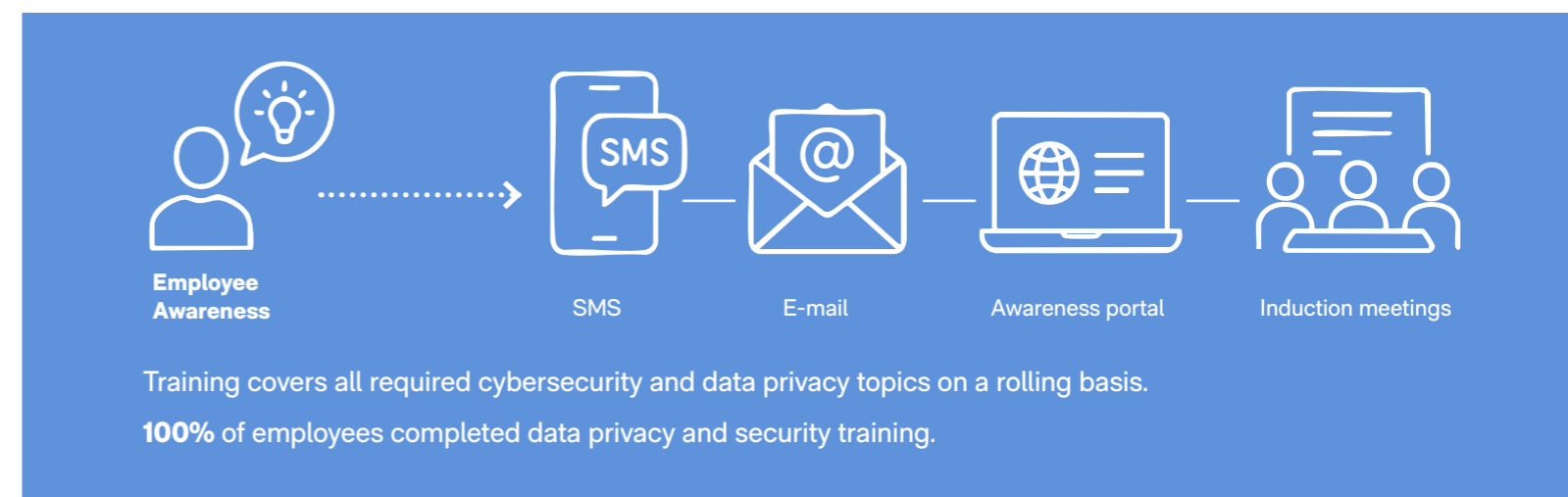


A formally approved Data Privacy Policy governs the collection, processing, storage, sharing, and protection of personal data. Public Privacy Notices are available on the corporate website and SkySales platform, with both documents under annual review.

A Privacy Management Programme aligned with Saudi PDPL, ISO/IEC 27701, and GDPR principles is in place, supported by the implementation of the Securiti.ai platform to enhance compliance automation.



In 2025, two internal data security incidents were reported to the Security team. Both cases were handled with relevant stakeholders in accordance with the organisation's incident response process.



Product  
Excellence  
and Customer  
Wellbeing



# Customer Engagement

(GRI 2-29)

CATRION maintains a structured, multi-tiered approach to customer engagement to support continuous communication, service alignment, and performance oversight.

🔍

## Customer Engagement Mechanisms

- Dedicated account management structures
- Scheduled operational and performance review meetings
- Executive-level stakeholder discussions
- Sustainability-focused engagement sessions
- Customer satisfaction surveys and formal feedback channels

CATRION's customer engagement mechanisms are supported by digital platforms and structured reporting, enabling transparency, responsiveness, and timely issue resolution. The Company also participates in industry forums across the aviation and hospitality sectors to facilitate knowledge exchange, align with sector developments, and enhance service delivery and ESG practices.

### Enhancing Customer Engagement

In 2025, CATRION strengthened its engagement approach through targeted initiatives:

- Expanded use of digital tools, including QR-based feedback and information platforms across lounges, catering facilities, and event operations
- Continued use of customer satisfaction surveys and scheduled client reviews to assess expectations and identify improvement areas
- Integration of customer feedback into periodic reviews of menus, service delivery, and operational workflows
- Deployment of digital screens and interactive tools to enhance service information accessibility and support paper-reduction efforts

Type of Engagement	Focus Areas
Environmental collaboration	Site-level environmental management, sustainability practices
Operational alignment	Sustainability initiatives
Workshops	Sustainability awareness and practices
Industry forums	Passenger experience, operations, sustainability

# Food Quality and Safety

GRI (3-3)

CATRION ensures food quality, safety, and responsible consumption through a structured framework covering the full catering value chain, from supplier qualification and raw material inspection to hygienic preparation, packaging, and distribution. Certified to ISO 22000 and HACCP, the Company reinforces compliance through audits, risk-based monitoring, and staff training. Customers are guided on portioning, storage, and sustainable choices, supported by digital tools for accessible product information, while operational practices are continuously improved to maintain high standards and efficiency.



## Responsible Marketing and Communication

GRI (417-1), (417-2)

CATRION implemented measures to provide customers with clear information on product features and applications that support responsible, efficient, and environmentally preferable use.



In 2025, digital tools such as QR codes and interactive screens were deployed across lounges, catering facilities, and event operations to communicate product and service information.

### Operational Guidance to Reduce Resource Use

Across events, lounges, and catering operations, customers were provided with guidance on portioning, storage, and appropriate usage practices. These measures supported the reduction of food waste and promoted efficient resource utilisation.

### Promotion of Sustainable Choices

Information on environmentally preferable options and sustainably sourced ingredients was made available to support informed customer decision-making.

## Responsible Food Sourcing and Food Safety

GRI (308-1), (416-1), (416-2), (404-1), (404-2)

### Supplier Qualification & Monitoring

- Ingredients sourced from approved suppliers through a structured qualification process
- Ongoing performance monitoring ensures consistent quality and safety

Engagement with local suppliers continues to strengthen through procurement practices and the Local Content Certification programme.

CATRION embeds hazard analysis, risk-based controls, and traceability systems designed to safeguard product integrity.



### Industry-specific programmes

Special meal, production, allergen management, food fraud prevention, food defence, and environmental monitoring

### Leadership Commitment

- Food safety & quality policies formally approved by the CEO and senior management

### Policy Commitment

- Policies communicated to employees via intranet & visible displays at operational sites

### Communication Channel



Intranet and staff portals are displayed at key locations across operational sites and facilities.

**ZERO** incidents of non-compliance related to the health and safety impacts of our products and services.

### Real-Time Performance Monitoring







CATRION introduced a Food Safety and Quality Assurance (FS&QA) Auditing Application with a real-time dashboard to enhance audit consistency, reduce errors, streamline reporting, and benchmark performance across sites. The audit programme combines annual internal audits, daily FS&QA inspections, and external audits by regulators, clients, and certification bodies, with non-conformities addressed through corrective actions and verification visits.

### Key initiatives of FS&QA

- Digitisation of food safety and quality data through dedicated applications
- Implementation of paperless HACCP monitoring, record-keeping
- Ongoing training and capacity building for all staff, particularly FS&QA personnel.

### Food Safety Culture and Training

CATRION continues to strengthen its food safety culture through structured training programmes covering technical and behavioural competencies:

	Accredited Highfield UK courses	Delivered internally by CATRION's certified Master Tutor
	ISO Auditor and Lead Auditor training programmes	Implemented to enhance internal auditing capability and support effective management system oversight.
	New joiner induction training	Supported by annual food safety refresher training for all employees.
	Industry-specific training	Designed to address the requirements of key stakeholders, including airline customers, cabin crew, suppliers, service providers involved in surplus food collection, and regulatory authorities.
	On-the-job training (OJT)	Delivered through structured training schedules developed in line with operational needs.
	Soft skills development programmes	Covering areas such as root cause analysis, investigation techniques, interviewing skills, customer service awareness, and emotional intelligence.

## In 2025, CATRION



qualified 25 additional Master Trainers as Approved Tutors



delivered 6,298 on job trainings to 7,428 employees



conducted 28 proficiency tests with 100% success

### Training Programmes

#### Food Safety Manager In-Charge

**Level 4 Award**  
in Managing Food Safety

**Level 3 Award**  
in HACCP in Catering

**Level 2 Award**  
in HACCP in Catering

**Level 3 Award**  
in Allergen Management in Catering

**Level 3 Award**  
in Auditing and Inspection

**Level 3 Award**  
in Supervising Food Safety in Catering

**New Hire (Induction) Training** in Food Safety & Quality

**Annual Refresher Training** in Food Safety & Quality

**Critical Thinking and Problem Solving**

**Advance Trends in Pest Control**

**On-Job Training** as per the Training Calendar

### Certifications & Performance Highlights

# 11 sites

are currently certified to **FSSC 22000 V6** and Global Food Safety Initiative (GFSI) recognised schemes (**37.5% increase compared to 2024**)

# 6,298 trainings

delivered on food safety and quality (**16.1% increase compared to 2024**)

# 6.17%

increase in GMP indicator compared to 2024 Advanced Food Safety & Quality Culture maturity through

Achieved

# 7,428 total

employee training attendances across diverse food safety and quality assurance modules

# 65%

implementation of the FS&QA Strategic Plan

Achieved an

# 85%

compliance rate in Food Safety & Quality Assurance

### Food and Safety

Customer Complaints Reduction by 25% compared to 2024.

Implementation of the Talent Development Programmes by 75%.

Implementation of QA-QC Model by 95%.

ISO 22000 certification of DMM Central Kitchen.

Advanced Inspection System rolled out to 75% of operational units

# Customer Health and Safety

GRI (3-3), (416-1), (416-2)

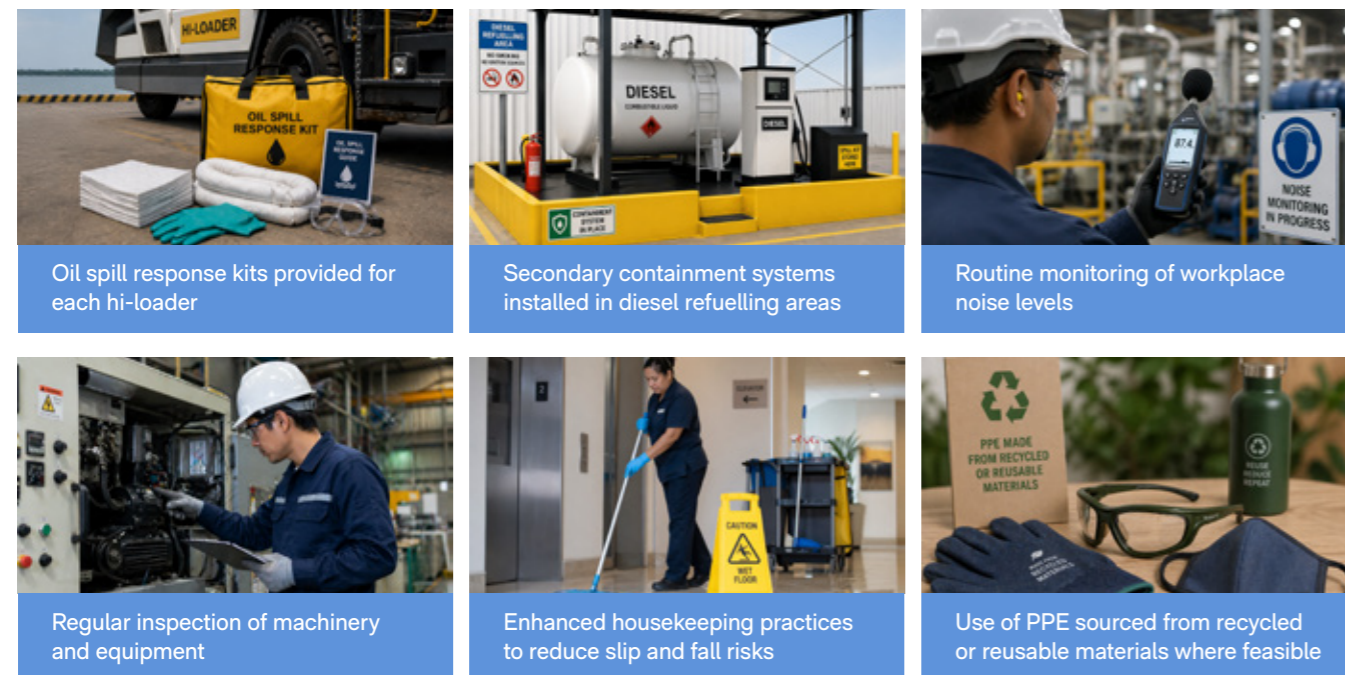
CATRION is dedicated to protecting customer health and safety across the full lifecycle of its products and services. This commitment is embedded within operational practices through structured management systems aligned with recognised international standards.

Customer health and safety is managed through robust governance mechanisms, including:

- Monitoring of annual key performance indicators
- Routine internal and external audits
- Biannual audits assessing compliance with regulatory and voluntary standards

These processes support risk identification and drive continuous improvement across operational sites.

During the reporting period, CATRION implemented targeted safety initiatives across key business segments:



Oil spill response kits provided for each hi-loader

Secondary containment systems installed in diesel refuelling areas

Routine monitoring of workplace noise levels

Regular inspection of machinery and equipment

Enhanced housekeeping practices to reduce slip and fall risks

Use of PPE sourced from recycled or reusable materials where feasible

## Impact Assessment and Performance

CATRION continues to strengthen its approach through systematic assessment of health and safety impacts:

- **Significant product and service categories assessed increased from 3 to 5**
- **Coverage improved from 70% to 90%**
- **Strengthened proactive risk management practices**

Zero incidents of non-compliance with regulations or voluntary codes related to customer health and safety impacts of products and services

## Nutrition & Healthy Offerings

CATRION incorporates nutrition and wellbeing into menu planning across airline and non-airline catering. Specialised meals (diabetic-friendly, low-sodium, low-fat) are developed in line with client requirements to support inclusivity and safe consumption.



Healthier choices are also offered through clearly labelled menu items customised to client preferences (e.g., "Comfort Food", "Healthy Salad Meal").

### Food Quality and Ingredient Innovation

CATRION is transitioning to natural food colouring in line with SFDA requirements. Fresh beverages, including cold-pressed and fresh-squeezed juices, are produced in-house to meet demand.

Recipe development emphasises healthier ingredients, including increased use of olive oil and reduced reliance on processed foods, guided by SOPs and SFDA regulations.

### Airline Nutrition and Meal Design

Meal design aligns with IATA guidelines to ensure balanced nutrition based on route duration.

- Short-haul meals (~3 hours) typically include a salad, dessert, balanced main course, bread roll, and beverage
- Long-haul meals (>11 hours) are expanded to ensure adequate intake.

Portion sizes are optimised to meet nutritional needs while reducing food waste, supported by customised onboard equipment. Water availability remains a priority across all operations.




# Digital Innovation and Technological Advancement

GRI (3-3)



Innovation and technology drive CATRION's ESG efforts by improving traceability, compliance, efficiency, and transparency. Digitalisation supports performance monitoring, data integrity, and audit readiness, while innovation enhances environmental sustainability, safety, food quality, and overall operational excellence.

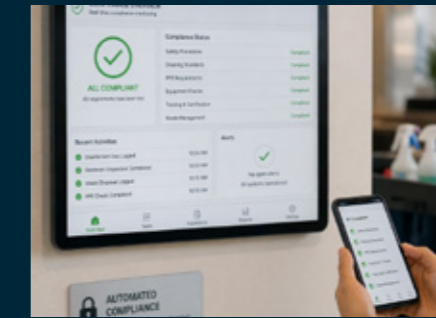
Three pillars of CATRION's digitalisation and innovation process

 <p><b>Digital Business Optimisation</b></p>	<p>Streamlining operations via automation, system integration, and analytics for greater efficiency and data accuracy.</p>
 <p><b>Digital Transformation</b></p>	<p>Redesigning processes and services with AI, digital platforms, and data-driven tools.</p>
 <p><b>Technology Enablement</b></p>	<p>Providing secure, scalable infrastructure to support enterprise systems, cybersecurity, and compliance.</p>

## Centralised data management and digital governance systems



Real-time KPI monitoring



Automated compliance



Permit tracking

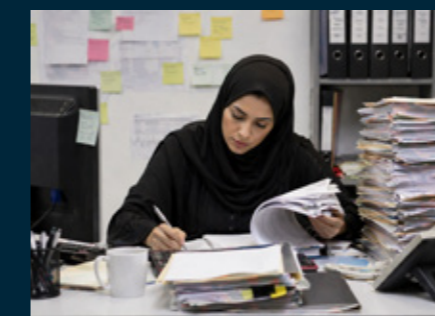


Improved monitoring of environmental indicators



Audit-ready reporting

## Digital solutions



Reduced manual workloads through automation



Improved data accuracy and reporting reliability



Enabled real-time monitoring across departments.

CATRION is expanding AI and data-driven capabilities through in-house applications, workflow automation, advanced analytics, and digital platforms that strengthen collaboration and decision-making. Strategic partnerships, such as with QSS AI & Robotics, integrate AI and robotics into catering and hospitality operations.

CATRION has a phased FS&QA digitisation roadmap from 2024 to 2026 and achieved 60% digitisation by 2025 through full automation of inspection processes, and plans to reach 100% digitisation by 2026 through the digitisation of all monitoring records and FS&QA databases.

All initiatives are governed by IT management structures, cybersecurity protocols, and data governance frameworks, with digital transformation projects evaluated for alignment with business strategy, ESG priorities, and risk management, supported by regular performance reviews and audits.

Environmental Stewardship



# Driving Climate Action and Environmental Responsibility

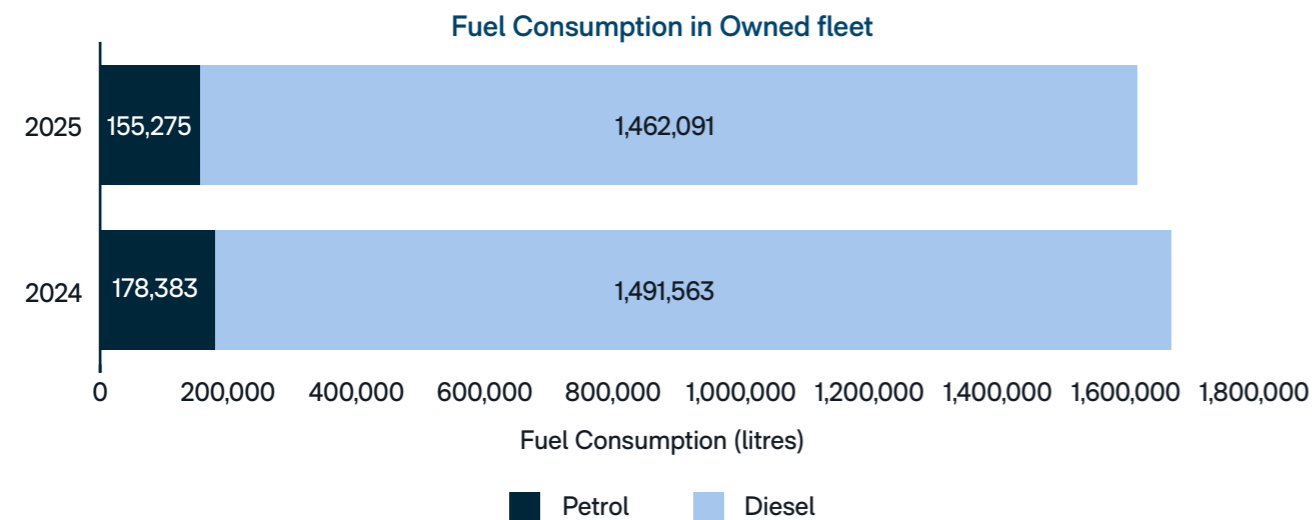
GRI (3-3)

CATRION operates an Environmental Management System (EMS) certified to ISO 14001, supported by structured policies, initiatives, and tools to ensure effective environmental management, regulatory compliance, and continuous improvement. The Company's Environmental Policy defines its commitment to environmental protection and sustainable operations, focusing on efficient resource use, waste minimisation, pollution prevention, compliance with applicable regulations, and integration of environmental considerations into decision-making. The policy is communicated across the organisation and serves as the foundation of CATRION's EMS and broader sustainability framework.

## Sustainable Energy Optimisation and Efficiency

GRI (302-1), (302-4)

At CATRION, energy consumption primarily stems from fuel consumption in vehicles and electricity use across the operations. CATRION's energy consumption across its key operational locations, including Jeddah, Riyadh, Dammam, and Madinah, is primarily driven by fuel use in 132 vehicles and Ground Support Equipment (GSE) owned and operated by the Company. These mobile assets represent the main source of operational energy demand, supporting day-to-day logistics and service delivery activities.



Total fuel consumption decreased from 1,669,947 litres in 2024 to 1,617,367 litres in 2025, representing an overall reduction of 52,579 litres (3.15%), reflecting improved fuel efficiency across operations.

## Fuel Consumption Management

Initiative	Outcome
<b>Monitoring and Data Capture</b>	
Vehicles refuel through authorised fuel station providers under prepaid corporate arrangements	Enabling the capture of fuel usage data through periodic statements and invoices.
Fuel Use in airport areas is recorded through ground handling service providers, with all transactions supported by official documentation.	Ensures traceability of fuel use and supports ongoing oversight of consumption patterns across the fleet.
<b>Operational Efficiency</b>	
Responsible driving behaviour, adherence to preventive maintenance schedules, and the optimisation of vehicle allocation	Managing fuel consumption across day-to-day operations
<b>Fleet Transition</b>	
Gradual integration of more fuel-efficient, hybrid, and electric vehicles	Improving fleet efficiency, aligned with operational requirements and evolving mobility practices

## Electricity Consumption

Electricity consumption is a key operational consideration for CATRION, given the energy demands of its production facilities, logistics, and support infrastructure. Operations are primarily powered by grid electricity, with consumption totalling 42,984 MWh, and an additional 300 MWh of in-house solar energy. In 2024, electricity consumption was 47,114 MWh and this has reduced to 42,984 MWh in 2025, due to our energy efficiency efforts.

**In 2025, CATRION advanced renewable energy and efficiency improvements across the operations.**

### Operational Improvements for reducing electricity consumption



Installation of LED Lighting

Optimisation of HVAC systems

Energy-efficient equipment

Energy efficiency considerations are embedded into project planning, procurement decisions, and operational processes to support this transition. Evaluating opportunities for improved building designs, optimised layouts, and reduced energy intensity across future developments.

CATRION monitors electricity consumption at the unit level to ensure the visibility of usage patterns and enable more focused efficiency interventions over time. CATRION has initiated assessments on the use of digital and AI-based solutions to enhance energy monitoring and operational performance, establishing a foundation for more data-driven energy management.

Looking ahead, the Company aims to leverage digitalisation and advanced technologies for continuous monitoring and optimisation of energy use, while progressing fleet electrification and evaluating lower-emission alternatives for specialised equipment.

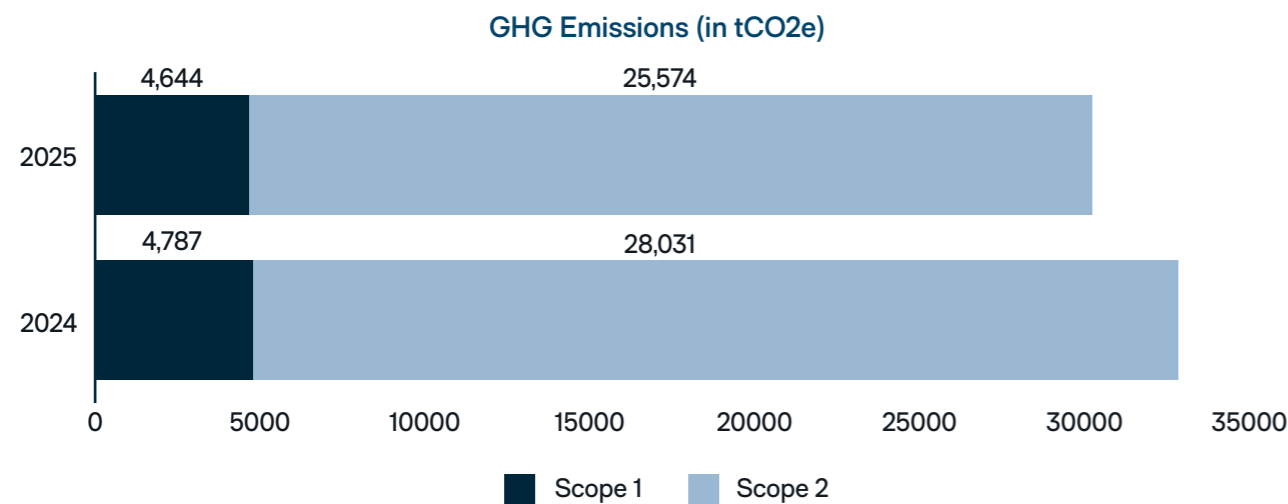
# Managing Greenhouse Gas (GHG) emissions for a Sustainable Future

GRI (305-1), (305-2), (305-3), ((305-5)



**Long-term commitment to net-zero emissions by 2060 across owned operations.**

Our approach to identify, assess, measure, and report GHG emissions across scope 1 and scope 2, led to a total of 30,218 tCO<sub>2</sub>e in 2025, with Scope 1 contributing 15%, and Scope 2 accounting for 85%.



Total GHG emissions decreased from 32,818 tCO<sub>2</sub>e in 2024 to 30,218 tCO<sub>2</sub>e in 2025, reflecting a reduction of 2,600 tCO<sub>2</sub>e (approximately 7.9%) year-on-year. The overall reduction reflects improved operational efficiency and lower energy consumption across facilities.

## Decarbonising Transportation

CATRION owns and leases vehicles across its operations within the Kingdom. As of 2025, the fleet comprises 67 vehicles, including **17 electric vehicles (EVs)**, representing approximately 25% of the total fleet. It also operates **14 hybrid vehicles**, accounting for around 10% of the fleet, supporting efforts to reduce fuel consumption and emissions.

In addition, it is assessing the future electrification of specialised heavy equipment for aircraft ground operations, where technically and operationally feasible, as part of its transition toward lower-emission operations.



## Training and Awareness

### ISO 14001 Training and EMS Awareness

CATRION provides structured training and awareness programmes on ISO 14001 and environmental management practices as part of the implementation and ongoing maintenance of its Environmental Management System (EMS).

 Environmental roles and responsibilities
  EMS requirements and compliance obligations
  Operational best practices for environmental performance

### Environmental Awareness Initiatives

In 2025, CATRION implemented a comprehensive set of environmental awareness initiatives to strengthen employees' understanding of sustainability and encourage responsible environmental behaviour across operations.



Internal campaigns aligned with global environmental events such as World Environment Day and World Cleanup Day



These campaigns were delivered through internal communication channels and focused on practical topics such as waste reduction, recycling practices, responsible resource use, and environmental compliance.

### Employee Engagement and Integration

Employee engagement and training programmes were conducted to ensure sustainability principles were continuously reinforced.

Employees across multiple operational units actively participated in initiatives such as:

- Waste segregation programmes
- Recycling activities
- Food donation initiatives
- Electronic waste recycling

This hands-on involvement helped translate awareness into consistent daily operational practices.

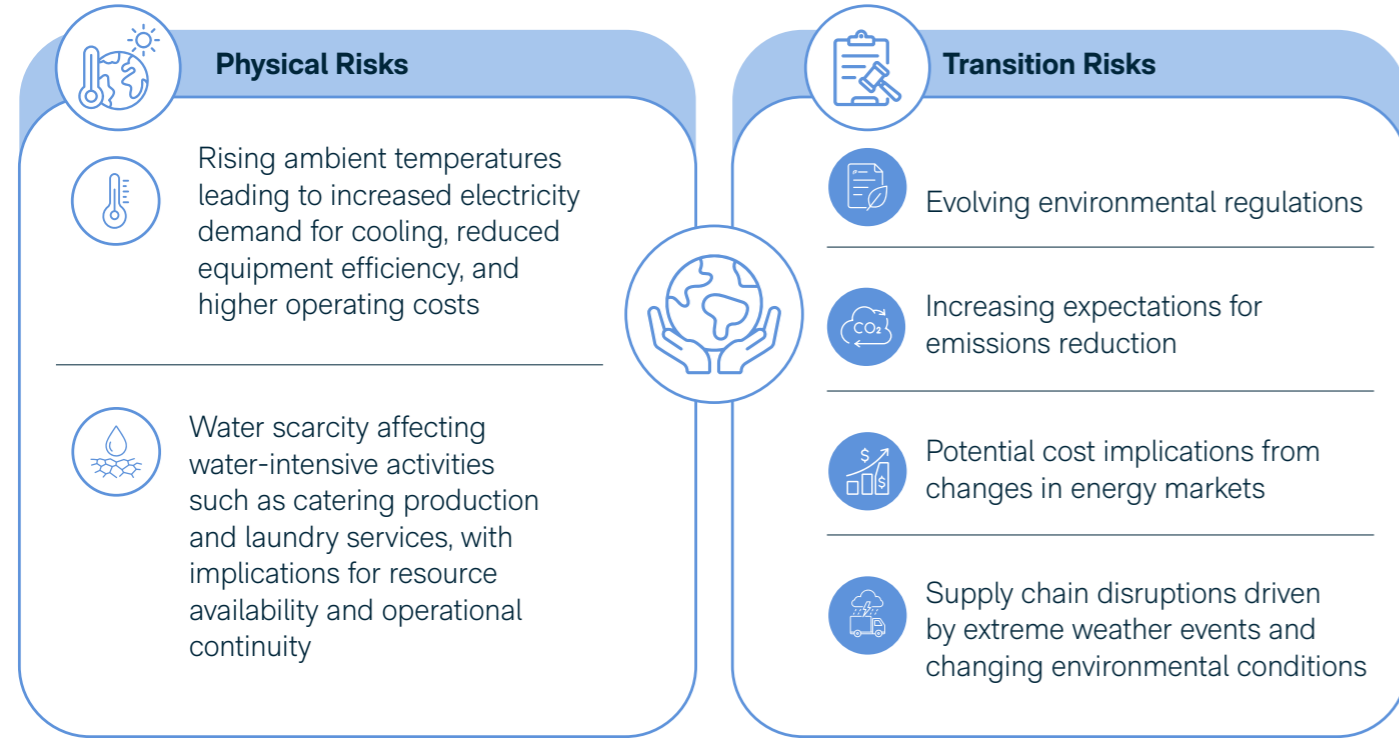


**CATRION signed a cooperation agreement with a government-affiliated agricultural entity to support future afforestation and environmental initiatives.**

## Climate Risks and Opportunities

GRI (201-2)

CATRION assesses its exposure to climate change through environmental and sustainability risk management processes, considering both physical and transition-related risks that may impact operations over time.



### Risk Assessment Approach

CATRION applies a qualitative, scenario-based approach aligned with national and international climate objectives, including Saudi Arabia's Net Zero 2060 commitment. Scenarios consider both:

- Transition to a lower-carbon economy
- Intensification of physical climate impacts

These are used to evaluate potential impacts on energy demand, water availability, regulatory compliance, and supply chain resilience.



### Opportunities Identified

Expansion of renewable energy use | Improvements in energy efficiency  
Electrification of fleets and equipment | Enhanced resource management

# Strengthening Resource Efficiency

GRI (3-3)

CATRION adopts a structured approach to managing waste, water, energy, and recycling through defined policies and operational controls. Waste management focuses on reducing waste at source, promoting circularity through surplus food donation, recycling of key streams such as cardboard and used cooking oil, electronic waste management via licensed providers, and the use of AI-based tools to improve waste visibility and reduction. Water management is supported by consumption monitoring, discharge compliance, and conservation practices. Recycling initiatives support responsible resource recovery and landfill diversion.

## Driving Sustainable Waste Management

GRI (306-1), (306-2), (306-3), (306-4), (306-5)

Waste generation at CATRION is closely linked to the scale of its catering and service operations, where food preparation, packaging, and daily activities generate diverse waste streams.

AI-based waste analysis tool in selected lounges has enhanced visibility into waste composition, enabling more targeted efforts to minimise waste at source.

### Waste Management Initiatives & Circularity Approach in 2025



Surplus food is redistributed through donations to registered charitable organisations, with over 11 million food items donated in 2025, reducing waste and supporting communities.



Major operational waste streams, including cardboard and used cooking oil, are recycled through approved partners.



Recyclable materials are provided to customers to support improved segregation and responsible disposal beyond direct operations.

CATRION's collaboration with a licensed recycling provider led to the responsible handling of items such as IT equipment and network devices.



2025 | Approximately 775 electronic items (around 8 tonnes) recycled

## Resource Efficiency in Marketing

CATRION takes measures to support the integration of resource-efficiency considerations into marketing and brand activation while aligning with the Company's broader sustainability management approach.

Reduction of Printed Materials	Digital-First Communication	Sustainable Event & Activation Design
<ul style="list-style-type: none"> <li>Reduced single-use printed assets (roll-ups, temporary signage, brochures)</li> <li>Increased digital display screens across sites and events</li> </ul> <p>This approach enabled the use of reusable digital content while reducing paper and vinyl consumption.</p>	<ul style="list-style-type: none"> <li>Use of QR codes across events and marketing touchpoints</li> <li>Access to digital brochures, menus, and corporate information through electronic platform</li> </ul> <p>This supports a more resource-efficient communication model and contributes to the reduction of printed materials.</p>	<ul style="list-style-type: none"> <li>Use of reusable booth structures and branded assets</li> <li>Assets stored and redeployed across multiple events</li> <li>Focus on durable material selection</li> </ul> <p>This reduced event-based waste generation and resource consumption.</p>

## Waste Generation & Recycling Performance (Across Key Stations)

Waste generation across CATRION's key stations of Jeddah, Riyadh, Dammam, and Madinah primarily consists of non-hazardous waste.

### Waste Management Performance



Total non-hazardous waste generated  
**20,314 tonnes**



Total recycled waste  
**2,916 tonnes**

## Recycling Performance



Recycling/composting rate:

**14.4%**



Waste sent to landfill:

**85.6%**

As part of CATRION's commitment to environmental stewardship, a strategic roadmap to reduce total waste by 5% by 2028 has been established. Complementing this long-term goal, a 16% recycling target has been set for 2026.

Recycling of cardboard has scaled across operations, contributing to landfill reduction and improved material recovery, while overall recycling and composting are in place across all stations, though most waste is still landfilled, highlighting opportunities to enhance waste diversion and circularity.

**Sustainability initiatives further contributed to the avoidance of an estimated 328,000 kg of CO<sub>2</sub> emissions, demonstrating tangible progress in environmental stewardship.**



### ESG Value Creation

ESG initiatives generated SAR 31.75 million in measurable value in 2025 through food donation programmes, materials recycling, used cooking oil recovery, solar energy savings, and e-waste management, demonstrating the strengthening operational and economic benefits of sustainability within CATRION's business model.



## Awards

- Gold for Best ESG Initiative
- Gold for Best Social Impact
- Bronze for Best Learning & Development
- Silver for Outstanding Contribution to Sustainability













Despite this progress, several challenges remained. These included harmonising ESG data across diverse operational units, aligning supply chain sustainability standards amid rapid business expansion, and strengthening cross-functional governance integration. CATRION addressed these challenges through enhanced coordination mechanisms, structured monitoring frameworks, and reinforced ESG oversight across the organisation.



## Sustainable Packaging

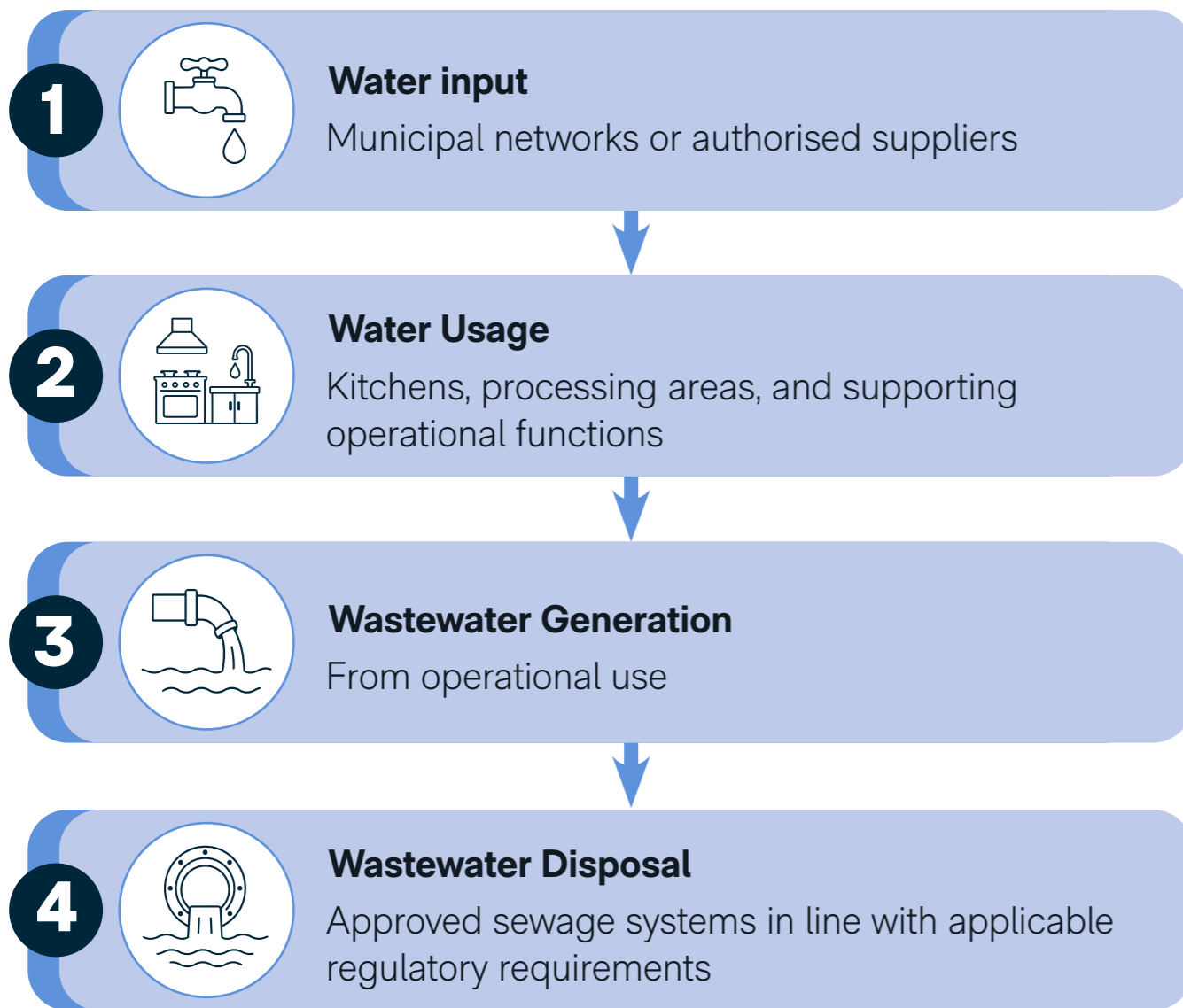
CATRION is advancing sustainability across catering operations through initiatives focused on waste reduction, packaging transformation, and management system expansion.

 <b>Waste Management and Recycling</b>	 <b>Sustainable Packaging Initiatives</b>	 <b>Standards and Certifications</b>
<ul style="list-style-type: none"> <li> Comprehensive waste management and recycling system with dedicated segregation of food and packaging waste</li> <li> Modern recycling technologies and machinery, enabling efficient processing and maximising the recovery of recyclable materials</li> <li> Deployment of collection and segregation areas across IFC regions, with recyclable materials transferred to approved service providers</li> </ul>	<ul style="list-style-type: none"> <li> Collaboration with airline clients to implement plastic-free flight solutions</li> <li> For selected flights, plastic food service items have been replaced with food-grade, carton-based bowls and containers</li> <li> Fully plastic-free cutlery sets, manufactured in-house, are also provided to support airline sustainability programmes and reduce reliance on single-use plastics</li> </ul>	<ul style="list-style-type: none"> <li> CATRION is expanding <b>ISO 22000 and HACCP</b> certifications to newly acquired production sites and airport lounges, reinforcing food safety standards and ensuring consistent compliance as operations grow.</li> </ul>

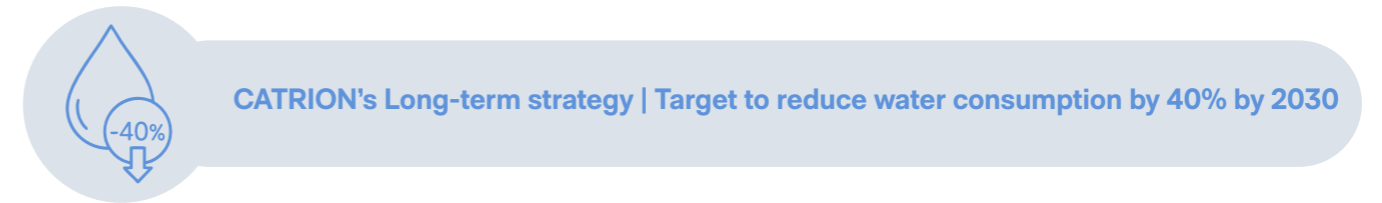
# Efficient Water Use for a Resilient Future

GRI (303-1), (303-2), (303-4), (303-5)

Water is an essential resource within CATRION's operations, supporting catering production, food preparation, cleaning, sanitation, and laundry activities across its facilities.



To manage this dependency, CATRION implements internal controls and monitoring practices to ensure responsible water use, maintain hygiene standards, and comply with applicable wastewater discharge regulations across its operations.



## Operational Measures for Water Strategy



Water-efficient fixtures and equipment



Process optimisation



Employee awareness initiatives

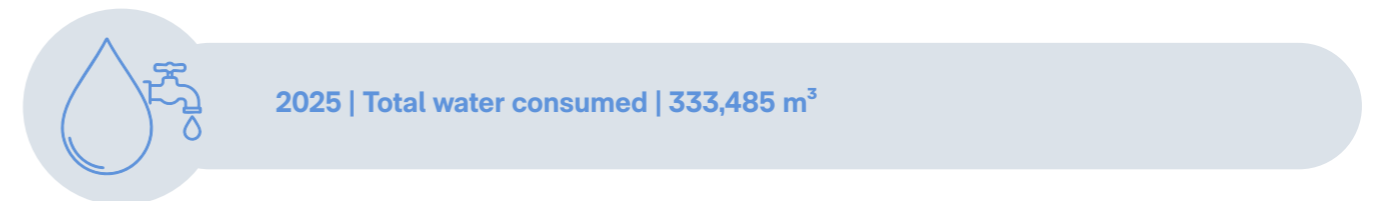


Water reuse opportunities

Operational measures are monitored through internal reporting and periodic performance reviews, enabling a gradual and measured improvement in water performance aligned with national priorities such as Saudi Vision 2030.

## Water Consumption Performance (Across Key Stations)

Water consumption across CATRION's key stations of Jeddah, Riyadh, Dammam, and Madinah reflects usage across catering and operational activities at multiple sites.



Jeddah accounts for the highest proportion of water consumption across all stations, reflecting its larger operational scale. Other stations show comparatively lower and more stable consumption levels.

Water consumption is concentrated at major operational hubs, with opportunities to further strengthen efficiency and optimisation across all sites.



### Sustainability in the Laundry Business Unit

CATRION's Laundry Business Unit ensures seamless service delivery by managing the full laundry cycle and providing clean, hygienic, and professionally maintained linen and uniforms in compliance with operational, regulatory, and quality standards.

#### Sustainability Actions



Use of modern equipment to optimise energy and water consumption



Environmentally responsible detergents and calibrated wash programmes to reduce reprocessing and extend linen lifespan



Preventive maintenance to ensure operational efficiency

#### Resource Efficiency and Innovation



Employee training on responsible chemical use and sustainability practices



Introduction of RFID tracking to enhance inventory control and reduce losses



Planned solar panel installations to lower reliance on conventional energy and reduce emissions

We take pride in unwavering commitment to delivering top-tier customer service, with a tailored approach designed to meet the unique demands with top quality and excellence.

With a 31 Net Promoter Score (NPS) in the laundry segment, and a customer satisfaction survey rating above 4 out of 5, the overall robust retention rate of 98%.

# Biodiversity Management

GRI (3-3), (304-1), (304-2)

CATRION operates selected facilities within the Red Sea development area, including a central production unit and a laundry facility, in a region of ecological importance. While not located within designated protected areas, these operations are subject to stringent environmental permitting, monitoring, and compliance requirements to ensure activities are carefully managed and aligned with environmental expectations.



#### Impact Assessment

Based on current assessments and monitoring practices, no significant adverse impacts on neighbouring biodiversity have been identified from CATRION's operations.

Facilities in environmentally sensitive regions operate under enhanced controls focused on:

- Pollution prevention
- Responsible waste and effluent management
- Minimising operational disturbance

These measures support the preservation of local ecosystems and ensure that activities remain within acceptable environmental limits, reflecting a precautionary and compliance-driven approach to biodiversity management.



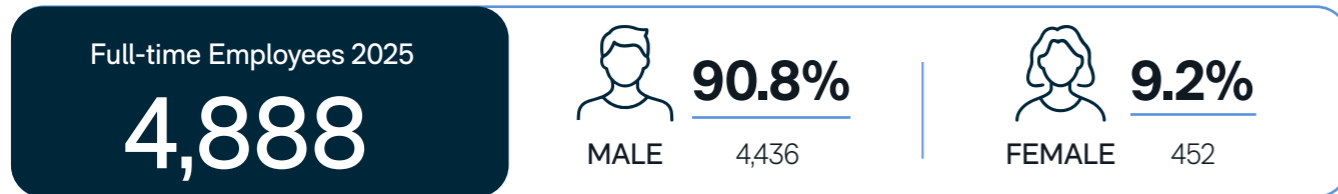
People & Culture

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>5 GENDER EQUALITY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>10 REDUCED INEQUALITIES</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>
-------------------------------------	--------------------------	--	--------------------------------	--

# Diversity, Equity, and Inclusion at Workplace

GRI (2-7), (2-8), (3-3), (401-1), (405-1)

CATRION is committed to fostering a diverse and inclusive workplace that values representation across genders, nationalities, and professional backgrounds. This commitment extends across all organisational levels, from frontline employees to senior leadership, promoting equal opportunity, collaboration, and diverse perspectives in support of sustainable organisational performance.



CATRION is committed to supporting individuals with special needs by fostering an inclusive and accessible work environment. In line with this commitment, the company has been awarded the Mowaamah Certificate under Saudi Arabia's Tawafuk Program, which aims to support and empower the employment of persons with disabilities.

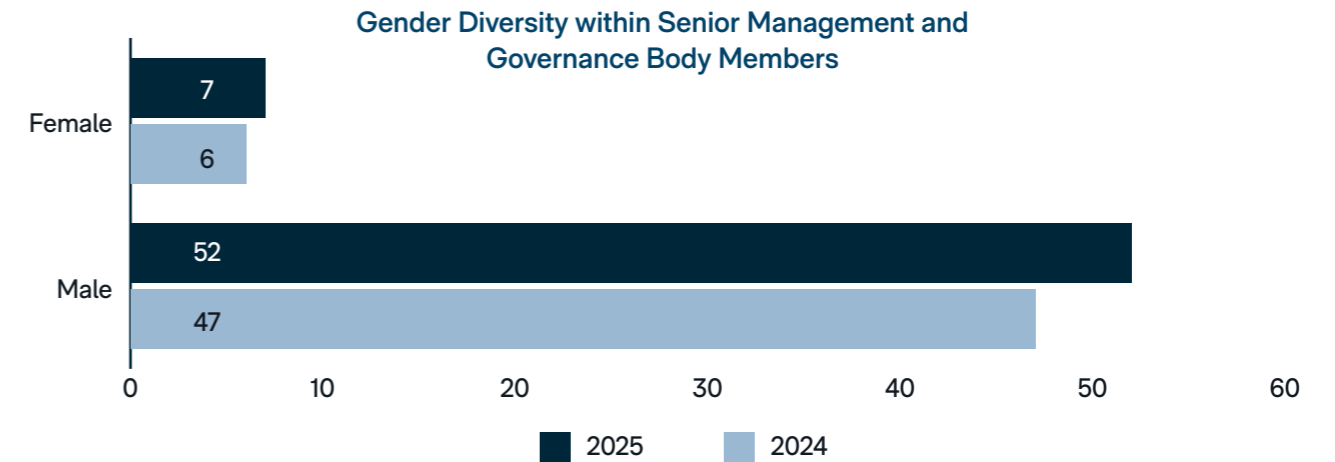
The company has been awarded the Qaderoon Award in recognition of its facilities being fully accessible and suitable for individuals with special needs.



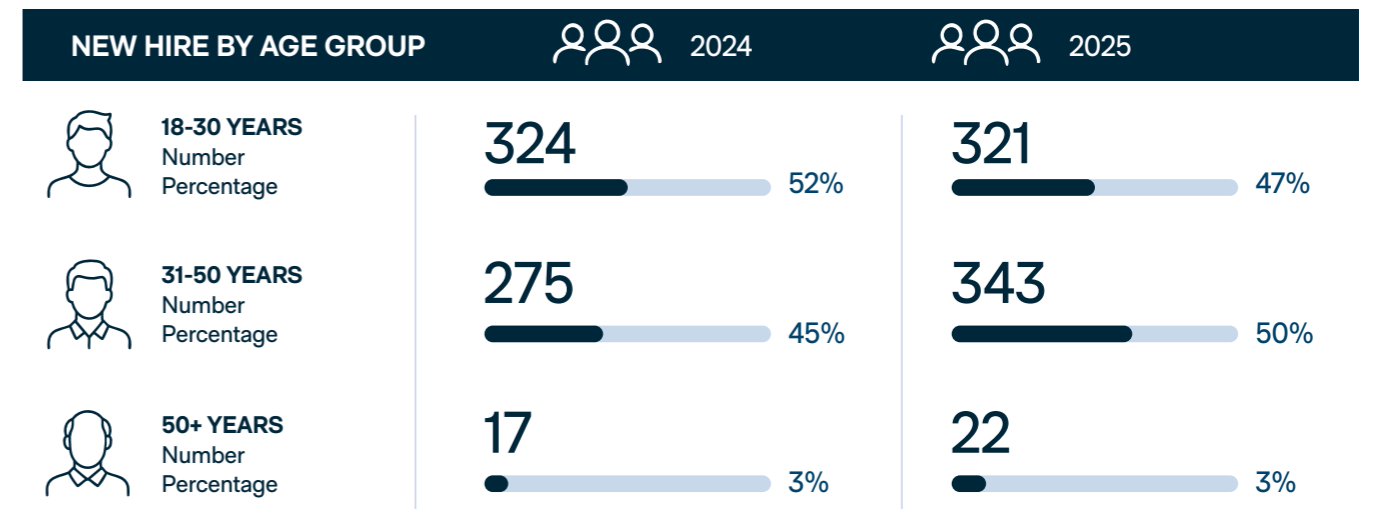
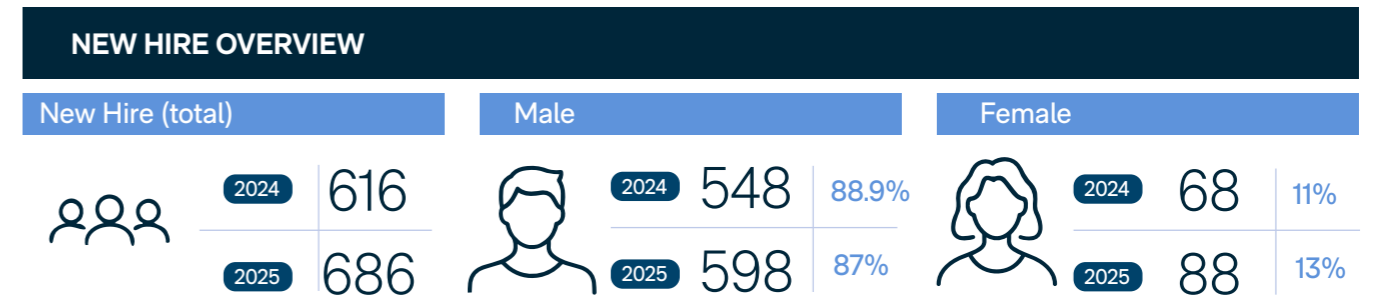
## Diversity by Employment Level

CATRION's gender distribution across employment levels has shown an increasing trend. There is a noticeable upward movement in the number of women in leadership and middle management roles, indicating gradual progress toward improved gender diversity.

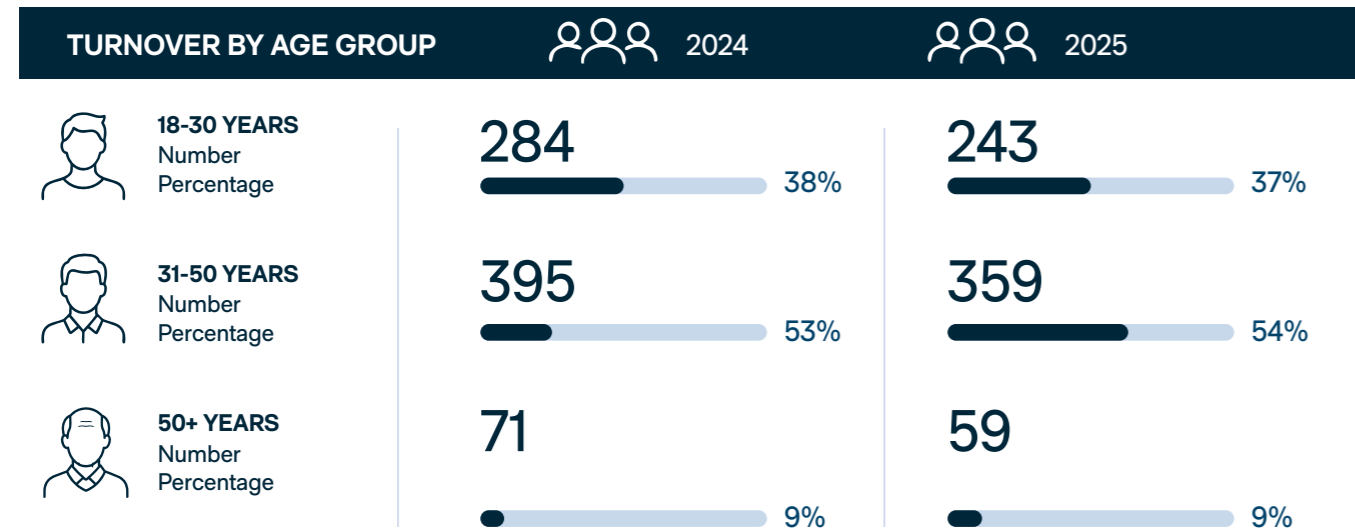
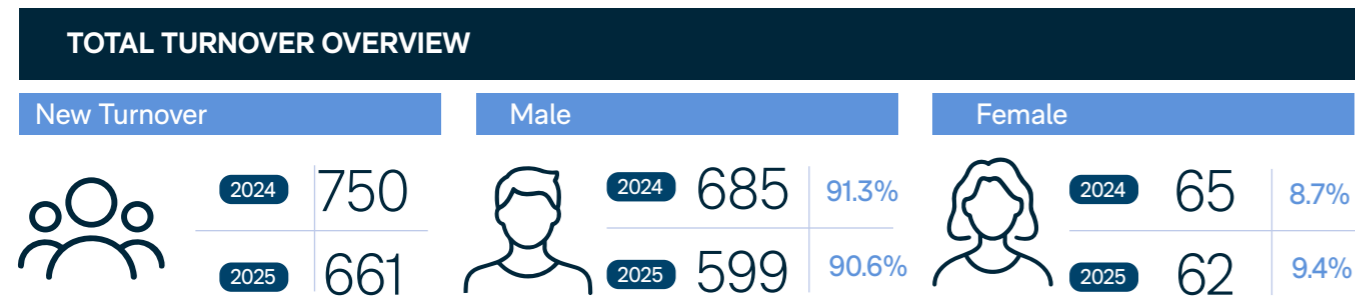
Data Point	Units	2025 (Jan 1st - Dec 31st 2025)
Total number of Females in Senior Management Positions	#	16
Total number of Females in Middle Management Positions	#	59
Total number of Females in Staff (Professional, Operational and Administrative)	#	377
Total number of males in Senior Management Positions	#	105
Total number of males in Middle Management Positions	#	271
Total number of males in Staff (Professional, Operational and Administrative)	#	4060



**New Hires:** In 2025, CATRION hired a total of 686 new employees. Of these, 321 employees (47%) were aged under 30 years, while 343 employees (50%) were between the ages of 30 and 50, and the remaining 22 employees were above 50 years of age.



**Turnover:** A total of 661 employees left the organisation in 2025. Of these, 243 were aged under 30 years, 359 were between 30-50 years, and 59 were above 50 years.



## Diversity by Age

Our workforce reflects a balanced mix of experienced and emerging talent. A total of 1,159 employees are young professionals (age group of 18–30 years), contributing innovation and new capabilities; 3,258 employees are in the 31–50 age group, providing strong operational and industry expertise; and 471 employees aged 50 and above offer strategic insight and leadership experience.

EMPLOYEES BY AGE	2024	2025
 Number of employees in the age group <b>18-30 Years</b>	1,469	1,159
 Number of employees in the age group <b>31-50 Years</b>	3,019	3,258
 Number of employees in the age group <b>50+ Years</b>	398	471
 Total number of female employees belonging to the age group <b>18-30</b>	151	133
 Total number of female employees belonging to the age group <b>30-50</b>	249	304
 Total number of female employees belonging to the age group <b>50+</b>	11	15

## Diversity by Nationality

CATRION has a diverse workforce comprising employees from 51 nationalities in 2025 across different levels, up from 45 nationalities in 2024.

## Saudization

CATRION supports national workforce development objectives aligned with Saudi Vision 2030.



We maintain a High Green status under the Nitaqat Programmes, reflecting sustained efforts to attract, develop, and retain Saudi nationals across diverse roles.

	2024	2025
Saudi Nationals within the Workforce	1,617	1,538

## ZADK Partnership – Empowering Saudi Youth

CATRION has established a strategic partnership with **ZADK** to recruit trained Saudi culinary graduates. Our strategic approach includes:

- Participated in ZADK's Annual Industry Partner Committee to align academic outcomes with industry needs.
- Delivered customised hiring events, structured training pathways, and onboarding support to ensure a smooth transition into the workplace.

### Outcomes

- 88 ZADK graduates successfully hired into culinary roles across multiple business segments.
- Strengthened CATRION's national talent pipeline.
- Enhanced employer brand recognition within hospitality and culinary education institutions.

### Looking Ahead

CATRION plans to expand the partnership through annual intakes and the inclusion of additional culinary specialties, further supporting youth employment and skills development across the Kingdom.

# Human Capital Management

GRI (3-3)

CATRION's people, customers, and communities are central to long-term value creation. Sustainable growth is driven by responsible workforce management, operational excellence, and strong stakeholder relationships. We foster an inclusive, high-performance workplace, prioritising employee development, safety, and quality standards that support customer well-being.



## Recruitment practice

Technical competence + Alignment with core values

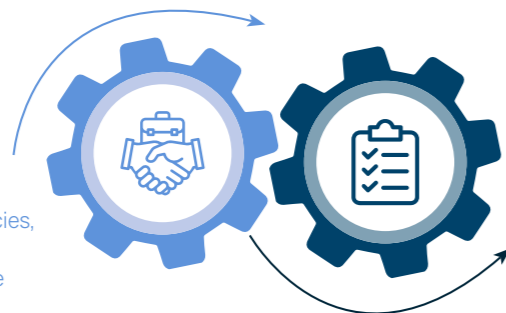
- Organisational stability and performance
- Cultural alignment
- Supports retention
- Workforce consistency with long-term objectives

Our Talent Acquisition (TA) strategy includes proactive talent pipeline development through partnerships with universities and training institutes, participation in career fairs, and structured workforce planning initiatives.

### Talent Acquisition Engagement Mechanisms

#### Onboarding & Induction Programmes

Structured induction processes to CATRION's culture, core values, policies, and career development pathways, ensuring smooth integration and role clarity.



#### New Joiner Surveys (Post-Onboarding)

Periodic surveys assess onboarding effectiveness, clarity of role expectations, and cultural alignment. Feedback for continuous improvement initiatives.

### Advancing talent experience and engagement

#### Digital Onboarding Module

- Fully digital onboarding platform to:
- enhance process efficiency
  - improve employee experience
  - strengthen compliance monitoring

#### Value-Based Recruitment

Systematic embedding of core values across recruitment stages, assessments, and selection frameworks to ensure alignment with organisational standards

#### Enhanced Employer Branding

Targeted campaigns and institutional partnerships designed to strengthen CATRION's employer positioning and visibility among Saudi talent



KPI	Target	Objective
Recruitment Efficiency (Time-to-Fill)	90% efficiency rate	Streamline the hiring process and reduce time to fill vacancies.
Time-to-Offer (TTO)	≤ 30 days	Ensure timely job offers and monitor continuous improvement monthly.
Hiring Process Automation	90% automation	Minimise manual tasks and enhance efficiency in recruitment workflows.
Quality of the Hiring Process	80% satisfaction rate	Improve hiring quality through feedback from hiring managers and new employees.
Workforce Utilisation Rate	90% utilisation rate	Optimise workforce allocation to enhance overall productivity.
Job Description System Completion	100%	Ensure clarity of roles and support structured career pathways.

## Talent Development and Learning

(GRI 404-1, 404-2, 404-3)

CATRION implements a structured training and skills development framework designed to enhance workforce capabilities and align individual performance with organisational objectives.

### Key pillars of the Workforce Development Framework

#### CATRION Learning & Development Framework


##### Capability Building Approach

- Training needs assessments
- Role-specific technical programmes
- Continuous learning (workshops, digital platforms, mentoring)

##### Skill Evaluation & Development

- Periodic competency assessments
- Identification of skill gaps
- Targeted development plan

CATRION Learning & Development Framework	
<b>LEARNING MANAGEMENT SYSTEM (LMS)</b>	
Course registration & tracking	
Progress monitoring	
Certification management	
Compliance notification	
<b>CONTENT &amp; RISK ALIGNMENT</b>	
Training aligned with regulatory & operational requirements	
Mitigates risk and upholds quality standards	
<b>DIGITAL &amp; E-LEARNING EXPANSION</b>	
On-demand, flexible learning access	
Scalable across the workforce	
<b>GOVERNANCE &amp; COMPLIANCE</b>	
Internal & external audits mechanisms, supported by training records & performance evaluations	



**Training Target of 2025: To train a minimum of 12% of employees annually, in addition to training at least 2% of interns as part of its broader social responsibility commitments.**

**KEY PILLARS OF THE WORKFORCE DEVELOPMENT FRAMEWORK**

- **Strategic Training Needs Analysis (TNA)**  
Annual, data-driven assessment to identify role-based and organisational skill gaps.
- **Operational & Ramp Staff Training**  
Continuous, job-specific programs for airport frontline teams, focused on safety and operational excellence.
- **Leadership Development**  
Programs designed to develop high-potential employees and future leaders.
- **Accredited Professional Certifications**  
Mandatory and internationally recognised certifications aligned with regulatory and industry standards.
- **Safety & Soft Skills Training**  
Occupational safety programs and behavioural skills such as communication, quality, stress management, and time management.
- **English Language Development**  
Structured language programs to strengthen communication and performance in an international work environment

Category	2024 Participants	2025 Participants	Programmes
<b>Sustainability</b>	2	11	<ul style="list-style-type: none"> <li>• ESG Internal Auditing</li> <li>• Sustainability Education for Culinary Professionals</li> <li>• Sustainable Nutrition Design</li> </ul>
<b>Safety &amp; Security</b>	~1,500+	~3,800+	<ul style="list-style-type: none"> <li>• Airport Safety</li> <li>• Airside Driving</li> <li>• Aviation Security Awareness</li> <li>• Human Factors</li> <li>• Emergency Response</li> <li>• ISO 45001</li> <li>• GACA Regulations</li> </ul>
<b>Competency &amp; Leadership</b>	~200+	~650+	<ul style="list-style-type: none"> <li>• Leadership Tracks</li> <li>• Data &amp; AI</li> <li>• Power BI</li> <li>• Communication</li> <li>• Finance for non-financials</li> <li>• English Programmes</li> <li>• Cybersecurity</li> <li>• Procurement</li> </ul>

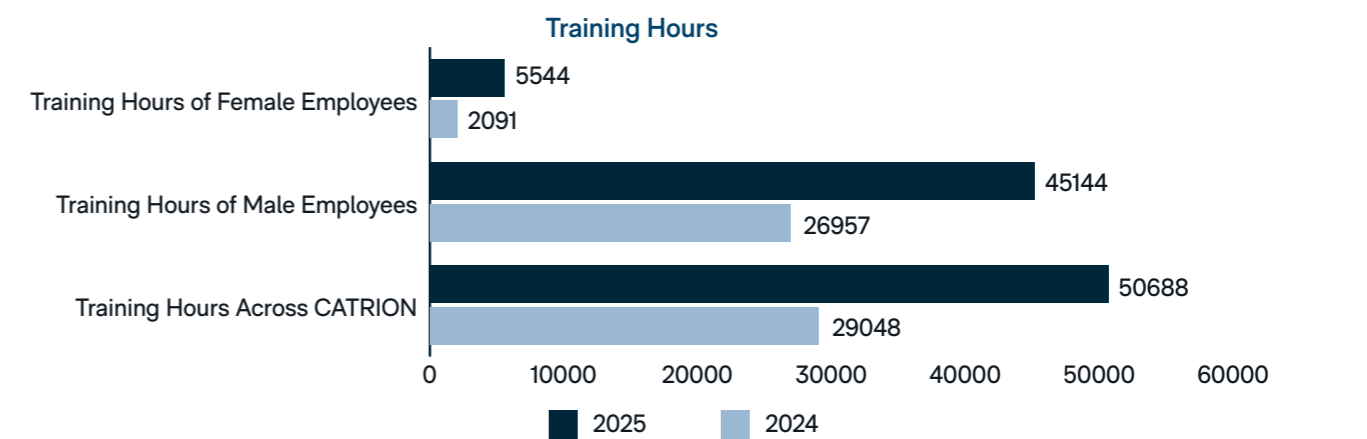
**Recognition and Community Impact Awards**



**Best Employee Award**  
Reward and Recognition Strategy



**Best Community Impact Initiative Award**  
Employee Happiness Awards



Training Hours by Role	2024	2025
Senior Management	6,245	7,668
Middle Management	4,152	4,746
Staff (Professional, Operational, and Administrative)	18,652	38,274

## Regular Performance and Career Development Reviews

We expanded the number of employees receiving regular performance and career development reviews in 2025.

Number of Employees Receiving Performance & Career Development Reviews	2024	2025
Males	1,371	3,959
Females	61	114
Senior Management	21	13
Middle Management	159	173
Staff (Professional, Operational & Administrative)	1,252	3,887

## Building a Culture of Care: Our Benefits Package

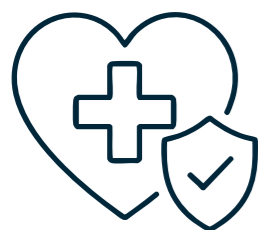
GRI (3-3), (401-2), (401-3), (404-3), (405-2)

CATRION recognises that a competitive and comprehensive benefits framework is essential to attracting and retaining talent while sustaining employee satisfaction.

Our broad range of benefits:

- Life insurance
- Healthcare coverage
- Disability protection
- Leave options (to support employee well-being and financial security)

### Coverage of Full-time Employees for benefits in 2025



Healthcare benefits

**4,888**



Disability and Invalidity

**45**



Parental leave eligibility

**1,380**

Utilisation of parental leave increased for both genders, with maternity leave uptake rising from 21 (in 2024) to 32 (in 2025) employees and paternity leave from 73 (in 2024) to 91 (in 2025) employees.

## Return-to-work Rate

Return-to-work rates remained strong, improving for females from 95% in 2024 to 98% in 2025 and remaining at 100% for males. Retention 12 months post-return remained at 100% for both genders, with retained employees increasing from 20 to 32 females and from 70 to 88 males, demonstrating the effectiveness of CATRION's inclusive benefits and reintegration practices.

Benefits and Parental Leave	2024	2025
FTE   Health care benefits	4,502	4,888
FTE   Disability and invalidity coverage	43	45
FTE   Parental leave eligibility	1,355	1,470
Females who are entitled to parental leave	173	190
Males who are entitled to parental leave	1,182	1,280
Females who took parental leave	21	34
Males who took parental leave	73	92
Females returned to work in the reporting period after their parental leave ended	21	34
Males who returned to work in the reporting period after their parental leave ended	73	92
Females who are still employed 12 months after return to work from maternity leave	20	34
Males who are still employed 12 months after return to work from paternity leave	70	91
Return to work rate (females)	95 %	99%
Return to work rate (males)	100%	100%
Retention rate (females)	100%	98.97%
Retention rate (males)	100%	100%

## Remuneration

CATRION is committed to equitable and fair compensation, supported by a structured remuneration framework and governance oversight, which combines base salary, benefits, and performance-based incentives to ensure fairness, internal equity, and market competitiveness in line with HR policies. Our compensation is based on defined salary scales and relevant experience, supporting a transparent, merit-based, and non-discriminatory approach.

# Occupational Health and Safety

GRI (3-3)

CATRION is committed to ensuring a safe and healthy workplace for all employees, contractors, and visitors. A structured Occupational Health and Safety (OHS) framework guides the prevention of work-related injuries, compliance with regulations, and continuous improvement in safety performance. Health and safety elements are embedded into operational planning and daily activities, making workplace safety a core organisational priority across all facilities.

## Health and Safety Management System

GRI (403-1), (403-2), (403-4), (403-7), (403-8), (403-9), (403-10)

CATRION operates a formal Safety Management System aligned with applicable legal requirements and internationally recognised standards.

Our compliance with relevant national regulations

- **Labour Law**
- **Royal Decrees & GACAR 151**
- **Ministry of Interior (MOI) requirements**
- **General Organisation for Social Insurance (GOSI)**
- **MHRSD (Ministry of Human Resources and Social Development)**
- **SFDA (Saudi Food and Drug Authority) Civil Defence regulations**

Our alignment with internationally recognised management system standards

- **ISO 45001** – Occupational Health and Safety Management System standard.
- **ISO 9001** – Quality Management System standard.

To ensure effectiveness and adherence to regulations, CATRION implements a structured audit program encompassing both internal and external reviews:

### Internal Audits

Conducted semi-annually

### External Audits

Annual ISO 45001 certification audits are performed by an accredited external body.

### Regulatory Audits

Aviation regulator, GACA, conducts audits every two years

Our structured mechanisms collectively strengthen regulatory compliance, highlight areas for enhancement, and foster a culture of accountability and continuous improvement.

We enhance safety performance through ISO 45001 implementation, annual fire drills, and integration of HSE KPIs into evaluations, supported by operational controls that ensure proactive risk mitigation.



100% of all employees are covered by OHS



27% of employees and non-employees covered have been internally audited

Health and Safety Coverage	2024	2025
Employees covered by OHS	4,835	4,888
Non-employee workers covered by OHS	991	1,254
Employees covered by a system that has been internally audited	3,208	3,267
Non-employee workers covered by a system that has been internally audited	991	1,254
Employees covered by a system that has been externally audited	3,208	3,267
Non-employee workers covered by a system that has been externally audited	991	1,254
Percentage of employees and non-employee workers covered by a system audited or certified by an external party	23%	27%

## Hazard Identification, Risk Assessment and Incident Investigation

CATRION applies a structured risk management framework to identify, assess, and control work-related hazards across both routine and non-routine activities. The Safety Management System is implemented across all operations, workplaces, and personnel, ensuring occupational risks are systematically evaluated, mitigated, and regularly reviewed.

**ZERO** fatalities as a result of work-related injury and work-related ill health  
(For all employees and non-employees)



### Hazard Identification

- Workplace inspections
- Task-based risk assessments
- Legal reviews
- Manufacturer guidance
- Incident reporting
- Audits
- Employee consultations
- Formal hazard reporting channels

All processes are overseen by qualified safety personnel and documented in line with the Safety Management System.



### Incident Investigation

- Work-related incidents are investigated per formal procedures, focusing on:
- Root cause analysis
  - Implementation of corrective and preventive actions based on the hierarchy of controls.



### Reporting and Response

- Employees are encouraged to report hazards through formal channels.
- Significant risks are addressed immediately, reviewed by the HIRARC team, and communicated to relevant personnel.
- Employees are empowered to stop work in unsafe conditions without reprisal.

Risks and control measures are formally recorded and communicated to employees, with key information displayed in work areas to enhance awareness and proactive risk management.

## For All Employees

Work-related Fatalities and Injuries	2024	2025
Number of high-consequence work-related injuries (excluding fatalities)	22	18
Rate of high-consequence work-related injuries (excluding fatalities)	0%	0%
Total number of recordable work-related injuries	64	44
Rate of recordable work-related injuries	1%	1%
Total number of hours worked by employees	17,293,537	16,772,760
Injury rate (frequency of injury events relative to total workforce time)	1%	1%

## For Workers Who Are Not Employees

Work-related Fatalities and Injuries	2024	2025*
Number of high-consequence work-related injuries (excluding fatalities)	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	0%	0%
Number of recordable work-related injuries	3	1
Rate of recordable work-related injuries	0%	0%
Total number of hours worked	2,854,080	3,123,710

## Worker Participation and Consultation

Employee participation is integral to CATRION's safety framework, with active involvement in OHS development, implementation, and review through safety committees and formal feedback mechanisms. Each operational unit maintains a Safety Committee, chaired by the Unit Chief, which meets monthly to review performance, assess risks, and drive continuous improvement.

## OHS Training and Awareness

GRI (403-5)

CATRION delivers OHS training across its workforce to ensure awareness, compliance, and risk preparedness.

Training programmes include:

- Safety induction programmes for new employees
- Awareness training on the Safety Management System
- Emergency Response Plan training
- Work Permit System training

These programmes ensure employees understand their roles and responsibilities, can identify workplace hazards, and are prepared to respond effectively to emergency situations.

H&S Trainings	2024	2025
Number of employees who received H&S Trainings	1991	1635
Number of employees certified SO 45001:2018 Lead Auditors	5	6

## Promotion of Workers' Health

GRI (403-3), (403-6)

CATRION provides comprehensive health services beyond occupational health and safety, supporting both physical and mental well-being across operations.

### Healthcare Access

CATRION maintains an integrated healthcare support system, including:

- In-house medical network with clinics and ambulances staffed by certified professionals
- 24/7 on-call medical services supported by a Medical Emergency Response Plan
- Virtual clinic services and digital health platforms for remote consultations
- Medical isolation facilities for communicable disease management
- Preventive vaccination programmes (e.g., influenza, meningococcal, hepatitis, typhoid)
- Employee & Family Assistance Programmes (EFAP) offering confidential counselling
- Flexible health support for exceptional cases beyond standard insurance
- Partnerships with accredited external healthcare providers

### Health Insurance and Benefits

Full-time employees are provided with comprehensive coverage, including:

- Access to expanded hospital and polyclinic networks
- Medical, dental, and optical benefits
- Enhanced treatment limits and family/parental coverage
- EFAP mental health and emergency psychological support
- Life, disability, and AD&D insurance
- Paid leave in accordance with Company policy

### Support for Employees with Health Limitations

Structured support includes:

- Access to healthcare benefits and paid sick leave
- Confidential case management and coordinated engagement
- Functional capability assessments
- Tailored workplace accommodations (modified duties, adjusted hours, workplace adjustments, or redeployment where appropriate)

### Wellbeing Initiatives

CATRION promotes holistic wellbeing through:

- Physical wellbeing programmes (fitness, ergonomics, health awareness, First Aid & BLS training)
- Mental wellbeing programmes (Mental Health First Aid and psychological safety awareness)

### Fit-to-Work and Health Assessment

A structured framework ensures employee fitness and safety, including:

- Pre-employment medical assessments based on role-specific risks
- Return-to-work assessments following extended absence
- Fitness-for-duty evaluations conducted through independent medical review





<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
-------------------------------------	----------------------------	--

# Community Engagement

GRI (3-3)

CATRION's CSR strategy is designed to strengthen community impact and employee support systems through structured and measurable social responsibility initiatives. The strategy follows a defined growth pathway, building on the 2024 baseline and progressing toward the Company's long-term 2028 objectives.

## Core Strategic Pillars

<p><b>Pillar 1: Community Empowerment</b></p>	<ul style="list-style-type: none"> <li>• <b>Focus:</b> Healthcare, Education, and Social Service.</li> <li>• <b>Strategy:</b> Transition from one-off donations to structured programs that address local needs and leverage CATRION's corporate strengths.</li> <li>• <b>Partnerships:</b> Forge long-term alliances with local NGOs to co-create sustainable community projects.</li> </ul>
<p><b>Pillar 2: Employee Mobilisation</b></p>	<ul style="list-style-type: none"> <li>• <b>Focus:</b> Internal Volunteering Culture.</li> <li>• <b>Strategy:</b> Establish a "Structured Employee Volunteering Program". This involves creating a framework where staff can contribute their skills during working hours, enhancing employee satisfaction and corporate loyalty.</li> </ul>
<p><b>Pillar 3: ESG Integration</b></p>	<ul style="list-style-type: none"> <li>• <b>Focus:</b> Cross-departmental Collaboration.</li> <li>• <b>Strategy:</b> Ensure the ESG Team works closely with Procurement and IFC to align CSR spending with sustainable sourcing and ethical financial standards.</li> </ul>

## Strategic Growth Targets (Cumulative)

CATRION's CSR strategy follows a phased growth roadmap, progressing from the 2024 baseline toward the long-term 2028 vision:

- **Year 1 (2025) – Foundation & Launch:** Target of 40% implementation of planned CSR initiatives.
- **Year 2 (2026) – Scaling & Expansion:** Target of 60% cumulative progress.
- **Year 3 (2027) – Optimisation & Impact:** Target of approximately 75% completion in preparation for achieving the 85% target by 2028.

## CSR Policy & Governance Framework

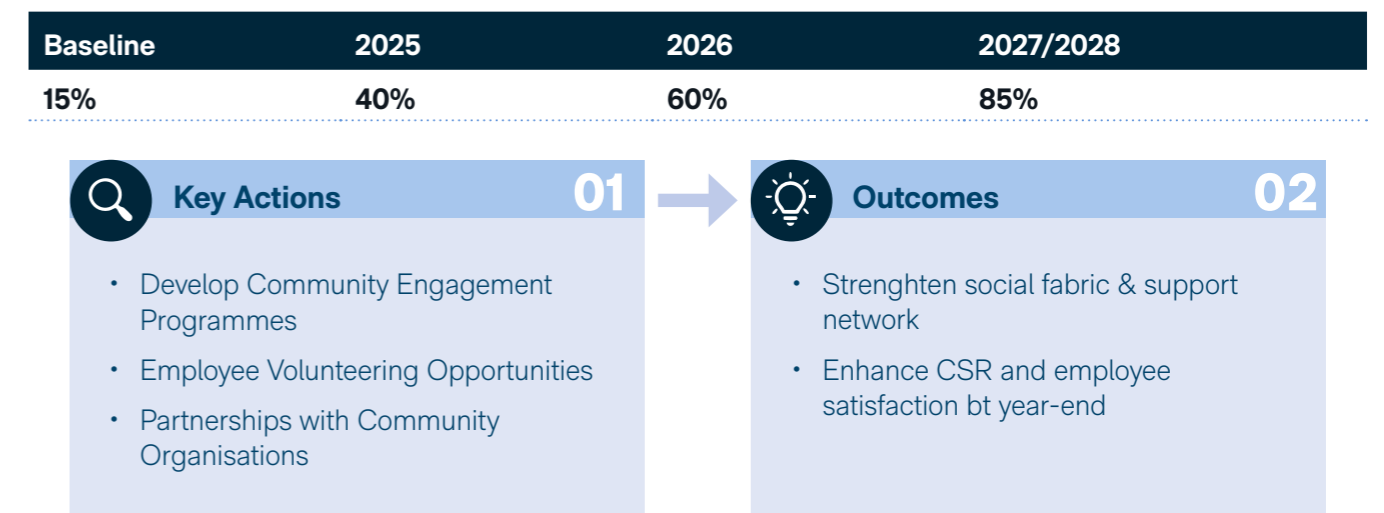
CATRION's CSR Policy aligns with Saudi national priorities, Vision 2030, and the UN SDGs, reflecting its commitment to community development, workforce wellbeing, ethical conduct, and long-term value creation. It is guided by principles of transparency, ethical conduct, measurable community impact, regulatory compliance, and sustainability, with CSR awareness embedded through employee training and internal communications.

Governance is led by the CEO, who provides strategic oversight and approves programmes, while the ESG Committee reviews initiatives and reports to the Board. The CSR Department manages implementation, ensuring alignment with approved frameworks and organisational objectives.

## CSR Goals

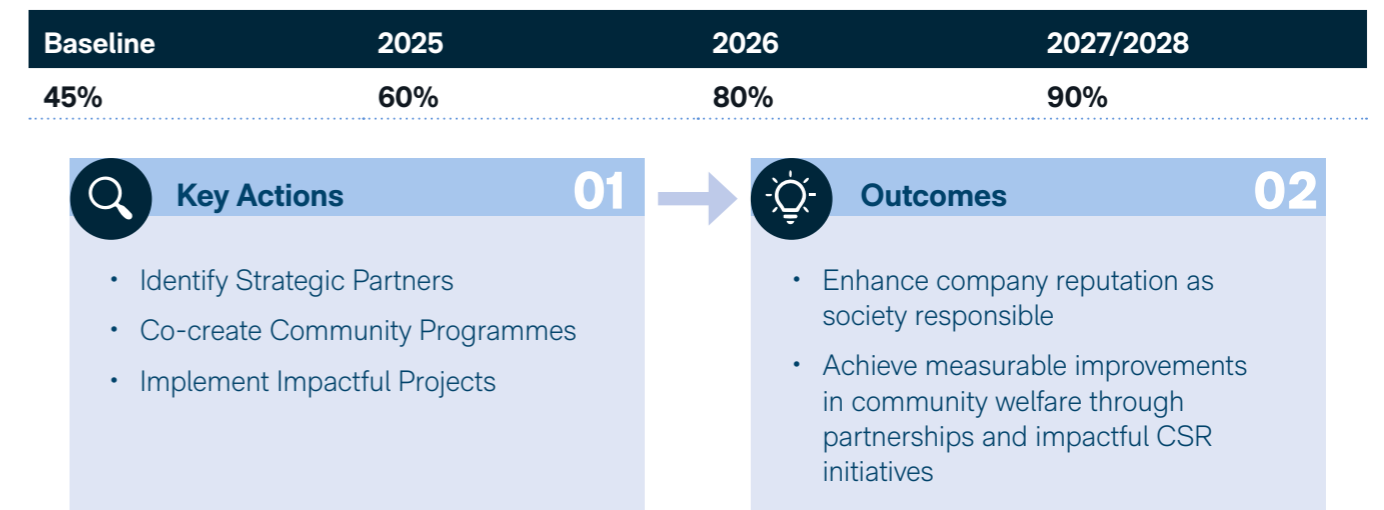
### Goal 1: Conduct CSR Programmes

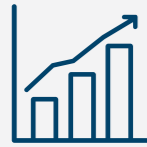
Conduct comprehensive initiatives, programmes, and events to support the social community and employees.



### Goal 2: Sustainable CSR Partnerships

Partner with organisations to improve community engagement and achieve substantial impact.





### CSR KPIs

**Participation Rate:** Percentage of employees engaged in structured community outreach and CSR activities.

**Initiative Volume:** Total number of CSR initiatives implemented each year.

**Impact Measurement:** Evaluation of programme effectiveness through community feedback, social impact assessments, and outcome-based performance metrics.



In 2025, CATRION increased its CSR investment from SAR 4,627,000 in 2024 to SAR 31,747,491 representing approximately 5.86 times growth, reflecting the Company's strengthened commitment to sustainable social impact.

## CATRION Volunteering & Donations

GRI (413-1)

### EKRAM Association Donation – Food & Uniforms

Redistribution of surplus food and unused CATRION uniforms to individuals and families in need

Distributed 11,248,334 food units and donated 800 uniforms, promoting community well-being, dignity, and social solidarity

5,259,642  
Beneficiaries  
in 2025

### Saudi Boccia – Platinum Sponsorship

Sponsorship of inclusive sports for individuals with disabilities

Promoted social inclusion, Paralympic sports awareness, and alignment with Vision 2030

20  
Beneficiaries  
in 2025

### Rheumatism Patients Support

Financial aid and medical assistance, including surgeries for children

Improved health, social solidarity, and quality of life for vulnerable groups

4  
Beneficiaries  
in 2025

### VVIP Coffee in Hajj

Specialised coffee service for pilgrims during Hajj

Enhanced pilgrim experience and well-being

N/A

### Saudi National Guard Blood Donation Campaign

Blood donation drives in partnership with the Saudi National Guard

Strengthened blood supply, improved patient care, and promoted employee engagement

73  
Beneficiaries  
in 2025

### National Finals of World Robot Olympiad (WRO 2025)

Catering support for participants and organisers

Donated surplus meals and supported STEM education and event experience

N/A

### King Fahd Causeway Iftar Meals

Provision of Iftar meals to travellers and staff during Ramadan

Promoted cultural values, human experience, and brand trust

N/A

### Blood Donation Campaign – Saudi German Hospital

Support for voluntary blood donation initiatives

Enabled life-saving transfusions, strengthened health resilience, and promoted a culture of giving

108  
Beneficiaries  
in 2025

### Reward for Cooperative Trainees

Financial rewards and structured trainee support

Enhanced skills, employability, and economic inclusion

104  
Beneficiaries  
in 2025

### Royal Commission for Makkah City and the Holy Sites, and Ikram Association – Female Talent Development

Training programme to enhance female professional readiness

Developed female talent, enhanced employability, and supported workforce integration

100  
Beneficiaries  
in 2025

### World Food Day 2025 – Meals for Distribution at the Holy Mosque in Makkah

Preparing and packaging meals in collaboration with Ekram Association

Enhanced food security and community welfare at the Holy Mosque in Makkah

25,000  
Beneficiaries  
in 2025

### Iftar Initiative at the Holy Mosque – Collaboration with Ekram

Food security support and services for pilgrims

Enhanced food security, supported pilgrims, and strengthened community solidarity during Ramadan

60,000  
Beneficiaries  
in 2025

### Beach Cleanup at the Red Sea Project

Employee volunteer-led beach cleanup initiative

Reduced coastal pollution, protected marine ecosystems, and increased environmental awareness

N/A

### Environment Week 2025 – Collaboration with King Abdulaziz Royal Reserve Development Authority and GACA

Promotion of environmental awareness and sustainable practices

Strengthened environmental awareness, sustainable practices, and national conservation efforts

N/A

## Food Security and Environmental Stewardship through Strategic Partnership with Ekram Charity

In 2025, CATRION strengthened its long-standing partnership with Ekram Charity Association, reinforcing its commitment to environmental responsibility and community well-being through structured surplus food redistribution and social support initiatives.

### Our Approach

Following the approach of 2024, CATRION continued donating surplus food from its catering operations to Ikram Charity Association in 2025 as well. All food donations are managed under strict hygiene and food safety protocols, including laboratory testing and compliance with national food safety standards to ensure safe consumption.

The initiative is supported by SOPs across CATRION units, focusing on following three key criteria:



Safe food handling practices



Secure logistics and distribution systems



Temperature-controlled storage and transport

### Our 2025 Performance

**11,248,334** food units distributed to in-need communities

**800** uniforms donated to support operational and humanitarian needs

**5,259,642** beneficiaries reached across communities

**SAR 24,626,786** invested in implementing and operating the initiative

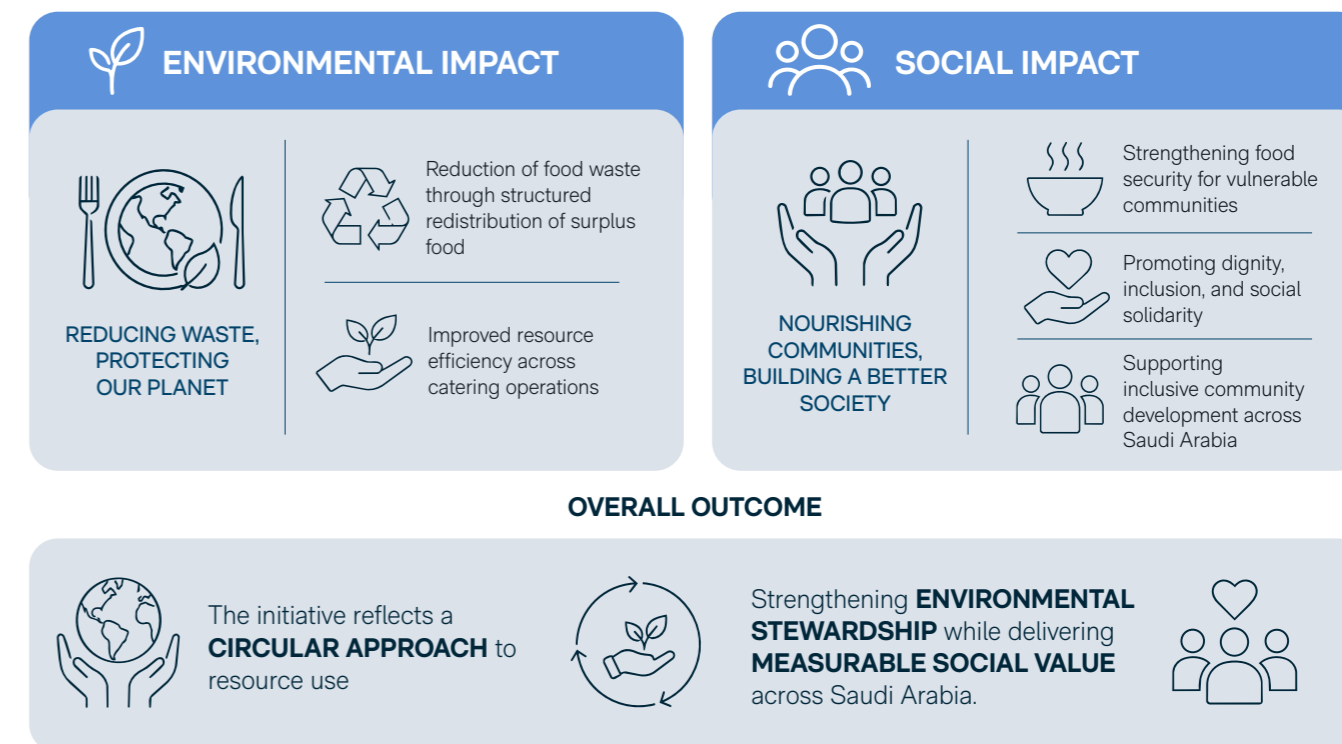
The initiative operates across major catering units in Riyadh, Jeddah, Dammam and Madinah. It also extends to support food distribution at the Holy Mosque in Makkah, ensuring surplus food reaches worshippers and workers.

### Recognition and Governance

The initiative has been formally recognized by Ikram Charity Association through an honorary plaque acknowledging CATRION's contribution. The partnership is endorsed at the leadership level, highlighting its strategic importance within CATRION's sustainability and community engagement agenda.

## Sustainability Impact

Our strategic partnership with Ekram Charity advances CATRION's sustainability strategy by addressing environmental and social impact.

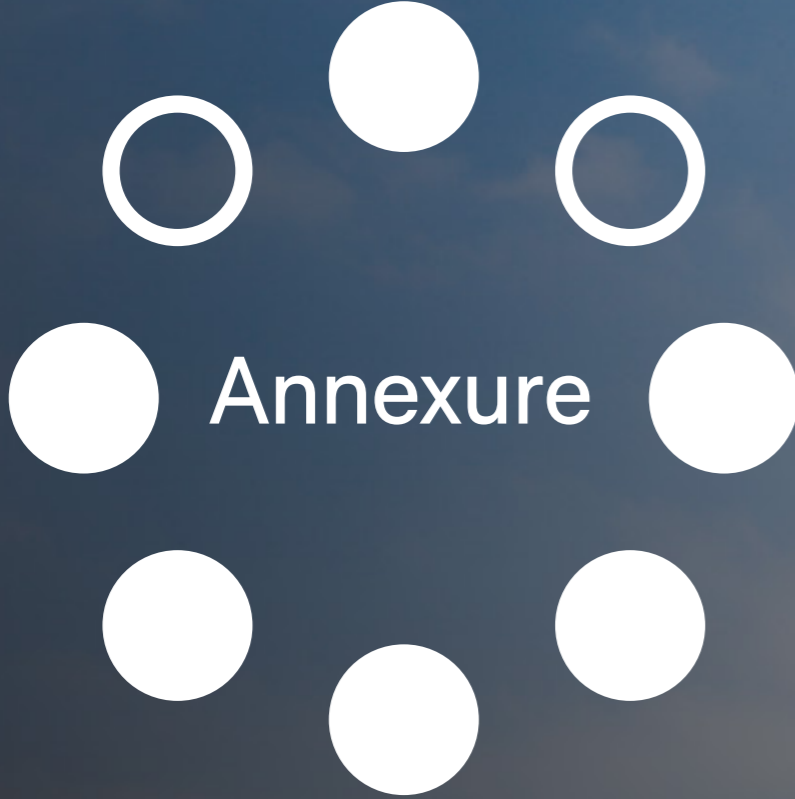


## Partners For Impact

GRI (413-1)

CATRION partners with established NGOs to deliver structured initiatives across food security, healthcare, education, community support, and inclusive sports. By combining internal capabilities with NGO expertise, the Company enhances programme reach, aligns with community needs, and ensures efficient, impact-driven resource allocation.

Project / Initiative	NGO Partner	Activities & Engagement	Impact Created
<b>Surplus Food Donation</b>	Ertiqā Recycling / Tadweer Neamah / Ekram Charity	Collection, safe redistribution, and volunteer involvement	Over <b>11,248,334 units of surplus food</b> distributed to families in need; reduced food waste; improved community nutrition
<b>CATRION Uniform Donation</b>	Ekram Charity	Distribution of <b>800 unused uniforms</b> to eligible beneficiaries	Promoted resource reuse, social dignity, and supported underprivileged community members
<b>Saudi Boccia Sponsorship</b>	Saudi Boccia Federation	Platinum sponsorship, event support, athlete development	Enabled <b>inclusive sports participation</b> ; empowered athletes with disabilities; increased community awareness of Paralympic sports
<b>Health &amp; Medical Support</b>	Local hospitals/ healthcare NGOs	Financial contributions, surgeries for children (rheumatism patients)	<b>SAR 90,000</b> donated; surgeries for <b>6 children</b> ; improved access to medical care for vulnerable populations
<b>Community Education &amp; Awareness Campaigns</b>	Various NGOs	Workshops, awareness programmes, training	Strengthened community engagement, education on health, sustainability, and social responsibility



# Annexure



# Annexure 1: GRI Index

GRI 1 used		CATRION has reported with reference to the GRI Standards for the period 1st January 2025 to 31st December 2025.			
Applicable GRI Sector Standard(s)		GRI 1: Foundation 2021			
"GRI STANDARD/OTHER SOURCE		Not Applicable			
DISCLOSURE		LOCATION	OMISSION	REASON	EXPLANATION
			REQUIREMENT(S) OMITTED		
<b>General disclosures</b>					
GRI 2: General Disclosures 2021	2-1 Organizational details	8-15			
	2-2 Entities included in the organization's sustainability reporting	8,9			
	2-3 Reporting period, frequency and contact point	8,9			
	2-4 Restatements of information	8,9			
	2-5 External assurance	8,9			
	2-6 Activities, value chain and other business relationships	10-13			
	2-7 Employees	76			
	2-8 Workers who are not employees	NA		Information unavailable/incomplete	
	2-9 Governance structure and composition	35			
	2-10 Nomination and selection of the highest governance body	35-39			
	2-11 Chair of the highest governance body	35			
	2-12 Role of the highest governance body in overseeing the management of impacts	35-40			
	2-13 Delegation of responsibility for managing impacts	35-37			
	2-14 Role of the highest governance body in sustainability reporting	35-40			
	2-15 Conflicts of interest	41			
	2-16 Communication of critical concerns	41-42			
	2-17 Collective knowledge of the highest governance body	NA		Information unavailable/incomplete	
	2-18 Evaluation of the performance of the highest governance body	35-49			
	2-19 Remuneration policies	NA		Confidentiality constraints	
	2-20 Process to determine remuneration	35-38			
	2-21 Annual total compensation ratio	NA		Confidentiality constraints	
	2-22 Statement on sustainable development strategy	5,7			
	2-23 Policy commitments	41-43			
	2-24 Embedding policy commitments	41-43			
	2-25 Processes to remediate negative impacts	41-43			
	2-26 Mechanisms for seeking advice and raising concerns	41-43			
	2-27 Compliance with laws and regulations	41-43			
	2-28 Membership associations	16,17			
	2-29 Approach to stakeholder engagement	29			
	2-30 Collective bargaining agreements	NA		Not applicable	

		CATRION has reported with reference to the GRI Standards for the period 1st January 2025 to 31st December 2025.			
GRI 1 used		GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)		Not Applicable			
"GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION
REQUIREMENT(S) OMITTED					
<b>Material topics</b>					
	3-1 Process to determine material topics	24,25			
	3-2 List of material topics	24,25			
<b>Water Management</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	65			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	70,71			
	303-2 Management of water discharge-related impacts	70,71			
	303-3 Water withdrawal	NA		Information unavailable/incomplete	
	303-4 Water discharge	70,71			
	303-5 Water consumption	70,71			
<b>Diversity, Equity and Inclusion</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	80			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	76-79			
	405-2 Ratio of basic salary and remuneration of women to men	NA		Information unavailable/incomplete	
<b>Customer Relationship Management</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	54			
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	54,55			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	54,55			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	44,45			
<b>Occupational Health and Safety</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	86			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	86-88			
	403-2 Hazard identification, risk assessment, and incident investigation	86-88			
	403-3 Occupational health services	89			
	403-4 Worker participation, consultation, and communication on occupational health and safety	86-88			
	403-5 Worker training on occupational health and safety	88			
	403-6 Promotion of worker health	89			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	86-88			

70/71		CATRION has reported with reference to the GRI Standards for the period 1st January 2025 to 31st December 2025.			
GRI 1 used		GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)		Not Applicable			
"GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION
			REQUIREMENT(S) OMITTED		
<b>Occupational Health and Safety (Cont'd)</b>					
GRI 403: Occupational Health and Safety 2018 (Cont'd)	403-8 Workers covered by an occupational health and safety management system	88-88			
	403-9 Work-related injuries	88-88			
	403-10 Work-related ill health	88-88			
<b>GHG Emissions</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	60			
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	62			
	305-2 Energy indirect (Scope 2) GHG emissions	62			
	305-3 Other indirect (Scope 3) GHG emissions	NA		Information unavailable/incomplete	Scope 3 is not calculated currently.
	305-4 GHG emissions intensity	NA		Information unavailable/incomplete	Emission Intensity is not calculated currently.
	305-5 Reduction of GHG emissions	62			
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	64			
<b>Energy Management</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	60			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	60,61			
	302-2 Energy consumption outside of the organization	NA		Information unavailable/incomplete	Scope 3 is not calculated currently.
	302-3 Energy intensity	NA		Information unavailable/incomplete	Energy Intensity is not calculated currently.
	302-4 Reduction of energy consumption	60,61			
	302-5 Reductions in energy requirements of products and services	NA		Information unavailable/incomplete	No product or service specific reduction has been calculated currently.
<b>Digital Transformation and Cybersecurity</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	56,57			

		CATRION has reported with reference to the GRI Standards for the period 1st January 2025 to 31st December 2025.			
GRI 1 used		GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)		Not Applicable			
"GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION	REASON	EXPLANATION
			REQUIREMENT(S) OMITTED		
<b>Employee Engagement and Development</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	76,80			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	76,77			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	84,85			
	401-3 Parental leave	84,85			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	81-83			
	404-2 Programs for upgrading employee skills and transition assistance programs	81-83			
	404-3 Percentage of employees receiving regular performance and career development reviews	81-84			
<b>Community Engagement</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	92-93			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	94,95			
	413-2 Operations with significant actual and potential negative impacts on local communities	NA		Information unavailable/incomplete	Not assessed currently.
<b>Waste Management and Circular Economy</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	65			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	65-69			
	306-2 Management of significant waste-related impacts	65-69			
	306-3 Waste generated	65-69			
	306-4 Waste diverted from disposal	65-69			
	306-5 Waste directed to disposal	65-69			
<b>Sustainable Supply Chain</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	30			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	30,31			
	308-2 Negative environmental impacts in the supply chain and actions taken	30,31			

# Annexure 2: Tadawul Index

Key Issue	Location
GHG Emissions (absolute and intensity)	62
Product Carbon Footprint	Not assessed currently
Financing Environmental Impact	Not applicable
Climate Change Vulnerability	Not applicable
Biodiversity and Land Use	73
Water Stress	70,71
Raw Material Sourcing	12,29,30,31,50,51
Toxic Emissions and Waste	62,63,65,66,67
Packaging Material and Waste	65,66
Electronic Waste	20,63,65
Opportunities in Clean Tech	61
Opportunities in Green Building	Not assessed currently
Opportunities in Renewable Energy	61
Opportunities in Cleaner Hydrocarbon Energy (e.g. CCUS)	Not assessed currently
Labour Management	80-85
Health & Safety	86-89
Human Capital Development	80-85
Supply Chain Labour Standard	30,31
Product Safety & Quality	49-53
Chemical Safety	52,53
Privacy & Data Security	56,57
Responsible Investment	19,67,94
Controversial Sourcing	Not applicable
Access to Communications	Not applicable
Access to Finance	Not applicable
Access to Healthcare	Not applicable
Opportunities in Nutrition and Health	55
Board	34-44
Tax Transparency	Not assessed currently
Pay	38
Ownership & Control	35-37
Accounting	38
Business Ethics	41-43

# Annexure 3: Key Indicators

## Governance

Data Point	2022	2023	2024	2025
Percentage of Board Seats Occupied by Females	NR	NR	11%	11%
Percentage of Board Seats Occupied by Males	NR	NR	89%	89%
Percentage of Board Seats Occupied by Independent Board Members	NR	NR	44%	33%
Percentage of Committee Chairs Occupied by Females	NR	NR	0%	30%
Percentage of Committee Chairs Occupied by Males	NR	NR	100%	70%

## People and Culture

Data Point	2022	2023	2024	2025
Total number of employees	4,546	5,007	4,842	4,888
Employment Type				
Total full-time employees	4,546	5,007	4,842	4,888
Total part-time employees	0	0	0	0
Gender				
Females	365	434	416	452
Males	4,181	4,570	4,426	4,436
Age Group				
Employees aged 18–30	1,530	1,687	1,496	1,159
Employees aged 31–50	2,671	2,928	2,948	3,258
Employees aged 50+	345	392	398	471

## New hire

Data Point	2022	2023	2024	2025
Total number of new employees	1,332	884	616	686
Gender				
Female new hires	146	123	68	88
Rate of female employees hired (%)	11%	15%	11%	13%
Male new hires	1,186	693	548	598
Rate of male employees hired (%)	89%	85%	89%	87%
Age Group				
New hires aged 18–30	701	469	324	321
Percentage of new hires aged 18–30 (%)	53%	53%	53%	47%
New hires aged 31–50	608	400	275	343
Percentage of new hires aged 31–50 (%)	45%	45%	45%	50%
New hires aged 50+	23	15	17	22
Percentage of new hires aged 50+ (%)	2%	2%	2%	3%

## Turnover

Data Point	2022	2023	2024	2025
Total turnover (full-time employees)	417	352	750	661
Gender				
Females who left the organisation	59	49	65	62
Turnover of female employees (%)	16%	11%	8.7%	9.4%
Males who left the organisation	358	303	685	599
Turnover of male employees (%)	9%	7%	91.3%	90.6%
Age Group				
Employees aged 18–30 who left	132	153	284	243
Percentage aged 18–30 (%)	9%	9%	38%	37%
Employees aged 31–50 who left	241	173	395	359
Percentage aged 31–50 (%)	9%	6%	53%	54%
Employees aged 50+ who left	44	26	71	59
Percentage aged 50+ (%)	13%	7%	9%	9%

## Employee benefits

Data Point	2022	2023	2024	2025
Benefits				
Full-time employees provided health care	4,533	5,007	4,842	4,888
Full-time employees provided disability and invalidity coverage	38	36	43	45
Full-time employees provided parental leave	974	1,207	1,264	1,380
Parental Leave – Entitlement				
Females entitled to maternity leave	NR	NR	173	164
Males entitled to paternity leave	NR	NR	1,182	1,216
Parental Leave – Taken				
Females who took maternity leave	NR	NR	21	32
Males who took paternity leave	NR	NR	73	91
Return to Work				
Females returned after maternity leave	NR	NR	21	32
Males returned after paternity leave	NR	NR	73	91
Retention (12 months after return)				
Females retained after maternity leave	NR	NR	20	32
Males retained after paternity leave	NR	NR	70	88
Rates				
Return to work rate (females)	NR	NR	95%	98%
Return to work rate (males)	NR	NR	100%	100%
Retention rate (females)	NR	NR	100%	100%
Retention rate (males)	NR	NR	100%	100%

## Diversity

Data Point	2022	2023	2024	2025
Countries of origin (diversity by nationality)	NR	NR	45	51
Employees with special needs	NR	NR	43	45
Female employees aged 18–30	NR	NR	151	133
Female employees aged 30–50	NR	NR	249	304
Female employees aged 50+	NR	NR	11	15
Countries of origin of senior management and governance bodies members	NR	NR	20	21
Females in senior management positions	NR	NR	2	16
Females in middle management positions	NR	NR	45	59
Females in staff (professional, operational and administrative)	NR	NR	362	377

## Training hours

(AVERAGE) Number of Training Hours	2022	2023	2024	2025
<b>By Gender</b>				
Males	25,002	23,399	26,957	45,144
Females	2,055	2,802	2,091	5,544
<b>By Role</b>				
Senior Management	171	515	6,245	7,668
Middle Management	2,341	2,742	4,152	4,746
Staff (Professional, Operational and Administrative)	24,545	22,944	18,652	38,274

## Saudi employees

Data Point	2022	2023	2024	2025
Total number of National Employees	NR	NR	1,617	1,538

## Employees receiving performance & career development reviews

Number of Employees Receiving Performance & Career Development Reviews	2022	2023	2024	2025
<b>By Gender</b>				
Males	4,046	3,458	3,593	3,959
Females	335	160	165	114
<b>By Role</b>				
Senior Management	45	30	33	13
Middle Management	244	157	181	173
Staff (Professional, Operational & Administrative)	4,092	3,431	3,544	3,887

## Occupational health and safety

Data Point	2022	2023	2024	2025
Number of all employees covered by the occupational health and safety system	NR	NR	4,835	4,888
Number of non-employee workers covered by the occupational health and safety system	NR	NR	991	1,254
Percentage of all employees and workers covered by the occupational health and safety system	NR	NR	100%	100%
Number of employees covered by a system that has been internally audited	NR	NR	3,208	3,267
Number of non-employee workers covered by a system that has been internally audited	NR	NR	991	1,254
Percentage of employees and non-employee workers covered by a system that has been internally audited	NR	NR	23%	27%
Number of employees covered by a system that has been externally audited	NR	NR	3,208	3,267
Number of non-employee workers covered by a system that has been externally audited	NR	NR	991	1,254
Percentage of employees and non-employee workers covered by a system audited or certified by an external party	NR	NR	23%	27%

## For all employees

Data Point	2022	2023	2024	2025
Total number of employee fatalities as a result of work-related injury	0	0	0	0
Rate of fatalities as a result of work-related injuries	0%	0%	0%	0%
Total number of high-consequence work-related injuries (excluding fatalities)	86	55	61	18
Rate of high-consequence work-related injuries (excluding fatalities)	1%	1%	1.12%	0%
Total number of recordable work-related injuries	98	55	64	44
Rate of recordable work-related injuries	1%	1%	0.74%	1%
Total number of hours worked by employees	14,884,800	16,525,292	17,293,537	16,772,760
Injury rate (frequency of injury events relative to total workforce time)	NR	NR	1%	1%
Number of employee fatalities as a result of work-related ill health	NR	NR	0	0
Number of employee cases of recordable work-related ill health	NR	NR	0	0

## For workers who are not employees

Data Point	2022	2023	2024	2025
Total number of fatalities from work-related injury	NR	NR	0	0
Rate of fatalities from work-related injury	NR	NR	0%	0%
Total number of high-consequence work-related injuries (excluding fatalities)	NR	NR	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	NR	NR	0%	0%
Total number of recordable work-related injuries	NR	NR	3	1
Rate of recordable work-related injuries	NR	NR	0%	0%
Total number of hours worked	NR	NR	2,854,080	3,123,710
Number of fatalities from work-related ill health	NR	NR	0	0
Number of recordable work-related ill health cases	NR	NR	0	0

## H&S trainings

Data Point	2022	2023	2024	2025
Number of employees who received H&S trainings	NR	NR	1,991	1,635
Number of employees certified ISO 45001:2018 Lead Auditors	NR	NR	5	6

NR – Not Reported in previous ESG Reports.

# Annexure 4: Abbreviation

ACA	Airline Catering Association	MOI	Ministry of Interior
AD&D	Accidental Death and Dismemberment	OHS	Occupational Health and Safety
AI	Artificial Intelligence	QR	Quick Response
COSO	Committee of Sponsoring Organisations of the Treadway Commission	SAR	Saudi Arabian Riyal
EMS	Environmental Management System	SAC	Saudi Accreditation Centre
ESG	Environmental, Social, and Governance	SASB	Sustainability Accounting Standards Board
EV	Electric Vehicle	SDG	Sustainable Development Goals
EFAP	Employee & Family Assistance Programmes	SFDA	Saudi Food and Drug Authority
EWAR	Emergency Warning and Response Working Group	SHC	Saudi Halal Centre
FS&QA	Food Safety and Quality Assurance	TCFD	Task Force on Climate-related Financial Disclosures
FSSC	Food Safety System Certification	tCO2e	tonnes of carbon dioxide equivalent
GACA	General Authority of Civil Aviation	UN	United Nations
GHG	Greenhouse Gas		
GOSI	General Organisation for Social Insurance		
GRI	Global Reporting Initiative		
GSE	Ground Support Equipment		
HACCP	Hazard Analysis & Critical Control Points		
HSE	Health, Safety, and Environment		
ISO	International Organisation for Standardisation		
ISSB	International Sustainability Standards Board		
IT	Information Technology		
KPIs	Key Performance Indicators		
LED	Light-emitting diode		
MHRSD	Ministry of Human Resources and Social Development		