

Strategy

Our Corporate Strategy

Our strategy revolves around establishing protocols and systems to achieve our corporate objectives. In order to achieve this, we have developed a set of goals and key performance indicators to monitor them. Our focus remains on creating shareholder value by driving optimization, maintaining products' quality, accelerating growth and strengthening the processes by continuous improvements and automation.

The key drivers to the strategy are:

1. Growth in key categories we already operate
2. Leveraging our assets through exports
3. Expanding into other categories in home market
4. Expand geographically in new markets e.g. Malaysia
5. Drive end-to-end efficiency throughout the value chain
6. Focus on producing most superior products in the categories we operate
7. Continuous innovation and renovation to meet consumers needs
8. Maintain quality across operations by using best in class technologies
9. Active involvement and contribution to the food security program to ensure highest standards of health and safety for the citizens and residents in Qatar
10. Continuous improvement in cow comfort to benchmark milk yield with leading dairy farms in the world
11. Provide healthy working environment to motivate staff / attract best talent and be the best place to work

Our Strategic Pillars



People

Creating performance culture

- Build a lean, motivated and high impact team
- Training need analysis and ensuring core training objectives are fulfilled



Product

Ensuring quality and availability

- Entrench quality culture – consistent and superior products and packaging
- Simplify shopper journey – strongly available and visible



Brand

Be the preferred consumer brand

- Formalized consumer validated brand strategy framework
- Innovation – Commercial / Products / Packaging



Efficiency

Drive value stream

- Optimization of systems / processes through automation
- Strong focus on cost savings and value engineering

From grass to glass

Baladna is setting new standards for sustainable, integrated dairy farming in Qatar

Challenges in sustainable dairy farming

Global farming techniques, including in the dairy sector, are coming under increasing strain around the world as a result of population growth, geopolitical tensions, climate change, shifting consumer behaviour and a range of other factors. The challenges and inefficiencies became even more evident during the COVID-19 pandemic, as supply chains were disrupted and costs rose.

The case for fully integrated dairy farming

These challenges have demonstrated the importance of producing locally to serve nations and communities, and integration is the key. Large-scale integrated dairy farming provides the solution to inefficiency and supply chain risk. Its goal is to produce the highest quality milk at the lowest cost per litre, using the principle of comprehensiveness and central management to generate maximum economies of scale.

This approach provides 'grass-to-glass' productivity, security and provenance in the manufacture and delivery of dairy produce. The farm produces the grass, which feeds the cows. The farm in turn produces, processes, and distributes the milk, thereby controlling the entire supply chain and ensuring efficient, profitable and sustainable production.

Baladna is leading the way for the Qatari dairy industry

Baladna's commitment to integrated dairy techniques has delivered a rolling herd average of 36.6 litres across our Qatari operations, only three years after start-up. We continue to bring our integrated methodology to new markets, with initial discussions with our foreign partners in Azerbaijan, Indonesia and Philippines in addition to the Malaysian project.

Governments globally, not least across the developing world, must do all they can to embrace integrated dairy farming. It is the future of sustainable and cost-effective dairy production, and Baladna has the capabilities and will to be a trailblazer in this important space, for our industry and nation.

Our herd of

10,000

dairy cattle in Malaysia will deliver 100 million liters of fresh milk in the first year of operation for the local population.