





Investor Presentation

September 2023













Agenda

Evolution of SADAFCO

Key Milestones

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Sustainability – Key Highlights

Product Profile Analysis

Benchmarking: Regional Peers

Saudi Arabia F&B Market









Evolution of SADAFCO

Evolution of SADAFCO







Established in 1976 with the formation of Saudi Danish Dairy Company, a joint venture between Saudi businessmen (48%), Kuwaiti businessmen (48%) and Danish Turnkey Dairies (4%)



Commercial production of Ultra High Treatment (UHT) Milk at the Jeddah factory commenced in 1977



The Company acquired the Saudi Danish Dairy Company of Riyadh in 1987



Merged with
Gulf Danish
Dairy Company
and Medina
Danish Dairy
Company, and
formed
SADAFCO in
1991



Since the early
1990's, in addition
to milk-related
products including
ice cream, the
Company has
expanded its
product range
with the
introduction of
tomato paste,
cheese and
snacks



Since its incorporation, the Company has expanded its product range to become a significant player in the Saudi food and dairy market



The Company currently holds the highest market share in UHT milk, tomato paste carton & is the market leader in ice cream in Saudi Arabia. It also has a growing presence in the snacks market









Key Milestones

Key Milestones







1. Saudi New Zealand Milk Products Limited – a JV with Milk Products Holdings (MPH), a subsidiary of New Zealand Dairy Board (NZDB)









Shareholding Structure

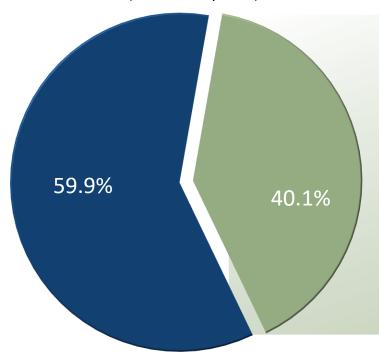
Shareholding Structure







(as of 31st July 2023)



Kuwait Projects Company

- ➤ KIPCO is the largest shareholder of SADAFCO
- ➤ KIPCO is a holding company that focuses on investments in the Middle East and North Africa
- KIPCO's main business sectors are financial services, media, real estate and industry. KIPCO's financial service interests include holdings in commercial banks, insurance companies, asset management and investment banking
- KIPCO is listed on the Kuwait Stock Exchange

Source: Tadawul Stock Exchange











Management Team

Directors and Management Team







^{*}Mr. Abdullah Yaqoob Bishara resigned on 15 Dec 2022

^{**} Sheikh Sabah Mohammed Al-Sabah joined the Board on 15 Dec 2022











Strategy

Our Vision, Mission, Purpose & Values







Our Vision

Impossible is nothing



Our Mission

- Delighting consumers with delicious, nutritious, convenient & sustainable products
- Accelerating profitable growth
- Creating value for the society (environment), stakeholders and shareholder



Our Purpose

Sustainably Nurture and Connect Generations with Goodness and Happiness



Values

- Trust
- Respect
- Integrity
- Passion
- Lead & Learn
 - Excellence



SADAFCO: Growth Initiatives & Achievements (2022-23)





QTR 1

- Commenced work on Main Building of New Makkah Depot project
- Solar PV system project in Jeddah Central Warehouse was completed and actively generated power
- SADAFCO constituted a water steering committee to assess solutions/initiatives which manage water usage and is assessing the implementation of a water recovery and recirculation initiative

QTR 2

- SADAFCO has signed a strategic agreement with Social Responsibility Association, the first licensed association specialized in CSR in the Makkah region
- Opened new sales depot in Al Kharj for sales growth

QTR 3

- SADAFCO has signed a strategic agreement on the Future of **Industrial Strategies Initiative** with Distinguished Initiatives Association in Social Responsibility to encourage students to work in the industrial fields
- SADAFCO implemented a digital signature solution to enable safe, legal, and secure digital signing of official documents and contracts which will result in a significant reduction in paper usage

QTR 4

SADAFCO ranked among LinkedIn's top 15 workplaces for career growth in Saudi Arabia for 2023.











Product Portfolio











Product Universe

















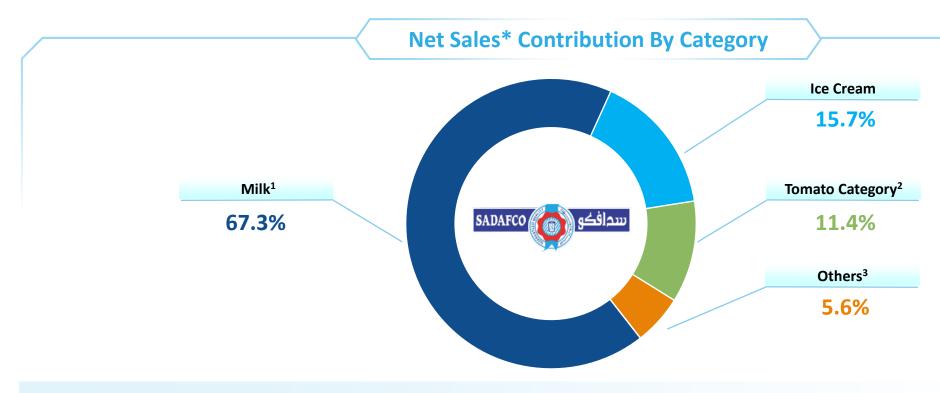




Product Portfolio: Contribution in 2022/23







- Milk is the largest contributor to company's Net Sales (67.3% share)
- SADAFCO has the highest market share in KSA's Plain UHT milk market of 62.6% as of March'23 (MAT)
- Ice Cream contributes 15.7% and Tomato category contributes 11.4% to Net Sales

Note: * SADAFCO (without Mlekoma) figures

³Others include Snacks, Cheese, French Fries, Butter, Drinks etc



¹ Milk includes Plain Milk, Flavored Milk, Junior, Milk Powder, EVAP, Cream and Laban Fruit Drink

²Tomato Category includes Tomato Paste and Ketchup

Key Products: SADAFCO Market Share

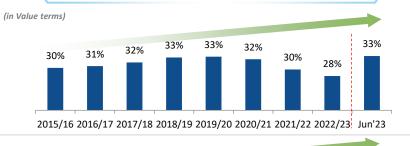




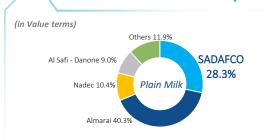
Key Categories



Evolution of SADAFCO's Market Share



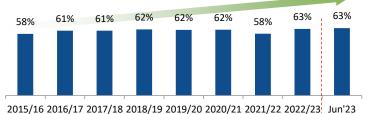
Market Shares (March' 23*)

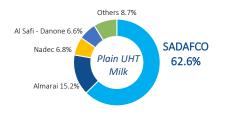


Current Market Share MAT*

28.3%



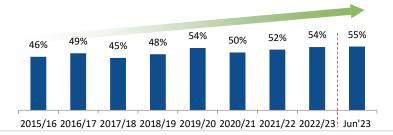


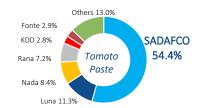


Current Market Share MAT*

62.6%







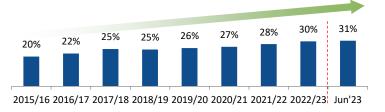
Current Market Share MAT*

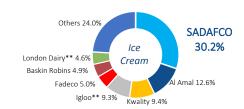
54.4%





^{*} As per Nielsen, market share on MAT basis as of Mar-23





Current Market Share MAT*

30.2%



^{**}part of IFFCO group









Manufacturing Facilities





	Jeddah Factory	New Ice Cream Factory	Dammam Factory
Establishment	1976	2004 2022 Relocated	1980 Suspended 2006 2012 Re-opened
Area	21,582 m ²	19,716 m ²	22,500 m ²
Production Capacity	504,000 MT	55,000 MT	63,000 MT
Product Line	Liquid Dairy Products	Ice Cream, Cone Wafers, Sandwich Biscuits	Snacks, Tomato Paste, Feta Cheese
Staff	193 (160 Permanent [of which 10 females], 33 casuals)	268 (138 Permanent [of which 65 females], 130 casuals)	215 (144 Permanent [of which 58 females], 71 casuals)















Distribution & Supply Chain Network

Supply Chain Facilities







JCW - Jeddah Central Warehouse



Fully operational in **Q1 - 2019**



16,500 pallets



25,900 pallets









FJCW – Frozen Jeddah Central Warehouse



Fully operational in **Q1 - 2021**



6,000 pallets



3,400 sq. mt.



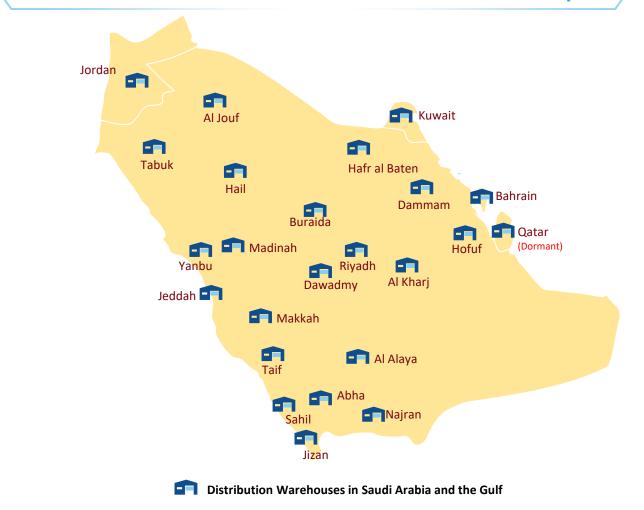
Distribution Network (Frozen & Ambient)





- From the factories in Jeddah and Dammam, finished products are dispatched to the Jeddah Central Warehouse (JCW) & Frozen Central Warehouse (FJCW) and (from where) the products are transported to 23 distribution warehouses in Saudi Arabia, Gulf and Jordan
- Distribution centres have ambient & frozen storage infrastructure along with requisite transportation and distribution facilities
- SADAFCO operates 650+ routes delivering to a regional retail network of 38K outlets across the Arabian peninsula, monitored via handheld technology

SADAFCO Distribution Network – List of Distribution Depots





Established Distribution Network - Fleet





Distribution

More than 62 trailers are transporting finished goods and raw materials from factories to warehouses which are further supported by a fleet of 870+ sales trucks covering 650+ routes

Over the course of year 2022/23, SADAFCO has transported finished goods from the factories and the RDC's to the depots travelling in excess of 38 million kms using its primary and secondary fleet. These vehicles are tracked through advanced telematics that facilitate instant fleet location, product protection, temperature monitoring and route optimization

In order to enhance the distribution efficiency, SADAFCO has added 36 vehicles to its sales fleet in 2022/23. Further, SADAFCO has enhanced use of technology to optimize routes, ensuring that Mobile Sales automation assists in meeting coverage of all stores with the right level of replenishment





Strong Retail Presence

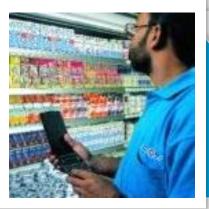




Distribution Format

- ► Sales & Distribution team at SADAFCO ensured efficient distribution and right level of availability of the entire product portfolio across all trade channels resulting in strong growth
- ► Traditional trade & wholesalers continued to dominate with organised formats gaining greater importance. Modern trade also continues to grow due to store expansion. Further, SADAFCO's Outof-Home (OOH) channel also grew during the year





Strong regional retail network of over 38,000 outlets across Arabian peninsula has helped SADAFCO in improving visibility and shopper communication in stores















Financial Overview

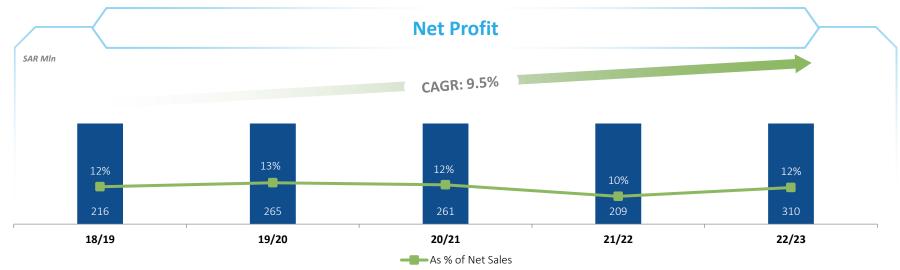
Sales & Profitability









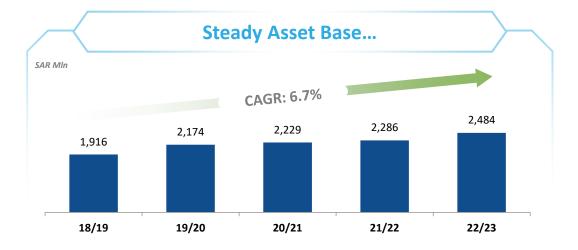


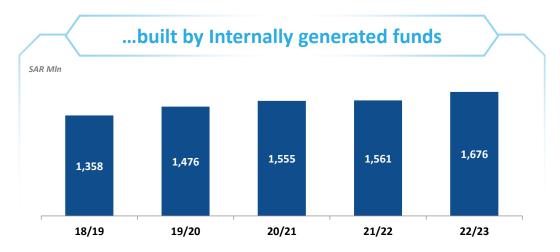


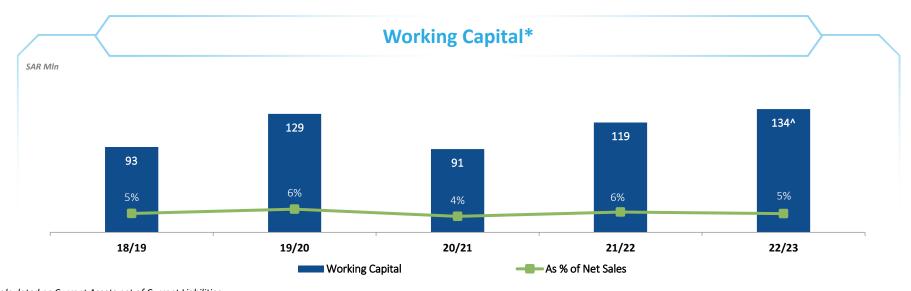
Balance Sheet











Note: *Working Capital calculated as Current Assets net of Current Liabilities

Current Assets: Accounts receivable + Inventories + Deposits, prepayments & other current assets

Current Liabilities: Account payables + Due to related parties + Accrued zakat + Dividend payable + Accruals & other current liabilities + Non-Controlling Interest Put Option

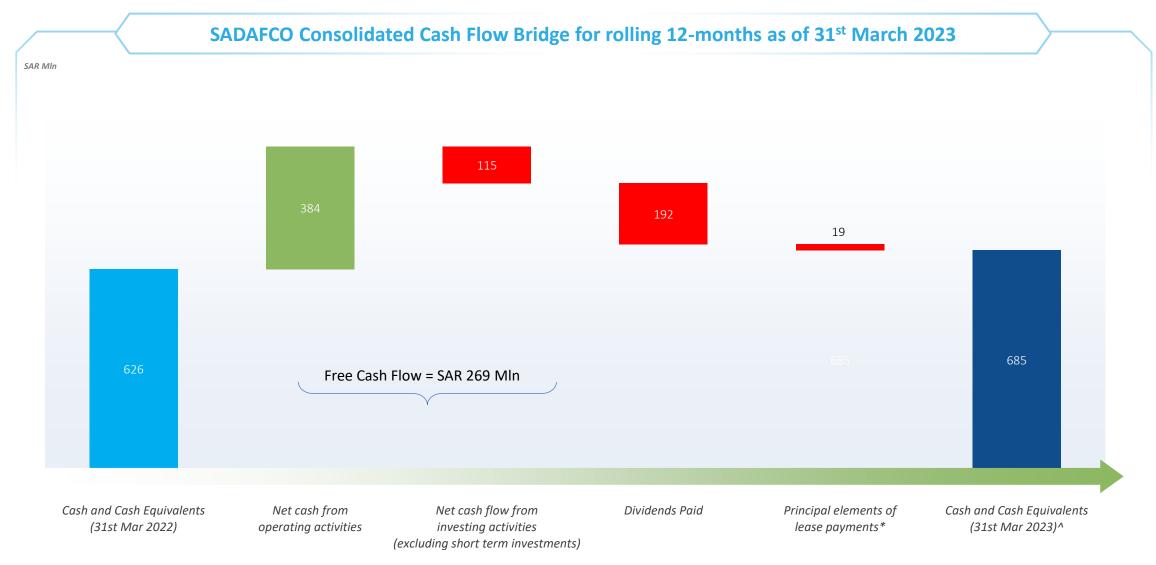
^22/23 Working Capital includes Non-Controlling Interest Put Option



Cash Flow Summary







Note: *Includes Principal elements of lease payments, Effect of exchange rate fluctuations on Cash and Cash Equivalents etc.; ^ Cash and Cash Equivalents also includes short term investments



Historical Trends







02/03 03/04 04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13 13/14 14/15 15/16 16/17 17/18 18/19 19/20 20/21 21/22 22/23



02/03 03/04 04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13 13/14 14/15 15/16 16/17 17/18 18/19 19/20 20/21 21/22 22/23



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Source: 2002/03-2004/05: SADAFCO Prospectus; 2005/06-2019/20: SADAFCO Annual FS; Numbers from 2016/17 are adjusted for IFRS

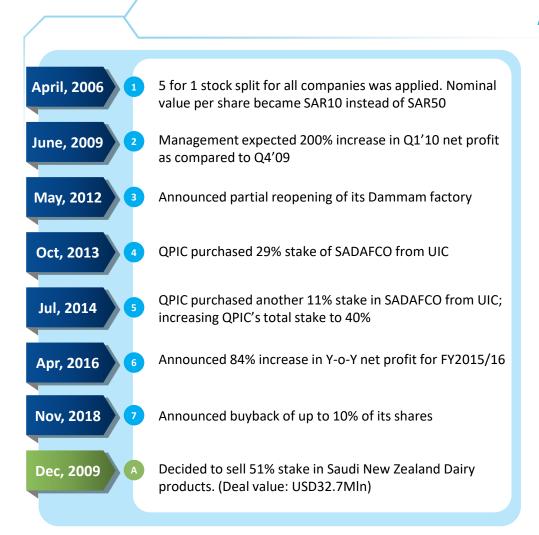


SADAFCO has shown consistent growth in its revenues and margins. Continuous efforts have led to strengthening of our financial position

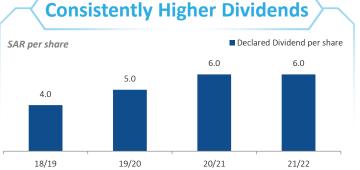
Share Price Performance Since IPO











Compounded
Annual Return#
of 15.1%
over the last 10 years

Note: #Annualized Return calculated as sum of share price appreciation/depreciation and dividends paid during the period ending 31st July 2023, assuming no reinvestment of dividends

Source: Tadawul, Bloomberg

Note: Price rebased to 100 for SADAFCO and SASE Index on 23May'05



Market Performance

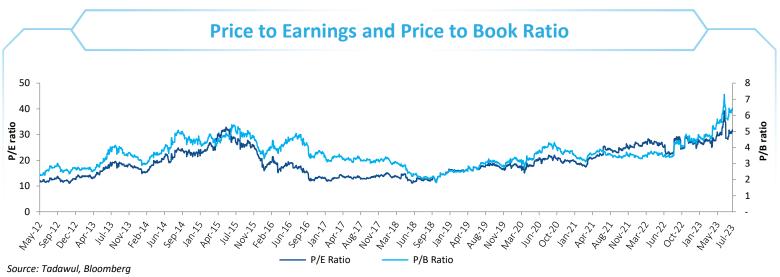








SADAFCO's market cap has grown at a CAGR of 22.5%* over the last 10 years





sadafco's P/E and P/B ratio has been in the range of 17.4-39.2x and 3.1-7.3x respectively during the last three years

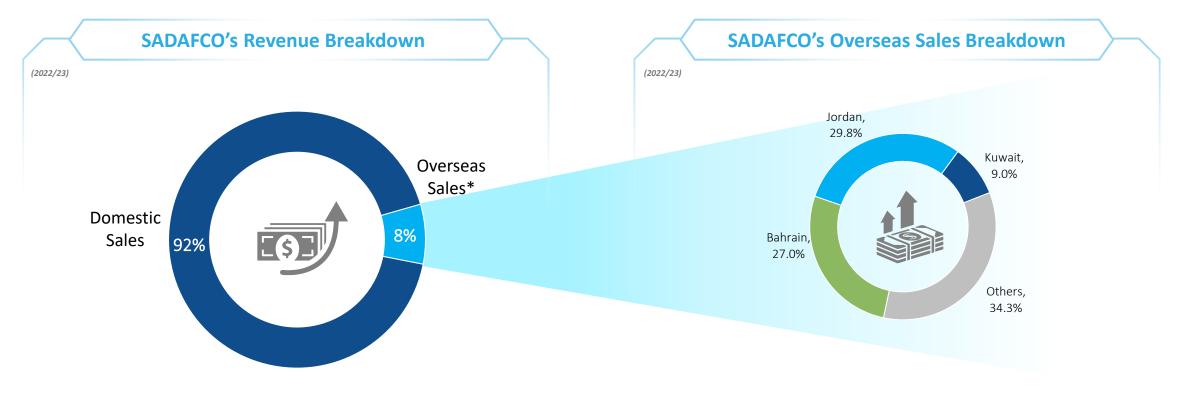
Note: *Annualized Return calculated as sum of share price appreciation/depreciation and dividends paid during the period ending 31st July 2023, assuming no reinvestment of dividends



Complemented by Exports







- SADAFCO continues to diversify geographically currently 8%* of SADAFCO's sales are outside KSA
- The key markets outside KSA are Jordan, Bahrain and Kuwait

*Does not include revenue of SADAFCO Poland













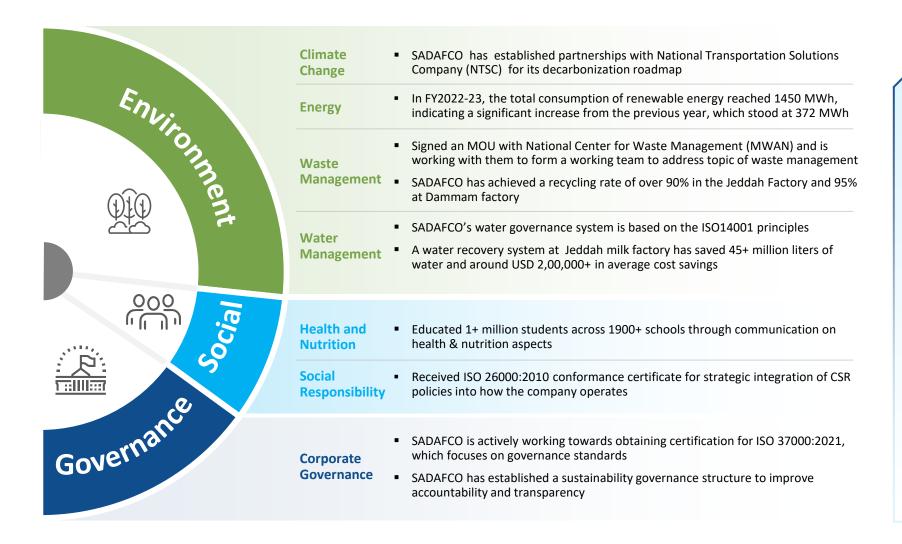


Sustainability – Key Highlights

Sustainability – Key Highlights







Our Sustainability Ambitions

- Ambition is to achieve female employment of more than 35% in all the operations by the year 2030
- SADAFCO's ambition is to achieve an overall attrition rate of less than 10%
- Our ambition for 2030 is to reduce added sugar by 30% in flavoured milk and salt by 20% in snacks
- Eliminate plastic in all forms











Plain Milk Overview





- SADAFCO's Plain milk product category comprises of items like whole milk, low-fat milk, skimmed milk, gold milk, junior milk and functional Milk
- SADAFCO commenced operations with the production of UHT (Ultra High Temperature pasteurized) Milk in 1977
- These products are marketed under the flagship brand "SAUDIA"





SKUs

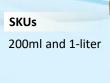
200ml, 1-liter and 2-liter















Plain Milk Overview ... Cont'd





Product Pricing

Premium Pricing Advantage

Product		Package	Price (SAR)	
Whole Milk	سدافکو سدافکو	1x12 Ctn	59.40	
	المراعبي Almarai	1x12 Ctn	59.47	
	JSD	1x12 Ctn	55.13	
	AlSafi	1x12 Ctn	51.60	

The company's products command a significant premium vis-à-vis other players in the market

SADAFCO has a strong brand due to which it has been able to maintain premium pricing of products, despite increased competition from global and local players

Source: Company Sources, prices mentioned are average of the period Apr22-Mar23

Product Innovation

Sales growth in milk through product innovation and increased focus on quality

■ SADAFCO launched Oat Drink, Vanilla Flavoured Milk and added multiple SKUs in the Ice Cream category



Flavored UHT Milk Overview





- SADAFCO expanded its product range of milk in 2004 with the launch of flavored UHT milk. Date milk was launched in 2016
- Flavored UHT milk is offered in 4 choices Banana, Vanilla & Strawberry are available in 125ml & 200ml packs, Chocolate milk in 125ml, 200ml & 1-liter packs and Date milk is available in 200ml & 1-liter packs
- These products are marketed under the flagship "SAUDIA" brand



*Nielsen Retail Audit

SKUs



SKUs 125ml, 200ml & 1-liter

SKUs 125ml & 200ml



SKUs



Date Milk

SKUs 200ml & 1-liter



Milk Powder Overview





- SADAFCO launched instant milk powder in 2009
- IMP products are marketed under the "SAUDIA" brand
- SADAFCO's key competitor brands for milk powder products are Nido, Anchor and Almarai

Pouch	Pouch	Tin	Tin	Tin
800g	2.25 Kg	1.8Kg	900g	2.5Kg





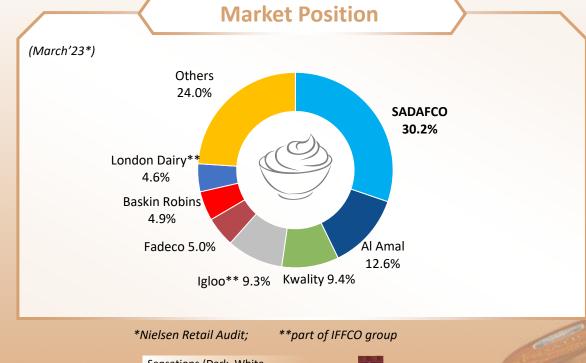


Ice Cream Overview





- Ice cream product line was launched in 1979
- Over the years, SADAFCO has launched variety of new products to establish itself and increase sales in this segment
- Ice creams are available in tubs, cones, cups, pushups, sandwich, bars, sticks, tornado and multipacks.
- These products are marketed under 'SAUDIA' and 'BABOO' brands





Sensations (Dark, White, Double Caramel), Baboo (Choco, Vanilla, Strawberry), Feast (Prem Choco), X3, Lemon Mint and Pomogranate

Blend of vanilla, peanut and caramel





Premium (Vanilla, Choco, Strawberry) and Baboo (Vanilla, Choco, Strawberry)



Sensations Mini Classic and Mini Double





Tornado



Mix of chocolate biscuit, Strawberry and

vanilla/chocolate





Sensation disc









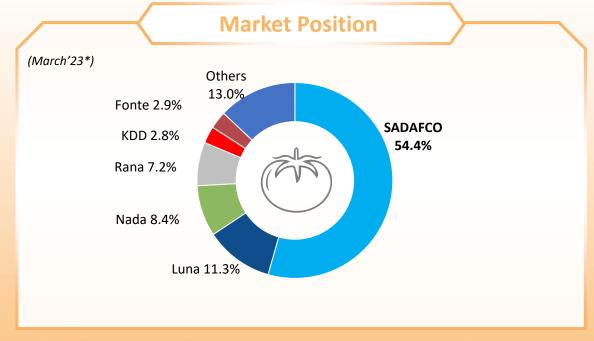
Sticks

Tomato Category Overview





- Tomato Category includes Tomato Paste and Tomato Ketchup
- SADAFCO was the first company in Saudi Arabia to launch tomato paste in Tetra Pak in 1989
- The range was further expanded with the introduction of tomato ketchup in 2008
- These products are marketed under the "SAUDIA" brand



*Nielsen Retail Audit



Organic Tomato Paste



Organic
■ 135g packs

60g Pouches



SKUs

- 340g glass bottles
- 510g and 825g plastic & squeeze bottles

Tomato Ketchup





Cheese Category Overview





- SADAFCO launched cheese product line in 1991
- Range of products include Feta cheese and Triangles
- The company is a leading domestic producer of bulk feta cheese sub-segment
- These products are marketed under the "SAUDIA" brand





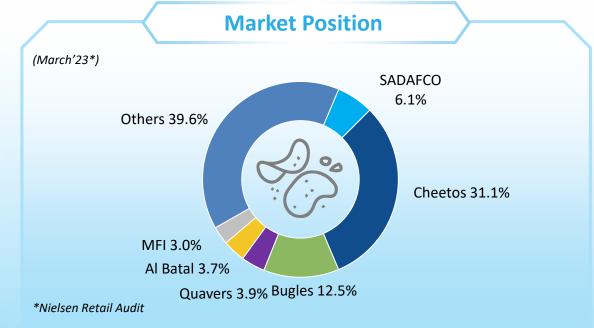


Snacks Overview





- SADAFCO entered the snacks market in 1995, by acquiring Sara Snacks factory
- The Snacks range consist of two well known formats: Crispy Rings and Letters, each of these are offered in individual and family size
- Crispy's key competitors in the extruded snacks segment are Cheetos, Bugles and Quavers



80g size 18g and 80g size 90g size 90g size

Snacks (Crispy)



Other Products





- SADAFCO also offers range of other products including french fries, EVAP, cream, oat drink, Soy drink, mayonnaise etc.
- Most of these products are sold under 'SAUDIA' brand
- New products included in this category are expected to contribute to the growth of the company with the company having plans to widen its product portfolio through constant product innovation



Launch 2010 SKUs 1kg and

2.5kg packs



Launch

2013

SKUs

170 gm and 410 gm



Launch

2007

SKUs

155g tin



Launch

2022

SKUs

1-liter



Launch

2016

SKUs

1-liter



Launch

2022

SKUs

946g and 430g







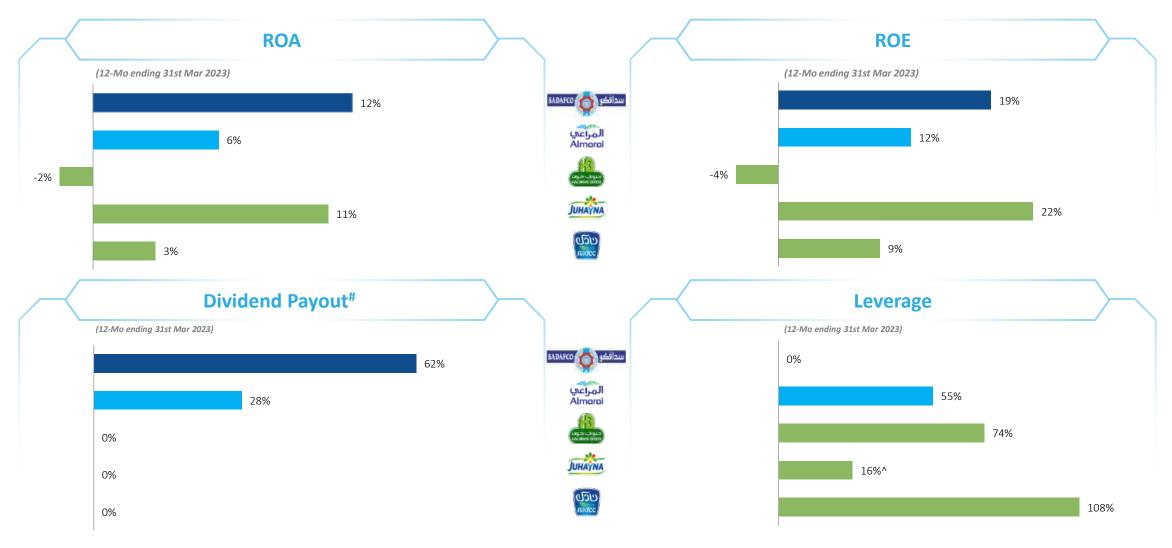


Benchmarking: Regional Peers

Return to Investors and Financial Strength







Note: #Dividend Payout is calculated by adding the gross dividends per share over the past 12 months and dividing it by EPS of the last twelve month as of 31st March 2023; Halwani paid dividend even though it suffered losses during the period 12-Mo refers to values of last 4 quarters i.e., April'22 to March'23

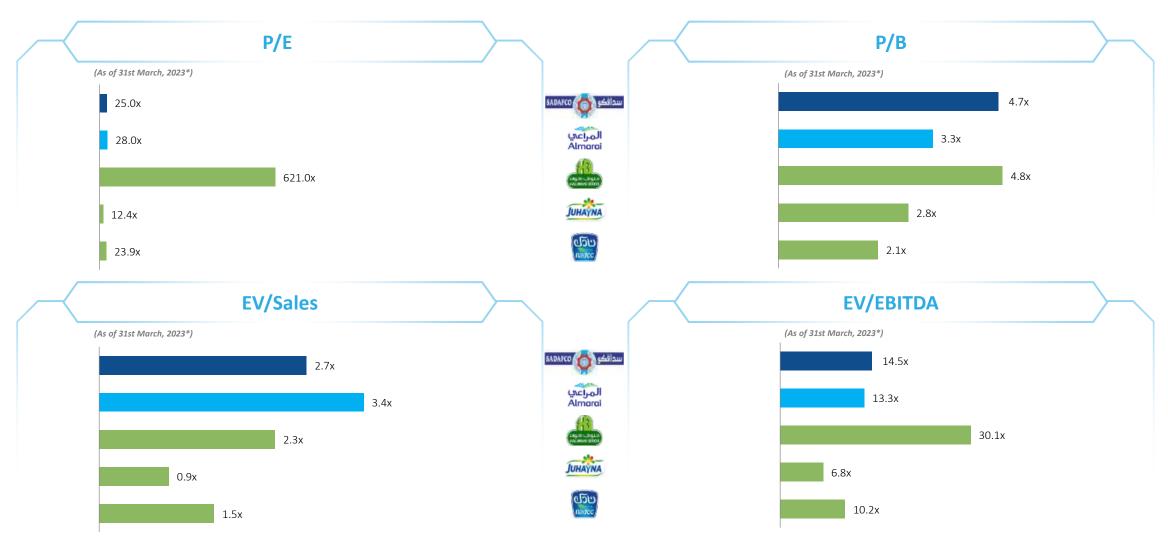
Source: Company Financials, Tadawul, Bloomberg



Trading Multiples







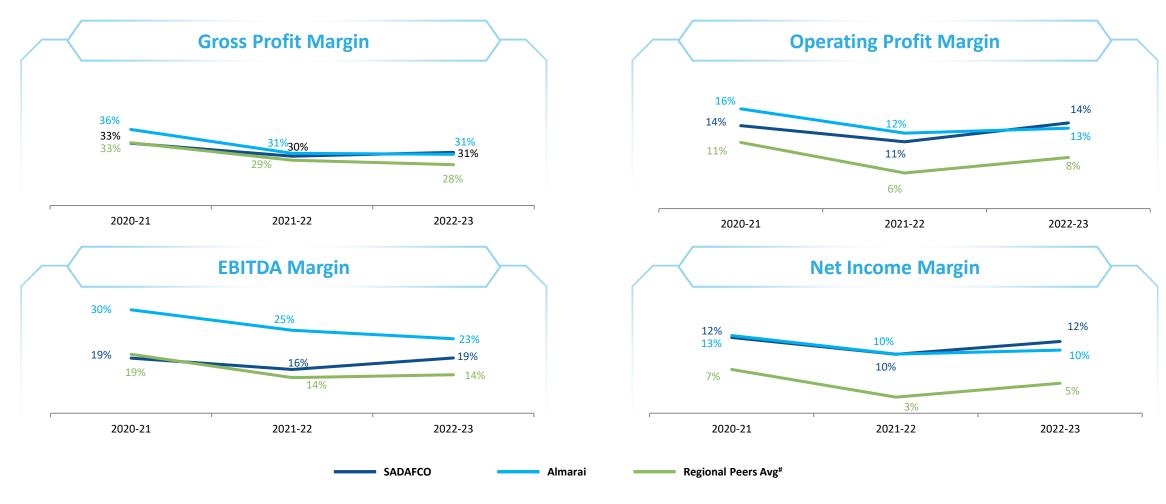
^{*}Financials as of March'23, Share price as of 31st March 2023 Source: Company Financials, Tadawul, Bloomberg



Margins







Note: Financials reported for April-March period

#Regional Peers Average includes the average of the margins of Almarai, Halwani Brothers, Juhayna and NADEC

Source: Company Financials, Tadawul, Bloomberg















Saudi Arabia F&B Market

F&B Industry: Recent Market Trends





Around the Globe

- The impact of COVID-19 started diminishing and was leading to a gradual recovery in various sectors and economies
- But the unexpected Russia-Ukraine conflict resulted in supply chain disruptions, inflationary pressures, and challenges in trade and commerce, affecting regional and global markets



Economic Challenges

- KSA recorded real gross domestic product growth of 8.7 percent in 2022 leading to the Kingdom's first budget surplus in almost a decade. (Oil Revenue – 68%, Non-Oil Revenue – 32%)
- The unemployment rate for citizens declined to 9.9% in Q4 2022, compared to 9.9% in Q3 2022. Unemployment among Saudi women dropped to 15.4 percent in Q4 2022 from 20.5 percent in Q3 2022



Shift in Consumer Preference

- Consumers are seeking personalised experiences and tailored products. They expect brands to understand their preferences and provide customised offerings
- Saudi consumers shifting from cash to electronic payments supported by government initiatives, improved infrastructure, consumer awareness, and adoption of contactless technology



Proactive Government

- A mid-way stocktaking of the objectives set under Vision 2030 has identified progress on digitalization, the regulatory and business environment, female labor force participation, and higher private sector investment
- Saudi Arabia's National Industrial Strategy aims to reduce the Kingdom's reliance on oil through targeted interventions, incentives, and the establishment of Special Economic Zones (SEZ)



- With the increasing demand for home delivery, the Saudi Arabian foodservice market is experiencing growth catering to changing consumer lifestyles and preferences
- The market growth is also driven by the influence of Asian (immigration from Asian countries) and western food trends (tourism and education in western countries), as consumers are exposed to a wide range of culinary options and seek diverse dining experiences

Market Dynamics

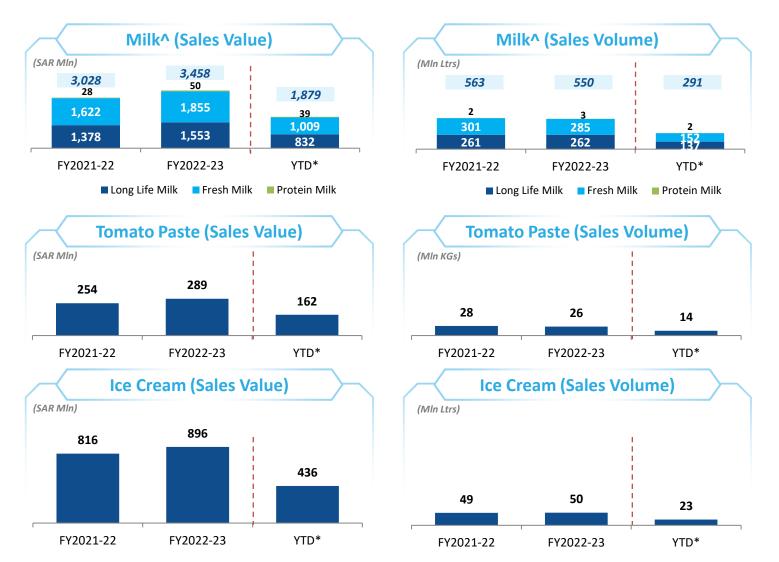
- Saudi Arabia's consumer price index rose 2.7% in March of 2023 from a year earlier. Food and beverages (F&B) rose 2.3% for the same period
- In the Saudi market, pricing pressures are widening the volume-value gap. While inflation has plateaued, steep price rises persist and are impacting all FMCG segments



Saudi Arabia Key Markets for SADAFCO







- The category registered a heathy increase of 14.2% in sales value and registered a 2.3% decrease in volume for FY 2022-23 on a YoY basis
- The growth of Saudi Arabia's dairy products market is propelled by increased milk and related product consumption, evolving lifestyle trends, and a rising demand for convenient, on-the-go dairy options

- The category registered a healthy increase of 13.8% in Sales
 Value for FY 2022-23 on a YoY basis
- Hotel and restaurants in the kingdom are some of the major consumers of tomato paste

- Ice Cream showed a significant increase of 9.8% in Sales value for FY 2022-23 on a YoY basis
- The anticipated rise in Umrah visitors and a growing fondness for ice creams are set to drive an upswing in the demand for ice cream

Source: Retail Market Estimates Nielsen - Data for each year relates to period of April-March *YTD refers to period: Jan'23 – Jun'23; ^Includes Plain and Flavored Milk;



