

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

- 1,718+ suppliers
- Supplying 48,673 items
- SAR 8.7 billion spent on materials in 2022

Advanced manufacturing

- Four ultra-modern Dairy and Juice processing facilities
- State-of-the-art Infant Nutrition facility
- Three bakeries
- Poultry plant and facility

Leading innovation

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

Best-loved brands

- Eleven leading brands

Innovative people

- Workforce of 43,104 inspired by innovation
- World-class training and development programme
- 62 nationalities

Strong financial support

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



How We Do It

Consumer insights and 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



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



Exceptional transport and logistics

- Transport and Logistics division larger than any logistics company in the Middle East
- 8,475 vehicles deliver 2 billion kg's of product on time and in perfect condition



Adding Value

Crop cultivation and selection

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



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



Outputs

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 programmes 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.

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 unit

Commitment to quality

- Quality you can trust' is in our DNA
- The Almarai Quality 4.0 programme

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
- All business units served by Sales, Distribution and 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
- 140+ projects in pipeline meet new Consumers trends and maximize operational efficiency

