

## DIRECTOR'S REPORT

### Dear Shareholders,

On behalf of the Board of Directors,

I am pleased to present the Annual Report of Salalah Port Services, together with the audited financial statements for the year ended 31 December 2025.

### Operational Overview

Safety is the Company's licence to operate. 2025 was a safe year for Port of Salalah. The Company continues to invest in systems, processes and training to manage operational risks. All incidents during the year were thoroughly investigated and corrective actions were taken.

During 2025, the container terminal handled 4.3 million TEUs (2024: 3.3 million TEUs). The Company saw the successful start of the Gemini Cooperation between Maersk and Hapag Lloyd whereby Salalah is a global hub for the network. Maersk's contribution to the total business remained stable throughout the year.

The Port of Salalah's General Cargo segment handled 26.4 million tons in 2025, compared to 22.6 million tons in 2024, representing a 17% increase. This overall growth was driven primarily by higher dry bulk volumes, particularly limestone and gypsum. I am pleased to note that this was a record high general cargo volume ever handled by Port of Salalah.

The Company remains focused on continuous improvement initiatives aimed at maintaining a worldclass terminal with consistent productivity and efficiency levels.

### Financial Overview

The consolidated revenue from operations for 2025 is recorded at **₹ 89.4 million** an increase of 28% compared to previous year. Consolidated EBITDA is recorded at **₹ 27.8 million** which corresponds to an EBITDA margin of 31%, up from **₹ 15.6 million** and a margin of 22% in 2024. Consolidated Net Profit for the year 2025 is recorded at **₹ 7.3 million**, compared to **₹ 2.3 million** in the prior year.

During 2025, the company distributed 10 baiza per share annual dividend pertaining to the year 2024. Taking into account the Company's capital expenditure plans—including equipment lifecycle requirements, ongoing port enhancement initiatives, growth ambitions, the fixed lease obligations for the CT upgrade, and prevailing volatility in global trade, the Board of Directors is pleased to recommend the distribution of a dividend of 15 baiza per share on the paid-up equity share capital of the company, resulting in a total cash distribution of **₹ 2.698 million** for the year 2025.

### Dividend history for the last 5 years

	2019	2020	2021	2022	2023	2024
Dividend %	20%	25%	10%	10%	10%	10%
Cash Outlay (₹'000)	3,597	4,496	1,798	1,798	1,798	1,798

### Employee Development

Our people are fundamental to the Company's success. To remain competitive and at the forefront of the industry, the organization must continuously enhance its capabilities through ongoing education in procedures, technologies, and global best practices. Accordingly, the Company continues to invest in workforce training and development, with a strong focus on Omanization and the upskilling of local talent, ensuring that national competencies progress in line with operational and strategic requirements.

### Corporate Social Responsibility (CSR)

Port of Salalah strongly believes in a CSR program that aligns with the pillars of sustainability and volunteerism, forming an integral part of our business philosophy. The company has invested **₹ 0.10 million** in CSR initiatives during 2025 contributing to the development of the Dhofar region and supporting community segments requiring assistance. The Company's CSR program is guided by a commitment to positively impact the local region while benefiting broader communities in need.

### COMMERCIAL

#### Container Terminal

Although volumes in 2025 were below capacity, the team maintained operational efficiency throughout the year. This maintains customer confidence in what Salalah can provide in terms of level of service.

### General Cargo Terminal

Against all challenges, the General Cargo Terminal managed to achieve record volume of 26.4 million metric tons. The volume was driven mainly by dry bulk (gypsum and limestone) where the demand remains on a growth trajectory. The Company is committed to service levels towards customers and in this regard continues to work on improving resources, productivity and efficiencies.

### New Businesses

The team has worked on new business opportunities value-adding services. MoU's signed for proposed green fuel storage and handling facility by Salalah Horizon and another one for a grain storage facility. New value-added services were added, including dry container repair, twist lock repair, and reefer parts storage.

Efforts have been made to explore anchoring opportunity for tuna handling business supported by Maersk network connectivity. This business will utilize both container and general cargo terminals.

### Outlook

The Port of Salalah is strategically well-positioned to overcome regional geopolitical challenges and disruptions to shipping routes. The competitive advantage of the Container Terminal in terms of location, productivity and efficiency is critically important to the success of Port of Salalah.

Global container volume growth for 2026 is projected to be around 4%, with our key customers expected to grow in line with the market. The situation in the Red Sea remains uncertain and a cautious return to the Red Sea/Suez is anticipated to have a positive impact on Salalah's container handling volumes. With the container upgrade now completed, the terminal is fully equipped to accommodate the Gemini Network—the global vesselsharing alliance between Maersk and HapagLloyd—further strengthening Salalah's position as a strategic transshipment hub. This is solidified by Salalah's performance throughout 2025 towards our Gemini customers.

General cargo volumes are projected to remain steady, with dry bulk commodities—particularly limestone and gypsum—continuing to serve as key growth drivers. Strong demand from construction and manufacturing sectors in India and Southeast Asia is expected to support and sustain these export levels. The introduction of "Minerals Trading Company", which is owned by Mineral Development Oman as the sole exporter of Gypsum in Oman by June 2026 is expected to bring changes to the value chain and the team is working closely with all parties to ensure a smooth transition.

Additional growth is anticipated in breakbulk cargo and CFS. As a result, total cargo volumes are expected to surpass 2025 levels by yearend.

Overall, the Port of Salalah is wellpositioned for continued growth, leveraging its operational efficiency, expanded capacity, and strategic shipping partnerships to strengthen its role as a key regional hub.

The Company is engaged in discussion with the government of Oman on extending the concession which is due to expire 2028 November 1<sup>st</sup>.

### Conclusion

On behalf of the Board of Directors and the shareholders of the company, I record the sincere appreciation and gratitude to His Majesty Sultan Haitham bin Tariq, for his strategic vision, leadership, and his continued support. I also thank our customers; investors and the members of the government we collaborate with.

Lastly, I would like to record our sincere appreciation for the contributions of our employees in achieving the strong performance delivered in 2025. Our continued growth was made possible through their hard work, solidarity, cooperation, and unwavering support.

### On behalf of the Board of Directors,

**Braik Musallam Al Amri**

**Chairman of Board of Directors,  
Salalah Port Services Co. SAOG  
18<sup>th</sup> February 2026**

## AUDITED CONSOLIDATED AND PARENT STATEMENT OF FINANCIAL POSITION AS OF 31ST DECEMBER 2025

Parent Company		Consolidated		Parent Company		Consolidated	
2024	2025	2024	2025	2025	2024	2025	2024
US \$ '000	US \$ '000	US \$ '000	US \$ '000	₹ '000	₹ '000	₹ '000	₹ '000
<b>ASSETS</b>							
<b>Non-current assets</b>							
168,493	143,718	168,631	143,828	55,278	64,807	55,320	64,860
58,583	37,429	58,627	37,461	14,394	22,531	14,406	22,548
2,596	3,629	2,596	3,629	1,396	998	1,396	998
546	546	-	-	210	210	-	-
49,400	-	49,400	-	-	19,000	-	19,000
279,618	185,322	279,254	184,918	71,278	107,546	71,122	107,406
6,251	8,244	6,251	8,244	3,171	2,404	3,171	2,404
13,596	5,851	13,596	5,851	2,250	5,229	2,250	5,229
16,048	22,018	16,048	22,018	8,469	6,172	8,469	6,172
14,612	16,967	14,612	16,967	6,525	5,619	6,525	5,619
25,601	72,398	25,601	72,398	27,846	9,846	27,846	9,846
5,552	53,744	5,552	53,744	20,671	2,136	20,671	2,136
81,660	179,222	81,660	179,222	68,932	31,406	68,932	31,406
361,278	364,544	360,914	364,140	140,210	138,952	140,054	138,812
<b>TOTAL ASSETS</b>							
<b>EQUITY</b>							
46,758	46,758	46,758	46,758	17,984	17,984	17,984	17,984
7,666	7,666	7,666	7,666	2,949	2,949	2,949	2,949
15,584	15,584	15,681	15,691	5,994	5,994	6,035	6,031
126,607	140,801	127,006	141,296	54,154	48,698	54,345	48,849
196,615	210,809	197,111	211,411	81,081	75,625	81,313	75,813
<b>LIABILITIES</b>							
<b>Non Current Liabilities</b>							
57,662	37,290	57,697	37,315	14,342	22,177	14,353	22,192
13,634	14,366	13,634	14,366	5,525	5,244	5,525	5,244
6,830	3,200	6,818	3,185	1,231	2,627	1,225	2,622
78,126	54,856	78,149	54,866	21,098	30,048	21,103	30,058
<b>Current Liabilities</b>							
11,837	16,001	11,849	16,014	6,154	4,553	6,159	4,557
71,050	75,913	70,139	74,865	29,198	27,323	28,793	26,975
3,650	6,965	3,666	6,984	2,679	1,403	2,686	1,409
86,537	98,879	85,654	97,863	38,031	33,279	37,638	32,941
164,663	153,735	163,803	152,729	59,129	63,327	58,741	62,999
361,278	364,544	360,914	364,140	140,210	138,952	140,054	138,812
1,095	1,172	1,097	1,176	0,451	0,421	0,452	0,422
<b>Net assets per share (US \$ / ₹)</b>							

## AUDITED CONSOLIDATED AND PARENT STATEMENT OF INCOME FOR THE PERIOD 31ST DECEMBER 2025

Parent Company		Consolidated		Parent Company		Consolidated	
2024	2025	2024	2025	2025	2024	2025	2024
US \$ '000	US \$ '000	US \$ '000	US \$ '000	₹ '000	₹ '000	₹ '000	₹ '000
181,790	232,259	181,958	232,421	89,325	69,919	89,390	69,984
(133,067)	(151,284)	(133,075)	(151,297)	(58,187)	(51,179)	(58,192)	(51,182)
(22,067)	(35,019)	(22,113)	(35,062)	(13,468)	(8,486)	(13,485)	(8,504)
(22,281)	(23,630)	(22,291)	(23,637)	(9,088)	(8,571)	(9,090)	(8,575)
(175)	(10)	(175)	(10)	(4)	(68)	(4)	(68)
1,131	1,164	1,131	1,164	448	435	448	435
5,331	23,480	5,435	23,579	9,026	2,050	9,067	2,090
4,617	4,151	4,617	4,151	1,597	1,776	1,597	1,776
(3,052)	(5,398)	(3,055)	(5,401)	(2,076)	(1,174)	(2,077)	(1,175)
6,896	22,233	6,997	22,329	8,547	2,652	8,587	2,691
(1,114)	(3,363)	(1,130)	(3,363)	(1,293)	(428)	(1,293)	(434)
5,782	18,870	5,867	18,966	7,254	2,224	7,294	2,257
-	-	-	-	-	-	-	-
5,782	18,870	5,867	18,966	7,254	2,224	7,294	2,257
5,782	18,870	5,867	18,966	7,254	2,224	7,294	2,257
5,782	18,870	5,867	18,966	7,254	2,224	7,294	2,257
5,782	18,870	5,867	18,966	7,254	2,224	7,294	2,257
0.031	0.105	0.034	0.105	0.040	0.012	0.041	0.013