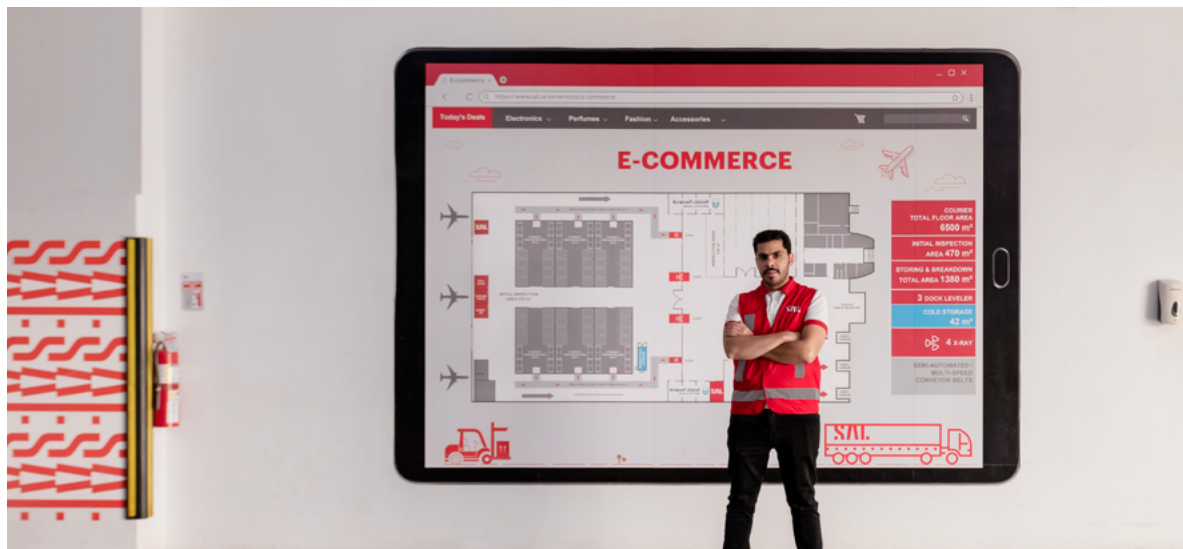


Digital & Technology



Building the Digital Backbone of an Integrated Logistics Champion

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

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

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

Digital Enablement Strengthening Operations and Integrated Growth

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

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

■ Replacing manual, paper-based processes with end-to-end digital workflows ↗

■ Improving cycle times and throughput management ↗

■ Reducing operational errors and enhancing visibility ↗

■ Streamlining transaction processing, documentation, scheduling and billing ↗

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

2025 Operational Digital Performance Highlights

+45 digital initiatives delivered with a 100% completion rate

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

Customer Platforms and Digital Journey

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

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

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





CargoGate: A Nationally Aligned Digital Logistics Platform

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

■ End-to-end cargo pickup appointment scheduling ↗

■ Online document verification ↗

■ Digital payments ↗

■ Real-time customer interaction and status tracking ↗

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

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

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

Impact Achieved

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

Customer-Related Digital KPIs

- 190,000 hours optimized, equivalent to +80 FTE productivity ↗
- Approx. ~~1~~ 17 million productivity value unlocked

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

Digital Value Creation

Transition from IT enablement to business value & growth

Value delivered across all five layers:

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

Automation, Data, and Decision Intelligence

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

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

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

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

- ~95% employee satisfaction with the digital transformation program

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

Asset-Light Digital Partnerships and Ecosystem Enablement

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

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

2025 Digital Revenue Contribution

- +3 digital services developed with direct revenue contribution

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

Strategic Digital Partnerships

1. SAL & STC Memorandum of Understanding

2. SAL & Infinite PL Memorandum of Understanding

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

Agreement Objectives

- Improve operational efficiency through automation and system integration
- Enhance shipment monitoring and customer experience
- Deploy AI-enabled solutions across logistics workflows
- Develop joint digital logistics solutions across e-commerce, pharma logistics, postal services and ground handling
- Accelerate digital transformation of the Saudi logistics ecosystem
- Support Vision 2030 by enhancing competitiveness and technological maturity

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

2025 SAL Digital Initiatives

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

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

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

SAL Digital 2025 Recognitions & Awards

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

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

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

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

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