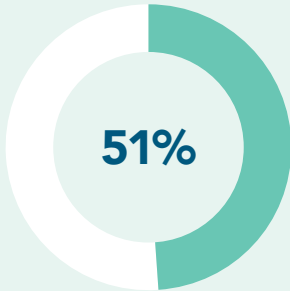


Food Investments

Portfolio Overview

Savola Group’s food investments portfolio demonstrated a resilient performance in 2024. Savola Foods Company delivered strong, widespread growth across Arabia and Egypt. The distribution of Almarai entire shares added substantial value for shareholders, while Al Kabeer saw significant gains, fueled by solid performance in its key markets of Saudi Arabia and the UAE.



Major/
Manufacturing
markets

Export Markets

Saudi Arabia	Angola	Ethiopia	Japan	Nigeria	Sri Lanka
Egypt	Azerbaijan	France	Jordan	Oman	Sudan
Algeria	Bahrain	Georgia	Kenya	Pakistan	Sweden
Turkey	Bangladesh	Germany	Kuwait	Palestine	Tanzania
UAE	Bulgaria	Ghana	Lebanon	Panama	Togo
	Burundi	Greece	Libya	Peru	Uganda
	Canada	Guinea	Madagascar	Qatar	UK
	Chile	Hong Kong	Maldives	Rwanda	USA
	China	India	Malta	Seychelles	West Bank
	Cyprus	Indonesia	Mauritius	Sierre Leone	Zimbabwe
	Denmark	Iraq	Mexico	South Africa	
	Djibouti	Italy	Mongolia	South Korea	
	Dominican Republic	Ivory Coast	Mozambique	Spain	



Food Investments

Savola Foods Company

Building momentum. Shaping the future of food.

SFC has successfully navigated a transformative five-year journey, reinforcing its core business, expanding into high-growth categories, and optimizing its market presence. With a strong foundation in place, it is now accelerating growth, embracing innovation, and driving operational excellence. As the company enters its next strategic cycle, it remains focused on resilience, agility, and long-term value creation, positioning it to lead the future of food.



Revenue

﷼ 11.9b



Successfully delivered on most of its objectives from it's five-year strategy

SFC reported a net revenue of ﷼ 11.9 billion for 2024, slightly down from ﷼ 12.4 billion in the previous year, primarily due to lower commodity prices, and the divestment of Savola Morocco Company. Encouragingly, volume growth in the Sugar Arabia segment and the Nuts, Spices, and Pulses segment helped mitigate these challenges, contributing to resilient overall performance. SFC proactively refreshed its transformation strategy, focusing on organic growth, efficiency enhancements, and strengthened operational capabilities, effectively positioning the company for sustainable long-term growth.

SFC recorded a net loss of ﷼ 1.65 billion for 2024, compared to a net profit of ﷼ 452 million in the prior year. The loss was primarily driven by one-off items, including ﷼ 1.1 billion related to the divestment of businesses in Iran and ﷼ 0.3 billion from discontinued operations in Sudan. Additionally, the results were impacted by a net impairment charge of ﷼ 310.8 million, a ﷼ 97.2 million loss from the derecognition of the associate investment in United Sugar Company, Egypt, along with a corresponding put option charge of ﷼ 79 million. Further impacts included a ﷼ 67 million charge related to deferred tax liabilities following the enactment of UAE corporate tax, a ﷼ 29 million charge related to startup asset under Munchbox brand, and other exceptional items.

Strategic Focus for Stronger Foundations

2024 marked the completion of SFC's five-year strategy, initiated in 2019, a period defined by bold moves to strengthen its business and expand into new growth areas. This year, the company thoroughly assessed its strategic progress, evaluating key projects, goals, and milestones.

The outcome was clear – it successfully delivered on most of its original objectives and laid the foundation for the next phase of its growth journey. As it finalized and launched its new strategic cycle, set to guide SFC through 2028, it ensured that deployment would begin in 2025 with a clear, focused roadmap.

The company's first strategic cycle was shaped by two core priorities: reinforcing its core business and diversifying into high-potential segments. Under the ABCD framework, it made transformational moves that positioned SFC for sustained growth:

- **Anchor:** It strengthened its core brands by deepening consumer loyalty, enhancing brand equity, drove innovation in its core products and offerings, and ensuring continued relevance in evolving markets.
- **Bet:** It explored strategic opportunities through acquisitions, including a significant investment in a food wellness and snacks company in the UAE, expanding its presence in high-growth categories.
- **Conquer:** It executed a bold entry into major new categories, most notably through its acquisition of Bayara in the UAE three years ago. Since then, it has successfully scaled up Bayara into Saudi Arabia, where it witnessed an increase of its revenue in the market.
- **Disrupt:** It reshaped its B2B segment through Savola Professional. With a complete relaunch of its professional range, the division is now a major driver of its next strategic cycle.

Food Investments

Savola Foods Company continued

Another key focus over the past three years, particularly in 2023 and 2024, was optimizing SFC’s geographic portfolio to enhance shareholder value. Through an in-depth financial and commercial review of all its markets, it identified operations that were not delivering sufficient returns. As a result, it made the strategic decision to exit Iraq, Morocco, Iran and abandon its operation in Sudan, allowing SFC to sharpen its focus and resources on its core markets, with priority on Saudi Arabia, the GCC, and Egypt.

With a strong foundation in place, SFC now enters its next strategic cycle with a sharper focus, a more agile structure, and a clear vision for accelerating growth, innovation, and value creation.

Resilient Performance in a Challenging Landscape

After four years of strong growth, 2024 brought significant macroeconomic challenges, including currency devaluations and soaring inflation in non-GCC markets, which weakened consumer purchasing power. In Saudi Arabia, an influx of competitively priced imports intensified pricing pressures, requiring a strategic response to protect market position. Despite these headwinds, SFC remained committed to enhancing long-term brand equity, investing in key initiatives such as the region’s first biodegradable edible oil bottle and fortified cooking oils with added minerals to support consumer health. These innovations reinforced brand trust and differentiation in an increasingly competitive market.

The primary challenge was not market share but the broader shift of consumers from premium to lower-priced segments. While

premium categories shrank overall, SFC successfully defended – and in some cases grew – its share within them. To sharpen its strategic focus, it finalized a Sale and Purchase Agreement at the end of 2024 to divest its operations in Iran, additionally stopping and abandoning its operations in Sudan, following earlier exits from Morocco and Iraq in 2023. This realignment allows the company to reallocate resources to high-growth segments. While 2024 was commercially mixed, SFC adapted swiftly and remains well-positioned to capitalize on future growth opportunities.

Progress and Innovation Across Our Verticals

Sustainability and innovation were at the core of SFC’s edible oils business, highlighted by the launch of the region’s first biodegradable bottle and the introduction of fortified oils enriched with essential vitamins and minerals. This groundbreaking packaging design gained global recognition, earning a nomination for the SIAL Innovation Award 2024 in Paris.

In its sugar segment, SFC expanded into the growing natural sweeteners market, launching Sweet & Fit, a revolutionary fitness sugar that delivers the same sweetness with 50% fewer calories. This was complemented by a refreshed packaging design aimed at enhancing brand appeal and consumer engagement.

SFC’s pasta business in Egypt delivered an exceptional performance, following the successful reintroduction of both soft and hard bite pasta under its market leading Al Malika brand. This strategic move resulted in strong volume and financial growth, reinforcing its leadership in the category.

The nuts, spices, and pulses (NSP) business experienced significant expansion, with Bayara driving strong growth outside Saudi Arabia and the introduction of snack bars and a value-for-money range under Shams receiving a highly positive consumer response. In Saudi Arabia, the business considerably increased in size, with Afia emerging as a trusted household brand and strengthening its market position across all channels, including modern trade. Bayara successfully scaled its shop-in-shop and boutique model, opening six new boutiques in the UAE and setting the stage for further growth across the GCC.

Consumer trust in Afia continues to grow, fueled by exceptional product quality and expansion across nuts, pulses, spices, dried fruits, and dates. As the company innovates and expands, it remains committed to delivering high-quality products that meet evolving consumer needs while reinforcing its leadership in this dynamic segment.

Driving Sustainability Through ESG Initiatives

Sustainability remains at the core of SFC’s operations as it continues to embed ESG principles across its business, creating long-term value while addressing critical environmental challenges. A key milestone in its shift toward renewable energy was the installation of photovoltaic solar panels at its Bayara facilities in the UAE, supporting clean energy adoption. It also made significant progress in reducing plastic waste, transitioning over 500,000 kilograms annually from conventional plastics to biodegradable alternatives in its oil packaging. Internally, a zero-paper policy eliminated over one million paper sheets each year, reinforcing the company’s commitment to resource

conservation.

Beyond operational sustainability, SFC partnered with the United Nations’ Food and Agriculture Organization (FAO) to launch a R&D competition aimed at identifying sustainable alternatives to traditional edible oils. SFC commissioned a Flue Gas Desulfurization (FGD) plant at its Saudi Arabia oil facility, ensuring adherence to stringent air quality regulations. These initiatives solidify SFC’s leadership in sustainability, aligning with global standards and driving long-term ESG impact.

Creating a Positive Impact in Our Communities

SFC remains committed to making a meaningful impact in the communities where it operates, fostering connections with younger generations, supporting education, and driving social initiatives that create lasting change.

In Saudi Arabia, its Afia and Osra brands partnered with schools ahead of Ramadan to teach students the importance of giving back, preparing Ramadan boxes filled with essential food supplies for families in need.

In Egypt, the company collaborated with ESLSA University, sponsoring educational forums and establishing internship programs that provide students and Savola employees with hands-on business exposure and professional development opportunities.

In Algeria, the company strengthened community ties by providing back-to-school supplies, leading school wall painting activities, and hosting university students at its facilities for real-world business

exposure.

Through Savola World, a Non-profit Organization established by Savola Group to underpin its CSR efforts,, SFC supports a range of high-impact initiatives, such as Negardeha to minimize food waste, Makeen to empower young entrepreneurs, and Ataa to encourage volunteerism in local communities.

By investing in education, community engagement, and social responsibility, SFC continues to create opportunities for the next generation, reinforcing its role as a responsible corporate leader committed to long-term value creation.

SFC in 2025 and Beyond

Building on a strong foundation, SFC will enter its next strategic cycle in 2025, shifting from the ABCD model to the Triple A framework: Accelerate, Acquire, and Advance. This evolution will drive profitable and sustainable growth, enhance our market position, and solidify our long-term value creation strategy.

- **Accelerate:** It will expand its core business portfolio by enhancing its Go-to-Market strategy, increasing investment in innovation, and expanding brand-building efforts. It will broaden its B2C product assortment, entering adjacent categories while expanding its B2B segment to serve foodservice, industrial, and non-food categories. Growth in value-added products will remain a key priority, with a focus on the NSP and related segments to capture rising consumer demand.
- **Acquire:** It will pursue strategic acquisitions and partnerships to strengthen competitiveness and

increase shareholder value. Mergers, acquisitions, and joint ventures will be leveraged to expand into new categories. Vertical integration will also play a pivotal and tactical role in reinforcing its core business to enhance supply chain resilience and cost efficiency.

- **Advance:** It will elevate its business model to world-class standards by accelerating digital transformation, modernizing technology, and leveraging AI and analytics for smarter decision-making. Operational efficiencies will be redefined to optimize performance, while also remaining committed to best-in-class ESG practices, risk management, organizational culture, and talent development to create a future-ready workforce.

Looking ahead to 2028, SFC’s strategic priorities will remain focused on strengthening its core businesses, expanding its B2B and B2C operations, and driving diversification. With a sharper organizational focus and enhanced financial strength – boosted by portfolio optimization, divestments, – it will be well-positioned to explore high-impact mergers and acquisitions, ensuring long-term, sustainable success in a rapidly evolving market.

Food Investments

Almarai

In 2024, Almarai continued setting the benchmark for excellence and innovation across its diverse product portfolio. With record revenue growth in 2024 and robust operational performance, Almarai’s success underscores its commitment to meeting evolving consumer needs, delivering sustained value to shareholders.





Unlocking value for Savola shareholders through notable revenue growth and exposure to Almarai’s rising potential.



"Visit our website for more details on our rights issue and distribution."

About Almarai

Almarai Company is the Middle East’s largest food and beverage manufacturer and distributor, distinguished by its comprehensive market approach. Since its foundation in 1977, consumers have come to recognize Almarai’s brand as a hallmark of excellence, with a robust presence in dairy, juices, bakery, poultry and other food categories. Almarai continues to lead sector innovation, strategically introducing new product offerings that address evolving consumer needs and nutritional requirements.

Distribution of Savola’s Entire Shareholding in Almarai

In February 2024, Savola announced its intention to proceed with the distribution of its entire 34.52% shareholding in Almarai to eligible Savola shareholders to provide direct benefit and access to Almarai’s robust performance.

By December 2024, Savola shareholders approved the Board’s recommendation to distribute the company’s entire 34.52% stake in Almarai as an in-kind dividend to eligible shareholders (the Significant Transaction). This move aims to unlock value for Savola shareholders, providing them direct exposure to Almarai’s growth potential and future dividend capacity.

Read more about Savola’s interrelated transactions that enabled the distribution of Almarai to its shareholders on Page 34

Financial Highlights

Almarai maintained its strong growth trajectory in 2024, achieving significant profit expansion driven by solid performance across its core categories in Saudi Arabia, GCC region, Egypt and Jordan. The company’s flagship dairy and poultry businesses were key contributors to this success, delivering notable revenue growth and continued sustained long-term value to its shareholders.

Net Profit

﷼ 2.313b

2022	1.760
2023	2.049
2024	2.313

Food Investments

Al Kabeer Group

Driven by a jump in volume growth and better pricing strategies, Al Kabeer’s revenue rose by 6% in 2024. The year also witnessed a range of new product innovations and promotional initiatives, including strengthening the brand refresh, and new packaging, and product launches



About Al Kabeer Group
Established in 1974, Al Kabeer Group is a leading manufacturer and distributor of frozen and processed foods in the Middle East. With key markets in Saudi Arabia and the UAE along with presence in rest of the GCC countries, it has cemented its position as a trusted name in the region’s frozen food industry.

The company offers a diverse portfolio of over 300 SKUs and product formats under its flagship brand, “Al Kabeer.” Its operations are supported by three manufacturing facilities—two in the UAE and one in Saudi Arabia—ensuring consistent product quality, supply and localization.

Al Kabeer has built a robust and efficient distribution network, leveraging over 30 cold stores, 11 distribution centers, and a fleet of more than 450 transportation vehicles to serve its markets seamlessly.

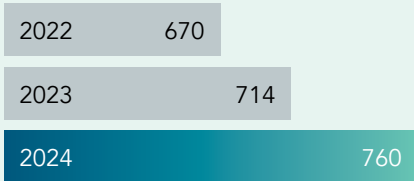
In 2018, Savola Group acquired a 51% stake in Al Kabeer as part of its strategic diversification into frozen foods and value-added product categories, further strengthening Al Kabeer’s growth trajectory and market leadership.

Financial Highlights
In 2024, Al Kabeer achieved a 6% increase in revenue, driven by volume growth, and better pricing across key categories. The core markets of Saudi Arabia and the UAE significantly contributed to this performance, alongside growth in the modern trade and HORECA (hotel, restaurant, and catering) channels. However, net income declined by 6%, primarily due to higher operating costs and the newly introduced corporate tax in the UAE.

Strategic and Operational Highlights
Al Kabeer prioritized innovation and new product development to meet evolving consumer tastes and preferences, successfully launching products such as Chicken Zing Strips in Sriracha and Buffalo flavors, Zing Shrimps, Zing Prawns, and Kiri Cheese Samosas. These introductions underscored the company’s commitment to staying ahead of market trends and delivering high-quality offerings tailored to various demographics and occasions. As part of its efforts toward becoming the market leader in its categories across the Gulf Cooperation Council region (GCC), Al Kabeer continued to make substantial investments in innovation, focusing on product quality, flavor, convenience, and presentation.

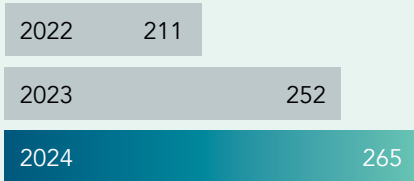
Revenue

₹ 760m



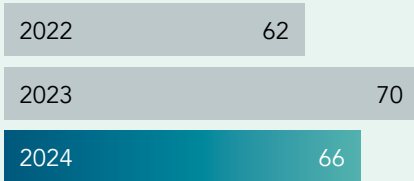
Gross Profit

₹ 265m



Net Income

₹ 66m



Food Investments

Al Kabeer Group continued

The e-commerce channel is growing rapidly and contributing to Al Kabeer's sales, demonstrating the company's adaptability to changing consumer purchasing behaviors and the rise of the digital economy.

To address the growing demand in the B2B and HORECA segments, Al Kabeer significantly strengthened its "Al Kabeer Professional" division. This strategic initiative expanded the company's footprint in the foodservice industry, aligning with market trends.

Looking Ahead

Al Kabeer is poised to strengthen its foundation for sustained growth by focusing on key strategic areas, including supply chain optimization, distribution enhancements, focusing on innovation and local flavors and tastes, marketing initiatives, talent development, and fostering a dynamic working environment and culture.

The frozen food segment will continue to be a vital pillar within Savola Group's food portfolio, serving as a catalyst for future expansion through value-added product innovations.

2025 promises both challenges and opportunities. Al Kabeer remains steadfast to stay ahead of the competition and changing consumer preferences with its commitment to product quality and innovations. With several exciting product launches planned for 2025, the company aims to accelerate growth and solidify its leadership in the frozen food category.

Consumer engagement will remain central to Al Kabeer's strategy, underpinning efforts to strengthen its new brand identity and deepen its connection with audiences. By aligning innovation with consumer needs and market trends, Al Kabeer is well-positioned to seize opportunities and navigate complexities moving forward.



Al Kabeer continued to make substantial investments in innovation, focusing on product quality, flavor, convenience, and presentation.



In 2024, Al Kabeer achieved a 6% increase in revenue, driven by volume growth, and better pricing across key categories

