

Operating Review

Marketing and Product Development

During the year under review, Baladna's Marketing and Product Development efforts once again focused on innovation and brand enhancement to ensure we maintained our momentum as Qatar's most loved dairy brand, repositioned and relaunched our Awafi brand and boosted our positioning in the Juices category with the full relaunch of our Chilled Juice portfolio.

Our determination to deliver a superior product range and our ever-increasing agility in responding to evolving consumer preferences and market trends resulted in an increase in our brand health tracker achieving product superiority from 2 segments to 6 segments in our latest brand health reading and an overall increase in our market share, to 54.1%.

Our share of the Fresh Milk market ended the year at 96.1%, driven by the launch of new flavours in the kids segment and an introduction of a full range of protein milks that target a new consumer base for Baladna. Our position in the UHT Milk market remained exceptionally strong, growing to 92.5% from 88.7% in 2023, while Baladna's Laban products now represent over 60% of the market. Our Labneh market share stands at 40.3%, while our Cheeses and Yoghurts stood at 25.4% and 46.6% respectively.

Cementing Baladna's position as Qatar's most popular dairy producer

We introduced 39 new SKUs in 2024, bringing the number of Baladna's Dairy and Juice products distributed in Qatar and beyond to 260. Among the new and exciting products were a range of added value vitamin enriched Milks, and a range of

high protein Milks and Yoghurts. Our entry into the protein range in both spoonable and drinkable formats offered a convenient and nutritious way for consumers to incorporate protein into their daily diets, catering to the demands of health-conscious individuals focusing on a fast-growing segment and targeting new consumers and moments of consumption. We further strengthened the success and growth of our Greek Yoghurt portfolio with new varieties such as mixed berry and blueberry flavours which have added incremental growth and secured our position as the number one Greek Yoghurt brand in Qatar.

A major undertaking during the year was the refresh and relaunch of our Fresh Juices portfolio, which included new and exciting flavours and new packaging, generating an improvement in consumer experience and brand appeal. This was extremely important in light of increased competition from major GCC brands which have entered the Qatar market. The relaunch has been a major success in so far as we have defended our position and share within this highly competitive category and continue to invest in communication on product sampling to ensure we maintain our leadership position. In 2025

we will extend our new design to our long-life juice range to complete our universal image.

Awafi, our second brand which plays a key role in offering choice and value to our consumers in plain dairy segments has undergone a massive relaunch in the third quarter of the year. Awafi has been repositioned as an everyday value, everyday nutritional brand offering essential goodness to all consumers. This has been further strengthened by a revamped design and image offering a modern and contemporary look and feel which was validated through our consumer research agency. The relaunch was supported with a 360-degree marketing campaign using our digital platforms and instore activations team. The results of which have been a growing and successful second brand within the Baladna portfolio.

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In 2024, Baladna engaged with consumers through meaningful campaigns and community events, including an expanded "Back to Fun & Learning" campaign that reintroduced Special Edition back-to-school packs and featured activities promoting our milks, yoghurts, juices, custards and cheese, along with a comic book for kids starring our mascot, Mila the cow. Our Ramadan campaign in March and early April, focused on the theme "Baladna, at the heart of every moment," highlighting our role in customers' daily lives. We

also enhanced our brand engagement by hosting events for Asian and other expatriate communities, building stronger connections with diverse audiences. The success of this campaign has resulted in Baladna becoming the first Qatar dairy and juice company to win the prestigious MENA Digital Award 2024 for the best creative brand campaign.

Looking ahead to 2025

In the coming year, we will launch a new Baladna brand identity across our brands and markets to

drive greater consumer engagement. Elements of the revitalised brand will include innovative packaging and marketing, as well new products to cater to emerging consumer preferences and market trends. This includes expanding our high protein milk offering and further diversifying the Greek Yoghurt portfolio. We will also enhance social and digital communication platforms with an omni-channel approach that aligns with consumer needs and insights.

