



Driving  
sustainable  
profitability  
through resilience  
and innovation



# INVESTOR PRESENTATION

Q3 2024 & 9M 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 173 pharmacies strategically located across the Kingdom, ensuring accessibility and convenience for its customers.

--- Acquisition subject to legal formalities / 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

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Advantage Retail

## 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
- 401k 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 5.5m loyalty customers

### IACo

Mega Dark Store (fully automated) expected in Q4 2024

Vast network of Dark Stores & fleet network overall the KSA

34

Online stores opened with Jahez Delivery app

### Ykone

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

### 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

### Retail Pharma

- BDH signed SPA to acquire Zahrat Al Rawdah Pharmacies LLC.
- 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 173 pharmacies in major cities of KSA including Riyadh, Makkah and Medina.
- The Company is also enrolled in Wasfaty Program in FY22.

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## CEO MESSAGE



**Ahmad AR. BinDawood**  
Chief Executive Officer

*"The performance for 9M 2024 has set us on a trajectory of stable growth, underscoring our unwavering focus on efficiency. As of 9M 2024, we achieved revenue growth of 2.4%, whilst improving gross margin to 32.5% from 31.1% in the corresponding period of 2023. Despite the competitive market, we have maintained our Q3 2024 performance, with revenue reported at SAR 1,361.3 million compared to SAR 1,358.8 million in Q3 2023. However, we have improved our gross profit margin from 31.0% to 33.0%.*

*Our commitment to growth and customer-centric strategies has propelled sales increases and expanded our market share, backed by a loyal customer base of over 5.5 million. To further enhance convenience and optimize e-commerce fulfilment, we are set to launch a new mega dark store in Q4 2024, alongside ongoing improvements to our express store format to align even more closely with customer needs.*

*Recent unveiling of our flagship store in Madinah and the acquisition of Jumairah have broadened our distribution network and market reach, paving the way for further growth opportunities and positioning us for sustained expansion. FTR & Distribution Model delivered impressive revenue growth in Q3 2024, driven by the growth in e-commerce, rising demand for digital services, and the strength of our Distribution Segment.*

*I am excited to share that BDH has signed an agreement for the acquisition of 100% of Zahrat. This acquisition is in perfect alignment with our strategic vision and bolsters Saudi Arabia's Vision 2030 by venturing further into the health and wellness sector and enriching our store network. By incorporating Zahrat's 173 pharmacies into our retail landscape, we are set to establish a comprehensive destination for our clients, offering an extensive array of medical, wellness, and personal care products. This move positions BinDawood Holding as the pioneering retailer in the Kingdom of Saudi Arabia to integrate pharmacy services within its stores, facilitating smooth access to healthcare products alongside everyday essentials. This reflects our dedication to enhancing customer engagement and fostering sustainable growth in the long term.*

*To conclude, I am thrilled to announce our exciting new franchise agreement with The Regional Group Company, which will see the development of our cherished BinDawood brand in Qatar, by opening of new branches."*





## OPERATIONAL HIGHLIGHTS & GROWTH STRATEGY

# KEY HIGHLIGHTS OF 9M 2024

## OPERATIONAL

**4,252.1 mn (+2.4%)**

Revenue (SAR) &  
YoY growth % in 9M'24

**1,381.0 mn (+7.1%)**

Gross Profit (SAR) &  
YoY growth % in 9M'24

**170.6 mn (+12.2%)**

Net Profit(SAR) &  
YoY growth % in 9M'24

**4.0% (+0.3% YoY)**

Net Profit Margin (%)

**Dividend of SAR 0.1/share**

Dividend for H1 2024 is declared at  
SAR 0.1/share

## STRATEGY

### Acquisition of Zahrat

Will become the first retailer in Saudi Arabia to offer in-store pharmacy services, integrating Zahrat's network of 173 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 9M 2024

- Opened 7 stores (3 Supermarkets, 3 express stores & 1 Hypermarket)
- Launched first ever Danube Hypermarket in Madinah
- A Mega Dark Store will launch in late 2024 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



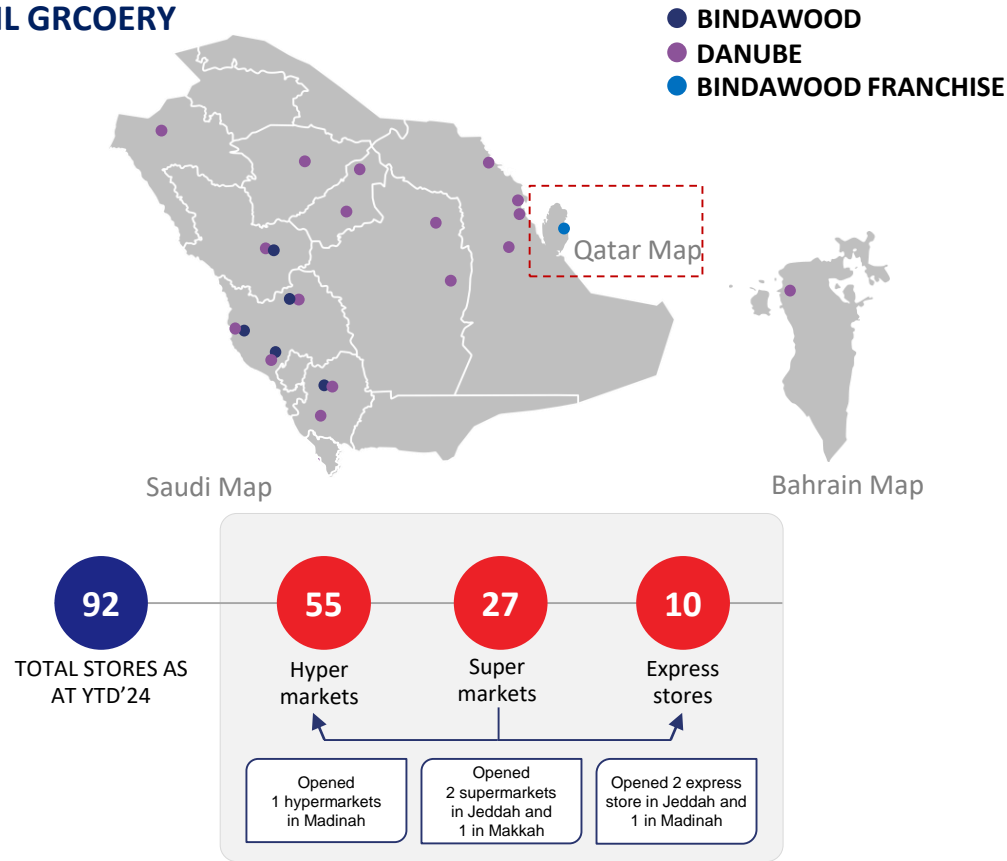
Launch of Express Store Brand – "Danube dash"

Source: Company Information Q3'2024, 9M'2024 FS.

--- Acquisition subject to legal formalities / Franchise Model agreement signed; stores are yet to be opened

# GEOGRAPHICAL COVERAGE

## RETAIL GRCOERY

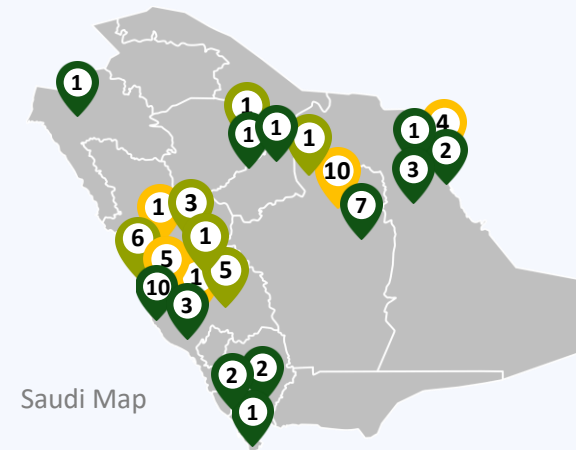


- Opened 7 stores (3 Supermarkets, 3 express stores & 1 Hypermarket)
- BDH signed a franchise agreement with The Regional Group Company to open "BinDawood" branches in Qatar.
- 2 dark stores and 34 online stores opened with Jahez delivery app and adding more partners under futuristic approach
- Signed SPA to acquire Zahrat's retail chain of pharmacies having 173 locations.

## YKONE



## ONLINE STORES



21 ONLINE  
DARK STORES

17 ONLINE  
IN-STORES

34 JAEHZ REGULAR  
STORES

## RETAIL PHARMA



Acquisition subject to legal formalities / 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 5.5 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 173 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.

--- Acquisition subject to legal formalities / Franchise Model agreement signed; stores are yet to be opened



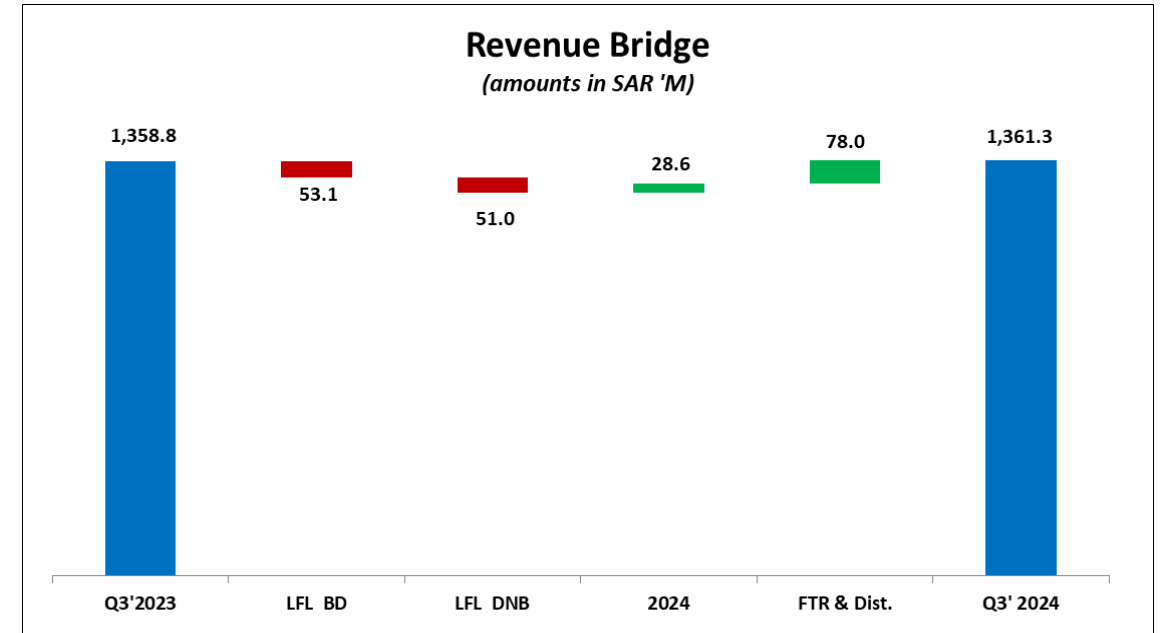
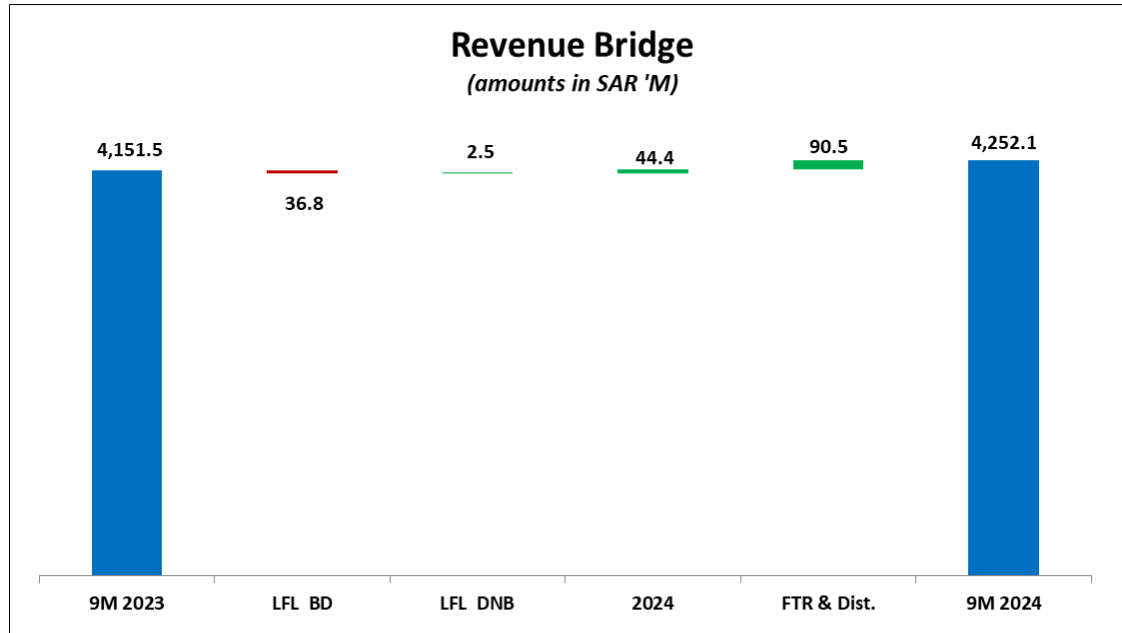


**TRADING UPDATE**





# REVENUE BRIDGE: Q3'2023 VS Q3'2024 & 9M'2023 VS 9M'2024



**Revenue for 9M'24 increased by 2.4% compared to 9M'23, and for Q3'24 by 0.2% compared to Q3'23, driven by both BinDawood and Danube stores:**

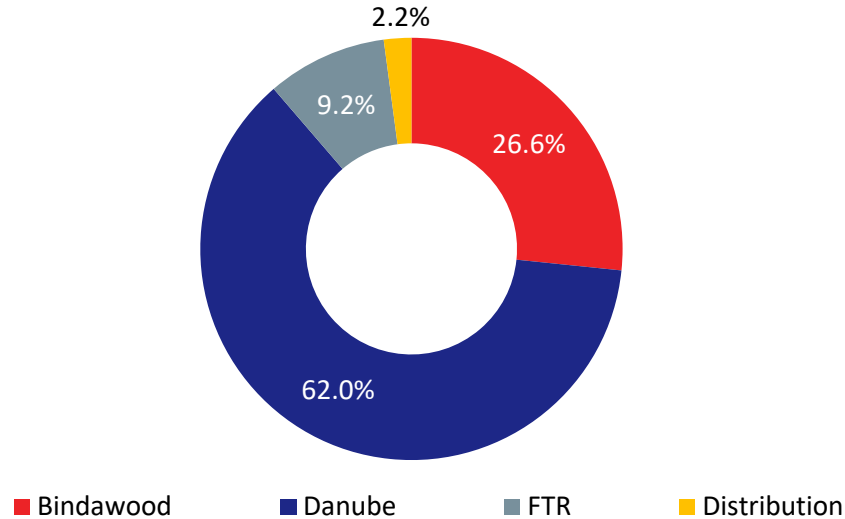
- The Company improved revenue and grew market share due to the loyalty program's success, data-driven decisions, and a better product mix.
- BinDawood stores revenue decline primarily due to two store closures in Q4 2023 and Q1 2024 in addition to the absence of the seasonal shift that contributed to the influx of pilgrims last year in Q3 2023 as opposed to current year in Q2 2024. Adjusted for these closures, sales grew by 3.5%.
- Danube stores sales surge, driven by strong same-store performance, new openings, and customer loyalty and 9.1% growth from point of sales customers.
- The Jumairah acquisition boosted overall revenue, and Future Tech Retail (FTR) reported a 37% growth. FTR's performance has improved due to substantial growth in Ykone's Middle East and in IACo's ecommerce and digital services.

Source: Company Information 9M'2024 & 2023 (interim FS) and FY 2023.



# REVENUE BY SUBSIDIARIES & BY SEGMENT

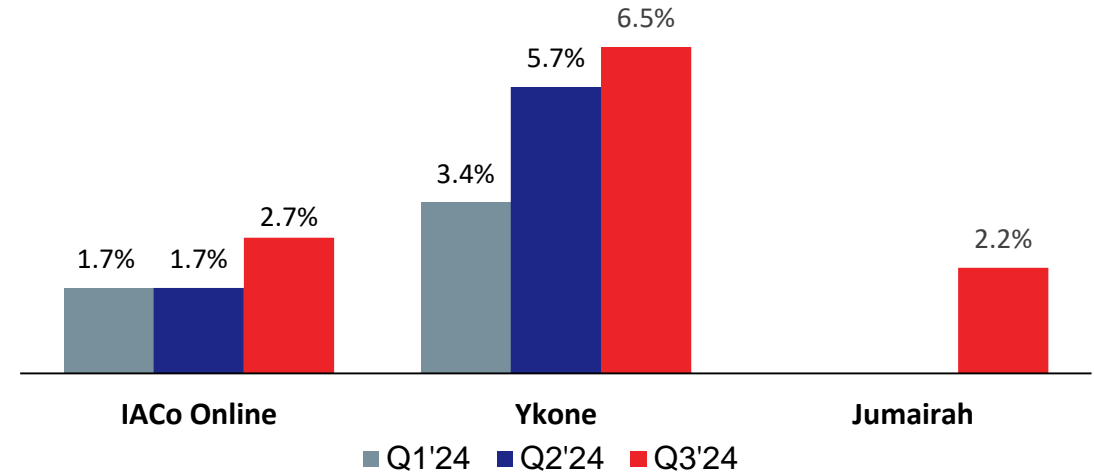
Revenue by Subsidiaries – Q3 2024



## Revenue by Subsidiaries:

- Among BDH's subsidiaries, Danube is the largest contributor, accounting for 62.0% of overall revenue, followed by BinDawood at 26.6%. FTR contributes 9.2%, while the Distribution Segment represents a smaller share of 2.2%.

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

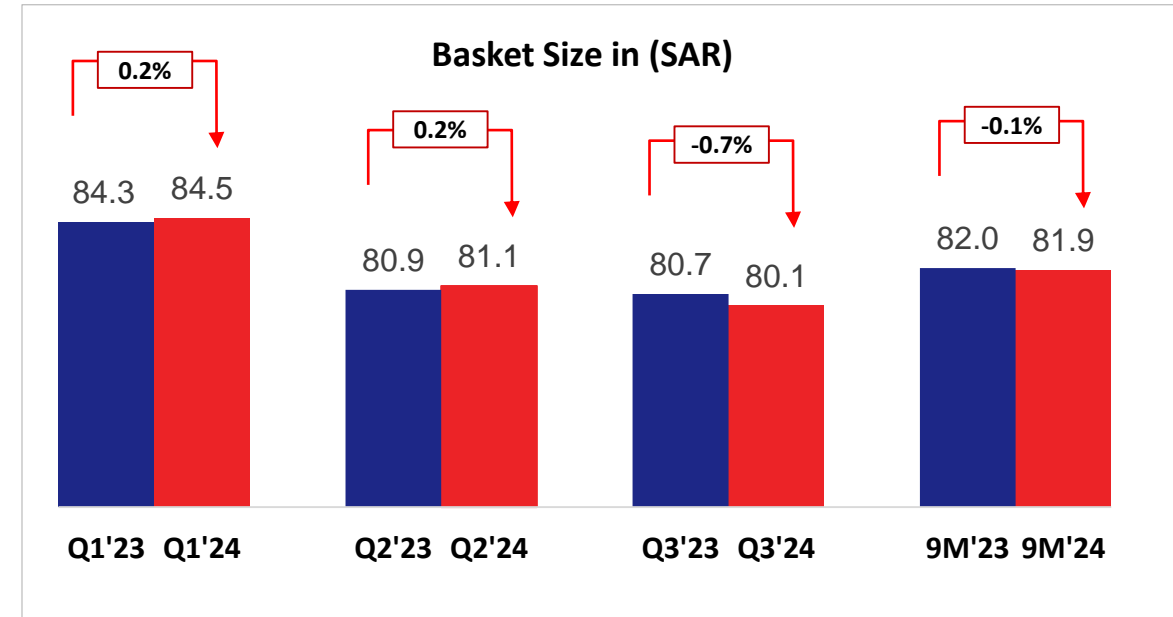
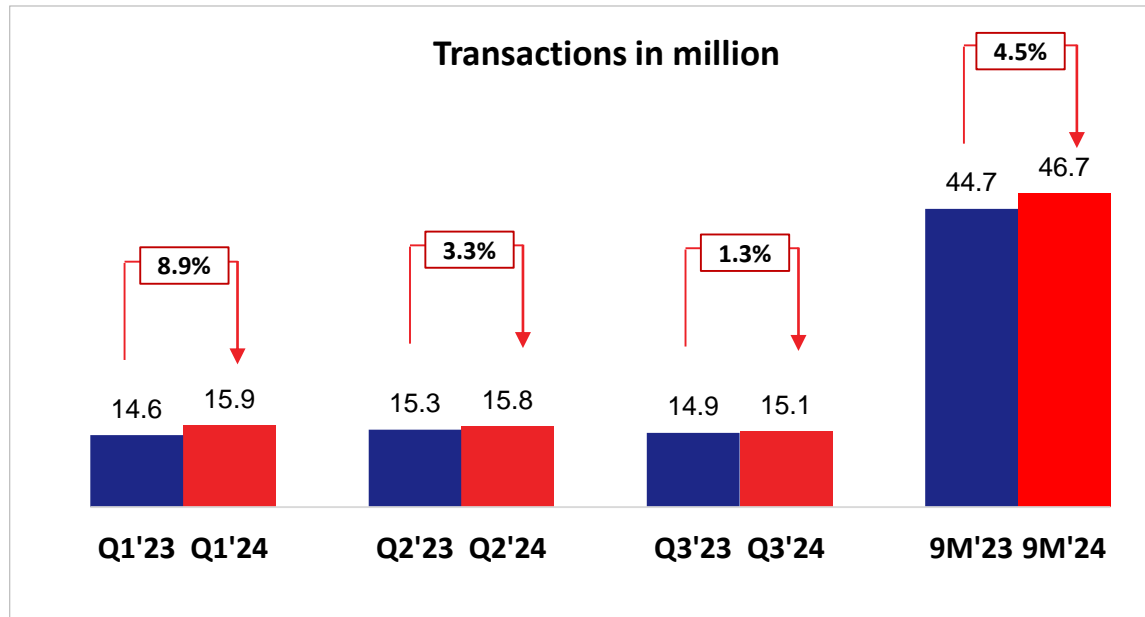


## Contribution of IACo Online, Ykone and Jumairah to total BDH's performance:

- IACo online contribution to BDH's total revenue has steadily increased throughout 2024.
- Ykone has achieved a remarkable contribution of 6.5%, reflecting strong performance.
- Jumairah, despite being a relatively recent acquisition, has made a notable contribution of 2.2%.



# TRANSACTIONS AND BASKET SIZE

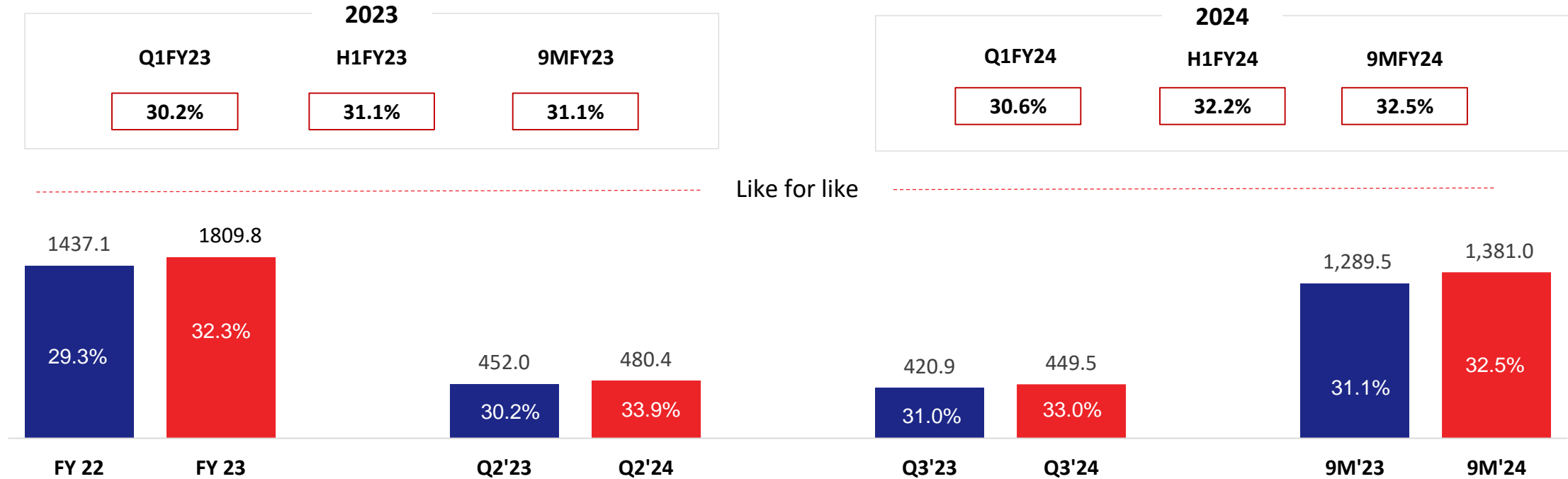


- In Q3 2024, total transactions increased by 1.3% compared to Q3 2023, driven by stronger customer engagement, improved customer experience, and valuable insights into customer behavior from the loyalty engine.
- For nine-month, total transactions increased by 4.5% in 9M'24 vs 9M'23 reflecting sustained frequency of customer visits to stores.
- Basket size remained flat with a slight decrease of 0.1% in 9M'24 as compared to 9M'23

Source: Company Information 9M'2024 & 2023 (interim FS) and FY 2023 Audited FS.

# 9M 2024 TRADING UPDATE

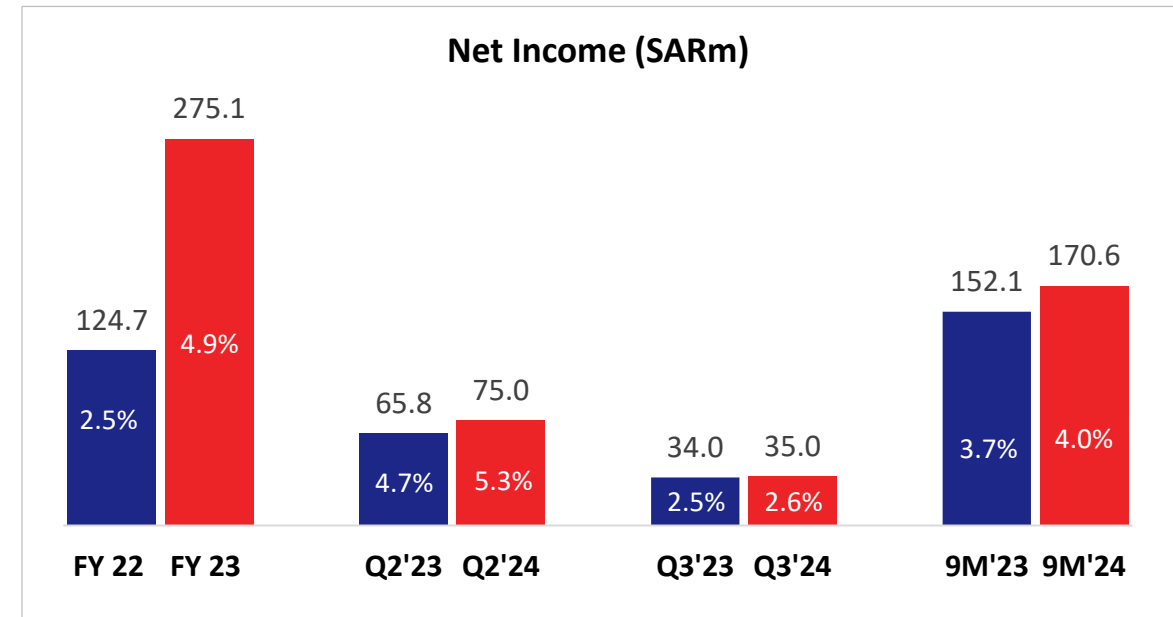
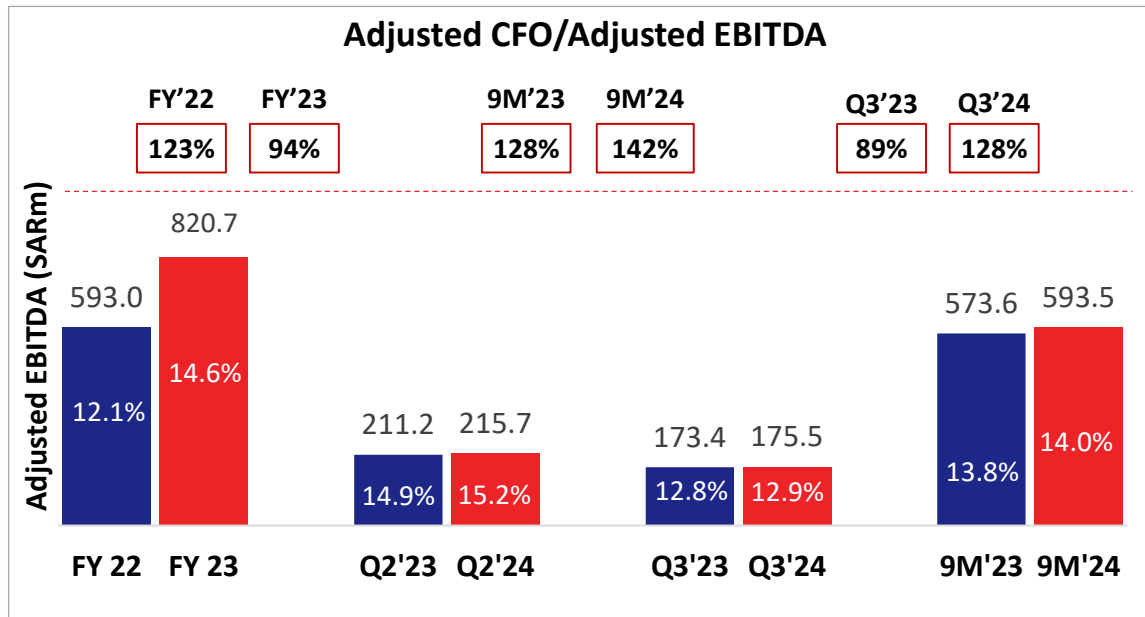
## Gross Profit Margin & Gross Profit (SARm)



- In Q3'24, the Gross Profit totaled SAR 449.5 million, reflecting a solid 6.8% increase from SAR 420.9 million in Q3'23.
- Gross profit for the first 9M 2024 reached SAR 1,381.0 million, or 32.5% of sales, compared to SAR 1,289.5 million, representing 31.1% 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 and enhancing supplier support through improved visibility on contracts compared to the previous year.

Source: Company Information 9M'2024 & 2023 (interim FS) and FY 2023, FY 2022 Audited FS.

# 9M 2024 TRADING UPDATE



\* Net Profit excluding non-recurring rent relief in FY 2023

- Adjusted EBITDA slightly increased to SAR 175.5 million in Q3'24 from SAR 173.4 million in Q3'23.
- Whereas, EBITDA margin rose to 14.0% in 9M'24, up from 13.8% in 9M'23.
- Adjusted CFO/Adjusted EBITDA increased to 142% in 9M'24 as compared to 128% in 9M'23.

- Net profit surged by 12.2% to SAR 170.6 million in 9M'24, compared to SAR 152.1 million in 9M'23, representing a net profit margin of 4.0% as compared to 3.7% in the corresponding period of 2023. This is the cumulative impact of increased sales and gross margin, offset by increased operational expenditure
- In Q3'24, the Company's net profit rose by 2.9% to SAR 35.0 million, compared to SAR 34.0 million in Q3'23.

Source: Company Information Q3'2024, 9M'2024 FS.

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

# 9M 2024 TRADING UPDATE

## Trade Working Capital (SARm)

### Trade Working Capital

Trade working capital declined by 18.9% vs. 9M'23 and 43.2% vs. FY23, primarily driven by:

### Accounts Receivables & Prepayment

Decline in receivable balances during the first nine months of 2024 is attributed to BDH's successful efforts in collecting receivables from its corporate clients. The company has made a conscious decision to scale back business activities and recover outstanding receivables from corporate customers.

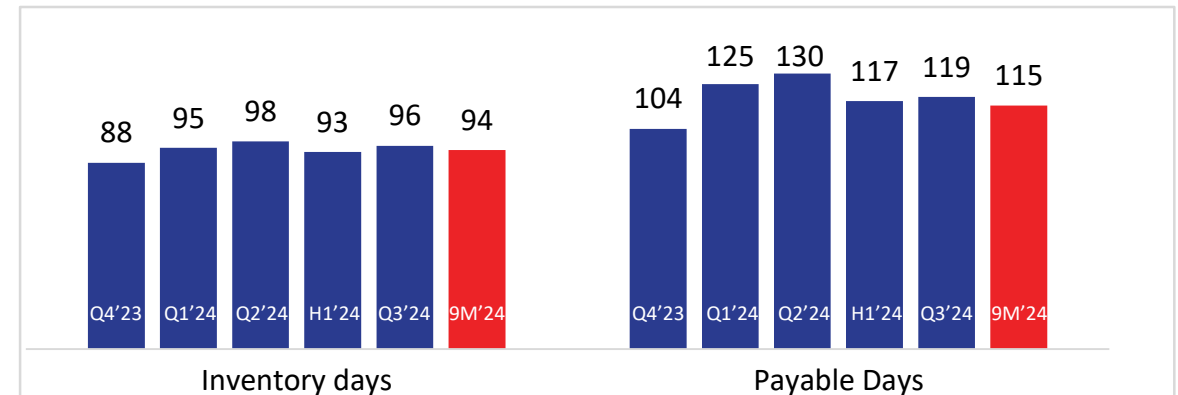
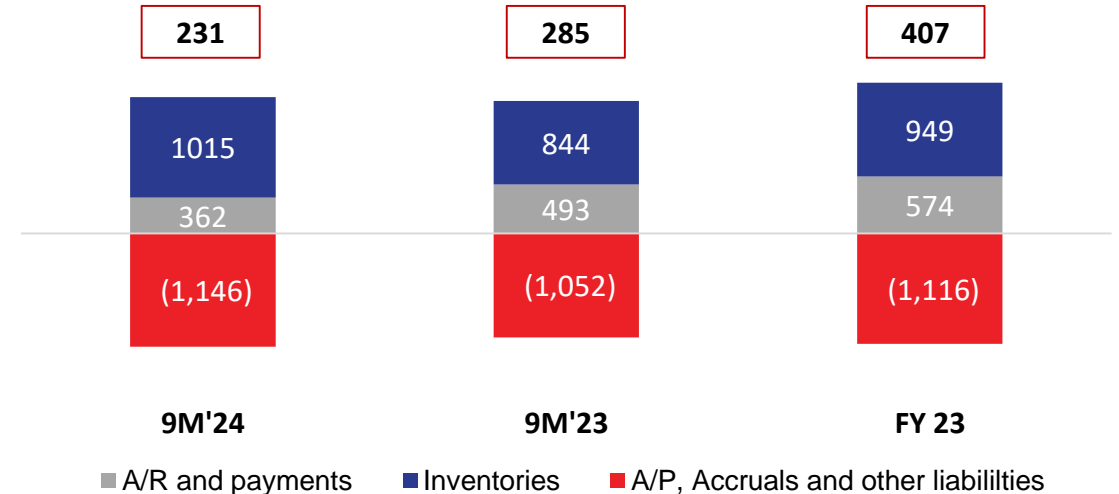
### Accounts Payables, Accruals and other Liabilities

Increase in payables resulted from increased purchases due to new store openings during the period. Further increases are due to additional purchases for upcoming stores in Q4 2024.

### Inventory

Additionally, inventory levels have risen by 20.3% compared to 9M'23. This increase is due to the opening of six new stores in 9M'2024. One more store has opened after 9M'2024, with two additional openings planned for Q4'2024.

### Trade Working Capital (TWC)<sup>1</sup>



Source: Company Information 9M 2024, Q3 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)





## 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 7 stores and 2 more stores this year, then 6-7 annually.
- Focus on Riyadh and Western Region.
- Expand into convenience stores.

#### Retail Pharma

- Integrating Zahrat's pharmacies will create a one-stop destination for wellness, personal care, groceries, and pharmacy services.

#### Retail Tech via FTR

- **Ykone** plans aggressive expansion in the USA, UK, China, and Asia.
- **IACo** to launch a Mega Dark Store, boosting online and physical fulfillment.

#### Distribution

- BDH to attract international agencies via Jumairah, leveraging its KSA retail network

#### Franchise Model

- Agreement with The Regional Group in Qatar will help BDH realize its expansion plan in GCC Region

### MARKET SHARE

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

- Expand market share with a **competitive product range**.
- Enhance product variety using **AI-driven loyalty engines**.
- Integrate fintech and data analytics to boost **customer basket size**.
- BDH will become **KSA's first retailer to integrate pharmacies with supermarkets**, boosting market share.
- **Grow distribution** with global brands to expand range and market share.
- **Mega Dark Store** boosts fulfillment for physical and online, driving market share growth.

#### Retail Tech (Ykone)

- Drive market growth via acquisitions, diverse clientele, and talent initiatives.

### CUSTOMER EXPERIENCE

- Elevating premium offerings and services while introducing diverse solutions.
- Cultivating new customer engagement strategies.
- Tailoring shopping experiences to individual preferences.
- Fostering competitiveness through a focus on quality.
- Acquisition of retail pharmacies demonstrates the Company's commitment to enhancing customer engagement.
- The strategy being pursued will also support long-term sustainable growth.

### MARGIN GROWTH

- **Cost rationalization** involves resizing and relocating stores based on customer traffic
- **Data analytics** lowers customer acquisition costs, drives sales of higher-margin products, and enhances transaction values, leading to more efficient promotional spend.
- **Operational efficiency** has improved through task automation.
- **Retail pharmacy** provides substantial margins, enhancing profitability post-consolidation.
- This positions us for stronger financial performance and enables further **investment in growth opportunities**.

### CASHFLOW & INORGANIC GROWTH

- Improved working capital and higher business volume boosted cash flow.
- Stronger cash balance positions the company for new opportunities, including funding the Jumairah acquisition after H1 2024.
- Investment focus: Strengthen the retail, distribution and Fintech.
- Dividend of SAR 0.1 per share has been declared for H1 2024.
- The acquisition of retail pharmacies is partly financed through an external facility, but this is expected to be short-term.

## Appendix

## Core achievements

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

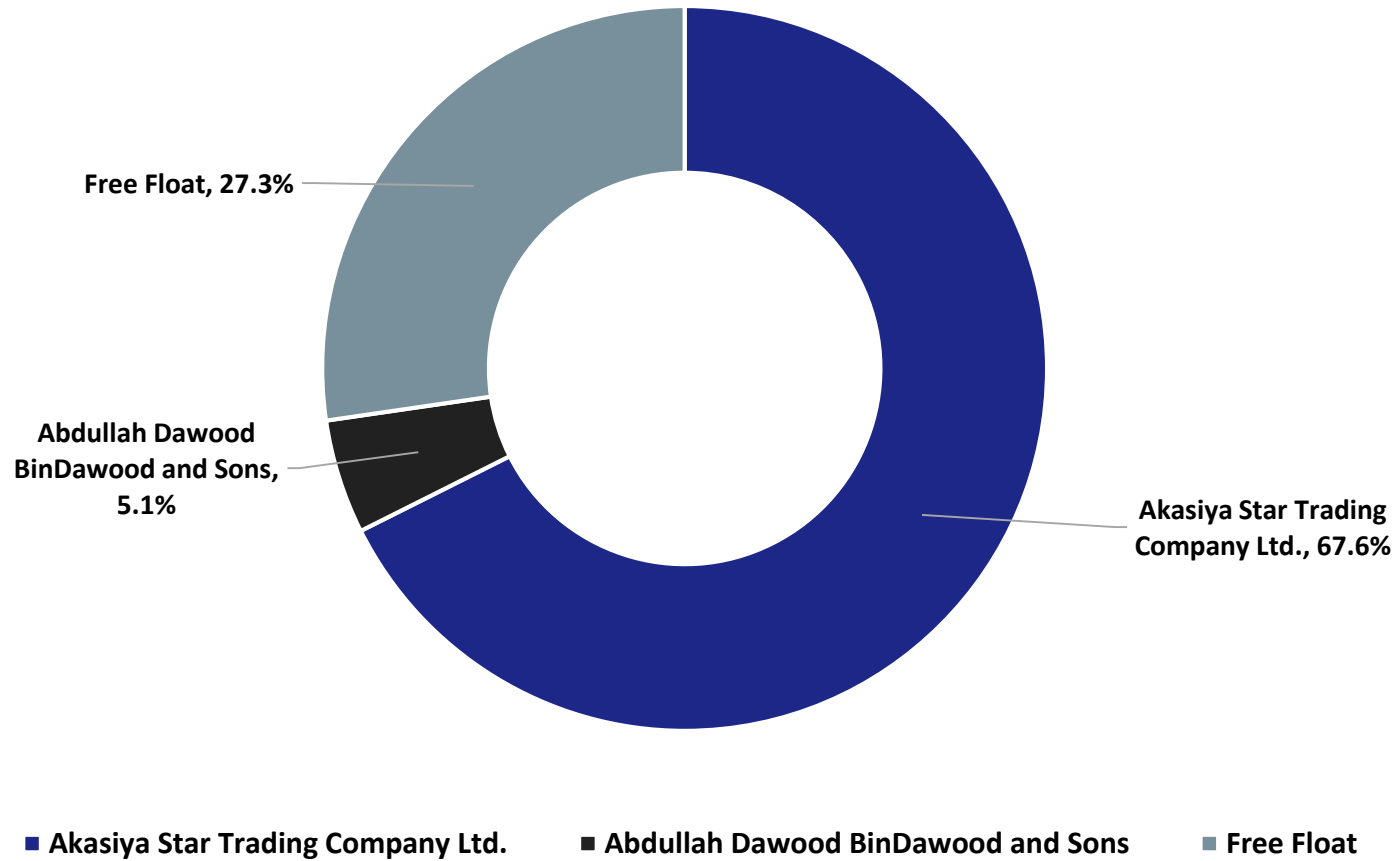
### Concise Profit & Loss

	9M 2023	9M 2024	YoY
<b>Sales</b>	4,151.5	4,252.1	+2.4%
<b>Gross Profit</b>	1,289.5	1,381.0	+7.1%
<b>Gross margin %</b>	31.1	32.5	+140Bps
<b>SG&amp;A</b>	1,073.4	1,146.9	6.8%
<b>Adjusted EBITDA</b>	573.6	593.5	3.5%
<b>Adjusted EBITDA %</b>	13.8	14.0	20Bps
<b>Net income</b>	152.1	170.6	12.2%
<b>Net income %</b>	3.7	4.0	+30Bps

Source: Company Information 9M and Q3 2024 FS.



# SHAREHOLDER STRUCTURE



# THANK YOU

BinDawood Holding Headquarters, KSA



Al-Madinah Al-Munawarah Rd, Al Naeem, Jeddah 21530



P.O. Box 51190 JEDDAH-21543



+966 12 605 3557

## INVESTOR ENQUIRIES:

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**Hassan Javaid**, (Head of Investor Relations)

➔ [hassan.javaid@danube.com](mailto:hassan.javaid@danube.com)