



سيسكو
SISCO
الشركة السعودية للخدمات الصناعية
Saudi Industrial Services Company

SAUDI INDUSTRIAL SERVICES COMPANY

Strategy presentation

12th October 2021

YOUR PARTNER IN

Ports & Terminals | Logistics Parks & Services | Water Solutions

Disclaimer

This presentation is strictly confidential and is being shown to you solely for your information and may not be reproduced, retransmitted, further distributed to any other person or published, in whole or in part, for any purpose.

This presentation has been prepared by Saudi Industrial Services Company (SISCO) and reflects the management's current expectations or strategy concerning future events and are subject to known and unknown risks and uncertainties.

Some of the statements in this presentation constitute "forward-looking statements" that do not directly or exclusively relate to historical facts. These forward-looking statements reflect SISCO's current intentions, plan, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which are outside SISCO's control. Important factors that could cause actual results to differ materially from the expectations expressed or implied in the forward-looking statements include known and unknown risks. SISCO undertakes no obligation to revise any such forward-looking statements to reflect any changes to its expectations or any change in circumstances, events, strategy or plans. Because actual results could differ materially from SISCO's current intentions, plans, expectations, assumptions and beliefs about the future, you are urged to view all forward-looking statements contained in this presentation with due care and caution and seek independent advice when evaluating investment decisions concerning SISCO.

No representation or warranty, express or implied, is made or given by or on behalf of SISCO or any of its respective members, directors, officers or employees or any other person as to the accuracy, completeness or fairness of the information or opinions contained in or discussed at this presentation.

This presentation does not constitute an offer or invitation to purchase any shares or other securities in the Company and neither it nor any part of it shall form the basis of, or be relied upon in connection with, any contact or commitment whatsoever.

Contents

- ◆ Compelling Story for Growth
- ◆ SISCO Strategy
- ◆ In Focus: Strategy pillars
- ◆ Capital Allocation
- ◆ Q&A
- ◆ Appendix



COMPELLING STORY FOR GROWTH

Compelling market opportunities

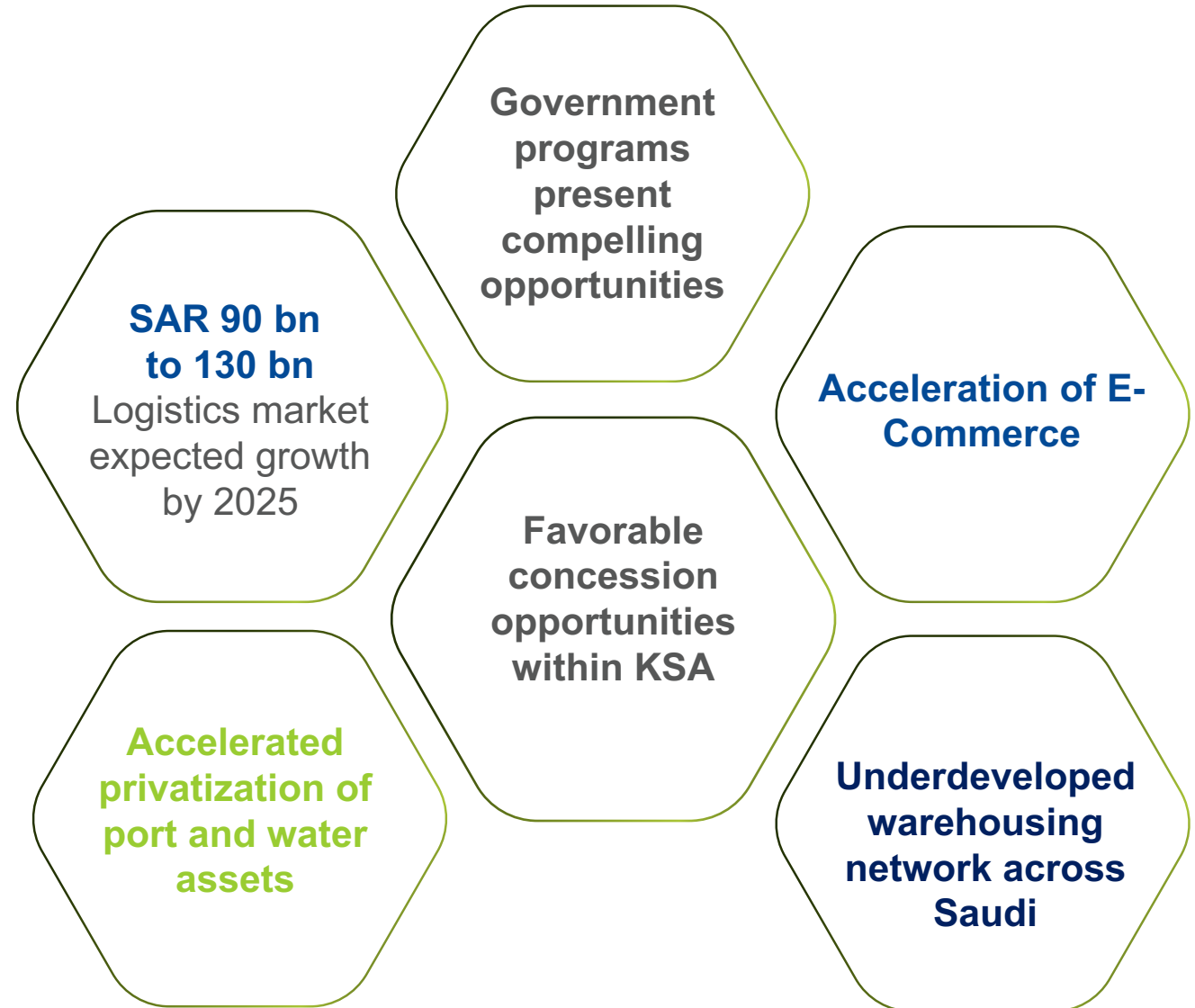
SISCO operates in the sweet spot of the Saudi growth agenda specifically.

SISCO is a well-established player with a proven track record in critical infrastructure sectors.

The logistics sector is at an inflection point, expected to grow significantly under Vision 2030.

The growth potential and limited maturity of SISCO's core sectors creates opportunities for SISCO.

The privatization initiatives in ports and water will also continue to present opportunities for growth.



SISCO STRATEGY

Our strategic objectives

Double Group revenue in the next 5 years



- **Double revenues** through organic and inorganic growth while maintaining consistently strong margins

Rebalance the portfolio



- Increase the **revenue contribution from the logistics and water segment**

Create long-term shareholder value



- **Build value** by investing in value accretive assets
- **Return capital** to shareholders via **sustainable dividend** distribution

To be the leading and preferred solution providers in ports, logistics and water & environmental utilities in Saudi Arabia

Key Pillars

To become the **partner of choice** for leading public and private organizations by acting as a **long-term anchor shareholder**, operating and developing **key infrastructure projects** in **Ports & Terminals, Logistics Parks & Services and Water Solutions**

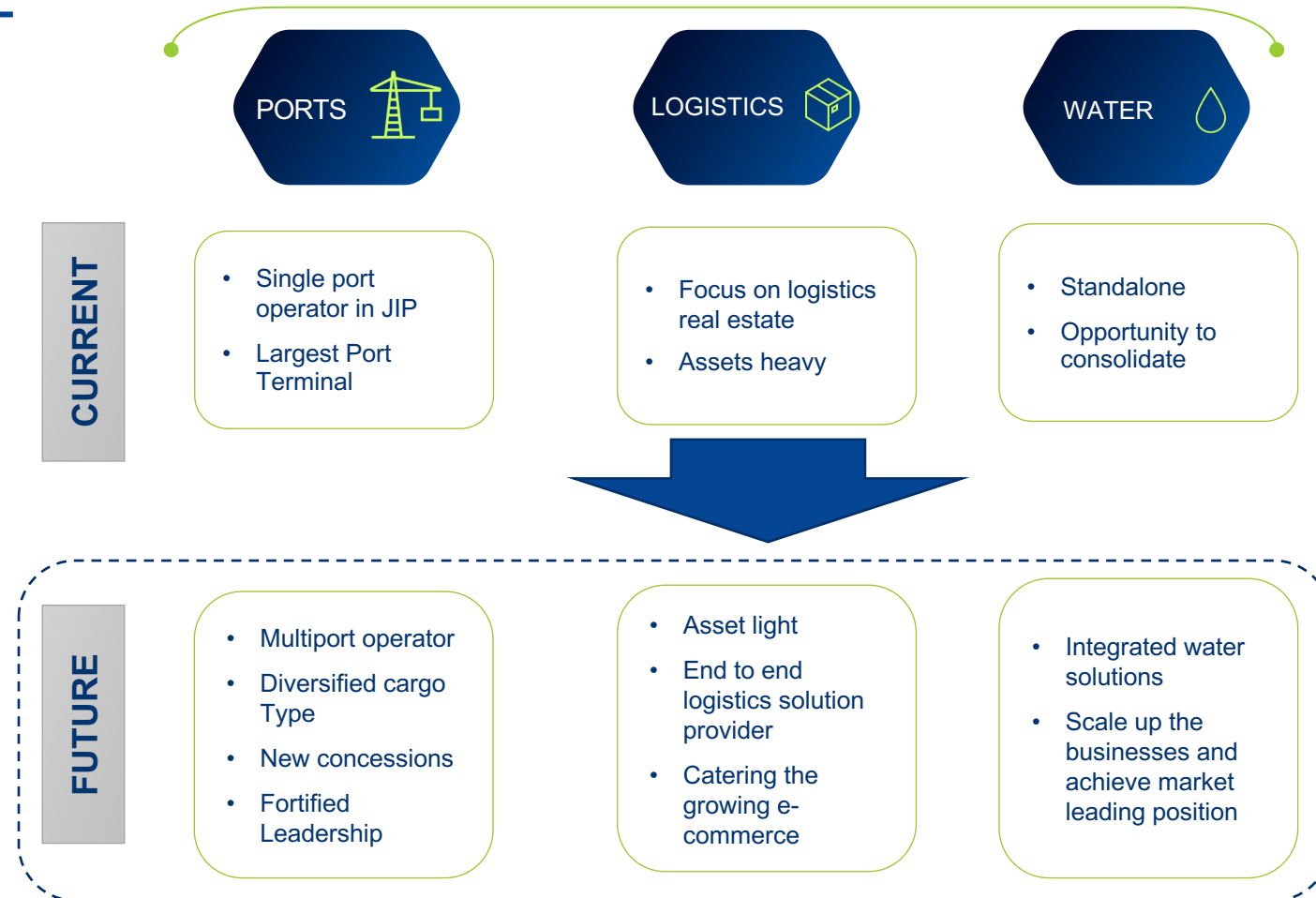


Underpinned by a **disciplined capital allocation** approach that **balances risks and expected returns**
Aligned with **ESG principles**. Creating value for all stakeholders

Evolution of SISCO

Strategic direction for SISCO

- 1 Maintain focus on KSA, except selectively for port sector
- 2 Maintain focus on existing sectors and increase participation in portfolio companies
- 3 Enter new adjacencies related to infrastructure development and logistics services
- 4 Prioritize asset light, brownfield and M&A to accelerate returns





IN FOCUS: STRATEGY PILLARS

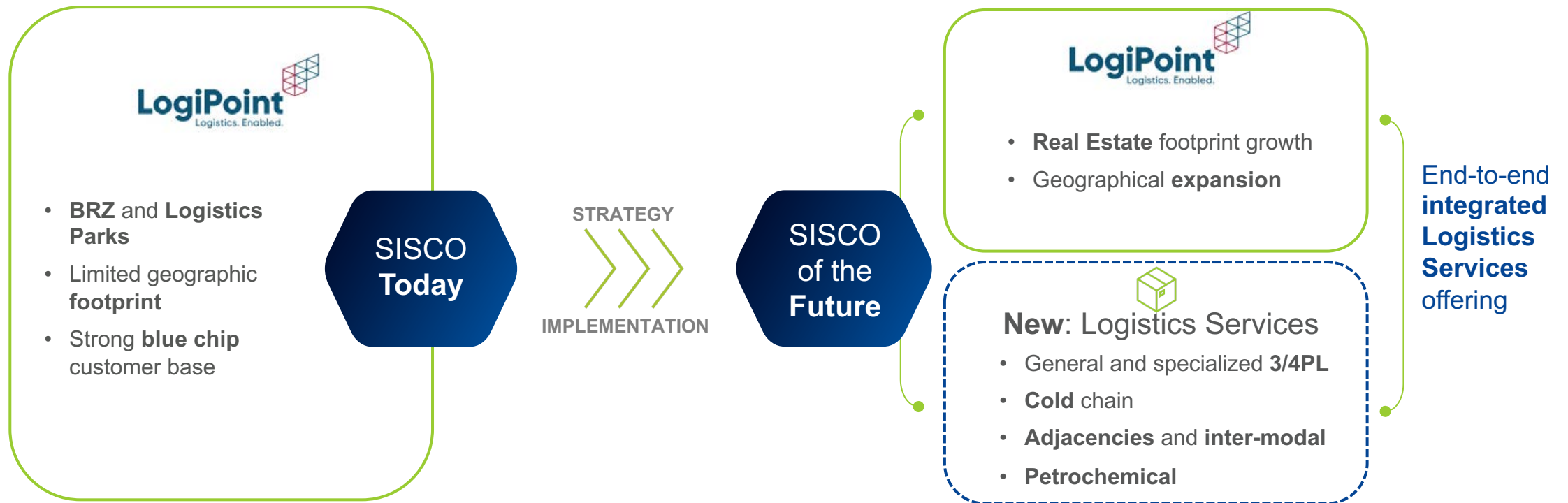
Strategy pillars

 **Expand logistics services**

 International expansion of ports segment

 Drive full potential of existing portfolio companies

Migrate to an asset light model



Strategy pillars

 Expand logistics services

 **International expansion of ports segment**

 Drive full potential of existing portfolio companies

International expansion of ports segment

- **Replicate local success** in regional and international markets leveraging strong shareholder base
- **Expand footprint globally** by transforming from a **single port operator to a multi-port operator** differentiated by the ability to deliver additional capabilities in key strategic markets
- Pipeline of investments of over **SAR 2 billion in Asia and Africa** covering a mix of container and multipurpose terminals under review
- Investments will only be considered on a **risk adjusted basis**, and on their ability to generate long term **sustainable returns**

PORTS



شركة البحر الأحمر لتطوير الموانئ
RED SEA PORTS DEVELOPMENT COMPANY

- Favorable brownfield container port opportunities in Red Sea and beyond
- RSGT can join forces with COSCO and PIF and unlock network synergies
- A **separate entity**, backed by a favorable capital structure, will be used to bring on board other potential shareholders for specific assets.

Strategy pillars

 Expand logistics services

 International expansion of ports segment

 **Drive full potential of existing portfolio companies**

Drive full potential of existing portfolio companies



- Continue investment and expansion in **JIP**
- Actively bid for **new concessions** and **cargo type** diversification
- **Fortify leadership position in KSA**



- Continued growth in logistics **across KSA**
- Roll out capex investment program of **SAR 340 m** over the next 18 months
- Expand geographical presence with clear **focus on Riyadh**
- Diversifying into **new services** (such as freight forwarding, rail terminal management, etc.)



- **Optimize and scale up** by consolidating assets and developing an **integrated service offering**
- Full Potential in **core** and **adjacencies**
- **Efficiency** improvements
- Significantly **scale up** existing operations

Details

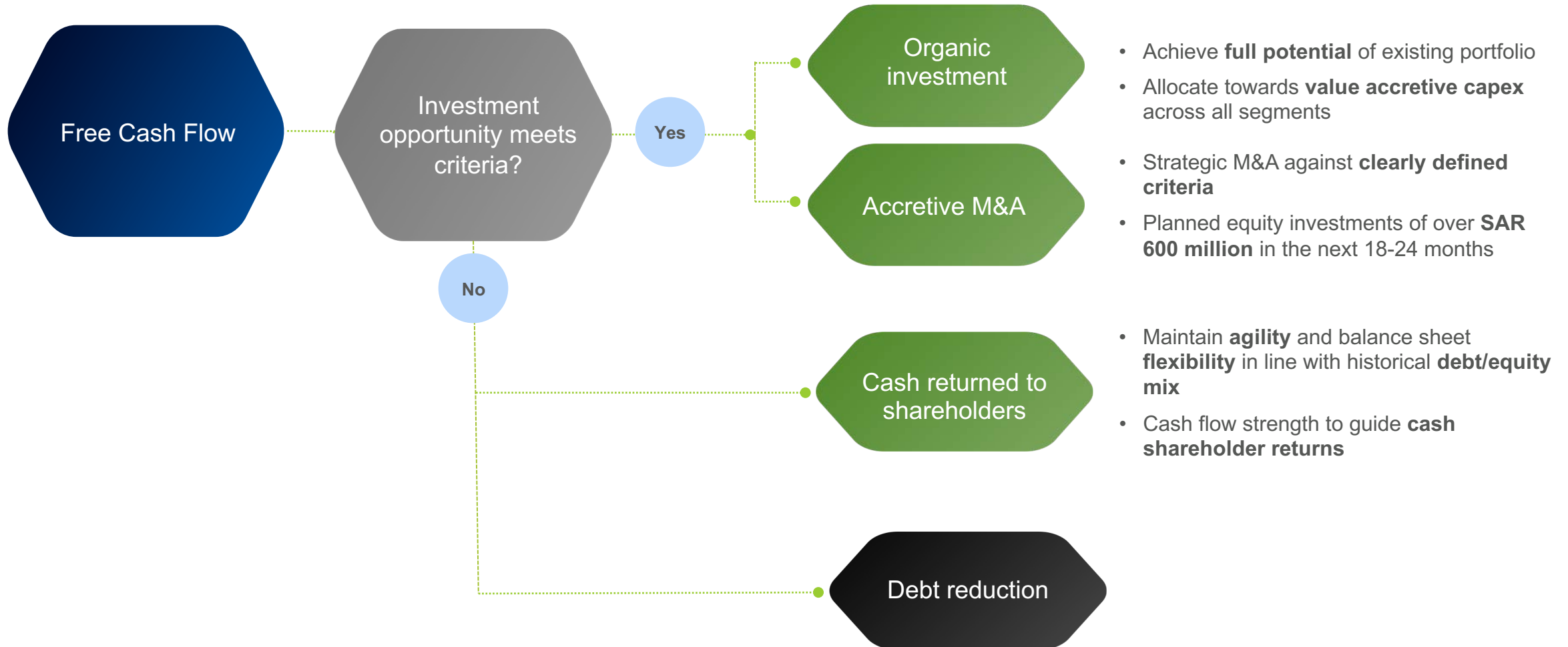
Bitcoin / U.S. Dollar

9203.20 19.74 (0.2)

9209.47+0.01

CAPITAL ALLOCATION

Disciplined capital allocation



Q&A

THANK YOU



سيسكو
SISCO
الشركة السعودية للخدمات الصناعية
Saudi Industrial Services Company

Investor Relations
ir@sisco.com.sa
www.sisco.com.sa