12/13 Strategic Report Investment Case

Our equity story – key reasons to invest

Operational efficiency

Financial strength

Debt free company

Strong cash position

World-class operating margins for our sector

Attractive dividend payment

Unique player; two leading brands serving the full spectrum

Strong supplier and partner relationships

Highest number of imported products/widest product assortment

Healthy inventory management

A loyalty programme that has very rapidly enrolled more than 4.7 million customers, giving us valuable insights into consumer behaviour that we have been able to "mine" through effective technology to make more informed customer-centric business decisions

2023 marked the first full year of normalcy after three years of unprecedented disruption the world over, caused by the pandemic. However, it was not 'business as usual' because the pandemic years of 2020 to 2022 had reshaped our lives as well as the commercial landscape in which we operate. Disruption on this scale has arguably never been seen before.

Apart from the change in the business environment, we are witnessing a profound change in the socio-economic dynamics in the Kingdom of Saudi Arabia as a result of sweeping liberating reforms that seek to transform the manner and the speed at which business is done in the country Consequently, despite the undeniable challenges of the recent past, we see a plethora of fresh opportunities emerging – some borne by technology, others through social evolution and yet more by rapidly unfolding economic growth in our home markets.

This has meant that as a management team we could not take anything for granted. It became incumbent upon us to rethink what our customers want, where they want it and how they wish to engage with us. This rapidly changing mix of 'key drivers' represents both a threat and an opportunity. As a business, we feel we are exceptionally well placed to leverage these opportunities – here are the key reasons why.

High growth opportunities

Supportive macro economic environment

Growing KSA population driving demand

Significant growth in tourism

High GDP growth forecast

Increasing involvement of women in the workforce

Natural resilience of grocery stocks

Increasing geographical and online footprint across KSA and internationally

Strong organic growth agenda including Vision 2030 tourism pillars (Hajj and Umrah)

Many inorganic/M&A opportunities to complement the existing business

Increased vertical integration via online, distribution

Leveraging the increasing urbanisation of the Kingdom by rolling out stores in different formats. The launch of convenience stores during 2023 being an example of this opportunity

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