

Growing Within, Expanding Beyond.



Growing Within, Expanding Beyond.



Anchored by a commitment to redefine excellence and innovation in food production, Almarai remains steady on an ambitious transformational journey by growing within from regional champion to going beyond as a globally recognized food enterprise.

In 2025, we unlocked new levels of growth across our core businesses, broadened our portfolio through innovative and adjacent products, and expanded our market reach. Our performance strengthens our business model and enables us to pursue our ambitions with greater momentum in the years ahead.

This is a pivotal moment in our journey, where we are reinforcing the strong foundation that has shaped Almarai's regional leadership with renewed focus and precision, while ambitiously expanding outward, driven by investment, innovation and purpose, as we position ourselves to compete on a global stage.

**We are not only growing.
We are evolving.**

Come join us in our journey.



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03 / Overview

2025 at a Glance

Total Sales

(ﷲ million)



Net Profit

(ﷲ million)



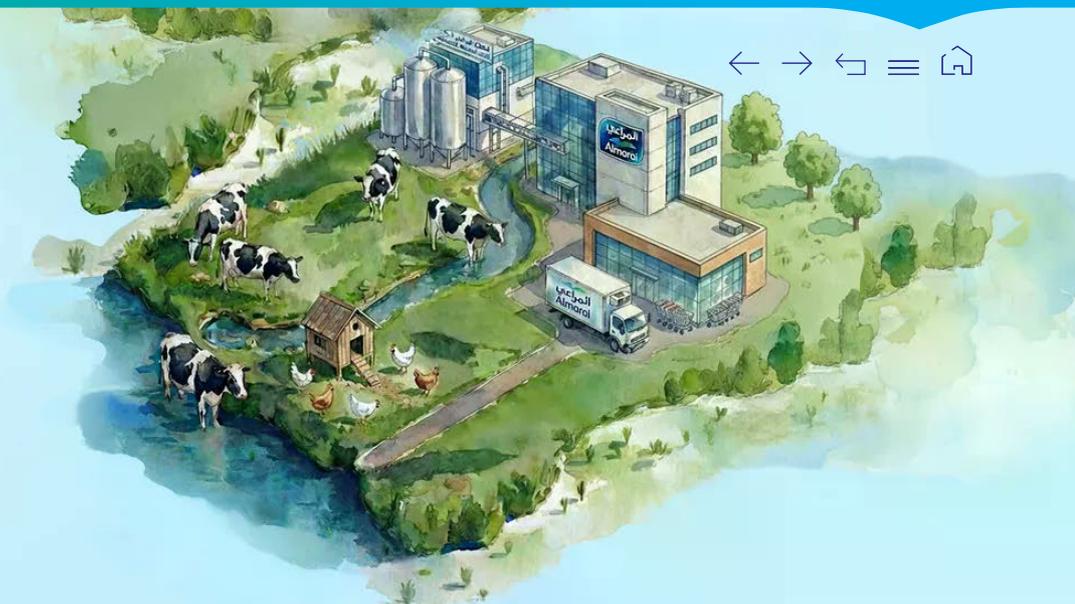
Operating Cash Flow

(ﷲ million)



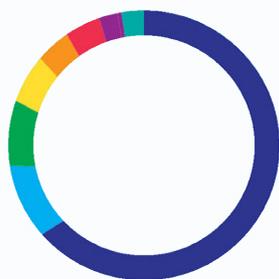
Capital Expenditure

(ﷲ million)



Sales by Geography

(ﷲ million)

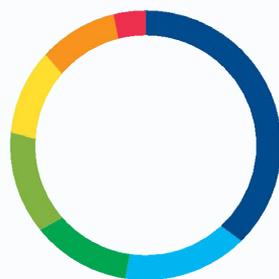


Saudi Arabia	14,578	Jordan	805
UAE	2,098	Bahrain	414
Egypt	1,638	Qatar	90
Kuwait	1,138	Other Countries	495
Oman	809		



Sales by Product

(ﷲ million)



Fresh Dairy	7,764	Long Life Dairy	2,039
Poultry	3,927	Fruit Juice	1,785
Food	3,045	Other Sales	716
Bakery	2,789		



Delivered 20 of 25 Sustainability Targets

Strategy Cycle: 2019-2025

- 100% of manufacturing plants certified to GFSI-recognized schemes
- 100% of high-risk ingredient suppliers certified to GFSI-recognized schemes
- ISO 45001 achieved across all divisions
- 25 million healthy servings donated
- 100% of sales depot cold stores CFC-free
- Global animal welfare certification achieved for dairy and poultry farming operations



What Mattered This Year

January

We successfully deployed SAP Solutions across our operations, a significant technological upgrade enhancing efficiency and empowering our strategic expansion.



April

We introduced a dedicated Water Policy to strengthen our operational focus on stewardship and accountability.



May

We signed a strategic MOU for GHG Reduction and AI/IoT with e& enterprise, committing to build a company-wide emissions database and enhance industrial efficiency using technology.

Kantar BrandZ named us the Most Valuable Brand in Saudi Arabia, recognizing our consistent customer experience and strong market position.



June

Our shareholders elected a new Board of Directors for a four-year term, effective August 2025 under the leadership of Chairman HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer.



July

We acquired Pure Beverage Industry Co. (PBIC) for ₪ 1.04 billion, a successful strategic entry into Saudi Arabia's promising bottled water market.



August

For the third consecutive year, Brand Finance ranked us as the 4th Most Valuable Dairy Brand Globally, with our brand value surging 20% to USD 4.68 billion.

September

We successfully issued a USD 500 million International Sukuk, diversifying our funding profile with an oversubscribed order book of USD 2.3 billion.

We achieved the ISO 9001:2015 Certification for our Corporate Quality Management System, underscoring our commitment to the highest international quality standards.

October

The Ministry of Human Resources and Social Development recognized our exemplary community initiatives, sustainability practices, and governance with a Corporate Social Responsibility Award.

December

Our Poultry Business achieved a milestone by processing over 300 million birds annually, our highest volume to date, thanks to the first phase of our expansion project.

We were recognized for Corporate Governance Excellence for the second consecutive year, ranking among the top non-financial companies on the Saudi Exchange.

We introduced a new **Desertification Policy**, aligning with Saudi Vision 2030 environmental goals and national initiatives to monitor land degradation.

We initiated the Beyti Waste-to-Energy Biogas Project, targeting start-up by year-end to support over 80% of the plant's zero-landfill goal and produce over 8,000 tons of organic fertilizer annually.



About Almarai®

Founded in 1977, Almarai Company is the world's largest vertically integrated dairy company and the largest food and beverage manufacturing and distribution company in MENA. Headquartered in Riyadh, Saudi Arabia, Almarai Company is ranked as the number one FMCG Brand in the MENA region and the market leader in all its categories across GCC, Egypt, and Jordan, serving millions of consumers every day through a diverse portfolio of trusted brands. With nearly five decades of sustainable growth, the company remains steadfast in upholding its core principle: Quality You Can Trust.

Through its vertically integrated model, Almarai sources premium ingredients globally, operates world-class manufacturing facilities in Saudi Arabia, UAE, Egypt, and Jordan and maintains extensive cold-chain and distribution networks that ensure product freshness, safety, and reliability.

Almarai operates across core categories of Dairy, Juice, Bakery, and Poultry, complemented by a growing presence in adjacent segments such as seafood, beverages, ice cream, and frozen foods. These categories are represented by a diverse portfolio of brands, including Almarai, L'usine, 7DAYS, ALYOUM, Teeba, Beyti, Ice Leaf, Bashayer, Nuralac, Farm's Select, Almarai Pro, Almarai YOGO, Almarai Treats, Almarai Marvella, Almira, Seama, Bakemart, Premier Chef, Oska, Ival, Yaqoot, Trofos, Benalac, Evolac, Surenutri, and Kol Youm. Almarai also operates through its strategic subsidiaries, including International Dairy and Juice (IDJ) in Egypt and Jordan and Modern Food Industries (MFI).

Driven by consumer insight, disciplined innovation, and operational excellence, Almarai continues to evolve its portfolio to meet changing tastes, lifestyles, and nutritional needs, while delivering safe, nutritious, and high-quality food that enriches everyday life.

As of 31 December 2025, Almarai's paid up share capital amounted to 10 billion, consisting of 1 billion fully paid and issued shares of 10.00 each.

Values

Adaptable

We are agile and flexible in our work, confidently taking bold decisions that benefit our stakeholders.

Sharing

We work together as one, openly collaborating and sharing skills and knowledge to enable our people to be the best.

Passionate

We are proud of the work we do and strive for exceptional results.

Innovative

We are driven to improve our business every day and to maximize the creative potential of our people.

Respect

We earn respect by embracing fairness, trust, and integrity in all our relationships.

Excellence

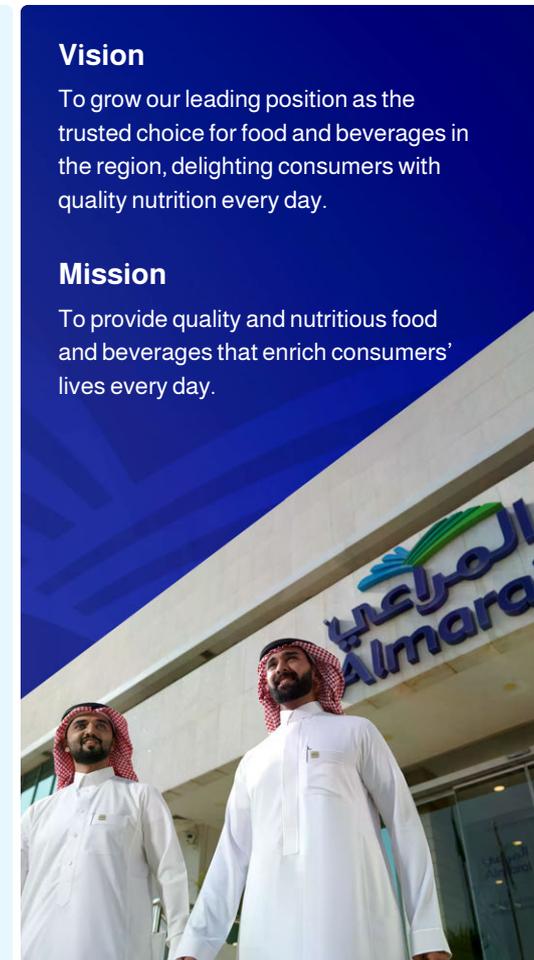
We are diligent in our work and consistently deliver the best quality in everything we do.

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.



Footprint and Scale



- ### Scale
- 50,000+ employees across all operations.
 - 8 dairy farms with over 189,000 cows, producing 1.5 billion liters annually.
 - 7 poultry farms (6 in Hail and 1 in Al-Jouf), with over 1,700 active poultry houses across breeder and broiler operations, and 2 poultry manufacturing facilities, processing over 300 million birds annually (2025).
 - 27 arable farms in the USA and Argentina, producing over 257,784 metric tons of feed in 2025, out of 618,798 metric tons of total feed exports to Almarai.
 - 34 production facilities across 19 manufacturing plants in dairy, poultry, bakery, juice, and infant nutrition.
 - 129 sales depots served by a fleet of over 12,000 vehicles.

- ### Reach
- Over 3.0 billion kilograms of products sold annually.
 - Over 150 million consumers served across the Arabian Gulf, Egypt, and Jordan.
 - Over 220,000 retailers reached across 7 countries.



Our Journey

This snapshot of Almarai's evolution over the past five decades showcases a steadfast commitment to growth, diversification, and innovation. From its origins as a dairy producer to becoming the Middle East's largest food and beverage company, Almarai has expanded through disciplined acquisitions and partnerships, reinforcing its role as a driver of economic growth, food security, and sustainability.

1977

Almarai was founded

Almarai was founded in Saudi Arabia by HH Prince Sultan Bin Mohammed Bin Saud Al Kabeer.

2000

Entry into Juice category

Almarai made its debut in the Juice category, marking a significant expansion of its product portfolio.

2005

Public company

Almarai transitioned from private ownership to being publicly listed on the Saudi Exchange (Tadawul).

2007

Almarai expands portfolio with strategic acquisitions in F&B

Almarai acquired Western Bakeries Company (WB), supporting its famous brand, L'usine. Almarai also developed its bakery business through the creation of Modern Food Industries (MFI) to build manufacturing facilities for new bakery products.

2009

Acquisition of HADCO (Poultry)

Almarai diversified its operations into the Poultry segment by acquiring HADCO in Saudi Arabia's largest-ever public company acquisition.

Joint venture with PepsiCo for international markets

Almarai established a joint venture with PepsiCo, setting up IDJ to target non-GCC dairy and juice markets.

2010

Launch of Infant Nutrition

Almarai launched International Pediatric Nutrition Company (IPNC), a 50:50 joint venture with Mead Johnson to produce high quality infant formula locally under the brand, Almarai Enfagrow.

2011

Launch of the Alyoum Poultry Brand

Following the successful acquisition of HADCO in 2009, Almarai officially launched the Alyoum premium brand in a promising poultry market.

Established Fondomonte Arable Farm

Almarai acquired Fondomonte SA, which owns and operates farms in Argentina, to secure feed for its dairy herd and poultry businesses.

2017

Established Almarai Pro

Almarai established Almarai Pro to serve the growing foodservice industry, catering to the HORECA sector.





2019

Acquisition of Premier Foods

Almarai acquired Premier Foods from Almar Foods for AED 108 million (USD 28 million), adding value to its food service channel.

2021

Acquisition of Bakemart in UAE and Bahrain

Almarai fully acquired Bakemart in the UAE and Bahrain with an additional share value of AED 95.5 million.

Acquisition of Binghatti factory in UAE

Almarai completed the AED 219.5 million acquisition of Binghatti Beverages Manufacturing assets in the UAE, enhancing its beverage offerings in the region.

Bulk Berth facility at Rabigh Port

Almarai secured bulk berth facility at King Abdullah Port, Rabigh, enhancing raw material imports and streamlining its supply chain.

AED 6.6 billion Poultry expansion

Almarai announced its significant expansion plan to double poultry capacity with an investment of AED 6.6 billion running through 2026. Core operations were relocated to new hubs such as Al-Jouf, with the aim to contribute to the development of local content and strengthening its market position.

2022

Raising stake in MFI to 100% ownership

Almarai, through its subsidiary Western Bakeries, acquired a 25% stake in Modern Food Industries for AED 250 million, making it the full owner.

2023

Acquisition of additional shares for 100% ownership of IDJ

Almarai acquired the remaining 48% stake in International Dairy and Juice Ltd. for AED 255 million, bringing the venture under full ownership.

Issued Trust Certificates denominated in USD

Almarai completed a USD 750 million sukuk offering with a 5.2% annual return.

Acquisition of Etmam Logistics

Almarai completed the AED 182 million acquisition of Etmam Logistics with the aim of accelerating catering services and expanding its product range.

Entry into branded Seafood category

Almarai entered the seafood market by launching the Seama brand, expanding its product offerings to diversify its portfolio, and supporting the national food security agenda.

2024

Partnership with Google Cloud

Almarai launched a strategic partnership with Google Cloud to power its digital transformation journey.

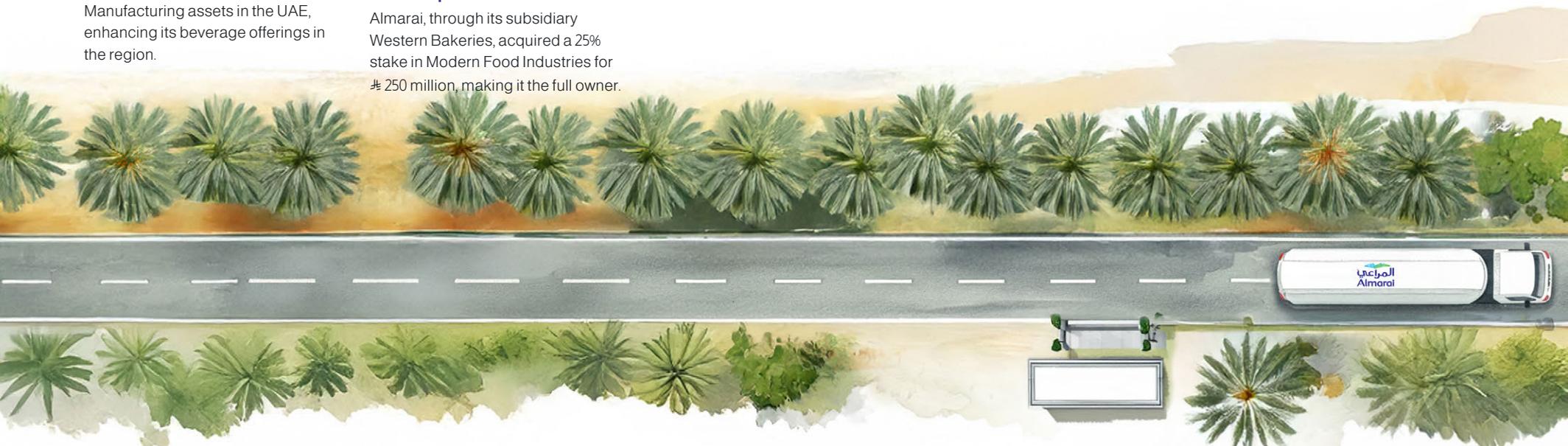
2025

Acquisition of Pure Beverages in Saudi Arabia

Almarai completed the acquisition of Pure Beverages Industry Company for AED 1.04 billion, marking its strategic entry into the bottled water segment and broadening its beverage portfolio.

USD 500 million sukuk issuance

Almarai successfully issued a USD 500 million sukuk offering at a 4.45% annual return, strengthening its funding base and supporting ongoing investment across core and emerging categories while further diversifying access to global capital markets.





Awards and Recognition

Brand Finance®

- 4th Most Valuable Dairy Brand Globally

KANTAR

United Arab Emirates

- 2nd Place FMCG Most Chosen Brands
- 2nd Place Food Brand – L'usine

Saudi Arabia

- 1st Place FMCG Most Chosen Brands
- 1st Place Dairy Brand – Almarai
- 1st Place Food Brand – L'usine
- 2nd Place Beverage Most Chosen Brands – Almarai
- 3rd Place FMCG Most Chosen Brands – L'usine
- 5th Place Most Valuable Brand in Saudi Arabia
- The most consistent brand on **Experience and Expression** in Saudi Arabia

Forbes^{Middle East}

- Middle East Top 100 Listed Companies

NielsenIQ Breakthrough Innovation 2025

Best New Products Launch in Consumer Goods

- Almarai Flavored Milk – Salted Caramel
- L'usine Flaky Butter Puff



Internal Communication Brilliance Award Global 2024

- **Gold** – Employee Engagement
- **Gold** – Internal Communication Campaign

effie Awards MENA

- **Gold** – New Product Category (Ice Cream)
- **Silver** – Sustained Success – Products Category “Ramadan Contextual Campaign”
- **Silver** – Data Driven Category “Ramadan Contextual Campaign”
- **Bronze** – Social Media Category (Ice Cream)
- **Bronze** – Brand Integration & Digital Partnership Category (7Days and L'usine FC 25)



- **Silver** – Best Video Story Telling Campaign (“ALYOUM Mama Sarah and Sarah”)
- **Bronze** – Best Empowerment Campaign (“The Milk Motto”)



Human Resources and Social Development

- **Localization Award for F&B**



- **Excellence in Training Award**



MODON Industrial Excellence Award 2025

- **Large Factories Category**

Events and Conferences

The Events and Conferences Calendar 2025 highlights Almarai's engagement with investors, industry partners, and sustainability stakeholders across regional and global forums. Guided by our principle, "Quality you can trust," we view these events as valuable platforms for transparent dialogue and knowledge exchange.



About This Report

Introducing Almarai's First Integrated Annual Report

This Integrated Annual Report marks Almarai's first step in presenting annual and sustainability reporting together in a single publication for the year ended 31 December 2025. It provides financial, operational, and sustainability information to support a holistic understanding of the Group's performance and prospects.

This Report is intended for shareholders and other stakeholders and is available in English and Arabic in digital and interactive PDF formats.

The Board of Directors acknowledges its responsibility for ensuring the accuracy and reliability of this Report. In the Board's opinion, this Report provides a fair presentation of the Group's performance for the reporting period. The Board approved this report on 25 February 2026.



Scan to view the end-to-end comprehensive HTML version of this Integrated Annual Report

Reporting Period and Boundaries

This Report covers the 12-month period from 1 January 2025 to 31 December 2025. Unless otherwise stated, all information relates to this reporting period.

The reporting boundary includes Almarai Company and its consolidated subsidiaries, collectively referred to as "the Group." References to "Almarai" are also used to refer to the Group, unless the context indicates otherwise.

Financial information is prepared on a consolidated basis.

Sustainability narrative disclosures in this Report, including governance, policies, and actions, are presented at Group level unless stated otherwise.

Sustainability targets and metrics presented within the topic chapters are reported on the boundary used when the Group's 2019–2025 sustainability targets were set, with reference to a 2018 baseline. This boundary excludes Beyti (Egypt) and Teeba (Jordan).

The **first set of sustainability performance data tables** in the supplementary information at the back of this Report is prepared on the same basis. Sustainability performance data for **Beyti** and **Teeba** is presented separately in subsequent data tables.

Where relevant, information is disaggregated by business segment or geography. Topic-specific disclosures may also reference upstream or downstream contexts.





Reporting Frameworks and Standards

As a company listed on the Saudi Exchange (Tadawul), the Group's reporting is subject to applicable regulatory requirements issued by the Capital Market Authority (CMA).

The Group's financial information is prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed in the Kingdom of Saudi Arabia, together with applicable standards, interpretations, and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA) (collectively, "IFRS as endorsed in Saudi Arabia").

Sustainability-related information is reported with reference to the Global Reporting Initiative (GRI) Standards, along with relevant topic-specific measurement standards, including the Greenhouse Gas (GHG) Protocol, where applicable. The Group has been monitoring international sustainability disclosure standards, including IFRS S1 and IFRS S2, and has incorporated selected elements in the current report with further alignment to be considered in future reporting cycles.

In bringing together its Annual and Sustainability Reports in a single, connected publication, the Group has drawn on the principles of the Integrated Reporting Framework of the IFRS Foundation.

External Assurance

The Group's Consolidated Financial Statements have been **audited by the Group's independent auditors**, KPMG Professional Services (KPMG).

Selected sustainability disclosures have been subject to **independent limited assurance** by Intertek Saudi Arabia Ltd. The limited assurance engagement was performed in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) and the International Standard on Assurance Engagements (ISAE) 3410.

Rounding and Estimates

Totals and percentages may not sum precisely due to rounding. Estimates and assumptions have been applied where necessary and are disclosed where material.

Forward-Looking Statements

This Report contains forward-looking statements relating to the Group's future performance, strategy, and outlook. These statements are based on current expectations, assumptions, and information available at the time of publication. Actual results may differ materially due to risks, uncertainties, and changes in market conditions, regulatory environments, or other external factors. The Group undertakes no obligation to update forward-looking statements except as required by applicable laws and regulations.

Feedback

Feedback on this report may be sent to:
investor.relations@almarai.com or
sustainability@almarai.com



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Leadership Perspectives

Chairman's Message



**HH Prince Naif Bin Sultan
Bin Mohammed Bin Saud
Al Kabeer**
Chairman

The Company continues its evolution from a regional champion to a global food enterprise, guided by disciplined oversight, strategic investment, and a long-term vision to strengthen resilience and sustainable value creation.



Financial discipline demonstrated through a USD 500 million Sukuk

Growing Within, Expanding Beyond.

Almarai's evolution from a pioneering regional champion to a global food enterprise continued in 2025, shaped by disciplined governance, long-term investment, and an unwavering commitment to quality, reliability, and scale with responsibility. Throughout this period of growth and structural change, the Board remained focused on its role of stewardship and guidance, ensuring Almarai remains resilient, relevant, and well-governed. It is through this long-horizon lens that we reflect on the year in review, evaluating performance, risk, and governance in support of long-term value creation.

Almarai operates at a scale that carries national importance, supporting food security, creating employment, investing in domestic production, and contributing to the resilience of regional food supply chains. With this scale comes a greater responsibility for stronger systems, deeper oversight, and robust governance. The Board's governance role is to ensure this growth remains disciplined, that risks are anticipated and effectively managed, and that strategic decisions are made with durability in mind. This perspective has guided our oversight of capital allocation, leadership transitions, risk management, sustainability priorities, and stakeholder relationships throughout 2025.

From a Board standpoint, 2025 was a year of consolidation and structural strengthening. Almarai continued to perform resiliently while advancing one of the most ambitious investment programs in its history. These investments across production, logistics, digital infrastructure, and new categories are designed to support near-term scale, while also building long-term capabilities that will support Almarai's competitiveness

for decades to come. The Board remained closely engaged with management throughout the year, ensuring that growth remained anchored in strategic clarity, operational discipline, and financial prudence.

Governance Evolution and Institutional Maturity

The Board continued to enhance Almarai's governance framework during 2025 to reflect its scale, geographic reach, and portfolio complexity.

Board terms were extended from three to four years in order to strengthen continuity, deepen institutional knowledge, and enhance long-term oversight. Following the Extraordinary General Assembly held in June 2025, shareholders elected the Board of Directors for a new four-year term, and I was honored to be reappointed as Chairman. We also refreshed our Board composition to ensure an appropriate balance between continuity and fresh perspectives. Board committees continued to play a central role in strengthening oversight across key areas, with the Audit Committee constituted for the new term in 2025, and its membership and mandate approved by the Board.

Integrated Reporting: A Governance Perspective

This year marks Almarai's transition to integrated reporting. Integrated reporting reflects how the Board understands value creation: as a function of financial performance, operational discipline, risk management, governance, and sustainability operating together, rather than in isolation. This Report demonstrates how our decisions about capital allocation influence



environmental outcomes, how our technology investments reshape risk profiles, and how our people strategies determine long-term productivity. The Board believes that presenting this interconnected view of the business strengthens transparency, accountability, and long-term trust with our shareholders.

Risk, Resilience, and Long-Term Protection

Throughout 2025, the Board continued to strengthen its oversight of enterprise-wide risks, including biosecurity, food safety, cyber resilience, climate exposure, water security, and supply chain continuity. These are structural realities for a company operating at Almarai's scale, and what differentiates Almarai is the discipline with which risk is governed. The Board regularly reviews exposures, stress-tests assumptions, and ensures that controls evolve alongside growth. This discipline is central to protecting shareholder capital and preserving long-term competitiveness.

Strategy Through a Board Lens

The Board remained deeply engaged with management in 2025 as Almarai continued its investment cycle and entered a critical phase of strategic execution. Almarai's strategy focuses in equal measure on strengthening core categories comprising dairy, poultry, bakery and juice, while selectively expanding into adjacencies such as ice cream, seafood and red meat, enhancing relevance and portfolio diversity. This approach was reinforced during the year through the acquisition of Pure Beverages Industry Company, marking Almarai's entry into the bottled water segment through an established business with leading brands and nationwide production capabilities.

While strengthening traditional and modern trade channels, Almarai is also outpacing market growth across channels that are reshaping the sector, notably foodservice and e-commerce. Almarai brands continued to extend their market leadership across the GCC, while expanding coverage in prioritized MENA markets, and seeding strategic export destinations for future growth. This approach allows Almarai to evolve with changing consumer needs and avoid overconcentration in an increasingly contested market place, while also future-proofing margins through operational efficiencies and disciplined capital deployment.

As one of the region's largest food and beverage producers, Almarai also plays a crucial role in national food security and economic development. The Board recognizes that strategic investments in poultry, dairy, water, and logistics extend beyond commercial returns; They are contributions to the Kingdom's economic transformation plans, and its Vision 2030 food security objectives. In a time of global supply volatility, reliable local production has become increasingly critical to the Kingdom's economic resilience. This national role also informs how Almarai approaches sustainability, employment, supplier development, and long-term capability building as integral aspects to an enduring performance.

Sustainability as a License to Operate

As Almarai prepares to launch its 2026–2030 sustainability strategy cycle, the Board fully supports the continued focus on the three core sustainability pillars: Caring for People, Protecting the Planet, and Producing Responsible Products. This next phase will place greater emphasis

on environmental resilience as a foundation for Almarai's operational stability, regulatory readiness, and long-term cost discipline.

This perspective is reflected in the scale and direction of Almarai's actions during the reporting year, as we advanced major investments aligned with national food security priorities, including the expansion of our poultry operations in the Hail region, which will materially increase domestic production capacity. We deepened our environmental stewardship by building a comprehensive greenhouse gas emissions database, adopting science-based targets, and deploying advanced AI and IoT solutions to improve industrial efficiencies. Our commitment to people and communities continued through expanded national talent development programs, partnerships with universities, and targeted health and social initiatives. Financial discipline remained central throughout, evidenced by the successful USD 500 million international sukuk issuance during the reporting period.

Recognition for Excellence

During 2025, Almarai received several local and international awards across corporate governance, social responsibility, industrial innovation, and brand valuation categories.

For the second consecutive year, Almarai was recognized with the Corporate Governance Excellence Award, ranking among the top non-financial companies on Tadawul under the Corporate Governance Index. Almarai also received the Corporate Social Responsibility Award from the Ministry of Human Resources and Social Development for the second consecutive year, in addition to the Nationalization Award in recognition of its efforts to empower Saudi talent.



Almarai received the MODON Industrial Excellence Award in the Large Factories category for leadership in automation and operational efficiency. The Group also secured recognition at the Athar Saudi Festival of Creativity and the Dubai Lynx Awards, reflecting the growing sophistication of its brand storytelling and engagement.

Almarai was ranked the fourth most valuable dairy brand worldwide for the third consecutive year by Brand Finance, and was included among the Forbes Middle East Top 100 Listed Companies. These rankings highlight the global competitiveness of the brand.

Leadership Transition and Continuity

With strong foundations in place at the end of 2025 for Almarai's next phase of growth, the Board appointed Mr. Fawaz Aljasser as Chief Executive Officer, effective 16 January 2026. Mr. Aljasser is a long-standing Almarai leader with nearly two decades of experience across the organization, most recently serving as Executive Vice President of the Bakery Division.

This appointment reflects the depth of leadership that Almarai has deliberately built over time, and a clear demonstration of the Group's long-standing commitment to succession planning, leadership development, and continuity. We are confident that Mr. Aljasser's deep institutional knowledge, operational experience, and strategic understanding will ensure continuity while driving the next phase of delivery.

Looking Ahead

As we look to the future, the Board remains confident in Almarai's direction. The foundations remain strong: a diversified portfolio, disciplined capital allocation, robust governance, and a clear strategic roadmap. The years ahead will bring both opportunity and complexity, and our responsibility is to ensure that Almarai continues to grow with integrity, resilience, and clarity of purpose.

Acknowledgements

Our Board expresses profound gratitude to the Kingdom's leadership, the Custodian of the Two Holy Mosques King Salman Bin Abdulaziz Al Saud, and His Royal Highness Prince Mohammed Bin Salman Bin Abdulaziz, Crown Prince and Prime Minister, for their inspiring leadership and transformative vision for the Kingdom and its people. We also express our sincere appreciation to the government agencies for their continued support of our business and ongoing guidance as we take our Company to new heights.

The Board of Directors' support during this important chapter of Almarai's story has been invaluable, and I thank each of you for your loyalty. We are grateful for our shareholders' unwavering confidence in Almarai, for our consumers, who have made Almarai their number one choice for quality food and beverages, and, of course, the Almarai team, which was yet again integral to our continued success.

The Board of Directors remain committed to stewarding this institution with care, discipline, and a long-term perspective, as we continue the next phase of our journey to even greater success.



CEO's Message



Fawaz Aljasser
Chief Executive Officer

In 2025, Almarai delivered resilient growth and consistent performance, supported by disciplined execution across our operations, while advancing the most ambitious investment program in our history to strengthen our core businesses and position the Group for long-term, sustainable growth.



⌘ 22.1 billion generated in revenues, reinvesting 20% of revenue to drive growth, transformation, and resilience

I am pleased to present Almarai's first Integrated Annual Report, which represents a meaningful milestone in strengthening transparency and communication with our stakeholders. This report reflects our financial and operational performance, our approach to capital allocation and risk management, and our commitment to creating sustainable value over the long term.

2025: A Year of Growth and Resilience

Our 2025 theme, "Growing Within, Expanding Beyond," captures Almarai's dual approach to strengthening our core businesses while expanding into new categories, capabilities, and markets. Despite shifting consumer expectations and continued cost pressures, we maintained our industry leadership and delivered consistent performance, with revenue growth of 5% and net profit growth of more than 6%, driven by strong operational efficiency. We also reinvested approximately 20% of our annual revenue into our businesses, with a focus on digital expansion and portfolio diversification, while maintaining a strong balance sheet.

Performance Across Our Businesses

Our growth reflected balanced performance across our key sectors. The dairy and juice business remained the mainstay, generating revenues of ⌘ 12.8 billion, supported by sustained demand and continued product innovation, including 35% growth in Greek yogurt. Our poultry business continued to play a strategic role in national food security. In 2025, we processed more than 300 million birds as new capacity came onstream and operational efficiencies continued to improve. We are also progressing steadily with our ⌘ 7 billion investment plan to double poultry production capacity by 2028. The bakery

and specialty foods business achieved 5% growth with improved profit margins, while the baby food business recorded growth of 20%.

Digital Transformation and Sustainability

We strengthened efficiency through unified digital platforms, including SAP S/4HANA, which improved demand forecasting and inventory management while enabling faster, more informed decision-making across the organization. We also continued to embed digital capabilities into our operations, reinforcing resilience as the business grows in scale and complexity.

In sustainability, we initiated a greenhouse gas reduction study, establishing the foundation for a clear net zero roadmap. We also achieved most of our 2019–2024 sustainability strategy cycle targets ahead of schedule, confirming alignment between investment, operations, and responsible business practices.

Acquisitions and Partnerships

Almarai's acquisition of the Pure Beverages Industry Company in 2025 highlights our disciplined approach to growth. We are building through a balanced mix of greenfield investments and selective acquisitions of established assets. Our entry into the bottled water segment complements our dairy and juice portfolio, broadens our beverage offering, and responds to evolving consumer preferences for healthier everyday hydration options. This acquisition enables us to expand in an adjacent category through an established operation with existing assets and market presence. Integration is progressing as planned, with a focus on aligning quality standards, operational processes, and route-to-market



capabilities. While returns will build progressively, we view Pure Beverages as a long-term contributor that enhances portfolio resilience and flexibility.

In 2025, we also continued to realize the benefits of our acquisition of Etmam Logistics Services in the prior year. Etmam has strengthened our cold chain and frozen logistics infrastructure, improved distribution reliability, and expanded our ability to manage a growing and increasingly diverse product portfolio. Together, these acquisitions reinforce our commitment to disciplined expansion and, more broadly, alignment with the goals of Saudi Vision 2030.

Our Employees

Almarai's progress is grounded in the competence and commitment of our employees. In 2025, we continued to invest in building a future-ready organization aligned with the scale, complexity, and ambition of our expansion journey. Leadership development accelerated across the company, with a focus on equipping leaders at all levels to operate effectively in a larger, more diversified, and increasingly digital enterprise. We strengthened succession planning to ensure continuity across critical roles, supported by structured competency assessments, rigorous organization and talent reviews, and targeted development programs. During the year, we identified 157 leaders for succession planning, representing a 40% increase compared to 2024. These efforts expanded our high-potential talent pool, making our organization more resilient. Almarai also delivered future-focused development and training programs, reaching more than 250 leaders and thousands of employees, and recorded nearly 1.65 million training hours overall.

New Horizons for Growth in 2026 and Beyond

As we move toward 2026, our focus shifts from an investment-intensive phase to a value-harvesting phase. We are targeting growth while building a resilient operating model centered on the following priorities:

Maximizing returns from strategic assets: We will fully operationalize major completed projects in poultry and logistics, contributing to lower operating costs and improved margins.

Leading in health-focused innovation: We will expand our specialty nutrition and premium product portfolio in response to rising consumer awareness and strengthen our position in higher value categories.

Advancing digital intelligence: We will move beyond process digitization toward greater operational intelligence, using advanced predictive tools to optimize supply chains and reduce food waste.

Targeted geographic expansion: We will continue to evaluate strategic opportunities across the Middle East and North Africa, prioritizing markets that offer us an immediate competitive advantage and complement our strong distribution capability.

Climate commitment: Climate considerations remain an integral part of our investment decisions as we begin implementing our 2026–2030 sustainability strategy targets, ensuring that our growth is both disciplined and socially and environmentally responsible.

Acknowledgment and Appreciation

I extend my sincere appreciation to our customers for their loyalty. I am grateful to our employees, whose efforts made this year's success possible. I also thank the Board of Directors and our partners in the public and private sectors for their continued support in helping Almarai realize its vision and national role.

In closing, we remain committed to building on our achievements and taking Almarai toward new horizons of growth and progress.



CFO's Review



Danko Maras
Chief Financial Officer

In 2025, we sustained revenue and earnings growth through disciplined cost management and portfolio strength, reinforcing our GCC leadership, protecting core economics, and advancing scalable adjacencies with selective expansion across MENA.



Revenue rose 5% to ₪ 22.1 billion, reflecting volume growth and a favorable mix across core categories

In Saudi Arabia and the GCC, the market environment is changing on two fronts: consumption and channels – what people buy and where they buy it. Rising workforce participation and changing daily routines are prompting a gradual move away from home cooking toward on-the-go and ready-prepared food. This shift is increasingly being captured through the foodservice channel. Foodservice has expanded materially, also driven by tourism growth and the continued development of the hospitality sector, and is now a distinct demand channel alongside traditional retail. At the same time, digital channels are reshaping how consumers discover and buy everyday products. Taken together, these trends are expanding consumption occasions and raising the premium on brand strength and route-to-market execution across both traditional and modern trade.

Against this backdrop, 2025 has been a continuation of the momentum built over the past two to three years, with sustained growth in both revenue and earnings, quarter after quarter. Consistent throughout has been our ability to protect profitability through a combination of scale, mix, and cost management, even when specific categories perform unpredictably in the near term. Our focus throughout the year has been on protecting the economics of our core portfolio while executing our strategy: extending our leadership positions in the GCC, building adjacencies that can scale over time, and expanding selectively across MENA markets.

Performance in 2025

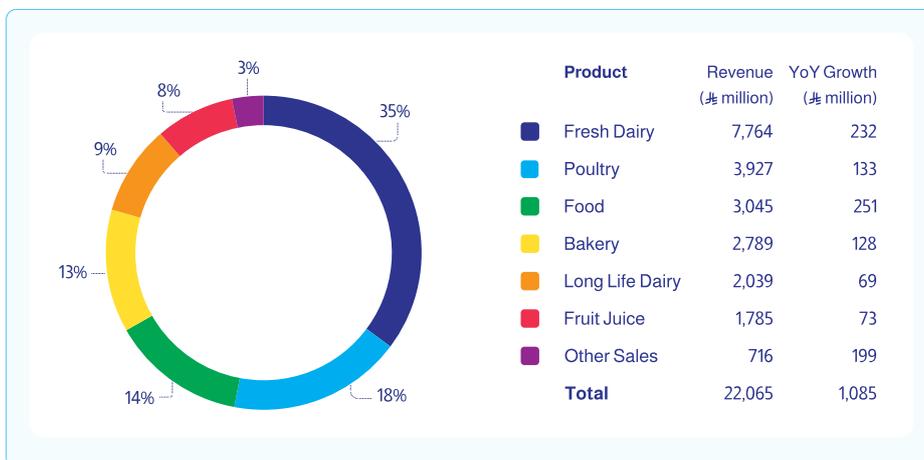
In 2025, revenue increased by 5% to ₪ 22.1 billion, driven primarily by volume growth and a favorable sales mix across core categories. EBIT was ₪ 3.1 billion, with a margin of 14%, as margins normalized toward levels more consistent with global FMCG benchmarks. Net income attributable to shareholders rose 6% to ₪ 2.5 billion. Gross margin stood at 31%, and operating margin was 14%. Zakat and income tax expenses totaled ₪ 139 million.

Gross profit stabilized as the surge in dairy commodity prices was offset by lower costs for other agricultural inputs. This volatility in commodity inputs was managed through procurement, including the selective use of hedging where appropriate. Overheads were managed extremely well through internal cost-saving initiatives that helped offset structural costs in diesel and logistics, including a program to improve distribution productivity and logistics performance.

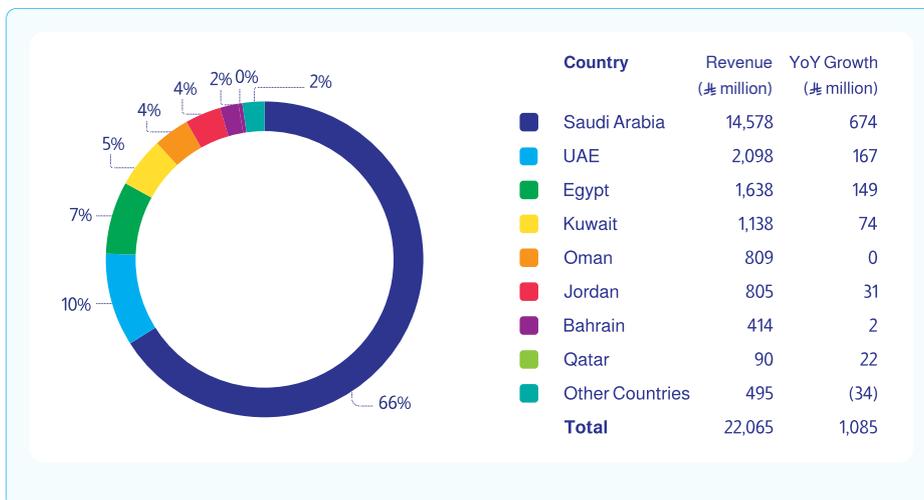
Growth was led by broad-based demand across the core portfolio, with Foods driving much of the increase, supported by stable supply conditions during the year. Dairy continued to provide a stable earnings base, while Poultry contributed to top-line expansion. Performance across the GCC remained resilient, reflecting ongoing route-to-market execution and selective geographic expansion.



Revenue by Segment



Revenue by Country



The Board approved a cash dividend of S 1.15 per share for the year, representing a total distribution of S 1.15 billion. Earnings per share were S 2.48.

Investment Program

Poultry Expansion

During the year, the Group continued to refine its strategy, sharpening priorities and execution focus while maintaining the same direction. The investment program we announced is designed to support the next phase of Almarai's growth while reinforcing the strength of our core. It is focused on three priorities: expanding capacity where underlying demand is compelling, strengthening our capabilities across the value chain, and building selected adjacencies that can scale.

The largest component of the program is poultry. This is a category where we are seeing a structural shift in consumer behavior toward healthy protein, and government public health priorities are aligned with that shift.

The scale of the opportunity is clear. The poultry market in Saudi Arabia is approximately 1.6 million tons. Almarai currently serves around 14% of that market, and we have a planned capacity expansion from roughly 250 million birds processed to around 450 million birds. This expansion requires substantial capital, around S 7 billion over the investment cycle, and it is intended to position the Group for the next phase of long-term growth.

The market dynamics in poultry are also very visible. The industry is still relatively immature, and today it is more contested than it was two years ago. In the near term, the market is experiencing excess supply as multiple players have added capacity, particularly in frozen products, and that has tightened pricing. Yet we believe the long-term demand outlook remains stronger than current supply, and we expect the market to rationalize and consolidate.



Adjacency Platforms

Alongside poultry, we continue to invest in our core dairy and juice platforms and the critical capabilities needed to fuel expansion. We are also investing in adjacencies such as water, seafood, red meat, and ice cream. While we do see encouraging early momentum, at this stage, these initiatives do not materially move the Group's results – and we do not manage these as short-term earnings drivers. Our objective today is to build capability and consumer franchise to understand how and where Almarai can scale. Over the next five years, we expect that two or three of these adjacencies will emerge as real contributors, while others may remain niche, which is the nature of portfolio expansion.

The acquisition of the Pure Beverages water business is a case in point. As expected, the business is currently dilutive to Almarai's EBIT margin. Our focus is on integrating and scaling the operation, and we expect its contribution to improve as the business matures within the Group.

Value Chain Control

A meaningful portion of our investment is going toward the capabilities that sit behind the product: the parts of the value chain that protect quality, reliability, and cost efficiency. In our markets, vertical integration is not simply a choice, but the most effective way to manage execution and reduce risk. There is a clear capital trade-off. In more mature environments, companies can rely more on third parties and buy these services as needed. But in our context, investing directly in critical parts of the value chain often delivers better outcomes, even when it requires higher capital intensity. As supplier and logistics

ecosystems develop, some activities may shift to third parties, but we will continue to invest where control delivers the most value to our customers and where it protects long-term economics.

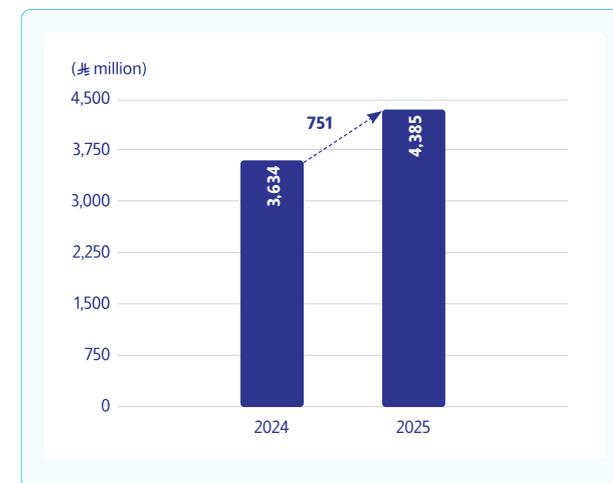
Funding the Investment Cycle

The sequencing of our investment program is crucial. This program is being executed over multiple years, with new assets and capabilities coming online in stages as we move through the next phase of delivery. Our financial framework is designed to fund the investment cycle within clear guardrails, with a focus on delivering returns that exceed our cost of capital over the cycle.

Capital Expenditure and Working Capital

This program requires a period of elevated capital expenditure (CapEx) as we expand capacity, particularly in poultry, and build out new growth platforms. Over the trailing twelve months, CapEx has been approximately 20% of revenue, reflecting the scale and sequencing of these investments. CapEx is expected to remain elevated through this delivery phase as major projects are executed and commissioned. As the program matures, we expect CapEx intensity to normalize toward our recurring range of approximately 7% to 8% of revenue.

Capital Expenditure

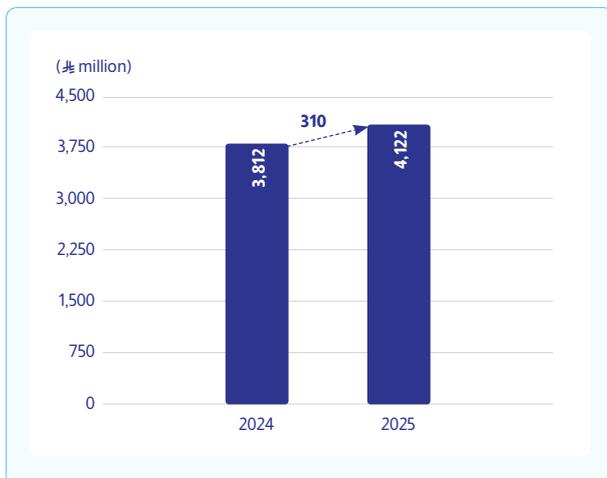


Almarai has historically operated with a conservative balance sheet and has been underleveraged for long periods. We consider a level of around 2.5x net debt to EBITDA to be the Group's optimal leverage, offering the right balance between flexibility and efficiency. At the end of 2025, net debt to EBITDA stood at 2.48x, remaining within the Board's strategic leverage limits. As we enter the value harvesting phase of this current investment cycle, including the Pure Beverages acquisition and elevated capital expenditure, we are using the balance sheet more actively by design. This approach is backed by the underlying cash generation of the business and clear leverage limits.



This shift in funding posture is signaled not only in elevated CapEx, but also in temporary working capital absorption as we scale operations and integrate acquisitions. Over the year, working capital has been slightly elevated, driven by the consolidation of the Pure Beverages acquisition into the balance sheet and a deliberate decision to hold additional safety stock given heightened supply chain uncertainty. We expect working capital levels to normalize as integration progresses and inventory management stabilizes.

Working Capital



Liquidity and Cash Flow

We maintain a strong liquidity position through committed facilities and diversified funding sources, providing flexibility through the investment cycle. During the year, we issued a USD 500 million Sukuk, with the order book reaching USD 2.3 billion, allowing pricing to tighten from initial guidance of Treasury plus 120 to 125 basis points to T+85 basis points. Around 90% of investors were international, highlighting the Group's access to global capital markets and supporting the continued diversification of our funding profile. Today, close to 40% of our debt portfolio is in bond-like instruments, with the remainder in bilateral funding and government-supported facilities at attractive rates.

Cash flow from operating activities was SAR 5.5 billion during the year. At year end, unutilized banking facilities and available government financing amounted to approximately SAR 7.5 billion. This liquidity position provides the capacity to execute the investment cycle while managing cash flow through the period.

Free cash flow was impacted during the year by the combination of elevated capital expenditure and acquisition-related payments, including the acquisition of the Pure Beverages water business. This reflects the investment phase the Group is currently executing, rather than a change in the underlying cash-generating capacity of the business. The acquisition payment amounted to SAR 1.04 billion, and excluding this one-off outflow, free cash flow would have been positive over the period. The integration of the business has also increased near-term working capital requirements as we bring the operations into the Group.

Existing Financing

Almarai continued to enjoy a strong credit standing with government and non-government lenders, as well as fixed income investors in domestic and international markets. This favorable position reflects Almarai's predictable positive operating cash flows and a clear strategy for sustainable growth.

Existing financing amounted to SAR 12.5 billion at the end of 2025, in the form of Shariah-compliant Murabaha banking facilities (excluding the banking facilities of foreign and GCC subsidiaries), government funding, and Sukuk. These agreements are executed on normal commercial terms with customary guarantees, including mortgages over assets and production lines amounting to SAR 367.5 million in favor of government financial institutions. Financing facilities granted by banks and other financial institutions are guaranteed by secured promissory notes issued by the Company.



Sources of Financing by Instrument (ﷲ million)

Source of Financing	Amount of Core Funding	Financing Period	Payment Method	Start of Year 2025	Additions During the Year	Paid During the Year	31 Dec 2025	Maturity Date
Banks and Financial Institutions (Islamic Banking Facilities)	13,640.7	2 to 10 years	Quarterly, semi-annual, and annual	5,969.5	22,407.6	21,354.7	7,022.4	2026–2035
Banking Facilities of Foreign Subsidiaries	791.4	1 to 7 years	Quarterly, semi-annual, and annual	102.9	499.7	405.6	197.0	2026–2030
Saudi Industrial Development Fund	325.6	1 to 11 years	Semi-annual	612.1	–	286.5	325.6	2026–2028
Supranational	119.4	1 to 9 years	Semi-annual	214.6	–	95.2	119.4	2026–2027
Agricultural Development Fund	311.9	11 years	Annual	366.0	–	324.2	41.9	2026–2027
International Sukuk II	2,867.3	10 years	Lump sum	2,865.2	2.1	–	2,867.3	Jul 2033
International Sukuk III	1,898.5	5 years	Lump sum	–	1,898.5	–	1,898.5	Sep 2030
Total	19,954.8			10,130.2	24,808.0	22,466.1	12,472.1	

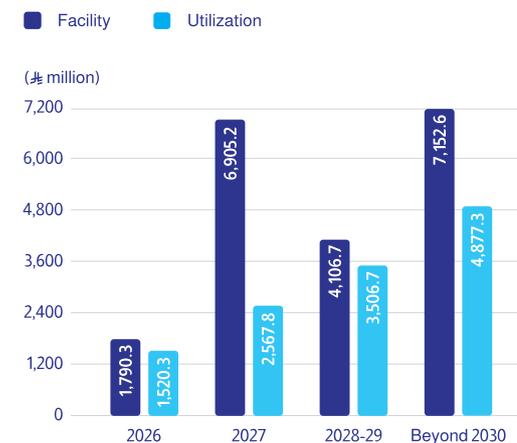
Funding Classification by Tenor (ﷲ million)

Classification of Funding	2025 (ﷲ million)	2024 (ﷲ million)
Short-Term Loans	37.8	24.5
Current Portion of Long-Term Loans	1,482.5	1,205.5
Loans – Non-Current Liabilities	10,951.8	8,900.2
Total	12,472.1	10,130.2

Funding Maturity Profile (ﷲ million)

Maturity of Funding	2025 (ﷲ million)	2024 (ﷲ million)
Less than 1 Year	1,520.3	1,230.0
1-2 Years	2,567.8	2,974.4
2-5 Years	3,506.7	1,425.1
Greater than 5 Years	4,877.3	4,500.7
Total	12,472.1	10,130.2

Facilities and Utilization



Access to Financing

Due to the continuing need to finance Almarai's current operations and future expansion, Almarai manages its liquidity and maintains access to cost-effective financing facilities. The volume of unutilized banking facilities and available government financing amounted to ﷲ 7,482.7 million at the end of 2025.



Outlook and Priorities

Looking ahead, our focus is on executing the investment program, bringing new capacity online while maintaining cost and working capital discipline. We will remain attentive to category and channel dynamics as markets adjust.

While return on equity (ROE) remains steady at around 12.5%, return on net operating assets (RONOA) has declined slightly from 10.3% to 9.7%, primarily reflecting significant capital investments made to support future growth. As these new facilities become operational from 2026 onward, the resulting earnings impact is expected to materialize, leading to higher returns on a more optimized operational asset base.

Our financial approach, as discussed above, is expected to remain unchanged. We will continue to rely on the underlying cash generation of the business and measured balance sheet thresholds to fund growth through the cycle.

Financial Summary

All figures in ₪ million	For the year ended 31 December				
	2025	2024	2023	2022	2021
Operational Performance					
Revenue	22,065	20,980	19,576	18,722	15,850
Gross Profit	6,888	6,664	6,051	5,624	5,059
Operating Profit	3,060	2,995	2,694	2,276	2,015
Profit Attributable to Shareholders	2,456	2,313	2,049	1,760	1,564
Balance Sheet					
Net Working Capital	4,122	3,812	4,322	3,599	2,609
Property Plant and Equipment	26,059	22,750	20,808	20,115	20,873
Right of Use Assets	552	504	474	499	465
Biological Assets - Non Current	1,811	1,838	1,742	1,565	1,469
Intangible Assets and Goodwill	1,612	1,131	1,124	1,146	187
Net Debt	11,966	9,655	9,437	9,054	9,201
Total Equity	20,527	18,791	17,809	16,983	16,618
Total Assets	39,967	35,568	36,194	32,074	31,754
Total Liabilities	19,440	16,777	18,385	15,091	15,136
Cash Flow					
Cash Flow Generated from Operating Activities	5,463	6,028	4,483	3,829	4,915
Addition to Property Plant and Equipment	(4,385)	(3,822)	(2,530)	(1,334)	(1,364)
Free Cash Flow*	(503)	1,531	1,179	1,842	3,101
Key Indicators					
EBIT to Sales	13.9%	14.3%	13.8%	12.2%	12.7%
Return on Net Operating Assets	9.7%	10.3%	9.8%	8.5%	7.4%
Net Debt to Equity Ratio	58.0%	51.0%	53.0%	53.3%	55.4%
Net Debt to EBITDA	2.5x	2.1x	2.1x	2.3x	2.6x
EPS - Basic	2.48	2.34	2.08	1.79	1.59
DPS	1.15	1.0	1.0	1.0	1.0

*Net of investments and time deposits.

Capital Markets Snapshot and Shareholder Returns

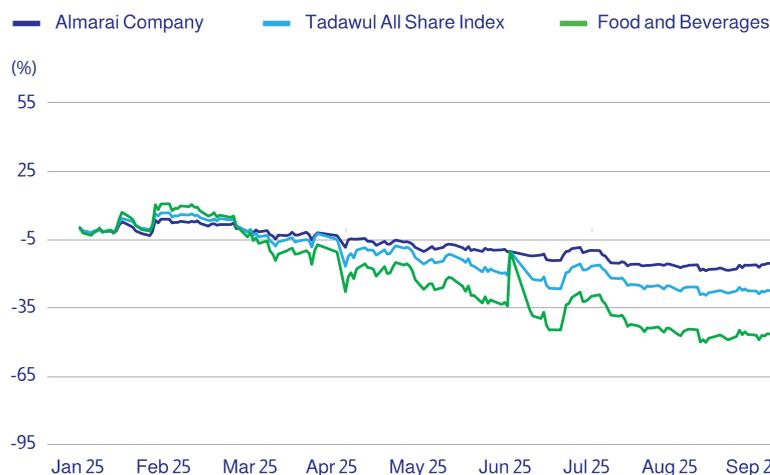
Almarai Share Information

Listing Date	2005
Exchange	Saudi Stock (Tadawul)
Symbol	2280
ISIN Code	SA000A0ETH1
Number of Shares Issued	1,000,000,000
Market Cap as of 31 Dec 2025	ﷲ 43,260 million

Share Price Performance

Share Price as of 31 Dec 2025	ﷲ 43.26
Share Price as of 31 Dec 2024 (1-Year Comparison)	ﷲ 57.20
Share Price as of 31 Dec 2022 (3-Year Comparison)	ﷲ 55.80
52-Week High	ﷲ 58.90
52-Week Low	ﷲ 42.46
% Change During 2025	-24.4%

Share Price Performance During 2025



Indexed to 100 at 1 January 2025.



Shareholder Base and Ownership Structure

As of 31 December 2025, Almarai had 115,392 shareholders. Institutional investors represented 86.9% of total share ownership, while individual investors represented 13.1%. A total of 82 shareholders owned one million shares or more, representing 80.3% of the Company's issued shares. The following tables provide an overview of Almarai's shareholder base.

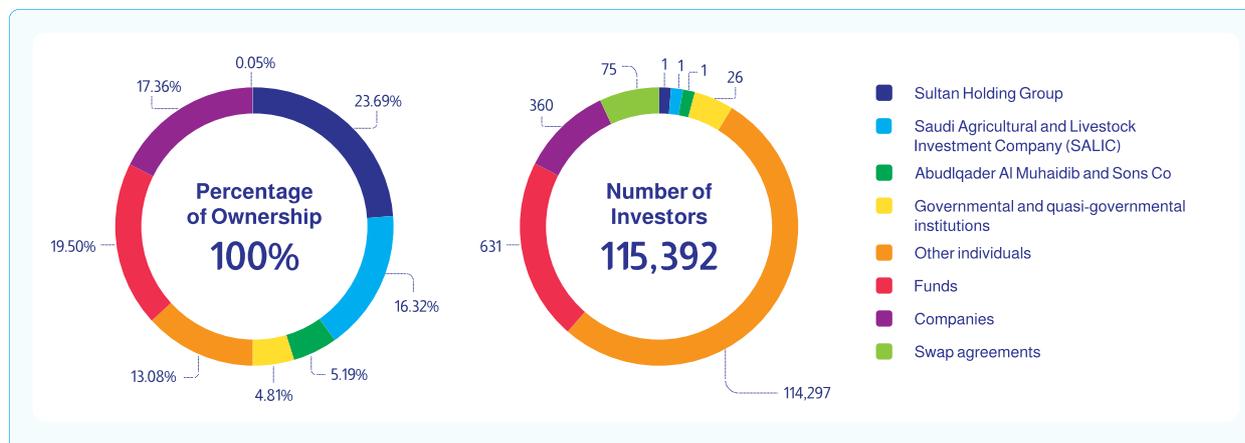
Almarai Investors by Type

Investor Category	Percentage of Ownership (%)	Number of Investors	Number of Shares
Institutional Investors	86.9	1,095	869,220,427
Individual Investors	13.1	114,297	130,779,573
Total	100.0	115,392	1,000,000,000

Almarai Investors by Nationality

Nationality	Percentage of Ownership (%)	Number of Investors	Number of Shares
Saudi Arabian	86.4	108,769	864,072,194
Other Nationalities	13.6	6,623	135,927,806
Total	100.0	115,392	1,000,000,000

Investor Distribution by Type



Investor Distribution by Size





Ownership Notifications and Significant Shareholdings

In accordance with Article 85 of the Capital Market Authority's Rules on the Offer of Securities and Continuing Obligations, the Company discloses any notifications received relating to interests in voting shares representing 5% or more of the issued shares. During 2025, Almarai received one new notification in accordance with applicable disclosure requirements indicating that Abdulqader Al Muhaidib and Sons Co. had acquired an ownership interest exceeding 5% of the Company's issued share capital. Aside from this change, no additional notifications were received regarding variations of ownership above the 5% threshold. The table below summarizes shareholders holding 5% or more of the Company's issued shares at the beginning and end of the year.

Shareholder	Number of Shares (Beginning of the Year)	Percentage of Ownership (Beginning of the Year) (%)	Number of Shares (End of the Year)	Percentage of Ownership (End of the Year) (%)
Sultan Holding Group	236,956,536	23.70	236,956,536	23.70
Saudi Agricultural and Livestock Investment Company (SALIC)	163,233,480	16.32	163,233,480	16.32
Abdulqader Al Muhaidib and Sons Co	28,728,494	2.87	51,882,987	5.19
Total	428,918,510	42.89	452,073,003	45.21

Shareholder Register Requests

The following table summarizes the Company's requests for shareholders' records received during the year and the related reasons for each request.

Number of Company's Requests for Shareholder Records	Date of Request	Reason for the Request
1	2 Feb 2025	Periodic Reports
2	3 Mar 2025	Periodic Reports
3	17 Mar 2025	Periodic Reports
4	6 Apr 2025	Periodic Reports
5	9 Apr 2025	Periodic Reports
6	13 Apr 2025	Periodic Reports
7	15 Apr 2025	Dividend Entitlement
8	28 Apr 2025	Dividend Entitlement
9	4 May 2025	Periodic Reports
10	3 Jun 2025	EGM
11	26 Jun 2025	Periodic Reports
12	2 Jul 2025	Periodic Reports
13	4 Aug 2025	Periodic Reports
14	2 Sep 2025	Periodic Reports
15	2 Oct 2025	Periodic Reports
16	3 Nov 2025	Periodic Reports
17	2 Dec 2025	Periodic Reports



Dividends and Shareholder Returns

Almarai has a long track record of returning value to shareholders through cash dividends and, at times, bonus shares. Dividend distributions are approved in line with the Company's Dividend Policy, applicable regulations, and Board and shareholder approvals, as required.

Almarai targets a dividend payout ratio of 40 to 60% over the five-year period from 2026 to 2030. While the Company expects to continue its annual cash dividend practice, future distributions remain subject to the Company's financial performance, cash requirements, and Board approval.

Since its listing on Tadawul through 2024, Almarai has distributed approximately ₪ 22,009 million to its shareholders, in the form of cash dividends and bonus shares. Cash dividends amounted to approximately ₪ 12,909 million, representing 58.7% of total dividends and bonus shares. Bonus shares were issued through capital increases, which reached ₪ 9,100 million. This excludes capital increases related to the acquisition of Western Bakeries and International Bakeries Services at a nominal value of ₪ 90 million, and the 100% acquisition of Hail Agricultural Development Company (HADCO) at a nominal value of ₪ 60 million.

The tables below summarize Almarai's dividend distributions, including dividends paid compared to net income attributable to shareholders, dividend payment dates, and distributions in the form of bonus shares and capital changes.

During the year, there were no arrangements or agreements under which any shareholder of the Company waived any rights to profits.

Dividends Paid Compared to Net Income Attributable to Shareholders

Year	Net Income (₪ million)	Dividend (₪ million)	Percentage (%)	Capital (₪ million)	Amount (₪)
2005	386.1	-	-	75	-
2006	464.7	200	43	100	2
2007	667.3	272.5	41	109	2.5
2008	910.3	381.5	42	109	3.5
2009	1,096.7	460	42	115	4
2010	1,285.4	517.5	40	230	2.25
2011	1,139.5	517.5	45	230	2.25
2012	1,440.6	500	35	400	1.25
2013	1,502.2	600	40	600	1
2014	1,674.3	600	36	600	1
2015	1,915.7	690	36	600	1.15
2016	2,080.5	720	35	800	0.9
2017	2,182.2	750	34	1,000	0.75
2018	2,008.8	850	42	1,000	0.85
2019	1,811.8	850	47	1,000	0.85
2020	1,984.4	1,000	50	1,000	1
2021	1,563.5	1,000	64	1,000	1
2022	1,759.8	1,000	57	1,000	1
2023	2,049.1	1,000	49	1,000	1
2024	2,313.1	1,000	43	1,000	1
2025	2,456.1	1,150	47	1,000	1.15
Total	32,692.1	14,059	44	-	-



Dividend Announcement and Distribution Dates

Year	Announcement Date	Due Date	Distribution Date	Distribution Method	Amount (AED)
2006	21 Jan 2007	27 Mar 2007	10 Apr 2007	Account transfer	2
2007	21 Jan 2008	24 Mar 2008	7 Apr 2008	Account transfer	2.5
2008	19 Jan 2009	23 Mar 2009	7 Apr 2009	Account transfer	3.5
2009	20 Jan 2010	11 Apr 2010	26 Apr 2010	Account transfer	4
2010	6 Dec 2010	3 Apr 2011	11 Apr 2011	Account transfer	2.25
2011	7 Dec 2011	2 Apr 2012	11 Apr 2012	Account transfer	2.25
2012	19 Jan 2013	2 Apr 2013	10 Apr 2013	Account transfer	1.25
2013	29 Dec 2013	2 Apr 2014	9 Apr 2014	Account transfer	1
2014	28 Dec 2014	5 Apr 2015	12 Apr 2015	Account transfer	1
2015	14 Dec 2015	3 Apr 2016	12 Apr 2016	Account transfer	1.15
2016	6 Dec 2016	26 Mar 2017	4 Apr 2017	Account transfer	0.9
2017	11 Dec 2017	9 Apr 2018	17 Apr 2018	Account transfer	0.75
2018	10 Dec 2018	7 Apr 2019	15 Apr 2019	Account transfer	0.85
2019	9 Dec 2019	5 Apr 2020	13 Apr 2020	Account transfer	0.85
2020	15 Dec 2020	13 Apr 2021	21 Apr 2021	Account transfer	1
2021	15 Dec 2021	12 Apr 2022	20 Apr 2022	Account transfer	1
2022	20 Dec 2022	11 Apr 2023	17 Apr 2023	Account transfer	1
2023	20 Dec 2023	2 Apr 2024	16 Apr 2024	Account transfer	1
2024	19 Dec 2024	13 Apr 2025	24 Apr 2025	Account transfer	1
2025*	16 Dec 2025	As per EGM Approval	As per EGM Approval	Account transfer	1.15

*2025 is recommended by the Board of Directors for EGM approval and is subject to change.



Bonus Shared Distributions

Year	Share Capital (£ million)	Nominal Value of Bonus (£ million)	Share Capital After Bonus (£ million)	Percentage (%)	Notes
2005	750	250	1,000	33.3	1 bonus share for every 3 outstanding shares
2010	1,150	1,150	2,300	100.0	1 bonus share for every 1 outstanding share
2012	2,300	1,700	4,000	73.9	1 bonus share for every 1.353 outstanding shares
2013	4,000	2,000	6,000	50.0	1 bonus share for every 2 outstanding shares
2016	6,000	2,000	8,000	33.3	1 bonus share for every 3 outstanding shares
2017	8,000	2,000	10,000	25.0	1 bonus share for every 4 outstanding shares
Total	-	9,100	-	-	

Bonus Share Issues and Other Capital Changes

Year	Announcement Date	Issue Type	Due Date	Previous Capital (£ million)	New Capital (£ million)
2005	18 Oct 2005	Bonus shares	25 Dec 2005	750	1,000
2007	19 Feb 2007	Acquisition (WB and IBS)	27 Mar 2007	1,000	1,090
2009	9 May 2009	Acquisition (HADCO)	7 Oct 2009	1,090	1,150
2010	5 Oct 2010	Bonus shares	5 Dec 2010	1,150	2,300
2012	7 Dec 2011	Bonus shares	2 Apr 2012	2,300	4,000
2013	29 May 2013	Bonus shares	9 Sep 2013	4,000	6,000
2016	14 Dec 2015	Bonus shares	3 Apr 2016	6,000	8,000
2017	8 Jun 2017	Bonus shares	8 Oct 2017	8,000	10,000



35

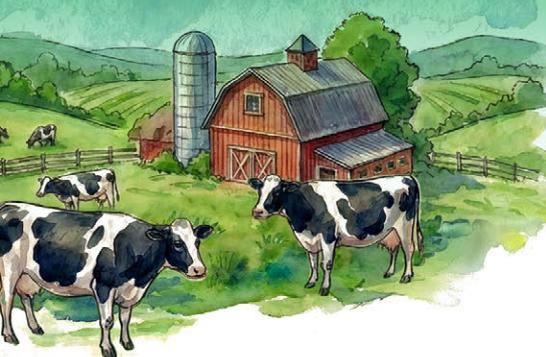
Strategy and Performance



Business Model

Almarai's business model, at its core, is a vertically integrated operating system designed not only to deliver "Quality you can trust" at national scale, but also to support expansion into new categories, channels, and geographies for long-term value creation. The Group's assets and capabilities make execution efficient and strengthen resilience across the value chain. This reliability helps sustain the availability of essential products and contributes to food security across the Group's core markets.

Quality is built into each stage of the end-to-end process, from biological foundations and manufacturing controls to cold chain distribution and brand stewardship. This operating system also enables progress on the three pillars of "Doing Better Every Day," Almarai's sustainability agenda: Caring for People, Protecting the Planet, and Producing Responsible Products.



Natural Resources

Water, energy, and land inputs for a high-volume food system, managed through controls that maintain availability, meet regulatory requirements, and reduce resource intensity and emissions.

- Water recycled and reused: 2,947,938 m³
- Manufacturing energy intensity: 1229.3 kWh/t finished product
- Manufacturing emissions intensity: 0.25 tCO₂e/t finished product
- Waste sent to landfill: 50% (2018 baseline: 70%)
- Commitment to the Net Positive Water Initiative

Feed Supply

Consistent feed inputs through owned overseas arable operations and supply partners, maintaining livestock performance and production stability.

- Sourcing footprint across the United States and Argentina (owned farms and supply partners)
- Owned arable farmland under production: 27 farms, 27,486 ha, producing 257,784 t of feed inputs in 2025 (of 618,798 t total feed exported to Almarai)
- Silver level verification under the Sustainable Agriculture Platform (Fondomonte)

Herd and Flock Health

Health and productivity of dairy herds and poultry flocks through veterinary oversight, controlled housing, nutrition, and welfare standards.

- Scale of operations: 8 dairy farms with over 189,000 cows; 7 poultry farms with over 1,700 active poultry houses
- 24-hour veterinary care across operations
- Temperature-controlled housing and biosecurity protocols
- NSF Global Animal Welfare Standards (GAWS) certification
- Zero non-compliance recorded against animal welfare standards

Biological foundations



Manufacturing and market execution

Processing Capacity

High-volume manufacturing under world-class food safety and quality management systems.

- Manufacturing: 34 production facilities across 19 plants in dairy, poultry, bakery, juice, and infant nutrition
- FSSC 22000 (GFSI-recognized) and ISO 9001 certification across all sites
- Dairy production: 1.5 billion liters annually
- Poultry processing: 2 facilities processing over 300 million birds annually
- Annual sales volume: 3.0+ billion kg

Cold Chain, Logistics, and Distribution

Protects product integrity and availability across long distances through owned, high-frequency distribution, serving traditional trade, modern trade, foodservice, wholesale, and e-commerce.

- 129 sales depots and a fleet of 12,000+ vehicles
- Frozen warehousing and transport capability strengthened through the acquisition of Etmam Logistics
- 2.3+ billion kg of products handled and delivered annually across the GCC
- Distribution coverage across 7 countries in the GCC and MENA, reaching 220,000 outlets

Brand Strength and Consumer Trust

Enables repeat purchase and brand preference across core food categories through portfolio breadth, responsible consumer engagement, and community presence.

- More than 20 leading brands
- Annual consumer reach: more than 150 million
- Responsible Marketing Policy with safeguards on age targeting and child-directed content
- Nutrition labeling and claims aligned with SFDA and GSO requirements
- Community and social responsibility investment in GCC: ₪ 50.47 million in 2025 (2.1% of annual net profit)



Capital, people, and innovation

Capital headroom

Funds a multi-year investment cycle through operating cash flow and diversified financing, while keeping leverage and working capital within defined limits.

- Operating cash flow: ₪ 5.5 billion
- Net debt/EBITDA: ~2.5x
- CapEx: ~20% of revenue (normalizing to ~7–8%).

Product R&D capability

New product development and portfolio expansion across categories and channels.

- Disciplined, cross-functional innovation ecosystem enabling faster product development and scalable commercialization across core and adjacent categories
- Consumer-led innovation pipeline focused on high-potential growth opportunities across categories and channels

Workforce scale and capability

A large operational workforce that enables consistent execution across farms, plants, logistics, and commercial operations, supported by standardized operating practices and health and safety controls.

- 50,000+ employees across 73 nationalities
- ISO 45001:2018 implemented across all divisions
- Employee and contractor lost-time injury rate: 1.22 per million man-hours worked
- Nitaqat status maintained at Platinum and High Green levels across applicable workforce categories

Supplier base and scale

Stabilizes input availability and cost across a high-volume, multi-category system, with assurance processes for higher-risk inputs.

- Suppliers: 1,900+
- Raw material items: 66,000+
- Materials spend (2025): ₪ 11 billion
- High risk ingredient suppliers certified (GFSI recognized): 100%

Digitalization and automation

A digital core that drives efficiency, strengthens planning and control, and enhances resilience across a national-scale operating system.

- SAP S/4HANA cloud core upgrade
- Real-time KPIs and forecasting
- Unified digital service platform
- Layered cybersecurity controls

All figures are as of 31 December 2025.

Strategy

Almarai's strategy is anchored in long-term value creation. It is designed to scale proven strengths, expand confidently where capabilities provide a competitive advantage, and navigate market volatility through disciplined decision-making and financial strength. Guided by clear economic thresholds and a long-term perspective, the strategy places strong emphasis on disciplined execution to translate strategic intent into results, balancing growth with returns while preserving the quality, trust, and brand leadership that define Almarai.

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
Sharing
Passionate
Innovative
Respect
Excellence





Ambition



Achieve RONOA measurably higher than WACC



Leading Position Where We Play



Achieve Top Quartile Employee Satisfaction



Achieve Sustainability Goals

Growth Pillars

1. Core Acceleration

Capitalizing on our core strengths to accelerate growth and enable expansions:

- **Core categories:** dairy, food, juice, bakery, and poultry
- **Core channels:** traditional and modern trade

2. Category Expansion

Expanding into promising categories and platforms aligned with evolving consumer preferences to unlock new growth engines:

- Accelerate water, red meat, seafood, ice cream, frozen bakery, and frozen poultry
- Build scale in snacking and convenience platforms

3. Channel Expansion

Scaling our presence in the most rapidly growing channels to capture emerging growth opportunities:

- Food service
- E-commerce

4. Geographic Expansion

Extending our footprint into priority markets where Almarai can leverage its capabilities to create value and seed future growth opportunities:

- Extend leadership in GCC
- Expand category coverage to prioritized MENA countries
- Seed strategic markets for future growth through exports

Enablers



Operating Model



People



Manufacturing and Supply Chain



Marketing and Branding



Innovation



Digitalization



Key Performance Indicators

Growth drivers

- Defend number one position in key product categories
- Drive market share growth in under-indexed categories
- Accelerate Poultry momentum
- Accelerate expansions in adjacent and new categories
- Expand Foodservice
- Grow e-commerce
- Grow exports

Operations/ Efficiency

- Optimize forecast accuracy
- Reduce wastage
- Reduce out-of-stock
- Assets optimization
- Pursue efficiency projects throughout the value chain

Capabilities/ Enablers

- Saudization
- Develop leadership
- Robust succession planning
- Consumer-centric innovation

Corporate Scorecard

Net Sales Growth

5.2%

Market Share Growth (All Products)

0.20% to 0.30%

RONOA (Return on Net Operating Assets)

9.7%

Nitaqat Status

All categories in Platinum and High Green



Segment Review



In 2025, we delivered resilient growth across our portfolio as shifting consumption trends, expanding foodservice demand, and rising digital adoption continued to reshape the region's operating landscape. Our integrated model enabled consistent performance while navigating inflationary pressures, channel fragmentation, and intensifying competition across key categories.

Revenue reached ₪ 22.1 billion, supported by balanced contributions from core categories and emerging adjacencies. Dairy remained the largest revenue contributor, Poultry accelerated with new capacity coming online, and Bakery and Juice sustained stable growth. International markets, particularly Egypt, strengthened their role in supporting Group performance.

Our disciplined execution through the peak of our ₪ 18 billion investment cycle ensured we maintained financial stability while scaling capabilities. Continued investment in capacity, technology, and route-to-market excellence improved competitiveness and operational resilience. As we transition major projects into delivery, we are well positioned to capture growth across a rapidly evolving market.

Dairy

In 2025, our Dairy business delivered revenues of SAR 12.8 billion, driven by sustained demand in fresh dairy and value-added segments. Strong brand equity, innovation-led growth, and disciplined route-to-market execution supported performance, while ice cream expanded as a high-growth adjacency backed by an increasingly capable cold-chain network.

Value Share of Saudi Market

Category	Market Share (%)	Position
Fresh Milk	67.5	1
Fresh Laban	68.2	1
Zabadi	62.0	1
Culinary	46.0	1

Total Dairy Revenue (SAR million)



2025
 SAR 12,848 4.5% ↑
 million



In 2025, Almarai's flagship Dairy Division delivered a solid performance in dynamic market conditions across the GCC as well as Egypt and Jordan, recording a steady 5% revenue growth from the previous year to surpass $\text{AED } 12.8$ billion, contributing 58% to Almarai's overall revenue. This growth was reflected in market share gains in Saudi Arabia, reaching 50% by the close of 2025.

Dairy recorded a strong performance during the first quarter of the year due to our successful Ramadan campaign execution, leading to net profit growth despite higher transportation costs resulting from the significant price hike in diesel. Revenue growth for Dairy from Q2 onwards was driven by Fresh Dairy, Food, and Long-Life categories; our UHT line continued its outstanding performance in 2025, backed by strategic investments in capacity expansion, new technologies and new product innovation, complemented by effective marketing and distribution strategies. The Food category recorded a 9% growth with sales improving across all markets, backed by a pipeline of innovative products released to meet evolving consumer preferences¹.



A Dynamic Operating Environment

The competitive GCC dairy market continued to grow steadily during the year in review, backed by a number of key growth drivers including increasing health consciousness among consumers, and a growing demand for convenience and versatility in products.

Key Market Trends and Challenges

The market continues to be driven by shifting consumer preferences, with demand increasing for a wider variety of innovative, healthy, and nutritious dairy products beyond traditional fresh milk. In terms of sales channels, there has been an aggressive increase of discounters entering the Saudi Arabia and wider GCC market to meet consumer demand for value-driven product options. This trend is backed by the rise of the e-commerce channel, especially in terms of online discount retail options. This discounter model, focused on offering prices that are generally 15-35% lower than traditional retailers to the large price-sensitive demographic, continues to add immense margin pressure on dairy producers.

Costs of production inputs, feedstock and shipping continued to increase, with the impact compounded by the removal of certain government subsidies, particularly those on fuel prices. The dairy industry also continues to be significantly impacted by the cost of compliance, driven by the Kingdom's evolving regulatory landscape, especially new environmental, food safety, and sustainability mandates.

Investing in Growth and Expansion

In line with Almarai's ₪ 18 billion investment plan, the Dairy division continued to carry out a number of significant investments to the value of ₪ 1.8 billion in 2025, covering different focus areas including "Renew and Replace" initiatives, capacity expansions, product diversification, and technology adoption.

A Further Breakdown of Our Investments

A critical area of investment in 2025 was the continuation of the "Renew and Replace" initiative falling under our proactive Asset Lifecycle Management (ALM) strategy, which ensures the extensive asset base across Almarai's dairy supply chain does not decline in performance and upholds desired service levels, maintaining our benchmark quality and food safety standards. Investments were made across several dairy production lines such as our traditional fermented milk drink Laban, and our fresh cream product Gishta, to meet growing consumer demand and accommodate product diversification.

During the reporting period, the Dairy division also invested in enhancing our dairy supply chain through both infrastructure and technology investments. We built new dairy depots, increased our fleet and added new routes to further expand our distribution network reach, while adopting emerging technologies to automate various aspects of our supply chain. We also remained unwavering in our commitment to the highest regulatory, legislative, and quality standards through ongoing investments in compliance.

Capacity expansion investments carried out in 2024 in the long-life dairy lines enabled us to repatriate 22% of production volumes from external suppliers this year. One of our substantial investments in 2024 was an aseptic milk filling line, a sophisticated technology that would further enhance the production of Almarai's protein and long-life dairy bottles, and extend their shelf life. During the year in review, this newly installed line reached maximum output capacity of 40 million liters, demonstrating the growing demand for long-life dairy as well as the success achieved through the high return of our investment. Other recent investments include a slices line for our growing cheese business, and a new production belt to extend our evaporated milk line, yet another product that shows steady growth trends with positive forecasts.

The Sweet Surge of Innovation: Almarai Ice Cream

During the year in review, we continued to successfully grow our ice cream market share in Saudi Arabia, backed by an innovative product pipeline and an aggressively expanding cold chain, recording ₪ 70 million in revenue at the close of the year, surpassing revenue projections.

Penetrating Saudi Arabia's Promising Ice Cream Market

We made our foray into ice cream in mid 2024 through an import model, where we qualified, onboarded, and managed co-manufacturing sites outside the Kingdom to successfully deliver innovative ice cream made from the highest quality milk, cream, and natural ingredients. The early success of our ice cream venture is anchored to Almarai's highly reputable position as a leader in the dairy industry, backed by a strong supply model that



continuously premarket tests new products to gauge consumer acceptance. During the year in review, we continued to expand our cold chain to support demand by investing ₪ 500 million in freezers, chillers, and refrigerated trucks to increase reach and availability in a market that is projected to surpass ₪ 2.6 billion by 2030. The response and reception from consumers continued to be extremely positive in 2025, with strong plans for further expansion in 2026.

R&D-Backed New Product Development

Product innovation remained one of Dairy's key focus areas during the year in review, as we continued to enhance our existing portfolios of core categories, while also pursuing opportunities in adjacent categories. Backed by heavy investments in R&D, Almarai has also ventured into food products such as hummus and tahini that are alternatives for traditional dairy-based proteins to meet emerging demands in an evolving market.

New Products Introduced in 2025

- Lacto Free Plain Milk (50% more protein, low fat, source of calcium)
- Mini vanilla cones
- Mini Bites Caramel
- Mango Flavored Milk
- Yaqoot Evaporated Milk
- Trofo's Authentic Greek Feta
- Tahini
- Marvello Natural Cheese Slices

Setting the Bar High in Sustainability Standards

The Dairy division continued to align with Almarai's overarching sustainability pillars, following stringent guidelines on **health** and **nutrition** standards for all raw materials and products moving across our vertically integrated dairy supply chain. Our farms follow **sustainable agriculture** practices across our arable lands across USA and Argentina, where we cultivate the highest quality feed for our growing dairy herds. We hold ourselves to the highest standards of **water management** and conservation, and other **climate change** initiatives aimed at reducing energy consumption and our environmental footprint. Our **animal welfare** practices and biosecurity procedures are held to global benchmarks.



Future Outlook

The Dairy division will remain focused on strengthening our core Dairy and Food business, while supporting the growth of our nascent product categories across the Gulf region through the many strategic investments we have made, and infrastructure and machinery we now have in place to set the next phase of our strategic plan in motion. We will continue to stringently manage costs, while also seeking fair pricing mechanisms to ensure the financial viability of our products, factoring in both current high-production costs, and the long-term sustainability of the region's dairy industry.



Juice

The Juice business delivered $\text{A\$}$ 1.8 billion in revenue, achieving 4% year-on-year growth despite competitive pressure. Performance was supported by targeted innovation, refreshed pack formats, and improved execution across retail, foodservice, and digital channels, reinforcing the segment's relevance within the wider beverage portfolio.

Value Share of Saudi Market

Category	Value	Position
Juice Value Share	46.6%	1
Household Penetration	82.9%	1
Household Purchase Frequency	8.0	1

Total Juice Revenue (A\$ million)

2025	1,785
2024	1,712
2023	1,555



2025
A\$ 1,785
 million

4.3% ↑



Almarai's Juice and Beverage business delivered a solid performance in 2025, recording strong top and bottom-line growth to reach a 45% value share in the Saudi market. We maintained a steady year-on-year growth of 4% to reach a segment revenue of ₪ 1,785 million for 2025,

despite the devaluation of the Egyptian Pound impacting revenue growth during the first quarter of the year. With Almarai's commercial entry into the bottled water market in Q3, the Juice and Beverage vertical closed the year on a high note, contributing 8% to the total Almarai revenue. Efficiency gains across operations also contributed to the margin growth achieved this year.



An Increasingly Health-Conscious Market

The region's fruit juice market continued to stagnate, but Almarai experienced growth driven by rising health-conscious consumer demand for premium, natural, and nutritious fruit juices. The Kingdom of Saudi Arabia remains the largest juice market in the region, with the United Arab Emirates recording the fastest growth in the segment.

Key Market Trends and Challenges

Beyond the steady rise in health-conscious trends in the market, the increasing prevalence of busier lifestyles is also driving the demand for convenience in the juice market, with consumers opting for on-the-go consumption solutions. Furthermore, the existing sugar excise tax across the GCC is expected to shift from a flat 50% rate to a tiered system as of January 2026, further encouraging manufacturers to reformulate their products and expand product portfolios, while also incentivizing consumers to choose sugar-free alternatives.

When it comes to market challenges, there has been a surge in fresh juice stores, as well as an increase in juice offerings in cafes, restaurants, and other foodservice channels across the Kingdom, to meet the growing demand for healthier beverage options, which is intensifying market competition. The Kingdom's heavy reliance on imported fruits for juice production also translates to compounded costs related to shipping, customs duties, and overall cold chain management.



A Three-Pronged Strategy for Growth

In 2025, Almarai focused on growing our juice and beverages segment across its three main verticals, maintaining a 45% market share in the fresh juice business, growing 22% year-on-year with our premium juice business, and retaining our market share in a highly competitive long-life juice market, fulfilling our promise to deliver products that are “better for you.”

Growth Opportunities Across Our Three Core Business Verticals

We continued to focus on growing our core fresh juice business, maintaining a 45% dominant share of the Kingdom’s highly competitive fresh juice market. We increased household penetration through creative marketing campaigns supported by increased geographical reach and channel expansion, providing consumers with healthy and nutritious beverage options with no added sugar.

Our premium juice offering under the Farm’s Select brand performed strongly during the year in review, recording an impressive 22% year-on-year growth. This high sales traction is driven by a demographic of health-conscious individuals with high disposable incomes, a significant portion comprising young, working professionals as well as the region’s growing white-collar expatriate population, who are willing to pay a premium for beverages made of the finest-quality imported fruits and juices, with no added preservatives or artificial ingredients. Our ready-to-drink iced tea brand Ice Leaf,

also made from the finest natural tea, fruit and flower extracts, continued to meet the demands of our consumers’ on-the-go lifestyles, recording a solid performance at the close of the year.

Our long-life juice business competed in a crowded, fiercely contested market in 2025, offering consumers a healthier proposition given the widespread availability of competitor products and pricing pressure of the market. Almarai continued to strengthen its no-added-sugar proposition, aligning with the steadily rising consumer demand for “better for you” products.

Adopting Sustainable Production Practices

Aligned with Almarai’s overarching Sustainability framework, we continue to follow stringent guidelines on **nutrition and wellbeing** standards, and remain compliant with local and regional benchmarks for sugar and other content in our juices. We educate our consumers of the nutritional value of our juices and beverages through a nutrient profiling system. We continue to explore sustainable **packaging innovation** without compromising on the freshness or quality of our products, while also focusing on continuously enhancing supply chain efficiency.



Future Outlook

The Juice and Beverages segment will continue to focus on market share gain across the core business verticals, while also exploring new adjacencies to expand our product portfolio. We anticipate the cost of production to continue facing upward pressure due to our reliance on imports, risk of global supply chain disruptions, and the growing demand for premium juices and beverages, and will therefore focus heavily on increasing cost and operational efficiencies across our operations.

Bakery

Our Bakery division-maintained market leadership across Saudi Arabia and the GCC, recording SAR 2.8 billion in revenue and 5% growth. Improved product mix, operational efficiency gains, and strong sales execution underpinned performance, reinforced by leading value share across major bakery categories and expanding reach across both retail and foodservice channels.

Value Share of Saudi Market

Category	Market Share (%)	Position
Sliced Bread	67.4	1
Burger Buns	61.3	1
Puffs	77.2	1
Croissants	83.8	1
Sandwich	82.7	1
Cakes	24.5	1

Total Bakery Revenue (SAR million)





Almarai Bakery retained its preeminence in 2025 as the leading bakery entity in the Kingdom of Saudi Arabia and the wider GCC region, steadily increasing our value share in Saudi Arabia to 56% at the close of the year. We continued to grow our market presence through traditional and modern trade channels, making our daily production of 5 million Almarai Bakery items accessible to consumers through an increasing number of retail locations. Despite a slow first quarter due to the Ramadan impact, the Bakery division maintained its five-year growth rate in 2025,

recording a solid 5% revenue growth by the close of the year to surpass ₪ 2.8 billion, thereby contributing 13% to Almarai's overall revenue. There has been substantial growth in our bottom line during the year in review, with the operating profit increasing by 12% YoY to reach ₪ 452 million, backed by operational efficiency gains, effective marketing and promotions, and an improved sales revenue mix including a significant sales increase in the bread sub-category.

A Promising Market

The Bakery Industry in the Kingdom of Saudi Arabia and the wider GCC markets continued to experience positive growth during the year in review driven by rising disposable incomes, changing demographic preferences, and an expanding foodservices sector.

Key Market Trends and Demographic Changes

A perceptible shift in consumer preferences towards more gourmet, premium and healthier baked goods continued to shape the food landscape. This shift was driven by a rapid increase in artisanal bakeries in Saudi Arabia and the wider region to meet this demand. Alongside this, key market trends in the region included a growing consumer demand for dining out, as well as an increased focus on convenience, especially through e-Commerce apps. A significant increase in tourism in the region, driven by global scale events backed by government vision programs has also created a high demand for a wide range of foodservice options.

In this dynamic market environment, Almarai further strengthened its leadership position by delivering on its promise to serve consumers with premium, innovative, and artisanal products, expanding our reach across the region's retail and foodservice landscape to serve our growing consumer base.





Big-Ticket Investments

As part of the overarching 5-year, \$ 18 billion investment strategy of Almarai, the Bakery division invested in the strategic capacity expansion of our top-performing croissant line, while also finalizing plans to set up a frozen bakery production facility, to enter the steadily expanding frozen bakery market in the region.

A Further Breakdown of Our Investments

We carried out a \$ 77 million capacity expansion of our croissant line in Jeddah, further strengthening our 85% croissant value share dominance in the market. In 2025, we also finalized plans for Almarai Bakery's strategic entry into the frozen bakery market by setting up a specialized manufacturing facility in Al-Kharj, located southeast of Riyadh. This investment allows Bakery to penetrate the promising market segment and address growing market demand for both convenience foods, and the foodservices channel. Frozen bakery products from the new facility are expected to be commercialized by 2027.

Increasing Portfolio Efficiencies

In 2025, we embarked on a portfolio optimization agenda rationalizing low performing, redundant or complex offerings to reduce manufacturing and supply chain complexity and cost to serve whilst focusing investment on high performance SKU's that improve margins, reduce waste, and improve overall operational efficiency.

Efficiency Gains from SKU Optimization

Bakery SKUs were analyzed across their entire product cycle, reducing wastages and improving operational efficiencies to result in margin improvements. This ongoing SKU optimization helped us achieve reduction in complexities across our production lines, from releasing capacities to optimizing man power and resource utilization. At the close of the year, Almarai Bakery had optimized around 25% of our product portfolio successfully, and will continue to rationalize the remaining products in 2026.

A Shift in Distribution Channels

The e-commerce channel growth for Bakery outpaced expectations by a wide margin in 2025, increasing its revenue by 43% YoY. To support and sustain this growth, Almarai Bakery continued to build capabilities in the e-Commerce space, aligning with our five-year strategic outlook in terms of channel development.

Our Sales Channel Mix

As a segment that is reliant on the traditional sales channel, local grocery stores and independent retailers remained crucial channels for Almarai Bakery in 2025. We continued our strong reliance on the modern trade channel, offering consumers wider product accessibility as well as promotional offers that also contributed to greater brand visibility and sales. We rounded our well-established sales channel mix by putting in place concrete actions to accelerate the emerging e-commerce channel, and expand the promising foodservices channel, equipping ourselves with the necessary infrastructure and capabilities to support the frozen bakery segment entry in 2027.

Product Innovation

During the year, Almarai successfully launched its Tortilla range, achieving a strong market entry and securing third place in a highly competitive segment within the its first year. This performance reflects the strength of our innovation pipeline, strong product positioning, and execution across key retail channels.

This innovation momentum and overall performance of the Bakery division received industry recognition during the year.

Awards won by the Bakery Division in 2025

- L'usine: First ranked Most Chosen Food Brand in Saudi Arabia, and second ranked Most Chosen Food Brand in UAE, awarded by Worldpanel
- Butter Puff: Breakthrough Innovation from NieslenIQ

Minimizing Our Environmental Impact

We remain well-aligned with Almarai's overarching sustainability pillars. In our continued commitment to minimizing our environmental impact, Almarai Bakery contributed to group-wide **water** and **waste management** efforts, and reduced energy consumption against 2018 baseline values. In terms of **producing responsible products**, we are actively working on ensuring accurate and more effective nutritional profiling of our Bakery products, while also meeting evolving regulatory and compliance demands of the wider food industry.



Future Outlook

Almarai Bakery will focus on sustaining our current growth momentum while accelerating our profitability further in the coming months. We will continue our SKU optimization project to increase portfolio efficiency, while introducing more value-added products to the market. 2026 will also see the establishment of our frozen bakery facility, laying a solid foundation for our entry to this new market segment in 2027. We remain committed to disciplined, value-accretive innovation, operational excellence and consistency, delivering superior value to our consumers and ensuring Almarai bakery brands remain trusted household favorites for nutritious, high-quality baked goods.



Poultry

In 2025, our Poultry business delivered ₪ 3.9 billion in revenue and maintained a 35% market share in fresh poultry, supported by processing over 300 million birds as new capacity came online. Fresh poultry led growth, while foodservice and e-commerce channels continued to accelerate, strengthening the business as a strategic pillar for food security.

Value Share of Saudi Market

Category	Market Share (%)	Position
Whole Chicken	33.0	1
Chicken Portions	34.0	1
Chicken Value Added	26.7	1

Total Poultry Revenue (₪ million)

2025	3,927
2024	3,794
2023	3,518





In 2025, the poultry business recorded SAR 3.9 billion in sales, maintaining our market lead in value share across the Kingdom at 35%. At the onset of the year, fresh poultry recorded revenue growth driven by strong volume growth on the back of our successful Ramadan campaign. Sales volumes remained steady and picked up once again towards the latter half of the year, with increased capacities from the first phase of the poultry expansion project coming online, alongside the resulting economies of scale.

Retail continued to be the key distribution channel for fresh poultry volume growth, rising 9% year-on-year, while fresh foodservice followed close behind, showing great promise, up 6%. The e-commerce channel also continued to demonstrate remarkable acceleration during the year, recording a year-on-year growth of 67% by the close of 2025.

Our fresh poultry brand Alyoum continued to be the strongest brand in Saudi Arabia, with the highest levels of awareness, top-of-mind recall, and consumer loyalty within the poultry industry.





A Fiercely Competitive, Growing Market

The Gulf countries, notably Saudi Arabia, UAE, and Kuwait, have some of the highest per capita poultry consumption rates in the world. Poultry markets across the region continued to grow during the year in review, driven by a booming poultry industry particularly in Saudi Arabia, growing health consciousness, and also the growth of the foodservices industry.

Key Market Trends and Demographic Changes

The poultry market continued to experience strong growth despite fierce competitiveness in 2025, adding more downward pressure on pricing and profit margins as a result of new producers emerging in the market. Market growth is largely fueled by high local consumption, a growing foodservices industry, as well as government support to achieve the Kingdom's food security goals. The market's key segments are fresh and frozen poultry, with consumers shifting more towards fresh poultry options. The poultry supply in the Kingdom has been generally consistent and expanding, driven by significant investments made in increasing domestic production capacity to meet self-sufficiency goals, supported by a substantial volume of imports continuing to enter the market. Other Gulf countries such as the UAE and Kuwait also continue to experience volatility in the poultry market driven by import reliance and increased production costs. Overall, the GCC market for poultry continued to grow, but with intense competition among players to gain market share through lowered pricing, and the potential for oversupply as a result of increased local production and persistent import flows.

Unlocking Growth Opportunities through Investments

Approximately \$ 7 billion was allocated from Almarai's \$ 18 billion investment plan to expand poultry operations, and unlock growth opportunities within the category. Our poultry business continued to grow in both volume and revenue in 2025, as capacities from new expansions came online during the year in review, enabling us to process over 300 million birds at the close of the year, the highest ever volume of birds processed to date.

A Breakdown of Our Big Bucket Investments

The main objective of Almarai's poultry expansion program is to strengthen our position as the poultry industry leader in the Kingdom and other GCC countries. With the commencement of operations of our new farming sites at Al-Jawharah and Al-Basateen in 2024, we were able to substantially increase our capacity through higher input volumes of birds in 2025. This accelerated strategic expansion of our capacity saw our poultry business growing from 260 million birds last year to over 300 million birds during the year in review, a volume that will be supported by a second processing plant in the Al-Jawharah site that is scheduled to come online by the end of the year. At the close of 2025, our daily processing figures grew from 950,000 to over a million birds per day. The new processing plant aims to increase our production supply, providing us with greater leverage to drive profitable growth in the coming year. With this, we remain on track to reach our strategic goal of doubling the Almarai poultry capacity to 450 million birds annually by 2028.

Furthermore, our new facility in the Al-Jawharah site will also enable us to process over 8,000 tons of meat for frozen value-added poultry products annually, targeting both B2C and B2B buyers; a growing demographic of consumers with a preference for convenience, and Saudi Arabia's rapidly growing foodservices sector, with a high demand for diversified poultry items to meet evolving industry needs. We will also explore opportunities to export our frozen products to the larger Arab world when such prospects emerge.

Product Innovation

We continued to meet the significant and growing demand for product innovation by consumers in 2025, expanding the fresh poultry portfolio of both our premium brand Alyoum and value brand Bashayer, while also increasing our share in the value-added poultry segment by introducing new ready-to-cook products.

New Products Introduced in 2025

- Bashayer Whole Chicken Frozen Range
- Leak Free Whole Chicken pack format
- Alyoum Ready to Cook (Cookly) Chicken in 3 flavors (butter chicken, teriyaki, and barbeque)
- Marinated Whole Chicken Pepper Yoghurt Flavor



Understanding and Aligning with Consumer Preferences

We continued to engage with our consumers through strategic campaigns and marketing activations, strengthening our market presence and raising consumer awareness of the quality and nutrition of our products. We enabled greater visibility for our products through branding initiatives, with our highly successful award-winning Sara and Mama Sara campaign.

Awards Won by the Poultry Business in 2025

- Best Video Storytelling campaign at the ATHAR Saudi Festival of Creativity
- Alyoum recognized by Brand Finance Saudi Arabia 100 (2025 Report) as the Fastest Value-Growing Brand in the Food Category

Setting Benchmarks in Sustainable Farming and Production Practices

The poultry business vertical aligns with Almarai's overarching Sustainability Pillars, and contributed towards achieving the company's sustainability goals and targets during 2025. Guided by a comprehensive quality framework that covers our entire poultry operation, we run more than 60,000 tests annually across our processing operation to ensure products meet Almarai's benchmark **quality and food safety** standards. We maintain the highest **animal welfare** and biosecurity standards, with responsible sourcing of the highest quality poultry feed. Our foray into **packaging innovation** resulted in the launch of new trays for poultry products made out of HPET (HDPE), one of the most highly recyclable and cost-effective plastics. A fully sealed bag that is leak-free was

also launched in the UAE market to ensure further food safety. Our facilities continued to focus on **water management**, optimizing and reducing water consumption across every aspect of our operations. We focused on **waste management** by developing byproducts and converting waste into sustainable solutions. Our solar energy agenda also continued during the year in review, as part of Almarai's **climate change** initiatives.



Future Outlook

As we continue on the journey to successfully double our poultry capacity, the coming year will see continued investments and expansions resulting in bringing more capacity online. These efforts will enable the poultry business to reach higher targets in terms of bird processing in 2026. We will continue to strengthen our market position through our brands Alyoum and Bashayer, retaining our market leadership across channels. We will continue to delight consumers through innovations that meet the evolving needs of a diverse demographic, all while contributing to the broader Vision 2030 goal of self-sufficiency and food security for the Kingdom.

Emerging Businesses

Our emerging businesses sustained strong momentum in 2025, led by a 20% rise in pediatric nutrition revenue and early progress in bottled water following the acquisition of Pure Beverages Industry Company. These adjacencies broaden our portfolio, enhance category resilience, and create scalable platforms for long-term growth beyond our core categories.

Almarai continues to expand into adjacent categories to diversify our portfolio and capture emerging opportunities beyond core categories. Building on strategic investment plans, we are selectively entering segments such as ice cream, seafood, red meat, and most recently, water, meeting evolving consumer preferences while also strengthening our role in national food security. These ventures leverage Almarai's scale, distribution network and operational expertise to enhance resilience and long-term growth potential.

Entering the Bottled Water Market

On 31 July 2025, Almarai fully acquired Pure Beverages Industry Co. for ₪ 1.04 billion, with the aim of diversifying its beverage portfolio and entering the promising bottled water market in Saudi Arabia. At the close of the year, the newly acquired water business recorded a ₪ 169 million net sales revenue, contributing to Almarai company revenue growth during the latter half of the year.





The Acquisition of Pure Beverages and Market Opportunities

Pure Beverages is a leading producer of high-quality bottled drinking water, commanding 8.6% in volume market share across the Kingdom at the time of the acquisition. The company operates state-of-the-art facilities in Riyadh and Jeddah, with innovative production technologies committed to the highest global quality standards and sustainable industry practices, and produces 2 different brands of bottled water in Saudi Arabia.

- IVAL®: Made from processed water that meets strict quality and safety standards, undergoing rigorous purification and filtration processes. IVAL® bottled water is fluoridated and contains healthy minerals like calcium and magnesium to support bone health and hydration.
- OSKA®: Bottled drinking water sourced from underground water or processed water sources, undergoing rigorous purification and filtration processes. It is balanced in taste, thanks to its essential minerals such as calcium, magnesium, and potassium and free of chemicals and other additives.

Currently, Saudi Arabia's total bottled water market, valued at ₪ 17.2 billion at retail, remains fragmented with over 200 players and 350 brands. According to the General Authority for Statistics, bottled water is the primary source of drinking water used by households in Saudi Arabia, with a reliance rate of 57.2%. This is followed by public network water at 23.6% and tanker water at 18.6%. Opportunities exist for share gains, consolidation and quality improvements, with market potential for further growth from portfolio expansion and premiumization.

Our strategic acquisition of Pure Beverages aligns with Almarai's growth strategy of expanding into adjacent categories as well as with the overall Vision 2030 objective of contributing towards the Kingdom's economic diversification.

The acquisition was financed through Almarai's internal cash flows, with seasoned executives appointed to leadership roles across managerial, technical and commercial operations of the new business to ensure its future success. After a smooth transition into Almarai, Pure Beverages entered a phase of implementation of its strategic plans to accelerate the growth of the newly acquired business by unlocking Group synergies in the short term, leveraging Almarai's existing strengths including brand reputation and market position, synergies in supply chain, our focus on quality and innovation, and the generational trust and deep-seated loyalty we have nurtured among customers.



Spotlight: Digital Transformation

In 2025, Almarai shifted its digital transformation focus from implementing core systems to scaling and integrating capabilities across operations, analytics, and cybersecurity.

- **ERP foundation scaled:** Completed a planned SAP S/4HANA technical upgrade following the 2024 migration under RISE with SAP on Google Cloud, improving performance, stability, and scalability, reducing technical debt, and maintaining readiness for future automation and advanced analytics.
- **Enterprise analytics platform established:** Built an Intelligent Enterprise Analytics platform (Snowflake + Microsoft Fabric) to integrate data across SAP, manufacturing, logistics, and sales channels to support forecasting, predictive analytics, and real-time operational KPIs.
- **Application landscape simplified:** Rationalized legacy applications by consolidating overlapping tools into fewer standardized platforms, improving integration, data consistency, and support efficiency.
- **Cybersecurity strengthened:** Expanded defense-in-depth controls across network security and enterprise connectivity (including SASE/SD-WAN) and enhanced endpoint protection, threat detection, and incident response, alongside vulnerability management, email security, data loss prevention, and identity-centric controls.
- **Digital Hub launched (Phase 1):** Introduced the Almarai Digital Hub as a single-entry point for employee and operational services, with controlled scaling of low-code/no-code automation.
- **Responsible AI governance strengthened:** Expanded AI productivity tools and established an AI Centre of Excellence to set standards and oversight (data readiness, cybersecurity, ethics, and regulatory alignment).
- **Roadmap set:** Developed a comprehensive five-year technology roadmap to guide future investments, prioritize initiatives, and ensure alignment between technology, business strategy, and governance.





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Sustainability at Almarai

How We Manage Sustainability



Sustainability Governance

The Board of Directors approves Almarai's sustainability strategy and oversees its implementation to ensure alignment with applicable regulatory and policy requirements. Oversight is supported through committees and senior management leadership, with a management-level committee that includes the Chief Executive Officer, the Executive Vice President of Quality and Support Services, and the Head of Sustainability. This committee meets on a bimonthly basis to review progress against sustainability goals and targets.

The Sustainability Department coordinates the day-to-day delivery of the Sustainability Strategy Framework, working with business units to support implementation and maintain consistent reporting across the Group. The Head of Sustainability oversees execution and performance monitoring and reports progress to the Executive Leadership Team committee. Business units remain accountable for implementation within their areas of responsibility.

Sustainability Governance Structure



Board of Directors

Approves sustainability strategy and oversees implementation.



Committees and Senior Management

Monitors progress and provides direction, with bimonthly reviews at management level.



Sustainability Department

Coordinates implementation and reporting across the Group.



Business Units

Executes initiatives and delivers performance outcomes across operations.

Stakeholder Engagement

Almarai engages with key stakeholder groups that influence or are affected by our operations and long-term performance. The overview below summarizes why these stakeholders matter, what they expect, and the main channels used to engage with them.

	Why they matter	What they expect	How we engage
<p>Shareholders and Investors</p>	<p>Shareholders and investors provide the capital that supports Almarai's growth and long-term strategy. Their confidence underpins valuation, funding flexibility, and access to capital.</p>	<ul style="list-style-type: none"> ● Sustainable financial performance and disciplined growth ● Predictable returns through dividends and long-term value creation ● Timely disclosure of price-sensitive information and key business developments ● Strong governance and regulatory compliance ● Clear reporting, including progress on material sustainability priorities 	<ul style="list-style-type: none"> ● Board and shareholder meetings, including the AGM ● Investor Relations function and direct enquiries ● Scheduled reporting and market disclosures ● Earnings communications and investor briefings ● Investor Relations website and application
<p>Consumers</p>	<p>Consumers are central to Almarai's business. Trust and loyalty depend on consistent product quality, safety, availability, and value.</p>	<ul style="list-style-type: none"> ● Product and ingredient quality, freshness, and safety ● Nutrition and health considerations ● Transparent product information and responsible marketing ● Fair pricing and availability ● Responsible and environmentally sound production practices ● Animal welfare considerations ● Responsive customer service 	<ul style="list-style-type: none"> ● Direct communication channels and customer service ● Social media engagement (e.g., Facebook, Instagram, X, YouTube) ● Website and digital platforms ● Customer call center, hotline, and WhatsApp ● Consumer surveys and feedback mechanisms



Employees



Why they matter

Employees are essential to Almarai's operational performance and long-term success. Engagement and retention depend on fair treatment, safe working conditions, and opportunities to develop and progress.

What they expect

- Fair pay and benefits
- Equal opportunity and non-discrimination
- A safe and healthy work environment
- Job security and stable employment conditions
- Training, development, and career progression
- Clear communication and transparent management practices
- Accessible grievance and whistleblowing mechanisms

How we engage

- HR policies and employee communications
- Training and development programs
- Employee feedback and satisfaction surveys
- Grievance and complaint mechanisms, including anonymous channels
- Regular engagement through management and internal communications

Suppliers



Suppliers support Almarai's continuity of operations and are critical to maintaining product quality, food safety, and reliable delivery across the value chain. Effective engagement helps manage compliance expectations and strengthen supply reliability.

- Clear commercial terms and pricing
- Clear ordering processes and agreed delivery schedules
- Procurement process transparency and fair treatment
- Quality and food safety requirements
- Clarity on innovation and sustainability requirements
- Accessible channels for feedback and issue resolution

- Supplier qualification and onboarding against business requirements
- Supplier relationship management, performance reviews, and ongoing monitoring through contract and procurement processes
- Business review meetings, site visits, and audits (as required)
- Feedback and grievance channels through procurement engagement

Government and Regulatory Bodies



Why they matter

Government and regulators shape the legal and operating environment for Almarai's business. Effective engagement supports compliance, food safety, and continuity of operations across Almarai's markets.

What they expect

- Compliance with national legislation and regulatory requirements
- Food safety and quality assurance
- Transparent reporting and timely disclosures where required
- Environmentally responsible production practices, including emissions management
- Contribution to economic development and food security

How we engage

- Ongoing coordination through regulatory affairs and compliance teams
- Stakeholder meetings and open dialogue with relevant authorities
- Formal reporting, inspections, and audit processes (internal and external)
- Participation in government forums and working groups, as required
- Engagement on evolving requirements and standards

Civil Society Organizations and Community



Communities and civil society organizations influence Almarai's social license to operate and play an important role in identifying community priorities, supporting food security, and strengthening trust in the company's role as a national food producer.

- Community investment and meaningful engagement
- Support for food security and vulnerable groups
- Responsible environmental practices, including emissions management
- Transparency and credible disclosure on sustainability performance
- Animal welfare practices
- Contribution to social and economic development

- CSR programs and community partnerships
- Community engagement initiatives and local outreach
- Support through donations and targeted assistance (including food support)
- Educational and student learning opportunities
- Ongoing communication with community organizations, as appropriate

Material Topics and Priorities

Our sustainability priorities are guided by materiality assessments, which focus reporting on the topics most relevant to our business and stakeholders and enable consistent monitoring of performance. The material topics presented in this report remain aligned with Almarai’s 2019–2025 sustainability strategy and the outcomes of prior materiality assessments.

In 2025, we undertook a materiality refresh exercise to reconfirm our current material topics and gather internal input on an expanded set of environmental, social, and governance issues ahead of the next strategy cycle. This exercise was designed to strengthen internal understanding of double materiality concepts and inform the development of future reporting priorities.

As an initial step in this year’s report, each topic chapter introduces a double materiality perspective by describing both Almarai’s impacts and the sustainability-related risks and opportunities that could affect the business.



**Biodiversity was also reviewed as part of the materiality assessment due to its relevance to several of our 12 primary material topics. While it was not identified as a standalone material topic with a dedicated chapter, it is addressed within other chapters under the “Protecting the Planet” pillar and through relevant ESG policies and position statements.*

Sustainability Strategy

Almarai's sustainability strategy "Doing Better Every Day," launched in 2019, is structured around three pillars and includes goals and targets through 2025. This reporting year represents a transition point in the evolution of the strategy, as we build on the progress to date, reassess priorities, and begin shaping the next phase of our long-term sustainability agenda. During the year, Almarai updated several ESG policies and position statements, and these updates are reflected within the relevant topic chapters.

Almarai's sustainability priorities continue to **align with national and international development frameworks**, including Saudi Vision 2030, the National Transformation Program, and the UN Sustainable Development Goals.



Our Commitments



Caring for People

Our promise to improve the livelihoods that are integral to our business success every day.

Nutrition and Wellbeing: We are working to make sure that our products and communications support healthy living every day.

Health and Safety: We are working to make sure we foster a health and safety culture among our people every day.

Employee Talent and Diversity: We are working to make sure that our people are developed, valued, and included every day.

Community Investment: We are working to make sure that we are leveraging our resources to create a positive impact every day.



Protecting the Planet

Our promise to minimize our impact on our shared natural resources every day.

Water Management: We are working to make sure we are effectively using water resources every day.

Packaging Innovation: We are working to make sure we reduce the impact of our packaging on the environment every day.

Climate Change: We are working to make sure we implement more sustainable solutions to reduce our emissions every day.

Waste Management: We are working to make sure that we are moving towards zero to landfill every day.

Sustainable Agriculture: We are working to make sure that our agricultural practices are regenerative every day.



Producing Responsible Products

Our promise to deliver "Quality you can trust" and enhance supply chain sustainability every day.

Quality and Food Safety: We are working to make sure our products are safe and satisfy consumer needs every day.

Animal Welfare: We are working to make sure that our animals are treated and handled humanely throughout their lifecycle every day.

Ethical Sourcing: We are working to make sure we take a collaborative approach to elevate sustainability in our supply chain every day.

Our Targets



Caring for People

Topic	Target/Commitment	Progress
Nutrition and Wellbeing	Develop and implement a holistic plan to further enhance our nutrition and wellbeing offering by 2025.	☑
Health and Safety	Achieve ISO 45001 compliance for all our divisions by 2025.	☑
Health and Safety	Institute an occupational health and wellbeing program accessible to all employees by 2025.	☑
Employee Talent and Diversity	Ensure gender equality in our workforce, with focus on talent development, capabilities building, and opportunities.	☑
Employee Talent and Diversity	Reduce voluntary employee turnover to achieve an average of 12% over the period 2020–2024.	☑
Employee Talent and Diversity	90% of managers engage in at least 40 hours of professional development per year by 2025.	☑
Community Investment	Donate 25 million healthy servings by 2025.	☑
Community Investment	Educate 250,000 people through our site visit program by 2025.	☑
Community Investment	Improve the employability of at least 1,400 young people through the Food Industries Polytechnic (FIP) program by 2025.	☑

☑ Achieved Ⓞ To be carried forward to next Sustainability Strategy Cycle (2026-2030)



Protecting the Planet

Topic	Target/Commitment	Progress
Water Management	Increase water efficiency across our Manufacturing, Sales, Distribution and Logistics Divisions by 15% by 2025 (against a 2018 intensity baseline).	🕒
Water Management	Initiate and support collaborative efforts with stakeholders to address water risk and enhance conservation by 2025.	🛡️
Packaging Innovation	Avoid the use of 9,000 metric tons of plastics from entering the consumer waste stream by 2025 (against a 2018 baseline).	🕒
Packaging Innovation	Actively support the transformation of the packaging economy in Saudi Arabia by 2025.	🛡️
Climate Change – Transport and Refrigeration	Explore and trial alternative fuel vehicles for our sales transport fleet on an ongoing basis.	🛡️
Climate Change – Transport and Refrigeration	Increase the fuel efficiency of our sales, distribution and logistics vehicles by 10% by 2025 (against a 2018 baseline).	🛡️
Climate Change – Transport and Refrigeration	100% of our sales depot cold stores will be CFC free by 2025.	🛡️
Climate Change – Energy	Reduce energy consumption across our Manufacturing, Sales, Distribution and Logistics Divisions by 15% from efficiency measures by 2025 (against a 2018 intensity baseline).	🕒
Climate Change – Energy	Increase the share of electricity from clean energy sources across our Administration, Manufacturing, Sales, Distribution and Logistics Divisions to 20% by 2025.	🕒
Climate Change – Energy	Achieve ISO 50001 certification for our Administration, Manufacturing, Sales, Distribution and Logistics Divisions by 2025.	🕒
Waste Management	Reduce waste going to landfill across all our divisions by 50% by 2025 (against a 2018 baseline).*	🛡️
Sustainable Agriculture	Enhance sustainable practices on our arable farms by 2025.**	🛡️

* Does not include animal manure.

** Includes Fondomonte USA and Argentina only.

🛡️ Achieved 🕒 To be carried forward to next Sustainability Strategy Cycle (2026-2030)



Producing Responsible Products

Topic	Target/Commitment	Progress
Quality and Food Safety	All manufacturing sites will have Global Food Safety Initiative (GFSI) recognized certification by 2025.	
Quality and Food Safety	All high-risk ingredient suppliers will have Global Food Safety Initiative (GFSI) recognized certification by 2025.	
Animal Welfare	Achieve global animal welfare certification for our dairy and poultry farming operations by 2025.	
Ethical Sourcing	Put an ethical sourcing process and audit plan in place by 2025.	

Achieved To be carried forward to next Sustainability Strategy Cycle (2026-2030)

External Benchmarks and ESG Positioning

Almarai's sustainability performance is assessed through a range of external ESG frameworks, including S&P Global/DJSI, Tadawul's ESG Invest platform, and MSCI. These assessments provide an independent lens on how our governance practices, environmental management, and social performance compare with regional and global peers. They also offer structured feedback on the maturity of our systems, policies, and disclosures across key ESG dimensions. Almarai uses these benchmarks as reference points to strengthen internal performance management, enhance transparency, and prioritize areas for further development. Insights from these assessments inform strategic planning, risk management, and reporting practices, supporting a more consistent, comparable, and decision-useful representation of our sustainability performance over time.



Looking Ahead

During 2025, Almarai's integrated sustainability framework supported both the delivery of current commitments and a disciplined review of what must evolve. Insights drawn from performance tracking, stakeholder engagement, and external assessments sharpened our understanding of where value is being created, where risks are emerging, and where greater focus is required. This learning now informs the design of the next phase of our sustainability agenda, one that builds on proven foundations while responding to a changing operating, regulatory, and societal context. In conclusion, 2025 served as a strategic transition point, strengthening our readiness for the next phase of delivery and long-term value creation.



Caring for People

Nutrition and Wellbeing

Nutrition and wellbeing are closely connected to how we operate and to the role our products play in everyday diets across the GCC. As a producer of widely consumed dairy, poultry, bakery, juice, and infant nutrition products, we influence dietary patterns through product composition, portioning, labeling, and marketing across diverse consumer segments, including children and families. In markets where diet-related health conditions are prevalent, the nutritional profile of staple foods and the clarity of nutrition information are increasingly relevant to public health outcomes.

Why This Matters

We manage nutrition and wellbeing within an evolving regulatory and market environment, shaped by changing nutrition standards, labeling requirements, and consumer expectations across the region. These dynamics influence product formulation, packaging, marketing practices, and portfolio management, particularly given our scale and regional footprint. Addressing nutrition consistently across categories requires a coordinated, portfolio-level approach rather than isolated product decisions.

From a business perspective, nutrition and wellbeing influence consumer trust, brand preference, and long-term market positioning. Expectations around transparency, responsible marketing, and nutritional quality are becoming more prominent among regulators, customers, and investors.

Our Approach

Our approach to nutrition and wellbeing is grounded in responsible consumer engagement, regulatory alignment, and product governance across our diverse portfolio. Given the breadth of our product categories and markets, nutrition-related considerations are managed through a combination of formal policies, mandatory standards, and integration within our operational excellence framework rather than relying on a single measure.

Responsible Marketing Policy

Almarai's organizational values, along with our commitment to responsible marketing and communication, serve as the cornerstone for this approach. Our **Responsible Marketing Policy** applies across all consumer-facing channels, including advertising, digital media, sponsorships, and packaging, and establishes clear expectations for transparent, accurate, and culturally appropriate communication. The policy includes specific safeguards relating to age targeting, the depiction of children, and the avoidance of promoting excessive or compulsive consumption. During the year, the Responsible Marketing Policy was revised by clarifying its operational scope, eliminating any ambiguity regarding the depiction of children in advertising, and fully aligning with modern digital platforms and social media

management. Oversight sits within the Corporate Marketing Division, with executive-level accountability for implementation and compliance across the Group. Policy requirements are reinforced through internal content review processes, agency alignment, and compliance checks prior to publication.

Regulatory Compliance and Labeling

Nutrition information and labeling are governed through alignment with applicable regulatory requirements across our markets, including Saudi Food and Drug Authority (SFDA) and Gulf Standardization Organization (GSO) regulations. All nutrition and health information disclosed on product packaging, websites, and digital channels is subject to approval processes designed to ensure scientific accuracy, clarity, and regulatory compliance. Labels include required information such as serving size, allergen disclosures, and nutrient reference values, and all nutrition and health claims are reviewed prior to use. We monitor consumer feedback and inquiry channels to enable clarification and corrective action where required.

Nutrition Standards and Product Governance

Product composition and nutrient profiles are managed through internal nutrition standards, regulatory guidance, and product governance processes that inform formulation, reformulation, and innovation decisions.



Regulatory updates and nutrition standards issued by SFDA, GSO, and other relevant authorities are integrated into formulation requirements and communicated to business units to guide product development. This framework enables consistent decision-making across categories while balancing nutritional considerations, product quality, and regulatory expectations.

Embedding Nutrition within Food Security

Almarai's scale as an integrated food producer also underpins its contribution to food availability and stability across the GCC. We embed nutrition and wellbeing considerations within broader production, sourcing, and distribution systems that contribute to supply continuity and access to affordable food products. Engagement with regulators, industry platforms, and academic and scientific partners informs the ongoing development of nutrition-related practices and alignment with national food security and public health objectives.

Key Developments

During 2025, we progressed a range of product reformulation and portfolio development initiatives aligned with evolving nutrition standards and consumer expectations across key categories.

Product Composition

In the juice portfolio in Saudi Arabia, all products now carry a "no added sugar" claim, reflecting updated regulatory requirements and portfolio-wide implementation. In bakery, a phased salt-reduction program is underway, with targets to reduce salt levels in

bread products from current levels of approximately 1 percent to 0.85 percent by 2028. All bread products are already below the maximum salt levels recommended by SFDA and GCC standards, with the planned reductions reflecting a further step beyond baseline regulatory compliance. Alongside this, the bakery portfolio is being expanded to include whole-wheat and fortified bread products, with initial launches planned from 2026 onwards.

Across dairy and processed food categories, new product development and reformulation efforts during the year increasingly prioritized nutritional attributes such as higher protein content, reduced or zero added sugar, lactose-free options, and fat reduction, while maintaining product quality and taste. These priorities are reflected in the medium-term innovation pipeline for 2026–2027.

Within processed cheese and related categories, multiple projects progressed during the year to optimize formulations through fat reduction, ingredient improvements, and recipe optimization, alongside alternative sourcing approaches to drive cost efficiency and supply continuity.

During the reporting period, we also commenced development of a nutrition dashboard to enable future tracking of nutrition-related metrics, including nutrient profiling coverage and reformulation outcomes.

Specialized and Clinical Nutrition

During the year, preparations advanced to expand local manufacturing of specialized and clinical nutrition products to strengthen availability and resilience in essential nutrition categories. Plans are in place to locally

manufacture selected clinical nutrition products, including formulations for patients with renal failure and cancer, with targeted launches from 2026.

In infant nutrition, development of a premature formula aligned with European Society for Paediatric Gastroenterology Hepatology and Nutrition (ESPGHAN) guidelines progressed during the year, supporting access to locally produced specialized nutrition products for critical care contexts.

Responsible Marketing

During the reporting period, consumer-facing communications continued to incorporate messaging on balanced consumption and healthy lifestyles across digital and traditional channels. As an example, the annual Ramadan campaign focused on balanced food consumption and food preservation, reflecting the application of responsible marketing principles within culturally relevant contexts.

Food Availability

Alongside nutrition-specific initiatives, efforts continued during the year to strengthen food availability and system resilience across the GCC. These included sourcing diversification initiatives, formulation adjustments to manage cost and supply risks, and participation in regional industry platforms and public-private forums focused on food security and supply continuity. Collaboration with academic and scientific partners also continued to support research and innovation relevant to regional food-system challenges.

Progress Towards Targets

Current Targets	Status
 Develop and implement a holistic plan to further enhance our nutrition and wellbeing offering by 2025.	Target achieved as of 2024.

Metrics

0

Incidents of non-compliance concerning product information and labeling

0

Incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications

100%

Significant product categories covered by and assessed for compliance with product information and labeling procedures

[See our full Nutrition and Wellbeing data set here.](#)



Health and Safety

Health and safety are a core operational priority, given the scale, intensity, and geographic spread of our workforce across manufacturing, farming, and logistics activities. Our operations involve around-the-clock production and distribution systems that require careful management of people, equipment, and processes. Maintaining safe working environments is essential to protecting employees and contractors and to sustaining reliable operations across the company.

Why This Matters

Health and safety considerations extend across diverse working environments, from manufacturing and processing facilities to farm operations and logistics networks. We manage physical, ergonomic, and operational risks through controls, training, and supervision appropriate to each activity. These measures help maintain consistent performance across environments that differ in exposure, working conditions, and operational demands. Effective management of workplace risks helps reduce injuries, illness, and fatigue, contributing to stable production, reliable logistics, and cost control. As one of the region's largest employers, maintaining high health and safety standards is paramount for regulatory compliance and workforce trust.

Our Approach

We manage health and safety through a group-wide Health and Safety Management System that defines our standards, responsibilities, and expectations for safeguarding employees, contractors, and third parties across the company's operations. The system functions as a unifying policy framework, integrating objectives, accountabilities, and continuous-improvement processes at business unit level. It is designed to enable consistent implementation across diverse operating environments, including manufacturing, farming, and logistics activities.

Alignment with Global Standards

We align our Health and Safety Management System with internationally recognized standards, including ISO 45001:2018 for occupational health and safety and ISO 14001:2015 for environmental management. We maintain ISO 45001 certification across all business units, embedding international best practice into day-to-day operations and supply-chain activities. These standards provide a common foundation for hazard identification, risk control, performance monitoring, and assurance, establishing consistent expectations across the company.





Nurturing a Safety Culture

Our safety culture is embedded through three core principles: Safe Person, Safe Place, and Safe Practice. These principles guide how hazards are managed, how facilities and workplaces are designed, and how work procedures are developed and implemented. We encourage active workforce participation through digital incident and near-miss reporting tools that allow employees to raise concerns without retaliation. This approach promotes a learning-oriented culture focused on prevention and continuous improvement rather than reactive response.

Oversight and Accountability

Oversight of health and safety performance operates at multiple levels of the organization. Executive management and business units regularly review performance using defined indicators and management reporting. At company level, a dedicated Health, Safety, and Security committee oversees implementation of the management system and provides assurance on performance and compliance. Health and safety performance is also reported to the Board through established risk-oversight mechanisms.

External Party Safety

Our approach extends beyond direct employees to include contractors and third parties engaged across our operations. We apply a duty-of-care framework that requires health and safety risks associated with contracted activities to be identified, assessed, and managed within the same management system principles. This ensures that work undertaken on our behalf is subject to consistent safety expectations and controls across all business units.

Occupational Health and Wellbeing

We also integrate occupational health and wellbeing into our health and safety framework. We implement initiatives that address both physical and mental health, including access to employee assistance services and training and awareness programs. This integrated perspective reflects our recognition that workforce wellbeing contributes to safer operations and long-term capability.

Policy Alignment

Our commitment to safe, lawful, and dignified working conditions is reinforced through our [Human Rights Policy](#) and [Code of Conduct](#), which align worker protection with the company's broader human-rights responsibilities and complement the principles embedded in our Health and Safety Management System.



Key Developments

During the reporting year, our health and safety performance was shaped by the scale and intensity of our operations across manufacturing, farming, and logistics activities. We recorded more than 95 million working hours across our workforce, alongside extensive logistics operations involving large vehicle fleets and long-distance distribution. This operating context defines the level of exposure we manage through our health and safety systems.

Safety Performance

Within this context, overall injury frequency remained broadly stable during the year, consistent with our application of preventive controls, training, and supervision across operations. Road safety remained a key area of management focus, given the scale of our distribution network and exposure to external traffic conditions. During the year, we placed greater emphasis on behavioral risk factors associated with vehicle-related incidents, including revisions to defensive driving programs and road safety interventions. These actions strengthened prevention efforts within logistics operations.

Frontline Risk Detection

Across the business, we emphasized proactive risk identification at the operational level. Near-miss and hazard reporting, alongside regular risk assessments, toolbox talks, and safety interventions, demonstrated workforce involvement in identifying potential hazards before incidents occur. These activities provide visibility into safety conditions across sites and inform preventive decision-making.



Building Safety Capability

Training and capability building remained central to our health and safety approach during the year. We delivered a range of programs across operations, including IOSH-aligned training for managers and supervisors, alongside ongoing training for employees and contractors. We complemented these efforts with occupational health initiatives, including health surveillance and wellbeing-related awareness interventions.

Certification and Assurance

During the year, we maintained ISO 45001 certification across all business units, providing external assurance over our occupational health and safety management system. We expanded the scope of certification to include additional operations, maintaining consistency as the business grows.

A Holistic Safety Approach

We further integrated employee wellbeing into our health and safety agenda through the introduction of an Employee Assistance Program and mental health first aid training for managers and supervisors. These initiatives signal a broader understanding of safety that recognizes the interaction between physical health, mental wellbeing, and safe operational performance.

Progress Toward Targets

Current Targets	Status
 Achieve ISO 45001 compliance for all divisions by 2025.	Target achieved as of 2024.
 Institute an occupational health and wellbeing program accessible to all employees by 2025.	Target achieved as of 2024.

Metrics

1	160	7
Employee lost-time injury rate (per 1 million hours worked)	Employee lost time injuries	Average hours of health and safety training per employee

[See our full Health and Safety data set here.](#)

Employee Talent and Diversity

Employee talent and diversity are central to our ability to deliver consistent performance across a large, labor-intensive footprint in the GCC. Our operations rely on a diverse workforce deployed across multiple geographies, roles, and skill levels, including a significant proportion of employees engaged through arrangements typical of the regional agri-food sector. How effectively we attract and deploy this workforce directly influences operational stability, productivity, and service quality.

Why This Matters

We manage our workforce within a dynamic regional labor environment shaped by evolving regulations, nationalization policies, and competition for technical and supervisory talent. These conditions affect recruitment, retention, workforce planning, and succession, all of which are critical to maintaining continuity and controlling costs. Our ability to develop and retain capable employees also has broader social and reputational relevance. How we manage employment practices, workforce composition, progression, and representation affect our standing as an employer and our relationships with regulators and other stakeholders.

Our Approach

Our approach to employee talent and diversity is guided by group-wide policies that set clear expectations for fair treatment, inclusion, and respect for human rights across our workforce and value chain.

Policy Framework and Commitments

The **Code of Conduct** and the **Human Rights Policy** define our commitments to non-discrimination, ethical behavior, fair employment practices, and safe working conditions. These policies apply to all employees and managers and, where relevant, extend to contractors, agents, and business partners through contractual requirements and standards.

The Code of Conduct establishes behavioral and ethical expectations for the workplace, prohibiting discrimination and harassment, promoting merit-based employment

decisions, and reinforcing accountability for integrity and professionalism at all levels of the organization. The Human Rights Policy sets out our commitment to respect and protect the rights of employees and workers connected to our operations, including principles related to fair compensation, freedom of association, and safe and dignified working conditions. Together, these policies provide the foundation for how we manage talent development, workforce inclusion, and workplace culture.





Policy Embedding

We implement these commitments through communication and training designed to reach a diverse and geographically distributed workforce. Core policies are integrated into onboarding, reinforced through ongoing awareness activities, and made available in relevant languages. For suppliers and other third parties, ethical employment expectations are embedded into onboarding and due-diligence processes and reinforced through the Supplier Code of Conduct. This approach helps ensure that our standards are reflected consistently across business relationships.

Responsible Recruitment

Our approach to recruiting and managing our predominantly blue-collar workforce is designed to maintain operational continuity while ensuring fair, transparent, and lawful employment practices across multiple geographies. Recruitment is coordinated through a centralized Talent Acquisition function, working in collaboration with business units and approved recruitment agencies in source countries.

Recruitment Partners

We require recruitment partners to comply with our ethical standards, including prohibitions on charging recruitment fees to workers, requirements for written employment contracts in languages candidates understand, and safeguards against the withholding of identity documents. Employment terms, including wages, benefits, deductions, accommodation, and rest days, are communicated clearly at the time of offer and prior to deployment.

We monitor recruitment practices through ongoing engagement with agencies, review performance where risks are identified, and maintain direct communication channels for candidates and employees to raise concerns. Where non-compliance is identified, we take corrective actions, including further investigation or termination of agency relationships where appropriate. This approach reflects our focus on managing large-scale blue-collar recruitment responsibly as part of normal workforce operations.

Oversight and Accountability

Oversight and accountability are embedded within our governance and risk management structures. Human rights and ethical matters related to employment are managed through human resources and compliance functions with confidential grievance and escalation mechanisms. Employment-related risks and controls are also integrated into the Group's enterprise risk management framework, supporting ongoing monitoring and continuous improvement. Our policies and practices are aligned with recognized international standards, including instruments developed by the International Labour Organization and the Universal Declaration of Human Rights.

Key Developments

Almarai continued to strengthen its people agenda through focused investments in engagement, capability building, service accessibility, and national workforce development, reinforcing inclusion, operational continuity, and long-term talent sustainability across its geographically diverse footprint during the year.

Employee Engagement and Inclusion

Employee engagement and inclusion continued to be advanced through the WE@Almarai program, the Group's platform for employee wellbeing, connection, and workplace culture. Delivered across more than 50 locations, the program reached over 50,000 employees during the year and brought together initiatives under the WE Care, WE Empower, WE Evolve, and WE Celebrate pillars. Activities focused on wellbeing, mental health awareness, and fostering connection across a geographically dispersed workforce. Representation was further broadened through the expansion of the WE@Almarai Ambassadors Program, with ambassadors now active across nine countries.

HR Service Accessibility

Access to HR services was improved through the streamlining of core processes, helping to create a more consistent experience across operations. Several services were simplified, enabling faster processing of common requests such as employment certification, official letters, employee identification, and parking access. These changes reduced administrative friction for employees and improved transparency and efficiency in service delivery.



Training and Development

During the year, we continued the transformation of the Talent and Organizational Development function to better align learning investments with business needs, particularly in a high-turnover operating environment. As part of this shift, selected specialized capabilities that had previously been outsourced were brought in-house.

Alongside leadership and professional development, emphasis remained on functional and technical skills critical to operational continuity. Training programs addressed safety, compliance, quality, financial acumen, and digital capabilities through the Almarai Academy and related platforms. Employees across the GCC completed nearly 1.65 million training hours during the year.

Saudization

Progress continued in national workforce development, with the Group maintaining Nitaqat classifications ranging from Green to Platinum. Localization targets were structured to ensure no entity fell below the High Green category, in line with Ministry of Human Resources requirements. Nitaqat thresholds were embedded into annual manpower planning, influencing hiring decisions, role allocation, and training priorities across business units. The most pronounced gains were recorded in accounting roles, where localization increased to over 40 percent, and in technical roles, where levels rose above 30 percent.

National Workforce Development

To maintain compliance and strengthen the national talent pipeline, phased workforce nationalization plans were implemented, training specializations were expanded through the FIP Institute, and partnerships with government bodies and universities were reinforced. During the reporting period, we formalized a joined Memorandum of Cooperation with three Saudi universities for job training and placement programs to develop national talent. Inclusion initiatives were also advanced in collaboration with Sa3ee and GOSI. Towards the close of the year, **we signed a training agreement** with the Ministry of Human Resources and Social Development under the national “Waad” program, providing multi-year skills development opportunities for Saudi youth in the Hail region, supporting employability, Saudization, and Vision 2030 human-capital goals. In recognition of this progress, the Group received two Labor Awards for CEO and Localization in the large-company category.

Progress Toward Targets

Current Targets	Status
 Ensure gender equality in our workforce, with focus on talent development, capability building, and opportunities.	Target achieved as of 2025.
 Reduce voluntary employee turnover to achieve an average of 12% over 2020–2024.	Target achieved as of 2024.
 90% of managers engage in at least 40 hours of professional development per year by 2025.	Target achieved as of 2025.

Metrics

50,000+ Total employees*	6,703 New recruits	10% Voluntary turnover rate
36 Average training hours per employee	24% Saudi nationals in the workforce (10,822 employees)	3% Women in the workforce (1,195 employees)

*Includes all Almarai operations.

[See our full Employee Talent and Diversity data set here.](#)



Community Investment

As a large-scale national company with operations and value chains across Saudi Arabia and the wider GCC, we interact with local communities in multiple ways. While many community-related effects arise through our operations and are addressed under other material topics, our community investment programs represent a distinct and deliberate channel through which we contribute to social wellbeing, capability development, and inclusion beyond our direct operational footprint.

Why This Matters

Our approach to community investment focuses on structured, long-term initiatives. Through programs spanning training and development, health, sports, and donations and sponsorships, we design our programs around local needs and national development agendas. Many of these initiatives are designed to be repeatable and scalable, allowing their benefits to extend across regions and time horizons. Consistent investment in education, health, and youth participation further strengthens relationships with stakeholders and reinforces our role as a responsible corporate actor contributing to broader social objectives, including those articulated under Saudi Vision 2030.

Our Approach

We manage community investment activities through a policy and framework structure that defines how initiatives are selected, governed, and delivered across the Group.

Community Investment Policy

We govern community investment activities through the **Community Investment Policy**, alongside a Strategic Community Investment Framework that translates policy commitments into consistent program design and delivery. Together, these instruments set out the principles, scope, eligibility criteria, and governance requirements for programs implemented across Almarai's primary operations in the Kingdom of Saudi Arabia and key regional markets.

How We Create Impact

Community investment activities are organized around four focus areas: Training and Development, Health, Sports, and Donations and Sponsorships. These focus areas provide a structured basis for program selection and implementation across reporting periods, while allowing initiatives to respond to local needs and priorities. Programs under these areas address education, health outcomes, youth participation, and broader community well-being, and are aligned with national development objectives, including those set out under Saudi Vision 2030.

Community investment is resourced through the annual budgeting process. We allocate approximately 2.5% of our annual net profit to community and social responsibility initiatives, with funding distributed across the four focus areas based on defined priorities, program performance, and identified community needs. Oversight of community

investment activities sits at senior management level, with accountability for implementation embedded within established corporate reporting and review processes.

We deliver community investment programs in collaboration with national and regional institutions and accredited platforms. Partnerships with government entities, training institutions, health authorities, and approved charitable platforms enable program delivery and alignment with national social priorities. Feedback from partners and program evaluation informs refinement of initiatives and contributes to continuous improvement in program design and delivery.

Key Developments

Over the 2019–2025 period, Almarai's total community investment spending amounted to approximately SAR 302 million, comprising both financial and in-kind contributions and aligned with the company's financial disclosures. Investment has been distributed across the four strategic focus areas, with the largest share directed toward Training and Development, reflecting sustained emphasis on employability and workforce capability, alongside continued investment in health initiatives, sports programs, and donations and sponsorships. In recognition of our continued commitment to creating measurable social value across the Kingdom, Almarai received the **Corporate Social Responsibility Award** for the second consecutive year in 2025.



Investments in Training and Development

During the year, we continued to scale our community investment activities with a sustained focus on training and employability. Training and Development remained the largest area of investment, reflecting continued emphasis on workforce readiness and skills development aligned with national priorities. Key developments included the expansion of the Food Industries Polytechnic (FIP) program, delivered in partnership with national training institutions, the introduction of new technical specializations, and the continued rollout of structured vocational pathways, including the [Almarai Chefs National Program](#). Since inception, FIP has trained and graduated more than 3,000 participants, with a high proportion progressing into employment, reinforcing its role as a long-term employability pathway within the food sector.

The reach of community programs expanded further during the year, with increased activity in priority regions across Saudi Arabia, including Qassim and the Eastern Province. Training capacity under existing programs was also increased for broader geographic access. These developments form part of the final year of Almarai's 2019–2025 sustainability strategy cycle, under which delivery across employability, education, and food access priorities has been maintained.

Other Areas of Investment

Alongside these developments, we continued delivery across health, sports, and food-access initiatives. Nutrition awareness programs were implemented in schools and communities, youth sports and fitness activities were supported through sponsorships, and food

donations were distributed through trusted charitable platforms, including the Ehsan platform. Product donations exceeded 2.5 million healthy servings, supporting families in need and reinforcing food access as a core component of Almarai's community investment activities.

Site Visits

Through our site-visit programs, we have engaged more than 250,000 participants, including school and university students, families, and visitors to our farms and manufacturing facilities. These visits focus on food safety, nutrition awareness, and sustainable production practices and are delivered primarily in Saudi Arabia, with participation from other countries.

Progress Toward Targets

Current Targets	Status
 Donate 2.5 million healthy servings by 2025.	Target achieved as of 2022.
 Educate 250,000 people through site-visit programs by 2025.	Target achieved in 2025.
 Improve the employability of at least 1,400 young people through the Food Industries Polytechnic (FIP) program by 2025.	Target achieved as of 2022.

Metrics

ﷵ 50 million

Total CSR spending

2.05%

Total CSR spending as a percentage of net profit

963,249

Product donations

82,000

Almarai site-visit program participants

**Metrics scope: GCC only.*

[See our full Community Investment data set here.](#)



Protecting the Planet

Water Management

Water management is an integral part of operations, given the scale and intensity of our production and supply chain. Our dairy and poultry production and processing activities depend on freshwater withdrawals in the arid GCC region, primarily from municipal and groundwater sources. Water is also embedded in our upstream feed supply. Following Saudi Arabia's green fodder cultivation ban, feed crops are sourced through overseas operations and supply partners in countries such as the United States and Argentina, where irrigation demand can be significant and concentrated in water stressed basins.

Why This Matters

Wastewater discharges are also a material consideration across processing facilities. Even where treatment systems are in place, treatment performance and monitoring are required to manage potential effects on local water quality and to maintain compliance. Regional aridity and increasing sensitivity to land degradation and desertification reinforce the importance of managing water withdrawals and discharges as continuing operational requirements.

Water availability and regulation also shape operating conditions over time. In the GCC, groundwater depletion, limited recharge, and rising salinity can increase pumping and treatment requirements and raise exposure to tighter oversight of abstraction and discharge through tariffs,

licensing, and efficiency benchmarks. In upstream sourcing regions, irrigation restrictions and climate variability can constrain feed yields and increase procurement volatility, with implications for supply stability and input costs.

Our Approach

Our approach to water management is grounded in our [Environmental Policy](#) and the [Water Position Statement](#). The latter was reviewed and updated in 2025 to strengthen its operational focus and reaffirm key themes covering efficiency, stewardship, and culture.

New Policies for Stewardship

We have introduced a dedicated [Water Policy](#) to set clearer expectations on operational commitments, compliance, and disclosure. In 2025, we also introduced a [Desertification Policy](#) aligned with Saudi Vision 2030 environmental goals, covering afforestation, anti-deforestation practices, and supplier screening.

These policies apply across our facilities in the GCC and to our owned operations in key sourcing regions. They are supported by requirements and monitoring expectations that extend to relevant upstream suppliers and sourcing activities, reinforced through supplier standards and contractual terms.

Oversight of water management sits at Board level, with executive accountability for implementation and monitoring supported through the Quality and Support Services (QSS) Division. Operational performance is monitored through the Water Steering Group, established in 2019, and through routine reporting cycles that track water withdrawals, consumption, reuse, and related indicators across sites. We also reference external frameworks such as the Net Positive Water Initiative to inform our approach to shared basin considerations and efficiency-related practices.

Key Developments

During the reporting period, we progressed a range of operational initiatives to improve water efficiency and reduce losses across key sites.

Facility Level Water Optimization

At our Al Kharj operations, optimization of the cooling system continued to deliver water savings following implementation in April 2023, with further efficiency upgrades planned. Across other facilities, equipment upgrades and maintenance programs were implemented to reduce leakage and improve performance in water-intensive systems, including replacement and refurbishment of cooling and heating components and the rollout of basic water-saving controls in high-use areas.

Water Circularity

We also expanded the practical reuse of treated wastewater across suitable applications. Reuse initiatives continued across agricultural and operational settings, including cleaning activities and composting-related uses, supporting more efficient water circulation within sites and reducing reliance on freshwater withdrawals where feasible.

Regulatory Alignment

Regulatory oversight and compliance expectations increased during the year, with a stronger inspection presence across sites and a particular focus on wastewater treatment and water use practices. In response, we strengthened monitoring and reporting across facilities and advanced planning for upgrades required to meet evolving regulatory requirements, including those under the National Center for Environmental Compliance. We also maintained structured engagement with public authorities, including ongoing coordination with the relevant water authority in relation to commitments under the Net Positive Water Initiative.

Looking ahead, we are assessing further site-level initiatives to strengthen water stewardship across operations. These include expanded use of sensor-based controls and flow monitoring in operational areas, deployment of higher-efficiency cleaning equipment, and progression of wastewater treatment infrastructure projects at selected facilities, including new or upgraded effluent and sewage treatment systems. We are also evaluating a renewed focus on water stewardship and the integration of Net Positive Water principles more consistently across key sites.

Building Technical Capability through Partnership: The Ireland–Saudi Dairy Knowledge Exchange Program



In 2025, Almarai launched the Ireland–Saudi Dairy Knowledge Exchange Program in collaboration with Tirlán, an Irish dairy co-operative, and Bord Bia (Irish Food Board), a semi-governmental agency for the promotion of Irish food, drink, and horticulture in Ireland and abroad.

The initiative enabled Almarai professionals to work closely with Tirlán teams, gaining hands-on familiarity with best practices in water management, wastewater treatment, and whey protein recovery, and translating these learnings into practical improvement opportunities across Almarai operations.

Key outcomes included:

- Building a clearer understanding of wastewater generation, treatment, and reuse practices, including benchmarking Chemical Oxygen Demand (COD) and Biochemical Oxygen Demand (BOD) reduction methods, reviewing EU and Saudi regulatory requirements, and identifying realistic water-saving and reuse opportunities applicable to Almarai sites.
- Mapping protein recovery across dairy processes and identifying opportunities to reduce product losses and recover protein and fat before wastewater treatment, supporting efforts to turn by-products into value-added uses while minimizing waste.
- Strengthening internal capabilities through exposure to standardized operating procedures, performance dashboards, audit checklists, and root-cause investigation approaches.

The program will continue in the coming years through a return phase.



Progress Toward Targets

Current Targets	Status
 Increase water efficiency across Manufacturing, Sales, Distribution, and Logistics Divisions by 15% by 2025 (2018 baseline).	Target on track as of 2025.
 Initiate and support collaborative efforts with stakeholders to address water risk and enhance conservation by 2025.	Target achieved as of 2025.

Water use is driven primarily by manufacturing operations across Almarai’s food categories, with total withdrawal reflecting production scale and site-level water availability. Alongside volumes, Almarai tracks efficiency indicators such as manufacturing water intensity and the share of water recycled and reused to inform operational improvement priorities, particularly in a water-stressed operating context.

Manufacturing water intensity in 2025 was broadly in line with the 2018 baseline. Year-to-year movement reflects Almarai’s expanding footprint, including capacity additions and new facilities, which can temporarily affect water efficiency during commissioning and ramp-up.

[See our full Water Management data set here.](#)

Metrics

14 million m³
Water withdrawal

20%
Water recycled/reused

6 m³/t
Manufacturing water intensity*



*Intensity values are expressed per metric ton of finished product.

Packaging Innovation

Packaging innovation plays a critical role in supporting the scale, efficiency and reach of our production and distribution footprint across the GCC. Packaging materials are a key input to our production system and shape product protection and distribution performance across our portfolio. Because packaging relies heavily on plastics, paper, and metals, these material choices carry upstream environmental effects linked to resource extraction, processing, and transport.



Why This Matters

Packaging design also determines how materials move through end-of-life pathways. Single use formats and multi-layer composites can constrain recyclability and increase reliance on virgin inputs. In contrast, lightweighting, mono material packaging, and recycled content integration can improve recyclability and advance circular material flows. These design decisions shape the material profile of packaging waste and connect directly to the downstream outcomes addressed under Waste Management.

From a business perspective, packaging innovation exposes us to key feedstocks such as polymers, paperboard, and aluminum, which are sensitive to oil and commodity price movements and can increase production expenses and affect operating margins. Circular economy regulations are evolving across the GCC and international markets, with growing focus on recycled content, traceability, and product design. Packaging performance can also influence brand perception and access to sustainability linked finance in markets where disclosure and product stewardship are increasingly scrutinized.

Our Approach

Our approach to packaging innovation is defined through two group level instruments: The [Environmental Policy](#) and the [Environmental Impact of Packaging Position Statement](#). Together, they set the principles and requirements we apply to packaging design, sourcing, and end of life considerations across our operations and supply chain, while maintaining product quality, safety, and shelf life. During the year, we reviewed and updated these instruments to strengthen accountability and clarify packaging related commitments.

The Packaging Position Statement

The Packaging Position Statement translates our environmental principles into practical direction for packaging decisions. It guides how we reduce material intensity, limit avoidable waste, and improve circular outcomes through packaging redesign and material substitution. In practice, this approach focuses on removing unnecessary materials, reducing overall packaging use, enabling reuse where feasible, increasing recyclability, and adopting design improvements that make packaging easier to collect and recover over time.

Accountability for packaging practices sits with executive management, with implementation and review led by the Quality and Support Services (QSS). Delivery depends on cross functional collaboration between R&D, procurement, and manufacturing teams, reflecting the fact that packaging outcomes are shaped by both design choices and supplier specifications.



Circularity through Collaboration

Because packaging circularity depends on infrastructure and value chain participation beyond our sites, we also engage with key partners and national platforms. This includes collaboration with packaging manufacturers, recyclers, and sector stakeholders, as well as alignment with circular economy direction in Saudi Arabia through engagement with the National Center for Waste Management (MWAN), the Saudi Investment Recycling Company (SIRC), and the National Circular Packaging Committee. We also work with global packaging partners such as SIG and Tetra Pak, with several packaging redesign and material substitution projects under consideration to improve circularity and reduce the environmental footprint of our packaging portfolio.



Key Developments

Since 2018, we have pursued packaging optimization through a portfolio wide program focused on lightweighting and packaging redesign, including material substitution. By the end of 2025, these efforts had delivered a cumulative net reduction of 7,506 metric tons of plastics and paper, tracked against our 2018 baseline.

Resource-Smart Packaging

In dairy, packaging weight reduction and design refinements delivered an estimated 280 metric tons of plastic reduction during the year, including weight reductions in smaller format bottles and adjustments to aseptic PET packaging components. In bakery, packaging specification changes reduced paper use for cupcake packaging, with a total reduction of 347 tons achieved through material optimization and pack redesign. In poultry, we introduced a leak free whole chicken bag in the UAE market to extend shelf life and reduce product wastage.

Packaging Circularity

Alongside implemented changes, additional packaging weight reduction projects have been approved for rollout in 2026. These include further weight reductions in selected aseptic PET bottles and dairy cup formats, with expected annual plastic reductions of approximately 950 metric tons once implemented. In parallel, we continued to improve packaging circularity through the use of recycled materials, with 85% of our cardboard packaging sourced from recycled content in 2025.

We also continued engagement with national initiatives in Saudi Arabia aimed at advancing packaging circularity and supporting the transformation of the packaging economy.

Raising Awareness on Plastic Reduction

In recognition of World Environment Day 2025, Almarai encouraged site-level initiatives aligned with the global focus on reducing plastic pollution. Activities across teams emphasized practical awareness and everyday

actions, such as clean-up drives, waste segregation, and recycling challenges, to encourage more responsible plastic use.

Progress Toward Targets

Current Targets	Status
 Avoid the use of 9,000 metric tons of plastics from entering the consumer waste stream by 2025 (2018 baseline).	Target on track as of 2025.
 Actively support the transformation of the packaging economy in Saudi Arabia by 2025.	Target achieved as of 2024.

Metrics

301 t

Plastics removed from packaging

Packaging optimization initiatives delivered a reduction of 301 metric tons of plastic in 2025, marking continued progress toward our 2025 target through lightweighting and packaging redesign.

[See our full Packaging Innovation data set here.](#)



Climate Change

Climate change is closely connected to how we operate and to the structure of our production and distribution systems across the GCC. As a vertically integrated food producer, our activities span energy-intensive farming, processing, refrigeration, and logistics operations. These activities rely on electricity, fuel, and refrigerants that contribute to greenhouse-gas emissions and are intrinsically linked to how our business model functions in arid, high-temperature environments.

Why This Matters

Our operations contribute to emissions through energy use, fuel combustion, and refrigerant leakage across manufacturing, cold-chain, and transport systems. Non-CO₂ emissions from agricultural activities, indirect emissions from grid-supplied electricity, and high-global-warming-potential refrigerants used in cooling infrastructure together form the principal climate-related impact pathways associated with our value chain. These impacts are concentrated within regions already exposed to heat stress and fossil-fuel-based energy systems, which heighten the importance of our emissions management across day-to-day operations.

From a business perspective, climate change can affect costs, operational reliability, and investment decisions. Energy dependency and fuel-price volatility influence margins and capital allocation, while rising cooling demand increases exposure to electricity costs and

emissions-intensive grids. In parallel, evolving regulatory and disclosure requirements shape how we manage energy use, refrigerants, and emissions, with implications for financing access and compliance as climate-related standards continue to develop across the region.

Our Approach

Our approach to climate change is defined through a set of group-wide policies that govern how energy use, emissions, and climate-related considerations are managed across our operations and value chain. These include the [Environmental Policy](#), the [Energy Policy](#), and the [Climate Change Position Statement](#). Together, they establish expectations for accountability, compliance, and performance improvement across administrative, manufacturing, distribution, and logistics activities across our GCC operations, as well as selected owned agricultural sites outside the region.

Environmental Policy

The Environmental Policy sets the overarching principles for environmental stewardship and continuous improvement. Within this framework, climate change and energy management are treated as core priorities, establishing baseline responsibilities and governance expectations across the organization. The Environmental Policy was expanded to include circular economy during the year, while establishing clearer accountability.

Energy Policy

The Energy Policy translates these principles into operational requirements by setting expectations for efficient energy use, integration of energy considerations into product and service design, and ongoing performance improvement across facilities and fleets. It also emphasizes operational awareness and aligns energy management practices with the company's sustainability strategy and readiness for ISO 50001 certification. During the year, the Energy Policy underwent revisions to ensure stronger alignment with Almarai's Sustainability Strategy.

Climate Change Position Statement

The Climate Change Position Statement provides further direction for how climate-related priorities are addressed across Almarai's operations and value chain. The statement focuses on energy efficiency, clean energy adoption, energy culture, and refrigeration management, including the transition to lower-global-warming-potential refrigerants, reflecting the main sources of emissions associated with farming, processing, and distribution activities. During the year, the statement was updated to clarify scope, strengthen governance accountability, and place greater emphasis on supply chain emissions.



Oversight of climate- and energy-related policies sits with executive management, with implementation supported by a cross-functional Energy Committee responsible for translating policy commitments into plans and monitoring progress across business units. Our approach is informed by applicable regulatory requirements and international standards, including ISO 50001, and informed by ongoing coordination with energy and regulatory authorities across operating markets to support alignment with national energy-efficiency and decarbonization objectives.

Supplier and Partner Requirements

Beyond owned operations, climate- and energy-related expectations are reflected in supplier and partner requirements through existing ethical sourcing and ESG mechanisms. Coverage beyond the operational boundary continues to develop, with particular attention to upstream agricultural and transport activities where relevant.

Key Developments

Almarai remains committed to responsible energy management by integrating efficiency measures and diversifying our energy mix to address climate-change impacts and enhance long-term resilience.

Renewable Energy

Since 2018, we have steadily expanded on-site solar generation across manufacturing and distribution facilities to diversify energy sources and reduce reliance on grid electricity. During the reporting period, we continued to advance renewable energy initiatives alongside the development of new energy-intensive operations, embedding solar generation within our evolving energy mix rather than treating it as a standalone program.

Operational Energy Consumption

As new production capacity came online and operations expanded, total energy consumption increased, while several plants recorded improvements in energy performance. To manage rising demand, we applied energy efficiency initiatives across production, refrigeration, and distribution systems, focusing on modernizing energy-intensive equipment and reducing avoidable losses in high-consumption areas.

We also maintained a strong focus on refrigeration and cooling systems due to their role in both energy use and emissions exposure. During the year, we upgraded these systems to improve reliability, tighten management of refrigerant leakage, and advance the transition toward lower-global-warming-potential refrigerants, including completing the phase-out of CFC systems across sales-depot cold stores.

Fleet Energy Consumption

Through fleet renewal, route optimization, and monitoring measures, we reduced fuel consumption per vehicle and delivered more consistent emissions performance. These efforts also helped limit exposure to fuel price volatility as distribution activity continued.

Key initiatives during the year included the introduction of electric refrigeration units powered directly by the vehicle's electrical system, eliminating the need for separate diesel engines and reducing fuel use. We also implemented Selective Catalytic Reduction (SCR) systems to reduce nitrogen oxide emissions, supporting improved local air quality and more efficient fleet operations.





Alongside these measures, we assessed alternative fuel and vehicle technologies through limited trials and evaluations. Progress was shaped by fuel availability, regulatory conditions, and operational feasibility rather than immediate deployment.

Energy and Emissions Data Management

We continued to mature our governance and data capability across energy management. We expanded metering coverage and alignment with ISO 50001 energy management practices to improve visibility across sites, enable more consistent performance management, and increase confidence in reported energy and emissions information as operations scaled.

A key development this year was the initiation of a consolidated emissions database intended to cover all Almarai facilities, including more than 100 sites across manufacturing, farms, distribution centers, and offices within and outside Saudi Arabia. This program is designed as a multi-year initiative to improve emissions visibility, support more consistent tracking, and inform future target-setting.

Lower Climate Impact Fire Suppression Systems

Our poultry operations in Hail have begun transitioning fire suppression systems from FM-200 to Novec 1230. The latter has a lower global warming potential and breaks down more quickly in the atmosphere than FM-200, reducing the climate impact of a discharge.

Progress Toward Targets

Current Targets	Status
 Explore and trial alternative-fuel vehicles for sales transport fleet (ongoing).	Target achieved as of 2025.
 Increase fuel efficiency of sales, distribution, and logistics vehicles by 10% by 2025 (2018 baseline).	Target achieved as of 2022.
 100% of sales-depot cold stores CFC-free by 2025.	Target achieved as of 2022.
 Reduce energy consumption across Manufacturing, Sales, Distribution, and Logistics Divisions by 15% (from 2018 intensity baseline) by 2025.	Target on track as of 2025.
 Increase share of electricity from clean-energy sources across Administration, Manufacturing, Sales, Distribution, and Logistics Divisions to 20% by 2025.	Target on track as of 2025.
 Achieve ISO 50001 certification for Administration, Manufacturing, Sales, Distribution, and Logistics Divisions by 2025.	Target on track as of 2025.

Metrics

6,731 GWh

Total stationary energy consumption

1229 kWh/t

Manufacturing energy intensity*

*Intensity values are expressed per metric ton of finished product.

Almarai's stationary energy consumption and manufacturing energy intensity reflect the scale and operational profile of its vertically integrated activities across farming, processing, cold storage, and distribution. In 2025, energy consumption and intensity increased in line with business growth, capacity expansion, and progressive ramp-up of energy-intensive operations across the Group's manufacturing footprint.



2,677,941 tCO₂e

**Total GHG emissions
(Scopes 1 and 2)**

1,128,707 tCO₂e

Scope 1 emissions

1,549,234 tCO₂e

Scope 2 emissions*

*Scope 2 emissions include purchased electricity for owned operations (862,465 tCO₂e) and electricity attributable to company-owned refrigeration assets operated in third-party retail locations (686,769 tCO₂e).

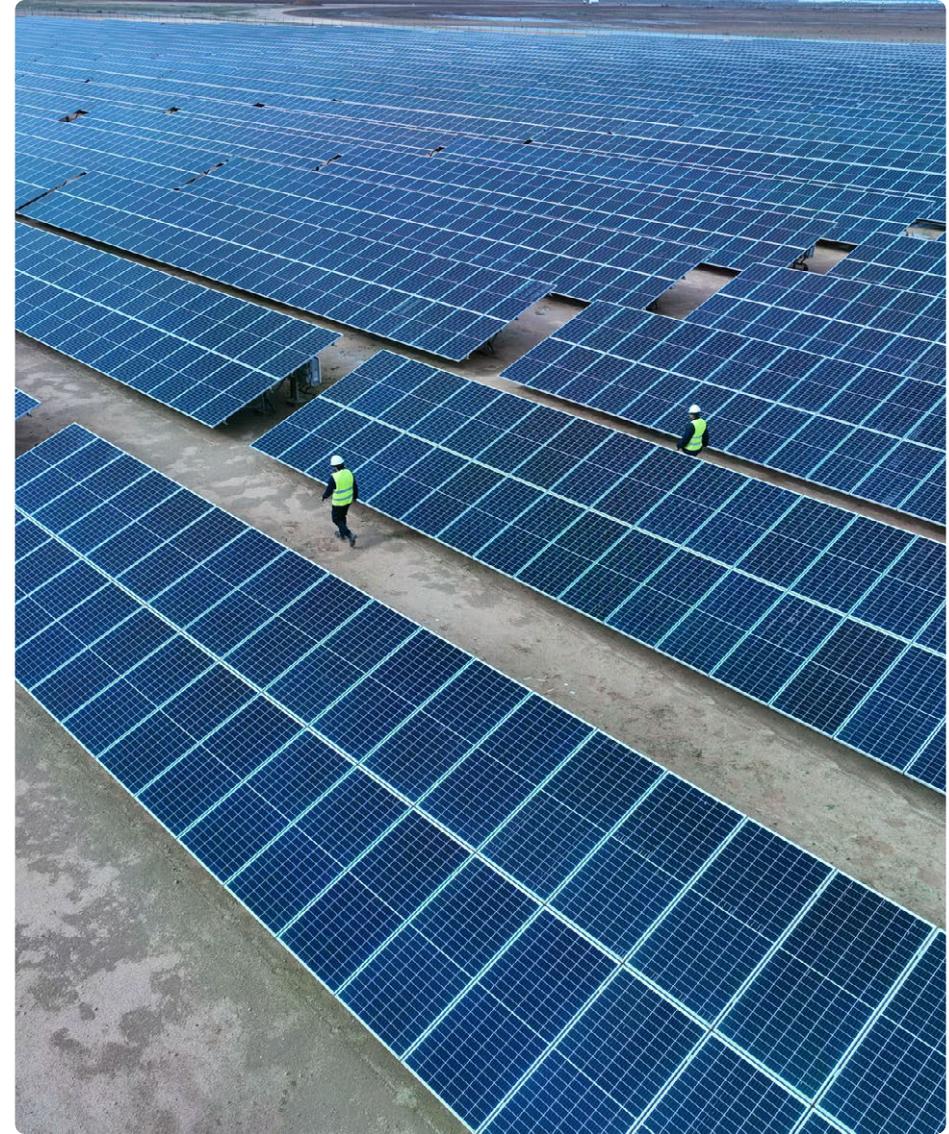
Absolute emissions have increased modestly over time, broadly tracking business growth and expanded operational footprint. In 2025, Scope 2 emissions increased primarily due to a classification update, with electricity attributable to company-owned retail refrigeration assets reclassified from Scope 3 (as reported previously) to Scope 2. This reclassification improves boundary consistency and transparency but does not represent a step-change in underlying electricity consumption.

0.25 tCO₂e/t

**Manufacturing
emissions intensity***

*Intensity values are expressed per metric ton of finished product.

See our full [Climate Change data set here](#).





Waste Management

Waste management plays an important role in supporting the efficiency and sustainability of our production and distribution system across the GCC. As a vertically integrated dairy and poultry producer, our activities generate multiple waste streams, including organic residues such as manure and sludge, wastewater solids, packaging materials, and operational plastics from production and logistics activities. These materials contain nutrients and other substances that require controlled handling and treatment to manage nutrient runoff, water contamination, and leakage into the wider environment.

Why This Matters

Our operations are embedded within a regional waste management context where landfill disposal remains common and recycling infrastructure is still developing. Organic waste in landfill can generate methane emissions and leachate, while packaging and operational plastics can persist in the environment if recovery systems are incomplete. Maintenance, cleaning, and animal healthcare activities also generate chemical and veterinary residues that require compliant handling to avoid risks to workers and surrounding communities.

From a regulatory and stakeholder perspective, expectations around waste diversion and packaging recovery are increasing across GCC markets. Emerging extended producer responsibility frameworks may require producers to finance, verify, or report packaging

recovery outcomes, increasing compliance and verification demands over time. Uneven availability of recycling infrastructure across the region can also raise waste treatment costs and restrict access to reliable recovery channels, making waste segregation and recovery performance an increasingly visible area of external scrutiny.

Our Approach

Our approach to waste management is guided by Almarai's **Environmental Policy**, which sets group wide principles and expectations for responsible stewardship of resources across our operations and controlled entities. Waste management is identified within the policy as a key environmental focus area and is managed through internal requirements that apply across business divisions.

Waste Mitigation Hierarchy

Waste management is implemented through operational procedures aligned with the waste mitigation hierarchy. This approach prioritizes source reduction and reuse, followed by recycling and recovery, with responsible disposal applied where residual waste remains. These requirements provide a consistent framework for managing organic residues, packaging materials, and operational plastics generated across production and logistics activities. Packaging related waste is managed through this approach and is complemented by initiatives addressed under Packaging Innovation.

Oversight for waste management sits within the Quality and Support Services (QSS) under executive accountability. Performance and implementation progress are monitored through a cross functional Waste Steering Group, which brings together relevant departments to support coordination and compliance.

Key Developments

During the reporting year, we expanded diversion pathways for organic and operational waste streams across our production and distribution footprint.

Material Recovery Streams

Food and bakery market returns were directed to animal feed through buyers in major depots in Saudi Arabia and the UAE, and selected near expiry dairy products were supplied to third parties for further processing in the UAE and Oman. In the UAE, aged juice products were supplied to the Dubai Food Bank, while poultry non-market returns were sent for rendering. Recyclable scrap materials, including used oil, metals, and other recoverable items, were also directed to relevant buyers through established recovery channels.

On-Site Recovery Practices

At site level, we strengthened segregation and recovery practices through measures such as canteen waste segregation and expanded diversion of wastewater treatment sludge and rejected product streams.



Recyclable material handling was broadened in some operations to include additional categories such as glass and rubber, supporting higher recovery volumes and reduced reliance on landfill disposal. In parallel, waste tracking and compliance procedures continued to be implemented where required, including through manifest based controls for transportation and disposal in parts of the UAE.

During the year, segregation and recovery practices were also strengthened for operational and packaging related waste, with packaging and plastics initiatives addressed in more detail under Packaging Innovation. These actions supported continued progress toward Almarai's landfill reduction target and reflected incremental strengthening of waste handling systems and recovery outcomes.

From Waste to Value: Biogas at Beyti

Our Beyti biogas project is a tangible example of how we translate sustainability into operational action, advancing decarbonization, resource efficiency, and circular economy practices. Following a successful 2024 pilot converting two tons of mixed waste into biogas and organic fertilizer, the project received CER approval in May 2025 and commenced start-up in December. By repurposing existing infrastructure, we reduced capital costs from AED 3.7 million to AED 270,000. Once fully operational, the project will support over 80% of our zero-landfill target, supply approximately 20% of BP2's natural gas needs, and generate more than 8,000 tons of organic fertilizer annually.

Poultry Manure Recovery

Poultry manure is processed through a dedicated gasification facility to produce Ecochar, a carbon-rich by-product that can be reused as a farming substrate. This initiative supports organic waste reduction and value recovery, with secondary benefits for soil conditioning and soil water retention.

Contributing to the National Circular Economy

In 2025, Almarai partnered with the Communications, Space and Technology (CST) Commission and the Ertiqqa Association for the "Recycle Your Device" initiative, donating electronics for refurbishment and redistribution to schools and charities, while helping bridge the digital divide. This strategic participation advances a circular economy and digital transformation, aligning with Saudi Vision 2030 goals to reduce electronic waste and empower communities.

The share of waste sent to landfill declined to 50%, compared to approximately 70% in the 2018 baseline year. While total waste generated increased over the period, landfill volumes have not risen proportionately, highlighting improved diversion and recovery outcomes across operations.

[See our full Waste Management data set here.](#)

Progress Toward Targets

Current Targets	Status
 Reduce waste going to landfill across all divisions by 50% by 2025 (against a 2018 baseline).	Target achieved as of 2025.

Metrics

219,693 t Total waste generated	50% Waste recycled
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Sustainable Agriculture

Sustainable agriculture plays a critical role in supporting the stability and resilience of our dairy and poultry supply chain. Following Saudi Arabia's 2018 ban on green fodder cultivation, we source feed for our operations through arable land in key producing regions, including the United States and Argentina, using a mix of company owned farms and supply partners. This makes upstream farming practices a material part of our value chain footprint, even where cultivation occurs outside the GCC.

Why This Matters

Feed crop cultivation can influence land and ecosystem conditions at scale. Ongoing cultivation of crops such as alfalfa and maize can contribute to habitat pressure and land conversion effects, reduce biodiversity, and affect soil carbon stocks. Intensive irrigation and repeated tillage can degrade soil structure and reduce long term productivity. Fertilizer and manure application can contribute to nutrient runoff and water quality impacts, particularly where irrigation channels or downstream ecosystems are affected. The use of pesticides and herbicides can also affect non target species and pollinator health, and residues may persist in soil and irrigation systems.

From a financial perspective, farming productivity and resource conditions in feed sourcing regions affect input cost and supply stability. Declining soil fertility and water stress can reduce yields and raise procurement costs over time. Regulatory reforms in sourcing countries are

also tightening oversight of fertilizer use, pesticide application, and land conversion, with implications for monitoring, verification, and certification alignment. Investments in improved irrigation practices and stronger traceability systems can support stable feed supply and reduce exposure to regulatory and market requirements linked to agricultural sourcing.

Our Approach

Our approach to sustainable agriculture is grounded in group-level environmental commitments and operating controls across our agricultural footprint. At the Group level, our **Environmental Policy** sets the overarching principles for environmental stewardship and resource management, including expectations related to pollution prevention, water management, and protection of natural biodiversity. These commitments guide how sustainability considerations are embedded across operations and supply relationships linked to feed sourcing for our dairy and poultry value chain.

Policy Frameworks and Assurance

Sustainable agriculture practices are further supported through policies and management systems applied within key agricultural operations. This includes the Sustainability Policy of Fondomonte South America, which was revised in 2024 and sets expectations for responsible land use, resource efficiency, and environmental management within agricultural processes. The policy framework is designed to support

implementation through risk identification, operational controls, and continuous monitoring across farming and farm management activities.

To strengthen consistency and credibility, we use external verification and assurance mechanisms where applicable. Agricultural operations are subject to third-party assessment against recognized sustainability frameworks, providing independent validation of farming practices and management systems.





Oversight for sustainable agriculture is embedded within the Group's governance framework, with management accountability supported through defined responsibilities and internal performance monitoring. Engagement with regulators, certification bodies, and relevant external partners informs compliance and alignment with evolving expectations across key sourcing regions.

Key Developments

During 2025, we advanced several site-level initiatives across our feed production footprint in the United States to strengthen irrigation efficiency and improve operational oversight.

Smart Irrigation Systems

In Arizona, sub-surface drip irrigation infrastructure was replaced across approximately 500 acres, supporting uniformity and efficiency across drip-irrigated farms. In California, we converted approximately 1,400 acres of farmland to higher-efficiency Linear Pivot irrigation systems. We also completed the first phase of a Rubicon automated flood irrigation conversion program across approximately 2,700 acres, which is expected to conserve around 15 to 20 percent of water on the converted acreage. Alongside these upgrades, we digitalized well monitoring and operations through the Well Insight system to support real-time tracking of irrigation flows, pressures, and efficiency. Together, these site-level upgrades strengthen the operational foundation for more consistent water and input management across our agricultural footprint.

Soil Health Management

Input and soil management initiatives also progressed during the year. Organic cow manure application continued across rotated acreage in Arizona at approximately 10 tons per acre, supported by expanded handling and transport capability. A structured regenerative agriculture trial, conducted with Hayday Farms and California State University, also continued during the year, comparing conventional and regenerative field practices to inform longer-term cultivation approaches across feed production systems.

Sustainable Agriculture Metrics

We also continued to strengthen how sustainable agriculture performance is monitored and verified across key agricultural operations. Progress is tracked through operational indicators covering water and nutrient management, soil condition, and biodiversity practices, alongside audit and certification outcomes. These include certification against Saudi Good Agricultural Practices (Saudi G.A.P.) and the achievement of Silver-level verification under the Sustainable Agriculture Platform (SA Platform) for Fondomonte.

Progress Toward Targets

Current Targets	Status
 Enhance sustainable practices on our arable farms by 2025.	Target achieved as of 2024.

Metrics



[See our full Sustainable Agriculture data set here.](#)



Producing Responsible Products

Quality and Food Safety

Our commitment to quality and food safety shapes every aspect of our business, given the scale of our operations and our focus on fresh and perishable food and beverage products distributed across the GCC. The nature of these products requires rigorous hygiene, quality control, and cold-chain integrity across our value chain. We manage these requirements through robust prevention, monitoring, and control systems designed to protect consumer health and ensure regulatory compliance across our operations.

Why This Matters

Quality and food safety are also central to our commercial performance. Consumer and trade confidence plays a critical role in purchasing decisions in fresh food categories, where confidence in product integrity directly influences demand, retailer relationships, and access to markets. Consistent performance in quality and food safety bolsters our reputation, enables stable revenues, and underpins long-term growth. Over time, adherence to high standards strengthens brand loyalty, supports premium positioning, and enables access to regulated and institutional markets that require certified food safety systems.





Our Approach

We manage quality and food safety through group-wide management systems that establish a consistent framework for product integrity, regulatory compliance, and continuous improvement across our operations. All manufacturing facilities operate in alignment with internationally recognized standards, including Food Safety System Certification (FSSC) 22000, a Global Food Safety Initiative (GFSI)-recognized scheme, alongside ISO 9001 Quality Management System requirements.

Together, these frameworks define common expectations for food safety controls, documentation, monitoring, and performance across the Group.

Quality and Food Safety Controls

To strengthen consistency and accountability, we are formalizing corporate-level food safety policies that consolidate requirements across all divisions and product categories, with oversight and approval at senior management level. We apply a dual-layer assurance model that combines business-unit ownership of food safety performance with corporate oversight to ensure alignment with internal standards and external certification requirements. Audit and verification activities follow a risk-based planning approach and include both internal and third-party assessments. Findings are systematically managed through corrective and preventive action processes, assisted by digital quality management systems to ensure root causes are addressed and lessons are shared across the organization. In parallel, we implement structured, role-based training programs to build and maintain food safety competence at all operational levels.

Key Developments

In 2025, we advanced our food safety performance through stronger systems, broader certification coverage, enhanced supplier assurance, deeper process-level audits, targeted workforce training, and forward-looking risk prevention—reinforcing consistent standards, operational resilience, and continuous improvement across our manufacturing and distribution footprint.

Systems and Certification Implementation

During 2025, we strengthened the implementation and coverage of our food safety management systems across manufacturing and distribution operations. Progress during the year included extending integrated food safety management systems to major distribution centers across the GCC, including facilities in the UAE, Oman, Kuwait, and Bahrain, extending consistent controls beyond manufacturing sites. We also expanded the scope of ISO 22000 and FSSC 22000 certification to additional logistics and product operations, including new beverage production lines, while maintaining FSSC 22000 Version 6 certification across manufacturing facilities in Saudi Arabia, Egypt, Jordan, and the UAE. During the reporting year, we further reinforced our commitment to quality with the successful certification of Almarai's Corporate Quality Management System to ISO 9001:2015, covering the company's headquarters and 31 operational sites across Saudi Arabia.

We further strengthened supplier assurance activities to advance compliance with certification requirements for high-risk ingredients. During the year, supplier oversight included audits of 70 suppliers and performance reviews of 390 suppliers, contributing to progress toward full GFSI-recognized certification coverage across the high-risk supplier base. By the end of the reporting year, 100% of high-risk ingredient suppliers held certification to a GFSI-recognized food safety standard.

Monitoring, Assurance, and Continuous Improvement

To strengthen assurance beyond baseline certification requirements, we expanded our internal food safety audit program and introduced reviews at the process level to test whether controls are operating effectively. The initial focus was dairy production, including cleaning-in-place systems, and the same approach will be extended across other manufacturing sites. With increased audit coverage and stronger follow-up on corrective and preventive actions, the non-conformance rate decreased by approximately 15% during the year.



Training and Capability Development

We continued to invest in workforce capability as a core element of food safety performance. Structured internal training programs were rolled out to strengthen competencies in food safety hazard identification, allergen management, sanitation, traceability, and audit practices. Training delivery combined internal expertise with selected external providers, ensuring alignment with recognized food safety frameworks and emerging requirements. During the year, 265 quality personnel across the Group received targeted food safety and quality training, reinforcing consistent understanding of roles, responsibilities, and risk controls as certification scope and audit activity expanded.

Process Innovation and Risk Prevention

Alongside these efforts, we developed an in-house material hazard risk assessment process to strengthen forward-looking identification and management of food safety risks. This process systematically assesses potential hazards across raw materials, production processes, facilities, and finished products, and integrates findings into operational decision-making and improvement initiatives. Furthermore, in 2025 **Almarai won the MODON Industrial Excellence Award** in the Large Factories Category under the Industrial Innovation Track, recognized for our leadership in automation, advanced manufacturing technologies, operational efficiency, and its contribution to strengthening national food security and industrial performance.

Progress Toward Targets

Current Targets	Status
 All manufacturing sites will have Global Food Safety Initiative (GFSI) recognized certification by 2025.	Target achieved as of 2022.
 All high-risk ingredient suppliers will have Global Food Safety Initiative (GFSI)-recognized certification by 2025.	Target achieved as of 2025.

Metrics

<p>100%</p> <p>Production volume manufactured in sites certified by an independent third party to internationally recognized food safety management system standards*</p>	<p>100%</p> <p>Significant product categories covered and assessed for compliance with product information and labeling procedures*</p>	<p>0</p> <p>Incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services*</p>
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**Includes GCC operations only.*

[See our full Quality and Food Safety data set here.](#)

Animal Welfare

Maintaining the highest standards of animal welfare is central to Almarai's operations, given our reliance on large-scale dairy and poultry farming and the close connection between animal health, food safety, and production resilience. We manage animals across their full lifecycle, covering breeding, housing, handling, transport, and veterinary care. This work requires consistent oversight, strong biosecurity, and skilled human interaction. How these systems are designed and managed directly affects animal wellbeing, operational stability, and product quality.

Why This Matters

Strong animal welfare practices also contribute to the long-term performance and resilience of our business. Healthy animals contribute to stable productivity, lower mortality, and reduced disruption from disease outbreaks, while investments in veterinary oversight, monitoring, and preventive care help manage costs and protect continuity. Operating to recognized animal welfare standards reinforces trust with regulators, customers, and investors, sustaining our license to operate in alignment with evolving market and financing expectations.

Our Approach

Our approach to animal welfare is guided by our [Animal Welfare Policy](#), which is applied across our dairy and poultry operations and sets clear expectations for the humane treatment of animals throughout their lifecycle.

The Animal Welfare Policy

The policy is aligned with internationally recognized principles, including the World Organization for Animal Health (WOAH) framework and the Five Freedoms of Animal Welfare. These principles emphasize ensuring animals are free from hunger and thirst, free from fear and distress, free from heat stress or physical discomfort, free from pain, injury, and disease, and free to express normal patterns of behavior.

Animal welfare requirements are embedded within our farming and poultry operations with standards for animal handling, housing, transport, and veterinary care. The policy enforces a zero-tolerance approach to animal abuse, mistreatment, neglect, or negligence, and requires all personnel involved in animal care to be appropriately trained and competent in humane handling practices. Compliance with applicable laws and regulations is mandatory, alongside internal requirements designed to promote animal health, wellbeing, and responsible production practices.





Oversight of animal welfare performance is integrated into our operational management and assurance processes. Compliance with policy requirements is supported through internal controls and independent verification, including external certification where applicable. In 2022, Almarai achieved certification under the NSF Global Animal Wellness Standards (GAWS) for its dairy and poultry operations, confirming alignment with recognized international best practices in animal welfare. Through this framework, we seek to maintain high standards of animal care, operational resilience, and confidence in the integrity of our production systems.

Key Developments

Animal welfare practices continued to operate in line with regulatory requirements and Global Animal Wellness Standards (GAWS) across dairy and poultry operations during the reporting period. All certified sites remained within scope, with certificates in date and surveillance audits conducted in accordance with the GAWS framework.

For 2025:

- Zero animal welfare violations or incidents of animal abuse recorded.
- Zero non-compliances identified through internal controls or external certification audits.

Certification performance remained strong, with average audit scores of 96% for dairy farming operations and 99% for poultry farming operations, reflecting consistent application of welfare standards across sites.

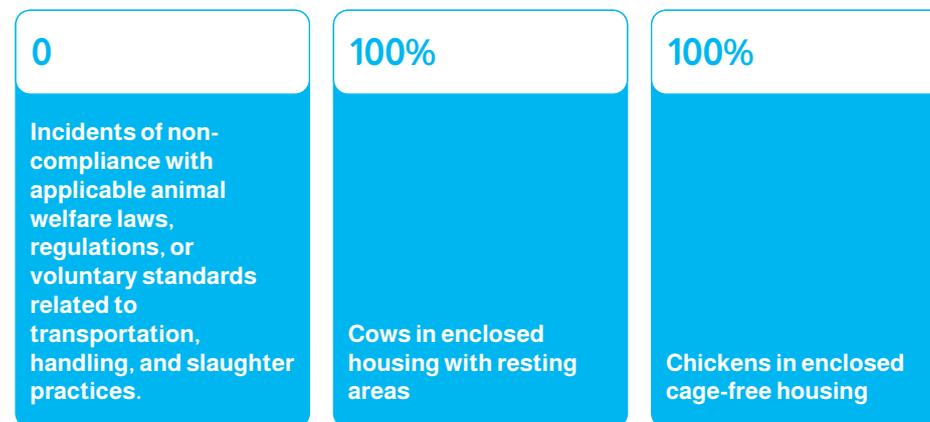
Monitoring and Preparedness

Animal health monitoring and biosecurity measures remained in place without material change, supported by ongoing veterinary oversight and established operating procedures. A new contingency plan was implemented within hatchery operations to strengthen preparedness and response capability. Training and awareness activities continued through on-the-job coaching and targeted programs to maintain staff competence in humane handling and welfare management.

Progress Toward Targets

Current Targets	Status
 Achieve global animal welfare certification for all dairy and poultry farming operations by 2025.	Target achieved as of 2024.

Metrics



[See our full Animal Welfare data set here.](#)



Ethical Sourcing

Our approach to sourcing is guided by strong ethical standards, given the scale, diversity, and geographic reach of our supply chain. We work with a broad network of agricultural producers, packaging suppliers, and service contractors operating across multiple jurisdictions with differing legal, social, and environmental standards. How goods and services are sourced and produced directly affects people, communities, and the integrity of our value chain.

Why This Matters

From a social and environmental perspective, ethical sourcing requires ongoing attention to labor and human rights conditions, occupational health and safety, fair treatment of workers, and environmental performance within upstream operations. These considerations are particularly relevant in complex or lower-tier supply chains, where oversight can be more challenging. We address these risks through due diligence, transparency, and engagement that extend beyond our own operations.

Ethical sourcing also has clear business implications. Strong sourcing practices also bolster supplier reliability, protect brand trust, and reinforce long-term relationships with customers, regulators, and other stakeholders.

Our Approach

Our approach to ethical sourcing is guided by our [Ethical Sourcing Policy](#) and Supplier Code of Conduct, which set clear expectations for suppliers, agents, and

subcontractors across our value chain. These frameworks define the standards we expect in areas such as business integrity, fair treatment of workers, labor and human rights, occupational health and safety, environmental compliance, and anti-corruption. They prohibit practices such as child labor, forced labor, discrimination, and bribery, and require suppliers to meet or exceed applicable legal and regulatory requirements in the jurisdictions in which they operate.

Supplier Due Diligence

Ethical sourcing expectations are embedded within our supply-chain management processes. The Supply Chain function is responsible for supplier engagement, onboarding, and ongoing compliance assurance, supported by ESG-focused supplier questionnaires and ethical-sourcing review processes. These mechanisms are designed to assess supplier performance against social, environmental, and governance criteria and to identify areas requiring corrective action or closer monitoring. During the year, the Ethical Sourcing Policy was revised to reinforce supply chain integrity by strengthening supplier obligations and implementing a stronger prohibition on environmental harm.

Oversight of ethical sourcing is integrated into our broader governance and risk-management structures, with senior management accountability for adherence to our Ethical Sourcing Policy and Code of Conduct. Supplier assurance activities, including audits and

certification requirements where applicable, are used to verify compliance and reinforce consistent standards across the supply base. Our approach also promotes alignment with internationally recognized standards and certification schemes relevant to supplier quality and integrity, establishing a common baseline of expectations and continuous improvement across the supply chain.

Key Developments

During the year, we focused on strengthening supplier engagement and embedding ethical sourcing expectations more consistently across procurement activities.

Almarai Supplier Day

A Group-wide Supplier Day was conducted to communicate requirements related to labor standards, human rights, environmental compliance, and responsible business conduct under our Ethical Sourcing Policy and Supplier Code of Conduct. The event brought together a total of 332 suppliers, including 171 local and 161 overseas suppliers, and served as a platform to clarify expectations, promote responsible business practices, and reinforce the importance of compliance across different supplier categories and geographies.



Integrating Ethical Sourcing

Alongside supplier engagement, ethical sourcing considerations began to be integrated more systematically into procurement processes. This included embedding ethical sourcing requirements into supplier onboarding and contractual expectations and strengthening the consistency of ethical sourcing messaging across supplier communications. Supplier quality teams continued to conduct supplier audits during the year, which currently focus on quality and food safety requirements. Sustainability and ethical sourcing assessments are under development and will be included in the next cycle of Ethical Sourcing targets.

Supplier Development

Procurement teams also continued targeted supplier development initiatives, including working with selected suppliers to strengthen sustainability programs and reporting capabilities. These actions reflect an early-stage but deliberate approach to operationalizing ethical sourcing, with a focus on expectation-setting, supplier awareness, and internal readiness as a foundation for more structured monitoring and assurance mechanisms over time.

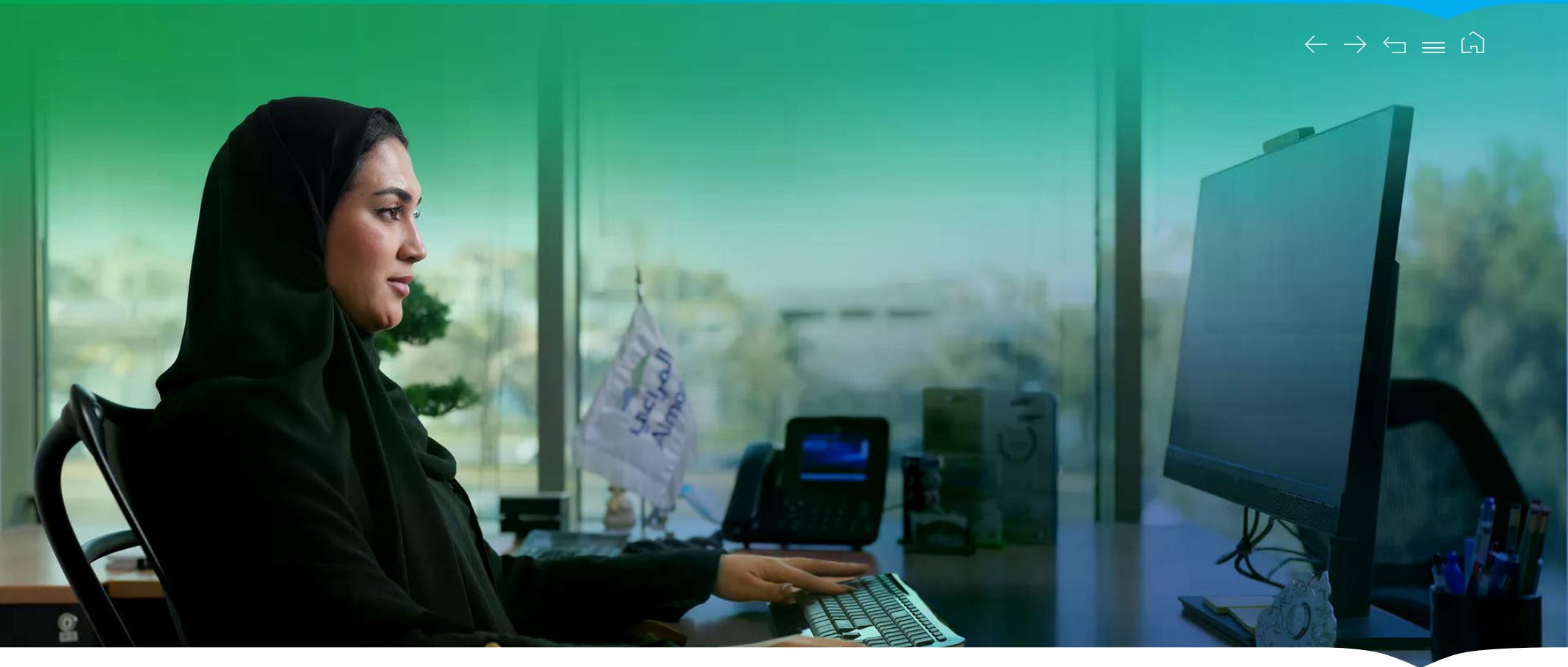
Progress Toward Targets

Current Targets	Status
 Put an ethical sourcing process and audit plan in place by 2025.	Target achieved as of 2024.

Metrics



[See our full Ethical Sourcing data set here.](#)



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Corporate Governance

Board and Leadership Profiles

Board of Directors



Mr. Bader Bin Abdullah Al Issa
Director

Engr. Ammar Bin Abdulwahid Alkhudairy
Director

HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Director

Mr. Sulaiman Bin Abdulkadir Almuheidib
Vice Chairman

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman

HE Engr. Abdulrahman Abdulmohsen AlFadley
Director

Mr. Georges Schorderet
Director

Mr. Salman Bin Abdelmuhsin Alsudeary
Director

Engr. Sulaiman Alrumaih
Director



HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer

Chairman of the Board

His Highness Prince Naif Bin Sultan draws from extensive experience and a long-established career in business administration, spanning more than 25 years. In addition to presiding over the Almarai Board of Directors, His Highness chairs the boards of several well-known companies, including Zain, the Arabian Shield Insurance Company, Sultan Holding Company, Yamama Cement Company, Basket House Confectionery Factory, Basket House Plastic, Diplomat Sweets, and 70 Investment Company. His Highness also serves on the boards of several companies, including Farabi Gulf Petrochemical Company, Tejoury Company, and Tarabot Investment & Development, in addition to chairing several charitable committees that meet the needs of society across various fields. His Highness holds a bachelor's degree in business administration and marketing from King Saud University, Saudi Arabia.



Mr. Sulaiman Bin Abdulkadir Almuheidib

Vice Chairman

Mr. Sulaiman Almuheidib is the chairman of Abdulkadir Al-Muhaidib and Sons Co. (Al-Muhaidib Group). He is also the chairman of Savola Group and RAFAL Real Estate Development Company. In addition, Mr. Almuheidib sits on the boards of Vision Invest, Tarabot Investment & Development, King Salman Center for Disability Research, and Prince Fahad Bin Salman Charity Association for Renal Failure Patients Care.



HE Engr. Abdulrahman Abdulmohsen AlFadley

Director

His Excellency Engr. Abdulrahman AlFadley is a distinguished national leader who has held a number of strategic roles in contributing to enhanced food and water security and environment protection in the Kingdom. His institutional leadership is shaped by a clear national vision and supported by extensive experience across vital sectors. Through his leadership, he oversees a broad and integrated system of national authorities dedicated to sustainable development, the protection of natural resources and the environment, and the advancement of the Kingdom's agricultural and water sectors. Having joined the Company in 1996, he rose through pivotal leadership positions including Deputy CEO and General Manager of Almarai's Central Factories, ultimately serving as the Chief Executive Officer of Almarai Company from

2000 to 2015. During his tenure as CEO, he spearheaded major initiatives to localize and develop the food industry, enhancing operational efficiency through the establishment of several large-scale industrial facilities, including a premier infant food production plant. With extensive experience that extends beyond the fields of environment, water, agriculture, food and petroleum industries, and backed by robust academic and practical expertise, he is recognized as one of the leading national experts in economic development and corporate governance.



HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer

Director

His Highness Prince Saud Bin Sultan is a business administration graduate of King Fahad University of Petroleum and Minerals, Saudi Arabia. Beyond his role at Almarai, His Highness also currently serves as a board member at Aldar Chemicals Company and presides as the chairman of the board at Export 30. Prior to joining Almarai's marketing department, His Highness gained valuable experience working at Banque Saudi Fransi for two years.



Mr. Georges Schorderet

Director

Mr. Georges P. Schorderet is a veteran international executive with over 40 years of global experience in finance, operations, and leadership roles across major multinational companies. He is best known for his tenure at Almarai Company, where he served as Chief Executive Officer from 2015 to 2019, following earlier roles as Chief Operating Officer and Chief Financial Officer. Prior to joining Almarai, Mr. Schorderet held senior executive positions at Swissair Group and Alusuisse-Lonza Holding, where he was chief financial officer and a member of the executive leadership teams. He currently serves on the boards of several companies including Topian (NEOM), SAPIN, Global Steel Dust Gulf, and Helvetican Group AG, and is also a board member of Almarai Company. In addition, he chairs the Investment Committee of Topian (NEOM) and previously held board roles at Jamjoom Pharma, Zain KSA, UBS AG, Galileo International, and Crossair. Mr. Schorderet holds an MBA from the IMI International Management Institute in Geneva, Switzerland, and is a Swiss Certified Public Accountant. He has also completed senior executive programs at IMD, Lausanne, Switzerland, and Harvard Business School, Boston, Massachusetts, USA.



Engr. Ammar Bin Abdulwahid Alkhudairy

Director

Engr. Ammar Alkhudairy's career spans over 35 years in the financial services industry across multiple verticals including M&A and Corporate Finance, Asset Management, Private Equity, and Venture Capital. He founded Amwal AlKhaleej, the first alternative-asset management firm to be established in Saudi (2004), and co-founded Amwal Capital, with current operations in Saudi and UAE. Engr. Alkhudairy has also held number public and private board memberships, including chairmanship of Goldman Sachs Saudi Arabia, Morgan Stanley Saudi Arabia, and Allianz Insurance Saudi Arabia. He also served as Chairman of SAMBA bank, merged with National Commercial Bank, to form largest bank in Saudi Arabia, Saudi National Bank (SNB) which he also chaired post merger. Currently, in addition to chairmanship of Amwal Capital, Engr. Alkhudairy serves as chairman of Saudi Venture Capital (SVC), board member and IC chair of Saudi Industrial Investment Company (SIC), vice chairman of SPIMACO, and board member of Almarai. He previously served on a number of public company and GRE boards, such as Real Estate Development Fund (REDF), The Economic Cities Authority, Banque Saudi Fransi, among others. Engr. Alkhudairy also serves as a member of the High-Level Advisory Council of the United National Alliance of Civilizations (UNAOC) and as a member of the McKinsey External Advisory Group.



Mr. Salman Bin Abdelmuhsin Alsudeary

Director

Mr. Salman Alsudeary commenced his career in the financial sector in the United States of America, working in both private equity and investment banking fields. Following several years in this sector, Mr. Alsudeary moved back to Saudi Arabia, where he launched his first company, Tejoury, specializing in Records and Information Management (RIM). This company has grown to be the largest provider of RIM services in the Kingdom. In addition to launching several other start-ups, he also sits on several boards and committees of both publicly and privately held companies. Mr. Alsudeary holds a master's degree in finance.



Engr. Sulaiman Alrumaih

Director

Engr. Sulaiman Alrumaih is a transformative leader, recognized for his innovative approach and entrepreneurial mindset across nearly three decades in the private, government, and semi-government sectors. Building on this extensive experience, he now guides SALIC's strategic growth, with a clear focus on strengthening global food value chains and bolstering Saudi Arabia's food resilience. Under his leadership, SALIC has expanded both locally and internationally through pioneering partnerships and strategic investments, establishing itself as a key player in the global agri-food ecosystem. Prior to joining SALIC, Alrumaih earned a reputation for visionary leadership in the energy sector, overseeing dynamic organizational growth, breaking into untapped markets, and leading diverse teams toward ambitious achievements. His blend of operational expertise and entrepreneurial drive fosters a culture of innovation and collaborative success. An alumnus of King Saud University, Alrumaih holds both master's and bachelor's degrees in electrical engineering. He has also distinguished himself as a thought leader in energy conservation, sharing insights at international conferences.



Mr. Bader Bin Abdullah Al Issa

Director

Mr. Bader Al Issa is the CEO of Assila Investments, the chairman of Taiba Investments, and the vice chairman of Savola Group. He also serves on several boards including Banque Saudi Fransi, Panda Retail Company, Afia International Company, United Sugar Company, and Savola Foods. Mr. Al Issa is a CFA charter holder and holds a BA in economics from the University of Virginia, Charlottesville, Virginia and an MBA from Rice University, Houston, Texas, both in the United States of America.

Executive Management

Fawaz Aljasser
Chief Executive Officer

Ahmed Abu Al-Ghaith
Executive Vice President
Quality and Support Services

Andrew Mackie
Executive Vice President
Farming

Ayman Algeer
Chief Human
Resources Officer

Chris Langhorne
Chief Strategy and
Planning Officer

Danko Maras
Chief Financial Officer

Faisal Alfahadi
Executive Vice President
Corporate Affairs and
Communication

Michael McDonald
Executive Vice President
Protein

Niall Mackay
Executive Vice President
Supply Chain

Nikolaos Stavridis
Executive Vice President
Sales

Nishit Mathur
Executive Vice President
Bakery

Omar Salim
Executive Vice President
Dairy, Juice and Food

Philippe Riffi
Executive Vice President
Water

Shadi Elqutati
Executive Vice President
International Business



Fawaz Aljasser

Chief Executive Officer

Fawaz Aljasser is an executive leader who has spent nearly twenty years at Almarai Company, during which he held several leadership positions, including overseeing the bakery, seafood, and human resources sectors. He also served as the General Manager of Teeba Company, a subsidiary of Almarai in Jordan, and managed the Food Industries Polytechnic. In addition, he held the position of Chief Executive Officer at Naqua Company. He holds a postgraduate degree in Business Administration from the University of Leicester in the United Kingdom and has participated in leadership programs at IMD, Michigan Ross, and London Business School.

Ahmed Abu Al-Ghaith

Executive Vice President - Quality and Support Services

Engr. Ahmed Abu Al-Ghaith holds the position of Executive Vice President for Quality and Support Services (Regulatory, HSS, and Sustainability) and is responsible for quality and support services for Almarai Company by applying business strategies that are compatible with the overall strategy of the Company. Before joining Almarai, Ahmed worked for several companies in the food and beverage sector, including the National Water Company where he undertook many tasks including developing governance, risk, and compliance (GRC) operations, regulatory requirements for information security, industrial security and occupational health, crisis and disaster management, innovation, strategy development and implementation, and business planning.

Ahmed holds a bachelor's degree in systems engineering with a focus on industrial engineering and operations research from King Fahd University of Petroleum and Minerals, Saudi Arabia.

Andrew Mackie

Executive Vice President – Farming

Andrew Mackie is the Executive Vice President for Farming at Almarai, through which he is responsible for the global farming operations for Dairy and Arable Farming. Andrew joined Almarai in 1977, and has held several key positions in the Farming sector of the business. He was the General Manager of Farming from 1998 following his successful tenure as the Regional Manager of Farming. Andrew holds a qualification from the West of Scotland Agricultural College, UK.

Ayman Algeer

Chief Human Resources Officer

Ayman Algeer is a seasoned human resources executive with a diverse background in technology and people management. As the current Chief Human Resources Officer (CHRO) at Almarai, he brings a wealth of experience and expertise to his role. Ayman holds a bachelor's degree in computer science from the University of New Haven, Connecticut, USA, providing him with a strong foundation in technology. He joined Almarai in 2021 as the head of HR Center of Excellence, overseeing strategic human resources initiatives before taking on the role of Almarai Chief Human Resources Officer in 2024. Prior to joining Almarai, Ayman worked for multiple

organizations such as Saudi Aramco and Aramco Asia in different senior HR roles, managing complex operations across various global locations.

Chris Langhorne

Chief Strategy and Planning Officer

Chris Langhorne is the Chief Strategy and Planning Officer for Almarai, where he is responsible for the development and implementation of the corporate strategy, managing M&A from planning to execution, and aiding in expansion strategies, including geography, adjacencies, and other general growth areas. Chris brings a diverse background of over 25 years working in leading global companies, including Nestle, where he recently served as the Global Sr. Director of Strategic Planning, leading global strategy, as well as M&A for the pet care category. Before his time at Nestle, he worked in similar strategy, planning and corporate development roles at Altria, Dell Computers, and Johnson & Johnson with increasing responsibility. Out of undergraduate college, Chris supported various clients in an audit and consulting capacity at KPMG and Andersen Consulting. He holds an MBA from Darden Graduate School of Business Administration and a bachelor's in systems engineering from the University of Virginia, both in Virginia, USA.



Danko Maras

Chief Financial Officer

Danko Maras was appointed as Almarai's CFO in April 2020. He is an experienced financial professional having held senior international positions in the fast-moving consumer goods industry such as Unilever, Leaf, and Cloetta, where in addition to being Group CFO, he also has held positions such as CEO and president. Danko successfully completed the General Management Program at Harvard Business School, Boston, Massachusetts, USA, to support the increasingly strategic roles he took on in his leadership capacity, and read for his bachelor's in business administration and economics from Uppsala University, Sweden.

Faisal Alfahadi

Executive Vice President – Corporate Affairs and Communication

Faisal Alfahadi is the Executive Vice President of Corporate Affairs and communication for Almarai, where he leads all corporate and government affairs throughout the organization, as well as its investment portfolio. During his tenure at Almarai he has held several senior positions, including General Manager of Human Resources and Support Services, and General Manager of the Juice business. Faisal holds a master's degree in marketing from the University of Salford, UK.

Michael McDonald

Executive Vice President – Protein

Michael McDonald was appointed Executive Vice President of Protein in January 2025, prior to which he held the role of Executive Vice President of Poultry. Michael joined Almarai in 2000, and during his time at Almarai, has held several positions within the Almarai Farming and Poultry divisions. He holds a higher national diploma from Greenmount Agricultural College, and a postgraduate certificate in food safety and security from Queens University Belfast, both in Northern Ireland, and received his master of business administration from Liverpool University, UK.

Niall Mackay

Executive Vice President – Supply Chain

Niall Mackay is the Executive Vice President of Supply Chain for Almarai, a role in which he is responsible for planning, distribution and logistics throughout the Almarai supply chain including all sourcing and purchasing activities. Prior to joining Almarai he held senior operational positions at Pedigree Pet Foods (a part of Mars Inc.), Coca-Cola Enterprises, British Bakeries (part of Rank and Hovis McDougal), and Royal Mail, UK. Niall holds a master's degree in chemical engineering from Imperial College, UK, and a master's in business administration from Henley Management College, UK.

Nikolaos Stavridis

Executive Vice President – Sales

Nikolaos Stavridis is the Executive Vice President of Sales for Almarai, and is responsible for the overall Almarai sales function. Nikolaos has extensive sales experience in FMCG. Prior to joining Almarai, he held various executive positions, such as Key Account Manager at Pepsico (Greece), Sales Director at Danone (Greece and Cyprus), Commercial Director at Global Finance Group (Greece, Romania, Bulgaria, Spain and Cyprus), COO and Board member at Group Linette (North and East Africa), General Manager at Almarai, and vice president and board member at Olayan Group (GCC and Africa). Nikolaos holds a master's degree in corporate finance from the University of Indianapolis, USA and a master's degree in business administration and strategy from the University of Nottingham, UK.

Nishit Mathur

Executive Vice President – Bakery

Nishit Mathur is the Executive Vice President of the Bakery Business Unit at Almarai Company, bringing over two decades of experience in marketing, sales, and leadership. Since joining Almarai in 2003, he has held several key marketing and commercial roles, driving strategic growth and innovation. Most recently Nishit served as Head of Gulf Market leading regional sales and market expansion effort. Nishit holds a bachelor's degree in mathematics from the University of Mumbai and a master's in international business from Symbiosis Institute, India.



Omar Salim

Executive Vice President – Dairy, Juice and Food

Omar Salim is the Executive Vice President for Dairy, Juice and Food, a role in which he is responsible for all Dairy and Juice business units in the Company. Prior to joining Almarai, he worked for Mars Inc. as director of marketing for the Africa, India, and Middle East regions, and also worked for Procter & Gamble across many regions in its Research and Development team. When he first joined Almarai he was appointed to the position of General Marketing Manager. Omar holds a master's degree in industrial engineering from the University of Oklahoma, USA.

Philippe Riffi

Executive Vice President – Water

Philippe Riffi was appointed the Executive Vice President for the newly acquired Water business at Almarai in August 2025. Philippe draws from his extensive experience in FMCG, especially in the bottled water industry, where he served in both local, regional, and global roles in operations, marketing, and general management over the past four decades. Before joining Almarai, Philippe worked at Nestle Waters in global brands' marketing, in North America's local brands' marketing, in Egypt as its divisional general manager, in regional management in Middle East and Africa, and head of the global business unit for ready-to-drink tea, before taking on responsibilities as Vice President – Food & Beverages, while also assuming duties as a Board member at Olayan Saudi Holding Company's Food & Beverages operating companies. Philippe graduated

from EM Lyon Business School, France, where he specialized in International Commerce, Finance and Marketing. He also received specialized executive education from INSEAD, Fontainebleau, France in finance and international marketing

Shadi Elqutati

Executive Vice President – International Business

Shadi Elqutati is the Executive Vice President of the International Business Unit at Almarai. Shadi joined the Company as CEO for Teeba in Jordan in 2018 and prior to this, he worked for Nestle KSA as General Manager for Infants Nutrition. He has 21 years of experience in well-known pharmaceutical companies such as Merck, AstraZeneca and Janssen Inc, across different fields including sales and marketing in which he held several key positions. Shadi holds an MBA in Marketing from New York Institute of Technology University, USA and a bachelor's degree in pharmaceuticals from Applied Science University, Jordan.

Corporate Governance Framework

Corporate Governance Developments and Outlook

Key Developments in 2025

During 2025, several governance related developments took place, including changes in leadership and updates to Board composition and committee arrangements.

Following the Extraordinary General Assembly Meeting held on 26 June 2025, shareholders elected the members of the Board of Directors for a four-year term beginning on 7 August 2025 and ending on 6 August 2029. The Board reappointed HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer as Chairman and Mr. Sulaiman Almuhaidib as Vice Chairman for the new term.

Further key developments during the year included:

- **Formation of the Audit Committee:** The Audit Committee was formed for the new term and its membership and mandate were approved by the Board.
- **Changes in Board membership:** A Board member resigned during the year, and a new Board member was appointed in accordance with applicable requirements.
- **Chief Executive Officer transition:** The Chief Executive Officer resigned during the year, and a new Chief Executive Officer was appointed.

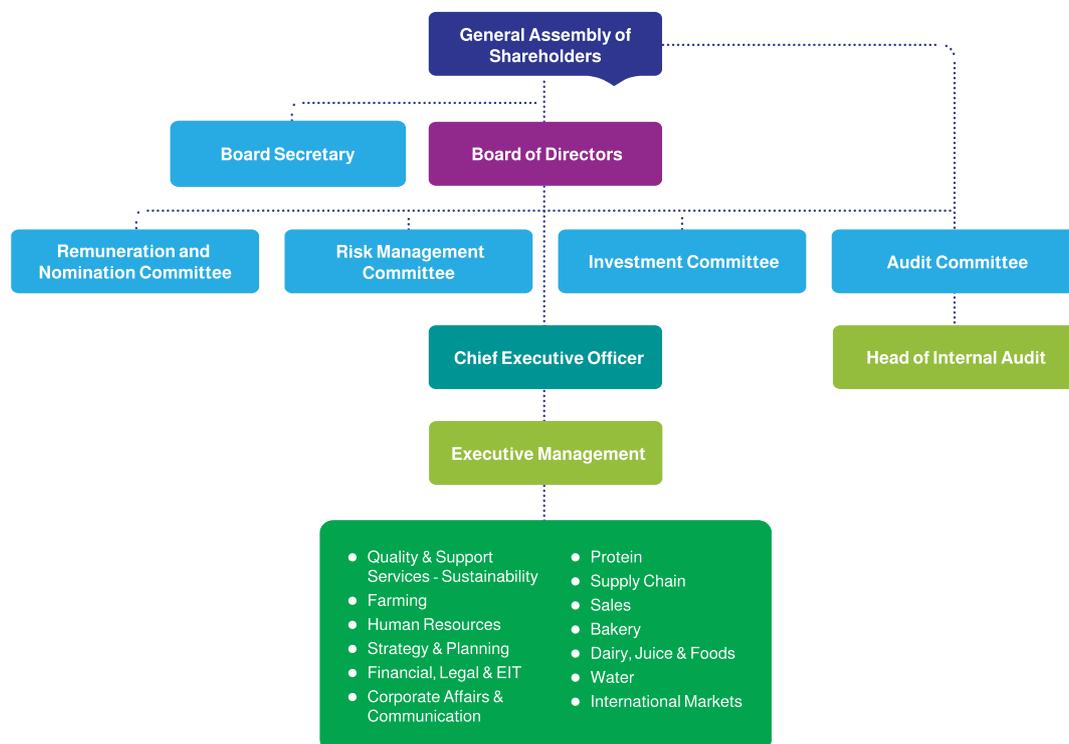
Key Events Scheduled in 2026

Dates	Subject of Announcement*
5 Apr – 19 Apr 2026	Announcement of the Interim Consolidated Financial Results for Q1 2026
21 Apr 2026	The Extraordinary General Assembly meeting will be held to approve the Financial Statements for 2025, the Dividends distribution, as well as other subjects
23 Apr – 14 May 2026**	Distribution of Dividends to shareholders for the financial year 2025
5 Jul – 19 Jul 2026	Announcement of the Interim Consolidated Financial Results for Q2 2026
4 Oct – 18 Oct 2026	Announcement of the Interim Consolidated Financial Results for Q3 2026

*Announcement dates for Financial Results are preliminary and subject to change

**Dividends distribution date is preliminary and subject to change

Corporate Governance Rules and Structure



Almarai's Corporate Governance Rules set out the governance arrangements that guide the Company's leadership, oversight, and decision making. The Rules support long term shareholder value and establish accountability, transparency, and appropriate oversight across the Company.

The Rules are aligned with international governance principles and reflects the requirements of the Capital Market Authority (CMA) and other applicable regulations in the Kingdom of Saudi Arabia. It should be read as part of the broader legal and regulatory framework that governs the Company, including:

- CMA and Tadawul requirements
- The Companies Law and related directives of the Ministry of Commerce
- Almarai's bylaws

Within this framework, governance responsibilities are distributed across the Company's key governing bodies. Shareholders exercise their rights through the General Assembly, including the appointment of directors and the external auditor. The Board of Directors sets strategic direction, oversees management, and monitors performance and compliance. Executive management implements the Company's strategy and manages operations under the Board's supervision. The governance structure also reflects the delegation of responsibilities to Board committees and the establishment of appropriate assurance functions. The Board oversees the implementation of the Rules, reviews their effectiveness, and updates them as required.



Rights of Shareholders and the General Assembly

Almarai's Corporate Governance Rules recognize shareholders as the owners of the Company and provides a framework to protect their rights and support their effective participation in key corporate decisions. Shareholders are entitled to exercise their rights in a fair and transparent manner, including the right to participate and vote in General Assembly meetings, to receive their share of dividends and other distributions, and to access information that enables informed decision making.

Shareholder Rights and Participation

Shareholders may participate in General Assembly meetings and vote on resolutions in accordance with applicable regulations and the Company's bylaws. The Company provides shareholders with the information required to exercise their rights, including meeting agendas and supporting materials, in advance of General Assembly meetings. Shareholders may also authorize another person to attend and vote on their behalf. Shareholders may also vote electronically through the Tadawulaty platform operated by Edaa.

The Company provides channels for shareholders to communicate with the Company and the Board. The Company aims to ensure that meeting arrangements support broad participation and that shareholders are able to raise questions and express their views during General Assembly meetings. A CMA representative is typically appointed to attend and observe the general assembly meeting.

The Company prepares and maintains the minutes of General Assembly meetings and makes them available to shareholders in accordance with regulatory requirements. The Company also submits General Assembly minutes to the Capital Market Authority within the required timelines.

Required disclosures are published through Tadawul and the Company's website in accordance with applicable regulations.

Role and Powers of the General Assembly

The General Assembly is the highest authority within the Company. It exercises oversight over the Board of Directors and approves key matters reserved for shareholders under applicable regulations and the Company's bylaws. These matters include, among others:

- Election and removal of members of the Board of Directors
- Appointment and dismissal of the external auditor and approval of the auditor's fees
- Approval of the annual financial statements and the distribution of dividends
- Approval of amendments to the Company's bylaws and other fundamental corporate decisions
- Any other matters that are required to be presented to shareholders under applicable regulations

Dividend Policy and Profit Distribution

Cash dividends are approved or recommended taking into account the Company's financial performance, cash flows, capital investment requirements, and future funding needs while maintaining a strong financial position and sufficient resilience.

Dividends are approved by the General Assembly in accordance with Almarai's bylaws. The relevant resolution specifies the entitlement date and distribution date, and the Board of Directors is responsible for implementing the General Assembly's decision regarding the distribution of profits to shareholders.

Subject to compliance with applicable regulations, Almarai may distribute dividends on an annual basis through the banking system, with the timing and process determined by the Board of Directors in accordance with CMA requirements.

Communication and Escalation of Shareholder Concerns

Shareholders may communicate concerns and inquiries through the appropriate channels. Significant matters raised by shareholders, including those that may affect the Company's operations or financial position, are escalated to the Board of Directors for consideration through established reporting and communication processes.

Board of Directors

The Board of Directors is responsible for providing strategic direction, overseeing management, and safeguarding the interests of the Company and its shareholders. The Board operates in accordance with Almarai's Corporate Governance Rules, the Company's bylaws, and the requirements of the Capital Market Authority and other applicable regulations in the Kingdom of Saudi Arabia.

The Board consists of nine members elected by shareholders through the General Assembly. The Board delegates executive authority for the day-to-day management of the Company to executive management, led by the Chief Executive Officer, while retaining overall responsibility for oversight, performance monitoring, and the effectiveness of governance and control arrangements.

Key Responsibilities of the Board

The Board's responsibilities include, among others:

Strategy and Performance Oversight

- Approving the Company's strategic direction, objectives, and key initiatives
- Reviewing and approving annual business plans, budgets, and capital expenditure programs
- Monitoring performance against approved plans and reviewing significant operational and financial developments
- Approving the organizational structure and key management appointments, as required

Governance and Oversight

- Establishing appropriate governance arrangements and ensuring the effectiveness of Board and committee structures
- Approving key governance policies and ensuring that conflicts of interest are managed appropriately
- Overseeing the Company's compliance with applicable laws, regulations, and listing requirements
- Ensuring the existence of clear delegation of authority, accountability, and reporting lines across the Company

Risk Management and Internal Controls

- Approving the risk management framework and overseeing the Company's principal risks and risk mitigation measures
- Ensuring the existence and effectiveness of internal control systems and the integrity of financial reporting
- Reviewing internal control effectiveness at least annually and addressing any material weaknesses, as required
- Overseeing the independence and effectiveness of internal and external assurance functions

Disclosure, Reporting, and Shareholder Matters

- Overseeing the preparation and publication of the Company's integrated annual report and other required disclosures
- Ensuring timely and accurate disclosure of material information to the market in accordance with regulatory requirements
- Reviewing and recommending dividend distributions to shareholders, where applicable
- Approving matters that are required to be submitted to shareholders through the General Assembly

Stakeholders and Conduct

- Approving policies that support ethical conduct, integrity, and transparency
- Overseeing the Company's approach to stakeholder relations, including mechanisms for handling complaints and disputes
- Ensuring that appropriate policies are in place to safeguard confidentiality and the fair treatment of stakeholders

[Read more about our governance of sustainability matters here.](#)



Board Evaluation

The Board conducts periodic performance evaluations, including evaluations of Board effectiveness and individual director performance, using a structured approach aligned with governance requirements.

Board Composition and Independence

In accordance with applicable corporate governance regulations and Almarai's Corporate Governance Rules, independent directors represent at least one third of the Board's members. As of 31 December 2025, the Board

comprised nine members, including six non-executive members and three independent directors, meeting this requirement.

The following tables provide disclosures on the composition of the Board of Directors, including membership status and other board memberships.

Member Name	Position	Membership Status	(Listed/ Unlisted)	Membership of Joint Stock Companies Inside and Outside of the Kingdom of Saudi Arabia
HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Chairman of the Board	Non-Executive	Listed	Arabian Shield Cooperative Insurance Company, Yamama Cement Company, Zain
			Unlisted	Sultan Holding Group, Dar Al-Sallal Sweets Factory Co Ltd., Dar Al-Sallal Plastic Factories Company, Diplomat Sweets Company, Sabeen Investment, Al-Faraby Petrochemical Company, Tejoury Company, Tarabot Investment & Development, Hona Al- Kuwait, Diplomas Art Trading Company
Mr. Sulaiman Bin Abdulkadir Almuheidib	Vice Chairman	Non-Executive	Listed	Savola Group
			Unlisted	Vision Invest Co., Abdulkadir Al Muheidib and Sons, RAFAL Real Estate Development Company, Al Muheidib Holding, Amwal Alajjal, Taj Alawfia, That Alsawari, Tarabot Investment & Development Saudi, Talaat Moustafa Group for Real Estate Development, Salwan Tourism for Real Estate Development Company, Taj Al-Awfia Company, Rawas Al-Matoun Company
HE Engr. Abdulrahman Abdulmohsen Al Fadley	Board Member	Non-Executive	Listed	National Agricultural Development Company (NADEC), The National Water Company (NWC)
			Unlisted	Saudi Water Partnership Company (SWPC), The Saudi Agricultural and Livestock Investment Company (SALIC), National Aquaculture Group (NAQUA), Topian – The NEOM Food Company, The National Company for Agricultural Services (AgriServ), SEPCO Environment, Red Sea Global, Riyadh Lake Real Estate Development Company
HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Board Member	Non-Executive	Listed	-
			Unlisted	Sultan Holding Group, 30Export, the International Chemical Industries Company, ADDAR Chemicals Company
Mr. Georges Schorderet	Board Member	Independent	Listed	-
			Unlisted	GSDG Global StreeI Dust Gulf, SAPIN Saudi Arabian Packaging Industry W.L.L. Company, TOPIAN single shareholder limited liability company, Helvetican Group Switzerland



Member Name	Position	Membership Status	(Listed/ Unlisted)	Membership of Joint Stock Companies Inside and Outside of the Kingdom of Saudi Arabia
Engr. Ammar Bin Abdulwahid Alkhudairy	Board Member	Independent	Listed	Saudi Pharmaceutical Industries & Medical Appliances Corporation (SPIMACO)
			Unlisted	Saudi Venture Capital Company, SIDF Investment Co, Al Khorayf Group, Sport Clubs Company (Bodymasters), Tob Alfarabi Company, Thara Future Investment Company, Dubai Arabian Saudi Contracting Company, Amwal Alkhaleej, Rakiza Health Company Limited
Mr. Salman Bin Abdelmuhsin Alsudeary	Board Member	Independent	Listed	Jahez, Yamama Cement Company
			Unlisted	Tejoury CJSC, Archiving Warehouses (Subsidiary of Tejoury), ISNAD Corp. (Subsidiary of Tejoury), Wukad Solution Digital Brokerage (Subsidiary of Tejoury), Cubic Meters Ltd. (Subsidiary of Tejoury), Masaha (Subsidiary of Tejoury), Abdulrahman Al-Sudairy Foundation
Engr. Sulaiman Alrumaih	Board Member	Non-Executive	Listed	LT Foods Limited
			Unlisted	Olam Agri Holdings Limited
Mr. Bader Bin Abdullah Al Issa	Board Member	Non-Executive	Listed	Savola Group, Banque Saudi Fransi, Taiba Investments.
			Unlisted	Savola Foods Company, Panda Retail Company, United Sugar Company, Afia International Company, Assila Investments
Mr. Hosam Ali Alqurashi	Board Member	Independent	Listed	-
			Unlisted	Saudi Coffee Company, The Madinah Heritage Company, Spinneys Company
Mr. Waleed Khalid Fatani	Board Member	Non-Executive	Listed	Herfy Foods Company, Savola Group
			Unlisted	Alkabeer Holding Company, Kinan International Real Estate Development Company Limited
Mr. Mohammed Mansour Almousa	Board Member	Non-Executive	Listed	Minerva Foods SA - Brazil, Burgerizzr, Abdullah Al Othaim Markets
			Unlisted	SALIC Ukraine - Ukraine, SALIC Australia - Australia, G3 Global Holding Canada Co.



Board Meetings and Attendance

The following tables provide disclosures on attendance at Board meetings and the General Assembly during the year.

The Board met six times during the year.

No.	Member Name	Position	Meetings						Attendance Rate	Membership Status
			First	Second	Third	Fourth	Fifth	Sixth		
			27 Jan 2025	16 Feb 2025	21 Apr 2025	23 Jun 2025	6 Oct 2025	15 Dec 2025		
1	HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Chairman	Attended	Attended	Attended	Attended	Attended	Attended	100%	Non-Executive Director
2	Mr. Sulaiman Bin Abdulkadir Almuheidib	Vice Chairman	Attended	Attended	Attended	Attended	Attended	Attended	100%	Non-Executive Director
3	HE Engr. Abdulrahman Bin Abdulmohsen AlFadley****	Member	-	-	-	-	-	Attended	100%	Non-Executive Director
4	HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	Attended	Attended	Attended	Attended	Attended	Attended	100%	Non-Executive Director
5	Mr. Georges Schorderet**	Member	-	-	-	-	Attended	Attended	100%	Independent Director
6	Engr. Ammar Bin Abdulwahid Alkhudairy	Member	Attended	Attended	Attended	Attended	Unattended	Attended	83%	Independent Director
7	Mr. Salman Bin Abdelmuhsin Alsudeary	Member	Attended	Attended	Attended	Attended	Attended	Attended	100%	Independent Director
8	Engr. Sulaiman Abdulrahman Alrumaih**	Member	-	-	-	-	Attended	Attended	100%	Non-Executive Director
9	Mr. Bader Bin Abdullah Al Issa	Member	Attended	Attended	Attended	Attended	Attended	Attended	100%	Non-Executive Director
10	Mr. Hosam Bin Ali Alqurashi*	Member	Attended	Attended	Attended	Attended	-	-	100%	Independent Director



No.	Member Name	Position	Meetings						Attendance Rate	Membership Status
			First	Second	Third	Fourth	Fifth	Sixth		
			27 Jan 2025	16 Feb 2025	21 Apr 2025	23 Jun 2025	6 Oct 2025	15 Dec 2025		
11	Mr. Waleed Bin Khalid Fatani*	Member	Attended	Attended	Attended	Attended	-	-	100%	Non-Executive Director
12	Mr. Mohammed Bin Mansour Almousa***	Member	Attended	Attended	Attended	Attended	Attended	-	100%	Non-Executive Director

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

***Membership Ended on 16 November 2025

****Membership Started on 17 November 2025

Shareholders and General Assembly Meetings in 2025

No.	Member Name	Position	Meeting		Attendance Rate
			First	Second	
			13 Apr 2025	26 Jun 2025	
1	HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Chairman	Attended	Attended	100%
2	Mr. Sulaiman Bin Abdulkadir Almuheidib	Vice Chairman	Attended	Attended	100%
3	HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	Attended	Attended	100%
4	Engr. Ammar Bin Abdulwahid Alkhudairy	Member	Attended	Attended	100%
5	Mr. Salman Bin Abdulmuhsin Alsudeary	Member	Attended	Attended	100%
6	Mr. Bader Bin Abdullah Al Issa	Member	Attended	Attended	100%
7	Mr. Hosam Bin Ali Alqurashi	Member	Attended	Attended	100%
8	Mr. Mohammed Bin Mansour Almousa	Member	Attended	Attended	100%
9	Mr. Waleed Bin Khalid Fatani	Member	Attended	Attended	100%



Board and Executive Share Ownership

Share ownership by members of the Board of Directors and senior executives is disclosed to enable users of the report to understand interests held by individuals in governance and leadership roles.

Ownership of Board Members

The table below illustrates shares held by members of the Board of Directors and any changes that occurred during 2025. There were no arrangements by which any of the Board members waived any salary or compensation.

Member Name	Note	Shares Ownership	
		Opening Balance (January 2025)	Closing Balance (December 2025)
1 HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Personal ownership	8,697,659	8,697,659
2 Mr. Suliman Abdulkader Al Muhaideb	Personal ownership	8,999	8,999
3 HE Engr. Abdulrahman Bin Abdulmohsen AlFadley****	-	-	-
4 HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	-	-	-
5 Mr. Georges Schorderet**	-	-	-
6 Engr. Ammar Bin Abdulwahid Alkhudairy	Personal ownership	0	1000
7 Mr. Salman Bin Abdelmuhsin Alsudeary	-	-	-
8 Engr. Sulaiman Abdulrahman Alrumaih**	-	-	-
9 Mr. Bader Bin Abdullah Al Issa	Personal ownership	2,328	2,328
10 Mr. Hosam Bin Ali Alqurashi*	-	-	-
11 Mr. Waleed Bin Khalid Fatani*	-	15,753	353,635
12 Mr. Mohammed Bin Mansour Almousa****	-	-	-

* Membership Ended on 6 August 2025

*** Membership Ended on 16 November 2025

** Membership Started on 7 August 2025

**** Membership Started on 17 November 2025



Ownership of Senior Executives

The following table illustrates Senior Managers, their interests in Almarai shares, as well as any changes that occurred in 2025. None of them have any interest in debt instruments issued by Almarai and there were no arrangements or agreements by which any of the Senior Managers waived any salary or compensation.

Name	Share Ownership	
	Opening Balance (January 2025)	Closing Balance (December 2025)
Fawaz Aljasser	64,000	64,000
Abdullah Al Bader	260	260
Ahmed Abu Alghaith	-	-
Andrew Mackie	49,000	49,000
Danko Maras	-	-
Ayman Algeer	5,000	0
Faisal Al Fahadi	-	-
Nishit Mathur	-	-
Michael McDonald	1	9,681
Niall Mackay	10,000	20,000
Nikolaos Stavridis	0	10,000
Omar Salem	148,000	158,000
Chris Langhorne	-	-
Shadi Elqutati	10,000	20,000
Philippe Riffi	-	-

Board Committees / Overview

To support the Board of Directors in discharging its responsibilities, Almarai has established the following Board committees: the Audit Committee, the Risk Management Committee, the Remuneration and Nomination Committee, and the Investment Committee. The Board may also establish additional committees when required.

Each committee operates under a defined mandate approved by the Board. Committees monitor activities within their scope and report findings and recommendations to the Board. The Board reviews committee work regularly and retains overall responsibility for the matters delegated to its committees.

Where specialist knowledge is required, Almarai may appoint non-board members to serve on certain committees. These members contribute relevant expertise and help strengthen objectivity in committee deliberations.

Remuneration and Nomination Committee

Develops and reviews policies for Board nominations and senior executive remuneration. The Committee supports the Board through reviews of Board composition and oversight of remuneration frameworks.

Audit Committee

Oversees the integrity of the Company's financial reporting and internal control systems and monitors the performance and independence of the external auditor. The Committee provides recommendations to the Board regarding the appointment and remuneration of the auditor.

Risk Management Committee

Oversees the Company's risk management strategy and policies and monitors their implementation. The Committee reviews the effectiveness of risk management systems and reports to the Board on key risk exposures and mitigation measures.

Investment Committee

Oversees the Company's investment strategy and investment activities and makes recommendations to the Board. The Committee also monitors the performance of existing investments to support alignment with the Company's objectives and compliance requirements.

Remuneration and Nomination Committee

Almarai's Remuneration and Nomination Committee was formed by the Board of Directors in August 2019. The Committee supports the Board in overseeing nominations, succession planning, and Board effectiveness, and in developing and monitoring the remuneration framework for Board members and senior executives. The Committee operates under regulations approved by the General Assembly in accordance with the Capital Market Authority's Corporate Governance Regulations.

Key Responsibilities

The Remuneration and Nomination Committee's responsibilities include:

- developing policies and standards for Board and Executive Management membership and providing recommendations to the Board on nominations and re-nominations
- reviewing the structure and composition of the Board and Executive Management and recommending changes to strengthen effectiveness and governance
- conducting an annual review of the skills and expertise required of Board members and Executive Management, identifying strengths and weaknesses, and recommending remedial actions in the Company's interest
- reviewing the independence of independent directors and verifying the absence of conflicts of interest where a Board member also serves on another board of directors
- overseeing succession planning for the Company and for the Board of Directors, the Chief Executive Officer, and senior executives, and supporting induction and training for new Board members
- preparing and reviewing the remuneration policy for Board members, Board committees, and Executive Management for submission to the General Assembly for approval, and monitoring its implementation
- reviewing the remuneration of the Chief Executive Officer and senior executives, including incentives, and considering the Chief Executive Officer's recommendations regarding senior executive remuneration
- examining and reviewing the performance of Executive Management and the Chief Executive Officer's recommendations regarding the appointment and termination of senior executives, except for the Head of Internal Audit, who is appointed and dismissed upon the recommendation of the Audit Committee



During 2025, the Remuneration and Nomination Committee held two meetings.

No.	Member Name	Position	Meetings		Attendance Rate
			First	Second	
			19 May 2025	24 Nov 2025	
1	Engr. Ammar Bin Abdulwahid Alkhudairy	Chairman	Attended	Attended	100%
2	HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	Attended	Attended	100%
3	Dr. Fahad AlZahrani **	Member	-	Attended	100%
4	Engr. Sulaiman Abdulrahman Alrumaih **	Member	-	Attended	100%
5	Dr. Salah AlZamil **	Member	-	Attended	100%
6	Mr. Hosam Bin Ali Alqurashi *	Member	Attended	-	100%
7	Mr. Bader Bin Abdullah Al Issa *	Member	Attended	-	100%

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

Non-Board Committee Members:

Dr. Fahad Al-Zahrani – Committee Member

Dr. Fahad Bin Mousa Al-Zahrani brings over 25 years of professional experience in human resources and governance, having held senior leadership positions across leading institutions in sectors including finance, investment, industry, and telecommunications. He has gained extensive expertise through his work with both local and international organizations. Dr. Al-Zahrani currently serves as a member of several Remuneration and Nomination Committees, including MASIC, Albilad Capital, Qassim Cement Company, the Saudi EXIM Bank, Makkah Construction & Development Company, and Hassana Investment Company. He has also previously

served on similar committees at major institutions such as ACWA Power, Jabal Omar Development Company, and Binladin International Holding Group. He holds a Ph.D. and a master's degree in electrical and computer engineering from Colorado State University, USA, as well as a bachelor's degree in electrical engineering from the University of Tennessee, Knoxville, USA. He has also completed advanced executive training programs at globally recognized institutions.

Mr. Saleh Al-Zamil – Committee Member

Mr. Saleh Bin Mohammed Al-Zamil has over 35 years of professional experience, having held senior leadership and advisory roles in leading local and international institutions. Mr. Al-Zamil currently serves on several Remuneration and

Nomination Committees across multiple sectors, including Awj Holding, Saudi Hospitality Company, and SALIC in the private sector, and the National Center for Privatization, Digital Government Authority, and Intellectual Property Authority in the public sector. He also chairs the Nomination Committee at Mohammed Al-Jomaih Endowment and serves as Chairman of the Board of Zamil & Sulaim Charity Foundation in the non-profit sector. He has previously served on board and committees of major organizations such as ARASCO and Al Othaim Holding. Mr. Saleh holds a bachelor's degree in industrial management from King Fahd University of Petroleum and Minerals, Saudi Arabia. He also co-founded and managed a consulting partnership and has been actively engaged in conferences, committees, and national development initiatives.



Audit Committee

The Audit Committee was formed by the Company's Ordinary General Assembly and operates in accordance with the applicable legal and regulatory requirements, including the Companies Law and the Capital Market Authority's Corporate Governance Regulations. The Committee supports the Board in overseeing the integrity of the Company's financial reporting and the effectiveness of internal control systems. Its responsibilities cover four core areas of focus: financial reporting, internal audit, external audit, and compliance.

Key Responsibilities

The Audit Committee's responsibilities include:

Financial Reporting

- reviewing the interim and annual financial statements before submission to the Board and providing its opinion and recommendations to support their integrity, fairness, and transparency
- reviewing significant accounting matters, including accounting estimates and accounting policies, and investigating issues raised by the Chief Financial Officer, Compliance Officer, or the external auditor

Internal Audit

- examining and reviewing internal and financial control systems and reviewing internal audit reports, including follow up on corrective actions
- overseeing the performance of the internal auditor and the Internal Audit Department, including ensuring sufficient resources to carry out their duties
- reviewing the internal control system and preparing a written report on its adequacy and the Committee's observations

External Audit

- recommending the appointment or dismissal of the external auditor and determining the auditor's remuneration, while verifying the auditor's independence and reviewing the scope of work and contractual terms
- reviewing the auditor's plan and activities and ensuring that the auditor does not perform any technical or administrative work beyond the scope of audit services
- reviewing the auditors' reports and comments on the financial statements and following up on procedures taken in connection with them

Compliance

- reviewing the findings of supervisory authorities and ensuring that necessary actions are taken in connection with those findings
- ensuring the Company's compliance with relevant laws, regulations, policies, and instructions
- reviewing contracts and proposed related party transactions and providing recommendations to the Board, and reporting any issues requiring Board action

[See our Results of the Annual Review of Internal Audit Procedures here.](#)



During 2025, the Audit Committee held five meetings.

No.	Member Name	Position	Meetings					Attendance Rate
			First	Second	Third	Fourth	Fifth	
			16 Jan 2025	17 Apr 2025	3 Jul 2025	2 Oct 2025	4 Dec 2025	
1	Mr. Raied Bin Ali Alseif	Chairman	Attended	Attended	Attended	Attended	Attended	100%
2	Mr. Salman Bin Abdelmuhsin Alsudeary	Member	Attended	Attended	Attended	Attended	Attended	100%
3	Dr. Salah Altaleb	Member	Attended	Attended	Attended	Attended	Attended	100%
4	Mr. Eid Bin Faleh Al Shamri	Member	Attended	Attended	Attended	Attended	Attended	100%
5	Mr. Mohammed Bin Mansour Almousa **	Member	-	-	-	Attended	Attended	100%
6	Mr. Abdulrahman Moulay Albizioui *	Member	Attended	Attended	Attended	-	-	100%

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

Non-Board Committee Members:

Mr. Raied Al Seif – Chairman of the Committee

Mr. Raied Bin Ali Al Seif is a financial and banking expert with over 25 years of extensive experience in accounting and banking. He has held several key executive leadership positions in prestigious companies and banks and has a proven track record of serving as chairman and member on the boards and committees of various prominent companies. Mr. Raied holds a bachelor's degree in accounting from King Saud University, Saudi Arabia. He has also successfully completed numerous international professional training programs that have further enhanced his expertise.

Dr. Salah Al Talib – Committee Member

Dr. Salah Bin Khalid Al Talib has over 20 years of experience in accounting and financial management, having held executive and advisory positions, and served on the boards of directors, as well as audit and investment committees of numerous companies and charities. He holds a bachelor's degree in accounting from King Saud University, Saudi Arabia, a master's degree in accounting from the University of Miami, Florida, and a PhD in Accounting and Finance from George Washington University, USA, in 1998. He is a Certified Government Auditing Professional (CGAP), Certified Financial Manager (CFM), Certified Internal Auditor (CIA), Certified Public Accountant (CPA) and holds a Certification in Control Self-Assessment (CCSA) and numerous

professional memberships in the fields of accounting, management, and financial auditing in the Kingdom of Saudi Arabia and abroad.

Mr. Eid Al Shamri – Committee Member

Mr. Eid Al Shamri has extensive experience spanning over 30 years, during which he has held numerous executive positions. He is a member of the Boards of Directors and committees of several companies. He also holds a bachelor's degree in industrial management sciences with honors from King Fahd University of Petroleum and Minerals, Saudi Arabia. He obtained his Certified Public Accountant (CPA) license from the State of Colorado in 1995 and has been a member of the American Institute of Certified Public Accountants (AICPA) ever since.



Mr. Mohammed Bin Mansour Al Mousa - Committee Member

Mr. Mohammed Bin Mansour Al Mousa is a financial and administrative expert with extensive experience in executive leadership, and serving service on boards and committees across the semi-government, and private sectors. He holds a master's degree in Accounting from Missouri State University, in Springfield, Missouri, USA, and a Bachelor of Administrative Sciences from King Saud University, Saudi Arabia. He is also a Certified Public Accountant (CPA) and holds the General Securities Regulations Certification.

To further enhance his leadership skills, Mr. Al Mousa has participated in numerous prestigious executive leadership and board effectiveness programs at world-renowned institutions such as the International Institute for Management Development (IMD), Harvard Business School, and the European Institute of Business Administration (INSEAD). He brings broad experience from serving on the boards of both local and international companies.



Risk Committee

The Risk Committee supports the Board in overseeing the Company's risk management strategy and policies and monitoring their effective implementation. The Committee reviews the Group's risk exposures and the effectiveness of the risk management system, including the Company's ability to maintain risk within acceptable levels. It also considers risks that may affect business continuity and reports its findings and recommendations to the Board.

Key Responsibilities

The Risk Committee's responsibilities include:

- developing and reviewing the Company's risk management strategy and comprehensive policies, and monitoring their implementation
- determining and maintaining an acceptable level of risk for the Company and ensuring that risk exposures remain within approved limits
- overseeing the risk management system and assessing the effectiveness of risk controls and mechanisms, including identifying areas of inadequacy
- assessing risks that may threaten the continuity of the Company's operations and reviewing the feasibility of business continuity arrangements
- preparing reports to the Board on the Company's risk exposures, together with recommended measures to manage such risks
- ensuring that adequate resources and systems are available for effective risk management
- verifying the independence of risk management personnel from activities that may expose the Company to risk and supporting risk awareness across the organization
- reviewing risk management matters raised by the Audit Committee that may affect the Company's risk profile or risk management effectiveness



During 2025, the Risk Committee held four meetings.

No.	Member Name	Position	Meetings				Attendance Rate
			First	Second	Third	Fourth	
			16 Mar 2025	11 May 2025	14 Sep 2025	23 Nov 2025	
1	Mr. Georges Schorderet **	Chairman	-	-	Attended	Attended	100%
2	Mr. Raied Bin Ali Alseif	Member	Attended	Attended	Attended	Attended	100%
3	Mrs. Vanessa Fisk	Member	Attended	Attended	Attended	Attended	100%
4	Mr. Omar Alhuthlul **	Member	-	-	Attended	Attended	100%
5	Mr. Waleed Bin Khalid Fatani *	Former Chairman	Attended	Attended	-	-	100%

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

Non-Board Committee Members

Mr. Raied Bin Ali Alseif – Committee Member

Mr. Raied Bin Ali Al Seif is a financial and banking expert with over 25 years of extensive experience in accounting and banking. He has held senior executive leadership positions in prestigious companies and financial institutions, and has a proven track record of serving as Chairman and as a member of boards and committees of various prominent organizations. Mr. Raied holds a bachelor's degree in Accounting from King Saud University, Saudi Arabia. He has also successfully completed numerous international professional training programs that have further enhanced his expertise.

Mrs. Vanessa Fisk – Committee Member

Vanessa Fisk is a full time Independent Non-Executive, and currently sits on the Boards of ABC International Bank plc, UK; Almarai Company, KSA; Banque Saudi Fransi, KSA; is the Special Advisor to the Al Omran family KSA, and an Independent Supervisory Board member of the family office, Narmo Capital, and most recently she has joined the Board of TPL REIT Management Co Ltd, Pakistan. Vanessa focuses on companies which have a strong innovation and/ or transformation agenda, with her current portfolio spanning both traditional and new digital enterprises. Prior to pursuing a Non-Executive career, Vanessa spent over 20 years in a wide variety of Senior Executive Director positions across multiple geographies. During 18 years at Barclays Bank PLC, Vanessa undertook roles of Chief Operating Officer and Chief Risk Officer for

the Middle East, Director of Strategy and Transformation at Gerrard Investment Management Ltd; Chief Risk Officer for the Corporate Bank and Head of the Regional UK Leveraged Finance businesses. More recently Vanessa spent five years as Wholesale Banking Managing Director and Chief Operating Officer for Standard Chartered Middle East, North Africa and Pakistan. Vanessa holds a Bachelor of Arts Honors in Accountancy and Finance from Huddersfield University, UK, a post graduate degree in Leadership Studies from Exeter University, UK, and following her successful tenure at Standard Chartered, completed the International Executive Program in Global Corporate Governance at INSEAD Business School, Fontainebleau, Paris. For the last three years, Vanessa has also been a visiting guest speaker on the INSEAD Global Executive MBA Program.



Mr. Omar Al Huthlul – Committee Member

Mr. Omar Alhuthlul holds the position of Senior Vice President – Risk Management at SALIC Company and brings over 16 years of experience in the field of risk management. Throughout his career, he has held leadership positions in prominent institutions across the banking and investment sectors, gaining a diverse range of expertise through his work with both local and international organizations. Mr. Omar began his professional career in the industrial sector with Al-Yamama Company and other firms, before transitioning to the banking sector through Banque Saudi Fransi, and later moving to the secondary market by joining the Saudi Real Estate Refinance Company (SRC). He currently serves as Chairman of the Audit Committee at Continental Farmers Group in Ukraine, Chairman of the Audit and Risk Committee at G3 Terminal Vancouver in Canada, and a Member of the Audit Committee at G3 Canada. Mr. Omar holds a Bachelor of Science degree and a Diploma in Accounting from King Abdulaziz University, Saudi Arabia.



Investment Committee

Almarai's Investment Committee was formed by a resolution of the Board of Directors in June 2020. The Committee supports the Board in overseeing the Company's investment strategy and investment activities, including the assessment of significant investment proposals and the monitoring of existing and future investments. This includes reviewing major investment transactions such as acquisitions, disposals, joint ventures, and expansions in new or existing projects. The Committee meets at least every six months, and more frequently when required, and may obtain external professional advice when necessary.

Key Responsibilities

The Investment Committee's responsibilities include:

- reviewing the Company's investment strategy and related policies and recommending updates to the Board, where appropriate
- evaluating significant investment opportunities and transactions and providing recommendations to the Board
- monitoring the performance of the Company's investments and reviewing progress against approved investment plans

- assessing investment proposals for alignment with the Company's objectives and risk appetite
- considering the financing and funding implications of significant investment transactions
- ensuring that investment opportunities and transactions are reviewed in line with applicable laws, regulations, and internal requirements
- following up on the implementation of investment-related decisions and recommendations

During 2025, the Investment Committee held five meetings.

No.	Member Name	Position	Meetings					Attendance Rate
			First	Second	Third	Fourth	Fifth	
			17 Mar 2025	19 May 2025	26 May 2025	8 Sep 2025	24 Nov 2025	
1	Mr. Bader Bin Abdullah Al Issa	Chairman	Attended	Attended	Attended	Attended	Attended	100%
2	HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	Attended	Attended	Attended	Attended	Attended	100%
3	Engr. Ammar Bin Abdulwahid Alkhudairy	Member	Attended	Attended	Attended	Attended	Attended	100%
4	Mr. Mohammed Bin Mansour Almousa	Member	Attended	Attended	Attended	Attended	Attended	100%
5	Mr. Ali Abousaleh *	Member	-	-	-	Attended	Attended	100%

*Membership Started on 7 August 2025



Non-Board Committee Members:

Mr. Mohammed Almousa – Committee Member

Mr. Mohammed Almousa serves as Group CEO Advisor for SALIC Co., and having previously held the position of Group CFO. Prior to this, he assumed several senior executive roles within Al Faisaliah Group Holding Co., the last of which was Group CFO. He currently chairs the board of SALIC Ukraine Co. and SALIC Australia Co. He is a board director of Minerva Foods Co. and G3 Global Holdings Co. and sits on the Audit Committees of Abdullah Al-Othaim Markets Co. and Shatirah House Restaurant Co. Mr. Almousa holds a master's degree in Accountancy from Missouri State University, in Springfield, Missouri, USA, and a bachelor's degree in Business Administration from King Saud University, Saudi Arabia. He also participated in executive leadership programs and effective boards programs at Institute for Management Development (IMD), Harvard Business School and the European Institute of Business Administration (INSEAD), and holds several professional certifications (CPA, CME1).

Mr. Ali Abousaleh – Committee Member

Mr. Ali Abousaleh is an investment executive with over 20 years of experience in executing complex transactions and managing multi-sector portfolios across global markets. At present, as Chief Investment Execution Officer at SALIC, he oversees international and domestic investment mandates, M&A, joint ventures, divestitures, and governance frameworks. Previously, he was Chief Investment Officer at Barzan Holdings and Director of Private Equity & Alternative Investments at Qatar First Bank. He has served on multiple corporate boards. Mr. Ali holds an Executive MBA from HEC Paris, France and a BS in Business Administration from Washington University in St. Louis, Missouri, USA.

Remuneration

Remuneration of the Board of Directors

During the year, there were no arrangements or agreements under which any member of the Board of Directors or any senior executive waived any remuneration.

Board Remunerations 2025

Name	Position	Fixed Remunerations							Variable Remunerations						End-of-Service Award	Aggregate Amount	Expenses Allowance
		Specific Amount *	Allowance for Attending Board Meetings	Total Allowance for Attending Committee Meetings	In-Kind Benefits	Remunerations for Technical, Managerial and Consultative Work	Remunerations of the Chairman, Managing Director or Secretary, if a Member	Total	Percentage of the Profits	Periodic Remunerations	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares	Total			
Non-Executive Directors																	
HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Chairman	550,000	18,000	15,000	-	-	600,000	1,183,000	-	-	-	-	-	-	-	1,183,000	-
Mr. Sulaiman Bin Abdulkadir Almuhaideb	Vice Chairman	400,000	18,000	-	-	-	-	418,000	-	-	-	-	-	-	-	418,000	-
HE Engr. Abdulrahman Bin Abdulmohsen AlFadley****	Member	49,315	3,000	-	-	-	-	52,315	-	-	-	-	-	-	-	52,315	-



Board Remunerations 2025

Name	Position	Fixed Remunerations							Variable Remunerations						End-of-Service Award	Aggregate Amount	Expenses Allowance
		Specific Amount *	Allowance for Attending Board Meetings	Total Allowance for Attending Committee Meetings	In-Kind Benefits	Remunerations for Technical, Managerial and Consultative Work	Remunerations of the Chairman, Managing Director or Secretary, if a Member	Total	Percentage of the Profits	Periodic Remunerations	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares	Total			
HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	550,000	18,000	6,000	-	-	-	574,000	-	-	-	-	-	-	-	574,000	-
Engr. Sulaiman Abdulrahman Alrumaih**	Member	221,507	6,000	3,000	-	-	-	230,507	-	-	-	-	-	-	-	230,507	-
Mr. Bader Bin Abdullah Al Issa	Member	639,589	18,000	18,000	-	-	-	675,589	-	-	-	-	-	-	-	675,589	-
Mr. Waleed Bin Khalid Fatani*	Member	328,493	24,000	14,000	-	-	-	366,493	-	-	-	-	-	-	-	366,493	-
Mr. Mohammed Bin Mansour Almousa***	Member	581,233	15,000	21,000	-	-	-	617,233	-	-	-	-	-	-	-	617,233	-
Subtotal		3,320,137	120,000	77,000	-	-	600,000	4,117,137	-	-	-	-	-	-	-	4,117,137	-



Board Remunerations 2025

Name	Position	Fixed Remunerations							Variable Remunerations					End-of-Service Award	Aggregate Amount	Expenses Allowance	
		Specific Amount*	Allowance for Attending Board Meetings	Total Allowance for Attending Committee Meetings	In-Kind Benefits	Remunerations for Technical, Managerial and Consultative Work	Remunerations of the Chairman, Managing Director or Secretary, if a Member	Total	Percentage of the Profits	Periodic Remunerations	Short-Term Incentive Plans	Long-Term Incentive Plans	Granted Shares				Total
Independent Directors																	
Mr. Georges Schorderet**	Member	221,507	6,000	6,000	-	-	-	233,507	-	-	-	-	-	-	-	233,507	-
Engr. Ammar Bin Abdulwahid Alkhudairy	Member	700,000	15,000	21,000	-	-	-	736,000	-	-	-	-	-	-	-	736,000	-
Mr. Salman Bin Abdelmuhsin Alsudeary	Member	600,000	18,000	15,000	-	-	-	633,000	-	-	-	-	-	-	-	633,000	-
Mr. Hosam Bin Ali Alqurashi*	Member	328,493	12,000	3,000	-	-	-	343,493	-	-	-	-	-	-	-	343,493	-
Subtotal		1,850,000	51,000	45,000	-	-	-	1,946,000	-	-	-	-	-	-	-	1,946,000	-
Total		5,170,137	171,000	122,000	-	-	600,000	6,063,137	-	-	-	-	-	-	-	6,063,137	-

*This amount includes annual remuneration for membership of the Board of Directors and fixed remunerations for membership of committees.

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

***Membership Ended on 16 November 2025

****Membership Started on 17 November 2025

Remuneration of Senior Executives

The Company's senior executive management, including the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO), receive remuneration in accordance with their employment contracts signed with the Company.* The following table presents details of remuneration and compensation paid to senior executives during 2025.

Remunerations of Top 5 Senior Executives (CEO & CFO Included)	Fixed Remunerations				Variable Remunerations						End of Service Award	Other Benefits	Aggregate Amount
	Salaries	Allowances	In-kind benefits	Total	Periodic Remunerations	Profits	Short-term Incentive Plans	Long-term Incentive Plans	Granted shares	Total			
For 2025 (كـ)	14,400,000	4,490,000	593,916	19,483,916	-	-	14,696,900	-	3,499,558	18,196,458	-	2,052,178	39,732,552
For 2024 (كـ)	11,380,000	3,736,082	390,000	15,506,082	-	-	13,299,750	-	5,925,549	19,225,299	-	1,801,286	36,532,667

*Total remuneration for senior executive management is disclosed in accordance with the requirements of Article 93(4-b) of the Corporate Governance Regulations. In order to protect the interests of the Company, its shareholders, and its employees, and to avoid any damage that may result from disclosure by job title or position, remuneration is not presented in detail, pursuant to Appendix (1) (Remuneration Schedule) of the Corporate Governance Regulations.

Remuneration of Committee Members

Fixed and variable attendance remuneration:

Board of Directors

Name	Position	Fixed Remuneration (ﷲ)	Meeting Attendance Allowance (ﷲ)	Total (ﷲ)
HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Chairman	400,000	18,000	418,000
Mr. Sulaiman Bin Abdulkadir Almuheidib	Vice Chairman	400,000	18,000	418,000
HE Engr. Abdulrahman Bin Abdulmohsen AlFadley****	Member	49,315	3,000	52,315
HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	400,000	18,000	418,000
Mr. Georges Schorderet**	Member	161,096	6,000	167,096
Engr. Ammar Bin Abdulwahid Alkhudairy	Member	400,000	15,000	415,000
Mr. Salman Bin Abdelmuhsin Alsudeary	Member	400,000	18,000	418,000
Engr. Sulaiman Abdulrahman Alrumaih**	Member	161,096	6,000	167,096
Mr. Bader Bin Abdullah Al Issa	Member	400,000	18,000	418,000
Mr. Hosam Bin Ali Alqurashi*	Member	238,904	12,000	250,904
Mr. Waleed Bin Khalid Fatani*	Member	238,904	24,000	262,904
Mr. Mohammed Bin Mansour Almousa***	Member	350,685	15,000	365,685
Total		3,600,000	171,000	3,771,000

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

***Membership Ended on 16 November 2025

****Membership Started on 17 November 2025



Remuneration and Nomination Committee

Name	Position	Fixed Remuneration (Except for the allowance for attending Board meetings) (ﷲ)	Meeting Attendance Allowance (ﷲ)	Total (ﷲ)
Engr. Ammar Bin Abdulwahid Alkhudairy	Chairman	150,000	6,000	156,000
HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	150,000	6,000	156,000
Dr. Fahad AlZahrani**	Member	60,411	3,000	63,411
Engr. Sulaiman Abdulrahman Alrumaih**	Member	60,411	3,000	63,411
Dr. Salah AlZamil**	Member	60,411	3,000	63,411
Mr. Hosam Bin Ali Alqurashi*	Member	89,589	3,000	92,589
Mr. Bader Bin Abdullah Al Issa*	Member	89,589	3,000	92,589
Total		660,411	27,000	687,411

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

Audit Committee

Name	Position	Fixed Remuneration (Except for the allowance for attending Board meetings) (ﷲ)	Meeting Attendance Allowance (ﷲ)	Total (ﷲ)
Mr. Raied Bin Ali Alseif	Chairman	200,000	15,000	215,000
Mr. Salman Bin Abdelmuhsin Alsudeary	Member	200,000	15,000	215,000
Dr. Salah Altaleb	Member	200,000	15,000	215,000
Mr. Eid Bin Faleh Al Shamri	Member	200,000	15,000	215,000
Mr. Mohammed Bin Mansour Almousa**	Member	80,548	6,000	86,548
Mr. Abdulrahman Moulay Albizioui *	Member	119,452	9,000	128,452
Total		1,000,000	75,000	1,075,000

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025



Risk Management Committee

Name	Position	Fixed Remuneration (Except for the allowance for attending Board meetings) (£)	Meeting Attendance Allowance (£)	Total (£)
Mr. Georges Schorderet**	Chairman	60,411	6,000	66,411
Mr. Raied Bin Ali Alseif	Member	150,000	12,000	162,000
Mrs. Vanessa Fisk	Member	150,000	12,000	162,000
Mr. Omar Alhuthlul**	Member	60,411	6,000	66,411
Mr. Waleed Bin Khalid Fatani*	Member	89,589	14,000	103,589
Total		510,411	50,000	560,411

*Membership Ended on 6 August 2025

**Membership Started on 7 August 2025

Investment Committee

Name	Position	Fixed Remuneration (Except for the allowance for attending Board meetings) (£)	Meeting Attendance Allowance (£)	Total (£)
Mr. Bader Bin Abdullah Al Issa	Chairman	150,000	15,000	165,000
HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer	Member	150,000	15,000	165,000
Engr. Ammar Bin Abdulwahid Alkhudairy	Member	150,000	15,000	165,000
Mr. Mohammed Bin Mansour Almousa	Member	150,000	15,000	165,000
Mr. Ali Abousaleh *	Member	60,411	6,000	66,411
Total		660,411	66,000	726,411

*Membership Started on 7 August 2025

Internal Audit and Controls

Almarai's Board of Directors approves the internal control system to support the effective implementation of the Company's governance rules and to assess the adequacy of policies and procedures relating to risk management, compliance, and related party transactions.

To support the internal control framework, the Company has established independent departments for risk assessment and risk management and for internal audit. Where needed, external parties may be engaged to perform certain duties or provide specialist expertise, without affecting the Company's responsibilities.

Internal Audit Department

The Internal Audit Department assesses and monitors the implementation of internal controls and verifies compliance with applicable laws, regulations, and instructions, as well as the Company's policies and procedures. The Department is led by an Internal Audit Manager, whose appointment is recommended by the Audit Committee, and it operates with a competent team of appropriately trained employees. The procedures of the Department are in conformance with the Global Internal Audit Standards as set by the International Internal Audit Association.

The Internal Audit Department:

- reports to, and is accountable to, the Audit Committee
- has access to the information and documents required to perform its duties

- operates independently and is not assigned duties outside internal audit and internal control responsibilities
- follows the remuneration and governance requirements set by the Company, including remuneration recommendations made by the Audit Committee for the Internal Audit Manager

Audit Plan and Reporting

Internal Audit performs its work in accordance with a comprehensive audit plan approved by the Audit Committee. The plan is reviewed and updated annually, and key activities and operations, including those of the Risk Management and Compliance departments, are reviewed at least annually.

Internal Audit submits written reports to the Board of Directors and the Audit Committee at least quarterly. These reports include an assessment of the internal control system, the Internal Audit Department's opinion and recommendations, and follow-up on the actions taken to address previous findings and recommendations, including explanations where corrective actions were not implemented.

Internal Audit also submits an annual report covering audit activities performed during the year, including an explanation of any deviations from the approved audit plan. The Board determines the scope of the Internal Audit report based on the recommendations of the Audit Committee and the Internal Audit Department.

Annual Review of Internal Controls

Based on the reports and recommendations of the Audit Committee, and in line with the Company's business plan, the Board confirms that internal control systems are effectively functioning and support the mitigation of potential risks. This reflects the results of the annual review of the effectiveness of the Company's internal control procedures and the Audit Committee's opinion on the adequacy of the internal control system.

During the year, no matters were brought to the Board's attention that would indicate a fundamental lack of integrity in financial and accounting systems requiring disclosure. Corrective actions were taken on findings and recommendations raised by Internal Audit and the Audit Committee to support the adequacy and effectiveness of internal controls.

During the year, the Audit Committee did not recommend the appointment of a new internal auditor. The Board did not decline any Audit Committee recommendations regarding the appointment, dismissal, fees, or performance evaluation of the external auditor, or the appointment of the internal auditor.

Conflicts of Interest and Related Party Transactions

Almarai has a written policy on conflicts of interest that applies to members of the Board of Directors, senior executives, and shareholders. Any potential conflict of interest that requires approval is notified to the General Assembly.

Related party transactions, including any business or contract in which a member of the Board of Directors or senior executive has a direct or indirect interest, are disclosed in accordance with the Corporate Governance Regulations.

Dealings During 2025

During the normal course of its operations in 2025, Almarai carried out the following significant transactions with related parties, which required approval from the General Assembly and were conducted on an arm's length basis and under commercial terms.

Member	Nature of Dealing	Amount # '000	Period	Conditions
Chairman / HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer				
Mobile Telecommunication Company Saudi (ZAIN)	Telecommunication services	16,904	2025	Commercial condition prevailing in the market
Savola Group (Mr. Suliman A. Almuhaideb, Mr. Bader Abdullah Al Issa and Mr. Waleed Khalid Fatani*)				
Panda Retail Company	Product Sales	1,131,529	2025	Commercial condition prevailing in the market
United Sugar Company	Purchasing	38,077	2025	Commercial condition prevailing in the market
Herfy Food Services Co.	Product Sales	4,590	2025	Commercial condition prevailing in the market
International Food Industries Co	Purchasing	121,377	2025	Commercial condition prevailing in the market
Mr. Bader Bin Abdullah Al Issa				
Banque Saudi Fransi	Financing	44,292	2025	Commercial condition prevailing in the market
Arabian Shield Cooperative Insurance Company (HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer, Mr. Salman Abdelmuhsin Alsudeary)				
Arabian Shield Cooperative Insurance Company	Insurance	222,052	2025	Commercial condition prevailing in the market



Member	Nature of Dealing	Amount # '000	Period	Conditions
HH Prince Saud Bin Sultan Bin Mohammed Bin Saud Al Kabeer				
30Export Customer	Product Sales	1,248	2025	Commercial condition prevailing in the market
Engr. Ammar Bin Abdulwahid Alkhudairy				
Saudi Pharmaceutical Industries & Medical Appliances Corporation ("SPIMACO").	Purchasing	93	2025	Commercial condition prevailing in the market
Alkhorayef Lubricant Co.	Purchasing	14,549	2025	Commercial condition prevailing in the market
Al Khorayef Commercial Co.Ltd	Purchasing	35,350	2025	Commercial condition prevailing in the market
Mr.Mohammed Mansour Almousa**				
Abdullah Al Othaim Markets	Product Sales	860,511	2025	Commercial condition prevailing in the market
Minerva Sa	Services	4,024	2025	Commercial condition prevailing in the market
Burgerizzr	Product Sales	271	2025	Commercial condition prevailing in the market
Mr. Hosam Ali Alqurashi*				
Saudi Coffee Company	Product Sales	35	2025	Commercial condition prevailing in the market
Spinneys Company	Product Sales	19,492	2025	Commercial condition prevailing in the market
Mr.Salman Abdelmuhsin Alsudeary				
SOL Company for Trading (JAHEZ)	Product Sales	3,700	2025	Commercial condition prevailing in the market

*Membership Ended on 6 August 2025

**Membership Ended on 16 November 2025

Statutory Payments, Penalties, and Sanctions

Statutory Amounts Recorded During 2025

Almarai is committed to paying certain fees and expenses to Saudi Government departments as per applicable terms and regulations. These inherent expenses are recorded in the Financial Statements of the Company's operations. The following table details statutory charges in 2025 and 2024, with a brief description and related reason.

Statutory Organization	Description	Reason	2025 (# million)	2024 (# million)
General Organization for Social Insurance	Amounts paid or charged as social insurance expenses, in accordance with Saudi Labor Law	Government requirement	136	120
Other Statutory Organizations	Amounts paid or charged according to various other laws	Other government requirements	296	285
Saudi Customs	Amounts paid or charged as customs fees on imports & port charges.	Government requirement	140	103
International Tax Authorities	Taxes of all kinds that have been paid to tax administrations in different jurisdictions around the world	Government requirement	1,554	1,353
Total			2,126	1,861

Penalties and Sanctions

Almarai was not charged any penalties or sanctions during 2025 by any supervisory, regulatory or judicial unit.

Ethics, Compliance, and Declarations

Ethics and Compliance Framework

Almarai maintains policies and reporting channels relating to ethical conduct and compliance with applicable laws and regulations. These arrangements apply to employees and, where relevant, to other stakeholders engaging with the Company.

Key policies and reporting mechanisms include:

- **Code of Conduct:** Sets expectations for professional conduct and covers matters such as conflicts of interest, confidentiality, gifts and hospitality, and reporting of non-compliance.
- **Whistleblowing and reporting channels:** Provides mechanisms for reporting suspected misconduct or breaches of Company policies. Reports may be submitted through internal channels or through a third party hotline provider.
- **Anti Bribery and Corruption Policy:** Sets requirements for preventing bribery and corruption across the Company's operations and aligns with applicable local laws and relevant international standards.

Reports are handled in accordance with established procedures and, where appropriate, are escalated to the relevant governance bodies for oversight and action.

Board of Directors Certification and Declarations

The Board of Directors confirms that it has taken care to ensure the professional performance of the Company during 2025 and declares the following:

- **Application of Corporate Governance Regulations:** The Company applied all provisions of the Corporate Governance Regulations during the year. No provisions were not applied.
- **Penalties and regulatory measures:** No penalties, precautionary measures, or precautionary restrictions were imposed on the Company during the year.
- **Subsidiary equity and debt instruments:** No subsidiary issued any equity shares or debt instruments during the year.
- **Convertible debt instruments and comparable rights:** During the year, the Company did not issue or grant any transferable debt instruments, convertible debt instruments, subscription rights, conversion rights, or any other contractual securities or similar rights. The Company did not receive any compensation in exchange for issuing or granting such instruments or rights.

- **Conversion rights under convertible instruments or IPO related rights:** There were no rights of conversion or initial public offering under convertible debt instruments, or any securities or contractual rights of an initial public offering or similar rights issued or granted by Almarai.
- **Books and records:** Proper books of account have been maintained.
- **Internal control effectiveness:** The system of internal control is sound and has been effectively implemented.
- **Going concern:** There are no significant doubts concerning Almarai's ability to continue as a going concern.
- **Auditor's report reservations:** The Independent Auditor's Report for the year did not include any reservations or qualifications regarding the annual financial statements.
- **Change of external auditor:** During the year, the Board did not recommend changing the external auditor before the end of the appointed term.
- **Requests from the external auditor to call a General Assembly meeting:** The Board did not receive a request from the external auditors to call a meeting of the General Assembly during 2025.



- **Operational conflicts of interest:** There were no substantial operational conflicts of interest during 2025, other than those that have been disclosed in the report.
- **Requests from shareholders holding 5% or more to call a General Assembly meeting:** The Board did not receive a request from shareholders owning 5% or more of the Company's share capital to call a meeting of the General Assembly during 2025.
- **Shareholder voting procedures:** There was no procedure that might lead to the obstruction of shareholders' rights of voting.
- **Post year end events requiring disclosure:** There were no significant events affecting the integrity of the financial position of the Company after the financial year 2025 requiring disclosure, other than information that is available and declared.
- **Loans or credit facilities to Board members:** The Company did not provide loans or credit facilities to any member of the Board of Directors.

Recommendations to the General Assembly

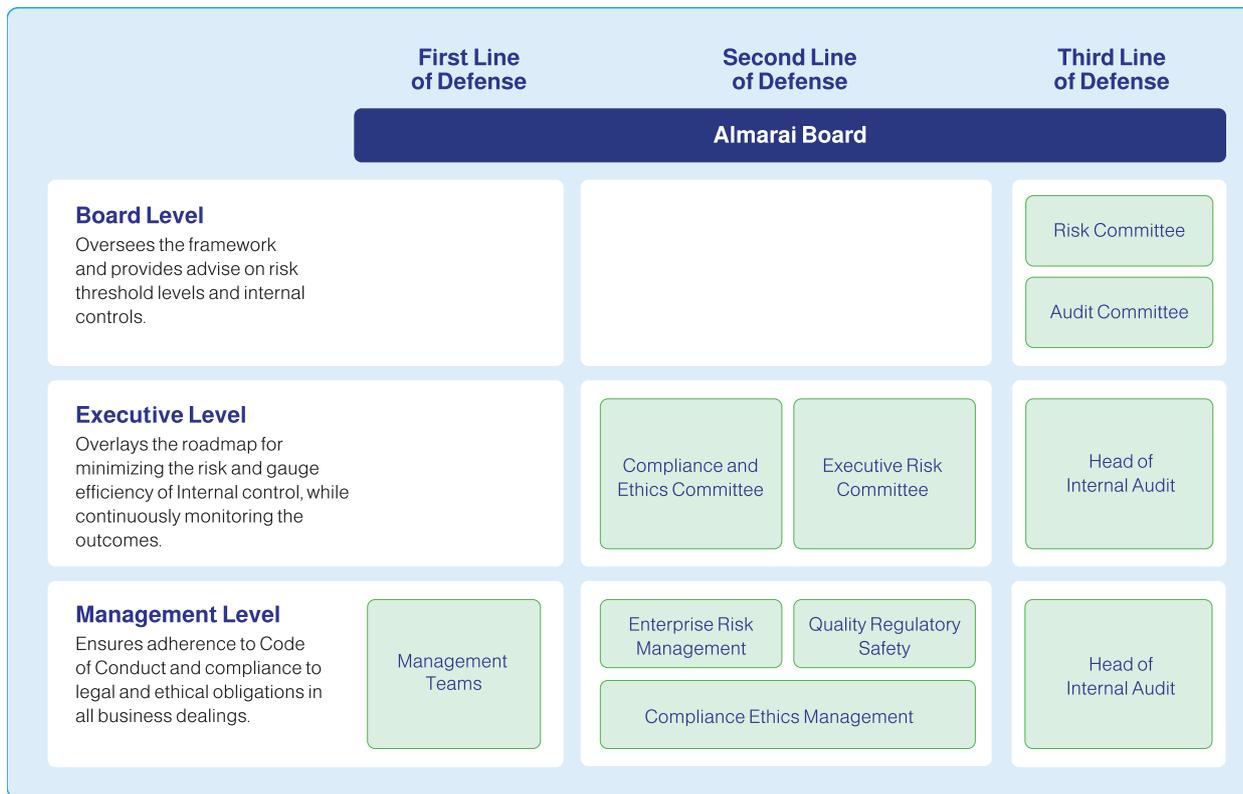
After reviewing the most important operational and financial activities for the financial year 2025, the Board recommends that the General Assembly approve the Directors' report, the Consolidated Financial Statements, and the Auditor's report. The place and time of the General Assembly Meeting and any other items on the agenda will be announced at a later date.



Risk Management

Almarai's Enterprise Risk Management (ERM) framework enables the identification, assessment, and management of risks that could affect the achievement of the Company's strategic and operational objectives. The framework allows management to prioritize risks based on their potential impact and likelihood, allocate resources efficiently, and focus mitigation efforts on the most significant risks.

Our ERM policy is aligned with recognized national and international standards and references ISO 31000:2018 and COSO framework principles. Oversight is provided by the Board of Directors and relevant Board committees, with executive-level committees and management teams responsible for day-to-day risk ownership and control implementation. Almarai applies a lines of responsibility model to clarify risk ownership, oversight, and assurance roles across the organization.





Risk Management Process

Our risk management process begins by establishing the context for risk assessment and defines risk criteria. Risks are identified through internal and external sources, assessed based on potential consequences and likelihood, and prioritized to inform decision making and resource allocation. Mitigation plans and control activities are developed and implemented by risk owners, and risks are monitored through periodic reviews and reporting. Defined reporting channels ensure that relevant risk information is escalated and reviewed by management and committees to enable timely decisions and appropriate response actions.

The ERM function includes a corporate team supported by risk champions embedded across business areas. The business risk register is reviewed quarterly by these risk champions and the respective Executive Vice Presidents, who serve as risk owners, before being further reviewed and consolidated by the ERM function. Residual critical and significant risks, along with their mitigation plans, are escalated to executive management and form the basis for reporting to the Board Risk Committee. Key risk indicators are used in relevant areas to enable early warning and timely risk response.

Almarai's ERM framework addresses a range of strategic, operational, and compliance risks. Key areas of focus include business and operational risks, business continuity and resilience, cybersecurity, and data privacy and third-party risk. Sustainability and climate-related considerations are incorporated into the Company's risk management processes where relevant, with a focus on factors that may affect business resilience and financial performance across different time horizons.

Almarai maintains a major incident and crisis management protocol that may be activated when an abnormal or unstable event could affect strategic objectives, reputation, or operational continuity. The protocol incorporates a tiered response structure to enable rapid decision making and coordinated action at corporate and site levels.

Risk Appetite

Risk appetite defines the level and type of risk we are prepared to accept in pursuit of our objectives. It guides decision making by establishing expectations for risk taking across the business, while reinforcing the Company's commitment to operational continuity, customer trust, and compliance.

Almarai maintains a higher appetite for investment-related risks where these drive strategic growth and long-term value creation. In contrast, the Company maintains a low appetite for financial risks, operational continuity threats, regulatory and compliance breaches, and information technology incidents and downtimes.





For areas that could affect consumer trust and safety, Almarai maintains zero appetite, including food safety risks, serious health and safety incidents, and reputational risks that could materially impact brand strength and market share.

Key Developments and Principal Risks in 2025

During the year, we strengthened our ERM capabilities with a focus on improving monitoring and resilience. Key risk indicators were expanded, and risk and control self-assessments were introduced to sharpen early identification of emerging risks and improve consistency in reporting across business areas.

In parallel, our approach continued to evolve toward a broader resilience mindset, linking enterprise risk management with business continuity, crisis preparedness, cybersecurity, and third-party risk oversight. Progress was made in expanding business continuity management practices, including ongoing work toward ISO 22301 alignment across operations. Cybersecurity and operational technology controls were also strengthened in response to evolving regulatory requirements for critical infrastructure supporting national food security. A dedicated function was established to strengthen governance of data privacy and third-party risk management.

During the year, principal risks were monitored across operational resilience and supply continuity, including biosecurity and animal health risks in dairy and poultry operations, reliability of critical production assets, supply chain disruption, and the availability of essential utilities such as power and water. Food safety and product integrity risks also remained a central focus, reflecting the importance of consumer confidence and product quality – along with other reputational risks that have the potential to affect our brand.

The risk profile for the year also included emerging technology and cybersecurity risks. Similarly, regulatory and compliance risks were an area of focus in response to evolving requirements across the operating environment, including sustainability and climate transition-related issues.

Management also continued to emphasize occupational health and safety risks, workforce risks, including cost pressures, talent availability, and succession planning. As Almarai progressed through its current strategy cycle, execution risks also remained a point of emphasis.



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Financial Statements

Independent Auditor's Report to the Shareholders of Almarai Company



KPMG Professional Services Company

Roshn Front, Airport Road
P.O. Box 92876
Riyadh 11663
Kingdom of Saudi Arabia
Commercial Registration No 1010425494

Headquarters in Riyadh

شركة كي بي إم جي للاستشارات المهنية مساهمة مهنية

واجهة روشن، طريق المطار
صندوق بريد ٩٢٨٧٦
الرياض ١١٦٦٣
المملكة العربية السعودية
سجل تجاري رقم ١٠١٠٤٢٥٤٩٤

المركز الرئيسي في الرياض

To the Shareholders of Almarai Company (A Saudi Joint Stock Company)

Opinion

We have audited the consolidated financial statements of Almarai Company ("the Company") (and its subsidiaries) ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statements of profit or loss, comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards) that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), that is endorsed in the Kingdom of Saudi Arabia that are relevant to our audit of the consolidated financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code's requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Carrying Value of Intangible Asset - Goodwill

Refer to Note 5.10 for the accounting policy relating to goodwill and Note 10.2 for the related disclosures in the accompanying consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
<p>The management performed the annual goodwill impairment assessment as at 31 December 2025 for goodwill arising from prior year acquisitions by allocating the goodwill to the respective cash-generating units ("CGUs") and comparing the carrying amount of each CGU, including allocated goodwill, with its recoverable amount.</p> <p>The recoverable amount of each identified CGU was determined based on Value-In-Use ("VIU") calculations. These calculations employ a discounted cashflow ("DCF") model, by using cashflow projections based on financial budgets approved by the management covering a five-year period. The Group's VIU calculations for the CGUs includes significant judgement and assumptions relating to cashflow projections, and the discount rates, and is highly sensitive to the changes in these assumptions.</p> <p>We considered impairment of goodwill arising from prior year acquisitions as a key audit matter, as the estimation of future cash flows and the assumptions involved in calculating the discounted value of these cash flows involve judgement that impacts the determination of recoverable amount and consequently impacts the impairment assessment of goodwill.</p>	<ul style="list-style-type: none"> Tested the accuracy and relevance of the input data used in the model by reference to supporting evidence, including approved budgets, and considered the reasonableness of these budgets by comparing the Group's historical results and performance against budgets; Performed sensitivity analysis over the key assumptions, principally sales growth rates and discount rates, to assess whether any adverse reasonably possible changes, to the key assumptions, would not cause the carrying amount of goodwill to exceed the recoverable amount; and Assessed the adequacy of the disclosures in the consolidated financial statements, including disclosures of key assumptions, judgements and sensitivities.

The key audit matter	How the matter was addressed in our audit
<p>As at 31 December 2025, the carrying amount of goodwill amounted to ₪ 1,256 million (2024: ₪ 927 million). The goodwill balance comprises the following components:</p> <p>(i) Goodwill arising from prior year acquisitions, amounting to ₪ 928 million, relating to the acquisitions of:</p> <ul style="list-style-type: none"> Western Bakeries Limited, Hail Agricultural Development Company, International Dairy and Juice Limited, and Bakemart. <p>(ii) Goodwill arising from the acquisition of Pure Beverages Industry Company Limited during the year recognised based on provisional amounts, amounting to ₪ 328 million.</p>	<p>We performed the following audit procedures in relation to the management's assessment of impairment of goodwill arising from prior period acquisitions:</p> <ul style="list-style-type: none"> Assessed the design and implementation, and tested the effectiveness of the Group's controls relating to the goodwill impairment assessment process; Assessed the appropriateness of the Group's goodwill impairment assessment model against the requirements of the reporting framework; Involved our specialists for assessing the reasonableness of the VIU calculations and the underlying assumptions, including cash flow projections and discount rates used;



Acquisition Accounting of Pure Beverages Industry Company Limited

Refer to Note 5.16 for the accounting policy relating to business combination and Note 13 for the related disclosures in the accompanying consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
<p>On 31 July 2025, the Group acquired 100% of the issued share capital of Pure Beverages Industry Company Limited for a total cash consideration of ₪ 1,012 million.</p> <p>The Group has provisionally accounted for the transaction as of the reporting date.</p> <p>As part of the purchase price allocation, ₪ 528 million was provisionally attributed to the recognition of fair value of net assets acquired, ₪ 156 million was attributed to the recognition of customer relationships and brands, with a useful life of 10 years, with the remaining ₪ 328 million recognised as provisional goodwill.</p> <p>The accounting for this transaction is complex due to the significant judgements and estimates that are required in the identification and measurement of the fair value of the assets acquired and liabilities assumed.</p>	<p>We performed the following audit procedures in relation to the management's accounting of this acquisition:</p> <ul style="list-style-type: none"> ● Obtained and analysed the corresponding underlying documents including share purchase agreement to corroborate the overall deal structure and transaction price, and agreed the value of the total consideration to supporting documentation; ● Understood the business of the investee and other factors relevant for the control assessment such as terms of the sale and purchase agreements, condition precedents, purpose and design of investee, relevant activities that significantly affect the investee's returns, and the decision-making process of the investee; ● We obtained the control assessment document prepared by management for the acquisition and evaluated management's conclusion against the criteria set out in IFRS 10; ● We obtained the acquisition accounting/provisional purchase price allocation document prepared by the management ● Assessed the competence, capability, and objectivity of management's experts engaged in the acquisition accounting;

The key audit matter	How the matter was addressed in our audit
<p>Management engaged external valuation specialists to assist with these judgement and estimates. In particular, the valuation of the customer relationships and brand intangible assets involved a high degree of judgement, complexity, and estimation uncertainty, given the significance of the transaction, and was therefore considered a key audit matter.</p>	<ul style="list-style-type: none"> ● Involved our valuation specialist to assess the appropriateness of the valuation methods and the reasonableness of the key assumptions applied in measuring the customer relationships and brand-related intangible assets acquired, including independently developing an appropriate discount rate, assessing the completeness of identified intangible assets, and evaluating the reasonableness of the useful economic lives; ● Tested the completeness and accuracy of the data inputs used in the underlying models for determining the fair value of customer relationship and brands intangible assets; ● Evaluated management's assessment of whether any impairment indicators exist, including consideration of financial performance, strategic plans, and observable market or business changes that could indicate impairment; and ● Assessed the adequacy of disclosures included in the financial statements.



Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, when made available to us, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, the applicable requirements of the Regulations for Companies and Company's By-laws and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance, the Board of directors, are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. 'Reasonable assurance' is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, then we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit of Almarai Company ("the Company") (and its subsidiaries) ("the Group").

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KPMG Professional Services Company

Fahad Mubark Aldossari

License No.: 469

Riyadh on 19 January 2026G

Corresponding to: 30 Rajab 1447H

Consolidated Statement of Financial Position

	Notes	31 December 2025 # '000	31 December 2024 # '000
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	7	26,058,632	22,750,342
Long-Term Prepayments	8	492,514	525,391
Right-of-Use Assets	9	551,614	504,066
Intangible Assets and Goodwill	10	1,612,427	1,130,692
Biological Assets	11	1,810,686	1,838,353
Investments	12	-	3,256
Derivative Financial Instruments	38	45,202	27,832
Deferred Tax Assets	24	4,215	3,858
		30,575,290	26,783,790
Current Assets			
Inventories	14	6,005,738	5,684,420
Biological Assets	11	160,737	136,551
Trade Receivables, Prepayments and Other Receivables	15	2,696,342	2,421,526
Derivative Financial Instruments	38	5,752	13,459
Cash and Cash Equivalents	16	523,039	528,214
		9,391,608	8,784,170
TOTAL ASSETS		39,966,898	35,567,960



	Notes	31 December 2025 # '000	31 December 2024 # '000
EQUITY AND LIABILITIES			
Share Capital	17	10,000,000	10,000,000
Statutory Reserve	18	2,966,165	2,966,165
Treasury Shares	20	(509,663)	(538,024)
Other Reserves	21	(1,033,599)	(1,311,377)
Retained Earnings		9,104,577	7,673,972
Equity Attributable to Equity Holders of the Company		20,527,480	18,790,736
Non-Controlling Interest		(244)	396
TOTAL EQUITY		20,527,236	18,791,132
Non-Current Liabilities			
Loans and Borrowings	22	10,951,810	8,900,245
Lease Liabilities	9	442,476	397,701
Employee Retirement Benefits	23	1,584,310	1,396,542
Derivative Financial Instruments	38	3,986	181,812
Deferred Tax Liabilities	24	64,926	61,890
		13,047,508	10,938,190



	Notes	31 December 2025 S '000	31 December 2024 S '000
Current Liabilities			
Bank Overdrafts	34	16,893	52,598
Loans and Borrowings	22	1,520,330	1,229,996
Lease Liabilities	9	107,750	87,249
Zakat Payable	25	257,878	345,703
Income Tax Payable	25	68,089	36,226
Trade and Other Payables	26	4,414,793	4,048,921
Derivative Financial Instruments	38	6,421	37,945
		6,392,154	5,838,638
TOTAL LIABILITIES		19,439,662	16,776,828
TOTAL EQUITY AND LIABILITIES		39,966,898	35,567,960

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras
Chief Financial Officer

Fawaz Bin Mohammed Aljasser
Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman

Consolidated Statement of Profit or Loss

	Notes	For the year ended	
		31 December 2025 AED '000	31 December 2024 AED '000
Revenue	33	22,064,876	20,979,512
Cost of Sales	27	(15,177,063)	(14,315,460)
Gross Profit		6,887,813	6,664,052
Selling and Distribution Expenses	28	(3,231,061)	(2,993,918)
General and Administration Expenses	29	(561,463)	(508,149)
Other Expenses, net	30	(14,813)	(63,166)
Impairment Loss on Financial Assets	15	(20,214)	(103,458)
Operating Profit		3,060,262	2,995,361
Finance Cost, net	31	(463,346)	(530,260)
Share of Results of Associate	12	(1,222)	(1,774)
Profit before Zakat and Income Tax		2,595,694	2,463,327
Zakat	25	(86,831)	(105,326)
Income Tax	24, 25	(52,190)	(44,334)
Profit for the year		2,456,673	2,313,667



	Notes	For the year ended	
		31 December 2025 S'000	31 December 2024 S'000
Profit for the year Attributable to:			
Shareholders of the Company		2,456,093	2,313,100
Non-Controlling Interests		580	567
		2,456,673	2,313,667
Earnings per Share (S), based on Profit for the year Attributable to Shareholders of the Company			
- Basic	32	2.48	2.34
- Diluted	32	2.46	2.31

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras
Chief Financial Officer

Fawaz Bin Mohammed Aljasser
Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman

Consolidated Statement of Comprehensive Income

	Notes	For the year ended	
		31 December 2025 S'000	31 December 2024 S'000
Profit for the Year		2,456,673	2,313,667
Items that will not be reclassified to profit or loss:			
Actuarial Loss on Employee Retirement Benefits	23	(31,832)	(58,915)
Items that are or may be reclassified subsequently to profit or loss:			
Foreign Currency Translation Differences		39,365	(181,226)
Movement in Fair Value on Cash Flow Hedges		217,261	(187,955)
Settlement of Cash Flow Hedges Transferred to Profit or Loss		(11,961)	(15,478)
Other Comprehensive Income/(Loss) for the year, net of Income Tax		212,833	(443,574)
Total Comprehensive Income for the year		2,669,506	1,870,093
Total Comprehensive Income for the year Attributable to:			
Shareholders of the Company		2,669,501	1,868,461
Non-Controlling Interests		5	1,632
		2,669,506	1,870,093

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras
Chief Financial Officer

Fawaz Bin Mohammed Aljasser
Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman

Consolidated Statement of Changes in Equity

	Share Capital # '000	Statutory Reserve # '000	Treasury Shares # '000	Other Reserves # '000	Retained Earnings # '000	Equity Attributable to Equity Holders # '000	Non-Controlling Interest # '000	Total Equity # '000
Balance at 1 January 2025	10,000,000	2,966,165	(538,024)	(1,311,377)	7,673,972	18,790,736	396	18,791,132
Profit for the year	-	-	-	-	2,456,093	2,456,093	580	2,456,673
Other Comprehensive Income/(Loss) for the year	-	-	-	245,240	(31,832)	213,408	(575)	212,833
Total Comprehensive Income	-	-	-	245,240	2,424,261	2,669,501	5	2,669,506
Settlement of Cash Flow Hedges transferred to Inventory/ Property, Plant and Equipment	-	-	-	13,714	-	13,714	-	13,714
Directors' Remuneration	-	-	-	-	(7,390)	(7,390)	-	(7,390)
Transactions with Owners in their Capacity as Owners								
Dividend Declared # 1 per Share	-	-	-	-	(989,366)	(989,366)	-	(989,366)
Share Based Payment Transactions	-	-	-	40,025	-	40,025	-	40,025
Settlement of Treasury Shares	-	-	28,361	(21,201)	3,100	10,260	-	10,260
Transactions with Non-Controlling Interests	-	-	-	-	-	-	(645)	(645)
Balance at 31 December 2025	10,000,000	2,966,165	(509,663)	(1,033,599)	9,104,577	20,527,480	(244)	20,527,236

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras
Chief Financial Officer

Fawaz Bin Mohammed Aljasser
Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman



	Share Capital # '000	Statutory Reserve # '000	Treasury Shares # '000	Other Reserves # '000	Retained Earnings # '000	Equity Attributable to Equity Holders # '000	Non-Controlling Interest # '000	Total Equity # '000
Balance at 1 January 2024	10,000,000	2,966,165	(614,766)	(956,911)	6,403,231	17,797,719	11,106	17,808,825
Profit for the year	-	-	-	-	2,313,100	2,313,100	567	2,313,667
Other Comprehensive (Loss) / Income for the year	-	-	-	(385,724)	(58,915)	(444,639)	1,065	(443,574)
Total Comprehensive (Loss) / Income	-	-	-	(385,724)	2,254,185	1,868,461	1,632	1,870,093
Settlement of Cash Flow Hedges transferred to Inventory/Property, Plant and Equipment	-	-	-	34,446	-	34,446	-	34,446
Directors' Remuneration	-	-	-	-	(5,477)	(5,477)	-	(5,477)
Transactions with Owners in their Capacity as Owners								
Dividend Declared # 1 per Share	-	-	-	-	(988,277)	(988,277)	-	(988,277)
Share Based Payment Transactions	-	-	-	37,163	-	37,163	-	37,163
Settlement of Treasury Shares	-	-	76,742	(23,042)	10,310	64,010	-	64,010
Transactions with Non-Controlling Interests	-	-	-	(17,309)	-	(17,309)	(12,342)	(29,651)
Balance at 31 December 2024	10,000,000	2,966,165	(538,024)	(1,311,377)	7,673,972	18,790,736	396	18,791,132

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras
Chief Financial Officer

Fawaz Bin Mohammed Aljasser
Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer
Chairman

Consolidated Statement of Cash Flows

	Notes	For the year ended	
		31 December 2025 AED '000	31 December 2024 AED '000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit for the year		2,456,673	2,313,667
Adjustments for non-cash items:			
Depreciation of Property, Plant and Equipment	7	1,663,880	1,688,316
Amortisation of Long-term Prepayments	8	34,053	27,262
Depreciation of Right-of-Use Assets	9	125,446	117,990
Amortisation of Intangible Assets	10	45,389	39,970
Depreciation of Biological Assets	11	635,250	566,338
Loss arising from Changes in Fair Value less Cost to Sell of Crops		14,888	12,218
Provision for Employee Retirement Benefits	23	222,699	182,398
Allowance for Inventories and Trade Receivables	14, 15	70,313	185,866
Share Based Payment Expense		40,025	37,163
Finance Cost, net	31	463,346	530,260
Other Expenses, net	30	14,813	63,166
Share of Results of Associate	12	1,222	1,774
Zakat	25	86,831	105,326
Income Tax	24, 25	52,190	44,334
		5,927,018	5,916,048



	Notes	For the year ended	
		31 December 2025 # '000	31 December 2024 # '000
Changes in Working Capital:			
Inventories		(312,092)	348,415
Biological Assets		(33,032)	(11,161)
Trade Receivables, Prepayments and Other Receivables		(112,054)	11,740
Trade and Other Payables		266,588	(143,111)
Cash (Used in)/From Working Capital		(190,590)	205,883
Employee Retirement Benefits Paid	23	(79,316)	(70,501)
Zakat and Income Tax Paid	24, 25	(194,322)	(22,948)
Net Cash From Operating Activities		5,462,790	6,028,482
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of Subsidiary, Net of Cash Acquired		(1,010,094)	-
Redemption of Time Deposit		-	1,876,250
Additions in Long-term Prepayments	8	(1,176)	(27,500)
Proceeds from Sale of Equity Investment	12	99,242	-
Purchase of Warehouse Facilities	1	-	(187,870)
Additions to Property, Plant and Equipment		(4,345,155)	(3,573,721)
Proceeds from the Disposal of Property, Plant and Equipment		66,119	137,383
Additions to Intangible Assets	10	(39,678)	(60,504)
Additions to Biological Assets		(1,041,703)	(1,072,814)
Proceeds from the Disposal of Biological Assets		306,417	287,126
Net Cash Used in Investing Activities		(5,966,028)	(2,621,650)



	Notes	For the year ended	
		31 December 2025 S'000	31 December 2024 S'000
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Loans and Borrowings		24,779,624	14,767,862
Repayment of Loans and Borrowings		(22,482,609)	(16,576,340)
Finance Cost Paid		(681,389)	(645,039)
Dividend Paid	40	(985,506)	(986,875)
Settlement of Treasury Shares		10,260	64,010
Principal Element of Lease Payments		(132,100)	(122,093)
Interest Element of Lease Payments		(5,117)	(5,720)
Directors' Remuneration		(7,390)	(5,477)
Transactions with Non-Controlling Interests		(645)	(29,651)
Net Cash From/(Used in) Financing Activities		495,128	(3,539,323)
Net Change in Cash and Cash Equivalents		(8,110)	(132,491)
Cash and Cash Equivalents at 1 January		528,214	666,336
Effect of Movements in Exchange Rates on Cash and Cash Equivalents		2,935	(5,631)
Cash and Cash Equivalents at 31 December	16	523,039	528,214

The accompanying notes form an integral part of these Consolidated Financial Statements, which have been authorised for issue by the Board of Directors on behalf of the Shareholders and signed on its behalf by:

Danko Maras

Chief Financial Officer

Fawaz Bin Mohammed Aljasser

Chief Executive Officer

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer

Chairman



Notes to the Consolidated Financial Statements

1. THE COMPANY, ITS SUBSIDIARIES AND ITS BUSINESS DESCRIPTION

Almarai Company (the "Company") is a Saudi Joint Stock Company, which was converted from a limited liability company to a joint stock company on 2 Rajab 1426 A.H. (8 August 2005). The Company initially commenced trading on 19 Dul Hijjah 1411 A.H. (1 July 1991) and operates under Commercial Registration No. 1010084223 and issued unified number 7001360630. Prior to the consolidation of activities in 1991, the core business was trading between 1977 and 1991 under the Almarai brand name.

The Company's Head Office is located at Exit 7, North Ring Road, Al Izdihar District, P.O. Box 8524, Riyadh 11492, Kingdom of Saudi Arabia ("Saudi Arabia").

The Company and its subsidiaries (together, the "Group") are a major integrated consumer food and beverage Group in the Middle East with leading market share in Saudi Arabia. It also operates in Egypt, Jordan and other Gulf Cooperation Council ("GCC") countries.

Dairy, fruit juices and related food business is operated under the "Almarai," "Beyti," and "Teeba" brand names. All raw milk production, dairy and fruit juice product processing and related food product manufacturing activities are undertaken in Saudi Arabia, United Arab Emirates ("UAE"), Egypt and Jordan.

Dairy, fruit juices and related food business in Egypt and Jordan operates through a fully owned subsidiary International Dairy and Juice Limited ("IDJ"). The Group manages IDJ operations through the following key subsidiaries:

Jordan	- Teeba Investment for Developed Food Processing
Egypt	- International Company for Agricultural Industries Projects (Beyti) (SAE)

Bakery products are manufactured and traded by Western Bakeries Company Limited and Modern Food Industries Company Limited, under the brand names "L'usine" and "7 Days," respectively.

Poultry products are manufactured and traded by Hail Agricultural Development Company under the "Alyoum" and "AlBashayer" brand names.

Seafood products are traded under the "Seama" brand name.

Ice cream products are traded under the "Almarai" brand name.

Infant Nutrition products are manufactured by Almarai Baby Food Company Limited and traded by International Pediatric Nutrition Company under "Nuralac" and "Evolac" brand names.

Drinking water products are manufactured and traded by Pure Beverages Industries Company Limited under the "Oska" and "Ival" brand names.

In territories where the Group has operations, final consumer packed products are distributed from manufacturing facilities to local distribution centres by the Group's long haul distribution fleet. The distribution centres in GCC countries are managed through subsidiaries in UAE, Sultanate of Oman ("Oman") and Kingdom of Bahrain ("Bahrain") and an agency agreements in Kuwait and Qatar as follows:

UAE	- Almarai Emirates Company LLC
Oman	- Arabian Planets for Trading and Marketing LLC
Bahrain	- Almarai Company Bahrain W.L.L.
Kuwait	- Al Kharafi Brothers Dairy Products Company Limited
Qatar	- Khalid for Foodstuff and Trading Company



In other territories, where permissible by law, export sales are made through other subsidiaries.

The Group owns and operates arable farms in Argentina and United States of America ("USA"), collectively referred to as "Fondomonte," through the following key subsidiaries:

Argentina	- Fondomonte South America S.A
USA	- Fondomonte Holdings North America LLC

The Group's non-GCC business operations under IDJ and Fondomonte are managed through Almarai Investment Holding Company W.L.L., a company incorporated in Bahrain.

Poultry grandparent farming operations are conducted by Pure Breed Poultry Company.

Value-added meat and poultry products for the Middle East food services industry are manufactured and distributed by Premier Foods Industries Company LLC.

Frozen bakery products are produced and sold in the UAE and Bahrain by Bakemart FZ L.L.C, Bakemart L.L.C (UAE), and Bakemart W.L.L (Bahrain).

Acquisitions

On 19 Dhul-Hijjah 1446 (15 June 2025), the Group entered into a Share Purchase Agreement ("SPA") to acquire 100% shares in Pure Beverages Industry Company Limited, a company based in the Kingdom of Saudi Arabia. The closure of the acquisition and determination of the date of control was subject to completion of certain conditions identified in the SPA. On 31 July 2025, the Group has completed the acquisition and settled the consideration amounting to ₪ 1,012 million.

Pure Beverages Industry Company Limited's main operation is the production and distribution of bottled drinking water. This acquisition marks Group's strategic entry into the bottled water segment and strengthens its position in the broader beverage market. Also refer note 13.

On 3 Rabi Al Thani 1446 (6 October 2024), the Group, through its subsidiary Teeba Investment for Developed Food Processing Company, entered into a Share Purchase Agreement ("SPA") to acquire 100% shares in Hammoudeh Food Industries, a company based in the Hashemite Kingdom of Jordan, for a total consideration of ₪ 263 million.

The completion of this acquisition was subject to certain conditions set forth in the SPA, including obtaining the necessary regulatory approvals from authorities in both the Kingdom of Saudi Arabia and the Hashemite Kingdom of Jordan.

However, as the seller was unable to meet certain critical conditions, the transaction has been discontinued on 17 Ramadan 1446 A.H (17 March 2025). The noncompletion of this transaction did not result in any impact to the Group's Consolidated Financial statements.

Climate Change

The Group is subject to short-term and long-term climate change related risks. These risks are inherent part of operating in a food industry. Almarai continually works to reduce the environmental footprint of the business, in part, due to the inherent risks.

Greenhouse gas emissions associated with fuel and electricity consumption have an impact not only on the environment but also on Almarai's financial bottom line. Climate change also creates risks for agricultural production through droughts, pests, diseases, etc. that pose challenges for sustaining and increasing production levels.

The Group has developed a sustainability strategy, outlining how it will improve its energy performance through efficient energy consumption and generation from sustainable sources. The strategy focuses on solar power generation, water and energy efficiency, sustainable arable farming practices, landfill waste reduction, commitment to 100% chlorofluorocarbon-free cold storage at its sales depots, and fuel efficiency measures including trailing alternative fuel vehicles.



Details of subsidiary companies are as follows:

Name of Subsidiary	Country of Incorporation	Business Activity	Effective Ownership Interest		Share Capital	Number of Shares Issued
			2025	2024		
Almarai Investment Company Limited	Saudi Arabia	Holding Company	100%	100%	ﷲ 1,000,000	1,000
Almarai Baby Food Company Limited	Saudi Arabia	Manufacturing Company	100%	100%	ﷲ 200,000,000	1,000
Almarai Construction Company Limited	Saudi Arabia	Dormant	100%	100%	ﷲ 1,000,000	1,000
Agricultural Input Company Limited (Mudkhalat)	Saudi Arabia	Dormant	52%	52%	ﷲ 25,000,000	250
Hail Agricultural Development Company	Saudi Arabia	Poultry/Agricultural Company	100%	100%	ﷲ 300,000,000	10
International Baking Services Company Limited	Saudi Arabia	Trading Company	100%	100%	ﷲ 500,000	500
International Pediatric Nutrition Company Limited	Saudi Arabia	Trading Company	100%	100%	ﷲ 41,000,000	410,000
Modern Food Industries Company Limited	Saudi Arabia	Bakery Company	100%	100%	ﷲ 70,000,000	70,000
Western Bakeries Company Limited	Saudi Arabia	Bakery Company	100%	100%	ﷲ 200,000,000	1,000
Pure Breed Poultry Company Limited	Saudi Arabia	Poultry Company	100%	100%	ﷲ 46,500,000	465,000
Premier Food Industries Company L.L.C	Saudi Arabia	Manufacturing and Trading Company	100%	100%	ﷲ 500,000	10
Artas United Limited Company	Saudi Arabia	Transportation and Storage Company	100%	100%	ﷲ 10,000	100
Almarai for Meat LLC	Saudi Arabia	Meat Company	100%	100%	ﷲ 1,000,000	10
Etmam Logistics Maintenance and Operation Company	Saudi Arabia	Warehouse Facilities	100%	100%	ﷲ 10,000	1,000
Pure Beverages Industry Company	Saudi Arabia	Production and Distribution Company	100%	-	ﷲ 200,000,000	20,000,000
Assaqi Distributing Bottled Water Company	Saudi Arabia	Dormant	100%	-	ﷲ 100,000	100,000
Agro Terra S.A.	Argentina	Management Company	100%	100%	ARS 33,210,000	33,210,000
Fondomonte South America S.A.	Argentina	Agricultural Company	100%	100%	ARS 8,550,769,407	8,550,769,407
Almarai Company Bahrain W.L.L.	Bahrain	Trading Company	100%	100%	BHD 100,000	1,000



Name of Subsidiary	Country of Incorporation	Business Activity	Effective Ownership Interest		Share Capital	Number of Shares Issued
			2025	2024		
Almarai Investment Holding Company W.L.L.	Bahrain	Holding Company	100%	100%	BHD 34,450,000	344,500
Bakemart W.L.L.	Bahrain	Manufacturing and Trading Company	100%	100%	BHD 30,000	600
IDJ Bahrain Holding Company W.L.L.	Bahrain	Holding Company	100%	100%	BHD 250,000	2,500
International Dairy and Juice Limited	Bermuda	Holding Company	100%	100%	USD 7,583,334	7,583,334
International Dairy and Juice (Egypt) Limited	Egypt	Holding Company	100%	100%	EGP 3,233,750,000	323,375,000
International Company for Agricultural Industries Projects (Beyti) (SAE)	Egypt	Manufacturing and Trading Company	100%	100%	EGP 4,049,666,670	404,966,667
Beyti For Importation and Exportation Company L.L.C.	Egypt	Trading Company	100%	100%	EGP 2,000,000	2,000
BDC Info Private Limited	India	Operations Management	100%	100%	INR 2,750,680	275,068
Markley Holdings Limited	Jersey	Dormant	100%	100%	GBP 5,769,822	5,769,822
Al Muthedoon for Dairy Production	Jordan	Dormant	100%	100%	JOD 500,000	500,000
Al Atheer Agricultural Company	Jordan	Dormant	100%	100%	JOD 750,000	750,000
Al Namouthjya for Plastic Production	Jordan	Dormant	100%	100%	JOD 250,000	250,000
Al Rawabi for juice and UHT milk Manufacturing	Jordan	Manufacturing Company	100%	100%	JOD 500,000	500,000
Teeba Investment for Developed Food Processing	Jordan	Manufacturing Company	100%	100%	JOD 21,935,363	21,935,363
Arabian Planets for Trading and Marketing L.L.C.	Oman	Trading Company	70%	70%	OMR 150,000	150,000
Alyoum for Food Products Company L.L.C.	Oman	Dormant	100%	100%	OMR 20,000	20,000
Fondomonte Inversiones S.L.	Spain	Holding Company	100%	100%	EUR 24,964,708	24,964,708
Hail Development Company Limited	Sudan	Dormant	100%	100%	SDG 100,000	100
Almarai Emirates Company L.L.C.	UAE	Trading Company	100%	100%	AED 300,000	300
BDC international L.L.C.	UAE	Operations Management	100%	100%	AED 200,000	200
Almarai Company Drinks Manufacturing LLC	UAE	Manufacturing Company	100%	100%	AED 250,000 (Unpaid)	100
Bakemart L.L.C	UAE	Manufacturing and Trading Company	100%	100%	AED 300,000	300



Name of Subsidiary	Country of Incorporation	Business Activity	Effective Ownership Interest		Share Capital	Number of Shares Issued
			2025	2024		
Bakemart FZ L.L.C	UAE	Manufacturing and Trading Company	100%	100%	AED 300,000	300
Fondomonte Holding North America L.L.C.	USA	Holding Company	100%	100%	USD 500,000	50,000
Fondomonte Arizona L.L.C.	USA	Agricultural Company	100%	100%	USD 500,000	50,000
Fondomonte California L.L.C.	USA	Agricultural Company	100%	100%	-	-
Hayday Farm Operation L.L.C.	USA	Agricultural Company	100%	100%	-	-

2. BASIS OF PREPARATION

2.1 Statement of Compliance

These Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards (“IFRS”) Accounting Standards as endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements that are issued by Saudi Organization for Chartered and Professional Accountants (“SOCPA”) (here and after refer to as “IFRS as endorsed in Saudi Arabia”).

2.2 Preparation of the Consolidated Financial Statements

These Consolidated Financial Statements have been prepared on a going concern basis, using historical cost except for the following material items in the Consolidated Statement of Financial Position.

- Derivative financial instruments are measured at fair value.
- The employee retirement benefit is recognised at the present value of future obligations using the Projected Unit Credit Method.
- Biological Assets, where fair value is reliably measurable, have been measured at fair value. (Refer note 6.1).

3. BASIS OF CONSOLIDATION

These Consolidated Financial Statements comprising the Consolidated Statement of Financial Position, Consolidated Statement of Profit or Loss, Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flows and notes to the Consolidated Financial Statements of the Group include assets, liabilities and the results of the operations of the Company and its subsidiaries, as set out in note (1). The Company and its subsidiaries are collectively referred to as the “Group.” Subsidiaries are entities controlled by the Group. Subsidiaries are consolidated from the date on which control commences until the date on which control ceases. The Group accounts for the business combinations using the acquisition method when control is transferred to the Group. The consideration transferred in the acquisition is generally measured at fair value, as are the identified net assets acquired and fair value of pre-existing equity interest in the subsidiary. The excess of the cost of acquisition and amount of Non – Controlling Interest (“NCI”) over the fair value of the identifiable net assets acquired is recorded as goodwill in the Consolidated Statement of Financial Position. NCI is measured at their proportionate share of the acquiree’s identifiable net assets at the date of acquisition. If the business combination is achieved in stages, the acquisition date carrying value of the Group’s previously held equity interest in the acquiree is remeasured to fair value at the acquisition date.



Any gains or losses arising from such remeasurement are recognised in the Consolidated Statement of Profit or Loss. Intra-group balances and transactions and any unrealised income and expenses arising from intra-group transactions, are eliminated. Accounting policies of subsidiaries are aligned, where necessary, to ensure consistency with the policies adopted by the Group. The Company and its subsidiaries have the same reporting periods.

4. FUNCTIONAL AND PRESENTATION CURRENCY

These Consolidated Financial Statements are presented in AED , which is the Company's functional and the Group's presentation currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated.

5. MATERIAL ACCOUNTING POLICIES

5.1. New Standards, Amendment to Standards and Interpretations:

The Group has applied the following standards and amendments, where applicable, for the first time for their annual reporting period commencing 1 January 2025.

5.1.1. Amendments to IAS 21 – Lack of Exchangeability

An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose.

The adoption of above amendments does not have any material impact on the Consolidated Financial Statements during the year.

5.2. Standards Issued but Not Yet Effective

Following are the new standards and amendments to standards which are effective for annual periods beginning on or after 1 January 2026 and earlier application is permitted for certain new standards and amendments; however, the Group has not early adopted them in preparing these Consolidated Financial Statements. The Group is currently evaluating the impact of the adoption of these standards on the Consolidated Financial Statements.

5.2.1 Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

5.2.2. IFRS 18, 'Presentation and Disclosure in Financial Statements'

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

5.3. Cash and Cash Equivalents

Cash and cash equivalents include bank balances, cheques and cash in hand and deposits with original maturities of three months or less, if any.



5.4. Time Deposits

Time Deposits include placements with banks and other short-term highly liquid investments, with original maturities of more than three months but not more than one year from the date of placement. Time deposits are placed with financial institutions with investment grade rating which are considered to have low credit risk.

Investment income in time deposits is accrued on a timely basis by reference to the principal outstanding and at the applicable effective interest rate.

5.5. Property, Plant and Equipment

Property, Plant and Equipment, including bearer plants, are measured at cost less accumulated depreciation and accumulated impairment loss, if any. Cost comprises of expenditure that is directly attributable to the acquisition of the asset. Cost includes the reclassifications from equity of any gains or losses on qualifying cash flow hedges relating to purchases of Property, Plant and Equipment. Cost also includes expenditures that are directly attributable to the acquisition/growing of the plant till its maturity. Any gain or loss on disposal of an item of Property, Plant and Equipment is recognised in the Consolidated Statement of Profit or Loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and amount can be measured reliably.

The cost less estimated residual value is depreciated on a straight-line basis over the following estimated useful lives of the assets where depreciation is charged based on the expected use:

Buildings	5 – 40 years
Plant, Machinery and Equipment	2 – 20 years
Motor Vehicles	6 – 10 years
Bearer Plants	2 – 40 years

Land, Capital Work in Progress and Immature plants are not depreciated.

Capital work in progress at year end includes certain assets that have been acquired but are not ready for their intended use. These assets are transferred to relevant assets categories and are depreciated once they are available for their intended use.

The assets' residual values, useful lives and impairment indicators are reviewed at each financial year end and adjusted prospectively, if considered necessary.

If significant parts of an item of property, plant and equipment have different useful lives then they are accounted for as separate items of property, plant and equipment.

5.6. Inventories

Inventories are measured at the lower of cost or net realisable value ("NRV"). Cost is determined using the weighted average method. Cost comprises all direct manufacturing expenditure based on the normal level of activity and transportation and handling costs. Cost includes the reclassifications from equity of any gains or losses on qualifying cash flow hedges relating to purchases of inventories. NRV comprises estimated selling price less further production costs to completion and appropriate selling and distribution costs. Cost of inventories is recognised as an expense and included in cost of sales.

Agricultural produce harvested from biological assets are measured at fair value less cost to sell at the point of harvest.

Spares are valued at lower of cost or NRV. Cost is determined using the weighted average cost basis.

5.7. Investments in Associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these Consolidated Financial Statements using the equity method of accounting. Under the equity method, an investment in an associate is initially recognised in the Consolidated Statement of Financial Position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate.



When the Group's share of losses of an associate exceeds the Group's interest in that an associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate, the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of associate's identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in the Consolidated Statement of Profit or Loss in the period in which the investment is acquired.

When a Group entity transacts with an associate of the Group, profits or losses resulting from the transactions with the associate are recognised in the Group's Consolidated Financial Statements only to the extent of interests in the associate that are not related to the Group.

5.8. Right-of-Use Assets and Lease Liabilities

The Group recognises new assets and liabilities for its leases of various types of contracts including warehouse and depot facilities, accommodation/office rental premises, commercial vehicles etc. Each lease payment is allocated between the liability and finance cost.

The finance cost is charged to the Consolidated Statement of Profit or Loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the Consolidated Statement of Profit or Loss. Short-term leases are leases with a lease term of 12 months or less.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options are only included in the lease term if the lease is reasonably certain to be extended. In determining the lease term, the management generally considers certain factors including historical lease durations, significant leasehold improvements over the term of the lease that have significant economic benefit to the Group's operation, the importance of the leased asset to the Group's operation and whether alternatives are available for the Group and business disruption required to replace the leased asset.

5.9. Biological Assets

Biological assets are measured at fair value less cost to sell except when fair value cannot be measured reliably.

Where fair value cannot be measured reliably biological assets are stated at cost of purchase or cost of rearing or growing to the point of commercial production (termed as biological assets appreciation), less accumulated depreciation and accumulated impairment loss, if any. The costs of immature biological assets are determined by the cost of rearing or growing to their respective age. Immature biological assets are not depreciated. Biological assets are depreciated on a straight-line basis to their estimated residual values over periods as summarised below:

Dairy Herd	4 Lactation cycles
Breeder Birds – After Maturity	36 weeks (laying period)

5.10. Intangible Assets and Goodwill

Intangible Assets

Intangible assets other than goodwill are measured at cost, less accumulated amortisation and accumulated impairment losses, if any. Intangible assets are amortised on a straight-line basis over the estimated useful lives of 3-15 years.



Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and amount can be measured reliably.

Intangible assets' residual values, useful lives and impairment indicators are reviewed at each financial year end and adjusted prospectively, if considered necessary.

Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's CGU (or groups of CGU) that is expected to benefit from the synergies of the combination.

A CGU to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit (Also see note 5.14.2). Any impairment loss for goodwill is recognised directly in the Consolidated Statement of Profit or Loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

5.11. Zakat and Income Tax

Zakat is provided for in accordance with the Zakat, Tax and Customs Authority ("ZATCA") regulations. Income tax for foreign entities is provided for in accordance with the relevant income tax regulations of the countries of incorporation. Adjustments arising from final zakat and income tax assessments are recorded in the period in which such assessments are made.

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company and its subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

5.12. Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the Consolidated Financial Statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences and unused tax losses can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference and unused tax losses arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint venture. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.



5.13. Financial Instruments

5.13.1. Non-Derivative Financial Instruments

(a) Non-Derivative Financial Assets

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through Other Comprehensive Income (“OCI”) or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity’s business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI). For Investments designated as FVOCI and for which management has an intention to sell such investments within a period of 12 months from the financial year end, are classified under current assets.

The Group initially recognises financial assets on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in the transferred financial asset that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount is presented in the Consolidated Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group has the following non-derivative financial assets;

Financial Assets at Amortised Cost

Financial assets held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest (“SPPI”) are measured at amortised cost. A gain or loss on a debt investment subsequently measured at amortised cost and not part of a hedging relationship is recognised in the Consolidated Statement of Profit or Loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

Financial Assets at FVOCI

The Group generally elects to recognise changes in the fair value of investments in equity in OCI. These changes are accumulated within the ‘other reserve’ classified under equity. The Group may transfer this amount from other reserve to retained earnings when the relevant shares are derecognised.

Dividends from such investments continue to be recognised in the Consolidated Statement of Profit or Loss as other income when the Group’s right to receive payments is established. Accumulated gains and losses on these financial assets are never recycled to the Consolidated Statement of Profit or Loss.

(b) Non-Derivative Financial Liabilities

Financial liabilities are recognised initially on the trade date, which is the date that the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. Financial assets and liabilities are offset and the net amount is presented in the Consolidated Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group recognises non-derivative financial liabilities initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial liabilities are measured at amortised cost using the effective interest method.

Non-derivative financial liabilities of the Group comprise of bank borrowings and trade and other payables.



5.13.2. Derivative Financial Instruments and Hedge Accounting

Derivative financial instruments including forward foreign exchange contracts, commission rate swaps and commodity derivatives are measured at fair value. All derivatives are carried at their fair value as assets where the fair value is positive and as liabilities where the fair value is negative. Any related transaction costs are recognised in the Consolidated Statement of Profit or Loss as incurred. Fair values are obtained by reference to quoted market prices, discounted cash flow models and pricing models, as appropriate.

Subsequent to initial recognition, any change in fair value is recognized on the basis of hedge accounting.

The Group designates its derivatives as hedging instruments in qualifying hedging relationships to manage exposures to interest rate, foreign currency, and commodity price risks, including exposures arising from highly probable forecast transactions and firm commitments. In order to manage particular risk, the Group applies hedge accounting for transactions that meet specific criteria.

In order to qualify for hedge accounting, the hedge should be expected to be highly effective i.e. the changes in fair value or cash flows of the hedging instrument should effectively offset corresponding changes in the hedged item and should be reliably measurable. At inception of the hedge, the risk management objective and strategy is documented including the identification of the hedging instrument, the related hedged item, the nature of risk being hedged, and how the Group will assess the effectiveness of the hedging relationship. A formal assessment is undertaken by comparing the hedging instrument's effectiveness in offsetting the changes in fair value or cash flows attributable to the hedged risk in the hedged item, both at inception and at each quarter end on an ongoing basis. Prospective testing is performed mainly through matching the critical terms of both hedge item and instrument.

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in the Consolidated Statement of Other Comprehensive Income and accumulated in the hedging reserve shown within other reserves under equity. The ineffective portion, if material, is recognized in the Consolidated Statement of Profit or Loss, within other gains/(losses). In hedges of foreign currency contracts, ineffectiveness may arise if the timing of the forecast transaction

changes from what was originally estimated, or if there are changes in the credit risk of the Group or the derivative counterparty.

In hedges of interest rate swaps, ineffectiveness may arise if the credit value/debit value adjustment on the interest rate swaps which is not matched by the loan. In hedges of commodity purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, and changes in the credit risk of the Group or the derivative counterparty.

The amount accumulated in equity is reclassified to the Consolidated Statement of Profit or Loss in the period during which the hedged forecast cash flows affect profit or loss or the hedged item affects profit or loss.

If the forecast transaction is no longer expected to occur, the hedge no longer meets the criteria for hedge accounting, the hedging instrument expires or is sold, terminated or exercised, or the designation is revoked, then hedge accounting is discontinued prospectively. If the forecast transaction is no longer expected to occur, then the amount accumulated in equity is reclassified to the Consolidated Statement of Profit or Loss.

The fair values of derivative financial instruments designated in hedge relationships are disclosed in note 39. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

5.14. Impairment

5.14.1. Non-Derivative Financial Assets

The Group assesses on a forward-looking basis the Expected Credit Losses ("ECL") associated with its debt instruments as part of its financial assets, carried at amortised cost and FVOCI.

For accounts receivables, the Group applies the simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure the expected credit losses, receivables have been grouped based on shared credit risk characteristics and the days past due.



Expected loss rates were derived from historical information of the Group and are adjusted to reflect the expected future outcome which also incorporates forward looking information for macroeconomic factors such as inflation and gross domestic product growth rate.

Other financial assets such as employees' receivables, bank balances have low credit risk and the impact of applying ECL is immaterial.

5.14.2. Impairment of Non-Financial Assets

Non-financial assets (other than biological assets measured at fair value, inventories and deferred tax assets) are reviewed at each reporting date to identify circumstances indicating occurrence of impairment loss or reversal of impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss or reversal of impairment loss (if any).

A cash-generating units ("CGU") to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired.

When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the CGU to which the asset belongs. Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Consolidated Statement of Profit or Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a CGU) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or CGU) in prior years. A reversal of an impairment loss is recognised immediately in the Consolidated Statement of Profit or Loss.

5.15. Employee Retirement Benefits

Employee Retirement benefits are payable to all employees employed under the terms and conditions of the Labor Laws applicable on the Company and its subsidiaries, on termination of their employment contracts.

The Group's obligation in respect of employee retirement benefits is calculated by estimating the amount of future benefits that employees have earned in current and prior periods and discounting that amount to arrive at present value.

Group sets the assumptions used in determining the key elements of the costs of meeting such future obligations. These assumptions are set after consultation with the Group's actuaries and include those used to determine regular service costs and the financing elements related to the liabilities. The calculation of employee retirement benefit liability is performed by a qualified actuary using the projected unit credit method.

Re-measurement of employee retirement benefit liability, which comprise of actuarial gains and losses are recognised immediately in the Consolidated Statement of Comprehensive Income.

The Group determines interest expense on the employee retirement benefit liability for the period by applying the discount rate used to measure the employee retirement benefit liability at the beginning of the annual period, taking into account any change in the net employee retirement benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to employee retirement benefits are recognised in the Consolidated Statement of Profit or Loss.

5.16. Business Combination

The Group accounts for business combinations under the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group.

In determining whether a particular set of activities and assets is a business, the Group assesses whether the set includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.



The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

5.17. Treasury Shares

Own equity instruments that are reacquired (treasury shares), for discharging obligations under Employee Equity Participation Programmes ("EEPP"), are recognised at cost and presented as a deduction from equity and are adjusted for any transaction costs, dividends and gains or losses on sale of such shares. No gain or loss is recognised in the Consolidated Statement of Profit or Loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in retained earnings.

5.18. Share Based Payment Transactions

Certain employees of the Group receive remuneration in the form of equity settled share-based payments under the EEPP, whereby employees render services as consideration for the equity instruments (options or shares) granted under EEPP as disclosed in note 19.

The fair value of the employee services received in exchange for the grant of options or shares is recognised as an expense in the Consolidated Statement of Profit or Loss, together with a corresponding increase in other reserves, in equity, over the period during which the vesting conditions are fulfilled. The Other Reserves (representing the cumulative expense arising from ESOP) is transferred into Retained Earnings upon expiry of the EEPP, whether or not the equity instruments vest to the employees.

The cumulative expense recognised for EEPP at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest.

When the terms of the EEPP are modified, the minimum expense recognised is the expense as if the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction or is otherwise beneficial to the employee as measured at the date of the modification.

When the EEPP is terminated, it is treated as if the equity instruments vested on the date of termination, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the entity or the employee are not met. However, if a new EEPP is substituted for the terminated ESOP and designated as a replacement award on the date that it is granted, the terminated and new EEPP are treated as if they were a modification of the original EEPP, as described in the previous paragraph.

5.19. Conversion of Foreign Currency Transactions

Foreign currency transactions are initially recognised by the Group's entities at their respective functional currencies' spot rate at transaction date. At the reporting date, monetary assets and liabilities denominated in foreign currencies are converted into ₪ at the exchange rates ruling on such date. Any resulting exchange differences are charged or credited to the Consolidated Statement of Profit or Loss as appropriate.

As at the reporting date, the assets and liabilities of the foreign subsidiaries are translated into ₪, at the rate of exchange ruling at the Consolidated Statement of Financial Position date and their Consolidated Statement of Profit or Loss are translated at the weighted average exchange rates for the year. Components of equity, other than retained earnings, are translated at the rate ruling at the date of occurrence of each component. Translation adjustments in respect of these components of equity are recorded through Consolidated Statement of Other Comprehensive Income.

5.20. Revenue Recognition

The Group generates revenue from a number of product lines, these include:

- Dairy and juice
- Bakery
- Poultry
- Other activities (arable, horticulture, infant nutrition, seafood, value added meat products and water)



Revenue is recognised when there is a contract with a customer for the transfer of products across various product categories and geographical regions.

Revenue is recognised in the Consolidated Statement of Profit or Loss when a performance obligation is satisfied, at the price allocated to that performance obligation. This is defined as the point in time when control of the products has been transferred to the customer, the amount of revenue can be measured reliably, and collection is probable. The transfer of control to customers takes place according to trade agreement terms.

Revenue represents the fair value of the consideration received or receivable for goods sold, net of returns, trade discounts and volume rebates.

Products are sold principally on a sale or return basis. Allowances for expected sales returns are calculated based on the forecasted return of expired products based on historical experience. Expected sales returns are netted off against revenue with the corresponding impact in trade and other payables.

The goods are often sold with retrospective volume discounts based on aggregate sales over a 12 months period. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

The related liability (included in trade and other payables) is recognised for expected volume discounts payable to customers in relation to sales made during the year.

5.21. Government Grants

The Group receives government grants on import of feeds for its biological assets and on poultry production. Government grants are initially recognised within other liabilities at fair value when there is reasonable assurance that it will be received, and the Group will comply with the conditions associated with the grant.

Government grants are recognised in the Consolidated Statement of Profit or Loss on a systematic basis over the periods in which the Group recognises as expenses the related inventories against which the grants are intended to compensate.

5.22. Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in Consolidated Statement of Profit or Loss over the period of the borrowings using the effective interest method. Borrowings are removed from the Consolidated Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The borrowings are classified as current liability if there is no right to defer settlement for at least 12 months from the reporting period.

5.23. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time, that is more than one year, to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. No borrowing costs are capitalised during idle periods.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in the Consolidated Statement of Profit or Loss in the period in which they are incurred.

5.24. Segmental Reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's relevant Business Heads' (Chief Operating Decision Makers) which in the Group's case is to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Group's relevant Business Heads include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.



The Group's operating segments are analysed and aggregated based on the nature of products and uniformity in the production processes.

6. USE OF JUDGEMENTS AND ESTIMATES

The preparation of these Consolidated Financial Statements, in conformity with IFRS as endorsed in the Saudi Arabia, requires the use of judgements, estimates and assumptions. Such estimates and assumptions may affect the balances reported for certain assets and liabilities as well as the disclosure of certain contingent assets and liabilities as at the Consolidated Statement of Financial Position date. Any estimates or assumptions affecting assets and liabilities may also affect the reported revenues and expenses for the same reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

6.1. Judgement

Information about the judgement made in applying the Group's accounting policy on biological assets with respect to dairy herd and poultry flock is given below;

The Group's dairy herd comprises both immature and mature livestock. Immature livestock comprises dairy cows that are intended to be reared to maturity. These cows are held to produce milk or offspring but have not yet produced their first calf and begun milk production. Costs incurred in rearing immature livestock are capitalised to the Consolidated Statement of Financial Position. The directly attributable costs in bringing the asset to the location and condition necessary to be capable of operation include various components including but not limited to birth related charges, feed cost and labour charges. Mature livestock includes dairy cows that have produced their first calf and begun milk production. Costs incurred in relation to mature livestock are recognised in the Consolidated Statement of Profit or Loss immediately as an expense.

IAS 41 "Agriculture" requires measurement at fair value less costs to sell from initial recognition of such biological assets up to the point of harvest, other than when fair value cannot be measured reliably on initial recognition. Management has concluded as follows on the fair value measurement hierarchies in the context of dairy herd valuation:

Level 1 -	there is no active market for dairy cows in Saudi Arabia and therefore a level 1 valuation is not possible.
Level 2 -	there is no observable market data available and due to the significant differences in location, environment, associated costs, average yields, majority of distribution within Saudi Arabia and distance to active markets means that a level 2 valuation is not possible.
Level 3 -	Discounted cash flow ("DCF") techniques (income or market approach) - the lack of a relevant active markets for unpasteurised milk and other intermediate product requires that any valuation technique would use overall revenue as a basis for any valuation and then eliminate costs and associated profit margin relating to pasteurisation, manufacturing, packaging, sales and distribution so as to determine the net indirect cash inflows. Further, given the wide range of product portfolio and customer channels in the Group's dairy businesses, varied profit margins across the product and channel mix would also need to be considered while applying any valuation technique. Management considers that any fair value so derived would be clearly unreliable as the costs of the biological assets' operation are a relatively small part of the Group's overall activities and any imputed cash flows derived from such a valuation approach would be overly dependent on a large number of assumptions, many of which could not be derived from, or compared to, market assumptions or observed data.

Cost or current replacement cost – management considers that any replacement cost approach would need to incorporate the cost of replacing existing dairy herd of same nature and size. As discussed above, level 1 and 2 valuations for dairy herd are not possible. As the dairy herd are currently accounted for at cost less accumulated depreciation and impairment losses, management believes that any depreciated replacement cost of existing nature and size (could it be so determined) would not be less than the current carrying value of the dairy herd.



Poultry flock includes breeder birds, eggs and broiler birds. breeder birds are held for the purpose of laying eggs which are ultimately hatched into broiler birds. The Group considers that the fair value of its poultry flock approximates the cost of rearing or growth of its poultry flock to the point of commercial production due to their short period of life. The aforementioned costs include purchase cost of day old chick, feeding costs, labor costs, veterinary costs and other overhead costs. Cost incurred in respect of breeder birds subsequent to the beginning of their productive cycle are expensed in the Consolidated Statement of Profit or Loss.

6.2. Assumptions and Estimation Uncertainties

Assumptions and estimation uncertainties that have a significant risk of resulting in material adjustments to the carrying amount of assets and liabilities are included below;

(a) **Goodwill** – Annual impairment testing of goodwill: Goodwill impairment tests are performed for the group of CGU to which goodwill is allocated. The group of CGU is defined based on certain acquisitions and CGU's arising from those acquisitions. The structure and groups of CGU are assessed on an annual basis. The impairment test of goodwill is performed at least annually for each group of CGUs to which goodwill is allocated. To determine the value in use, the discounted cash flow models are used. The most important parameters in the impairment test include assumptions related to sales growth rate and pre-tax discount rates. Also refer to note 10 for sensitivity related to these assumptions for the respective CGU.

(b) **Expected future free cash flows** – The projected free cash flows are based on current forecasts and targets set for five year period. These are determined at CGU level in the forecast and target planning process as well as based on external sources of information and industry-relevant observations such as macroeconomic indicators and market conditions. All applied assumptions are challenged through the forecast and target planning process based on management's best estimates and expectations, which are judgmental by nature. They include expectations regarding revenue growth, Earnings Before Interest and Tax ("EBIT") margins and capital expenditure.

(c) **Measurement of employee retirement benefits liability** – key actuarial assumptions: Estimates are applied when setting actuarial assumptions such as the discount rate, expected future salary increases, inflation and mortality. The actuarial assumptions vary from country to country, based on national economic and social conditions. They are set using available market data and compared with benchmarks to ensure consistency on an annual basis (Refer note 23 for sensitivity related to employee retirement benefits liability).

(d) **Dairy herd** – Average lactation cycle – Refer note 30.1

(e) **Trade receivables** – Allowance for impairment of trade receivables – Refer note 15

(f) **Customer relationships and brands** – Useful life – Refer note 10.3



7. PROPERTY, PLANT AND EQUIPMENT

	Bearer Plants							Total # '000
	Land and Buildings # '000	Plant, Machinery and Equipment # '000	Motor Vehicles # '000	Capital Work-in-Progress* # '000	Mature Plantations # '000	Immature Plantations # '000		
Cost								
At 1 January 2025	15,723,996	17,114,889	3,407,162	4,455,024	82,693	11,051	40,794,815	
Additions during the year	-	-	-	4,566,290	-	24,095	4,590,385	
On Acquisition of Subsidiary (Refer note 13)	97,943	286,900	153,380	31,716	-	-	569,939	
Transfers during the year	1,385,329	1,319,145	503,909	(3,208,383)	25,537	(25,537)	-	
Disposals during the year	(36,409)	(250,728)	(205,483)	-	(23,092)	-	(515,712)	
Currency Translation Difference	3,459	18,942	608	979	(75)	(15)	23,898	
At 31 December 2025	17,174,318	18,489,148	3,859,576	5,845,626	85,063	9,594	45,463,325	
Accumulated Depreciation								
At 1 January 2025	4,641,729	11,461,058	1,902,621	-	39,065	-	18,044,473	
On Acquisition of Subsidiary (Refer note 13)	11,975	67,394	73,286	-	-	-	152,655	
Depreciation for the year	454,418	959,545	224,646	-	25,271	-	1,663,880	
Disposals during the year	(36,051)	(240,085)	(166,831)	-	(23,092)	-	(466,059)	
Currency Translation Difference	1,173	7,921	686	-	(36)	-	9,744	
At 31 December 2025	5,073,244	12,255,833	2,034,408	-	41,208	-	19,404,693	
Net Book Value								
At 31 December 2025	12,101,074	6,233,315	1,825,168	5,845,626	43,855	9,594	26,058,632	

*Capital work-in-progress as at 31 December 2025 primarily represents cost incurred on updates of existing production facilities including poultry, seafood business expansion, distribution facilities, IT and depot development.



	Bearer Plants							Total # '000
	Land and Buildings # '000	Plant, Machinery and Equipment # '000	Motor Vehicles # '000	Capital Work-in-Progress* # '000	Mature Plantations # '000	Immature Plantations # '000		
Cost								
At 1 January 2024	15,495,130	16,741,397	3,113,607	2,237,460	88,059	8,921	37,684,574	
Additions during the year	-	-	-	3,682,811	-	25,657	3,708,468	
Purchase of Warehouse Facility	164,918	5,210	6,857	-	-	-	176,985	
Transfers during the year	241,563	783,894	436,012	(1,461,469)	23,555	(23,555)	-	
Disposals during the year	(126,986)	(238,459)	(140,101)	-	(29,010)	-	(534,556)	
Currency Translation Difference	(50,629)	(177,153)	(9,213)	(3,778)	89	28	(240,656)	
At 31 December 2024	15,723,996	17,114,889	3,407,162	4,455,024	82,693	11,051	40,794,815	
Accumulated Depreciation								
At 1 January 2024	4,226,188	10,764,894	1,849,370	-	36,312	-	16,876,764	
Depreciation for the year	469,617	997,984	188,991	-	31,724	-	1,688,316	
Disposals during the year	(40,865)	(229,616)	(127,977)	-	(29,010)	-	(427,468)	
Currency Translation Difference	(13,211)	(72,204)	(7,763)	-	39	-	(93,139)	
At 31 December 2024	4,641,729	11,461,058	1,902,621	-	39,065	-	18,044,473	
Net Book Value								
At 31 December 2024	11,082,267	5,653,831	1,504,541	4,455,024	43,628	11,051	22,750,342	

7.1. Capital Work-in-Progress includes # 245.2 million of borrowing costs capitalised during the year (2024: # 134.7 million). Average interest rate on borrowings as of 31 December 2025 is 5.7% per annum (2024: 5.9%). (Refer note 31)

7.2. Refer note 22 for information on property, plant and equipment pledged as security by the Group.



8. LONG-TERM PREPAYMENTS

	31 December 2025 S'000	31 December 2024 S'000
Opening Balance	525,391	525,153
Additions	1,176	27,500
Amortisation	(34,053)	(27,262)
Closing Balance	492,514	525,391

Long-term prepayments comprise of amounts paid to or paid on behalf of the Saudi Electric Company for the commissioning and installation of power grids at the manufacturing sites and are amortised over the period of the respective agreements.

9. RIGHTS-OF-USE ASSETS AND LEASE LIABILITIES

Right-of-use assets - class wise depreciation charge and balances are as follows:

	31 December 2025		31 December 2024	
	Depreciation S'000	Balance S'000	Depreciation S'000	Balance S'000
Land	41,085	382,855	39,443	329,000
Buildings	82,673	158,534	76,652	163,045
Vehicles	375	904	494	1,314
Equipment	51	19	49	70
Plant and Machinery	1,262	9,302	1,352	10,637
Total Right-of-Use Assets	125,446	551,614	117,990	504,066

Additions to right-of-use assets during the year ended 31 December 2025 are S'177.8 million (31 December 2024: S'121.4 million).

Lease liabilities as at year end are as follows:

	31 December 2025 S'000	31 December 2024 S'000
Non-Current portion of Lease Liabilities	442,476	397,701
Current portion of Lease Liabilities	107,750	87,249
Total Lease Liabilities	550,226	484,950

The total interest expense on lease liabilities recognised during the year ended 31 December 2025 is S'27.2 million (2024: S'20.0 million).

Expenses relating to short-term and low-value asset leases are S'31.5 million and S'2.7 million, respectively (2024: S'32.0 million and S'2.5 million, respectively).

The total cash outflow for leases in 2025 was S'137.2 million (2024: S'127.8 million).

10. INTANGIBLE ASSETS AND GOODWILL

	31 December 2025 S'000	31 December 2024 S'000
Software Licenses (Refer note 10.1)	201,724	193,715
Goodwill (Refer note 10.2)	1,256,433	927,055
Customer Relationships and Brands (Refer note 10.3)	154,270	9,922
	1,612,427	1,130,692



10.1. Software Licenses

	Software Licenses # '000	Software Licenses in Progress* # '000	Total # '000
Cost			
At 1 January 2025	580,538	37,753	618,291
On Acquisition of Subsidiary (Refer note 13)	4,306	-	4,306
Additions during the year	-	39,678	39,678
Transfers during the year	34,501	(34,501)	-
Disposals during the year	(10,072)	-	(10,072)
Currency Translation Difference	278	-	278
At 31 December 2025	609,551	42,930	652,481
Accumulated Amortisation			
At 1 January 2025	424,576	-	424,576
On Acquisition of Subsidiary (Refer note 13)	2,125	-	2,125
Amortisation for the year	33,937	-	33,937
Disposals during the year	(10,072)	-	(10,072)
Currency Translation Difference	191	-	191
At 31 December 2025	450,757	-	450,757
Net Book Value			
At 31 December 2025	158,794	42,930	201,724

	Software Licenses # '000	Software Licenses in Progress* # '000	Total # '000
Cost			
At 1 January 2024	546,840	24,427	571,267
Additions during the year	-	60,504	60,504
Transfers during the year	47,177	(47,177)	-
Disposals during the year	(11,164)	-	(11,164)
Currency Translation Difference	(2,315)	(1)	(2,316)
At 31 December 2024	580,538	37,753	618,291
Accumulated Amortisation			
At 1 January 2024	402,446	-	402,446
Amortisation for the year	35,010	-	35,010
Disposals during the year	(11,164)	-	(11,164)
Currency Translation Difference	(1,716)	-	(1,716)
At 31 December 2024	424,576	-	424,576
Net Book Value			
At 31 December 2024	155,962	37,753	193,715

*Software licenses in progress include certain software under installation. This majorly includes externally acquired software and licenses.



10.2. Goodwill

The goodwill relates to the acquisition of Western Bakeries Company Limited (WB) in 2007, Hail Agricultural Development Company (HADCO) in 2009, International Dairy and Juice Limited (IDJ) in 2012, Bakemart in 2022 and Pure Beverages Industry Company Limited (PBIC) in 2025.

	WB # '000	HADCO # '000	IDJ # '000	Bakemart # '000	PBIC # '000	Total # '000
Cost						
At 1 January 2025	548,636	244,832	431,680	30,157	-	1,255,305
On Acquisition of Subsidiary (Refer note 13)	-	-	-	-	328,108	328,108
Currency Translation Difference	-	-	1,308	(38)	-	1,270
At 31 December 2025	548,636	244,832	432,988	30,119	328,108	1,584,683
Accumulated Impairment						
At 1 January 2025	-	-	328,250	-	-	328,250
At 31 December 2025	-	-	328,250	-	-	328,250
Net Carrying Value						
At 31 December 2025	548,636	244,832	104,738	30,119	328,108	1,256,433

	WB # '000	HADCO # '000	IDJ # '000	Bakemart # '000	PBIC # '000	Total # '000
Cost						
At 1 January 2024	548,636	244,832	477,299	30,177	-	1,300,944
Currency Translation Difference	-	-	(45,619)	(20)	-	(45,639)
At 31 December 2024	548,636	244,832	431,680	30,157	-	1,255,305
Accumulated Impairment						
At 1 January 2024	-	-	328,250	-	-	328,250
At 31 December 2024	-	-	328,250	-	-	328,250
Net Carrying Value						
At 31 December 2024	548,636	244,832	103,430	30,157	-	927,055

WB and Bakemart forms part of the Bakery Products reporting segment, HADCO represents Poultry reporting segment while IDJ falls under the Dairy and Juice reporting segment having its CGU in Jordan and Egypt by the name of Teeba and Beyti, respectively.

Goodwill arising from the acquisition of PBIC during the year has been recognized based on provisional amounts, as the initial accounting for the business combination has not been finalized as at the reporting date, in accordance with IFRS 3 Business Combinations.

Goodwill is subject to annual impairment testing, or more frequently when there are indicators of impairment. For CGUs on which goodwill was allocated as a result of prior-year acquisitions, impairment testing is performed by comparing the carrying amount of each CGU to the recoverable amount which has been determined based on a value in use calculation using cash flow projections based on financial forecasts approved by management covering a five-year period. The pre-tax discount rate is applied to cash flow projections for respective CGUs that varies in the range of 7.0% to 15.0%. For the terminal value, the Gordon Growth Model is applied to the cash flows of the final forecast year, with a long-term growth rate of 2.0%.

The calculation of value in use is most sensitive to the assumptions on pre-tax discount rates.



Management has determined the values assigned to each of the above key assumptions as follows:

Assumption	Approach used to determine values
Sales growth rate	Average annual growth rate over the five-year forecast period, based on past performance and management's expectations of market development.
Pre-tax discount rate	A discount rate, namely weighted average cost of capital (WACC), is applied for specific business areas based on assumptions regarding interest rates, tax rates and risk premiums and is recalculated to a before-tax rate ('Pre-tax discount rate').

Assumptions used for value-in-use calculations to which the recoverable amount is most sensitive were:

Sensitivity to Changes in Assumptions – WB

The implications of changes to the key assumptions are discussed below.

(a) Sales Growth Assumption

The sales growth in the forecast period has been estimated to be a compounded annual growth rate of 6.0%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in compounded annual growth rate.

(b) Pre-Tax Discount Rate

The pre-tax discount rate in the forecast period has been estimated to be 7.3%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in the pre-tax discount rate.

Sensitivity to Changes in Assumptions – HADCO

The implications of changes to the key assumptions are discussed below.

(a) Sales Growth Assumption

The sales growth in the forecast period has been estimated to be a compounded annual growth rate of 10.1%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in compounded annual growth rate.

(b) Pre-Tax Discount Rate

The pre-tax discount rate in the forecast period has been estimated to be 7.3%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in the pre-tax discount rate.

Sensitivity to Changes in Assumptions – IDJ

The implications of changes to the key assumptions are discussed below.

(a) Sales Growth Assumption

The sales growth in the forecast period has been estimated to be a compounded annual growth rate of 6.8%. If all other assumptions remain constant, a reduction of this growth rate by 17.0% would give a value in use equal to the current carrying amount.

(b) Pre-Tax Discount Rate

The pre-tax discount rate in the forecast period has been estimated to be 14.5%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in the pre-tax discount rate.



Sensitivity to Changes in Assumptions – Bakemart

The implications of changes to the key assumptions are discussed below.

(a) Sales Growth Assumption

The sales growth in the forecast period has been estimated to be a compounded annual growth rate of 2.7%. If all other assumptions remain constant, a reduction of this growth rate to 0.4% would give a value in use equal to the current carrying amount.

(b) Pre-Tax Discount Rate

The pre-tax discount rate in the forecast period has been estimated to be 7.1%. If all other assumptions remain constant, the calculation of value-in-use is not significantly impacted by material change in the pre-tax discount rate.

10.3. Customer Relationships and Brands

The customer relationships and brands were acquired as part of a business combination. They are recognised at their fair value at the date of acquisition and are subsequently amortised on a straight-line method based on the timing of projected cash flows of the contracts/business over their estimated useful lives.

	2025 AED '000	2024 AED '000
Opening	9,922	14,882
On Acquisition of Subsidiary (Refer note 13)	155,800	-
Amortisation	(11,452)	(4,960)
At 31 December	154,270	9,922



11. BIOLOGICAL ASSETS

The Group's biological assets consist of dairy herd, poultry birds and plantations.

Biological assets owned by the Group are measured as follows:

- **Dairy Herd and Poultry Flock:** At cost less accumulated depreciation and impairment losses, if any (Refer note 6.1).
- **Crops:** The crops that have reached a considerable degree of biological development have been stated at the present value of the net cash flows that will be provided by such crops in progress, estimated on the basis of the degree of biological development and the risks related to the completion of the development process of crops sown.

	Dairy Herd # '000	Breeder Birds # '000	Other Poultry # '000	Crops # '000	Total # '000
Cost					
At 1 January 2025	2,629,163	341,665	118,685	-	3,089,513
Additions during the year*	755,855	285,848	2,110,004	-	3,151,707
Transfers to Inventories	-	-	(2,082,942)	-	(2,082,942)
Disposals during the year	(673,184)	(267,709)	-	-	(940,893)
Currency Translation Difference	(23)	-	-	-	(23)
At 31 December 2025	2,711,811	359,804	145,747	-	3,217,362
Accumulated Depreciation					
At 1 January 2025	984,245	148,230	-	-	1,132,475
Depreciation for the year	361,216	274,034	-	-	635,250
Disposals during the year	(241,976)	(264,814)	-	-	(506,790)
Currency Translation Difference	(6)	-	-	-	(6)
At 31 December 2025	1,103,479	157,450	-	-	1,260,929
Net Book Value					
At 31 December 2025	1,608,332	202,354	145,747	-	1,956,433

	Dairy Herd # '000	Breeder Birds # '000	Other Poultry # '000	Crops # '000	Total # '000
Measured at Fair Value					
At 1 January 2025	-	-	-	17,866	17,866
Additions during the year	-	-	-	282,191	282,191
Transfers to Inventories	-	-	-	(276,221)	(276,221)
Gain Arising from Changes in Fair Value less Cost to Sell	-	-	-	(8,821)	(8,821)
Currency Translation Difference	-	-	-	(25)	(25)
At 31 December 2025	-	-	-	14,990	14,990
Carrying Amount					
At 31 December 2025	-	-	-	14,990	14,990
Biological Assets Classification:					
At 31 December 2025					
Biological Assets Classified as Non-Current Assets	1,608,332	202,354	-	-	1,810,686
Biological Assets Classified as Current Assets	-	-	145,747	14,990	160,737
	1,608,332	202,354	145,747	14,990	1,971,423

*Additions include Biological Assets appreciation amounting to #755.8 million.



	Dairy Herd # '000	Breeder Birds # '000	Other Poultry # '000	Crops # '000	Total # '000
Cost					
At 1 January 2024	2,440,990	300,603	110,991	-	2,852,584
Additions during the year*	813,553	259,261	1,940,735	-	3,013,549
Transfers to Inventories	-	-	(1,932,770)	-	(1,932,770)
Disposals during the year	(625,455)	(218,199)	(271)	-	(843,925)
Currency Translation Difference	75	-	-	-	75
At 31 December 2024	2,629,163	341,665	118,685	-	3,089,513
Accumulated Depreciation					
At 1 January 2024	851,273	148,501	-	-	999,774
Depreciation for the year	349,693	216,645	-	-	566,338
Disposals during the year	(216,741)	(216,916)	-	-	(433,657)
Currency Translation Difference	20	-	-	-	20
At 31 December 2024	984,245	148,230	-	-	1,132,475
Net Book Value					
At 31 December 2024	1,644,918	193,435	118,685	-	1,957,038

	Dairy Herd # '000	Breeder Birds # '000	Other Poultry # '000	Crops # '000	Total # '000
Measured at Fair Value					
At 1 January 2024	-	-	-	24,053	24,053
Additions during the year	-	-	-	280,426	280,426
Transfers to Inventories	-	-	-	(277,230)	(277,230)
Loss Arising from Changes in Fair Value less Cost to Sell	-	-	-	(9,415)	(9,415)
Currency Translation Difference	-	-	-	32	32
At 31 December 2024	-	-	-	17,866	17,866
Carrying Amount					
At 31 December 2024	-	-	-	17,866	17,866
Biological Assets Classification:					
At 31 December 2024					
Biological Assets Classified as Non-Current Assets	1,644,918	193,435	-	-	1,838,353
Biological Assets Classified as Current Assets	-	-	118,685	17,866	136,551
	1,644,918	193,435	118,685	17,866	1,974,904

*Additions include Biological Assets appreciation amounting to # 778.2 million.



Dairy Herd represents heifers and cows held for milk production.

Parent Poultry Birds are held for the purpose of laying eggs which are hatched into Broiler Birds (Other Poultry).

Crops are mainly held for the purpose of serving as animal feed which are consumed internally.

Agricultural Risk Management:

The Group is subject to following risks relating to its agricultural activities:

(a) Failure to secure long-term production of fodder

Fodder production has been strategically shifted overseas/outside Saudi Arabia as per domestic law and regulations. The Group has developed an extensive supply chain network in North America and South America, covering both own and sourced fodder production, to ensure continuous supply of fodder for its dairy herd. Saudi Arabia's farms also carry a large Inventory of forage to ensure no disruption of supply.

(b) Large scale loss of biological assets due to disease/pandemic

Strong bio-security procedures, livestock and poultry flock located on multiple sites to reduce risk, disease control and vaccination program are in place along with screening and quarantine of incoming animals. Professional vet group within the farming division ensure large scale losses do not occur.

(c) Severe operational disruption (fire, flood, etc.)

The Group is prepared to respond to operational disruptions to minimise losses and remain viable. An effective Business Continuity Plan is continually reviewed and adapted for the changing nature of operational disruptions. Risk assessments are continually performed to identify possible events that could cause significant disruptions. Risk of business disruption from flood has been removed through farm design. Farm buildings are constructed in areas that do not have flash floods and also elevated above ground level.

12. INVESTMENTS

The investments comprise the following:

	Nature	Principal activity	Country of Incorporation/ Principal Place of Business	31 December 2025	31 December 2024	31 December 2025 S'000	31 December 2024 S'000
Investments in Associate							
Maria Fondomonte S.A. (Refer note 12.1 and 12.2)	Associate	Source, process and sale of forage supplies	Romania	0%	49.0%	-	3,256
						-	3,256



12.1. Movement in the investment in associate is as follows:

	2025 # '000	2024 # '000
Opening balance	3,256	5,030
Share of Results for the year	(1,222)	(1,774)
Disposal during the year (Refer note 12.2)	(2,034)	-
Closing balance	-	3,256

12.2. On 22 Safar 1441 A.H. (21 October 2019) the Group acquired 49.0% equity interest in Maria Fondomonte S.A. (the "Associate") to strengthen its dairy herd feed supply. The Group reviewed this investment for impairment on account of breach of certain clauses set forth in the shareholders' agreement (the "Agreement") dated 21 October 2019. Based on fair valuation of Group's equity stake in the Associate, an impairment loss of # 82.9 million was recognised in 'Other Expenses, net' in the Consolidated Statement of Profit or Loss during the year ended 31 December 2022.

The Group initiated the legal action under the Agreement, within the jurisdiction of Romania, to recover its investment in the Associate.

On 30 April 2025, the Group entered into a settlement agreement and recovered its investment of # 99.2 million by disposing of its entire stake in the Associate to the remaining shareholders, in exchange for a cash consideration. The transaction resulted in a gain on disposal of # 75.4 million, determined after deducting the associated recovery costs (including legal and administrative expenses) and the carrying value of the investment as of the disposal date. The net gain is recognised in 'Other Expenses, net' in the Consolidated Statement of Profit or Loss for the year ended 31 December 2025.

13. BUSINESS COMBINATION

As explained in note 1, Group effectively obtained control of Pure Beverages Industry Company Limited on 6 Safar 1447 A.H (31 July 2025).

The Group is currently in the process of allocating the purchase consideration to the identifiable assets, liabilities acquired and contingent liabilities assumed. However, the Group has provisionally accounted for the transaction as of the acquisition date which are summarised below.

	Fair Value on Acquisition # '000
Assets Acquired:	
Non-Current Assets	
Property, Plant and Equipment (Refer note 7)	417,284
Intangible Assets (Refer note 10.1)	2,181
Customer Relationships and Brands (Refer note 10.3)	155,800
Right of Use Assets	26,658
	601,923
Current Assets	
Cash and Cash Equivalents	11,129
Trade Receivables, Prepayments and Other Receivables	177,758
Inventories	40,238
	229,125
Total Assets	831,048



Fair Value on Acquisition
'000

Liabilities Assumed:

Non-Current Liabilities

Lease Liabilities	10,803
Employee Retirement Benefits	12,553
	23,356

Current Liabilities

Lease Liabilities	9,491
Trade and Other Payables	114,086
	123,577

Total Liabilities **146,933**

Total Purchase Consideration 1,012,223

Total Identifiable Net Assets **(684,115)**

Goodwill Arising on Acquisition (Refer note 10.2) **328,108**

Cash Outflow on Acquisition:

Net Cash Acquired with the Subsidiary	11,129
Cash Paid	(1,021,223)
Net Cash Outflow	(1,010,094)

14. INVENTORIES

	31 December 2025 # '000	31 December 2024 # '000
Raw Materials	4,339,880	4,208,808
Finished Goods	1,136,598	1,061,679
Spares	944,848	821,907
Work in Progress	230,489	234,961
Total Inventories	6,651,815	6,327,355
Less: Allowance (Refer note 14.1)	(646,077)	(642,935)
Total	6,005,738	5,684,420

14.1. Movement in allowance is as follows:

	2025 # '000	2024 # '000
Opening balance	642,935	591,746
Reversal/Allowance made and written off during the year	2,673	54,935
Currency Translation Difference	469	(3,746)
Closing balance	646,077	642,935

14.2. Allowance for inventories is based on nature of inventories, their expiry and sales expectation based on historic trends and other qualitative factors.



15. TRADE RECEIVABLES, PREPAYMENTS AND OTHER RECEIVABLES

	31 December 2025 # '000	31 December 2024 # '000
Trade Receivables - Third Parties	2,194,158	1,964,690
Less: Allowance for impairment of trade receivables (Refer note 15.1)	(220,680)	(257,832)
Net Trade Receivables	1,973,478	1,706,858
Prepayments	530,746	503,311
Government Grants	120,754	107,251
Other Receivables	71,364	104,106
	2,696,342	2,421,526

	31 December 2025 # '000	31 December 2024 # '000
Ageing of Trade Receivables		
Up to 2 months	1,644,157	1,444,290
2 - 3 months	200,931	166,536
More than 3 months	349,070	353,864
	2,194,158	1,964,690

15.1. Movement in allowance for impairment of trade receivables is as follows:

	2025 # '000	2024 # '000
At the beginning of the year	257,832	160,768
Reversal/ Allowance made and written off during the year (Refer note 15.3)	(37,240)	98,519
Currency Translation Difference	88	(1,455)
At the end of the year	220,680	257,832

15.2. Trade receivables disclosed above are classified as financial assets at amortised cost.

15.3. Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments.

15.4. The credit terms of the trade receivables vary across the business segments of the Group and therefore any significant change in product-mix also affects the ageing profile of trade receivables accordingly.

16. CASH AND CASH EQUIVALENTS

	31 December 2025 # '000	31 December 2024 # '000
Cash at Bank - Current accounts (Refer note 16.1)	443,012	460,893
Cash at Bank - Deposits (Refer note 16.2)	58,210	36,824
Cash in Hand	21,817	30,497
	523,039	528,214



16.1. Cash available in banks are non-interest bearing.

16.2. The average rate on bank deposits during 2025 is 4.8% (2024: 5.3%) per annum with an average maturity of less than a month.

16.3. The cash and cash equivalents include ₪ 22.7 million (2024: ₪ 25.4 million) earmarked in dividend accounts.

17. SHARE CAPITAL

The Company's share capital at 31 December 2025 amounted to ₪ 10,000 million (2024: ₪ 10,000 million), consisting of 1,000 million (2024: 1,000 million) fully paid and issued shares of ₪ 10 each. Holders of these shares are entitled to dividends as declared from time to time and entitled to one vote per share at general assembly meeting.

18. STATUTORY RESERVE

The statutory reserve included in the consolidated financial statements as of 31 December, 2025, and 31 December, 2024, was required under the Company's previous by-laws. However, following amendments to the Company's by-laws, the requirement to set aside a statutory reserve has been removed.

19. EMPLOYEE EQUITY PARTICIPATION PROGRAMS

19.1. Employee Stock Option Program ("ESOP"):

The Group has offered certain employees (the "Eligible Employees") the option (the "Option") for equity ownership (treasury shares) opportunities and performance-based incentives which will result in more alignment between the interest of both shareholders and these employees. The vesting of the Option is dependent on meeting performance targets (such as earnings per share) set by the Company along with the required period of stay in service by the Eligible Employees. The exercise of the Option is contingent upon the shares of the Company continuing to be listed on the Tadawul.

Treasury shares that have not been granted to Eligible Employees in the reporting period for which those were earmarked shall carry over to the next reporting period.

The number of share options and the exercise price has been retrospectively adjusted for the prior period to reflect the effect of the bonus share issue.

The ESOP 2019 was granted in Dhul-Hijjah 1440 A.H. (August 2019). The number of shares shall not exceed 4,500,000 shares.

The ESOP 2020 was granted in Rajab 1441 A.H. (March 2020). The number of shares shall not exceed 4,100,000 shares.

The fair value per Option is estimated at the grant date using the Black Scholes Merton pricing model, taking into account the terms and conditions upon which the share options were granted.

	ESOP 2019	ESOP 2020
Input to the Model		
Dividend Yield (%)	1.5	1.7
Expected Volatility (%)	22.9	23.1
Risk Free Interest Rate (%)	3.0	2.1
Contractual Life of Share Options (Years)	2.5	2.9
Share Price (₪) at Grant Date	51.9	37.0
Exercise Price (₪) at Grant Date	55.0	50.0
Fair Value per Option (₪)	6.7	2.1
Weighted Average Share Price during respective year (₪)	52.6	51.3

The expected life of the share options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the Options is indicative of future trends, which may also not necessarily be the actual outcome.



The following table sets out the number of the, and movements in, ESOP share options during the year:

	2025	2024
At the beginning of the year	1,856,000	3,181,000
Settled during the year	(196,000)	(1,201,000)
Forfeited during the year	(128,000)	(124,000)
At the end of the year	1,532,000	1,856,000

19.2. Employee Share Plan (“ESP”):

Under the ESP, the equity instruments (the shares) are granted to the eligible employees for equity ownership (treasury shares) under the same terms and conditions as mentioned above for ESOP. The fair value per award is determined using the market price of the Company’s share at the grant date.

The ESP 2022 was granted in Shaban 1443 A.H. (March 2022). The number of shares awarded under the plan were 513,500 shares.

The ESP 2023 was granted in Rajab 1444 A.H. (January 2023). The number of shares awarded under the plan were 755,500 shares.

The ESP 2024 was granted in Rajab 1445 A.H. (January 2024). The number of shares awarded under the plan were 810,500 shares.

The ESP 2025 was granted in Rajab 1446 A.H. (January 2025). The number of shares awarded under the plan were 1,000,000 shares.

The following table sets out the number of the, and movements in, ESP shares during the year:

	2025	2024
At the beginning of the year	2,132,500	1,741,500
Granted during the year	1,000,000	810,500
Settled during the year	(457,000)	(398,500)
Forfeited during the year	(109,500)	(21,000)
At the end of the year	2,566,000	2,132,500

20. TREASURY SHARES

	31 December 2025 S'000	31 December 2024 S'000
At the beginning of the year	538,024	614,766
Settled during the year	(28,361)	(76,742)
At the end of the year	509,663	538,024

21. OTHER RESERVES

	Notes	31 December 2025 S'000	31 December 2024 S'000
Hedging Reserve		(40,548)	178,466
Currency Translation Reserve	21.1	975,219	1,014,584
Others	21.2	98,928	118,327
		1,033,599	1,311,377



21.1. During 2025, the Egyptian pound remained stable against the ﷲ, with no significant devaluation observed (2024: 39.1%). As a result currency translation adjustment has been recorded in relation to the translation of foreign operations.

21.2. Others include movement for balances related share-based payment expenses ﷲ 40.0 million (2024: ﷲ37.2 million) and settlement of treasury shares ﷲ 21.2 million (2024: ﷲ23.0 million).

22. LOANS AND BORROWINGS

	Notes	31 December 2025 ﷲ '000	31 December 2024 ﷲ '000
Non-Current Liabilities			
Islamic Banking Facilities (Murabaha)	22.1	5,960,307	5,551,280
Saudi Industrial Development Fund ("SIDF")	22.2	128,143	334,872
Banking Facilities of Non-GCC Subsidiaries	22.3	128,588	56,084
Supranational (Murabaha)	22.4	47,277	118,415
Agricultural Development Fund ("ADF")	22.5	17,987	38,263
		6,282,302	6,098,914
International Sukuk	22.6	4,669,508	2,801,331
		10,951,810	8,900,245

	Notes	31 December 2025 ﷲ '000	31 December 2024 ﷲ '000
Current Liabilities			
Islamic Banking Facilities (Murabaha)	22.1	1,062,084	418,203
Saudi Industrial Development Fund ("SIDF")	22.2	197,499	277,260
Banking Facilities of Non-GCC Subsidiaries	22.3	68,408	46,766
Supranational (Murabaha)	22.4	72,137	96,160
Agricultural Development Fund ("ADF")	22.5	23,886	327,787
		1,424,014	1,166,176
International Sukuk	22.6	96,316	63,820
		1,520,330	1,229,996
Total Loan and Borrowings		12,472,140	10,130,241

22.1. The borrowings under Islamic banking facilities (Murabaha) are secured by promissory notes given by the Group and are denominated in ﷲ. The Islamic banking facilities (Murabaha) with a maturity period of less than two years are predominantly of a revolving nature. During the year ended 31 December 2025, the Group entered into new Islamic Banking facilities for ﷲ 3,675.0 million (2024: ﷲ 281.4 million). As at 31 December 2025, ﷲ 6,618.3 million Islamic banking facilities (Murabaha) were unutilised and available for drawdown with maturities predominantly greater than five years (2024: ﷲ 4,456.5 million).

22.2. The borrowings of the Group from the SIDF, denominated in ﷲ, are secured by a mortgage on land, building, plant and machineries equivalent to the outstanding borrowings. As at 31 December 2025, the Group had no unutilised SIDF facilities available for drawdown (2024: Nil). Assets held as collateral are subject to restriction of disposal until the loan is settled or the disposal is approved by SIDF.



22.3. These banking facilities of Non-GCC subsidiaries represent foreign currency denominated borrowings, including USD, EGP and JOD from foreign banking and developing institutions, secured by guarantees provided by the Company. As at 31 December 2025, equivalent ₪ 594.4 million (2024: ₪ 414.1 million) facilities were unutilised and available for drawdown.

22.4. The borrowings granted by Supranational ("IFC" - Member of World Bank Group and "EBRD" - European Bank for Reconstruction and Development) are Murabaha facilities and in USD, secured by promissory notes given by the Group. As at 31 December 2025, the Group had no unutilised facility available for drawdown (2024: Nil).

22.5. The borrowing from ADF, denominated in ₪, is secured by a mortgage on land, building, plant and machineries equivalent to the outstanding borrowings. During the year ended 31 December 2025, the Group entered into new short term (Murabaha) facilities for ₪ 270.0 million (2024: Nil). As at 31 December 2025, the Group had ₪ 270.0 million unutilised ADF facilities available (2024: Nil). Assets mortgaged are subject to the restriction of disposal until the loan is settled or the disposal is approved by ADF.

22.6. On 7 Muharram 1445 A.H, (25 July 2023), the Group issued its International Sukuk – Series II amounting to USD 750.0 million (equivalent ₪ 2,814.4 million) out of USD 2,000.0 million (equivalent ₪ 7,505.0 million) Euro Medium Term Note Programme at a par value of USD 0.2 million each. The International Sukuk – Series II Issuance bears a return of 5.2% per annum payable semi-annually in arrears. The International Sukuk – Series II will be redeemed at par on its date of maturity i.e. 28 Rabi Al Thani 1455 A.H. (25 July 2033).

On 2 Rabi Al-Thani 1447 A.H, (24 September 2025), the Group issued its International Sukuk – Series III amounting to USD 500.0 million (equivalent ₪ 1,876.3 million) out of USD 2,000.0 million (equivalent ₪ 7,505.0 million) Euro Medium Term Note Programme at a par value of USD 0.2 million each. The International Sukuk – Series III Issuance bears a return of 4.5% per annum payable semi-annually in arrears. The International Sukuk – Series III will be redeemed at par on its date of maturity i.e. 26 Jumada Al-Awwal 1452 A.H. (24 September 2030).

The loans contain certain covenants. A future breach of covenants may lead to renegotiation. The covenants are monitored on a monthly basis by management, in case of potential breach, actions are taken by management to ensure compliance. As at 31 December 2025, there has not been any non-compliance observed for any of the covenants.

23. EMPLOYEE RETIREMENT BENEFITS

	2025 ₪ '000	2024 ₪ '000
Opening Balance	1,396,542	1,225,730
On acquisition of subsidiary	12,553	-
Consolidated Statement of Profit or Loss		
Current Service Cost	147,544	115,587
Interest Cost	75,155	55,494
Past Service Cost	-	11,317
Consolidated Statement of Comprehensive Income		
Actuarial Loss	31,832	58,915
Cash Movements:		
Benefits paid	(79,316)	(70,501)
Closing Balance	1,584,310	1,396,542



Demographic Assumptions

	31 December 2025	31 December 2024
GCC employees		
Number of Employees	46,997	43,918
Weighted average age of employees (years)	37	36
Weighted average years of past service	7	7

Weighted average duration of the employee retirement benefit liability is 8.1 years.

The significant assumptions used to determine the present value of the defined benefit obligations for the years ended December 31 are as follows:

	2025	2024
Discount Rate	4.2% - 5.1%	4.9% - 6.8%
Long-term Salary Growth Rate	4.2% - 5.1%	4.9% - 6.8%

Risk Exposure:

The Group is exposed to a number of risks, the most significant of which are detailed below:

Inflation risk

The majority of the plan's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities.

Changes in bond yields

Decrease in corporate bond yields will increase plan liabilities.

		2025 # '000	2024 # '000
Sensitivity in Employee Retirement Benefits Liability			
Salary Inflation	1% Decrease	1,457,083	1,286,119
	Base	1,584,310	1,396,542
	1% Increase	1,730,341	1,524,385
Discount Rate	1% Decrease	1,732,001	1,525,769
	Base	1,584,310	1,396,542
	1% Increase	1,458,075	1,287,030

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the employee retirement benefits to significant actuarial assumptions, the same method (present value of the employee retirement benefits calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the employee retirement benefits recognised in the Consolidated Statement of Financial Position.



24. DEFERRED TAX

Following are the major deferred tax assets and liabilities recognised by the Group:

24.1. Deferred Tax Assets

	2025 # '000	2024 # '000
Opening Balance	3,858	24,307
Decrease during the year	(3,292)	(12,404)
Currency Translation Difference	3,649	(8,045)
Closing Balance	4,215	3,858

Deferred tax assets relate to unused tax losses for its subsidiaries in Argentina. Management believes that future taxable profits will be available against which deferred tax assets can be realised.

24.2. Deferred Tax Liabilities

	2025 # '000	2024 # '000
Opening Balance	61,890	92,107
Increase during the year	1,425	13,658
Transfer	-	(27,923)
Currency Translation Difference	1,611	(15,952)
Closing Balance	64,926	61,890

Deferred tax liability relates to taxable temporary differences arising majorly on Property, Plant and Equipment.

25. ZAKAT AND INCOME TAX

25.1. Zakat Provision

Zakat is charged at the higher of net adjusted income or Zakat base as required by the ZATCA. The key elements of zakat base primarily include equity components, net income and liabilities adjusted for zakat purpose.

	2025 # '000	2024 # '000
Opening Balance	345,703	249,659
On acquisition of subsidiary	2,311	-
Charge for the year	86,831	105,326
Payments	(176,967)	(9,282)
Closing Balance	257,878	345,703

The Company filed its Consolidated Zakat returns for all the years up to 2024. The Zakat assessments for all the years up to 2023 for Almarai Company have been closed and settled with the ZATCA.

25.2. Income Tax Provision

	2025 # '000	2024 # '000
Opening Balance	36,226	30,789
Charge for the year	47,473	18,272
Payments	(17,355)	(13,666)
Currency Translation Adjustment	1,745	831
Closing Balance	68,089	36,226



Foreign subsidiaries filed their tax returns for all years up to 2024 and settled their tax liabilities accordingly. While all the returns have been filed, final assessments are pending for certain years.

26. TRADE AND OTHER PAYABLES

Management considers that the carrying amount of trade payables approximates to their fair value.

	31 December 2025 # '000	31 December 2024 # '000
Trade Payable	1,752,747	1,489,386
Accrued Expenses (Refer note 26.1)	2,252,120	2,139,575
Other Payables (Refer note 26.1)	409,926	419,960
	4,414,793	4,048,921

26.1 Accrued expenses include accrual against volume discounts and trade support costs amounting to # 648.6 million (2024: # 619.9 million), payroll related accrual amounting to # 286.0 million (2024: # 288.4 million) and accrual against expected sales returns amounting to # 80.1 million (2024: # 95.0 million). Other payables include unrecognised portion of Government grants related to inventories, dividend payables and advance from customers at the reporting date.

27. COST OF SALES

	2025 # '000	2024 # '000
Material Consumed	9,269,596	9,017,906
Employee Costs	2,396,074	2,155,890
Depreciation of Property, Plant and Equipment	1,384,079	1,416,610
Infrastructure Support and Services	1,043,248	986,740
Depreciation of Biological Assets	635,250	566,338
Utilities	596,607	472,685
Vaccines and Drugs	185,847	174,428
Outside Processing Charges	62,045	61,929
Consumables	64,979	64,956
Depreciation of Right-of-Use Assets	41,958	41,409
Amortisation of Long-term Prepayments (Refer note 8)	34,053	27,262
Amortisation of Intangible Assets	12,239	12,060
Other Expenses	452,732	375,163
Less:		
Appreciation of Biological Assets (Refer note 11)	(755,739)	(778,214)
Government Grants	(245,905)	(279,702)
	15,177,063	14,315,460



28. SELLING AND DISTRIBUTION EXPENSES

	2025 # '000	2024 # '000
Employee Costs	1,886,409	1,753,243
Marketing Expenses	533,863	532,820
Depreciation of Property, Plant and Equipment	250,896	250,401
Infrastructure Support and Services	290,750	239,791
Depreciation of Right-of-Use Assets	71,368	65,036
Utilities	29,655	27,945
Consumables	8,987	9,225
Amortisation of Intangible Assets	3,019	2,586
Other Expenses	156,114	112,871
	3,231,061	2,993,918

29. GENERAL AND ADMINISTRATION EXPENSES

	2025 # '000	2024 # '000
Employee Costs	307,761	284,855
Insurance	101,619	98,198
Infrastructure Support and Services	65,168	55,428
Depreciation of Property, Plant and Equipment	28,905	21,305
Amortisation of Intangible Assets	30,131	25,324
Depreciation of Right-of-Use Assets	12,120	11,545
Utilities	9,503	6,756
Consumables	2,468	1,047
Other Expenses	3,788	3,691
	561,463	508,149

30. OTHER EXPENSES, NET

	2025 # '000	2024 # '000
Loss on Disposal of Biological Assets (Refer note 30.1)	127,686	123,142
Gain on Disposal of Property, Plant and Equipment	(16,456)	(30,295)
Net Gain on Disposal of Right-of-Use Assets	(5,691)	(1,090)
Dividend on Equity Investment	(863)	-
Other Income	(5,658)	(5,523)
Gain on Disposal of Investment (Refer note 12.2)	(75,422)	-
Exchange Gain	(8,783)	(23,068)
	14,813	63,166

30.1 Each cow within the dairy herd is depreciated over the average useful life of approximately 4 lactations (Refer note 5.9). In order to maintain the size and health of the dairy herd, a significant proportion of the herd is culled or sold each year based on an assessment by management of the productivity, breeding and efficiency of each herd member and only those meeting predefined levels are retained. It is not possible to predict in advance which herd members will be culled early or late and accordingly the average useful life of approximately 4 lactations is applied across the whole of the dairy herd. Underperforming herd members are often sold in a secondary market where the value received for each herd member is generally not linked to the age of the herd member.

Herd members culled or sold before 4 lactations will typically have a depreciated cost higher than the expected residual value and thus a loss on disposal will generally arise. Management believe that such loss on disposal broadly offsets the absence of depreciation on those herd members that survive beyond the average 4 lactation period and accordingly neither the profit for the year nor the net carrying cost of the dairy herd as reported in the Consolidated Statement of Financial Position is materially distorted.



31. FINANCE COST, NET

	2025 # '000	2024 # '000
Interest and Finance Charges	704,413	692,939
Interest on Lease Liabilities	27,187	19,968
Interest Income on other Deposits	(10,946)	(31,593)
Exchange Gain	(117)	(829)
Interest Capitalisation	(245,230)	(134,747)
Net Gain on Settlement of Interest Rate Swap Instrument	(11,961)	(15,478)
	463,346	530,260

32. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share is based on the following data:

	2025	2024
Profit for the year attributable to the shareholders of the Company # '000	2,456,093	2,313,100
Number of shares '000		
Weighted average number of ordinary shares for the purposes of basic earnings	989,306	988,191
Weighted average number of ordinary shares for the purposes of diluted earning	1,000,000	1,000,000
Earnings per Share (AED), based on Profit for the year attributable to Shareholders of the Company		
- Basic	2.48	2.34
- Diluted	2.46	2.31

Weighted average number of shares are retrospectively adjusted to reflect the effect of Bonus Shares and are adjusted to take account of Treasury Shares held under the Almarai Employee Equity Participation Programme.

33. SEGMENT REPORTING

The Group's principal business activities involve manufacturing and trading of dairy and juice products under Almarai, Beyti and Teeba brands, bakery products under L'usine and 7 Days brands and poultry products under Alyoum and AlBashayer brands. Other activities include arable, horticulture, infant nutrition, seafood, value added meat products and water. Selected financial information as at 31 December 2025 and 31 December 2024, and for the year then ended, categorised by these business segments, is as follows:

Dairy and Juice	Milk production, dairy, fruits juice, ice cream product processing and distribution
Bakery	Bakery products manufacturing and distribution
Poultry	Poultry products manufacturing and distribution
Other Activities	Arable, horticulture, infant nutrition, seafood, value added meat products and water.



	Dairy and Juice # '000	Bakery # '000	Poultry # '000	Other Activities # '000	Total # '000
31 December 2025					
Revenue	14,723,061	2,789,339	3,927,227	1,748,254	23,187,881
Third Party Revenue	14,632,844	2,789,339	3,927,229	715,464	22,064,876
Depreciation and Amortisation	(1,420,938)	(202,829)	(669,275)	(210,976)	(2,504,018)
Share of Results of Associate	-	-	-	(1,222)	(1,222)
Profit/(Loss) attributable to Shareholders of the Company	1,537,125	452,073	489,600	(22,705)	2,456,093
Profit/(Loss) for the year	1,537,705	452,073	489,600	(22,705)	2,456,673
Total Assets	22,267,954	1,866,423	11,085,005	4,747,516	39,966,898
Total Liabilities	13,200,048	381,699	5,139,800	718,115	19,439,662

	Dairy and Juice # '000	Bakery # '000	Poultry # '000	Other Activities # '000	Total # '000
31 December 2024					
Revenue	14,094,150	2,661,579	3,794,209	1,493,041	22,042,979
Third Party Revenue	14,007,348	2,661,579	3,794,209	516,376	20,979,512
Depreciation and Amortisation	(1,418,049)	(233,945)	(611,069)	(176,813)	(2,439,876)
Share of Results of Associate	-	-	-	(1,774)	(1,774)
Profit/(Loss) attributable to Shareholders of the Company	1,488,971	403,325	485,782	(64,978)	2,313,100
Profit/(Loss) for the year	1,489,538	403,325	485,782	(64,978)	2,313,667
Total Assets	21,120,578	1,982,800	9,074,896	3,389,686	35,567,960
Total Liabilities	12,799,436	427,890	2,886,540	662,962	16,776,828

The Group's revenue is derived from contracts with customers for sale of consumer products. Control of products is transferred at a point in time and directly sold to customers.

Segment assets are measured in the same way as in the Consolidated Financial Statements. These assets are allocated and analysed based on the operations of the segment. The Group's management does not analyse total assets based on its geographical location and therefore country-wise total assets are not disclosed in these Consolidated Financial Statements.



The revenue from business segments categorised by geographical region is as follows:

	Dairy and Juice # '000	Bakery # '000	Poultry # '000	Other Activities # '000	Total # '000
31 December 2025					
Saudi Arabia	8,889,186	2,019,112	3,164,542	505,493	14,578,333
Other GCC Countries	3,133,260	736,568	633,571	44,425	4,547,824
Other Countries	2,610,398	33,659	129,116	165,546	2,938,719
Total	14,632,844	2,789,339	3,927,229	715,464	22,064,876
31 December 2024					
Saudi Arabia	8,599,142	1,940,169	3,094,353	270,507	13,904,171
Other GCC Countries	2,969,012	690,148	570,739	52,711	4,282,610
Other Countries	2,439,194	31,262	129,117	193,158	2,792,731
Total	14,007,348	2,661,579	3,794,209	516,376	20,979,512

The geographical distribution of Group's non-current assets excluding financial assets and deferred tax asset is as follows:

	2025 # '000	2024 # '000
Saudi Arabia	26,983,475	23,476,658
Other GCC Countries	1,048,168	889,781
Other Countries	2,494,230	2,385,661
Total	30,525,873	26,752,100

34. BANK OVERDRAFTS

It represents the overdrafts facility arrangement in IDJ (Egypt and Jordan) amounting to # 146.3 million (2024: # 60.9 million), secured by corporate guarantee given by the Company. The average rate on overdrafts facility during 2025 was 25.0% and 8.8% per annum for Egypt and Jordan respectively. (2024: 28.5% and 8.6%).

35. CASH FLOW INFORMATION

35.1. Non-cash Investing and Finance Activities

Borrowing Cost Capitalised as part of Capital Work-in-Progress (Refer note 7).

Acquisition of Right-of-Use-Assets (Refer note 9).



35.2. Net Debt Reconciliation

	Liabilities from financing activities				Asset		Net Total # '000
	Loans and Borrowings # '000	Bank Overdrafts # '000	Lease Liabilities # '000	Sub-total # '000	Cash and Cash Equivalents # '000	Time Deposit # '000	
Opening balance as at 1 January 2025	10,130,241	52,598	484,950	10,667,789	528,214	-	10,139,575
Financing cash flows	2,332,720	(35,705)	(137,217)	2,159,798	(8,110)	-	2,167,908
Redemption	-	-	-	-	-	-	-
Changes in Leases	-	-	177,769	177,769	-	-	177,769
Finance Cost/Income	677,112	4,277	27,187	708,576	-	-	708,576
Finance Cost/Income Paid/Received	(677,112)	(4,277)	(5,117)	(686,506)	-	-	(686,506)
Currency Translation Adjustment	9,179	-	2,654	11,833	2,935	-	8,898
Closing balance as at 31 December 2025	12,472,140	16,893	550,226	13,039,259	523,039	-	12,516,220
Opening balance as at 1 January 2024	12,027,997	844	450,192	12,479,033	666,336	1,925,556	9,887,141
Financing cash flows	(1,861,066)	52,588	(127,813)	(1,936,291)	(132,491)	-	(1,803,800)
Investment	-	-	-	-	-	(1,876,250)	1,876,250
Changes in Leases	-	-	152,090	152,090	-	-	152,090
Finance Cost/Income	625,873	19,166	19,968	665,007	-	16,436	648,571
Finance Cost/Income Paid/Received	(625,873)	(19,166)	(5,720)	(650,759)	-	(65,742)	(585,017)
Currency Translation Adjustment	(36,690)	(834)	(3,767)	(41,291)	(5,631)	-	(35,660)
Closing balance as at 31 December 2024	10,130,241	52,598	484,950	10,667,789	528,214	-	10,139,575



36. COMMITMENT AND CONTINGENCIES

36.1. The contingent liabilities against letters of credit are ₪ 385.2 million at 31 December 2025 (2024: ₪ 485.0 million).

36.2. The contingent liabilities against letters of outward guarantee and corporate guarantee are ₪ 1,023.4 million at 31 December 2025 (2024: ₪ 815.0 million).

Contingent liabilities against letters of credit and letters of guarantee expire as follows.

	31 December 2025 ₪ '000	31 December 2024 ₪ '000
Within One year	1,145,312	891,525
Two to Five years	158,247	287,848
After Five years	105,113	120,383
Total	1,408,672	1,299,756

36.3. The Group had capital commitments amounting to ₪ 2.6 billion at 31 December 2025 in respect of ongoing projects (2024: ₪ 4.4 billion). The majority of the capital commitments are for poultry business expansion, updating the existing production facilities, sales depot development, distribution fleet, fridges and IT equipment.

36.4. Refer to note 25.1 for Zakat related matters.

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

During the normal course of its operations, the Group had the following significant transactions with related parties during the year ended 31 December 2025 and 2024 along with their balances:

Nature of Transaction	Transaction Amount		Balance at	
	31 December 2025 ₪ '000	1 January - 15 December 2024 ₪ '000	31 December 2025 ₪ '000	1 January - 15 December 2024 ₪ '000
Sales To				
Panda Retail Company*	-	967,764	-	-
Herfy Food Services*	-	3,202	-	-
Total	-	970,966	-	-
Purchases From				
United Sugar Company*	-	57,249	-	-
International Food Industries Co*	-	87,983	-	-
Total	-	145,232	-	-

* Effective from 15 December 2024, the relationships with Savola Group companies no longer qualify as related party relationships under IFRS as endorsed in Saudi Arabia. Accordingly, all transactions executed with Savola Group companies during the period from 1 January 2024 to 15 December 2024 have been disclosed as related party transactions.



Members of the Board of Directors do not receive any remuneration for their role in managing the Group unless approved by the General Assembly. Members of the Board of Directors receive an attendance allowance for Board and Board Committee meetings. Executive Directors receive fixed remuneration as a result of their direct duties and responsibilities. The Senior Executives, including the Chief Executive Officer and the Chief Financial Officer, receive remuneration according to the employment contracts signed with them. The following table illustrates details of remuneration and compensation paid to Directors and Key Management Personnel:

	Key Management Personnel					
	31 December 2025 # '000			31 December 2024 # '000		
	Non Executive/Independent Board Members	Other Key Management Personnel	Total	Non Executive/Independent Board Members	Other Key Management Personnel	Total
Short-term employee benefits	6,063	34,755	40,818	6,006	29,374	35,380
Shared Based Payment	-	1,478	1,478	-	5,926	5,926
Post-employment benefits	-	3,500	3,500	-	1,223	1,223
Total	6,063	39,733	45,796	6,006	36,523	42,529

Sales and purchases (including services) carried out to/from related parties during the year based on the price lists in force and terms that would be available to third parties in the normal course of business.



38. DERIVATIVE FINANCIAL INSTRUMENTS

At 31 December 2025, the Group had various financial derivatives that were designated as cash flow hedge instruments to cover cash flow fluctuations arising from commission rates, foreign exchange prices and commodity prices that are subject to market price fluctuations. As per Group policy, derivative instruments are not used for trading or speculative purposes.

At 31 December 2025, the Group had 17 commission rate swap agreements in place with a total notional amount of ₪ 1.9 billion. At 31 December 2024, the Group had 16 commission rate swap agreements in place with a total notional amount of ₪ 1.8 billion.

The swaps result in the Group receiving floating Saudi Arabian Interbank Offered Rate (SAIBOR) rates while paying fixed rates of commission rate under certain conditions. The swaps are being used to hedge the exposure to commission rate changes of the Group's Islamic borrowings.

The Group enters into hedging strategies by using various financial derivatives to cover foreign exchange firm commitments and forecasted transactions that are highly probable.

The Group enters into various commodity derivatives to hedge the price of certain commodity purchases. These derivatives match the maturity of the expected commodity purchases and use the same underlying index as for the hedged item, therefore does not result in basis risk.

All financial derivatives are carried in the Consolidated Statement of Financial Position at fair value. All cash flow hedges are considered highly effective. The application of hedge accounting effectively results in recognising interest expense at a fixed interest rate for the hedged floating rate loans and inventory and PPE at the fixed foreign currency rate for the hedged purchases.

The following table detail the notional principal amounts and remaining terms outstanding as at the reporting date:

	Notional amount of the hedging instruments		Carrying amount of the hedging instrument	
	Current ₪ '000	Non-Current ₪ '000	Assets ₪ '000	Liabilities ₪ '000
31 December 2025				
Forward currency contracts	1,599,860	4,040,456	21,989	4,684
Interest rate swaps	-	1,900,000	23,430	-
Commodity Derivatives	423,423	-	5,535	5,723
	2,023,283	5,940,456	50,954	10,407
31 December 2024				
Forward currency contracts	1,998,476	7,729,299	4,356	180,988
Interest rate swaps	200,000	1,600,000	27,832	-
Commodity Derivatives	524,216	21,787	9,103	38,769
	2,722,692	9,351,086	41,291	219,757

39. FINANCIAL INSTRUMENTS

39.1. Fair value measurement of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Underlying the definition of fair value is the presumption that the Group is a going concern and there is no intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.



When measuring the fair value, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date.

Level 2: Inputs other than quoted prices included in Level 1 that are observable for the identical asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Carrying amount		Fair Value	
	Hedging Instruments #'000	Level 1 #'000	Level 2 #'000	Level 3 #'000
31 December 2025				
Financial Assets				
Derivative Financial Instruments	50,954	-	50,954	-
Financial Liabilities				
Derivative Financial Instruments	10,407	-	10,407	-

	Carrying amount	Fair Value		
	Hedging Instruments #'000	Level 1 #'000	Level 2 #'000	Level 3 #'000
31 December 2024				
Financial Assets				
Derivative Financial Instruments	41,291	-	41,291	-
Financial Liabilities				
Derivative Financial Instruments	219,757	-	219,757	-

Level 2 derivative financial instruments include forwards, commission rate swaps and commodity derivatives. These derivatives are valued using widely recognised valuation models. The Group relies on the counterparty for the valuation of these derivatives. The valuation techniques applied by the counterparties include the use of forward pricing standard models using present value calculations and mid-market valuations. Where applicable, these models project future cash flows and discount the future amounts to a present value using market-based observable inputs including interest rate curves, credit spreads, foreign exchange rates, and forward and spot prices.



39.2. Risk Management of Financial Instruments

The Group's activities expose it to a variety of financial risks, credit risk, liquidity risk, market price risk and capital management risk.

The Group's risk management is predominantly centralised under policies approved by the Board of Directors. The Group treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The board approves the overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

Credit Risk

Credit risk is the risk that one party to financial instruments will fail to discharge an obligation and cause the other party to incur a financial loss. The Group is exposed to credit risk on its bank balances, trade receivables and receivables from related parties and derivative financial instruments as follows.

	31 December 2025 #'000	31 December 2024 #'000
Cash at Bank (Refer note 16)	501,222	497,717
Trade Receivables	2,194,158	1,964,690
Derivative Financial Instruments (Refer note 38)	50,954	41,291
Other Receivables (Refer note 15)	71,364	104,106
	2,817,698	2,607,804

The carrying amount of financial assets represents the maximum credit exposure.

Credit risk on receivable and bank balances is limited as:

- Cash balances, term deposits, time deposits and derivative financial instruments are held with banks with sound credit ratings ranging from BBB- and above.
- The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. These adjusted loss rates in the current year are similar to the effective loss rates observed in the prior year. The Group has identified the GDP, unemployment rate, inflation rate and interest rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusted the historical loss rates based on expected changes in these factors.

Trade receivables outstanding balance comprises of 64.0% (2024: 63.0%) in KSA, 25.0% (2024: 28.0%) in GCC (other than KSA) and 11.0% (2024: 10.0%) in other Countries. The five largest customers account approximately for 43.0% of outstanding trade receivables at 31 December 2025 (2024: 35.0%).

The Group manages credit risk with respect to receivables from customers by monitoring in accordance with defined policies and procedures. The Group seeks to limit its credit risk with respect to customers by setting credit limits for individual customers and by monitoring outstanding receivables on an ongoing basis.



Liquidity Risk

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from the inability to sell a financial asset quickly at an amount close to its fair value. Following are the contractual maturities at the end of the reporting period of financial liabilities. The amounts are grossed and undiscounted and include estimated interest till maturity.

31 December 2025	Carrying Amount S'000	On Demand or Less than 1 year S'000	1 year to 5 years S'000	More than 5 years S'000	Total S'000
Non Derivative Financial Liabilities					
Bank Overdrafts	16,893	18,159	-	-	18,159
Loans and Borrowings	12,472,140	2,076,587	7,855,883	5,349,224	15,281,694
Trade and other payables	4,414,793	4,414,793	-	-	4,414,793
Lease Liabilities	550,226	101,238	222,512	430,920	754,670
	17,454,052	6,610,777	8,078,395	5,780,144	20,469,316
Derivative Financial Liabilities					
Forward currency contracts	4,684	698	3,766	-	4,464
Commodity Derivatives	5,723	5,723	-	-	5,723
	10,407	6,421	3,766	-	10,187



31 December 2024	Carrying Amount #'000	On Demand or Less than 1 year #'000	1 year to 5 years #'000	More than 5 years #'000	Total #'000
Non Derivative Financial Liabilities					
Bank Overdrafts	52,598	71,764	-	-	71,764
Loans and Borrowings	10,130,241	1,718,272	5,527,604	5,111,328	12,357,204
Trade and other payables	3,828,941	3,828,941	-	-	3,828,941
Lease Liabilities	484,950	104,343	223,074	327,363	654,780
	14,496,730	5,723,320	5,750,678	5,438,691	16,912,689
Derivative Financial Liabilities					
Forward currency contracts	180,988	134	170,906	-	171,040
Commodity Derivatives	38,769	37,811	906	-	38,717
	219,757	37,945	171,812	-	209,757

Liquidity risk is managed by monitoring on a regular basis that sufficient funds and banking and other credit facilities are available to meet the Group's future commitments. The Group's terms of sales require amounts to be paid either on a cash on delivery or on a terms basis.

Market Risk

Market price risk is the risk that value of a financial instrument will fluctuate as a result of changes in market prices, such as, commission rates, commodity prices and foreign currency exchange rates, will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The Group uses derivatives to manage market risks. The Group seeks to apply hedge accounting to manage volatility in profit or loss.

Commission Rate Risk

Commission Rate Risk is the exposure associated with the effect of fluctuations in the prevailing commission rates on the Group's financial position and cash flows. Islamic banking facilities (Murabaha), International Finance Corporation facility, other banking facilities of non-GCC subsidiaries amounting to # 5,687.4 million at 31 December 2025 (2024: # 4,808.5 million) bear variable financing commission charges at the prevailing market rates.

The Group's policy is to manage its financing charges using a mix of fixed and variable commission rate debts. The policy is to keep 50.0% to 80.0% of its borrowings at fixed commission rate. Currently, 55.0% (2024: 53.0%) of the total outstanding borrowings at 31 December 2025 are at fixed commission rate. Further variable borrowing carry commission rate at prevailing market rates indexed to SAIBOR.

The swap contracts require settlement of net interest receivable or payable every 90 or 180 days. The settlement dates coincide with the dates on which interest is payable on the underlying debt.



The following table demonstrates the sensitivity of the income to reasonably possible changes in commission rates, related to variable rate borrowings (net of hedge) with all other variables held constant.

		Increase/decrease in basis points of commission rates	Effect on income for the year # '000
31 December 2025	±	+100	56,874
	±	-100	(56,874)
31 December 2024	±	+100	48,085
	±	-100	(48,085)

Commodity Price Risk

Commodity Price Risk is the risk associated with changes in prices to certain commodities including corn, sugar and soya etc. that the Group is exposed to and its unfavourable effect on the Group's costs and cash flow. This commodity price risk arises from forecasted purchases of certain commodities that the Group uses as raw material, which is managed and mitigated by entering into commodity derivatives.

The Group enters into various commodity derivatives to hedge the price of certain commodity purchases. These derivatives match the maturity of the expected commodity purchases and use the same underlying index as for the hedged item.

The sensitivity of the commodity prices to reasonably possible changes in rates by 5.0% would have increased / (decreased) profit by # 24.3 million (2024: # 18.9 million).

Currency Risk

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. Currency risk arises when future commercial transactions and recognised assets and liabilities are denominated in currency that's not the Group's currency. The Group exposure to foreign currency risk is primarily limited to transactions in Kuwaiti Dinar ("KWD"), Euro ("EUR") and Great British Pounds ("GBP"). The fluctuation in exchange rates against KWD, EUR and GBP are monitored on a continuous basis. Quantitative data regarding the Group's exposure to currency risk arising from currencies is as follows:

31 December 2025	KWD # '000	EUR # '000	GBP # '000	Total # '000
Cash at Bank	34,240	5,754	10,704	50,698
Cash in Hand	6,383	47	35	6,465
Trade Receivables and Other Receivables	129,916	-	-	129,916
Short term Borrowings	-	(25,290)	-	(25,290)
Long Term Borrowings	-	(26,144)	-	(26,144)
Trade Payables	-	(10,567)	221	(10,346)
Net Statement of Financial Position exposure	170,539	(56,200)	10,960	125,299

31 December 2024	KWD # '000	EUR # '000	GBP # '000	Total # '000
Cash at Bank	25,698	18,129	2,128	45,955
Cash in Hand	11,815	66	44	11,925
Trade Receivables and Other Receivables	124,914	701	-	125,615
Short term Borrowings	-	(25,914)	-	(25,914)
Long Term Borrowings	-	(52,704)	-	(52,704)
Trade Payables	(1,101)	(2,667)	(138)	(3,906)
Net Statement of Financial Position exposure	161,326	(62,389)	2,034	100,971



The Group uses forward currency contracts to eliminate volatility in currency exposures. Management believes that the currency risk for forecast payments and capital expenditure is adequately managed primarily through entering into foreign currency forward purchase agreements. The Group treasury's risk management policy is to hedge between 65% to 90% of forecast non-pegged USD cash flows for accounts payable and capital expenditure purchases up to one year in advance, subject to a review of the cost of implementing each hedge. For the year ended 31 December 2025, approximately 90% of forecast payments and capital expenditures were hedged in respect of foreign currency risk. The hedge of forecast payments and capital expenditures qualified as 'highly probable' qualified forecast transactions for hedge accounting purposes. The forward purchase agreements are secured by promissory notes given by the Group. The sensitivity of the currency to reasonably possible changes in rates by 5.0% would have increased / (decreased) profit by ₪ 49.3 million (2024: ₪ 46.4 million).

A strengthening / (weakening) of the KWD, EUR and GBP by 10.0% against all other currencies would have affected the measurement of financial instruments (includes financial assets and liabilities) denominated in foreign currency and would have increased / (decreased) equity by the amounts shown below:

	31 December 2025 ₪'000	31 December 2024 ₪'000
KWD	17,054	16,133
EUR	(5,620)	(6,239)
GBP	1,096	203
	12,530	10,097

Capital Management

The Board's policy is to maintain an efficient capital base so as to maintain investor, creditor and market confidence and to sustain the future development of its business. The Board of Directors monitor the return on capital employed and the level of dividends to ordinary shareholders.

The Group's objectives when managing capital are:

- to safeguard the entity's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- to provide an adequate return to shareholders.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by adjusted equity. The Group's gearing ratios at the year end of the reporting year were as follows;

	2025 ₪'000	2024 ₪'000
Total Loans and Borrowings (Refer a)	12,489,033	10,182,839
Cash and Cash Equivalents	(523,039)	(528,214)
Net debt	11,965,994	9,654,625
Adjusted Equity (Refer b)	18,914,809	17,660,440
Gearing	63.3%	54.7%

(a) This includes bank overdrafts.

(b) Adjusted equity is total equity net of intangible assets and goodwill.



40. DIVIDEND APPROVED AND PAID

On 15 Shawwal 1446 A.H. (13 April 2025) the shareholders in their Extraordinary General Assembly Meeting approved dividends of ₪ 1,000 million (₪ 1 per share) for the year ended 31 December 2024 out of which ₪ 985.5 million was paid during the year.

No dividend was paid relating to treasury shares amounted to ₪ 10.6 million.

41. DIVIDEND PROPOSED

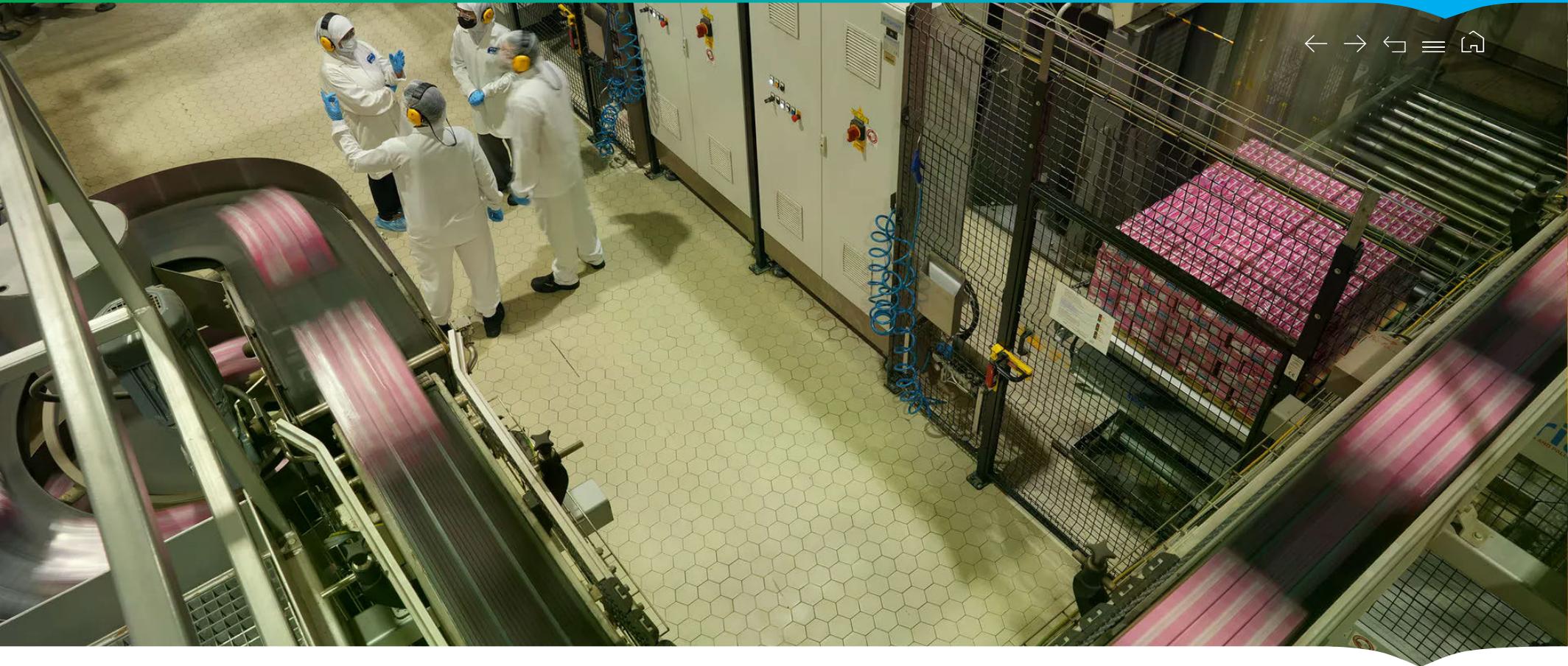
The Board of Directors have proposed, for shareholders' approval at the General Assembly Meeting, a dividend of ₪ 1.15 billion (₪ 1.15 per share) for the year ended 31 December 2025.

42. SUBSEQUENT EVENTS

In the opinion of the management, there have been no significant subsequent events since the year-end that require disclosure or adjustment in these Consolidated Financial Statements.

43. BOARD OF DIRECTORS APPROVAL

These Consolidated Financial Statements were approved by the Board of Directors on 29 Rajab 1447 A.H. (18 January 2026).



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Supplementary Information

ESG Policies and Position Statements

All policies and position statements were reviewed in 2025 and updated where necessary. **New in 2025:** Water Policy and Desertification Policy.

Policies

- | | |
|--|---|
|  Animal Welfare Policy |  Ethical Sourcing Policy |
|  Code of Conduct |  Global Anti-Bribery and Corruption Policy |
|  Community Investment Policy |  Human Rights Policy |
|  Desertification Policy (New 2025) |  Responsible Marketing Policy |
|  Energy Policy |  Water Policy (New 2025) |
|  Environmental Policy | |

Position Statements

-  Climate Change Position Statement
-  Environmental Impact of Packaging Position Statement
-  Water Position Statement

Independent Limited Assurance Statement



Independent Limited Assurance Statement to Almarai on selection of sustainability metrics within their Integrated Annual Report 2025

To the Management of Almarai Company, Saudi Arabia

Introduction

Intertek Saudi Arabia Ltd. ("Intertek") was engaged by Almarai Company ("Almarai") to provide an independent limited assurance on the selection of consolidated environmental, social and General disclosures listed in the scope ('the selected disclosures') presented in the Integrated Annual Report for 2025 ('the Report'). In preparing and presenting the selected disclosures, Almarai applied the 2021 Global Reporting Initiative Standards ("GRI Standards"). The assurance was performed in accordance with the requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the selected disclosures, as declared in the Report, were not accurate, complete, consistent, transparent, and free of material error or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Integrated Annual Report for 2025.

Responsibilities

The management of Almarai is solely responsible for data collection, preparation and presentation of the selected disclosures aligned with selected criteria for reporting. Management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of Almarai, is to provide assurance and express an opinion in the Assurance Statement based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within the report.

Assurance Scope

The Assurance has been provided for selected sustainability performance disclosures presented by Almarai in the Report. The reporting boundary included data and information for the period 1st January 2025 to 31st December 2025 for the operations in Gulf Cooperation Council, (which includes Saudi Arabia, United Arab Emirates, Oman, Bahrain and Kuwait), Jordan, Egypt, Argentina, and United States of America.



Our scope of assurance included verification of data and information on the selected disclosures reported as summarized in the table below:

General Disclosures

- Organization and its reporting practices 2021: 2-1, 2-2, 2-3
- Activities and Workers 2021: 2-7, 2-8

Topic Specific Disclosures

Economic Disclosures

- Procurement Practices 2016: 204-1

Environmental Disclosures

- Energy 2016: 302-1, 302-2, 302-3
- Water and Effluents 2018: 303-3, 303-4, 303-5
- Emissions 2016: 305-1, 305-2
- Waste 2020: 306-3, 306-4, 306-5
- Supplier Environmental Assessment 2016: 308-1

Assurance Criteria

Intertek conducted the assurance work in accordance with the requirements of 'Limited Assurance' procedures as per the following standards:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.

A limited assurance engagement comprises of limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider.

A materiality level of 10% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

Material Topics

- Process to determine material topics 2021: 3-1
- List of material topics 2021: 3-2

Social Disclosures

- Employment 2016: 401-1, 401-3
- Occupational Health and Safety 2018: 403-1, 403-2, 403-5, 403-9
- Training and Education 2016: 404-1, 404-3
- Diversity and Equal Opportunity 2016: 405-1

Methodology

Intertek performed assurance work using a risk-based approach to obtain the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by desk review with regard to the reporting and supporting records for the fiscal year 2025. Data and information supporting the Statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during December 2025 to March 2026. The assessment included the following:

- Reviewed the processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data, and other information made available digitally.
- Conducted virtual interviews with key personnel responsible for data management and consolidation.
- Assessed the appropriateness of various assumptions, estimations, and thresholds used by Almarai for data analysis.
- Reviewed documentation related to materiality assessment process to understand the information sources used by management and evaluate whether the process aligns with reporting requirements
- Reviewed sustainability disclosures on a sample basis for the reporting period of 1st January 2025 to 31st December 2025. This review was carried out remotely through virtual interactions and screen sharing tools.

This limited assurance engagement focused on aggregated data and processes at the corporate level rather than physically checking source data at individual sites.

Conclusions

Intertek reviewed the selected disclosures provided by Almarai in the Integrated Annual Report 2025 for the reporting period from 1st January 2025 to 31st December 2025. Based on the procedures performed and the evidence obtained, Intertek concludes with limited assurance that nothing has come to our attention that causes us to believe that the selected disclosures presented in Almarai's Integrated Annual Report 2025, are not fairly stated, in all material aspects, based on the reporting criteria.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 44,000 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this Assurance Opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek

Myvizhi Somasundaram, Verifier

Technical Manager Climate Change & Sustainability

03rd March 2026

Elizabeth Mielbrecht, Reviewer

Project Director

No member of the verification team (stated above) has a business relationship with Almarai Company, its Directors or Managers beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.

Alignment with National and International Development Frameworks





Almarai Material Topics

National Transformation Program (NTP)*

Sustainable Development Goals (SDGs)

Protecting the Planet

Water Management



Ensure Sustainability of Vital Resources



Packaging Innovation



Ensure Sustainability of Vital Resources



Climate Change



Ensure Sustainability of Vital Resources



Waste Management



Ensure Sustainability of Vital Resources

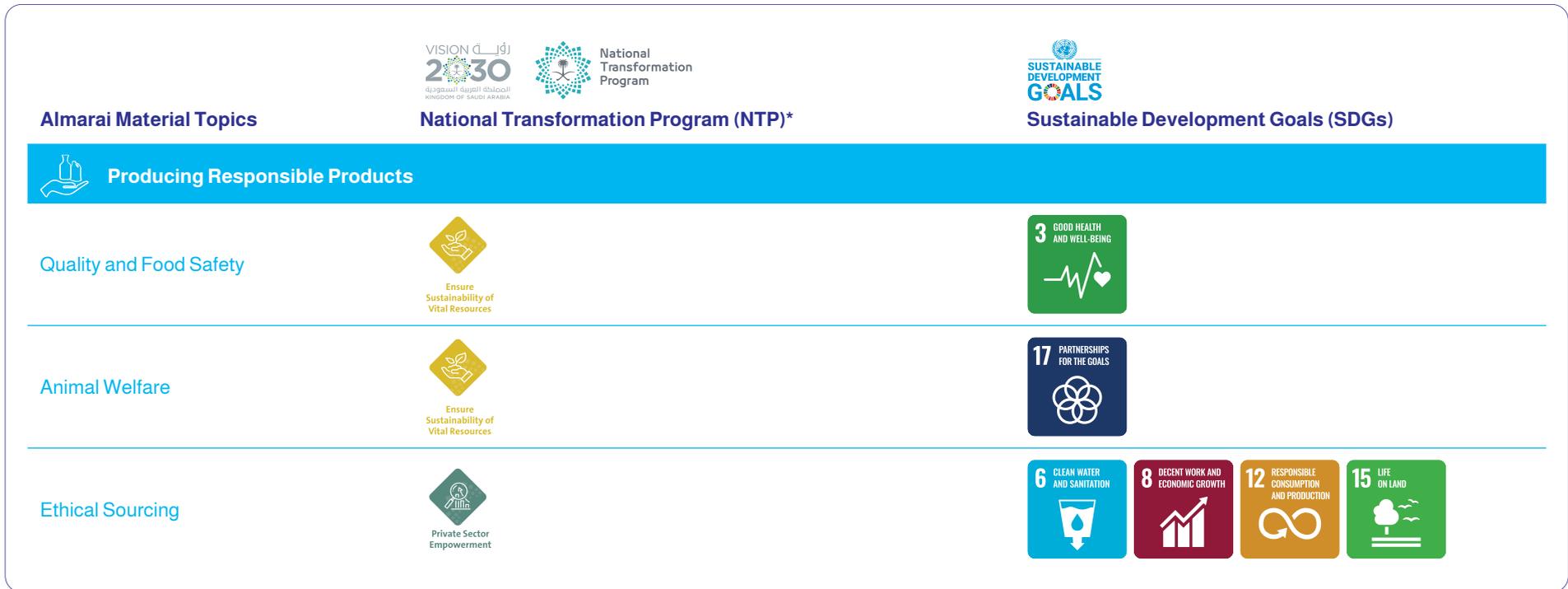


Sustainable Agriculture



Ensure Sustainability of Vital Resources





*Almarai's material topics are mapped to the seven themes of the second phase (2021–2025) of the National Transformation Program, a Vision Realization Program under Saudi Vision 2030.

GRI Index

Statement of use

Almarai has reported with reference to the GRI Standards for the period 1 January 2025 to 31 December 2025.

GRI 1 used

GRI 1: Foundation 2021

General Disclosures

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	About Almarai
	2-2 Entities included in the organization's sustainability reporting	About This Report The Company, its Subsidiaries, and its Business Description
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	About This Report Sustainability Performance Data
	2-5 External assurance	About This Report Independent Limited Assurance Report
	2-6 Activities, value chain and other business relationships	About Almarai Footprint and Scale The Company, its Subsidiaries, and its Business Description
	2-7 Employees	Employee Talent and Diversity Sustainability Performance Data
	2-8 Workers who are not employees	Employee Talent and Diversity Sustainability Performance Data



GRI Standard	Disclosure	Location
	2-9 Governance structure and composition	Sustainability Governance Corporate Governance Framework Board Committees
	2-10 Nomination and selection of the highest governance body	Corporate Governance Framework Board Committees
	2-11 Chair of the highest governance body	Corporate Governance Framework
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Corporate Governance Framework Board Committees
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
	2-15 Conflicts of interest	Corporate Governance Framework
	2-16 Communication of critical concerns	Sustainability Governance Corporate Governance Framework
	2-17 Collective knowledge of the highest governance body	Board and Leadership Profiles Corporate Governance Framework
	2-18 Evaluation of the performance of the highest governance body	Board Evaluation
	2-19 Remuneration policies	Remuneration and Nomination Committee Remuneration
	2-20 Process to determine remuneration	Remuneration and Nomination Committee Remuneration
	2-22 Statement on sustainable development strategy	Chairman's Message CEO's Message Sustainability Strategy
	2-23 Policy commitments	Sustainability Strategy ESG Policies and Position Statements Alignment with National and International Development Frameworks



GRI Standard	Disclosure	Location
	2-24 Embedding policy commitments	Sustainability Governance Sustainability Strategy ESG Policies and Position Statements Alignment with National and International Development Frameworks
	2-25 Processes to remediate negative impacts	How We Manage Sustainability Ethics and Compliance Framework
	2-26 Mechanisms for seeking advice and raising concerns	How We Manage Sustainability Ethics and Compliance Framework
	2-27 Compliance with laws and regulations	Statutory Payments, Penalties, and Sanctions Ethics and Compliance Framework
	2-28 Membership associations	Stakeholder Engagement Caring for People ESG Policies and Position Statements
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	ESG Policies and Position Statements (Human Rights Policy)

Material topics

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement Material Topics and Priorities Alignment with National and International Development Frameworks
	3-2 List of material topics	Material Topics and Priorities Sustainability Strategy

Caring for People

GRI Standard	Disclosure	Location
Nutrition and Wellbeing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Nutrition and Wellbeing
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Nutrition and Wellbeing Sustainability Performance Data
	417-2 Incidents of non-compliance concerning product and service information and labeling	Nutrition and Wellbeing Sustainability Performance Data
	417-3 Incidents of non-compliance concerning marketing communications	Nutrition and Wellbeing Sustainability Performance Data
Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and Safety
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-3 Occupational health services	Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety Sustainability Performance Data
	403-6 Promotion of worker health	Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Health and Safety
	403-9 Work-related injuries	Health and Safety Sustainability Performance Data
	403-10 Work-related ill health	Health and Safety Sustainability Performance Data



GRI Standard	Disclosure	Location
Employee Talent and Diversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Talent and Diversity
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Talent and Diversity Sustainability Performance Data
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Talent and Diversity
	401-3 Parental leave	Sustainability Performance Data
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Talent and Diversity Sustainability Performance Data
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Talent and Diversity Sustainability Performance Data
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Talent and Diversity Sustainability Performance Data
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employee Talent and Diversity Sustainability Performance Data
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Performance Data
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Employee Talent and Diversity Sustainability Performance Data
Community Investment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Investment Sustainability Performance Data
	203-2 Significant indirect economic impacts	Community Investment Sustainability Performance Data
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Investment Sustainability Performance Data
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Investment Sustainability Performance Data



Protecting the Planet

GRI Standard	Disclosure	Location
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management
	303-2 Management of water discharge-related impacts	Water Management
	303-3 Water withdrawal	Water Management Sustainability Performance Data
	303-4 Water discharge	Water Management Sustainability Performance Data
	303-5 Water consumption	Water Management Sustainability Performance Data
Packaging Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Packaging Innovation
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Packaging Innovation Sustainability Performance Data
	301-2 Recycled input materials used	Packaging Innovation Sustainability Performance Data
	301-3 Reclaimed products and their packaging materials	Packaging Innovation Sustainability Performance Data



GRI Standard	Disclosure	Location
Climate Change		
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change Sustainability Performance Data
	302-2 Energy consumption outside of the organization	Climate Change Sustainability Performance Data
	302-3 Energy intensity	Climate Change Sustainability Performance Data
	302-4 Reduction of energy consumption	Climate Change Sustainability Performance Data
	302-5 Reductions in energy requirements of products and services	Climate Change Sustainability Performance Data
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change Sustainability Performance Data
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change Sustainability Performance Data
	305-3 Other indirect (Scope 3) GHG emissions	In 2025, electricity attributable to company-owned retail refrigeration assets was reclassified from Scope 3 (as reported previously) to Scope 2. The Company is assessing opportunities to expand and strengthen Scope 3 disclosures over its next sustainability strategy cycle (2026–2030).
	305-4 GHG emissions intensity	Climate Change Sustainability Performance Data
	305-5 Reduction of GHG emissions	Climate Change Sustainability Performance Data
	305-6 Emissions of ozone-depleting substances (ODS)	The Company is assessing opportunities to enhance disclosures on this topic over its next sustainability strategy cycle (2026–2030).
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	The Company is assessing opportunities to enhance disclosures on this topic over its next sustainability strategy cycle (2026–2030).



GRI Standard	Disclosure	Location
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Waste Management Sustainability Performance Data
	306-4 Waste diverted from disposal	Waste Management Sustainability Performance Data
	306-5 Waste directed to disposal	Waste Management Sustainability Performance Data
Sustainable Agriculture		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Agriculture Sustainability Performance Data



Producing Responsible Products

GRI Standard	Disclosure	Location
Quality and Food Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality and Food Safety
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Quality and Food Safety Sustainability Performance Data
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Quality and Food Safety Sustainability Performance Data
Animal Welfare		
GRI 3: Material Topics 2021	3-3 Management of material topics	Animal Welfare Sustainability Performance Data
Ethical Sourcing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Sourcing
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Ethical Sourcing Sustainability Performance Data
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Ethical Sourcing Sustainability Performance Data
	308-2 Negative environmental impacts in the supply chain and actions taken	Ethical Sourcing Sustainability Performance Data
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Ethical Sourcing Sustainability Performance Data
	414-2 Negative social impacts in the supply chain and actions taken	Ethical Sourcing Sustainability Performance Data



Additional Topic Disclosures

GRI Standard	Disclosure	Location
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics and Priorities The Company is assessing opportunities to enhance disclosures on this topic over its next sustainability strategy cycle (2026–2030).
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics, Compliance, and Declarations Ethical Sourcing ESG Policies and Position Statements (Code of Conduct; Ethical Sourcing Policy; Global Anti-Bribery and Corruption Policy)
Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Talent and Diversity Ethical Sourcing ESG Policies and Position Statements (Ethical Sourcing Policy; Human Rights Policy)
Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Talent and Diversity Ethical Sourcing ESG Policies and Position Statements (Ethical Sourcing Policy)

Sustainability Performance Data

Almarai Group

The sustainability performance data presented in this section is reported on the boundary used for the Group's 2019–2025 sustainability strategy cycle and related targets, with reference to a 2018 baseline. This boundary excludes Beyti (Egypt) and Teeba (Jordan) to maintain consistency and comparability of data across this period. Sustainability performance data for Beyti and Teeba is presented separately in subsequent tables.

Caring for People

Our sustainability performance	2022	2023	2024	2025
Nutrition and Wellbeing				
Number of incidents of non-compliance concerning product information and labeling	0	1	0	0
GCC	0	1	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Health and Safety				
Number of employee lost time injuries	202	195	194	160
GCC	170	188	176	149
USA	15	7	8	2
Argentina	17	0	10	9
Contractor lost-time injuries	5	0	0	3
GCC	5	0	0	3
USA	0	0	0	0
Argentina	0	0	0	0
Employee lost-time injury rate (per 1 mln man-hours)	1.76	1.58	1.55	1.22
GCC	1.50	1.54	1.42	1.15
USA	14.71	7.86	7.88	2.21
Argentina	39.47	0	21.95	18.87
Contractor lost-time injury rate (per 1 mln man-hours)	1.24	0	0	0.94
GCC	1.28	0	0	0.94
USA	0	0	0	0
Argentina	0	0	0	0
Hours of employee health and safety training	227,229	206,222	231,299	331,656
GCC	222,469	201,595	223,770	324,015
USA	4,456	3,263	5,203	5,966
Argentina	304	1,364	2,326	1,675.00
Hours of contractor health and safety training	112	11,576	6,985	14,382
GCC	0	8,303	6,950	14,341
USA	112	3,263	0	12
Argentina	0	10	35	29.00



Our sustainability performance	2022	2023	2024	2025
Average hours of health and safety training per employee	5.9	5.0	5.3	7.2
GCC	5.9	5.0	5.2	7.2
USA	8.0	6.9	10.1	12.7
Argentina	1.4	5.9	9.6	6.6
Average hours of health and safety training per contractor	0	3.7	2.2	4.1
GCC	0	2.65	2.0	9.7
USA	1.72	141.87	0	12
Argentina	0	0.50	1.46	0.66
Employee absenteeism rate (%)				
GCC	7.0%	6.0%	4.0%	1.48%
USA	N/A	8.0%	0.78%	0.25%
Argentina	6.1%	5.6%	3.3%	2.54%
Employee Talent and Diversity				
Number of employees	38,351	41,072	43,821	45,856
GCC	37,570	40,370	43,066	45,134
USA	557	470	513	468
Argentina	224	232	242	254
Male employees	37,422	40,025	42,659	44,661
GCC	36,761	39,455	42,038	44,060
USA	476	380	417	386
Argentina	185	190	204	215
Female employees	929	1,046	1,162	1,195
GCC	809	915	1,028	1,074
USA	81	90	96	82
Argentina	39	41	38	39



Our sustainability performance	2022	2023	2024	2025
Full time, male employees	37,422	40,121	42,655	44,657
GCC	36,761	39,455	42,038	44,060
USA	476	476	413	382
Argentina	185	190	204	215
Full time, female employees	929	1,035	1,161	1,149
GCC	809	915	1,028	1,029
USA	81	81	96	82
Argentina	39	39	37	38
Part time, male employees	5	2	4	4
GCC	0	0	0	0
USA	5	2	4	4
Argentina	0	0	0	0
Part time, female employees	3	3	1	1
GCC	0	0	0	0
USA	2	2	0	0
Argentina	1	1	1	1
Senior management employees	274	306	342	382
GCC	253	285	317	357
USA	8	8	10	10
Argentina	13	13	15	15
Middle management employees	1,296	1,438	1,562	1,748
GCC	1,235	1,373	1,498	1,697
USA	40	44	43	30
Argentina	21	21	21	21



Our sustainability performance	2022	2023	2024	2025
Non-management employees	36,500	39,304	41,937	43,748
GCC	36,082	38,712	41,251	43,080
USA	252	418	459	428
Argentina	166	174	227	240
New employee hires	6,526	6,950	7,215	6,703
GCC	6,195	6,717	7,069	6,483
USA	280	175	93	183
Argentina	51	58	53	37
New employee hires, age 18-30	3,980	3,982	4,541	4,067
	61.0%	57.3%	62.9%	60.7%
GCC	3,826	3,850	4,453	3,966
	61.8%	57.3%	63.0%	61.2%
USA	109	78	38	65
	38.9%	44.6%	40.9%	35.5%
Argentina	45	54	50	36
	88.2%	93.1%	94.3%	97.3%
New employee hires, age 31-50	2,493	2,924	2,637	2,541
	38.2%	42.1%	36.5%	37.9%
GCC	2,348	2,846	2,590	2,453
	37.9%	42.4%	36.6%	37.8%
USA	139	74	44	87
	49.6%	42.3%	47.3%	47.5%
Argentina	6	4	3	1
	11.8%	6.9%	5.7%	2.7%



Our sustainability performance	2022	2023	2024	2025
New employee hires, age 51+	50	44	37	95
	0.8%	0.6%	0.5%	1.4%
GCC	21	21	26	64
	0.3%	0.3%	0.4%	1.0%
USA	29	23	11	31
	10.4%	13.1%	11.8%	16.9%
Argentina	0	0	0	0
	0%	0%	0%	0%
New employee hires, male	6,354	6,719	6,969	6,539
	97.4%	96.7%	96.6%	97.6%
GCC	6,060	6,522	6,849	6,341
	98%	97%	97%	98%
USA	258	150	70	164
	92.1%	85.7%	75.3%	89.6%
Argentina	36	47	50	34
	70.6%	81.0%	94.3%	91.9%
New employee hires, female	169	227	246	164
	2.6%	3.3%	3.4%	2.4%
GCC	135	195	220	142
	2.2%	2.9%	3.1%	2.2%
USA	19	25	23	19
	6.8%	14.3%	24.7%	10.4%
Argentina	15	7	3	3
	29.4%	12.1%	5.7%	8.1%



Our sustainability performance	2022	2023	2024	2025
Voluntary employee turnover	4,040	4,209	4,280	4,529
	10.5%	10.2%	9.8%	9.9%
GCC	3,892	4,040	4,164	4,456
	10.4%	10.0%	9.7%	9.9%
USA	122	149	103	60
	21.9%	31.7%	20.1%	12.8%
Argentina	26	20	13	13
	11.6%	8.6%	5.4%	5.1%
Voluntary employee turnover, age 18-30	1,602	1,603	1,672	1,815
	39.7%	38.1%	39.1%	40.1%
GCC	1,523	1,612	1,623	1,774
	39.1%	39.9%	39.0%	39.8%
USA	54	69	39	28
	44.3%	46.3%	37.9%	46.7%
Argentina	25	18	10	13
	96.2%	90.0%	76.9%	100.0%
Voluntary employee turnover, age 31-50	2,272	2,314	2,399	2,490
	56.2%	55.0%	56.1%	55.0%
GCC	2,219	2,247	2,350	2,469
	57.0%	55.6%	56.4%	55.4%
USA	52	65	46	21
	42.6%	43.6%	44.7%	35.0%
Argentina	1	2	3	0
	3.8%	10.0%	23.1%	0%



Our sustainability performance	2022	2023	2024	2025
Voluntary employee turnover, age 51+	166	197	209	224
	4.1%	4.7%	4.9%	4.9%
GCC	150	181	191	213
	3.9%	4.5%	4.6%	4.8%
USA	16	16	18	11
	13.1%	10.7%	17.5%	18.3%
Argentina	0	0	0	0
	0%	0%	0%	0%
Voluntary employee turnover, male	4,020	4,104	4,147	4,411
	99.5%	97.5%	96.9%	97.4%
GCC	3,892	3,959	4,053	4,351
	100%	98%	97%	98%
USA	110	127	82	47
	90.2%	85.2%	79.6%	78.3%
Argentina	18	18	12	13
	69.2%	90.0%	92.3%	100.0%
Voluntary employee turnover, female	89	90	133	118
	2.2%	2.1%	3.1%	2.6%
GCC	69	81	111	105
	1.8%	2.0%	2.7%	2.4%
USA	12	22	21	13
	9.8%	14.8%	20.4%	21.7%
Argentina	8	2	1	0
	30.8%	10.0%	7.7%	0%



Our sustainability performance	2022	2023	2024	2025
Female employment rate (%)	2.4%	2.5%	2.7%	2.6%
GCC	2.2%	2.3%	2.4%	2.4%
USA	14.5%	19.1%	18.7%	17.5%
Argentina	17.4%	17.7%	15.7%	15.4%
Women in senior management	12	13	13	14
	4.4%	4.2%	3.8%	3.7%
GCC	1	3	3	4
	0.4%	1.1%	0.9%	1.1%
USA	3	2	2	2
	37.5%	25.0%	20.0%	20.0%
Argentina	8	8	8	8
	61.5%	61.5%	53.3%	53.3%
Women in middle management	49	50	51	52
	3.8%	3.5%	3.3%	3.0%
GCC	32	41	48	67
	2.6%	3.0%	3.2%	3.9%
USA	12	8	14	8
	30.0%	18.2%	32.6%	26.7%
Argentina	5	5	5	5
	23.8%	23.8%	23.8%	23.8%



Our sustainability performance	2022	2023	2024	2025
Women in non-management positions	867	995	1,090	1,107
	2.4%	2.5%	2.6%	2.5%
GCC	776	871	977	1,003
	2.2%	2.2%	2.4%	2.3%
USA	58	88	81	72
	23.0%	21.1%	17.6%	16.8%
Argentina	33	36	32	32
	19.9%	20.7%	14.1%	13.3%
Board seats occupied by women	1	1	1	0*
	11.1%	11.1%	11.1%	0%
GCC	0	0	0	0
	0%	0%	0%	0%
USA	0	0	0	0
	0%	0%	0%	0%
Argentina	1	1	1	0
	20.0%	20.0%	20.0%	0%
Number of employees with a disability	415	411	415	431
GCC	415	411	405	427
USA	0	0	10	4
Argentina	0	0	0	0
Number of formal incidents of discrimination reported	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0



Our sustainability performance	2022	2023	2024	2025
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	0	0	0	1
GCC	0	0	0%	0%
USA	0	0	0%	0%
Argentina	0	0	0%	0%
Number of female employees entitled to maternity leave	449	522	540	556
GCC	375	436	458	477
USA	36	46	47	44
Argentina	38	40	35	35
Number of female employees that took parental leave	61	63	41	42
GCC	55	55	36	38
USA	2	3	3	3
Argentina	4	5	2	1
Number of female employees that returned to work in the reporting period after parental leave ended	56	59	38	41
GCC	50	52	36	38
USA	2	2	0	2
Argentina	4	5	2	1
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	56	60	40	37
GCC	50	52	36	36
USA	2	3	2	N/A
Argentina	4	5	2	1
Female employee return to work rate of employees that took parental leave (%)	92%	94%	93%	98%
GCC	91%	95%	100%	100%
USA	100%	67%	0%	67%
Argentina	100%	100%	100%	100%



Our sustainability performance	2022	2023	2024	2025
Female employee retention rate of employees that took parental leave (%)	92%	95%	98%	88%
GCC	91%	95%	100%	100%
USA	100%	100%	67%	N/A
Argentina	100%	100%	100%	50%
Ratio of basic salary of women to men (GCC only)				
Senior management	98%	97%	98%	100%
Middle management (supervisory roles)	99%	99%	99%	101%
Non-management positions (operator roles)	101%	101%	101%	102%
Total hours of training provided	468,117	507,551	895,604	1,647,821
GCC	454,885	496,819	885,589	1,639,944
USA	4,568	5,265	5,684	4,672
Argentina	8,664	5,467	4,331	3,204.50
Average hours of training per employee	12.2	12.4	20.4	35.9
GCC	12.1	12.3	20.6	36.3
USA	8.2	11.2	11.1	10.0
Argentina	38.7	23.6	17.9	12.6
Percentage of employees receiving regular performance and career development reviews (%)				
GCC	100%	100%	100%	100%
USA	100%	100%	100%	100%
Argentina	20%	35%	100%	100%
Learning and development programs (GCC only)	572	831	2,759	2,761
Number of Almarai Academy participants (National and non-national)	459	638	2,293	2,294
Number of Almarai Driving School participants (National and non-national)	113	193	466	467



Our sustainability performance	2022	2023	2024	2025
Saudization (GCC only)				
Number of Saudi employees	8,762	9,465	10,610	10,822
Percentage Saudization among total workforce	23%	23%	25%	24%
Percentage Saudization of middle management	27%	27%	27%	31%
Percentage Saudization of senior management	24%	25%	25%	26%
Number of Saudi female employees	657	748	845	885
Number of Saudi Almarai Academy participants	1,214	1,465	972	2,162
Number of Saudi Graduate Professional Trainee participants	25	26	21	16
Number of Saudi Almarai Future Leaders participants	0	0	0	20
Number of Saudi Food industries Polytechnic participants (FIP)	537	362	476	278
Number of Saudi Almarai Driving School participants	113	119	250	90
Total number of Saudi nationals in professional development programs	1,889	1,972	1,719	2,566
Community Investment				
Total CSR spending (SAR million) - GCC only	40.94	50.37	48.92	50.47
Total CSR spending as a percentage of net profit (%) - GCC only	2.33%	2.46%	2.12%	2.05%
Product donations - GCC only	781,672	1,020,264	544,704	963,249
Number of schools provided with snacks for students	411	1,530	431	600
Snacks for school children (Number of servings)	354,120	708,890	359,746	421,000
Number of low income families provided with food baskets	566	639	100	1,955
Number of charities provided with food donations	318	391	82	294
Product donations for charities (Number of servings)	426,668	310,344	184,776	540,000
Total product servings donated	780,788	1,019,234	544,522	961,000
Total financial value (SAR million)	1.50	5.96	2.00	1.44



Our sustainability performance	2022	2023	2024	2025
Support for vulnerable groups - GCC only				
Number of lower income couples provided with weddings	0	0	0	1,500
Number of children at orphanages and charities provided with Iftars	40	54	40	40
Charity, orphanage and other association event sponsorships (Number of beneficiaries)	0	40	1,190	974
Total financial value (SAR million)	0.01	0.02	0.12	1.08
Support for learning and technical, vocational and education training (TVET) - GCC only				
Number of TVET beneficiaries (Dairy & Food Polytechnic)	450	525	580	400
University student groups sponsored (Number of beneficiaries)	950	0	360	160
Braille booklets (Number of books donated)	0	0	0	0
Dental students grad program in Princess Noura Uni. (Number of students supported)	60	78	6,900	60
Dental students grad program in King Saud Uni (Number of students supported)	60	80	4,200	100
Dental care campaign (Number of schools attended)	10	54	20	30
Almarai site visit program (Number of visitors)	15,655	33,605	71,170	82,000
Sponsorship of Food Loss and Waste Index and awareness campaign (value in SAR)	0	0	0	0
Sponsorship of Qaderoon documentary (value in SAR)	0	0	0	0
Total financial value (SAR million)	36	36	36.13	36.14
Sponsorship of awards - GCC only				
Number of award winners (Veterinarian Award, Scientific Award, Best Mother Award, GCC General Education Award, and Sheikha Latifa)	10	16	17	26
Total financial Value (SAR million)	3.40	8.40	10.67	11.81

*2025 data reflects an updated definition that restricts "board members" to the official Board of Directors of the Company. Under this definition, the individual previously included under Argentina, who serves in a local representative or advisory capacity, is not classified as a board member for the purposes of this disclosure. Prior period figures have not been restated.



Protecting the Planet

Our sustainability performance	2022	2023	2024	2025
Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0
Water Management				
Water withdrawal (m³)*	12,981,506	12,913,791	13,420,386	13,609,449
GCC	12,981,506	12,913,791	13,420,386	13,609,449
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Water recycling and reuse (m³)	2,832,210	2,735,613	2,950,413	2,762,353
GCC	2,832,210	2,735,613	2,950,413	2,762,353
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of water recycled and/or reused (%)	21.8%	21.2%	22.0%	20.3%
GCC	21.8%	21.2%	22.0%	20.3%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total water consumption (m³)**	3,249,837	3,645,751	3,241,335	3,979,530
GCC	3,249,837	3,645,751	3,241,335	3,979,530
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Water discharge (m³)	9,731,669	9,268,040	10,179,051	9,629,920
GCC	9,731,669	9,268,040	10,179,051	9,629,920
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Manufacturing water intensity (m³/metric ton of finished product)				
GCC	3.1	3.2	6.0	6.2
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Packaging Innovation				
Percentage of card board coming from recycled materials used as an input material (%)				
GCC	70%	67%	83%	85%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Plastics removed from packaging (tons)	713	164	535	301
GCC	713	164.00	535.00	301
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Paper removed from packaging (tons)	74	628	135	400
GCC	74	627.50	134.95	400
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total packaging removed from the consumer waste stream (tons)	787.3	791.5	669.95	701
GCC	787	791.50	669.95	701.00
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Climate Change				
Direct stationary energy usage (in thousands kWh)	617,619	769,391	1,180,218	4,030,571
GCC	617,304	766,784.00	1,179,300	3,982,584
USA	0	0	0	18,430
Argentina	314	2,607.16	917	29,558
Indirect stationary energy usage (in thousands kWh)	1,152,349	1,244,020	1,245,650	2,700,584
GCC	1,062,164	1,152,993.08	1,180,251.51	2,635,037.28
USA	77,910	73,524	47,826	48,348
Argentina	12,275	17,503	17,572	17,199
Total stationary energy usage (direct and indirect, in thousands kWh)	1,769,968	2,013,411	2,425,868	6,731,156
GCC	1,679,468	1,919,777	2,359,552	6,617,621
USA	77,910	73,524	47,826	66,778
Argentina	12,589	20,110	18,489	46,757
Total solar energy usage (in thousand kWh)	59,949	76,726	89,564	66,496
GCC	59,949	76,726	89,564	66,496
USA	0	0	N/A	N/A
Argentina	0	0	N/A	N/A
Percentage of electricity consumption from solar (%)				
GCC	3.6%	4.0%	3.8%	2.5%
USA	0%	0%	0%	0%
Argentina	0%	0%	0%	0%
Almarai owned refrigerators in stores (in thousands kWh)	1,004,403	1,040,653	1,055,696	1,154,322
GCC	1,004,403	1,040,653	1,055,696	1,154,322
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Manufacturing energy intensity (kWh/metric ton of finished product)				
GCC	563.8	622.7	570.8	1229.3
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total vehicle fuel consumption (thousands of liters)	290,643	292,871	232,314	266,029
GCC	286,095	289,927	227,551	263,632
USA	2,952	1,819	3,753	1,185.33
Argentina	1,596	1,124	1,010	1,212
Scope 1 (direct) emissions (metric tons CO₂e)	938,126	967,266	909,357	1,128,707
GCC	925,847	958,898.98	896,624.33	1,118,504.73
USA	7,898	4,667.78	9,815.67	5,299.04
Argentina	4,381	3,699.29	2,917.00	4,903.03
Scope 2 (indirect) emissions (metric tons CO₂e)	836,020	895,549	722,965	862,465
GCC	801,084	859,749.97	700,910.89	840,111.37
USA	29,067	27,430.31	15,444.09	15,612.51
Argentina	5,869	8,368.66	6,610.18	6,740.84
Scope 2 emissions from Almarai refrigerators in stores (metric tons CO₂e)	864,525	895,727	628,091	686,769
GCC	864,525	895,726.62	628,091.38	686,769.09
USA	N/A	N/A	N/A	0
Argentina	N/A	N/A	N/A	0
Total emissions (metric tons CO₂e)	2,638,671	2,758,542	2,260,414	2,677,941
GCC	2,591,456	2,714,376	2,225,627	2,645,385
USA	36,965	32,098	25,260	20,912
Argentina	10,250	12,068	9,527	11,644



Our sustainability performance	2022	2023	2024	2025
Manufacturing emissions intensity (metric tons CO₂e/metric ton of finished product)				
GCC	0.28	0.31	0.24	0.25
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Waste Management				
Food waste resold for animal feed (Store returns and operational) (metric tons)	51,721	74,848	62,879	75,158
GCC	51,721	74,847.85	62,878.98	75,158
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Recycled waste (metric tons)**	52,942	77,853	94,432	109,497
GCC	52,660	77,102.61	93,680.67	107,992.19
USA	157	723.12	685.32	13.60
Argentina	125	27	66	1,491
Total waste generated (metric tons)***	166,091	232,799	199,146	219,693
GCC	165,177	231,766	198,088	218,034
USA	760	987	983	148
Argentina	154	46	75	1,511
Waste sent to landfill (metric tons)	81,608	128,232	104,714	110,195
GCC	81,100	127,948.57	104,407.58	110,041.88
USA	479	263.67	297.52	134.00
Argentina	29	19.34	8.47	19.50
Percentage of waste sent to landfill (%)	49%	55%	53%	50%
GCC	49%	55%	53%	50%
USA	63%	27%	30%	91%
Argentina	19%	42%	11%	1%



Our sustainability performance	2022	2023	2024	2025
Sustainable Agriculture				
Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0
USA	0	0	-	0
Argentina	0	0	0	0
Arable farming land under production (hectares)	25,313	26,263	27,097	27,486
USA	7,690	8,348.62	7,236.00	6,928.00
Argentina	17,623	17,914.00	19,861.00	20,558.00

*Excludes water extraction for farming use.

**Water consumption figures have been updated following a revision to the calculation methodology. Water consumption is now defined as water withdrawal minus water discharge to align with GRI standards. Prior period figures have been restated for consistency.

***Includes food waste resold for animal feed.

****Excludes cow and chicken manure.



Producing Responsible Products

Our sustainability performance	2022	2023	2024	2025
Quality and Food Safety				
Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)				
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of recalls	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of products which health and safety impacts are assessed for improvement (%)	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Total number of manufacturing plants	12	14	14	17
GCC	12	14	14	17
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of Food Safety System Certification (FSSC) 22000 certified plants	12	12	12	12
GCC	12	12	12	12
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of plants certified to GFSI-recognized schemes	12	12	14	14
GCC	12	12	14	14
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of plants certified to GFSI-recognized schemes	100%	86%	100%	74%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of food safety and quality assurance employees	539	550	692	763
GCC	539	550	692	763
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Animal Welfare				
Number of cows	174,962	167,771	166,251	165,627
GCC	174,962	167,771	166,251	165,627
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Number of chickens processed	185,873,965	255,164,434	264,954,838	303,784,533
GCC	185,873,965	255,164,434	264,954,838	303,784,533
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with laws regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic mammals	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of cows in enclosed housing with resting areas (%)	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of chickens in enclosed cage free housing (%)	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Ethical Sourcing				
Percentage of locally based suppliers engaged (%)	64%	63%	64%	64%
GCC	51%	50%	49%	50%
USA	62%	56%	82%	135%
Argentina	100%	100%	100%	100%



Our sustainability performance	2022	2023	2024	2025
Percentage of spending on locally based suppliers (%)				
GCC	35%	44%	45%	50%
USA	76%	84%	34%	25%
Argentina	100%	100%	100%	100%
Total number of suppliers engaged	2,704	2,896	2,747	2,608
GCC	1,768	1,910	1,890	1,953
USA	236	286	137	101
Argentina	700	700	720	554
Total number of local suppliers engaged	1,742	1,810	1,768	1,657
GCC	895	949	935	967
USA	147	161	113	136
Argentina	700	700	720	554
Percentage of purchased volume from suppliers compliant with company's sourcing policy				
GCC	100%	100%	100%	100%
USA	100%	100%	100%	100%
Argentina	100%	100%	100%	100%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards				
GCC	56%	100%	92%	89%
USA	100%	100%	100%	100%
Argentina	10	10	10%	10%
New suppliers that were screened using social and/or environmental criteria	36	38	77	61
GCC	0	15	25	17
USA	36	23	52	44
Argentina	0	0	0	0



Our sustainability performance	2022	2023	2024	2025
Number of negative social and/or environmental impacts in the supply chain and actions taken	0	0	76	26
GCC	0	0	76	26
USA	0	0	0	0
Argentina	0	0	0	0

Our Subsidiaries

Teeba (Jordan)



Caring for People

Our sustainability performance	2022	2023	2024	2025
Nutrition and Wellbeing				
Number of incidents of non-compliance concerning product information and labeling	0	0	0	0
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Health and Safety				
Number of employee lost time injuries	4	23	25	14
Contractor lost-time injuries	0	0	0	0
Employee lost-time injury rate (per 1 mln man-hours)	3.71	7.28	9.24	4.87
Contractor lost-time injury rate (per 1 mln man-hours)	0	0	0	0
Hours of employee health and safety training	421	2,495	5,525	9,354.00
Hours of contractor health and safety training	231	144	90	364.25
Average hours of health and safety training per employee	0.35	2.00	4.35	6.98
Average hours of health and safety training per contractor	5.3	3.3	1.8	8.1
Employee absenteeism rate (%)	1%	1%	1%	6%



Our sustainability performance	2022	2023	2024	2025
Employee Talent and Diversity				
Number of employees	1,188	1,246	1,270	1,340
Male employees	1,160	1,211	1,230	1,304
Female employees	28	35	40	42
Full time, male employees	1,160	1,211	1,212	1,298
Full time, female employees	28	35	40	42
Part time, male employees	178	0	0	2
Part time, female employees	26	0	0	0
Senior management employees	9	10	10	16
Middle management employees	32	32	31	32
Non-management employees	1147	1,190	1,216	1,281
New employee hires	371	266	219	219
New employee hires, age 18-30	269	180	145	149
	72.5%	67.7%	66.2%	68.0%
New employee hires, age 31-50	100	85	74	69
	27.0%	32.0%	33.8%	31.5%
New employee hires, age 51+	2	1	0	1
	1%	0%	0%	0%
New employee hires, male	362	251	207	210
	97.6%	94.4%	94.5%	95.9%
New employee hires, female	9	15	12	9
	2%	6%	5%	4%
Voluntary employee turnover	266	97	187	88
	22.4%	7.8%	14.7%	6.6%



Our sustainability performance	2022	2023	2024	2025
Voluntary employee turnover, age 18-30	172 64.7%	70 72.2%	110 58.8%	45 51.1%
Voluntary employee turnover, age 31-50	89 33.5%	27 27.8%	75 40.1%	40 45.5%
Voluntary employee turnover, age 51+	5 1.9%	0 0%	2 1.1%	3 3.4%
Voluntary employee turnover, male	259 97.4%	92 94.8%	179 95.7%	81 92.0%
Voluntary employee turnover, female	7 2.6%	5 5.2%	8 4.3%	7 8.0%
Female employment rate (%)	2.4%	2.9%	3.3%	3.2%
Women in senior management	2 22.2%	2 20.0%	2 20.0%	5 31.3%
Women in middle management	8 25.0%	5 15.6%	6 19.4%	18 56.3%
Women in non-management positions	20 1.7%	28 2.4%	32 2.6%	33 2.6%
Board seats occupied by women	1 12.5%	1 12.5%	0 0%	0 0%
Number of employees with a disability	15	15	14	10
Number of formal incidents of discrimination reported	0	0	0	0
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	0	0	0	0
Number of female employees entitled to maternity leave	16	11	13	16
Number of female employees that took parental leave	1	2	1	0
Number of female employees that returned to work in the reporting period after parental leave ended	1	2	1	0



Our sustainability performance	2022	2023	2024	2025
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	2	1	0
Female employee return to work rate of employees that took parental leave (%)	100%	100%	100%	N/A
Female employee retention rate of employees that took parental leave (%)	0%	100%	100%	0%
Total hours of training provided	12,439	18,627	18,553	9,929
Average hours of training per employee	10.47	14.95	14.61	7.41
Percentage of employees receiving regular performance and career development reviews (%)	100%	100%	100%	97%
Community Investment				
Total CSR spending (ﷲ)	827,751	1,095,961	650,000	429,062
Number of school and university visitors hosted	726	847	593	895
Product donations (Number of servings)	199,385	548,670	129,623	133,327



Protecting the planet

Our sustainability performance	2022	2023	2024	2025
Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0
Water Management				
Water withdrawal (m ³)	267,540	251,556	278,455	234,822
Water recycling and reuse (m ³)	159,597	213,131	216,633	183,706
Percentage of water recycled and/or reused (%)	60%	85%	78%	78%
Total water consumption (m ³)*	96,743	14,271	36,054	27,571
Water discharge (m ³)	170,797	237,285	242,401	207,251
Manufacturing water intensity (m ³ /metric ton of finished product)	6	5	5	4
Percentage of card board coming from recycled materials used as an input material (%)	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Plastics removed from packaging (tons)	N/A	N/A	N/A	N/A
Paper removed from packaging (tons)	N/A	N/A	N/A	N/A
Total packaging removed from the consumer waste stream (tons)	N/A	N/A	N/A	N/A
Climate Change				
Direct stationary energy usage (in thousands kWh)	3,853.3	11,498	12,358	52,021
Indirect stationary energy usage (in thousands kWh)	10,002	13,075	14,342	15,298
Total stationary energy usage (direct and indirect, in thousands kWh)	13,855	24,573	26,700	67,319
Total solar energy usage (in thousand kWh)	600	408	567	543
Percentage of electricity consumption from solar (%)	4%	2%	2%	0.81%
Almarai owned refrigerators in stores (in thousands kWh)	N/A	N/A	N/A	N/A
Manufacturing energy intensity (kWh/metric ton of finished product)	415	413	371	412
Total vehicle fuel consumption (thousands of liters)	3,520	6,890	5,963	3,648
Scope 1 (direct) emissions (metric tons CO ₂ e)	5,608	20,981	18,845	13,510
Scope 2 (indirect) emissions (metric tons CO ₂ e)	11,542	10,172	5,303	5,984
Total emissions (metric tons CO ₂ e)	17,150	31,153	24,148	19,494
Manufacturing emissions intensity (metric tons CO ₂ e/metric ton of finished product)	0.20	0.20	0.13	0.14
Waste Management				
Food waste resold for animal feed (Store returns and operational) (metric tons)	0	0	0	0
Recycled waste (metric tons)	274	285	1,464	127.12
Total waste generated (metric tons)	51,830	49,265	57,998	31,060
Waste sent to landfill (metric tons)	51,556	48,980	56,533	30,933
Percentage of waste sent to landfill (%)	99%	99%	97%	100%

*Water consumption figures have been updated following a revision to the calculation methodology. Water consumption is now defined as water withdrawal minus water discharge to align with GRI standards. Prior period figures have been restated for consistency.



Producing responsible products

Our sustainability performance	2022	2023	2024	2025
Quality and Food Safety				
Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)	100%	100%	100%	100%
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0	0	0
Number of recalls	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Percentage of products which health and safety impacts are assessed for improvement (%)	100%	100%	100%	100%
Total number of manufacturing plants	1	1	1	1
Number of Food Safety System Certification (FSSC) 22000 certified plants	1	1	1	1
Number of plants certified to GFSI-recognized schemes	1	1	1	1
Percentage of plants certified to GFSI-recognized schemes	100%	100%	100%	100%
Number of food safety and quality assurance employees	3	5	5	5
Animal Welfare				
Number of cows	3,596	3,694	4,727	5382
Number of chickens processed	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with laws regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic mammals	0	0	0	1
Percentage of cows in enclosed housing with resting areas (%)	100%	100%	100%	100%
Percentage of chickens in enclosed cage free housing (%)	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Ethical Sourcing				
Percentage of locally based suppliers engaged (%)	100%	100%	93%	92%
Percentage of spending on locally based suppliers (%)	90%	82%	80%	78%
Total number of suppliers engaged	719	445	512	520
Total number of local suppliers engaged	719	445	475	480
Percentage of purchased volume from suppliers compliant with company's sourcing policy	100%	98%	80%	97%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	25%	90%	80%	80%
New suppliers that were screened using social and/or environmental criteria	3	0	0	0
Number of negative social and/or environmental impacts in the supply chain and actions taken	3	0	0	0

Beyti (Egypt)



Caring for People

Our sustainability performance	2022	2023	2024	2025
Nutrition and Wellbeing				
Number of incidents of non-compliance concerning product information and labeling	0	0	0	0
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Health and Safety				
Number of employee lost time injuries	8	25	5	0
Contractor lost-time injuries	1	4	0	0
Employee lost-time injury rate (per 1 mln man-hours)	0.6	1.6	1.2	0
Contractor lost-time injury rate (per 1 mln man-hours)	0.30	1.47	0	0
Hours of employee health and safety training	16,012	39,043	17,128	17,897
Hours of contractor health and safety training	1,656	7,740	2,995	4,493
Average hours of health and safety training per employee	5	12	5	5
Average hours of health and safety training per contractor	1.3	6.2	2.4	3.6
Employee absenteeism rate (%)	1.45%	0.99%	1.00%	1.00%
Employee Talent and Diversity				
Number of employees	3,162	3,174	3,343	3,451
Male employees	3,090	3,052	3,192	3,282
Female employees	72	95	151	169
Full time, male employees	3,090	3,052	3,192	3,282
Full time, female employees	72	95	151	169
Part time, male employees	0	0	0	0



Our sustainability performance	2022	2023	2024	2025
Part time, female employees	0	0	0	0
Senior management employees	43	50	51	49
Middle management employees	197	271	334	369
Non-management employees	2,965	2,826	2,958	2,982
New employee hires	608	432	463	468
New employee hires, age 18-30	410	294	278	315
	67.4%	68.1%	60.0%	67.3%
New employee hires, age 31-50	198	135	180	153
	32.6%	31.3%	38.9%	32.7%
New employee hires, age 51+	0	3	5	0
	0%	0.7%	1.1%	0%
New employee hires, male	581	398	402	410
	95.6%	92.1%	86.8%	87.6%
New employee hires, female	27	34	61	40
	4.4%	7.9%	13.2%	8.5%
Voluntary employee turnover	205	196	186	295
	6.5%	6.2%	5.6%	8.5%
Voluntary employee turnover, age 18-30	117	113	107	181
	57.1%	57.7%	57.5%	61.4%
Voluntary employee turnover, age 31-50	87	83	78	112
	42.4%	42.3%	41.9%	38.0%
Voluntary employee turnover, age 51+	1	0	1	2
	0.5%	0%	0.5%	0.7%
Voluntary employee turnover, male	202	187	177	264
	98.5%	95.4%	95.2%	89.5%



Our sustainability performance	2022	2023	2024	2025
Voluntary employee turnover, female	3	9	9	31
	1.5%	4.6%	4.8%	10.5%
Female employment rate (%)	2.3%	3.0%	4.5%	4.9%
Women in senior management	9	11	8	9
	20.9%	22.0%	15.7%	18.4%
Women in middle management	24	36	39	45
	12.2%	13.3%	11.7%	12.2%
Women in non-management positions	39	48	101	112
	1.3%	1.7%	3.4%	3.8%
Board seats occupied by women	0	0	0	0
	0%	0%	0%	0%
Number of employees with a disability	95	96	97	61
Number of formal incidents of discrimination reported	0	0	0	0
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	0	0	0	0
Number of female employees entitled to maternity leave	1	4	6	8
Number of female employees that took parental leave	1	3	4	4
Number of female employees that returned to work in the reporting period after parental leave ended	1	3	3	4
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	3	6	3
Female employee return to work rate of employees that took parental leave (%)	100%	100%	75%	100%
Female employee retention rate of employees that took parental leave (%)	100%	100%	150%	100%
Total hours of training provided	22,300	45,233	45,200	33,246
Average hours of training per employee	7.1	14.3	13.5	9.6
Percentage of employees receiving regular performance and career development reviews (%)	100%	100%	100%	100%



Our sustainability performance	2022	2023	2024	2025
Community Investment				
Total CSR Spending (AED)	175,000	504,000	535,411	780,000
Number of school and university visitors hosted	85	400	200	240
School bag donations (Number of bags donated to students)	N/A	N/A	N/A	N/A
Hours of employee volunteering	N/A	N/A	N/A	N/A



Protecting the planet

Our sustainability performance	2022	2023	2024	2025
Number of incidents of non-compliance with environmental laws and regulations	0	0		0
Water Management				
Water withdrawal (m ³)	1,846,224	1,916,762	1,925,470	1,890,409
Water recycling and reuse (m ³)	216,000	210,000	230,000	1,879
Percentage of water recycled and/or reused (%)	11.7%	11.0%	11.9%	0.1%
Total water consumption (m ³)*	894,224	964,762	534,016	346,225
Water discharge (m ³)	952,000	952,000	1,391,454	1,544,184
Manufacturing water intensity (m ³ /metric ton of finished product)	3.3	3.5	3.4	3.3
Packaging Innovation				
Percentage of card board coming from recycled materials used as an input material (%)	73%	72%	73%	73%
Plastics removed from packaging (tons)	N/A	N/A	29	31
Paper removed from packaging (tons)	N/A	N/A	0	0
Total packaging removed from the consumer waste stream (tons)	N/A	N/A	29	31



Our sustainability performance	2022	2023	2024	2025
Climate Change				
Direct stationary energy usage (in thousands kWh)	74,853	75,529	64,155	38,096
Indirect stationary energy usage (in thousands kWh)	68,570	71,266	71,512	89,250
Total stationary energy usage (direct and indirect, in thousands kWh)	143,423	146,794	135,667	127,346
Total solar energy usage (in thousand kWh)	12,137	12,340	11,830	12,402
Percentage of electricity consumption from solar (%)	8%	8%	9%	14%
Almarai owned refrigerators in stores (in thousands kWh)	N/A	N/A	N/A	N/A
Manufacturing energy intensity (kWh/metric ton of finished product)	256.8	264.8	238.1	210.8
Total vehicle fuel consumption (thousands of liters)	2,710	3,082	2,938	4,080
Scope 1 (direct) emissions (metric tons CO ₂ e)	27,771	37,073	40,113	108,873
Scope 2 (indirect) emissions (metric tons CO ₂ e)	27,397	31,132	33,819	36,332
Total emissions (metric tons CO ₂ e)	55,168	68,206	73,931	145,206
Manufacturing emissions intensity (metric tons CO ₂ e/metric ton of finished product)	0.08	0.22	0.08	0.10
Waste Management				
Food waste resold for animal feed (Store returns and operational) (metric tons)	0	0	0	0
Recycled waste (metric tons)	4,250	3,826	2,772	783
Total waste generated (metric tons)	22,702	21,940	20,702	6,321
Waste sent to landfill (metric tons)	11,295	11,100	10,010	5,538
Percentage of waste sent to landfill (%)	50%	51%	48%	88%

*Water consumption figures have been updated following a revision to the calculation methodology. Water consumption is now defined as water withdrawal minus water discharge to align with GRI standards. Prior period figures have been restated for consistency.



Producing responsible products

Our sustainability performance	2022	2023	2024	2025
Quality and Food Safety				
Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)	100%	100%	100%	100%
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0	0	0
Number of recalls	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Percentage of products which health and safety impacts are assessed for improvement (%)	100%	100%	100%	100%
Total number of manufacturing plants	2	2	2	1*
Number of Food Safety System Certification (FSSC) 22000 certified plants	2	2	2	1*
Number of plants certified to GFSI-recognized schemes	2	2	2	1*
Percentage of plants certified to GFSI-recognized schemes	100%	100%	100%	100%
Number of food safety and quality assurance employees	94	93	93	96
Animal Welfare				
Number of cows	N/A	N/A	N/A	N/A
Number of chickens processed	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with laws regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic mammals	N/A	N/A	N/A	N/A
Percentage of cows in enclosed housing with resting areas (%)	N/A	N/A	N/A	N/A
Percentage of chickens in enclosed cage free housing (%)	N/A	N/A	N/A	N/A



Our sustainability performance	2022	2023	2024	2025
Ethical Sourcing				
Percentage of locally based suppliers engaged (%)	41%	44%	51%	52%
Percentage of spending on locally based suppliers (%)	68%	69%	68%	69%
Total number of suppliers engaged	374	392	505	546
Total number of local suppliers engaged	154	172	259	284
Percentage of purchased volume from suppliers compliant with company's sourcing policy	100%	100%	100%	100%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	100%	100%	100%	100%
New suppliers that were screened using social and/or environmental criteria	0	0	0	0
Number of negative social and/or environmental impacts in the supply chain and actions taken	0	0	0	0

**2025 data reflects an updated definition of "manufacturing plant." The two production facilities previously disclosed form part of a single plant and are therefore presented as one plant for 2025. Prior period figures have not been restated.*



Almarai Company
Exit 7, North Ring Road
Al Izdihar District
PO Box 8524
Riyadh, 11492
Saudi Arabia

investor.relations@almarai.com
www.almarai.com



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