

# Strategy: Almarai 2025

Our robust growth strategy remains in place, testifying to the resilience of its foundations, and Almarai continues to devote record levels of investment in the business, committing to double our supply through targeted investments over five years.

The key drivers of the strategy are:

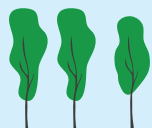
- 1 Strong focus on operating efficiencies and asset optimization and cost control**
- 2 Increased investment in innovation and marketing**
- 3 Expansion into new growth areas, organically and via acquisition**
- 4 Technology enhancements, with a focus on digitization**



# 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

Adaptable

Sharing

Passionate

Innovative

Respect

Excellence

## Goals By 2025

~1.5X market growth

RONA > WACC+2%

Top quartile employee satisfaction

Preferred Consumer brand

Almarai's 2025 sustainability goals

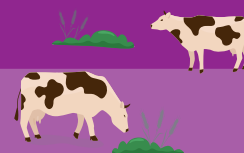
## Where To Play

### Focus on GCC core full potential

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

### Evaluate 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
- Delaying
- 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
- Alternative supply sources