

# Doing better every day

Sustainability Report 2023

| Performance Data





# Performance Data



## Managing Sustainability at Almarai

### Our sustainability performance

|  | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|
| <b>Number of incidents of non-compliance with environmental laws and regulations</b> | 0    | 0    | 0    | 0    |
| GCC  | 0    | 0    | 0    | 0    |
| USA  | 0    | 0    | 0    | 0    |
| Argentina  | 0    | 0    | 0    | 0    |



**Caring for People**

**Our sustainability performance**

|   | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|
| <b>Nutrition and wellbeing</b> <span style="float: right;">+</span>   |      |      |      |      |
| <b>Number of incidents of non-compliance concerning product information and labeling</b>  | 7    | 3    | 0    | 1    |
| GCC   | 7    | 3    | 0    | 1    |
| USA   | N/A  | N/A  | N/A  | N/A  |
| Argentina   | N/A  | N/A  | N/A  | N/A  |
| <b>Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications</b>                        | 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  |
| <b>Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)</b> | 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  |
| <b>Health and safety</b> <span style="float: right;">+</span>   |      |      |      |      |
| <b>Number of employee lost time injuries</b>  | 180  | 228  | 202  | 195  |
| GCC   | 153  | 176  | 170  | 188  |
| USA   | 16   | 37   | 15   | 7    |
| Argentina   | 11   | 15   | 17   | 0    |
| <b>Contractor lost-time injuries</b>  | 3    | 3    | 5    | 0    |
| GCC   | 0    | 3    | 5    | 0    |
| USA   | 3    | 0    | 0    | 0    |
| Argentina   | 0    | 0    | 0    | 0    |

|   | 2020   | 2021    | 2022    | 2023    |
|---|--------|---------|---------|---------|
| <b>Employee lost-time injury rate (per 1 mln man-hours)</b>       | 1.70   | 2.15    | 1.76*   | 1.58    |
| GCC   | 1.38   | 1.68    | 1.50*   | 1.54    |
| USA   | 20.00  | 47.48*  | 14.71   | 7.86    |
| Argentina   | 24.24  | 28.62   | 39.47   | 0.00    |
| <b>Contractor lost-time injury rate (per 1 mln man-hours)</b>     |        |         |         |         |
| GCC   | 0      | 0.83*   | 1.28    | 0.00    |
| USA   | 37.00  | 0       | 0       | 0       |
| Argentina   | 0      | 0       | 0       | 0       |
| <b>Hours of employee health and safety training</b>               | 62,965 | 167,915 | 227,229 | 206,222 |
| GCC   | 56,582 | 150,284 | 222,469 | 201,595 |
| USA   | 6,163  | 17,160  | 4,456   | 3,263   |
| Argentina   | 220    | 471     | 304     | 1,364   |
| <b>Hours of contractor health and safety training</b>             | 984    | 19      | 112     | 11,576  |
| GCC   | 0      | 0       | 0       | 8,303   |
| USA   | 984    | 16      | 112     | 3,263   |
| Argentina   | 0      | 3       | 0       | 10      |
| <b>Average hours of health and safety training per employee</b>   | 1.7    | 4.7     | 5.9     | 5.0     |
| GCC   | 1.5    | 4.3     | 5.9     | 5.0     |
| USA   | 19.1   | 45.9    | 8.0     | 6.9     |
| Argentina   | 1.1    | 2.2     | 1.4     | 5.9     |
| <b>Average hours of health and safety training per contractor</b> |        |         |         |         |
| GCC   | 0      | 0       | 0.0     | 2.65    |
| USA   | 15.14* | 0.24*   | 1.72*   | 141.87  |
| Argentina   | 0.0*   | 0.05    | 0.0     | 0.50    |
| <b>Employee absenteeism rate (%)</b>                              |        |         |         |         |
| GCC   | 5.0%   | 3.1%    | 7.0%    | 6.0%    |
| USA   | 7.0%   | 12.2%   | NIA     | 8.0%    |



|   | 2020          | 2021          | 2022          | 2023          |
|---|---------------|---------------|---------------|---------------|
| Argentina   | 3.6%          | 6.7%          | 6.1%*         | 5.6%          |
| <b>Employee talent and diversity</b> <span style="float: right;">+</span> |               |               |               |               |
| <b>Number of employees</b>  | <b>37,066</b> | <b>35,386</b> | <b>38,351</b> | <b>41,072</b> |
| GCC   | 36,534        | 34,801        | 37,570        | 40,370        |
| USA   | 323           | 374           | 557           | 470           |
| Argentina   | 209           | 211           | 224           | 232           |
| <b>Male employees</b>   | <b>36,198</b> | <b>34,539</b> | <b>37,422</b> | <b>40,025</b> |
| GCC   | 35,768        | 34,059        | 36,761        | 39,455        |
| USA   | 263           | 310           | 476           | 380           |
| Argentina   | 167           | 170           | 185           | 190           |
| <b>Female employees</b>   | <b>868</b>    | <b>847</b>    | <b>929</b>    | <b>1,046</b>  |
| GCC   | 766           | 742           | 809           | 915           |
| USA   | 60            | 64            | 81            | 90            |
| Argentina   | 42            | 41            | 39            | 41            |
| <b>Full time, male employees</b>  | <b>36,196</b> | <b>34,449</b> | <b>37,422</b> | <b>40,121</b> |
| GCC   | 35,768        | 34,059        | 36,761        | 39,455        |
| USA   | 261           | 220           | 476           | 476           |
| Argentina   | 167           | 170           | 185           | 190           |
| <b>Full time, female employees</b>  | <b>867</b>    | <b>845</b>    | <b>929</b>    | <b>1,035</b>  |
| GCC   | 766           | 742           | 809           | 915           |
| USA   | 59            | 62            | 81            | 81            |
| Argentina   | 42            | 41            | 39            | 39            |
| <b>Part time, male employees</b>  | <b>2</b>      | <b>3</b>      | <b>5*</b>     | <b>2</b>      |
| GCC   | 0             | 0             | 0             | 0             |
| USA   | 2             | 3             | 5             | 2             |
| Argentina   | 0             | 0             | 0*            | 0             |



|                                      | 2020   | 2021   | 2022   | 2023   |
|--------------------------------------|--------|--------|--------|--------|
| <b>Part time, female employees</b>   | 1      | 2      | 3*     | 3      |
| GCC                                  | 0      | 0      | 0      | 0      |
| USA                                  | 1      | 2      | 2      | 2      |
| Argentina                            | 0      | 0      | 1*     | 1      |
| <b>Senior management employees</b>   | 253    | 254    | 274    | 342    |
| GCC                                  | 229    | 234    | 253    | 285    |
| USA                                  | 10     | 8      | 8      | 44     |
| Argentina                            | 14     | 12     | 13     | 13     |
| <b>Middle management employees</b>   | 1,240  | 1,250  | 1,296  | 1,438  |
| GCC                                  | 1,190  | 1,196  | 1,235  | 1,373  |
| USA                                  | 28     | 31     | 40     | 44     |
| Argentina                            | 22     | 23     | 21     | 21     |
| <b>Non-management employees</b>      | 35,573 | 33,882 | 36,500 | 39,304 |
| GCC                                  | 35,115 | 33,371 | 36,082 | 38,712 |
| USA                                  | 285    | 335    | 252    | 418    |
| Argentina                            | 173    | 176    | 166    | 174    |
| <b>New employee hires</b>            | 2,352  | 4,521  | 6,526  | 6,950  |
| GCC                                  | 2,007  | 4,075  | 6,195  | 6,717  |
| USA                                  | 323    | 381    | 280    | 175    |
| Argentina                            | 22     | 65     | 51     | 58     |
| <b>New employee hires, age 18-30</b> | 1,479  | 2,826  | 3,980  | 3,982  |
|                                      | 62.9%  | 62.5%  | 61.0%  | 57.3%  |
| GCC                                  | 1,373  | 2,616  | 3,826  | 3,850  |
|                                      | 68.4%  | 64.2%  | 62%    | 57%    |
| USA                                  | 90     | 163    | 109    | 78     |
|                                      | 27.9%  | 42.8%  | 39%    | 45%    |
| Argentina                            | 16     | 47     | 45     | 54     |



|                                      | 2020         | 2021         | 2022          | 2023         |
|--------------------------------------|--------------|--------------|---------------|--------------|
|                                      | 72.7%        | 72.3%        | 88%           | 93%          |
| <b>New employee hires, age 31-50</b> | <b>763</b>   | <b>1,625</b> | <b>2,493</b>  | <b>2,924</b> |
|                                      | <b>32.4%</b> | <b>35.9%</b> | <b>38.2%*</b> | <b>42.1%</b> |
| GCC                                  | 627          | 1,440        | 2,348         | 2,846        |
|                                      | 31.2%        | 35.3%        | 37.9%         | 42.4%        |
| USA                                  | 131          | 167          | 139           | 74           |
|                                      | 40.6%        | 43.8%        | 49.6%         | 42.3%        |
| Argentina                            | 5            | 18           | 6             | 4            |
|                                      | 22.7%        | 27.7%        | 11.8%         | 6.9%         |
| <b>New employee hires, age 51+</b>   | <b>110</b>   | <b>70</b>    | <b>50</b>     | <b>44</b>    |
|                                      | <b>4.7%</b>  | <b>1.5%</b>  | <b>0.8%</b>   | <b>0.6%</b>  |
| GCC                                  | 7            | 19           | 21            | 21           |
|                                      | 0.3%         | 0.5%         | 0.3%          | 0.3%         |
| USA                                  | 102          | 51           | 29            | 23           |
|                                      | 31.6%        | 13.4%        | 10.4%         | 13.1%        |
| Argentina                            | 1            | 0            | 0             | 0            |
|                                      | 4.5%         | 0.0%         | 0%            | 0%           |
| <b>New employee hires, male</b>      | <b>2,214</b> | <b>4,410</b> | <b>6,354</b>  | <b>6,719</b> |
|                                      | <b>94.1%</b> | <b>97.5%</b> | <b>97.4%</b>  | <b>96.7%</b> |
| GCC                                  | 1,932        | 4,006        | 6,060         | 6,522        |
|                                      | 96.3%        | 98.3%        | 98%           | 97%          |
| USA                                  | 263          | 346          | 258           | 150          |
|                                      | 81.4%        | 90.8%        | 92.1%         | 85.7%        |
| Argentina                            | 19           | 58           | 36            | 47           |
|                                      | 86.4%        | 89.2%        | 70.6%         | 81.0%        |
| <b>New employee hires, female</b>    | <b>138</b>   | <b>267</b>   | <b>169</b>    | <b>227</b>   |
|                                      | <b>5.9%</b>  | <b>5.9%</b>  | <b>2.6%</b>   | <b>3.3%</b>  |



|   | 2020         | 2021         | 2022         | 2023         |
|---|--------------|--------------|--------------|--------------|
| GCC   | 75           | 69           | 135          | 195          |
|   | 3.7%         | 1.7%         | 2.2%         | 2.9%         |
| USA   | 60           | 191          | 19           | 25           |
|   | 18.6%        | 50.1%        | 6.8%         | 14.3%        |
| Argentina                                     | 3            | 7            | 15           | 7            |
|   | 13.6%        | 10.8%        | 29.4%        | 12.1%        |
| <b>Voluntary employee turnover</b>            | <b>2,446</b> | <b>4,568</b> | <b>4,040</b> | <b>4,209</b> |
|   | <b>6.6%</b>  | <b>12.9%</b> | <b>10.5%</b> | <b>10.2%</b> |
| GCC   | 2,322        | 4,422        | 3,892        | 4,040        |
|   | 6.4%         | 12.7%        | 10.4%        | 10.0%        |
| USA   | 111          | 93           | 122          | 149          |
|   | 34.4%        | 24.9%        | 21.9%        | 31.7%        |
| Argentina                                     | 13           | 53           | 26           | 20           |
|   | 6.2%         | 25.1%        | 11.6%        | 8.6%         |
| <b>Voluntary employee turnover, age 18-30</b> | <b>938</b>   | <b>2,917</b> | <b>1,602</b> | <b>1,603</b> |
|   | <b>38.3%</b> | <b>63.9%</b> | <b>39.7%</b> | <b>38.1%</b> |
| GCC   | 874          | 2,832        | 1,523        | 1,612        |
|   | 37.6%        | 64.0%        | 39.1%        | 39.9%        |
| USA   | 56           | 53           | 54           | 69           |
|   | 50.5%        | 57.0%        | 44.3%        | 46.3%        |
| Argentina                                     | 8            | 32           | 25           | 18           |
|   | 61.5%        | 60.4%        | 96.2%        | 90.0%        |
| <b>Voluntary employee turnover, age 31-50</b> | <b>1,338</b> | <b>2,976</b> | <b>2,272</b> | <b>2,314</b> |
|   | <b>54.7%</b> | <b>65.1%</b> | <b>56.2%</b> | <b>55.0%</b> |
| GCC   | 1,301        | 2,931        | 2,219        | 2,247        |
|   | 56.0%        | 66.3%        | 57.0%        | 55.6%        |
| USA   | 32           | 24           | 52           | 65           |

|   | 2020         | 2021         | 2022         | 2023         |
|---|--------------|--------------|--------------|--------------|
|   | 28.8%        | 25.8%        | 42.6%        | 43.6%        |
| Argentina                                   | 5            | 21           | 1            | 2            |
|   | 38.5%        | 39.6%        | 3.8%         | 10.0%        |
| <b>Voluntary employee turnover, age 51+</b> | <b>170</b>   | <b>270</b>   | <b>166</b>   | <b>197</b>   |
|   | <b>7.0%</b>  | <b>5.9%</b>  | <b>4.1%</b>  | <b>4.7%</b>  |
| GCC   | 147          | 254          | 150          | 181          |
|   | 6.3%         | 5.7%         | 3.9%         | 4.5%         |
| USA   | 23           | 16           | 16           | 16           |
|   | 20.7%        | 17.2%        | 13.1%        | 10.7%        |
| Argentina                                   | 0            | 0            | 0            | 0            |
|   | 0%           | 0%           | 0%           | 0%           |
| <b>Voluntary employee turnover, male</b>    | <b>2,379</b> | <b>4,449</b> | <b>4,020</b> | <b>4,104</b> |
|   | <b>97.3%</b> | <b>97.4%</b> | <b>99.5%</b> | <b>97.5%</b> |
| GCC   | 2,271        | 4,335        | 3,892        | 3,959        |
|   | 97.8%        | 98.0%        | 100%         | 98%          |
| USA   | 98           | 61           | 110          | 127          |
|   | 88.3%        | 65.6%        | 90.2%        | 85.2%        |
| Argentina                                   | 10           | 53           | 18           | 18           |
|   | 76.9%        | 100.0%       | 69.2%        | 90.0%        |
| <b>Voluntary employee turnover, female</b>  | <b>67</b>    | <b>95</b>    | <b>89</b>    | <b>90</b>    |
|   | <b>2.7%</b>  | <b>2.1%</b>  | <b>2.2%</b>  | <b>2.1%</b>  |
| GCC   | 51           | 87           | 69           | 81           |
|   | 2.2%         | 2.0%         | 1.8%         | 2.0%         |
| USA   | 13           | 8            | 12           | 22           |
|   | 11.7%        | 8.6%         | 9.8%         | 14.8%        |
| Argentina                                   | 3            | 0            | 8            | 2            |
|   | 23.1%        | 0.0%         | 30.8%        | 10.0%        |



|  | 2020       | 2021       | 2022       | 2023       |
|--|------------|------------|------------|------------|
| <b>Female employment rate (%)</b>        | 2.3%       | 2.4%       | 2.4%       | 2.5%       |
| GCC                                      | 2.1%       | 2.1%       | 2.2%       | 2.3%       |
| USA                                      | 18.6%      | 17.1%      | 14.5%      | 19.1%      |
| Argentina                                | 20.1%      | 19.4%      | 17.4%      | 17.7%      |
| <b>Women in senior management</b>        | <b>7</b>   | <b>5</b>   | <b>12</b>  | <b>13</b>  |
|  | 2.8%       | 2.0%       | 4.4%       | 3.8%       |
| GCC                                      | 2          | 1          | 1          | 3          |
|  | 0.9%       | 0.4%       | 0.4%       | 1.1%       |
| USA                                      | 3          | 2          | 3          | 2          |
|  | 30.0%      | 25.0%      | 37.5%      | 4.5%       |
| Argentina                                | 2          | 2          | 8          | 8          |
|  | 14.3%      | 16.7%      | 61.5%      | 61.5%      |
| <b>Women in middle management</b>        | <b>33</b>  | <b>39</b>  | <b>49</b>  | <b>50</b>  |
|  | 2.7%       | 3.1%       | 3.8%       | 3.5%       |
| GCC                                      | 26         | 29         | 32         | 41         |
|  | 2.2%       | 2.4%       | 2.6%       | 3.0%       |
| USA                                      | 3          | 6          | 12         | 8          |
|  | 10.7%      | 19.4%      | 30.0%      | 18.2%      |
| Argentina                                | 4          | 4          | 5          | 5          |
|  | 18.2%      | 17.4%      | 23.8%      | 23.8%      |
| <b>Women in non-management positions</b> | <b>828</b> | <b>803</b> | <b>867</b> | <b>995</b> |
|  | 2.3%       | 2.4%       | 2.4%       | 2.5%       |
| GCC                                      | 738        | 712        | 776        | 871        |
|  | 2.1%       | 2.1%       | 2.2%       | 2.2%       |
| USA                                      | 54         | 56         | 58         | 88         |
|  | 18.9%      | 16.7%      | 23.0%      | 21.1%      |
| Argentina                                | 36         | 35         | 33         | 36         |

|   | 2020       | 2021       | 2022       | 2023       |
|---|------------|------------|------------|------------|
|   | 20.8%      | 19.9%      | 19.9%      | 20.7%      |
| <b>Board seats occupied by women</b>  | <b>1*</b>  | <b>1*</b>  | <b>1*</b>  | <b>1</b>   |
|   | 11.1%*     | 11.1%*     | 11.1%*     | 11.1%      |
| GCC   | 0          | 0          | 0          | 0          |
|   | 0%         | 0%         | 0%         | 0%         |
| USA   | 0          | 0          | 0          | 0          |
|   | 0%         | 0%         | 0%         | 0%         |
| Argentina   | 1          | 1          | 1          | 1          |
|   | 20.0%      | 20.0%      | 20.0%      | 20.0%      |
| <b>Number of employees with a disability</b>  | <b>421</b> | <b>404</b> | <b>415</b> | <b>411</b> |
| GCC   | 421        | 404        | 415        | 411        |
| USA   | 0          | 0          | 0          | 0          |
| Argentina   | 0          | 0          | 0          | 0          |
| <b>Number of formal incidents of discrimination reported</b>                                    | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   |
| GCC   | 0          | 0          | 0          | 0          |
| USA   | 0          | 0          | 0          | 0          |
| Argentina   | 0          | 0          | 0          | 0          |
| <b>Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)</b> | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   |
| GCC   | 0          | 0          | 0          | 0          |
| USA   | 0          | 0          | 0          | 0          |
| Argentina   | 0          | 0          | 0          | 0          |
| <b>Number of female employees entitled to maternity leave</b>                                   | <b>428</b> | <b>561</b> | <b>449</b> | <b>86</b>  |
| GCC   | 360        | 352        | 375        | 0          |
| USA   | 28         | 169        | 36         | 46         |
| Argentina   | 40         | 40         | 38         | 40         |
| <b>Number of female employees that took parental leave</b>                                      | <b>43</b>  | <b>45</b>  | <b>61</b>  | <b>63</b>  |
| GCC   | 38         | 34         | 55         | 55         |
| Argentina   | NIA        | 3          | 10         | 4          |



|  | 2020           | 2021            | 2022           | 2023           |
|--|----------------|-----------------|----------------|----------------|
| USA  | 2              | 1               | 2              | 3              |
| Argentina  | 3              | 10              | 4              | 5              |
| <b>Number of female employees that returned to work in the reporting period after parental leave ended</b>                                       | <b>36</b>      | <b>33</b>       | <b>56</b>      | <b>59</b>      |
| GCC  | 34             | 29              | 50             | 52             |
| USA  | 2              | 1               | 2              | 2              |
| Argentina  | 0              | 3               | 4              | 5              |
| <b>Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work</b> | <b>36</b>      | <b>24</b>       | <b>56</b>      | <b>60</b>      |
| GCC  | 34             | 23              | 50             | 52             |
| USA  | 2              | 0               | 2              | 3              |
| Argentina  | 0              | 1               | 4              | 5              |
| <b>Female employee return to work rate of employees that took parental leave (%)</b>   | <b>84%</b>     | <b>73%</b>      | <b>92%</b>     | <b>94%</b>     |
| GCC  | 89%            | 85%             | 92%*           | 95%            |
| USA  | 100%           | 100%            | 100%           | 67%            |
| Argentina  | 0%             | 30%             | 100%*          | 100%           |
| <b>Female employee retention rate of employees that took parental leave (%)</b>  | <b>84%</b>     | <b>53%</b>      | <b>92%</b>     | <b>95%</b>     |
| GCC  | 89%            | 68%             | 92%*           | 95%            |
| USA  | 100%           | 0%              | 100%           | 100%           |
| Argentina  | 0%             | 10%             | 100%           | 100%           |
| <b>Total hours of training provided</b>  | <b>407,612</b> | <b>295,100*</b> | <b>468,117</b> | <b>507,551</b> |
| GCC  | 399,698        | 275,596         | 454,885        | 496,819        |
| USA  | 6,514          | 12,042          | 4,568          | 5,265          |
| Argentina  | 1,400          | 7,462           | 8,664          | 5,467          |
| <b>Average hours of training per employee</b>  | <b>11.0</b>    | <b>8.3</b>      | <b>12.2</b>    | <b>12.4</b>    |
| GCC  | 10.9           | 7.9             | 12             | 12.3           |
| USA  | 20.2           | 32.2            | 8              | 11.2           |
| Argentina  | 6.7            | 35.4            | 39             | 23.6           |
| <b>Percentage of employees receiving regular performance and career development reviews (%)</b>  |                |                 |                |                |

|   | 2020  | 2021  | 2022  | 2023  |
|---|-------|-------|-------|-------|
| GCC   | 100%  | 100%  | 100%  | 100%  |
| USA   | NIA   | 100%  | 100%  | 100%  |
| Argentina   | NIA   | 3%    | 20%   | 35%   |
| Learning and development programs (GCC only)                              | 1,365 | 1,681 | 572   | 831   |
| Number of Almarai Academy participants (National and non-national)        | 388   | 863   | 459   | 638   |
| Number of Almarai Driving School participants (National and non-national) | 977   | 818   | 113   | 193   |
| Saudization (GCC only)  |       |       |       |       |
| Number of Saudi employees   | 8,653 | 8,626 | 8,762 | 9,465 |
| Percentage Saudization among total workforce                              | 27%   | 25%   | 23%   | 23%   |
| Percentage Saudization of middle management                               | 25%   | 26%   | 27%   | 27%   |
| Percentage Saudization of senior management                               | 20%   | 23%   | 24%   | 25%   |
| Number of Saudi female employees  | 634   | 608   | 657   | 748   |
| Number of Saudi Almarai Academy participants                              | 271   | 301   | 1,214 | 1,465 |
| Number of Saudi Graduate Professional Trainee participants                | 19    | 0     | 25    | 26    |
| Number of Saudi Almarai Future Leaders participants                       | 0     | 0     | 0     | 0     |
| Number of Saudi Dairy & Food Polytechnic participants                     | 425   | 227   | 537   | 362   |
| Number of Saudi Almarai Driving School participants                       | 91    | 129   | 113   | 119   |
| Total number of Saudi nationals in professional development programs      | 806   | 657   | 1,889 | 1,972 |
| Ratio of basic salary of women to men                                     |       |       |       |       |
| Senior management (M)   | 99%   | 98%   | 98%   | 97%   |
| Middle management (E)   | 99%   | 99%   | 99%   | 99%   |
| Non-management positions (ODS)  | 100%  | 100%  | 101%  | 101%  |

### Community Investment +

|  |         |          |          |           |
|--|---------|----------|----------|-----------|
| Total CSR spending (SAR million) - GCC only                    | 35.14   | 41.55    | 40.94    | 50.37     |
| Total CSR spending as a percentage of net profit (%) -GCC only | 1.80%   | 2.66%    | 2.33%    | 2.46%     |
| Product donations - GCC only                                   | 55,830* | 397,925* | 781,672* | 1,020,264 |
| Number of schools provided with snacks for students            | 0       | 63       | 411      | 1,530     |



|  | 2020   | 2021      | 2022    | 2023      |
|--|--------|-----------|---------|-----------|
| Snacks for school children (Number of servings)  | 0      | 50,540    | 354,120 | 708,890   |
| Number of low income families provided with food baskets   | 0      | 1,355     | 566     | 639       |
| Number of charities provided with food donations   | 0      | 183       | 318     | 391       |
| Product donations for charities (Number of servings)   | 0      | 345,847   | 426,668 | 310,344   |
| Total product servings donated   | 0      | 396,387   | 780,788 | 1,019,234 |
| Total financial value (SAR million)  | 0.39   | 0.53      | 1.50    | 5.96      |
| <b>Support for vulnerable groups - GCC only</b>  |        |           |         |           |
| Number of lower income couples provided with weddings  | 0      | 0         | 0       | 0         |
| Number of children at orphanages and charities provided with Iftars  | 0      | 0         | 40      | 54        |
| Charity, orphanage and other association event sponsorships (Number of beneficiaries)  | 45     | 0         | 0       | 40        |
| Total financial value (SAR million)  | 0.01   | 0.52      | 0.012   | 0.02      |
| <b>Support for learning and technical, vocational and education training (TVET) - GCC only</b>                                     |        |           |         |           |
| Number of TVET beneficiaries (Dairy & Food Polytechnic)  | 425    | 288       | 450     | 525       |
| University student groups sponsored (Number of beneficiaries)  | 95     | 188       | 950     | 0         |
| Braille booklets (Number of books donated)   | 0      | 0         | 0       | 0         |
| Dental students grad program in Princess Noura Uni. (Number of students supported)   | 0*     | 50*       | 60      | 78        |
| Dental student's graduate program in King Saud Uni (Number of students supported)  | NIA    | 78*       | 60      | 80        |
| Dental care campaign (Number of schools attended)  | 0      | 4         | 10      | 54        |
| Almarai site visit program (Number of visitors)  | 23,089 | 0         | 15,655  | 33,605    |
| Sponsorship of Food Loss and Waste Index and awareness campaign (value in SAR).  | 0      | 5,380,815 | 0       | 0         |
| Sponsorship of Qaderoon documentary (value in SAR)   | 135000 | 0         | 0       | 0         |
| Total financial value (SAR million)  | 31.85  | 37.1      | 36      | 36        |
| <b>Sponsorship of awards - GCC only</b>  |        |           |         |           |
| Number of award winners (Veterinarian Award, Scientific Award, Best Mother Award, GCC General Education Award, and Sheikha Latifa) | 0      | 18        | 10      | 16        |
| Total financial Value (SAR million)  | 0.00   | 3.40      | 3.40    | 8.40      |



## Protecting the Planet

### Our sustainability performance

|  | 2020       | 2021       | 2022       | 2023       |
|--|------------|------------|------------|------------|
| <b>Water management</b>  |            |            |            |            |
| <b>Water withdrawal (m3)</b>   | 12,159,498 | 11,049,898 | 12,981,506 | 12,913,791 |
| GCC  | 12,159,498 | 11,049,898 | 12,981,506 | 12,913,791 |
| USA  | N/A        | N/A        | N/A        | N/A        |
| Argentina  | N/A        | N/A        | N/A        | N/A        |
| <b>Water recycling and reuse (m3)</b>                                    | 3,363,978  | 2,319,571  | 2,832,210  | 2,735,613  |
| GCC  | 3,363,978  | 2,319,571  | 2,832,210  | 2,735,613  |
| USA  | N/A        | N/A        | N/A        | N/A        |
| Argentina  | N/A        | N/A        | N/A        | N/A        |
| <b>Percentage of water recycled and/or reused (%)</b>                    | 27.7%      | 21.0%      | 21.8%      | 21.2%      |
| GCC  | 27.7%      | 21.0%      | 21.8%      | 21.2%      |
| USA  | N/A        | N/A        | N/A        | N/A        |
| Argentina  | N/A        | N/A        | N/A        | N/A        |
| <b>Total water consumption (m3)</b>                                      | 8,239,288  | 4,693,366  | 6,082,047  | 6,381,364  |
| GCC  | 8,239,288  | 4,693,366  | 6,082,047  | 6,381,364  |
| USA  | N/A        | N/A        | N/A        | N/A        |
| Argentina  | N/A        | N/A        | N/A        | N/A        |
| <b>Water discharge (m3)</b>  | 7,284,188  | 8,676,103  | 9,731,669  | 9,268,040  |
| GCC  | 7,284,188  | 8,676,103  | 9,731,669  | 9,268,040  |
| USA  | N/A        | N/A        | N/A        | N/A        |
| Argentina  | N/A        | N/A        | N/A        | N/A        |
| <b>Manufacturing water intensity (m3/metric ton of finished product)</b> |            |            |            |            |
| GCC  | 5.5        | 2.3*       | 3.1*       | 3.2        |

|           | 2020 | 2021 | 2022 | 2023 |
|-----------|------|------|------|------|
| USA       | N/A  | N/A  | N/A  | N/A  |
| Argentina | N/A  | N/A  | N/A  | N/A  |

| Packaging innovation <span style="float: right;">+</span>                                    |     |       |      |       |
|--|-----|-------|------|-------|
| <b>Percentage of card board coming from recycled materials used as an input material (%)</b> |     |       |      |       |
| GCC  | 65% | 67%   | 70%  | 67%   |
| USA  | N/A | N/A   | N/A  | N/A   |
| Argentina  | N/A | N/A   | N/A  | N/A   |
| <b>Plastics removed from packaging (tons)</b>  |     |       |      |       |
| GCC  | 440 | 174   | 713* | 164   |
| USA  | N/A | N/A   | N/A  | N/A   |
| Argentina  | N/A | N/A   | N/A  | N/A   |
| <b>Paper removed from packaging (tons)</b>   |     |       |      |       |
| GCC  | 484 | 312.2 | 74*  | 628   |
| USA  | N/A | N/A   | N/A  | N/A   |
| Argentina  | N/A | N/A   | N/A  | N/A   |
| <b>Total packaging removed from the consumer waste stream (tons)</b>                         |     |       |      |       |
| GCC  | 924 | 486   | 788  | 791.5 |
| USA  | N/A | N/A   | N/A  | N/A   |
| Argentina  | N/A | N/A   | N/A  | N/A   |

| Climate Change <span style="float: right;">+</span>        |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
| <b>Direct stationary energy usage (in thousands kWh)</b>   |           |           |           |           |
| GCC  | 716,451   | 669,148   | 617,619   | 769,391   |
| USA  | 0         | 0         | 0         | 0         |
| Argentina  | 1         | 41        | 314       | 2,607.16  |
| <b>Indirect stationary energy usage (in thousands kWh)</b> |           |           |           |           |
| GCC  | 1,089,202 | 1,194,497 | 1,152,349 | 1,244,020 |
| USA  | 1,003,241 | 1,106,941 | 1,062,164 | 1,152,993 |



|  | 2020             | 2021             | 2022             | 2023             |
|--|------------------|------------------|------------------|------------------|
| USA  | 71,268           | 71,149           | 77,910           | 73,524           |
| Argentina  | 14,693           | 16,407           | 12,275           | 17,503           |
| <b>Total stationary energy usage (direct and indirect, in thousands kWh)</b> | <b>1,805,653</b> | <b>1,863,645</b> | <b>1,769,968</b> | <b>2,013,411</b> |
| GCC*(excludes transport fuel)  | 1,719,691        | 1,776,047        | 1,679,468        | 1,919,777        |
| USA  | 71,268           | 71,149           | 77,910           | 73,524           |
| Argentina  | 14,694           | 16,448           | 12,589           | 20,110           |
| <b>Total solar energy usage (in thousand kWh)</b>                            | <b>31,317</b>    | <b>40,980</b>    | <b>59,949*</b>   | <b>76,726</b>    |
| GCC  | 31,317           | 40,980           | 59,949*          | 76,726           |
| USA  | 0                | 0                | 0*               | 0*               |
| Argentina  | 0                | 0                | 0*               | 0                |
| <b>Percentage of electricity consumption from solar (%)</b>                  |                  |                  |                  |                  |
| GCC  | 2.5%             | 2.3%             | 3.7%             | 4.0%             |
| USA  | 0%               | 0%               | 0%               | 0%               |
| Argentina  | 0%               | 0%               | 0%               | 0%               |
| <b>Almarai owned refrigerators in stores (in thousands kWh)</b>              | <b>982,890</b>   | <b>991,540</b>   | <b>1,004,403</b> | <b>1,040,653</b> |
| GCC  | 982,890          | 991,541          | 1,004,403        | 1,040,653        |
| USA  | N/A              | N/A              | N/A              | N/A              |
| Argentina  | N/A              | N/A              | N/A              | N/A              |
| <b>Manufacturing energy intensity (kWh/metric ton of finished product)</b>   |                  |                  |                  |                  |
| GCC  | 523.8            | 560.3            | 563.8            | 622.7            |
| USA  | N/A              | N/A              | N/A              | N/A              |
| Argentina  | N/A              | N/A              | N/A              | N/A              |
| <b>Total vehicle fuel consumption (thousands of liters)</b>                  | <b>268,207</b>   | <b>259,780</b>   | <b>290,643*</b>  | <b>292,871</b>   |
| GCC  | 262,306          | 253,896          | 286,095*         | 289,927          |
| USA  | 4,594            | 4,546            | 2,952*           | 1,819            |
| Argentina  | 1,306            | 1,338            | 640              | 1,124            |
| <b>Scope 1 (direct) emissions (metric tons CO<sub>2</sub>e)</b>              | <b>788,324</b>   | <b>794,241</b>   | <b>938,126</b>   | <b>967,266</b>   |

|  | 2020             | 2021             | 2022             | 2023             |
|--|------------------|------------------|------------------|------------------|
| GCC  | 780,057          | 778,938          | 925,847          | 958,899          |
| USA  | 6,550            | 11,756           | 7,898            | 4,668            |
| Argentina  | 1,718            | 3,548            | 4,381            | 3,699            |
| <b>Scope 2 (indirect) emissions (metric tons CO2e)</b>                                     | <b>810,400</b>   | <b>984,406</b>   | <b>836,020</b>   | <b>895,549</b>   |
| GCC  | 774,107          | 947,343          | 801,084          | 859,750          |
| USA  | 30,533           | 30,633           | 29,067           | 27,430           |
| Argentina  | 5,759            | 6,431            | 5,869            | 8,369            |
| <b>Scope 3 emissions from Almarai refrigerators in stores (metric tons CO2e)</b>           | <b>846,008</b>   | <b>853,454</b>   | <b>864,525</b>   | <b>895,727</b>   |
| GCC  | 846,008          | 853,454          | 864,525          | 895,727          |
| USA  | NIA              | NIA              | NIA              | NIA              |
| Argentina  | NIA              | NIA              | NIA              | NIA              |
| <b>Total emissions (metric tons CO2e)</b>  | <b>2,444,732</b> | <b>2,632,101</b> | <b>2,638,671</b> | <b>2,758,542</b> |
| GCC  | 2,400,173        | 2,579,735        | 2,591,456        | 2,714,376        |
| USA  | 37,083           | 42,389           | 36,965           | 32,098           |
| Argentina  | 7,476            | 9,978            | 10,250           | 12,068           |
| <b>Manufacturing emissions intensity (metric tons CO2e/metric ton of finished product)</b> |                  |                  |                  |                  |
| GCC  | 0.78*            | 0.85*            | 0.90*            | 0.94*            |
| USA  | N/A              | N/A              | N/A              | N/A              |
| Argentina  | N/A              | N/A              | N/A              | N/A              |
| <b>Emissions from refrigerant leakage and replacement (metric tons CO2e)</b>               | <b>225,443</b>   | <b>216,795</b>   | <b>137,159*</b>  | <b>296,177</b>   |
| GCC  | 225,346          | 216,795          | 137,159*         | 296,177          |
| USA  | NIA              | NIA              | NIA              | NIA              |
| Argentina  | 97               | 0                | 0                | 0                |

| <b>Waste Management</b> <span style="float: right;">+</span>                           |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| <b>Food waste resold for animal feed (Store returns and operational) (metric tons)</b> | <b>41,081</b> | <b>47,937</b> | <b>51,721</b> | <b>74,848</b> |
| GCC  | 41,081        | 47,937        | 51,721        | 74,848        |

|   | 2020           | 2021           | 2022            | 2023           |
|---|----------------|----------------|-----------------|----------------|
| USA   | N/A            | N/A            | N/A             | N/A            |
| Argentina                                       | N/A            | N/A            | N/A             | N/A            |
| <b>Recycled waste (metric tons)</b>             | <b>28,777</b>  | <b>27,147</b>  | <b>52,942</b>   | <b>77,853</b>  |
| GCC   | 28,499         | 26,894         | 52,660          | 77,103         |
| USA   | 188            | 212            | 157             | 723            |
| Argentina                                       | 90             | 41             | 125             | 27             |
| <b>Total waste generated (metric tons)</b>      | <b>172,738</b> | <b>157,780</b> | <b>166,091*</b> | <b>232,799</b> |
| GCC   | 171,484        | 157,078        | 165,177         | 231,766        |
| USA   | 1,254          | 650            | 760*            | 987            |
| Argentina                                       | NIA            | 52             | 154*            | 46             |
| <b>Waste sent to landfill (metric tons)</b>     | <b>102,970</b> | <b>83,397</b>  | <b>81,608</b>   | <b>128,232</b> |
| GCC   | 101,904        | 82,948         | 81,100          | 127,949        |
| USA   | 1,066          | 438            | 479             | 264            |
| Argentina                                       | NIA            | 11             | 29              | 19             |
| <b>Percentage of waste sent to landfill (%)</b> | <b>60%</b>     | <b>53%</b>     | <b>49%</b>      | <b>55%</b>     |
| GCC   | 59%            | 53%            | 49%             | 55%            |
| USA   | 85%*           | 67%            | 63%*            | 27%            |
| Argentina                                       | NIA            | 21%            | 19%*            | 42%            |

| <b>Sustainable agriculture</b> <span style="float: right;">+</span>                  |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| <b>Number of incidents of non-compliance with environmental laws and regulations</b> | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| USA  | 0             | 0             | 0             | 0             |
| Argentina  | 0             | 0             | 0             | 1             |
| <b>Arable farming land under production (hectares)</b>                               | <b>26,810</b> | <b>55,168</b> | <b>25,313</b> | <b>26,263</b> |
| USA  | 8,301         | 36,958        | 7,690         | 8,348.62      |
| Argentina  | 18,509        | 18,210        | 17,623        | 17,914.00     |



## Producing Responsible Products

### Our sustainability performance

|   | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|
| <b>Quality and food safety</b> <span style="float: right;">+</span>   |      |      |      |      |
| <b>Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)</b> |      |      |      |      |
| GCC   | 100% | 100% | 100% | 100% |
| USA   | N/A  | N/A  | N/A  | N/A  |
| Argentina   | N/A  | N/A  | N/A  | N/A  |
| <b>Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services</b>                                  | 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  |
| <b>Number of recalls</b>  | 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  |
| <b>Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)</b>   | 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  |
| <b>Percentage of products which health and safety impacts are assessed for improvement (%)</b>  | 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  |
| <b>Total number of manufacturing plants</b>   | 11   | 12   | 12   | 14   |



|   | 2020       | 2021        | 2022        | 2023        |
|---|------------|-------------|-------------|-------------|
| GCC   | 11         | 12          | 12          | 14          |
| USA   | N/A        | N/A         | N/A         | N/A         |
| Argentina   | N/A        | N/A         | N/A         | N/A         |
| <b>Number of Food Safety System Certification (FSSC) 22000 certified plants</b> | <b>2</b>   | <b>3</b>    | <b>12</b>   | <b>12</b>   |
| GCC   | 2          | 3           | 12          | 12          |
| USA   | N/A        | N/A         | N/A         | N/A         |
| Argentina   | N/A        | N/A         | N/A         | N/A         |
| <b>Number of Global Food Safety Initiative (GFSI) certified plants</b>          | <b>2</b>   | <b>12</b>   | <b>12</b>   | <b>12</b>   |
| GCC   | 2          | 12          | 12          | 12          |
| USA   | N/A        | N/A         | N/A         | N/A         |
| Argentina   | N/A        | N/A         | N/A         | N/A         |
| <b>Percentage of plants that are GFSI certified (%)</b>                         | <b>18%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |
| GCC   | 18%        | 100%        | 100%        | 100%        |
| USA   | N/A        | N/A         | N/A         | N/A         |
| Argentina   | N/A        | N/A         | N/A         | N/A         |
| <b>Number of food safety and quality assurance employees</b>                    | <b>497</b> | <b>519</b>  | <b>539</b>  | <b>550</b>  |
| GCC   | 497        | 519         | 539         | 550         |
| USA   | N/A        | N/A         | N/A         | N/A         |
| Argentina   | N/A        | N/A         | N/A         | N/A         |

| <b>Animal welfare</b> <span style="float: right;">+</span> |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>Number of cows</b>                                      | <b>171,983</b>     | <b>172,012</b>     | <b>174,962</b>     | <b>167,771</b>     |
| GCC  | 171,983            | 172,012            | 174,962            | 167,771            |
| USA  | N/A                | N/A                | N/A                | N/A                |
| Argentina  | N/A                | N/A                | N/A                | N/A                |
| <b>Number of chickens processed</b>                        | <b>195,846,876</b> | <b>198,001,451</b> | <b>185,873,965</b> | <b>255,164,434</b> |
| GCC  | 195,846,876        | 198,001,451        | 185,873,965        | 255,164,434        |
| USA  | N/A                | N/A                | N/A                | N/A                |

|  | 2020        | 2021        | 2022        | 2023        |
|--|-------------|-------------|-------------|-------------|
| Argentina  | N/A         | N/A         | N/A         | N/A         |
| <b>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</b> | <b>0</b>    | <b>0</b>    | <b>0</b>    | <b>0</b>    |
| GCC  | 0           | 0           | 0           | 0           |
| USA  | N/A         | N/A         | N/A         | N/A         |
| Argentina  | N/A         | N/A         | N/A         | N/A         |
| <b>Percentage of cows in enclosed housing with resting areas (%)</b>   | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |
| GCC  | 100%        | 100%        | 100%        | 100%        |
| USA  | N/A         | N/A         | N/A         | N/A         |
| Argentina  | N/A         | N/A         | N/A         | N/A         |
| <b>Percentage of chickens in enclosed cage free housing (%)</b>  | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |
| GCC  | 100%        | 100%        | 100%        | 100%        |
| USA  | N/A         | N/A         | N/A         | N/A         |
| Argentina  | N/A         | N/A         | N/A         | N/A         |

| <b>Ethical Sourcing</b> <span style="float: right;">+</span> |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| <b>Percentage of locally based suppliers engaged (%)</b>     | <b>62%</b>   | <b>62%</b>   | <b>64%</b>   | <b>63%</b>   |
| GCC  | 50%          | 49%          | 51%          | 50%          |
| USA  | 73%          | 57%          | 62%          | 56%          |
| Argentina  | 98%          | 95%          | 100%k        | 100%k        |
| <b>Percentage of spending on locally based suppliers (%)</b> |              |              |              |              |
| GCC  | 38%          | 40%          | 35%          | 44%          |
| USA  | 87%          | 76%          | 76%          | 84%          |
| Argentina  | 85%          | 0%           | 100%         | 100%         |
| <b>Total number of suppliers engaged</b>                     | <b>2,320</b> | <b>2,848</b> | <b>2,704</b> | <b>2,896</b> |
| GCC  | 1,645        | 1,664*       | 1,768        | 1,910        |
| USA  | 183          | 484          | 236          | 286          |
| Argentina  | 492          | 700          | 700*         | 700          |
| <b>Total number of local suppliers engaged</b>               | <b>1,431</b> | <b>1,762</b> | <b>1,742</b> | <b>1,810</b> |

|   | 2020       | 2021       | 2022      | 2023      |
|---|------------|------------|-----------|-----------|
| GCC   | 815        | 821        | 895       | 949       |
| USA   | 134        | 276        | 147       | 161       |
| Argentina   | 482        | 665        | 700       | 700       |
| <b>Percentage of purchased volume from suppliers compliant with company's sourcing policy</b>   |            |            |           |           |
| GCC   | 100%       | 100%       | 100%      | 100%      |
| USA   | 100%       | 100%       | 100%      | 100%      |
| Argentina   | NIA        | N/A        | 100%      | 100%      |
| <b>Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards</b> |            |            |           |           |
| GCC   | 100%       | 100%       | 56%       | 100%      |
| USA   | 100%       | 100%       | 100%      | 100%      |
| Argentina   | NIA        | N/A        | 10%       | 10%       |
| <b>New suppliers that were screened using social and/or environmental criteria</b>  | <b>42</b>  | <b>173</b> | <b>36</b> | <b>38</b> |
| GCC   | 0          | 0          | 0         | 15        |
| USA   | 42         | 173        | 36        | 23        |
| Argentina   | NIA        | 0          | 0         | 0         |
| <b>Number of negative social and/or environmental impacts in the supply chain and actions taken</b>   | <b>NIA</b> | <b>0</b>   | <b>0</b>  | <b>0</b>  |
| GCC   | NIA        | 0          | 0         | 0         |
| USA   | NIA        | 0          | 0         | 0         |
| Argentina   | NIA        | 0          | 0         | 0         |