



Corporate *Profile*

BALADNA FOOD INDUSTRIES

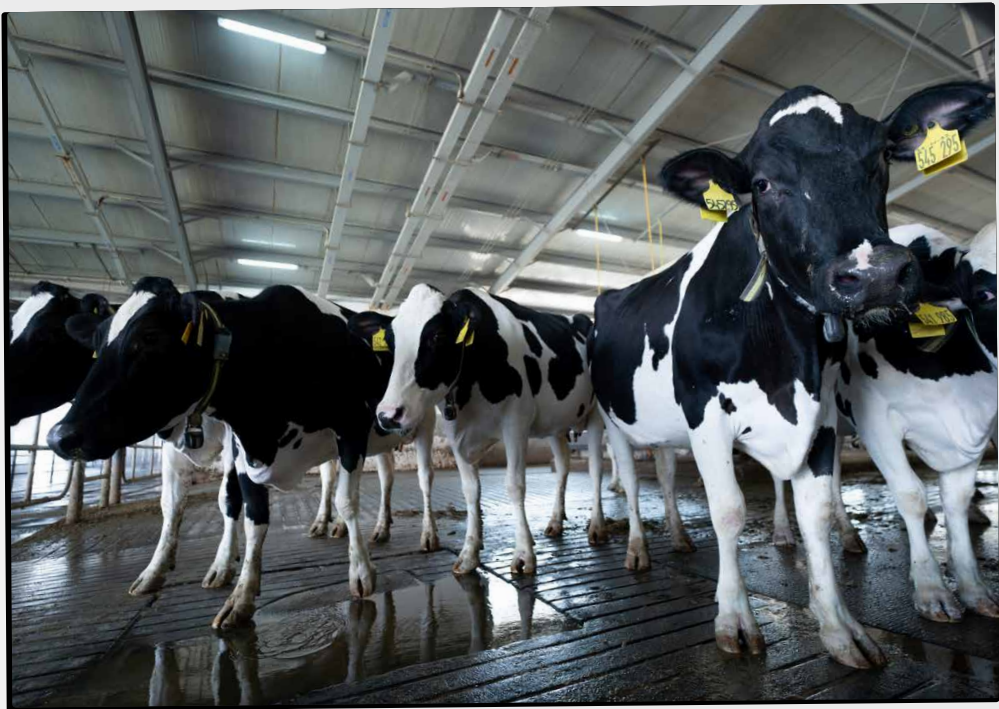
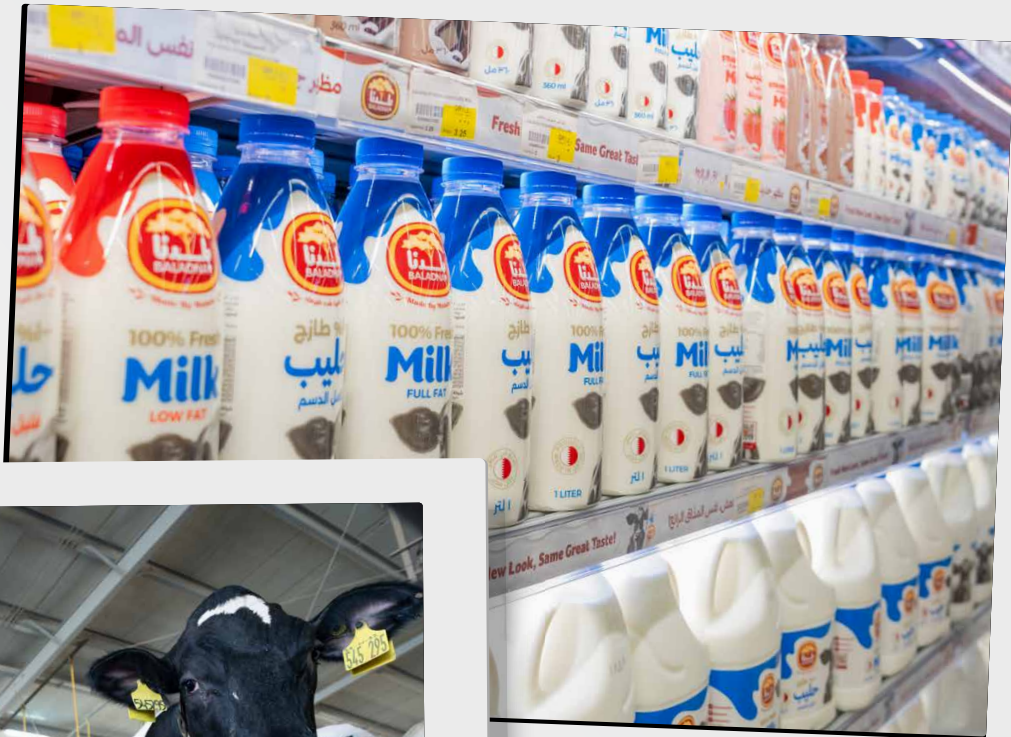


***The highest standards in
food technologies coupled
with constant innovation
in taste & goodness***

Driven by Excellence and High-Quality Standard Products, Baladna is a trusted Milk, Dairy, Juice and Food brand in Qatar. Committed to bringing fresh and nutritious food choices to its consumers, the brand has progressive product research & innovation, aiming towards a healthier and more sustainable future.

Baladna Farm is located in Al Khor, Qatar spanning across an expansive 2.6 million sqm. of land, where Baladna houses over 24,000 Holstein Cows. The farm is open to the public and features the region's most advanced rotary milking parlor, a restaurant, a carefully-manicured garden, a children's play area, and a petting zoo. Since the blockade in June 2017, Baladna Food Industries has grown to be Qatar's largest locally-owned food and dairy supplier achieving 100% self sufficiency in milk and dairy. Today, Baladna has over 250 SKUs in Milk, Dairy and Juices.

Contents



Mission & Vision

The Baladna Journey

Facts and Figures

Our Products

Technology at the Service of Quality

Our Factories

Painting the Picture of Sustainability

Giving Back to our Community (CSR Efforts)

Mission

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

Vision

To be the most trusted brand of nutritional foods and healthy beverages in Qatar and to expand our sustainable, integrated farming model to new markets.



The Baladna Journey

Founded in 2014, Baladna began as a sizeable sheep and goat farm – the largest in the Middle East. By May 2017, Baladna began producing dairy products for the Qatari market.

Phase I



- June 2017, food sustainability in Qatar was jeopardized.
- 36 days after the blockade, 4,000 Milking Cows were airlifted to Qatar, from Europe and USA.
- 5 barns were built, housing 800 cows in each barn.
- The Milk Rotary Parlor began its operation, milking 80-100 Cows simultaneously.
- By December 2017, the farm's Phase I expansion was completed.
- Baladna Farm was taking shape.

Phase II



In less than a year, PHASE II was built. Baladna is now capable of housing 24,000 milking Cows and has achieved 100% fresh milk sufficiency in May 2018.

- Additional 40 barns were constructed, and more Cows arrived by Ship.
- Baladna was capable of housing 24,000 Cows.
- Qatar's food-sufficiency, in terms of Milk and Dairy needs, spiked at 71%.
- Baladna farms span across an immense 2.6 sqm. of land.
- Baladna owns 24,000 Cows, producing 300,000 liters of milk daily.

Phase III



2019 presented various projects for Baladna as part of Phase III expansion. The hardworking team behind Baladna launched new product lines, such as UHT long-life milk and Fresh Juices.

- 24 additional lines of production.
- 14 for Milk and Juice, 10 for Bottles.
- Baladna's milk production rose from 300 tons per day to 800 tons.

Phase IV



The evaporated milk manufacturing facility of Baladna Food Industries is part of the company's strategy to achieve national dairy self-sufficiency and reduce dependence on imported canned milk products.

- Fully Operational from March 2023
- Largest Evaporator in the GCC
- Total investment more than QAR 400 Mn
- Meets 100% Government Specification
- State-of-the-art facility
- Support Qatar's National Food Security Strategy
- 100% Self Sufficiency
- 100% Local Qatari Product
- Fully Operational – Q1 2023
- Additional Product Capabilities

Always Fresh

Premium quality
International Best Practices
Committed to Excellence

Always Exploring

Giving our customers the energy & inspiration to meet the day
Sharing excitement and new experiences
Exceeding expectations and searching for new frontiers

Always Responsible

Caring for our community
Stewards of the environment
Actively committed to food security and food safety





22,754+

Cows



40

State-of-the-Art
Barns



6

Milking
Parlors



250+

SKUs



1,650

Employees



2.6M sqm

Farm



450

Tons/Day Dairy
& Juice Products

3 High-Tech
factories

(Dairy, Juice &
Plastic bottling)

Baladna Products

Fresh



More than 250+ SKUs of high-quality, fresh and nutritious food choices.

At Baladna, we use advanced milking rotaries which can milk up to 100 cows at a time.

The entire milking process at Baladna is automated, which ensures higher hygiene levels and lower possibilities of infection when compared to traditional manual milking. The machines are equipped with special sensors that detect when to stop milking, making the process convenient for the cows.

All our cows at Baladna Farm are Holstein cows, imported from herds in Europe and USA. Our cows are milked three times a day, producing between 30 to 40 liters of milk daily and this high-quality fresh milk is used at the factory located at the farm to produce a range of dairy products – from milk, laban, and yoghurt, to a variety of cheeses.

Baladna brings the natural food experience right at your doorstep. Every morning, we stock grocery shelves with products fresh from the farm.

Whether it is farm-fresh dairy products, or delicious recipes, we deliver a taste of home!

Technology at the Service of Quality

Baladna Farm owns the latest technology equipment in milking, pasteurization, and packaging.

“State-of-the-art technology, 6 top of the line milking rotary parlors with the capacity to milk 100 cows simultaneously”



Technology

- Best selection of genomic tested cows in the USA
- State-of-the-art cow barns, calf barns and hospital
- Genomic Testing (GTPI) average = 1800
- Tunnel ventilation
- Evaporative Cooling System (Misting)
- Fans over the cow free stall
- Fans over the cow feed lane
- Korral Kool Cooling System (For Milking Parlor)
- Waste Management System
- Flushing System
- Manure Separators



Bio-Security Protocols

- General hygiene and clothing rules
- Prevention of cross contamination
- Moving to a disease-free status
- The OIE in Paris (World Organization for Animal Health) Keeping the surrounding farms disease-free

Cowcard Scanners

“All the information about our Cows within our pockets reach”

Baladna uses Dairy Comp, the most advanced Dairy Management Software Program in the Industry. The CowCard is used for all our Cows, to manage the following:

- Managing the Herd
- Monitoring the Cows' Milk Production
- Defining Daily Tasks
- Handling Terminals

The CowCard gives us easy access to our Cows records, in the palm of our hands. We effortlessly look up all event information for individual animals including test day records, previous lactations, daily milk weights as well as user-selected items.



World-Class Systems

We are partners with SAP, which helps us manage our daily task, so we can focus on making our products better.

Modules include purchasing, financial accounting, warehousing, sales and distribution, product planning, material management, quality management, controlling and production.



International Standardization Organization (ISO) and Food Safety System Certification (FSSC) 22000 certification – March 2018



Baladna Factories





Expanding Global Dairy Leadership: Algeria & Syria

Setting the Vision: Scaling Dairy Expertise Beyond Borders

Baladna's journey has always been rooted in transforming dairy ecosystems through innovation, scale, and vertical integration. After successfully establishing one of the most advanced dairy operations in the region, the next chapter of growth focuses on replicating this expertise in high-potential international markets.

Two markets have emerged as strategic opportunities — Algeria and Syria — both characterized by strong dairy demand, structural supply gaps, and governments actively seeking long-term food security solutions.

These projects are not simply expansions; they represent large-scale nation-building partnerships aimed at strengthening food security, modernizing dairy ecosystems, and creating sustainable agricultural value chains.





BALADNA ALGERIA

Integrated Dairy Farming & Powder Milk Production
Project in Algeria



\$3.5 Billion
Investment



240,000
HERD



1.7 Billion
Litres Capacity



117,000 ha
Project Area



198,000
Tons of milk powder
production



2.5 Million Tons
of forage production

With a total investment of \$3.5 billion, the project represents one of the most significant agricultural developments in the region.

Baladna holds a 51% equity stake, partnering with Algeria's National Investment Fund to deliver this national initiative.



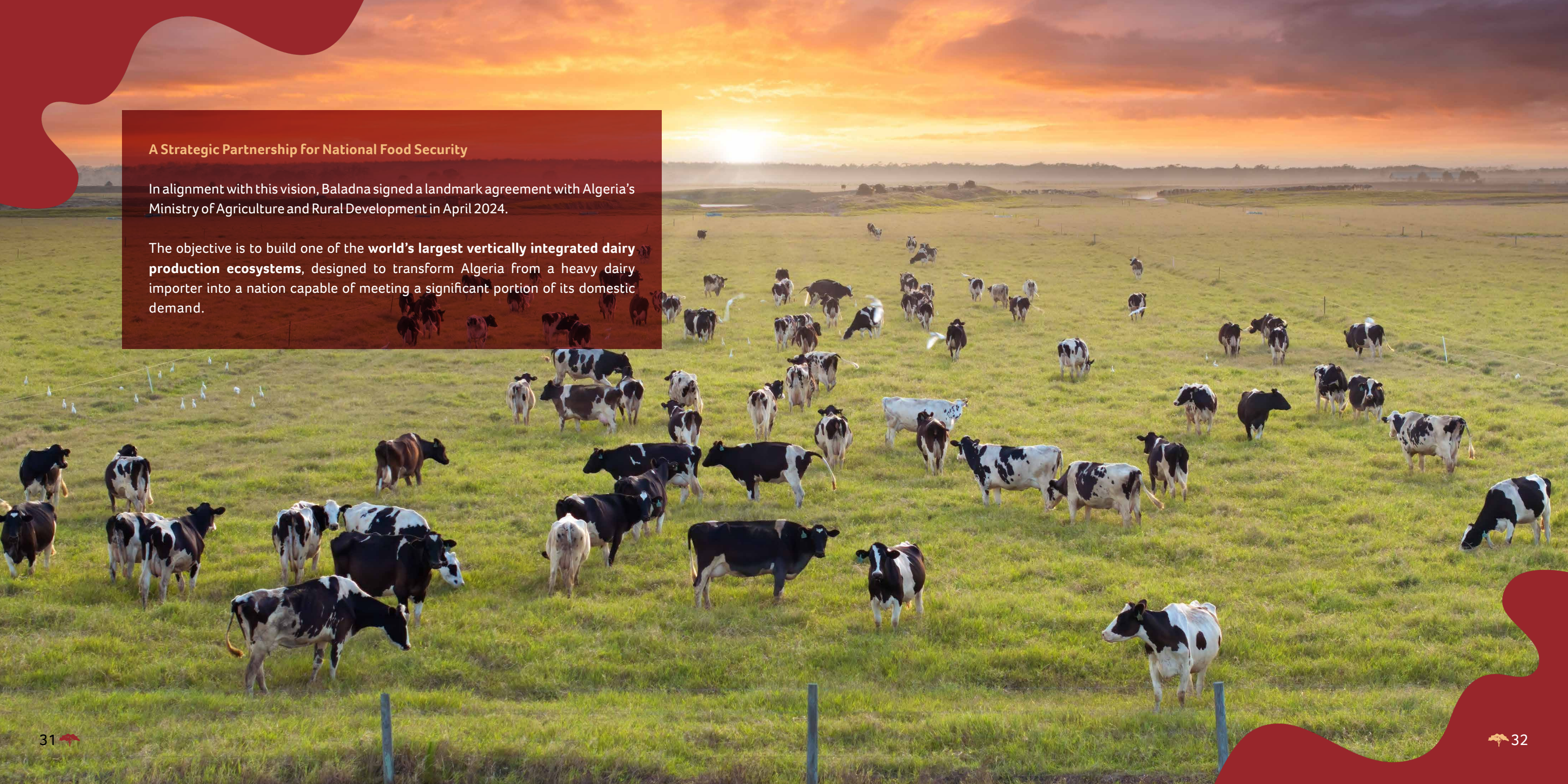
Algeria: Transforming a Dairy Import Economy into a Self-Sufficient Nation

Understanding the Opportunity

Algeria is one of North Africa's largest economies, with a population of over 45 million people and a GDP of approximately \$240 billion. Despite the scale of the market, the country faces a significant structural challenge in the dairy sector. Domestic milk production currently stands at approximately 2.5 million tons, while national demand reaches nearly 4.5 million tons, creating a large supply gap that has historically been filled through imports.

Today, Algeria is among the world's largest importers of milk powder, importing nearly 419,000 tons annually, with the country's dairy import bill exceeding \$1.6 billion.

Recognizing the long-term risks of this dependency, the Algerian government has prioritized food security and dairy self-sufficiency as national strategic objectives.



A Strategic Partnership for National Food Security

In alignment with this vision, Baladna signed a landmark agreement with Algeria's Ministry of Agriculture and Rural Development in April 2024.

The objective is to build one of the **world's largest vertically integrated dairy production ecosystems**, designed to transform Algeria from a heavy dairy importer into a nation capable of meeting a significant portion of its domestic demand.

Building a Fully Integrated Dairy Ecosystem

The project is designed around a complete farm-to-factory model, integrating agriculture, livestock, and dairy processing.

Arable Farming

Large-scale agricultural land will be developed to cultivate fodder and grains required for dairy cattle nutrition, while also creating opportunities to commercialize excess agricultural output.

Dairy Farming

A world-class dairy farm will house high-genetic Holstein cattle, ensuring consistent production of high-quality milk through advanced herd management systems.

Milk Powder Processing

The milk produced will be processed into Partially Skimmed Milk Powder (PSMP) and Anhydrous Milk Fat, supporting Algeria's domestic demand and reducing reliance on imports.





Current Progress

The project has already entered the execution phase.

Ground-breaking and land development activities are underway in Adrar Province, where infrastructure for farming operations is being established.

Construction of the dairy farm is progressing steadily and is expected to be ready to host the first herd of cattle by next year, with milk production targeted to begin by the end of 2027.

Simultaneously, leading dairy technology provider GEA is manufacturing the milk processing facilities, which are also scheduled to become operational by 2027.

Once operational, the project will stand as one of the world's largest vertically integrated dairy production systems.

Painting the Picture of Sustainability

“Baladna, A Fresh New Dawn for the Food Industry”

We are at the core of our endeavors. Our environmental agenda goes hand in hand with meeting the needs of the present without compromising the future. Baladna has taken measures to help and contribute to the well-being of our planet – considering Sustainability as an essential part of our business. Slowly but surely incorporating wellbeing, tradition, culture, research and technology to our efforts in Sustainability.

Baladna takes great measures in preserving and using our own resources – from water management, lower electricity consumption, to manure management of our cows – we aim to meet our long-term sustainability objectives, through responsible production, maintenance, and distribution. We aim to empower our plans for sustainability by supporting education programs to raise environmental awareness for the future of the country and the world.





Active Contribution in the Eco System

By strengthening our corporate strategy and identifying a firm environmental policy, Baladna aspires to contribute in preserving and improving sustainable utilization of natural resources. We continuously optimize our production processes, to contribute to energy efficiency, resource conservation and minimize waste generation.

- Advocate of the Qatar National Food Security Programme (QNFSP)
- Ensured easy access of Milk in Qatar household, since the Qatar blockade
- Become an Integral Component of Qatar National Food Security Program (QNFSP) & Vision 2030
- Secured 100% Self-Sufficiency in Milk
- Excellent Manure Management of our Cows
- Active Research and Development in Sustainability
- Establish private-public partnerships and private private partnerships, to contribute to our country's economy.
- CSR programs: Aligning our company values for the greater good of the environment, the community and of the country.



BALADNA SYRIA

Rebuilding a Dairy Ecosystem Through Modernization

A Market with Untapped Potential

While Algeria represents a large structured market with supply gaps, Syria presents a different kind of opportunity — a sizeable dairy market that remains largely informal and fragmented.

Across the value chain, the industry operates primarily through small-scale producers and informal networks.



90%

of milk production
comes from household herds



85%

of dairy processing
occurs in the unorganized sector

Distribution systems remain fragmented,
with limited cold chain infrastructure

This creates inefficiencies across production, quality control, and product availability.
At the same time, it presents a unique opportunity for a structured dairy player to transform the sector.



First-Mover Advantage in a High-Potential Market

Syria's dairy sector currently lacks a strong, organized national brand with integrated capabilities.

By entering early, Baladna has the opportunity to:

- Establish itself as the first large-scale formal dairy player
- Capture significant market share
- Shape consumer expectations around quality and food safety
- Set new standards across the value chain

The market entry is further supported by strong economic alignment between Qatar and Syria, highlighted by a recent \$7 billion infrastructure partnership involving PIH Group.



Attractive Operating Environment

In addition to market opportunity, Syria offers favorable structural advantages that support long-term operational efficiency:

- Lower land and labor costs compared to GCC markets
- Access to local forage production
- Opportunity to develop smallholder milk collection systems
- Climate conditions that support strong agricultural productivity

These factors collectively enable lower operational costs and scalable expansion potential.

Phased Market Entry Strategy

Baladna's entry into Syria is designed as a two-phase growth strategy.

Phase 1: Market Entry

Initial market entry will begin through exports supported by a local distribution partner, allowing the brand to establish presence and build consumer awareness.

Phase 2: Local Manufacturing

Once market traction is established, Baladna will invest in a local dairy processing facility, supported by:

- A plastic packaging factory
- A central warehouse
- Integrated production capacity of 250 million litres annually

The goal is to achieve 20–25% market share, positioning Baladna as a leading dairy brand in the country.



Project Investment and Scope

The Syria initiative represents an investment of approximately \$300 million, encompassing:

1

- Dairy farm
- Dairy manufacturing plant
- Plastic packaging facility
- Warehouse and distribution infrastructure

The operation is expected to produce:

206

million litres of dairy products annually

19

million litres of juice products annually

51

Dairy SKUs

6

Juice SKUs

Strengthening the Entire Dairy Ecosystem

Beyond business growth, the project aims to create long-term systemic improvements in the Syrian dairy sector. This includes:

- Modernizing milk collection infrastructure
- Improving farmer productivity and capabilities
- Establishing higher food safety and quality standards
- Formalizing supply chains and distribution systems

Through this approach, Baladna can play a pivotal role in rebuilding and modernizing the dairy ecosystem in the country.



Conclusion: A Strategic Blueprint for Global Dairy Expansion

Together, the Algeria and Syria projects represent two complementary expansion models:

Algeria

A large-scale, government-backed agricultural transformation project designed to achieve national dairy self-sufficiency.

Syria

A high-growth market entry opportunity where Baladna can build an organized dairy ecosystem from the ground up.

Both initiatives reinforce Baladna's long-term vision of becoming a global leader in sustainable dairy production while strengthening food security across emerging markets.

Giving Back to the Community

Qatar Cancer Society Event

Baladna joined hands with nations across the globe to raise cancer awareness in the country and work to make it a priority. The World Cancer Day Event was organized by the Qatar Cancer Society (QCS) and sponsored by Baladna.

Blood Donation Campaign

A blood campaign was launched in collaboration with Hamad Medical Corporation (HMC), Qatar's largest and premiere not-for-profit health care provider, at Baladna Farms in Al Khor, and witnessed the participation of nearly 1000+ employees.

Agricultural Exhibition (AgriteQ)

The AgriteQ exhibition highlights innovation in agricultural techniques to achieve food security and sustainable development in Qatar. Baladna took part as an exhibitor of the event.

100,000L Milk Donation in Light of Ramadan

Together with Qatar Charity (QC), Baladna distributed 100,000L of long-life milk (UHT) among workers in Al Thakira and Al Khor Ramadan tents. The milk was also distributed to families in need and is part of the 'Qatari products supporting charity' campaign.







/baladnadoha



baladnaco



@baladnaco

Baladna Food Industries Co. W.L.L.

Shamal Road - Exit 44 - Um Al Hawaya, Qatar

T 8888 4035 974+ | CustomerCare@baladna.com

www.baladna.com