

Strategy and Business Model

A Focused Model that aims for Sustainable Growth

Savola touches millions of consumers across the MENA region through its multi-country operations, strong consumer brand portfolio and our retail network in Saudi Arabia.



- Our Strengths

Our Challenges

How We Add Value

Our Corporate Values

Strategic Focus
Savola focuses its investments through long-term consumer trend-driven lens with a particular emphasis on the food and retail sectors. The company strategically allocates capital to capitalize on evolving market dynamics, consumer preferences and emerging trends, aiming to generate sustained value growth in these key industries.

Strong Governance Framework
A robust governance and transparency framework, prioritized throughout Savola's history and values, building shareholder trust.

Infrastructure and Consumer Access
Through our holdings, Savola touches millions of consumers across the MENA region through its multi-country operations, strong consumer brand portfolio and our retail network in Saudi Arabia.

Challenging macro-environment whereas a number of countries introduced economic reforms that may have a negative impact on the purchasing power of consumers and overall global cost inflation.

Change in consumer behavior where consumer preferences and tastes may change in a more pronounced manner that may impact current products and business models.

Limited number of transactable assets from the perspective of an investment holding whose key directive is to allocate capital.

High relative valuation of food assets, in view of scarcity of sizeable assets that fit strategically with Savola's investment mandate, as well as other factors, including the economic and business cycles and their impact on such assets.

Leadership and Governance
Savola's focus as a strategic shareholder is to implement best practices across its portfolio to ensure:

- Alignment of incentives among stakeholders
- Selection of the right leaders and management teams to deliver on strategic and operational targets

Setting Targets and Monitoring Performance
Savola has the tools required for effective performance management across its portfolio. This includes both short-term and long-term strategic, operational and financial KPIs, with periodic reviews and a proactive approach that prioritizes the long-term best interest of the business and shareholder value.

Capital Allocation
Savola aims to maximize return on investment by deploying or redeploying capital to enhance shareholder returns and create additional value by gaining access to segments with long-term potential within the food and retail space. The primary objective is to generate sustainable excess returns over the cost of capital.

Long-Term Strategic Planning
Savola believes that in addition to managing our capital and operating companies for performance and long-term sustainability at the subsidiary level, our role is to look at our markets, our holdings and our operations with a view to realize our ambition of maximizing our share of consumer spend across our markets profitably over the long-term horizon.

Our values underpin everything we do, they are a blueprint for concrete actions we take as individuals, as a team and as a company, every day.

Personal Values
Tawado: Confident humility: Having the confidence to perform our responsibilities while having the humility to minimize our ego
It'qan: Relentless pursuit of perfection: The ability, willingness, desire and intention to do our best to make sure work is completed to the best standards
Azm: Fierce resolve: Apply what we learn to improve ourselves
Iq'tida: Apprenticeship: To seek out, interact with and learn from those who are more knowledgeable than us

Group Values
Ihsan Al-Dhan: Trusting: Trusting others' intentions without doubting them
Mu'azarah: Caring: Provide support to our colleagues to help enable their success
Qabool: Acceptance: Endure the views of others by going beyond tolerance or acceptance
Iq'bal: Approaching: Improve what we do by using what we have learned from the interaction with others

Corporate Values
Taqwa: Conscientiousness: Fulfillment of our responsibility toward external parties
Amanah: Honesty: Fulfillment of our responsibilities toward investors
Mujahadah: Personal control: Achieving the personal discipline necessary to fulfill our responsibilities
Birr: Caring justice: Fulfillment of our responsibility toward our colleagues and the employees of the company

