## **Strategy and Business Model**

# Our strategic vision: Pioneering the future of retail

At BinDawood Holding, our strategic vision is rooted in a deep commitment to evolution and excellence, as we continue to push the boundaries of the retail industry. With innovation, diversification and an unwavering focus on customer satisfaction, we aim to remain at the forefront of the sector, ensuring long-term value creation for our stakeholders.

Our strategic approach is built on four key pillars: agility, customer-centricity, operational excellence, and technological advancement. We are dedicated to evolving alongside emerging trends, responding to market needs and seizing new opportunities for growth.

Customercentricity **Technological** advancement

# Strategic areas for expansion: Capitalising on new horizons

In pursuit of our vision, we have undertaken a comprehensive analysis of market trends and opportunities, identifying several promising areas for expansion. These initiatives are designed to enhance our operational capabilities and provide access to high-growth markets, positioning us to expand our portfolio, elevate our customer offerings and drive long-term value creation.

## **Vertical integration**

To strengthen our supply chain control, and to increase operational efficiency, we have expanded into the distribution sector. Our acquisition of Jumairah Trading Company during 2024 is evidence of this strategy in action. Vertical integration will continue to allow us to streamline processes, reduce costs and improve product availability, increasing our ability to meet evolving customer demands more efficiently.

# Leveraging customer data

Data is at the heart of our strategy. By tapping into customer insights, we aim to optimise procurement processes, enhance inventory management and create tailored promotional services that align with evolving consumer preferences, thus driving customer loyalty and engagement.

# Asset-based investments

Our approach to growth includes optimising the utilisation of physical assets such as land, buildings and equipment. By strategically investing in these resources, we aim to maximise operational efficiency and create opportunities for further expansion.

#### **Financial services**

We recognise the evolving needs of our customers and are exploring the potential of fintech. Expanding into services such as credit cards, insurance, banking and micro-financing holds the potential for us to offer a comprehensive suite of financial solutions that resonate with customer needs, enhancing loyalty and broadening our value proposition.

#### **Non-retail ventures**

We aspire to venture into high-potential areas beyond traditional retail. Initiatives in sectors like mobility solutions, fashion, health and wellness will diversify our offerings and should enable us to engage with customers on a deeper level, establishing a more holistic approach to customer satisfaction.



## **IT-related initiatives**

Innovation is key to remaining competitive. Our focus will be on exploring cutting-edge technologies such as automation, digital entertainment and datadriven collaborations. These technologies are likely not only to support operational efficiency but also to enrich customer experiences, creating deeper engagement through personalised offerings and services.

### **Expansion of channels**

Accessibility is crucial to enhancing the customer experience. We plan to continue expanding our network of supermarkets, hypermarkets, franchises, e-commerce platforms and convenience stores. This broadening of distribution channels will help to ensure our products and services are available wherever and whenever our customers need them.

## Pharmacy chain acquisition and integration

In line with our mission to provide a comprehensive customer experience, we acquired a leading pharmacy chain, Zahrat Al Rawdah, to create a one-stop-shop offering. By integrating pharmacy services into our existing stores, we aim to expand our range of services and convenience for customers. This acquisition will not only diversify our product offerings but also enhance customer loyalty by providing healthcare products and services alongside our retail assortment. We believe the integration of pharmacy services will further strengthen our position as a trusted provider of essential goods, reinforcing our commitment to meeting the diverse needs of our customers.