

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

Best-loved brands

- More than 20 leading brands

Raw materials

- 1,800+ suppliers
- Supplying 66,638 items
- ﷼ 9 billion spent on materials in 2024

Strong workforce

- Workforce of 49,306 inspired by innovation
- World-class training and development program
- 63 nationalities

Leading innovation to drive efficiencies

- Innovation systems and processes
- Innovation product development to delight consumers

Advanced manufacturing

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

Strong financial support

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

Outputs

01

Shareholder value

- For more than 45 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

02

Innovative people

- Almarai is recognized among the GCC's best employers
- All staff are encouraged to participate in training and develop their careers

03

Society

- Social responsibility and sustainability programs designed to support Vision 2030
- Connecting all levels of society and the environment from helping children in need to reducing our environmental footprint

04

Consumers

- Delighting consumers across the Middle East with healthy and nutritious food and beverages, at affordable prices from a brand they know and trust



How We Do It

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

Crop cultivation and selection

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

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

Exceptional transport and logistics

- Transport and Logistics division larger than any logistics company in the Middle East
- More than 10,000 vehicles deliver 2 billion kg's of product on time and in perfect condition

Extraordinary care for our livestock

- Dairy herd and Poultry flock have 24-hour veterinary care
- Temperature controlled housing
- Highly nutritious feed
- Ensure maximum yield and first-class end products

Consumer insights and powerful branding

- Earned the trust of consumers to become one of the Middle East's most trusted brands
- Ongoing feedback process for maintaining quality and consumer satisfaction

Enabling Excellence



Business unit structure

- Management focus on end-to-end sales, profitability and return on Net Operating Assets (RONOA) for each business unit



Almarai innovation management

- Stage-gate innovation management process captures product ideas, managing them to final launch
- 50+ projects in the pipeline to meet new consumer trends and maximize operational efficiency



Commitment to quality

- "Quality you can trust" is in our DNA
- The Almarai Quality 4.0 program covers processes, 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 and Supply Chain (Procurement, Distribution and Logistics) and other corporate functions
- Exports team to grow opportunities for sales beyond the GCC

