

Almarai Strategy

Our robust growth strategy remains in place, underpinned by a clear ambition and reinforced by our SAR 18 billion investment plan for 2024–2028. This strategic investment will enable Almarai to realize the full potential of its core categories, core markets, adjacent categories and new geographies.

Aspiration

Vision

To grow our leading position as the trusted choice for food and beverages in the region, delighting consumers with quality nutrition every day.

Mission

To provide quality and nutritious food and beverages that enrich consumers' lives every day.

Values (ASPIRE)

Adaptable | **S**haring | **P**assionate | **I**nnovative | **R**espect | **E**xcellence

The Key Drivers of the Strategy are:

01

Strong focus

on operating efficiencies and asset optimization and cost control

02

Increased investment

in capability building, innovation and marketing

03

Expansion into new growth areas

organically and via acquisition

Goals

Outpace market growth

RONA > WACC +2%

Top quartile employee satisfaction

Preferred consumer brand

Almarai's Sustainability goals



Where to Play

Realize full potential of core categories and markets

- Deliver strong growth in Poultry
- Expand Foodservice footprint
- Grow market share in Foods and Long Life milk
- Expand frozen categories: Poultry, Frozen Bakery, and others
- Develop UAE footprint
- Continue to strengthen Egypt and Jordan operations

Evaluate and action high-potential new growth opportunities

- **Adjacent categories:**
Beef, Seafood, Ice cream and 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



Talent and operational model

- Simplification and agility
- Delaying
- Organizational design
- Offshoring / outsourcing
- Performance-based culture
- Saudization
- Succession planning



Digitalization

- Core system modification
- Process standardization and automation
- Digital and advanced analytics capability building



Strategic M&A process

- Expansion of core businesses
- New categories
- New geographies
- Vertical integration



Innovation

- Products to meet evolving needs
- Retail excellence through advanced monitoring and analytics technology