

Chairman’s Message

Dear Shareholders,

The Board notes with satisfaction the Company’s improved profitability for the first nine months of 2025, with net profit at OMR 1.83 million (vs. OMR 0.53 million last year). The recovery in profit reflects disciplined cost management, stable core operations, and effective utilization of investment income from OQEP and other trading activities.

Group revenue for the same period was OMR 65.15 million (vs. OMR 68.24 million), reflecting softer flour volumes and export price pressure amid regional market dynamics, partially offset by operational efficiencies and investment income.

We are encouraged by the momentum in feed, pasta, and packaging, as well as disciplined cost actions and better mix management across divisions. The Board is overseeing the ongoing strategic and efficiency studies, while supporting execution of key growth projects, including the industrial bakery, alongside continued governance and compliance enhancements.

We remain committed to enhancing shareholder value through stronger integration, operational excellence, and sustainable growth across all business lines.

On behalf of the Board, I thank our shareholders, employees, customers, and partners for their continued trust and support.

Warm regards,

Ahmed bin Abdullah Saeed Al Rawas

Chairman, Board of Directors

Salalah Mills Co. SAOG