



More than
retail

Redefining
Opportunities,
Accelerating
Possibilities

INVESTOR PRESENTATION

Q4 2024 & FY 2024

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TODAY'S PRESENTERS



Ahmad AR. BinDawood
Chief Executive Officer



Muhammad Salim Patka
Chief Financial Officer



Hassan Javaid
*Director Finance and
Head of Investor Relations*

ABOUT THE COMPANY

BinDawood Holding (Tadawul: 4161 and the Company or BDH), a retail conglomerate, which includes a distribution segment supporting its supply chain, integrates information technology solutions into its core operations and strategically acquires companies to enhance its market position, leveraging these investments to fuel sustained long-term growth. Driven by a vision for sustained growth, BDH continues to solidify its position as a frontrunner in the retail industry, poised to capitalize on emerging opportunities and deliver exceptional value to stakeholders. BDH continues to shape the retail landscape through constant innovation and a steadfast commitment to excellence by operating its segment under the following brands:

Retail Grocery

- **BinDawood:** Renowned as one of Saudi Arabia's premier grocery superstore retail brands. It prioritizes exceptional value for money and superior customer service, making it an iconic choice for shoppers.
- **Danube:** Positioned as a high-end grocery retail brand, Danube is synonymous with quality and freshness. Offering a wide array of organic and specialty products, it caters to discerning customers seeking premium offerings.
- **BinDawood Dash and Danube Dash:** Under its purview, BinDawood and Danube pioneered the express store concept, featuring exclusive outlets at the Haramain High-Speed Railway Station. These outlets showcase premium quality and carefully curated imported goods, offering added convenience for busy shoppers.

Retail Pharma

- Zahrat Al Rawdah is a leading retail pharmacy chain based in Riyadh, Saudi Arabia, specializing in a wide range of healthcare products and services. These include prescription medications, over-the-counter drugs, medical supplies, wellness products, and personal care items. With a strong brand presence, the company operates over 170 pharmacies strategically located across the Kingdom, ensuring accessibility and convenience for its customers.

--- Franchise Model agreement signed; stores are yet to be opened

Franchiser Retail Pharma
Supermarket
Sustainability
Leading..
Solutions
Opportunities
Investment
Acquisition
Technology
Robotics
Innovation
Omni-channel
Transformation
Advantage Retail

ABOUT THE COMPANY

Retail Tech via Future Tech Retail (FTR)

- **Ykone:** Headquartered in Paris, Ykone is a global leader in influencer marketing services. Offering comprehensive solutions in strategy, talent management, content production, and monitoring, it serves leading brands worldwide, including those in Europe, Asia, the US and MENA region.
- **International Applications (IACo):** The developer and operator of BinDawood Holding's Danube and BinDawood e-commerce channels. Furthermore, it is expanding its network of dark stores throughout the Kingdom, aiming not only to ensure prompt delivery and an unwavering 100% fulfillment rate but also to elevate customer experience. In addition, it provides digital support services and implements a loyalty program, equipping BinDawood and Danube with the tools necessary for data-driven decision-making and customer engagement.

Distribution & lifestyle

- **Jumairah :** Operates as a limited liability company engaged in wholesale, retail and distribution. Jumairah conducts its operation through four divisions, include luggage, food, toys and households including managing luxury lifestyle retail stores

Franchise Model

- BinDawood Holding has signed a deal with The Regional Group to open eight "BinDawood" supermarkets in Qatar.
- This expansion supports BinDawood's Gulf region strategy, with expected positive impact on performance in the medium to long-term horizon

--- Franchise Model agreement signed; stores are yet to be opened



BDH Universe

Retail Grocery

- 2 unique hypermarket/supermarket brands
- 2 new brands launched to roll-out express stores with size ranging from 150-800 sqm
- Multiple store formats
- Strong presence in Riyadh and Western region
- 409k Total store selling space
- 285 Fleet of Commercial Vehicles
- Stores across several major Saudi Arabian cities including one in Bahrain
- One of the Top 3 Market Leaders having significant market share (2023: 7.9% vs 2022: 7.4%)

Retail Tech via FTR

2
Unique online grocery platforms – Danube online and the BinDawood app

1st mover in Omni-channel

Over 5.8m loyalty customers

Mega Dark Store (fully automated) expected in H1 2025

Vast network of Dark Stores & fleet network overall the KSA

38
Online stores opened with Jahez Delivery app

Finalized agreements with various aggregators including Hungerstation, The Chefz and others

IACo

One of the largest (Rank#3) influencer marketing agency

Awarded 'Influencer Marketing Agency of the Year' in 2023 in France

*Presence in Europe, US, Middle East and Asia

Ykone

Distribution & lifestyle

Notable Distribution Luggage Brands

Delsey, Eastpak, Kipling,

Notable Distribution Food Brands

National Foods, Ginger Shot, Campagna Teekanne Tea

Notable Distribution Toy Brands

Educa, Motor Max , Red Box Eolo

ETRE – Lifestyle (Retail)

offers access to luxury home collections and emerging interiors talent.

Franchise Model

Signed a franchise deal with The Regional Group

8 Supermarkets will be opened in Qatar under the brand name "BinDawood"

Expansion supports BDH's Gulf Region Strategy

Expected Positive Impact in medium to long term

--- Franchise Model agreement signed; stores are yet to be opened

Retail Pharma

- Founded in 2001, the company is headquartered in Riyadh, KSA, and employs more than 600 people.
- Engaged in the retailing of pharmaceutical and non-pharmaceutical products.
- Caters to a diverse customer base in the KSA, including individuals, families, healthcare professionals and hospitals.
- Having chain of over 170 pharmacies in major cities of KSA including Riyadh, Makkah and Medina.
- The Company is also enrolled in Wasfaty Program in FY22.



CEO MESSAGE



Ahmad AR. BinDawood
Chief Executive Officer

FY 2024 results reflect our commitment to delivering value through customer-centric strategies and operational excellence. Despite external challenges like increased competition, store closures, and changing market dynamics, we maintained grocery retail sales at nearly the same level as last year, showcasing our resilience. The acquisition of JTC and strong performance from our tech subsidiaries led to a 1.3% overall revenue increase, along with a higher gross profit margin of 33.4%, thanks to a refined product mix, strategic supplier relationships, and improved operational efficiencies.

Customer satisfaction remains central to our strategy. Our loyalty program now engages over 5.8 million customers, enabling tailored experiences through data insights. Successful seasonal campaigns and the introduction of our Dash concept express format have expanded our market reach and reinforced our position in the grocery retail sector.

Looking ahead, we are focused on strategic priorities like the launch of mega dark stores to enhance e-commerce fulfillment and the continued evolution of our express store format. Flagship stores, such as the newly opened Danube in Madinah, reflect our ambition to redefine the grocery shopping experience in Saudi Arabia.

The JTC acquisition will strengthen BDH's financial performance, enhance supply chain control, and improve profitability through cost efficiencies. Additionally, the franchise agreement with The Regional Group in Qatar for eight BinDawood supermarkets marks a key step in our Gulf region expansion, boosting brand presence and growth opportunities in Qatar.

The Zahrat acquisition, which includes over 170 pharmacies, supports our growth strategy and aligns with Saudi Arabia's Vision 2030. This move expands our product offerings and retail footprint, and BDH will be the first Saudi retailer to offer pharmacy services in stores, enhancing customer convenience and driving sustainable growth.

We are confident that our focus on operational excellence, customer satisfaction, and strategic growth will position BDH for continued success in a competitive market.



OPERATIONAL HIGHLIGHTS & GROWTH STRATEGY

KEY HIGHLIGHTS OF FY 2024

OPERATIONAL

5,677.7 mn (+1.3%)

Revenue (SAR) &
YoY growth % in FY'24

1,893.8 mn (+4.6%)

Gross Profit (SAR) &
YoY growth % in FY'24

280.2 mn (+1.9%)

Net Profit(SAR) &
YoY growth % in FY'24

4.9% (+3Bps YoY)

Net Profit Margin (%)

Dividend of SAR 0.2/share

Dividend during FY 2024 is declared at
SAR 0.2/share

STRATEGY

Acquisition of Zahrat

Becomes the first retailer in Saudi Arabia to offer in-store pharmacy services, integrating Zahrat's network of over 170 pharmacies across Riyadh, Makkah, and Madinah.

Acquisition of Jumairah

Distribution Segment that exclusively partners with global brands and leverages the vast network of BinDawood and Danube stores.

Franchise in Qatar for BinDawood stores

Signed an agreement with Regional Group in Qatar
8 supermarkets to be opened in Qatar under the brand name "BinDawood"

Express Stores Format

Launch of brands "Danube Dash" and "BinDawood Dash" to exploit the untapped market potential in express stores format

Increased Footprints in FY 2024

- Opened 10 stores (5 Supermarkets, 3 express stores & 2 Hypermarket)
- Launched first ever Danube Hypermarket in Madinah
- A Mega Dark Store will launch in 2025 to enhance BDH's omni-channel integration, with a successful test run already completed.



Acquisition of Zahrat – Retail Pharma



Franchise Model – The Regional Group, Qatar



Launch of Express Store Brand – "Danube dash"

Source: Company Information FY'2024 and FY'2023 Audited FS.

--- Franchise Model agreement signed; stores are yet to be opened

WELL-DEFINED GROWTH STRATEGY

Retail Grocery



Improving the performance of the existing stores



Achieving full potential for recently opened stores



Continuous store expansion



Customer centric approach - Focusing on providing a unique shopping experience
Rewarding the loyal customers base of more than 5.8 million

Retail Pharma



- Acquisition is in perfect alignment with our strategic vision
- Venturing further into the health and wellness sector and enriching our store network
- Integrating Zahrat's over 170 pharmacies enhances BinDawood's retail landscape with a wide range of medical, wellness, and personal care products
- BDH will become the first in KSA to combine pharmacy services, creating a one-stop shop with everyday essentials, offering seamless access to healthcare products.

Retail Tech

Ykone



Drive market growth through new acquisitions, diversification of clientele, and investment in talent management initiatives.

IACo



- Use data analytics and AI for targeted marketing campaigns.
- Provide Fintech solutions to improve customer experience and increase basket size.
- Investing in e-commerce infrastructure, supply chains, and robotics to expand stores across Saudi Arabia.

Distribution



- Enhancing distribution, supply chain control, and vertical integration to boost efficiency and reduce risks.
- BDH aims to attract local and international agencies by leveraging its extensive branch network across Saudi Arabia.

Franchise Model

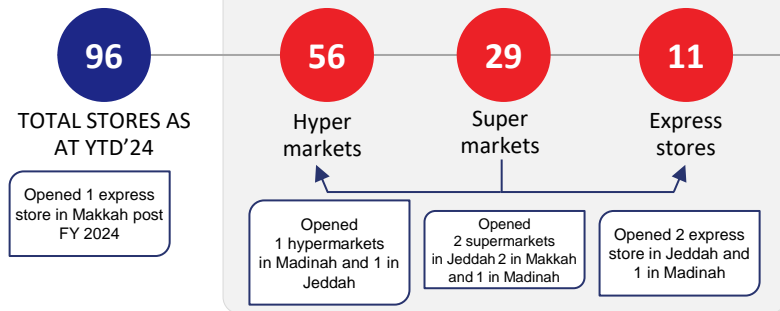
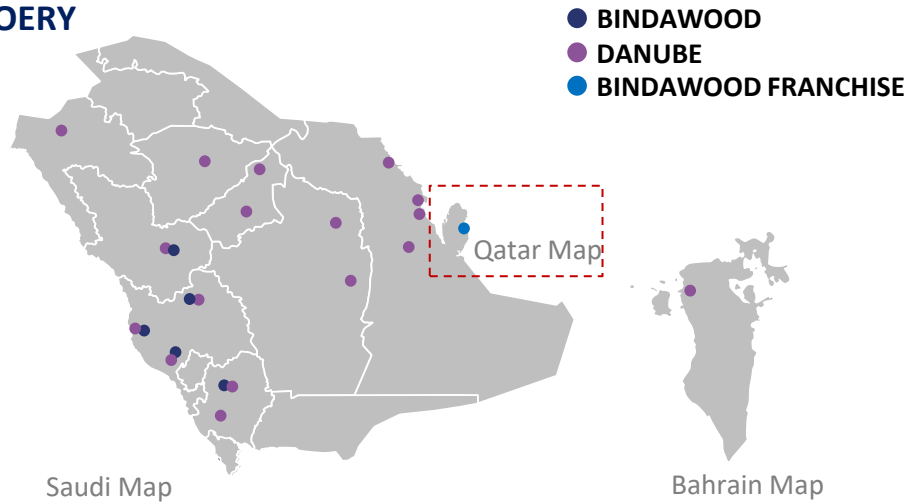


- 8 supermarkets are planned to be opened in Qatar under the brand name "BinDawood" as part of franchise agreement.
- Achieving BDH's expansion strategy by establishing a visible presence in the GCC region.

--- Franchise Model agreement signed; stores are yet to be opened

GEOGRAPHICAL COVERAGE

RETAIL GRCOERY

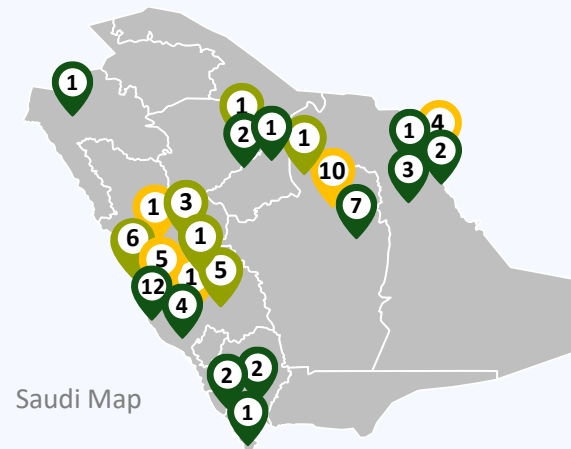


- Opened 10 stores (5 Supermarkets, 3 express stores & 2 Hypermarket)
- BDH signed a franchise agreement with The Regional Group Company to open "BinDawood" branches in Qatar.
- 2 more dark stores opened and 38 online stores opened with Jahez delivery app and adding more partners under futuristic approach
- Completed the acquisition of Zahrat Al Rawdah, a pharmacy retail chain with over 170 locations. Since the acquisition opened 4 stores within BDH existing stores network.

YKONE



ONLINE STORES



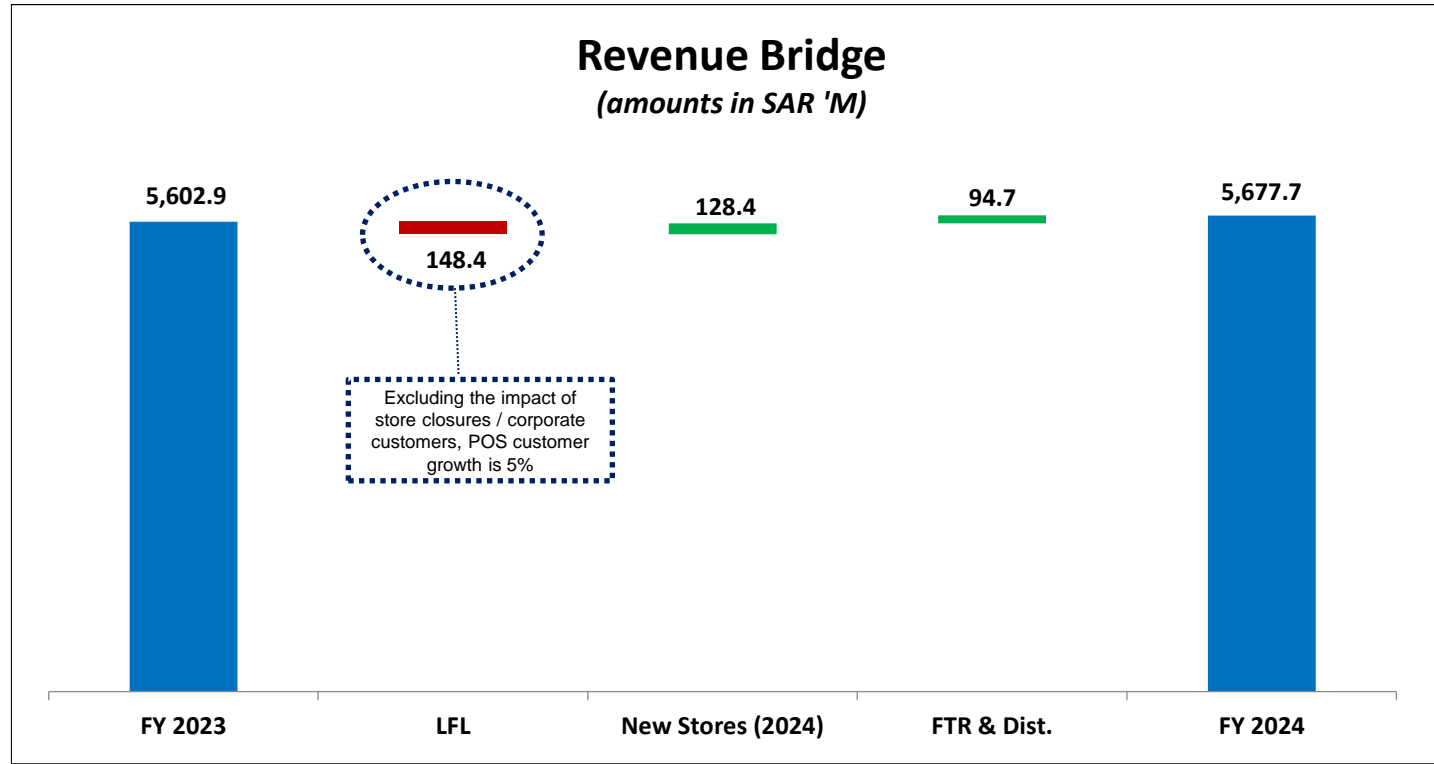
21 ONLINE DARK STORES | 17 ONLINE IN-STORES | 38 JAEZ REGULAR STORES

RETAIL PHARMA





REVENUE BRIDGE: FY'2023 VS FY'2024

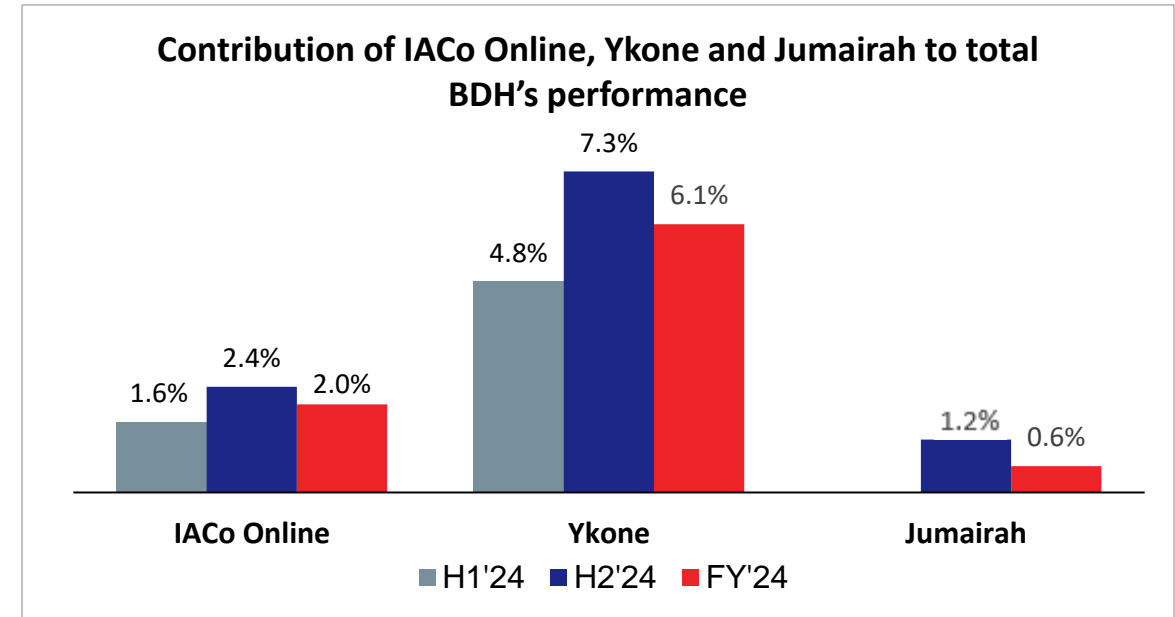
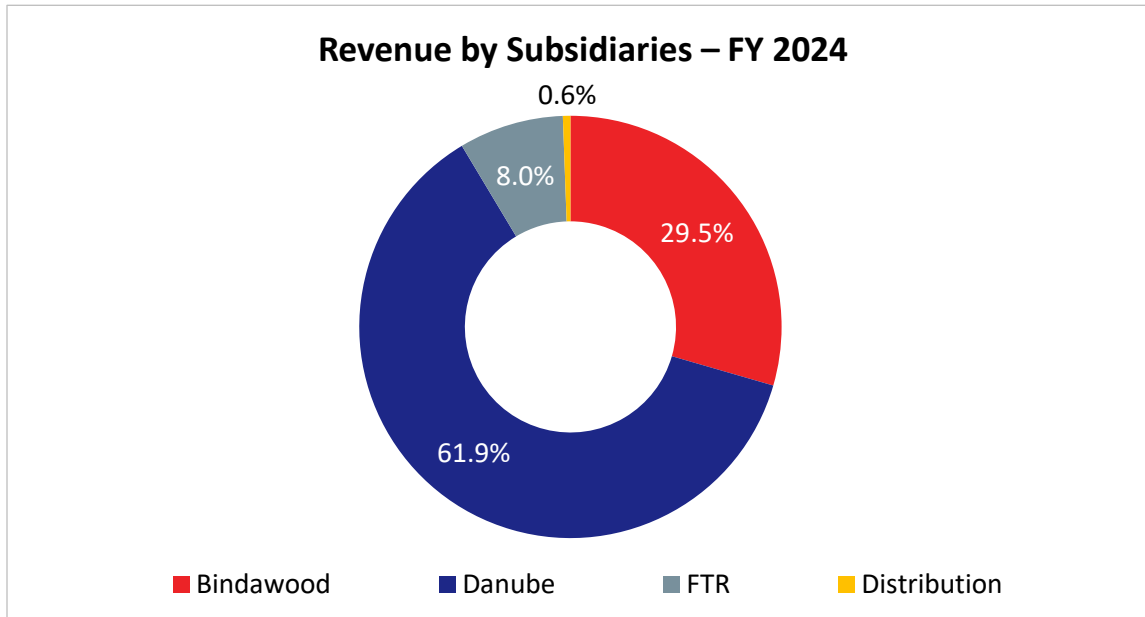


Whereas, Revenue for FY'24 increased by 1.3% compared to FY'23 due to:

- The company's market penetration, supported by the success of the loyalty program, data-driven strategies, and an improved product mix;
 - A 24.1% growth in the FTR and Distribution businesses, driven primarily by Ykone’s strong performance in the Middle East—offsetting a slowdown in Europe—and the acquisition of Jumairah Trading Company;
- which is offset by:
- A revenue decline of 3.1% at BinDawood Stores; however, growth is reported by 3.1%, excluding the impact of store closures; and
 - A decline in Danube Stores' sales performance due to the closure of one store; however, overall growth was reported, supported by a +9.4% increase from point-of-sale customers excluding corporate customer sales.

Source: Company Information FY'2024, and FY'2023 Audited FS LFL includes all stores opened up until 2023.

REVENUE BY SUBSIDIARIES & ONLINE vs OFFLINE



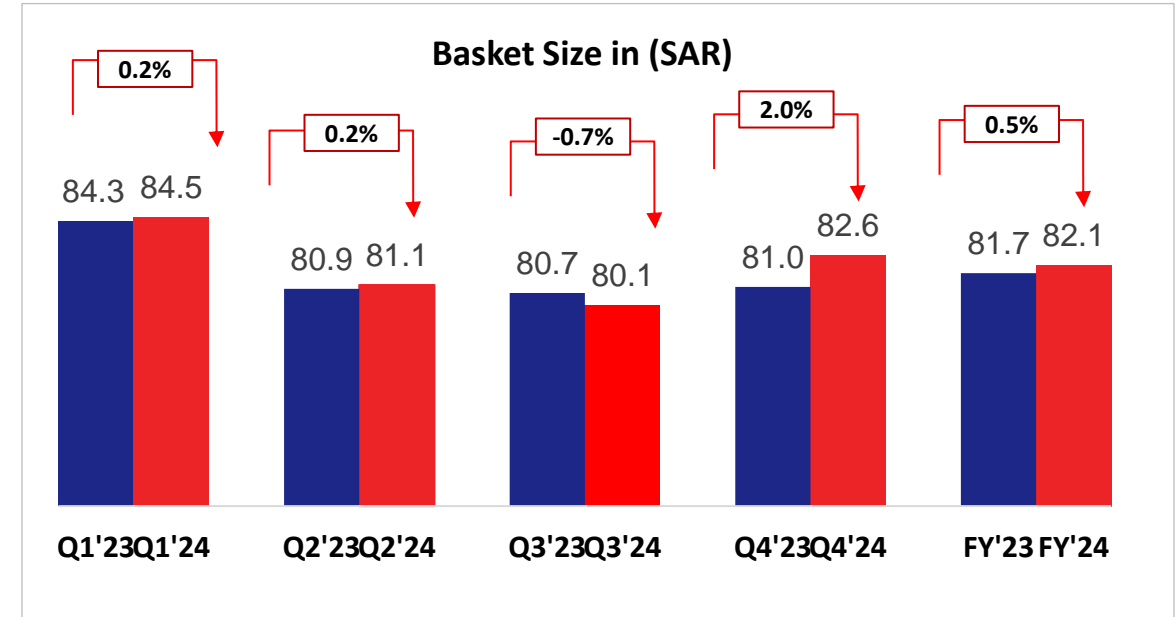
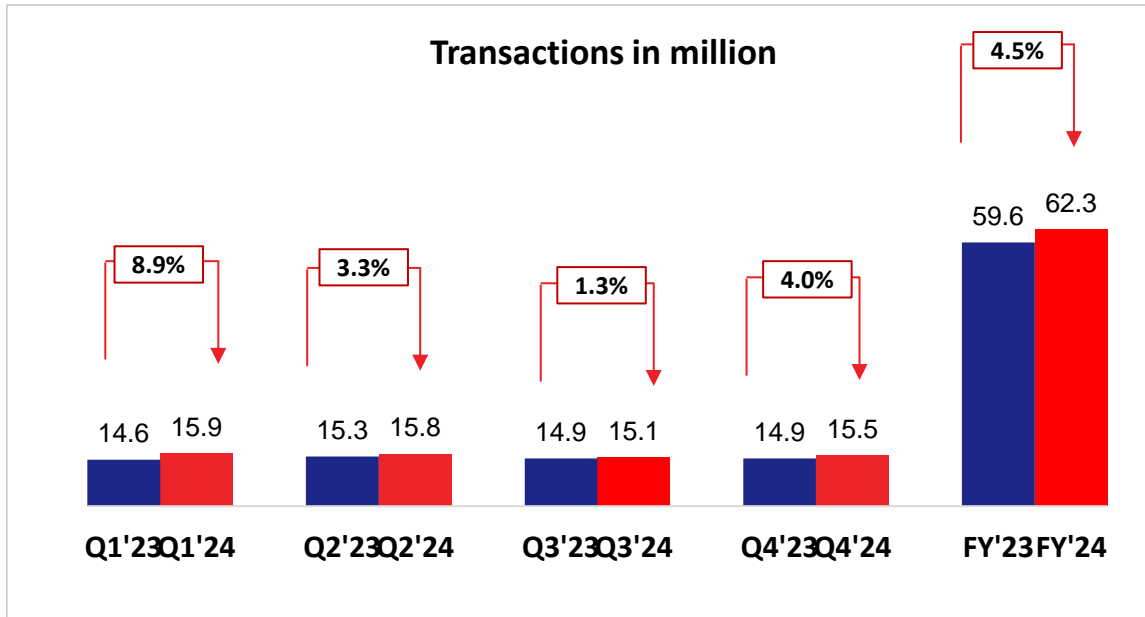
Revenue by Subsidiaries:

- Among BDH's subsidiaries, Danube is the largest contributor, accounting for 61.9% of overall revenue, followed by BinDawood at 29.5%. FTR contributes 8.0%, while the Distribution business represents a smaller share of 0.6%.

Contribution of IACo Online, Ykone and Jumairah to total BDH's performance:

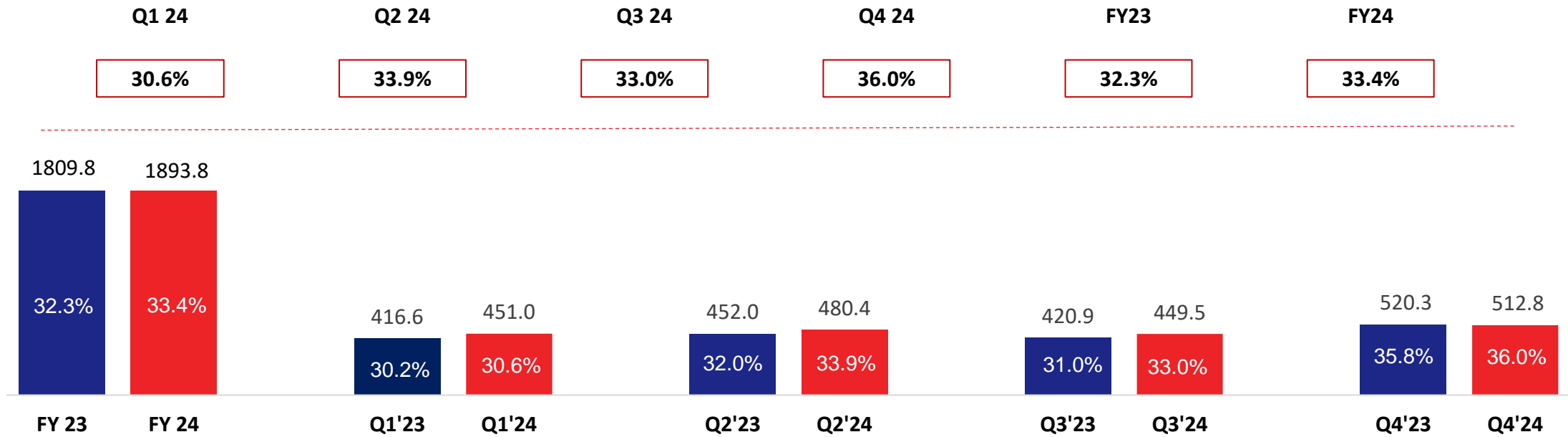
- IACo's contribution to BDH's total revenue steadily increased in H2 2024, reaching an all-time high of 2.4%, before settling at 2% by the end of the year.
- Ykone demonstrated similar growth, contributing 7.3% in H2 2024 and ultimately settling at an impressive 6.1% by the end of FY2024, reflecting strong performance compared to the previous year.
- Acquired at the end of July 2024, JTC contributed 1.2% in H2 2024 and 0.6% by the close of FY2024.

TRANSACTIONS AND BASKET SIZE

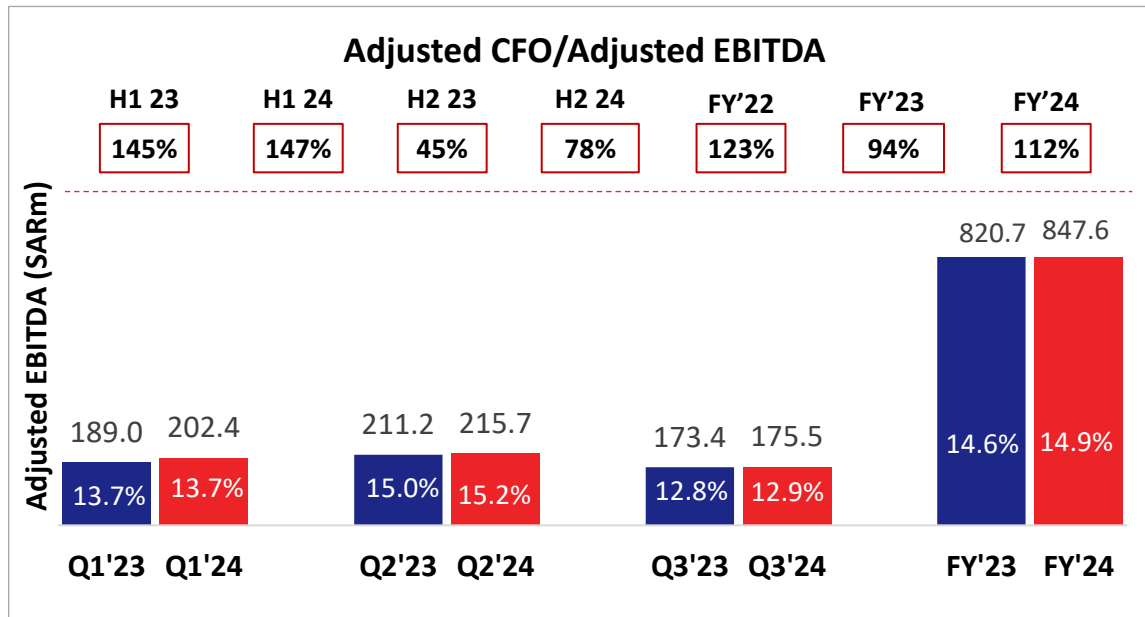


- In Q4 2024, total transactions increased by 4.0% compared to Q4 2023, driven by stronger customer engagement, improved customer experience, and valuable insights into customer behavior from the loyalty engine.
- For FY 2024, total transactions increased by 4.5% in FY'24 vs FY'23 reflecting sustained frequency of customer visits to stores.
- Basket size remained flat with a slight increase of 0.5% in FY'24 as compared to FY'23

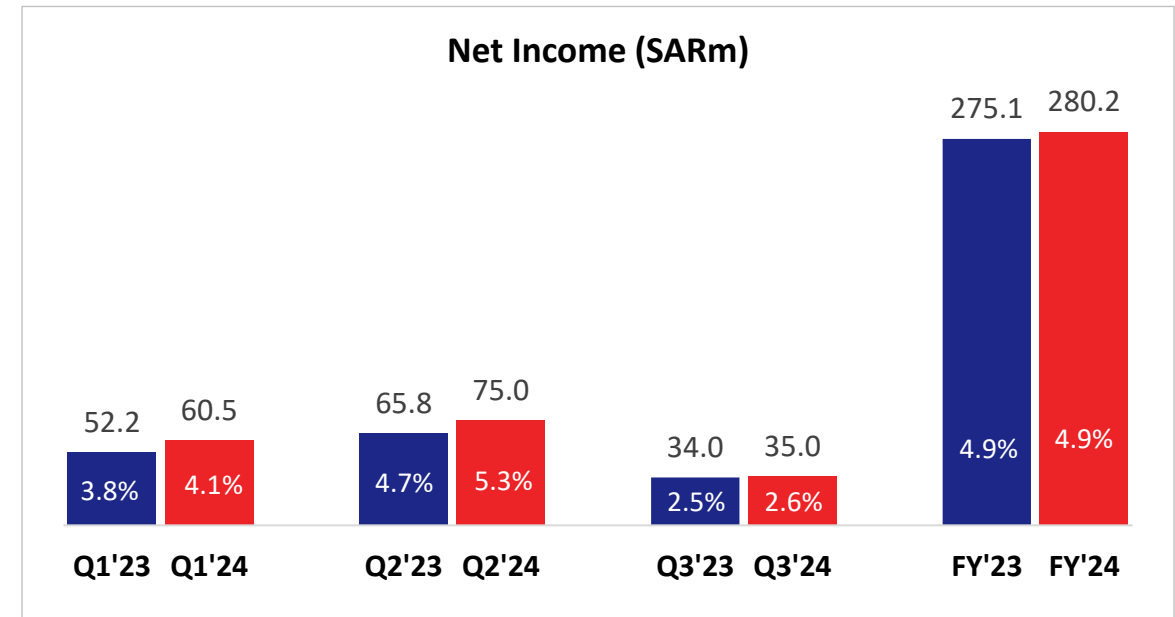
Gross Profit Margin & Gross Profit (SARm)



- In Q4'24, the Gross Profit totaled SAR 512.8 million, reflecting a slight decline from SAR 520.3 million in Q4'23.
- Gross profit for the FY 2024 reached SAR 1,893.8 million, or 33.4% of sales, compared to SAR 1,809.8 million, representing 32.3% of sales, in the same period of 2023.
- This significant improvement in gross profit margin underscores the Company's success in optimizing its product mix, enhancing supplier support and contributing margins from distribution and FTR business.



- Adjusted EBITDA slightly increased to SAR 847.6 million in FY'24 from SAR 820.7 million in FY'23 which is directly attributable to an increase in operating profit(excluding depreciation and amortization) by 3.2%.
- Whereas, EBITDA margin slightly rose to 14.9% in FY'24, up from 14.6% in FY'23.
- Adjusted CFO/Adjusted EBITDA increased to 112% in FY'24 as compared to 94% in FY'23.



- FY 2024 saw a slight growth of 1.9%, reaching SAR 280.2 million, up from SAR 275.1 million in FY 2023. This was mainly driven by a higher gross margin, offset by increased OPEX from investments in human capital and business expansion.
- In Q4 2024, net profit surged by 213.4% sequentially, reaching SAR 109.7 million, driven by revenue growth and improved gross margin. However, on a YOY basis, net profit dropped by 10.8%, mainly due to a 1.8% decline in revenue growth.

Source: Company Information FY'2024, FY'2023 FS.

Adjusted EBITDA is defined as operating profit + D&A + recurring portion of other income (empty carton sales).

FY 2024 TRADING UPDATE

Trade Working Capital (SARm)

Trade Working Capital

Trade working capital declined by 31.2% vs. FY'23 and 29.4% vs. FY22, primarily driven by:

Accounts Receivables & Prepayment

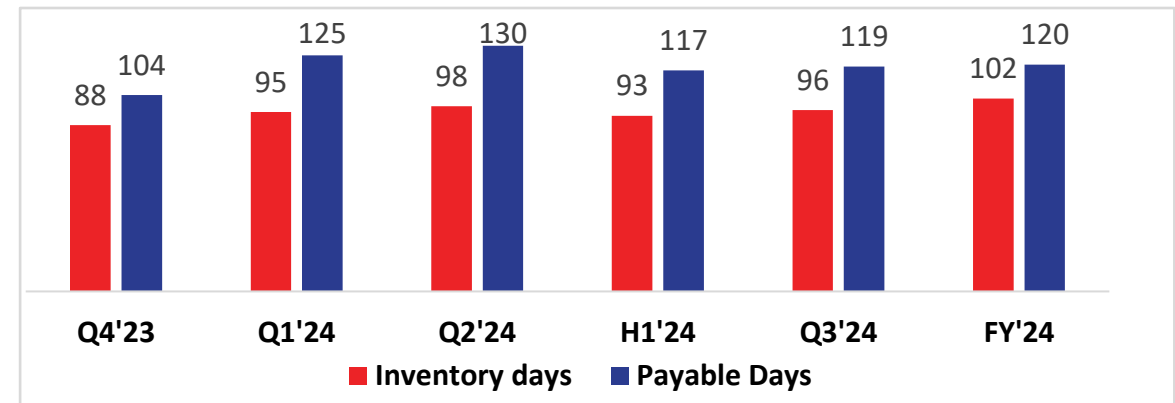
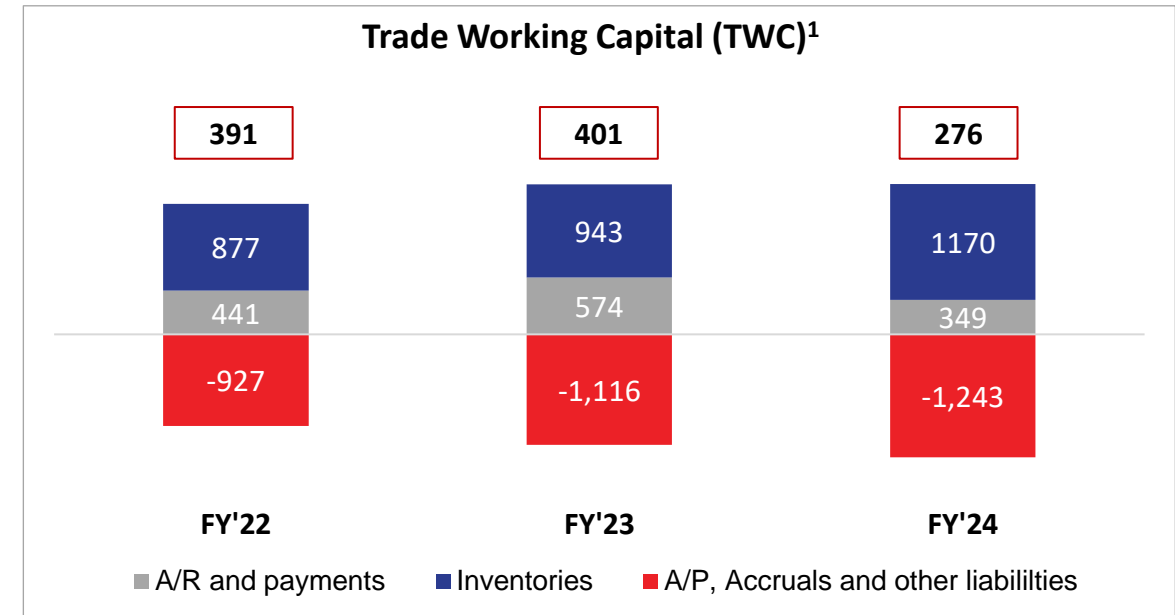
Decrease in receivable balances as of 2024 is due to BDH's successful efforts in collecting payments from its corporate clients. The company strategically reduced business activities and focused on recovering outstanding receivables, successfully realizing over SAR 330 million; and

Accounts Payables, Accruals and other Liabilities

Rise in payables was driven by higher purchases related to the 10 new store openings throughout the year. Additional increases are attributed to further purchases for stores planned to open in H1 2025 and seasonal buying;

Inventory

However, the aforementioned impacts were offset by a 24.1% increase in inventory levels, driven by the opening of 10 new stores in FY 2024, with four more planned for H1 2025 and seasonal buying.



Source: Company Information FY 2024, Q4 2024 FS. Trade working capital defined as inventories + A/R and prepayments – A/P, accruals and other liabilities excluding payables to capex suppliers.

Inventory Days = Avg inventory / COGS * 365

Payable days = Avg Accounts Payable X Number of Days/Cost of Goods Sold (COGS)

Embracing Innovation,
Driving Acquisitions,
Shaping the Future

Transformation
in action



FUTURE OUTLOOK & GROWTH DRIVERS

FUTURE OUTLOOK & GROWTH DRIVERS

INVESTMENT IN RETAIL ECOSYSTEM empowers us to thrive and deliver exceptional outcomes.

ORGANIC GROWTH

Retail Grocery

- Opened 10 stores in 2024.
- Targeting 6-7 new supermarkets/hypermarkets per year.
- Aiming for 500 express (dash) stores over seven years.
- Prioritizing Riyadh and the Western Region.

Retail Pharma

- Integrating Zahrat's pharmacies into 40-50 existing stores in the network of BDH stores over the next 2 years to establish a one-stop destination for wellness, personal care, groceries, and pharmacy services.
- 4 stores opened YTD within BDH existing network.

Retail Tech via FTR

- **Ykone** is set for aggressive expansion in the USA, UK, China, and across Asia.
- **IACo** plans to launch a Mega Dark Store to enhance both online and physical fulfillment.

Distribution

- BDH seeks to bring in international agencies through Jumairah, capitalizing on its retail network in KSA.

Franchise Model

- The collaboration with The Regional Group in Qatar will facilitate BDH's expansion across the GCC region.

MARKET SHARE

Retail Grocery, Retail Pharma, Distribution and Retail Tech – IACo

- Enhance product diversity through **AI-powered loyalty engines**.
- BDH will be the first retailer in KSA to integrate pharmacies with supermarkets, driving market share growth.
- Expand market share with a **competitive product range**.
- Leverage fintech and data analytics to increase customer basket size.
- **Expand distribution** with international brands to broaden product range and market share.
- **Mega Dark Store** improves fulfillment for both physical and online channels, contributing to market share growth.

Retail Tech (Ykone)

- Drive market expansion through acquisitions, a diverse customer base, and talent development initiatives.

MARGIN GROWTH

- **Cost optimization** includes adjusting store sizes and locations according to customer traffic patterns.
- **Retail pharmacies** offer significant margins, boosting profitability after consolidation.
- **Data analytics** reduces customer acquisition costs, boosts sales of high-margin products, and increases transaction values.
- **Operational efficiency** has been improved through automation of tasks.
- This strategy positions us for improved financial performance and supports further **investment in growth opportunities**.

CASHFLOW & INORGANIC GROWTH

- Improved working capital and increased business volume drove cash flow growth.
- Stronger cash balance enabled the company to pursue new opportunities, including financing the Jumairah acquisition and partially the acquisition of Zahrat Al Rawdah Pharmacies LLC in FY2024.
- Investment priorities: Expanding retail, distribution, and fintech.
- The retail pharmacy acquisition is partially funded through an external facility, expected to be a short-term arrangement.

Appendix

Core achievements

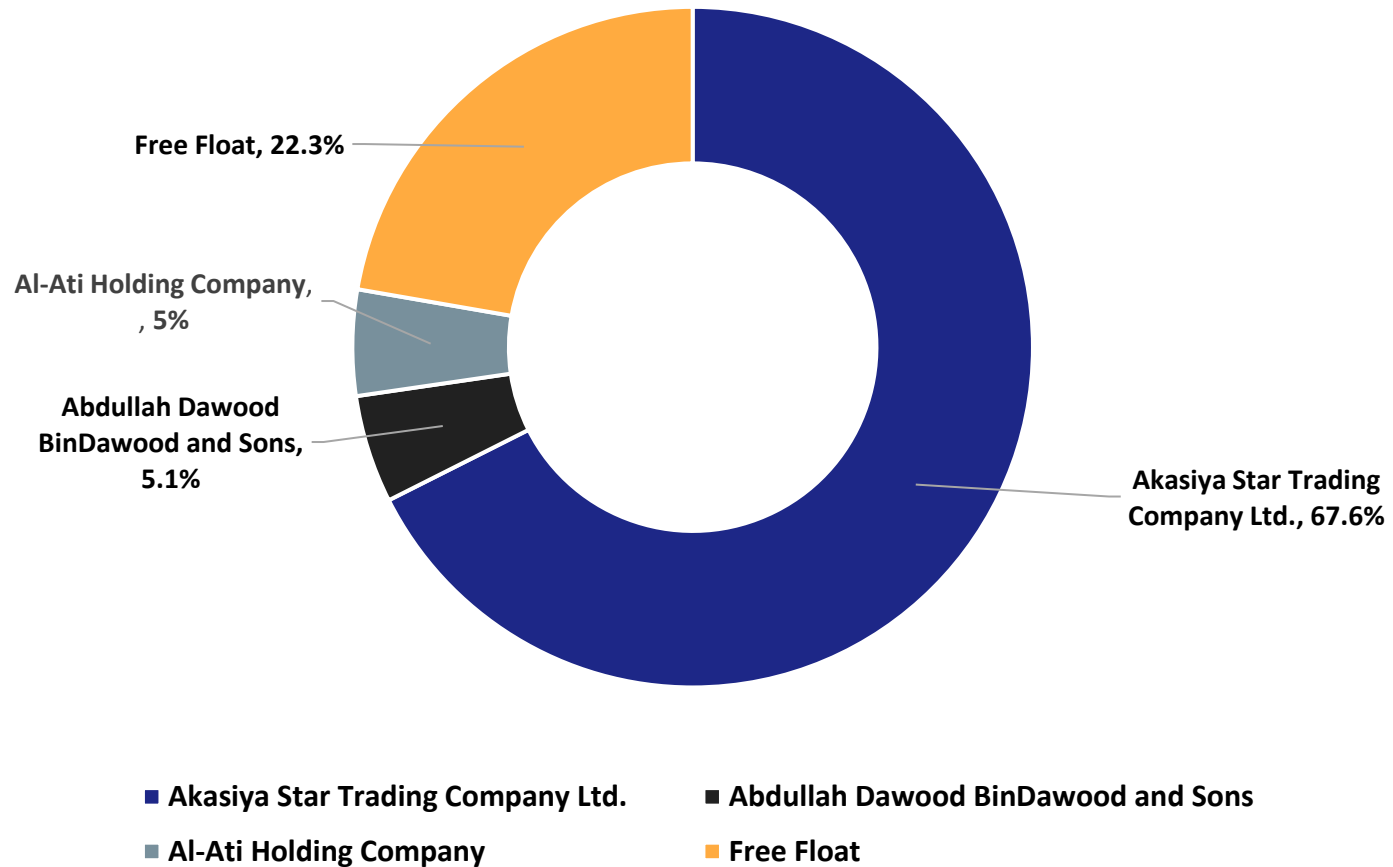
- ❖ Improvement of sales densities across all formats
- ❖ Sustainable margin
- ❖ Strict cost control
- ❖ Healthy financial position

Concise Profit & Loss

	FY 2023	FY 2024	YoY
Sales	5,602.9	5,677.7	1.3%
Gross Profit	1,809.8	1,893.8	4.6%
Gross margin %	32.3%	33.4%	+105Bps
SG&A	1,464.3	1,531.0	4.6%
Adjusted EBITDA	820.7	847.6	3.3%
Adjusted EBITDA %	14.6%	14.9%	28Bps
Net income	275.1	280.2	1.9%
Net income %	4.9%	4.9%	+3Bps

Source: Company Information FY'2024 and FY'2023 Audited FS.

SHAREHOLDER STRUCTURE



THANK YOU

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