

Strategy: Almarai 2025

Our robust growth strategy remains in place, a testament to the resilience of our foundations. Almarai continues to commit record levels of investment in poultry, committing to double our supply through targeted investments over five years.



2025 Aspiration

Mission

To provide quality and nutritious food and beverages that enrich consumers' lives every day.

Vision

To grow our leading position as the trusted choice for food and beverages in the region, delighting consumers with quality nutrition every day.

Values (ASPIRE)

ADAPTABLE | SHARING | PASSIONATE | INNOVATIVE | RESPECT | EXCELLENCE

The Key Drivers of the Strategy are:

Strong focus

on operating efficiencies and asset optimization and cost control

Increased investment

in innovation and marketing

Expansion into new growth areas, organically and via acquisition

Technology enhancements, with a focus on digitization



Goals By 2025

~1.5x market growth

RONA > WACC+2%

Top quartile
employee
satisfaction

Preferred
consumer brand

Almarai's 2025
sustainability goals

Where To Play

Focus on GCC's core full potential

- Strongly grow Poultry
- Expand Foodservice footprint
- Grow market share in Foods and Long Life milk
- Develop UAE footprint
- Continue to strengthen Egypt and Jordan operations

Evaluate and action high-potential new growth opportunities

Adjacent categories

Beef, Fish, Ice Cream, Other

New geographies

Markets where Almarai can leverage its capabilities to create value

How To Win



Operational efficiency

- Cost reduction
- Asset utilization
- Distribution model optimization
- Channel profitability management



Operating model and talent

- Simplification and agility
- Delayering
- Organizational design
- Offshoring/outsourcing
- Performance-based culture
- Saudization
- Succession planning



Digitization

- Core system modification
- Process standardization and automation
- Digital and advanced analytics capability-building



Active M&A process

- Expansion of core businesses
- New categories
- New geographies
- Vertical supply