

Strategy: Almarai 2025

To deliver on our strategic objectives we have established where we will operate and how we will win. In essence, our objectives are to realize our full potential in core markets, turn around non-core businesses, and develop high-potential new categories. The key drivers of the strategy are:

1. **Strong focus on operating efficiencies and asset optimization**
2. **Increased investment in innovation and marketing**
3. **Expansion into new growth areas, organically and via acquisition**
4. **Technology enhancements, with a focus on digitization**

Where to play



Strengthen core business

- Maintain and grow in core categories and markets
- Food service scale-up
- Egypt & Jordan turn-around



Develop beyond the core

- Expand into adjacent food categories of meaningful scale
- Evaluate new geographies

How to win



Technology

- Core system modernization
- Process standardization and automation
- Advanced Analytics



Procurement excellence and capital efficiency



Create shared value through effective sustainability management



Commercial excellence

- Analytics-driven commercial decision making
- Faster innovation



Acquisitions and partnerships in existing and new categories



Operating model and talent

- Simplified, agile structure
- End to end process organization
- Performance-based culture

Goals

- 1.5x market growth
- RONOA > WACC+2%
- Top decile organizational health and employee satisfaction
- Preferred consumer brand
- Almarai 2025 Sustainability Targets

Case study: Pandemic crisis management

The challenge

Business continuity across the Kingdom of Saudi Arabia was threatened when the Covid-19 pandemic began. In the face of market-moving challenges, the Company had to ensure an abundant supply of products that met the high demand, and the high standards that customers have come to expect from the Almarai brand.

The strategy

From day one, Almarai took immediate action to prioritize the safety of all employees and protect food processing and distribution operations. Lockdown measures at major manufacturing facilities were implemented to ensure strict quality control and

safeguard consumers from potential contamination.

Rapid response communications channels were established to monitor the evolving situation across facilities while liaising with Government ministries to ensure availability

and consistent access to retail shelves across the Kingdom.

Almarai had to ensure that internal crisis policies, programmes and procedures were strictly adhered to, not only to meet the highest levels of scrutiny but also to

protect consumers. Cross-segment communication was centralized, culminating in a world-class crisis response unit that maintained our commitment to 'Quality you can trust'.

The result

Almarai was recognized as the first company ever to be awarded the AIB International Pandemic Prepared Certification, reassuring employees, customers, and

investors that the Company has once more proved its culture of sustainable practices and industry-leading business continuity.