

We Deliver

In a year of profoundly challenging conditions that have not been experienced in living memory, Almarai prioritized one area: **Delivery**. After years of careful planning and investment in the business and quality of our products, we realized returns on the strength that we have built over our 40-year history.



This was, in some ways, an **evolutionary year** for Almarai, with historical investments and achievements paying off for the Company, shareholders and consumers. Prior strategic planning was essential for the on-ground logistics and productivity that safeguarded our supply chain, production and distribution.

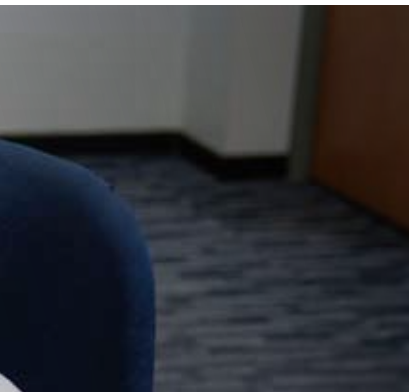
From this evolution we aim to build in the coming years. We are **adapting for future growth**, both financial and non-financial, by increasing our agility, improving our cash flows, and continuing to find innovative ways to optimize our supply chain in order to manage our costs.



Zero product shortages occurred even at the peak of the pandemic as the Company focused efforts on ensuring availability for consumers. At an operational level, we have always committed to exceeding demand, and this proved vital.



By prioritizing delivery, we did not compromise on our **commitment to quality**. Quality is a concept that drives our operations, from sourcing the highest calibre ingredients across the globe to produce our well-loved products and deliver them to our loyal consumers and customers.



Resilience is a foundation of Almarai's values, embedded in our belief system, that promotes our enduring and unwavering commitment to consumers. 2020 was a formidable test of self-sufficiency for the Company. We consider it a test that we passed.



Responsibility to maintain market leadership across important food and beverage categories. Our ability to satisfy demand through readiness and preparedness was evidenced by our recognition as the first company in the world to receive AIB International's "Pandemic Prepared Certification". Meanwhile, our people are critical to our operations, and we delivered on our responsibility of care to ensure their health and safety.