

BinDawood Holding

BinDawood Holding is a retail conglomerate which 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.

As at year-end 2025, the Company has business interests in retail, distribution, technology and manufacturing.

The Company's vision is to stand out as the embodiment of excellence and innovation in diverse sectors, while expanding horizons globally. BDH's mission is to leverage its retail expertise to diversify into new sectors, powered by technology and strategic partnerships, delivering value and earning trust.

BDH continues to shape the retail landscape through constant innovation and a steadfast commitment to excellence by operating its business under the following brands.



► Retail
Distribution
Technology
Manufacturing



BinDawood Supermarkets

BinDawood Superstores is one of Saudi Arabia's most popular grocery superstore retail brands, with 31 easy-to-access hypermarkets, supermarkets and express stores across the country. An iconic brand in the Kingdom, the customer experience at BinDawood stores is focused on excellent value for money and outstanding customer service.

The first BinDawood store opened in Makkah in 1984, since when the brand has evolved into the number one grocery chain serving the two holy cities of Makkah and Madinah. BinDawood's stores are primarily strategically located at Saudi Arabia's most important locations across the Holy Cities of Makkah and Madinah, close to the Two Holy Mosques.

The brand is fondly referred to as 'the Pilgrim's Brand' by many, as it holds a special place among religious visitors to Saudi Arabia, who often make a point to visit BinDawood stores.

In addition to bringing the latest local, regional and international goods and brands to its stores, BinDawood has gained a significant online presence having launched its e-commerce application, the BinDawood App, in 2019. Together, the in-store and App-based offerings provide loyal BinDawood customers with unmatched standards of quality, value, service and convenience. BinDawood stores employ over 3,000 employees across the store network. BinDawood is actively pursuing expansion into the Central Region, recognising the tremendous potential of this rapidly growing retail market. In 2024 BinDawood rebranded its convenience store format to 'BinDawood Dash', as described overleaf.

Franchisee Agreement with The Regional Group

In 2024, BinDawood Holding entered into a strategic franchise agreement with The Regional Group, authorising the establishment and operation of eight supermarket branches under the BinDawood brand in Qatar. Since then, the Company has been working closely with its partner on regulatory, operational and market-entry preparations, ensuring a structured and well-governed rollout aligned with local requirements and market conditions. The first store in Qatar, under the franchise agreement, was launched in February 2026.

This represents a firm commitment to regional growth, leveraging the Group's proven retail operating model and brand strength, while optimising capital efficiency through a franchise structure.

By utilising this commercial franchise model – a key pillar of its long-term strategy – BinDawood Holding is focusing on scalable growth. This approach allows the Company

to leverage local market expertise, accelerate its regional penetration, and provide customers with broader access to its high-quality products. Ultimately, this expansion aligns with the Company's vision to become a leading regional retail powerhouse, setting the stage for sustained success and further growth opportunities across the competitive Gulf market.

► Retail
Distribution
Technology
Manufacturing

الدانوب
Danube

Danube Supermarkets

The Danube brand is one of the most esteemed high-end grocery retail brands in Saudi Arabia, synonymous with the highest quality product offering and fresh produce, including the widest range of organic and speciality products in the Kingdom.

Known for its premium quality and hand-picked exclusive imported goods, Danube has become synonymous with excellence in supermarket retailing.

Since joining BinDawood Holding in 2001, Danube has experienced remarkable growth, expanding to 72 stores across Saudi Arabia and employing over 7,000 people. The brand marked its entry into Makkah with the opening of two stores between August and December 2021. In 2022, Danube achieved another milestone with the opening of its first international store in Bahrain.

Danube has gained widespread acclaim for its innovative approach to grocery retail and has been a trailblazer in the e-commerce grocery sector. Its pioneering move was the launch of Danube Online in 2017, accessible through both a website and a mobile App. This platform has enabled Danube to provide delivery services to customers in cities across Saudi Arabia, setting a high standard for convenience and customer satisfaction.

In recent years, Danube has diversified its offering by venturing into the convenience store segment. The brand has exclusive outlets, for example at the Haramain High-Speed Railway Station. In 2024, Danube launched a new brand for its convenience store format, 'Danube Dash', as described below.



BinDawood Dash and Danube Dash

In 2024 BinDawood and Danube unveiled new identities for their Express Stores format, under the brands 'BinDawood Dash' and 'Danube Dash'. These stores, are convenient, quick-stop outlets that cater to the needs of busy shoppers. They have been meticulously designed to offer a carefully curated selection of premium quality, imported goods. By blending convenience with a world-class product range, these stores provide a seamless and elevated shopping experience for busy travellers, setting a new benchmark for retail innovation. As at year-end 2025, 14 Dash stores were fully operational.

This initiative not only reflects a commitment to enhancing customer satisfaction but also solidifies BDH's position as a forward-thinking retailer, continuously adapting to the evolving demands of the Saudi market.



► Retail
Distribution
Technology
Manufacturing

صيدليات
زهرة الروضة
ZAH RAT ALRAWD AH

Zahrat Al Rawdah Pharmacies

At the beginning of 2025, the legal formalities were completed for the acquisition by BDH of Zahrat Al Rawdah Pharmacies, a well-known retail pharmacy chain in Saudi Arabia.

The acquisition strategically enhanced the Company's footprint in the health and wellness sector, reinforcing its commitment to customer engagement through a more diverse range of offerings.

Headquartered in Riyadh, and with 204 pharmacies located across key regions of the Kingdom, Zahrat holds a strong position in the Saudi retail pharmaceutical market. The chain is renowned for its broad selection of healthcare products, including prescription and over-the-counter medicines, medical supplies, wellness and personal care items.

Zahrat's integration into the Group has significantly strengthened BinDawood Holding's retail presence. The addition of these pharmacies is enabling BDH to provide a comprehensive retail experience, positioning the Company as a leading retailer in Saudi Arabia with a unique combination of everyday essentials and healthcare products. During 2025, there was a net increase of 28 Zahrat pharmacies across its portfolio, including 27 outlets embedded into existing BinDawood and Danube stores, as well as an additional 14 new standalone locations.

The acquisition of Zahrat aligns with BDH's broader strategy to support Saudi Arabia's Vision 2030 by diversifying its portfolio and incorporating health and wellness offerings into its stores.



Retail
Distribution
Technology
Manufacturing



Jumairah Trading Company

In Q3 2024, BinDawood Holding acquired Jumairah Trading Company in Saudi Arabia, a business engaged in wholesale, retail and distribution. It conducts its operations through four divisions – luggage, food, toys and households – in each of which it holds the distribution rights for internationally acclaimed brands.

The acquisition was in line with the Company's strategic vision to expand its distribution operations and reduce supply chain risks, thereby improving profit margins through vertical integration and leveraging operational strengths.

This strategic move aligns with BinDawood Holding's long-term objectives of controlling more aspects of its supply chain to increase efficiency and profitability. Through this acquisition, BDH aims to attract a range of local and international agencies, capitalising on its extensive network of branches across Saudi Arabia. This in turn is likely to enable the Company to offer a wider array of products, further strengthening its position in the market and enhancing customer satisfaction.



Retail
Distribution
Technology
Manufacturing



Toy Triangle

In October 2025, BinDawood Holding successfully completed the acquisition of Toy Triangle, a leading toy developer and distributor with over 30 years of experience in the GCC market.

Toy Triangle has built a strong market position through its extensive sales and distribution network, robust collaborations with suppliers and retail partners, and a commitment to accelerating growth in the regional toy industry. Its portfolio includes well-known toy brands such as Lego, Teamsterz, Little Tikes, and Frozen.

This strategic acquisition strengthens BDH's presence in the entertainment and educational product segments. Significant growth opportunities exist in this space, driven by category expansion and new product introductions.

Synergistic opportunities between Toy Triangle and the Company include:

- Diversification of Toy Triangle's product offering, enhancing the range of toys and educational products available to customers
- Expansion of the distribution network, reaching more retail partners across the Kingdom
- Strengthening the omni-channel presence, ensuring an integrated shopping experience for customers both online and offline

This collaboration marks a significant step in BDH's commitment to providing innovative products and experiences for children and families throughout Saudi Arabia. By combining resources, expertise and market reach, BinDawood Holding and Toy Triangle aim to maximise market opportunities and deliver greater value to customers and stakeholders, supporting sustainable growth in the Kingdom's toy industry.



Overview
Our Brands and Subsidiaries

Retail
Distribution
Technology
Manufacturing

Ykone

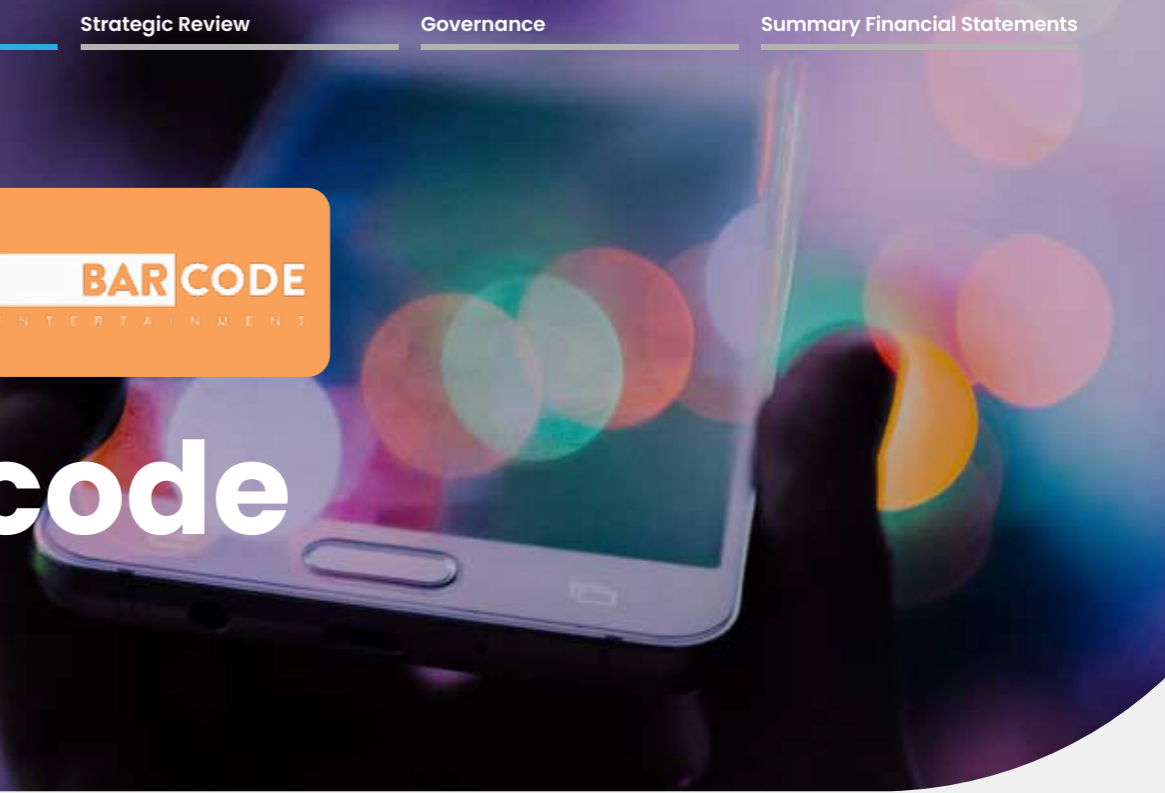
Ykone



Retail
Distribution
Technology
Manufacturing

BARCODE
ENTERTAINMENT

Barcode



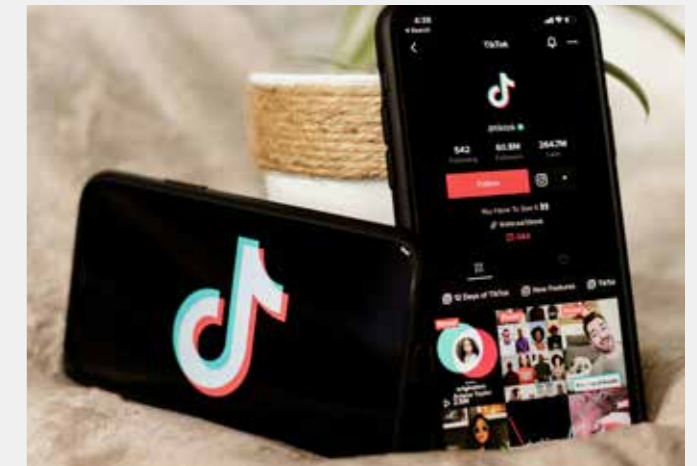
In 2022, through its wholly owned subsidiary Future Retail for Information Technology Company – a technology and retail solutions investment vehicle – BinDawood Holding acquired a majority stake in Ykone, a profitable international influencer marketing agency with a proprietary technology offering, focused on retail, travel, beauty, fashion and luxury brands, with a presence in Europe, Asia, the US and the Middle East.

Ykone, headquartered in Paris, provides end-to-end services on strategy, talent management, content production and monitoring to leading brands across the globe, including in the MENA region.

This strategic investment positions BDH to maximise the growth opportunity represented by retail e-commerce through digital marketing, and to further deepen its e-commerce value chain.

In 2024 Ykone acquired an 85% stake in Barcode, a prominent Indian content and influencer agency, strengthening its position in the industry with a turnover nearing \$100 million. This acquisition has allowed Ykone to tap into India's rapidly growing luxury market, which is expected to reach \$200 billion by 2030, and benefit from the country's vast social media audience.

Barcode's talent division, CLICK MEDIA, represents top Indian influencers, enhancing Ykone's ability to connect brands with influential figures.



MIRROR | THE/DIGITAL
/PROTOTYPE

Investments in Mirror Mirror and The Digital Prototype

In December 2025, FTRF effectively acquired a majority shareholding in Mirror Mirror Group, the Paris-based creative production house for luxury brands. Through a strategic merger arrangement, FTRF and Mirror Mirror joined forces within ONE, a newly formed group dedicated to supporting luxury brands in their storytelling.

This alliance brought together more than 400 employees across 20 international cities. It has been designed to meet the growing demand from brands for both creativity and global execution, at a time when the influencer marketing market is experiencing hyper-growth.

Ykone's expertise in influencer strategy and its international platform are now combined with Mirror Mirror's artistic excellence and production capabilities. ONE also integrates Ykone's previous acquisitions, including Barcode, Bold and Campaygn.

In July, Ykone acquired a majority stake in The Digital Prototype, a Paris-based specialist in talent management, influencer marketing and content creation. This strategic move aims to strengthen Ykone's subsidiary Bold Management's presence in the market and enhance its talent portfolio as part of its ultimate goal to become Europe's leading talent management agency.

These transactions add more services in the influencer marketing space, with an increased number of clients and better reach in the countries in which these businesses operate.



International Applications Company

Following the successful acquisition in 2022 of International Applications Company ("IACO"), the developer and operator of BinDawood Holding's Danube and BinDawood e-commerce channels, the Company is focused on increasing its online sales as a percentage of total revenue.

BDH plans to achieve this by strategically expanding its network of dark stores across the Kingdom. This expansion aims to enhance the overall customer experience through swift delivery of online orders and a 100% fulfilment rate.

The strategy involves establishing dedicated dark stores for online operations under IACO, which will improve inventory management accuracy and provide live

displays for customers. Additionally, the plan includes increasing the number of stock keeping units in each dark store in order to offer customers broader choice.

In this context, in 2025 the Company piloted its first fully automated business-to-business mega dark store in Bahrah, Jeddah. This initiative has increased capacity to meet the needs of its online operation and drive revenue growth, in which IACO will play a major part.

Looking ahead, the Company plans to operate approximately 10 such automated stores across the Kingdom in the coming years. These stores will be strategically located in different cities, based on demand.



Wonder Bakery

In 2025, the Company acquired a majority stake in Wonder Bakery, a leading industrial bakery headquartered in Dubai, UAE. Established in 2014, Wonder Bakery employs over 200 individuals and operates a full-solution manufacturing facility, consistently producing a diverse range of fresh and frozen bakery products.

Wonder Bakery serves over 650 B2B clients, including five-star hotels, restaurants, cafés, supermarkets and airlines. While the company does not operate its own online sales channel, its products are accessible to end consumers through third-party online delivery platforms such as Talabat and Noon, enhancing market reach across the UAE.

The company offers an extensive product portfolio of over 500 SKUs across five main categories: breads, Viennoiseries, pastry, puff pastry and savouries, and hot kitchen items. The hot kitchen segment was launched in 2022 following the establishment of a new food manufacturing facility in Dubai Industrial City.



In March 2022, Wonder Bakery inaugurated an expanded 62,000 sq. ft. facility, representing an investment of AED 50 million, strengthening its production capabilities and operational efficiency.

This strategic acquisition aligns with BDH's vision to expand its food and bakery offerings across the GCC, leveraging Wonder Bakery's manufacturing expertise, diverse product range and established B2B network.

By integrating Wonder Bakery into its operations, BDH aims to enhance product availability, improve supply chain efficiency and deliver greater value to customers and stakeholders. Completion of all acquisition-related formalities is expected in H1 2026.