

Business model

Our business model is structured to deliver on the promise of 'Quality you can trust'. It is tailored to our commitment to ongoing improvement and exists as a guiding force for operations across the Company. The business model enables management and staff to work in accordance with a clearly defined operating framework. It facilitates the practical application of a working culture that has efficient and effective process management at its heart.

Inputs

Raw materials

- 1,600+ suppliers
- Supplying 47,685 items
- SAR 5.9 billion spent on raw materials in 2019

Advanced manufacturing

- Four ultra-modern dairy & juice processing facilities
- State-of-the-art Infant Nutrition facility
- Three bakeries
- Poultry plant & facility

Leading innovation

- Innovative systems and processes
- Innovative product development to delight consumers

Best-loved brands

- 6x leading brands

Innovative people

- Workforce of 41,222 inspired by innovation
- World-class training and development programme
- 69 nationalities

Strong financial support

- Robust financial management, low leverage
- Access to funding from global capital markets
- Strong working capital & capital expenditure control



How we do it

Crop cultivation and selection

- Animals consume highest quality feed
- Almarai imports 100% of its yearly green fodder requirements through its oversea arable operations



Extraordinary care for farm animals

- Dairy herd and poultry flock have 24-hour veterinary care
- Temperature controlled housing
- Highly nutritious feed
- Ensures maximum yield and first-class end product



Best-in-class manufacturing

- Cutting-edge technology to mass-produce nutritious products while reducing costs (Manufacturing 4.0)
- Continuous facilities expansion and renovation
- Meeting growing demand



Adding Value

Business unit structure:

- Almarai transitioned from a functional to business unit model
- Management focus on end-to-end sales, profitability and return on net operating assets (RONOA) for each business units

Commitment to quality:

- 'Quality you can trust' is in our DNA
- The Almarai Quality 4.0 program covers process, people and technology, unifying the quality architecture across the Group
- Core values (ASPIRE) are directly connected to our world-class quality management system





Outputs

Exceptional transport & logistics



- Transport & Logistics division larger than any logistics company in the Middle East
- 8,441 vehicles deliver 2 billion kg of product on time and in perfect condition

- All business units served by Sales, Distribution & Logistics, Procurement and other corporate functions
- Exports team to grow opportunities for sales beyond GCC (worldwide)

Almarai innovation management:

- Stage-gate innovation management process captures product ideas, managing them to final launch
- 300+ projects in pipeline meet new consumers trends and maximize operational efficiency



Consumer insights & powerful branding

- Earned the trust of consumers to become a trusted brand across the Middle East
- Ongoing feedback process for maintaining quality and consumer satisfaction

Innovation in our DNA

- Commitment to innovation is a core value
- Innovation underwrites the Almarai quality culture
- Digitalization of production and automation of business processes



Shareholder value

- For 40 years, consistent delivery of strong returns to shareholders
- Almarai is committed to creating shareholder value by paying dividends and realizing compelling returns for long-term investors

People

- Almarai is recognized among the GCC's best employers
- All staff are encouraged to participate in training and develop their careers

Society

- Social responsibility and sustainability programs designed to support Vision 2030
- Connecting all levels of society and the environment from helping children in need to reducing our environmental footprint

Consumers

- Delighting consumers across the Middle East with healthy and nutritious food and beverages, at affordable prices from a brand they know and trust

