



BALADNA Q.P.S.C.

Q1 2025

Financial Results Presentation

31 March 2025

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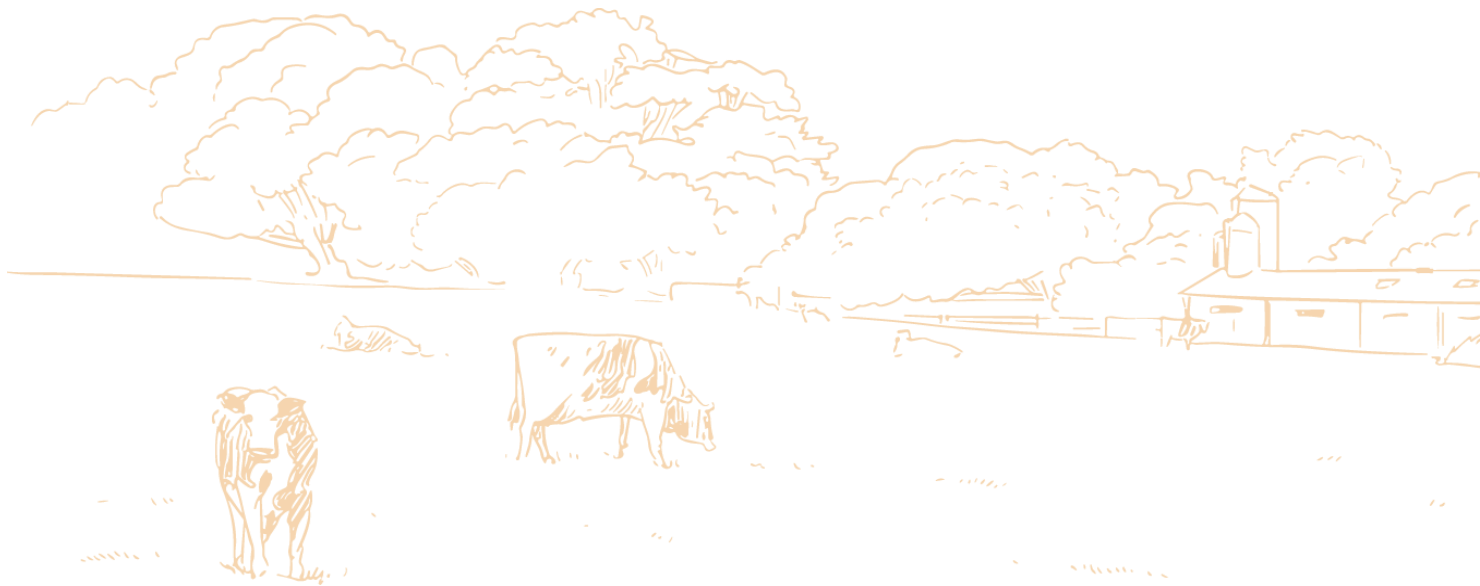
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Key Highlights

Baladna: Pioneering growth in Qatar's dairy & beverage industry

Established in 2014, **Baladna is Qatar's leading dairy and beverage company, with a diversified product offering, best-in-class facilities and a self-sufficient farm** with breeding capabilities to accelerate future growth. Baladna is an integrated dairy and beverage company, with two large-scale farms, state-of-the-art production lines, processing and packaging facilities, and its own distribution network that delivers over 250 products to customers across Qatar and beyond every day.

Our Vision



To be the most trusted brand of nutritional foods and healthy beverages in Qatar and to expand to new markets

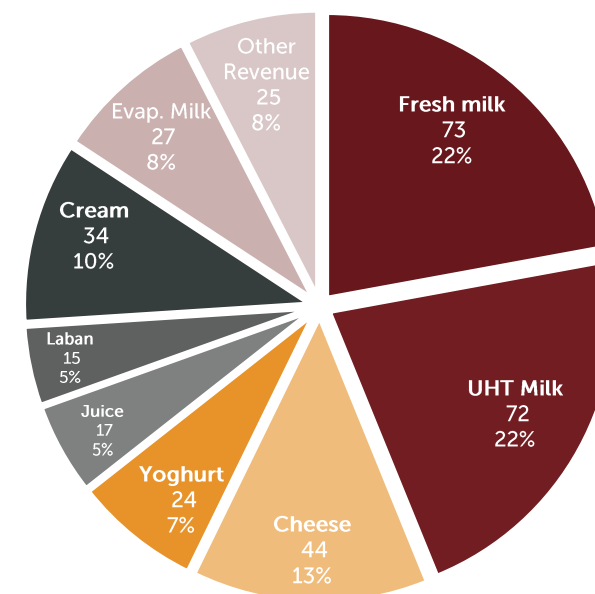
Our Mission



To ensure consumers' wellness by providing natural, nutritious and tasty foods and beverages, while maintaining the most rigorous food safety and biosecurity protocols

**No. 1 leader
in Dairy and
Beverages**

Category-wise Revenue Distribution (QAR mn)



Q1 2025 Revenue

QAR
331m



YoY
+6%

Building long-term value through innovation, operational excellence and strategic partnerships

Market leader in the Dairy and Beverages sector in Qatar	Excellent product innovation track record and access to consumer insights	Strong financial performance and cash flow management	Continuous identification of growth enablers
<p># 1 position across 6 categories...</p> <p>...with solid growth opportunity across the other 2 categories</p> <p>...complemented by an excellent reach of retail and HoReCa clients</p> <p>147 No. of sales routes</p> <p>3,631 No. of customers</p>	<p>Highly appreciated brand names created</p> <p>Diverse range of product offerings</p> <p>254 SKUs</p> <p>...complemented with a strong operational infrastructure</p> <p>Diversification initiatives</p> <p>Moved to detergent business under E-life Detergent Factory</p> <p>Strategic partnerships</p> <p>Producing The Laughing Cow® spreadable cheese for Bel Group and selected products under ALBADIA brand</p>	<p>EBITDA</p> <p>96 115 (QAR m)</p> <p>Q1 2024 Q1 2025</p> <p>Net operating cash flow</p> <p>183 35</p> <p>Q1 2024 Q1 2025</p> <p>...with strong operational capacity to capitalize on optimization initiatives</p> <ul style="list-style-type: none"> ✓ Assessing strategic opportunities to develop feed farms to meet internal demand ✓ Enhancing self-sufficiency by ensuring consistent supply and quality of feed 	<ul style="list-style-type: none"> ✓ Significant progress in Algeria's dairy project, aimed at creating strong shareholder value ✓ Signed 20 years Off-take agreement with National Interprofessional Office for Milk and Dairy Products (ONIL) ✓ Strengthened strategic alliance in Egypt with a 15% stake in Juhayna, Egypt's largest dairy producer <p>...with strategic and dedicated shareholder support</p> <p>51.4% strategic & founder shareholding</p> <p>Strengthening food security and self-sufficiency in Qatar</p>

Q1 2025 Strategic highlights



In Q1 2025, Baladna **expanded** its **product portfolio** with the launch of **11 new SKUs**, bringing fresh innovation to its Yoghurts, Greek Yoghurt Drinks, and Hi-protein Milk & Laban segments.



Commenced deliveries under the **government contract** for **evaporated milk**, which has started to contribute **positively** to the topline and the state-of-the-art facility (Plant 4) is fully operating.



Made significant progress on the **US\$3.5 billion Algeria project**, with **20 years offtake agreements** now **signed** with the National Interprofessional Office for Milk and Dairy Products (ONIL). Baladna Algeria is aiming to meet 50% of Algeria's national demand for **powdered milk**.



Key Activities of The Project	Arable Farm Development of land and irrigation system to cultivate fodder and grain for the dairy cattle; along with sale of excess produce	Dairy Farm Establish a herd of high genetic Holstein cows to produce top quality milk and transport to the powder plant	Milk Powder Production Dehydrating the milk produced to process Partially Skimmed Milk Powder (PSMP) and Anhydrous Milk Fat for sale and distribution
	117,000 Ha Total Leased Land	2.5 Million Ton Forages Production	240,000 Head No. of Herd
			1.7 BN Liter Milk Production
			198,000 Ton Milk Powder Production

CLUSTER	ARABLE FARM	DAIRY FARM	PLANT	TOTAL
Cluster 1	406.0	1,100.0	268.0	1,774.0
Cluster 2	224.0	469.0	180.0	873.0
Cluster 3	319.0	463.0	64.0	846.0
TOTAL	949.0	2,032.0	512.0	3,493

Financing Requirements	Total Project Cost	Equity Structure
	USD 3.5 BN	
	25% ➤ Baladna (\$0.875 BN)	51% ➤ Baladna for Trading & Investment L.L.C (QFC)
	24% ➤ National Investment Fund (\$0.84 BN)	49% ➤ National Investment Fund (FNI)
	51% ➤ Local subsidised debt (\$1.785 BN)	

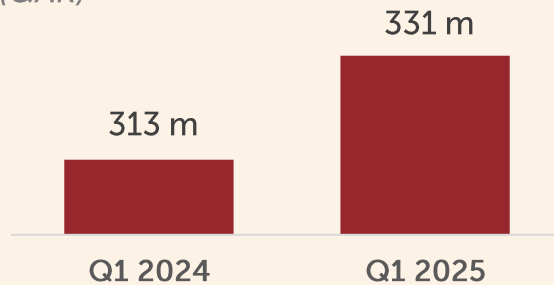
Key Highlight of The Project	Off take agreement with National Interprofessional Office for Milk and Dairy Products (ONIL)	Bank payment guarantee	Tax exemption period	Subsidized cost of Debt
	20 Years	20 Years	10 Years	1%

Financial Performance

Financial Performance (Q1 2025): Achieved a robust growth

Key Financial Highlights

Revenue (QAR)

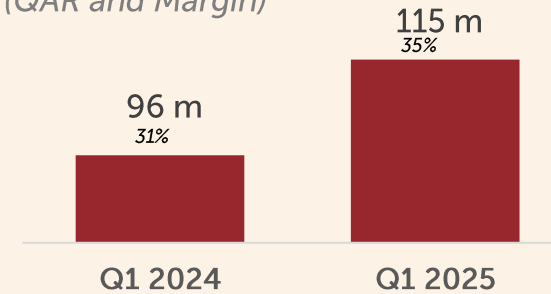


▲ 6% YoY growth

- Revenue was higher driven by strong performance in the **evaporated milk segment**, continued contribution of **newly launched SKUs**, and additional 10 days of **Ramadan sales** during the quarter.

EBITDA

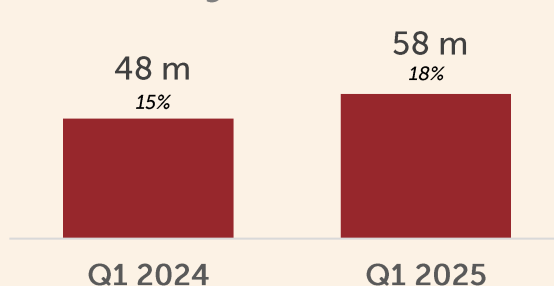
(QAR and Margin)



▲ 19% YoY growth (+4%)

- EBITDA increased, supported by revenue growth, **lower procurement costs** as well as **operational efficiencies** across entire value chain.

Net Profit* (QAR and Margin)



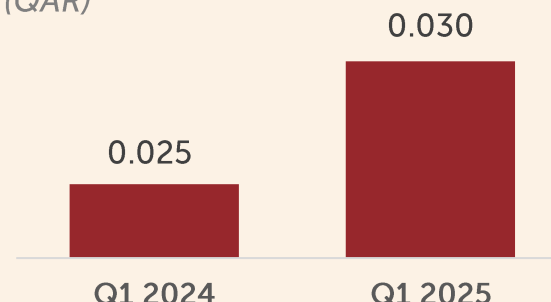
▲ 21% YoY growth (+3%)

- Net profit improved, driven by **higher revenue**, **cost savings** from lower procurement costs, as well as **operational efficiencies** across entire value chain which helped **offset** the impact of increased depreciation and finance costs.

*Net profit excludes the non-controlling interest

EPS

(QAR)

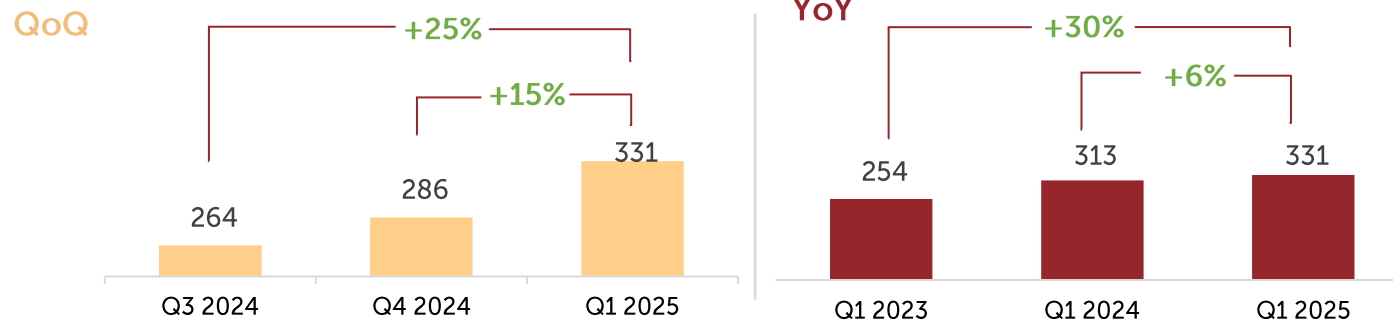


▲ 19% YoY growth

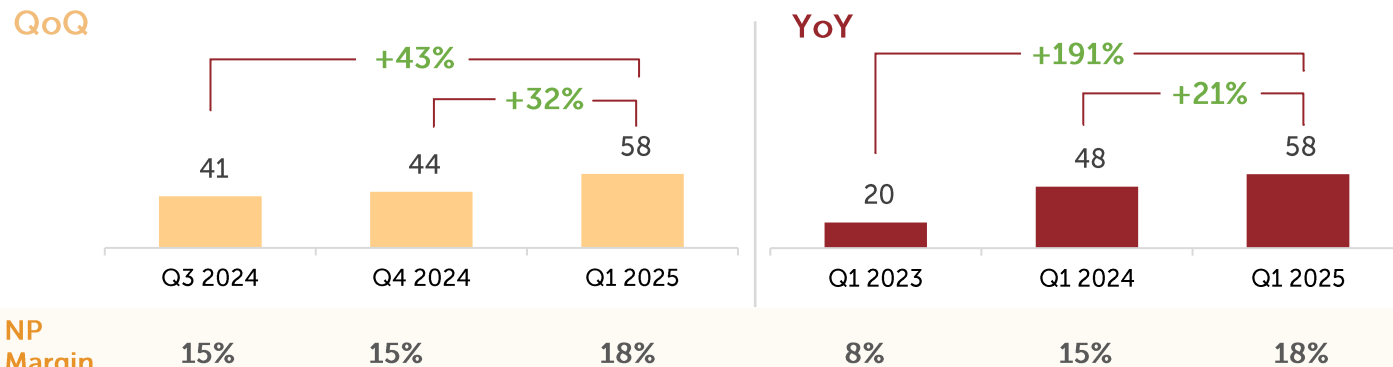
- Increase in net profit resulted in a **19% increase** in Earnings Per Share

Financial Performance Quarter on Quarter and Year on Year

Revenue (QAR m)



Net profit (QAR m)



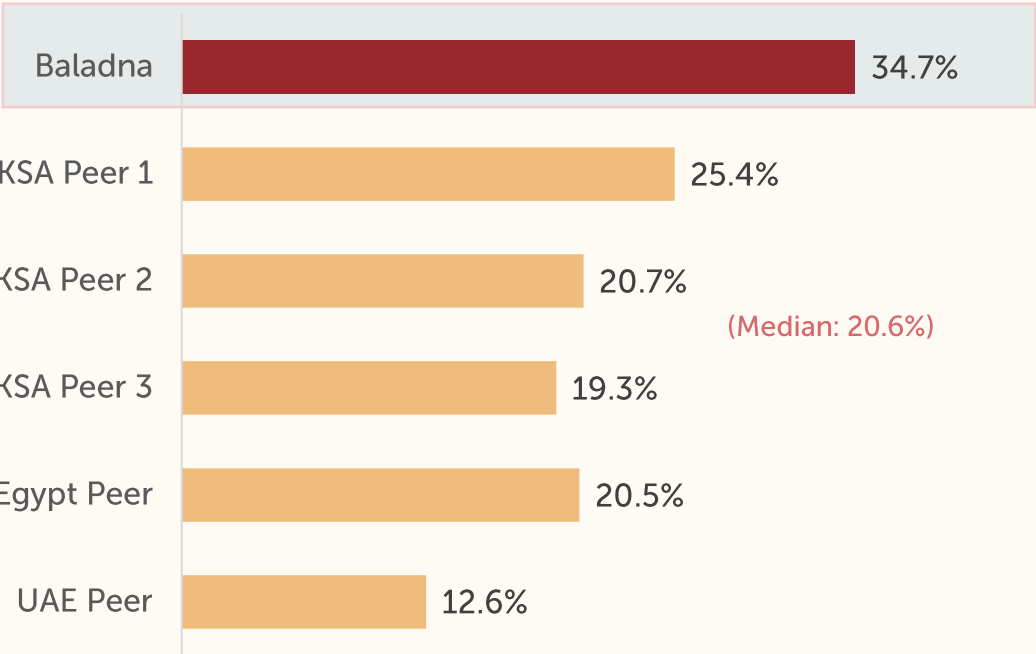
Key Insights



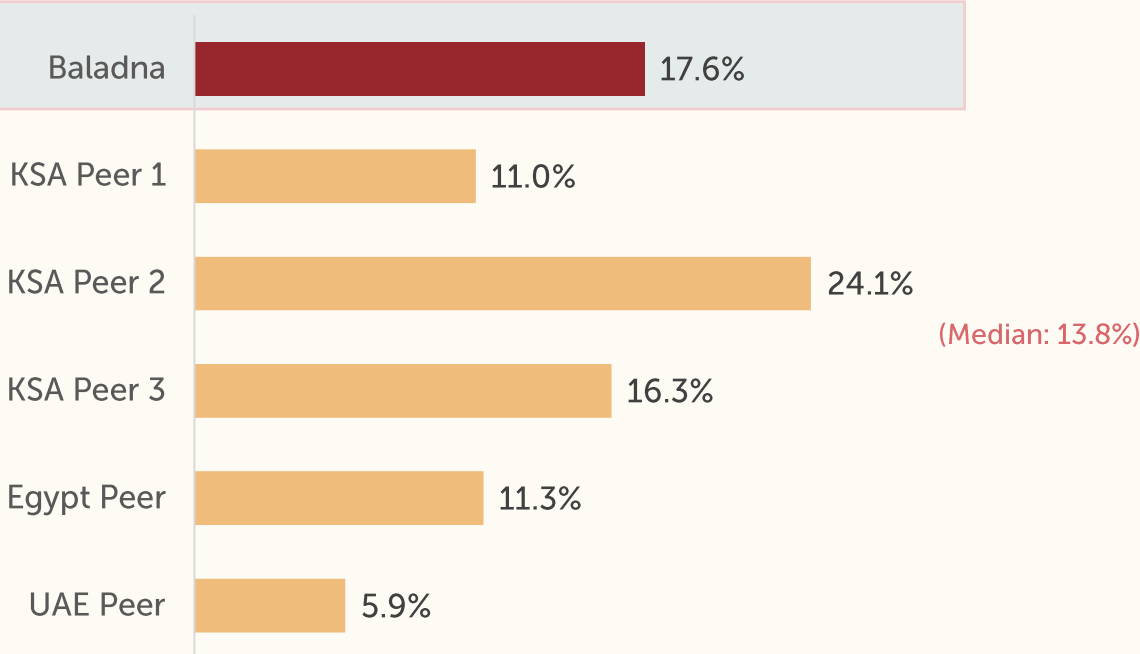
- Quarter-on-Quarter revenue performance improved** due to 10 additional days of **Ramadan** and increased **revenue contribution** from the **evaporated milk** segment and the newly added SKUs.
- Year-on-year revenue increase is mainly driven by market share gains** and an increase in the **volumes** in key product categories and increased **revenue contribution** from the **evaporated milk** segment.
- Quarter-on-quarter net profit improved**, driven by **higher revenue**, **cost savings** from lower procurement costs, as well as **operational efficiencies across entire value chain** which **offset** the impact of increased depreciation & finance costs.
- Year-on-year increase in net profit was driven by higher revenues and operational efficiencies across entire value chain.**

Baladna leading regional peers in profitability

EBITDA margins (%)



Net profit margins (%)

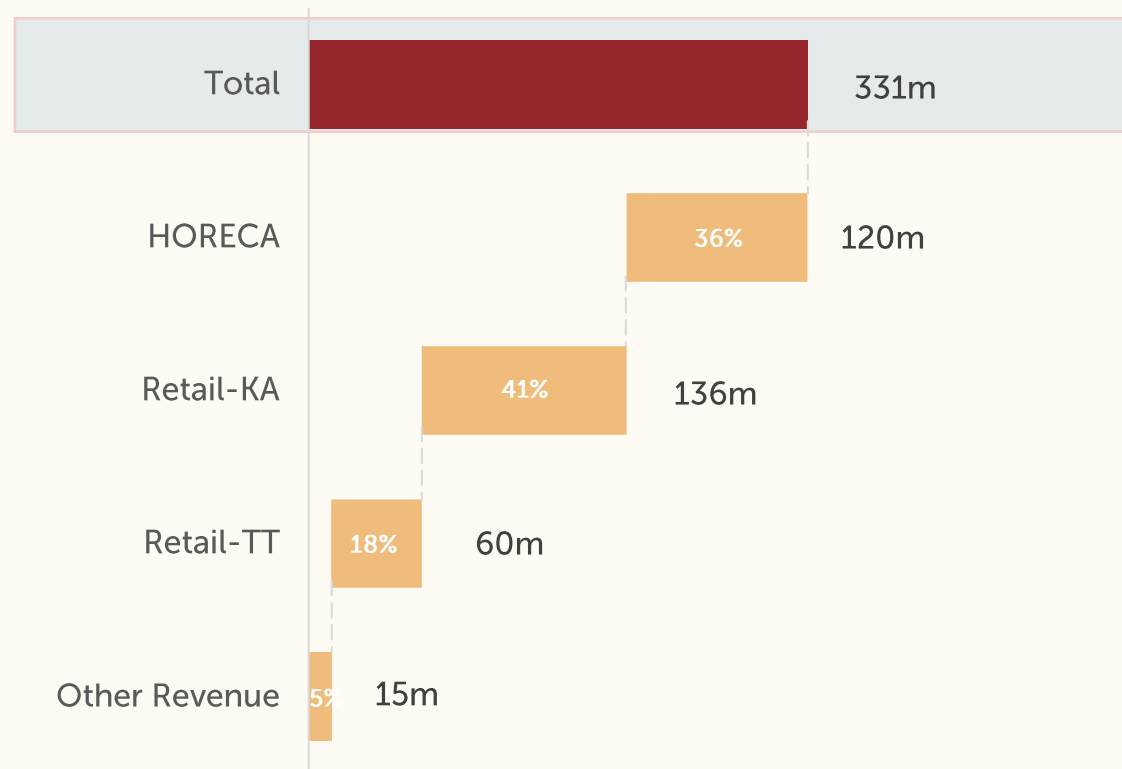


Source: S&P Capital IQ
Baladna data for the Q1 2025. Data shown for peers as standardized by S&P Capital IQ and is as of the Q4 2024

Sustained revenue growth driven by strong performance in HORECA and Retail-TT



Channel wise revenue contribution (Q1 2025)



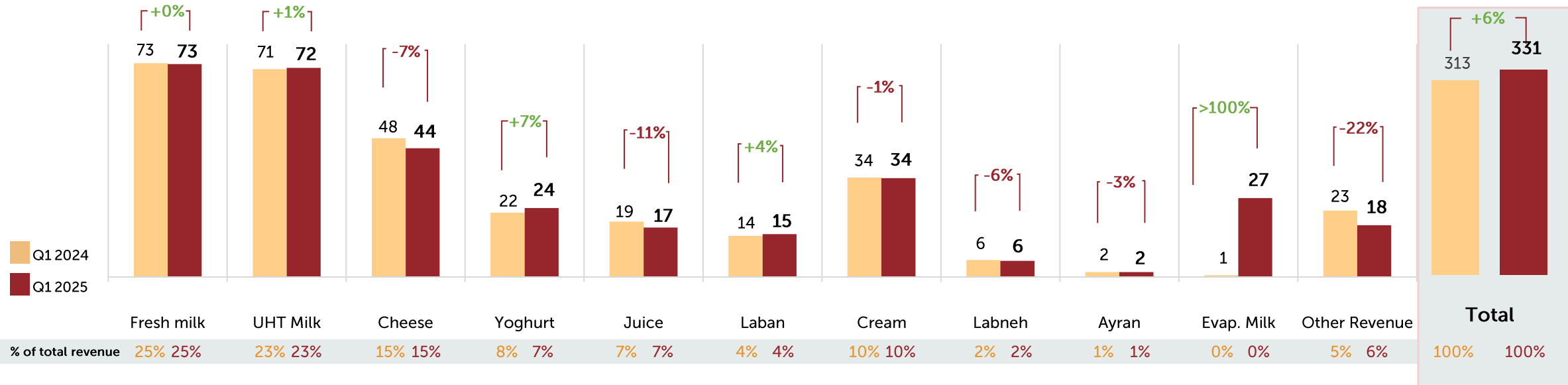
Growth by Channel (Q1 2025 vs Q1 2024)

Growth (QAR)	Growth (in percentage)
▲ 17.8m	+6%
▲ 22.3m	+23%
▼ -1.0m	-1%
▲ +1.4m	+2%
▼ -4.9m	-25%

Note: "Other revenue" includes livestock sales, detergent sales, compost and manure sales, plastic sales, and other sales
 Retail-KA: Retail Key Account, Retail-TT: Retail Traditional Trade

Stable revenue growth across product categories

Revenue composition and growth (QARm)



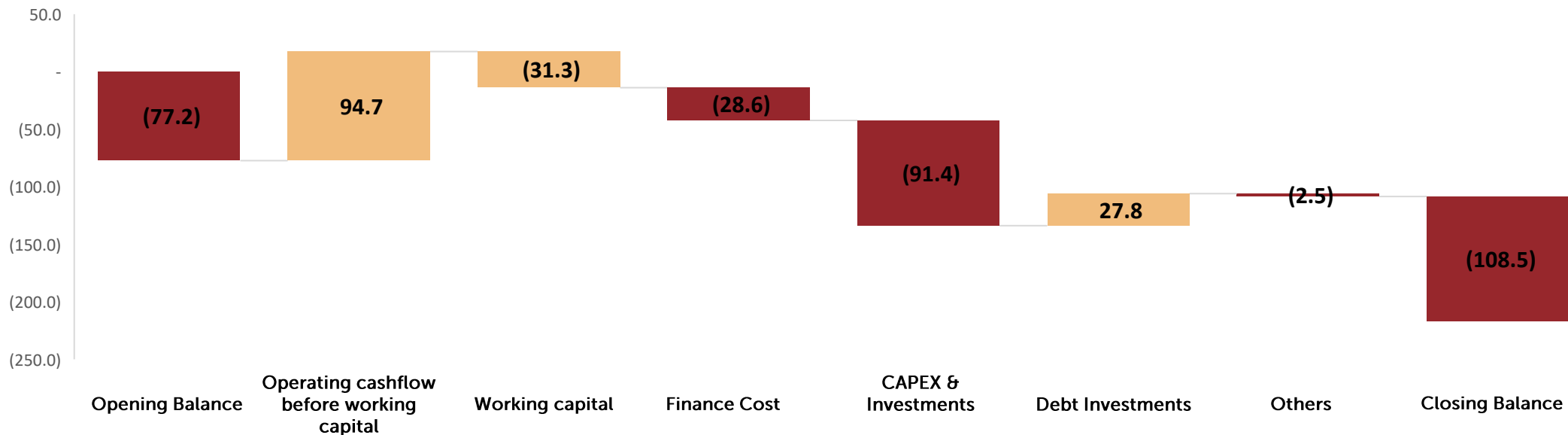
Key Insights

- 1** Sustained performance across **key product categories** along with a significant **contribution** from **evaporated milk** government tenders drove overall growth
- 2** Revenues increased supported in part by the benefit of **10 additional days of Ramadan** which led to **higher consumer demand**
- 3** Heightened **competition** in **cheese, juice, and labneh** from both **regional** and **international** brands

Note: "Other revenue" includes other dairy (i.e. desserts, custard, ghee), livestock sales, detergent sales, compost and manure sales, plastic sales, and other sales

Robust operating cash flow generation capabilities

(QAR m)



Cumulative
balance

17.5

(13.8)

(42.4)

(133.8)

(106.0)

(108.5)



Key Insights



1 Strong operating cash flow, driven by higher sales, was **partly offset** by increased **working capital**, reflecting the impact of higher sales volumes.

2 Capex & Investments were **higher**, driven by expansion and maintenance capex, and in line with our **strategic share investment policy**.

3 For 2024, **Baladna** approved a **1 for 19 bonus share** issuance (100m bonus shares), enhancing **shareholder returns** while preserving cash for growth.

Operations and Commercial Update

Operational and Commercial Update

	Q1 2025	Q1 2024	YoY Growth	Key Insight
 Total Number of SKUs	254	251	▲ 1.2%	<p>Launched 11 new SKUs across our Yoghurts, Greek Yoghurt Drinks, and Hi-protein milk & Laban segments, further expanding our product portfolio and strengthening our market offering.</p>
 Number of Customers	3,631	3,537	▲ 2.7%	<p>Focus is on enhancing relationships with existing customers and attracting new profitable clients</p>



Management Outlook 2025

Management Outlook for 2025

Product Quality



- Dedicated to maintaining exceptional product quality while continuously evolving to meet consumer preferences.
- Continuously investing in advanced quality control systems and adopting international best practices in food safety to ensure consistent product excellence.

International Expansion



- Ongoing progress in Baladna Algeria, further strengthening our regional footprint
- Strategic initiatives to strengthen brand presence in global markets

Innovation & Product Diversification



- Emphasis on research and development, value-added dairy products, and portfolio expansion
- New product launches and category innovations to drive consumer engagement and market penetration

Operational Efficiency



- Digital transformation, automation, and supply chain resilience to enhance productivity
- Continuous investments in technology and process improvements to drive cost leadership

Sustainability & ESG



- Strong commitment to food security, environmental responsibility, and governance excellence
- Integration of sustainable practices across operations to create long-term value

Long-Term Growth



- Focus on strengthening stakeholder value, forming strategic partnerships, and maintaining disciplined financial management
- Expansion plans aligned with sustainable and profitable growth objectives



Shareholder Information

Shareholder Information

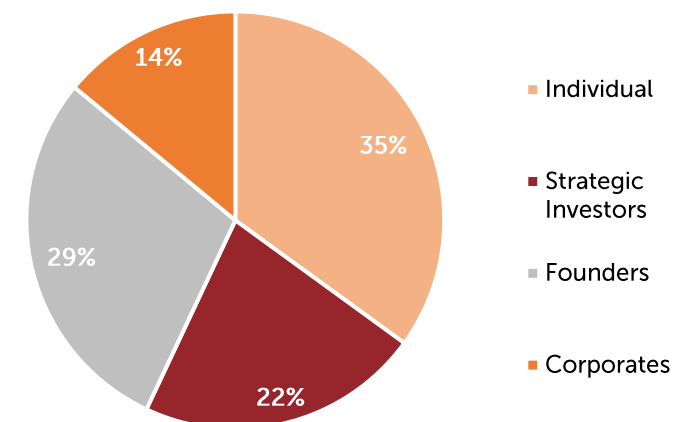
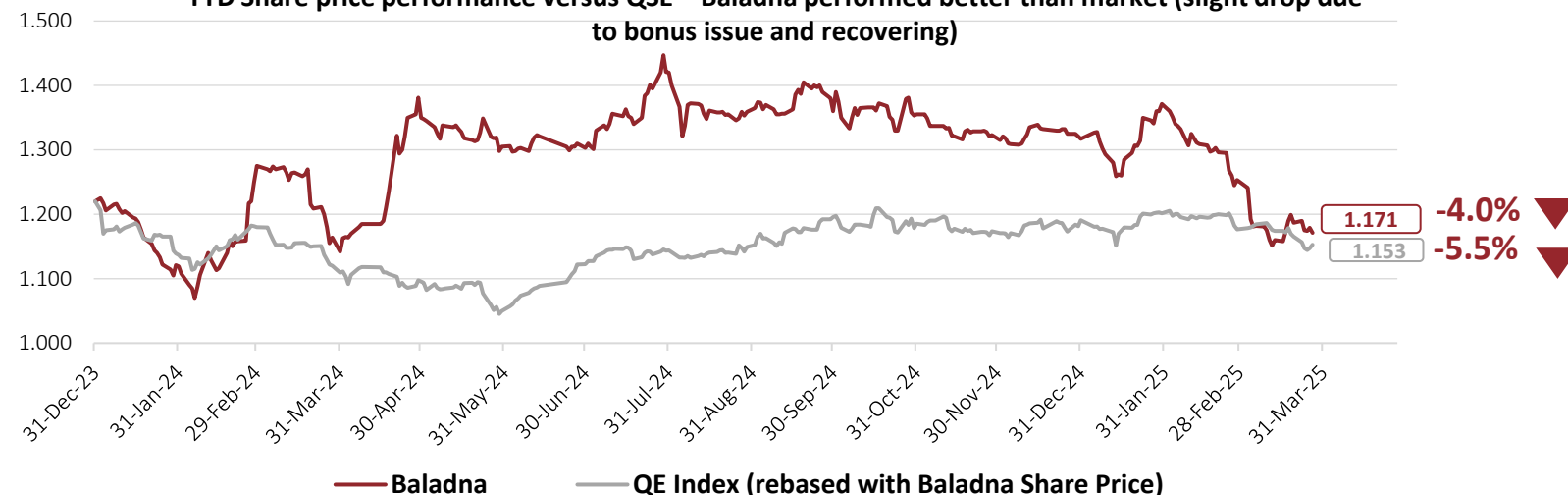
As of March 31, 2025



Q1 Share price performance versus QSE – Baladna performed better than market

Shareholding structure

YTD Share price performance versus QSE – Baladna performed better than market (slight drop due to bonus issue and recovering)



General Information

Company name	Baladna Q.P.S.C.
Ticker (QE)	BLDN
Market cap	QAR 2.3b
Common shares outstanding	2.0b

Company Key Stats

Spot price	QAR 1.171
YTD % change	-4%
Value creation for IPO investors (Capital appreciation & dividends)	+42.4%

Investor Relations Contact

For all IR inquiries, please contact
ir@baladna.com

For more information, please visit our website
www.baladna.com



Appendix

Appendix

Profit And Loss Statement – Q1 2025



QAR m	Q1 2025		Q1 2024		Change
Revenue	330.5	100%	312.8	100%	6%
Cost of revenue	(243.5)	-74%	(241.2)	-77%	1%
Gross profit	87.0	26%	71.6	23%	22%
Other income	22.1	7%	28.3	9%	-22%
Gain on investment at FVTPL	11.3	3%	5.5	2%	106%
General and administrative expenses	(17.2)	-5%	(16.7)	-5%	4%
Selling and distribution expenses	(25.4)	-8%	(26.2)	-8%	-3%
Operating profit for year	77.8	24%	62.5	20%	24%
Finance costs and bank charges	(19.1)	-6%	(13.9)	-4%	38%
Profit before income tax	58.7	18%	48.7	16%	21%
Income tax expense	(0.3)	0%	(0.3)	0%	11%
Profit after tax for the year	58.3	18%	48.4	15%	21%
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the period	58.3	18%	48.4	15%	21%
Non-controlling interest	0.1	0%	0.1	0%	4%
Total comprehensive income attributed to the parent	58.2	18%	48.3	15%	21%
Basic and diluted earnings per share (QAR per share)	0.030		0.025		19%

Source: Q1 2025 financial statements

Investor Presentation

Appendix

Financial Position as of March 31, 2025



Total Assets (QAR m)

	Mar-25	Dec-24	Growth
Fixed Assets	3,200	3,188	▲ 0%
Biological Assets	207	177	▲ 17%
Investment In Shares	561	524	▲ 7%
Other Non-Current Assets	122	125	▼ -3%
Total Non-Current Assets	4,090	4,014	2%
Trade and other debit balances	443	404	▲ 10%
Inventories	437	430	▲ 2%
Cash and Bank Balances	32	28	▲ 17%
Other Current Assets	54	58	▼ -6%
Total Current Assets	967	919	5%
Total Assets	5,056	4,933	2%

Total shareholders' equity and liabilities (QAR m)

	Mar-25	Dec-24	Growth
Islamic financing	1,669	1,708	▼ -2%
Other Non-Current Liabilities	120	122	▼ -1%
Total Non-Current Liabilities	1,789	1,829	-2%
Trade and other credit balances	215	213	▼ -1%
Bank Facilities	574	472	▲ 22%
Other Current Liabilities	12	13	▼ -4%
Total Current Liabilities	801	697	15%
Equity attributable to the parent	2,462	2,404	▲ 2%
Non-controlling interest	3	3	▲ 6%
Total equity	2,465	2,407	2%
Total Equity and Liabilities	5,056	4,933	2%

Source: Q1 2025 financial statements
Investor Presentation

Appendix



BoD Members



Moutaz Al-Khayyat
Group Chairman



Ali Hilal Al-Kuwari
Vice Chairman



Ramez Al-Khayyat
Board Member/
Managing Director



**Hamad Bin
Abdullah Bin Khalid
Al-Attiya**
Board Member



**Abdulaziz
Mahmoud Al-
Zeyara**
Board Member



Mazen Alsabeti
Board Member



**Sheikh Suhaim Bin
AbdulAziz Al Thani**
Independent Board
Member



**Nasser Hassan
Al Ansari**
Independent Board
Member



Aidan Tynan
Independent Board
Member

Senior Management Team



Ramez Al-Khayyat
Board Member/ Managing
Director



Malcolm Jordan
Chief Executive Officer



Saifullah Khan
Chief Financial Officer



Paul Kenny
Chief Commercial Officer



Julian Marcolini
Chief Operations Officer



Nasser Al Maslamani
Chief Corporate Services Officer

Appendix

Glossary



EBITDA

Earnings Before Interest, Tax, Depreciation and Amortization

EPS

Earnings Per Share

HORECA

Hotels, Restaurants and Catering

NP

Net Profit

NPD

New Product Development

SKU

Stock Keeping Unit

UHT

Ultra-High Temperature

Retail-KA

Retail key accounts that represents major customers like supermarkets

Retail-TT

Retail traditional trade which represents grocery stores

MAT

Moving Average Total



THANK YOU



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(General Info)

customercare@baladna.com

(Quality Complaints)

