

# A Scalable Retail Platform with Selective, ROIC-Accretive Adjacencies

BinDawood Holding Company  
Investor Presentation  
FY 2025 (10 March 2026)

بن داود  
**DAWOOD**  
HOLDING القاهرة



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# About the BinDawood Holding Company

BinDawood Holding (Tadawul: 4161 and the Company), 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. BDH continues to shape the retail landscape through constant innovation and a steadfast commitment to excellence, operating under the following segments:

## Retail



**BinDawood:** A top-tier grocery superstore brand in Saudi Arabia, focused on value efficiency and customer service quality.



**Danube:** Positioned as a premium grocery retail brand, Danube is defined by quality, freshness, and a curated range of organic and specialty products.



**BinDawood and Danube Dash:** provide a premium express shopping experience through streamlined convenience outlets featuring curated imports for travelers and busy professionals.



**Zahrat Al-Rawdah:** A Saudi retail pharmacy chain operating 204+ outlets across the Kingdom.



**ETRE:** Operates as a premium retail store, combining household essentials and fashion-led products.

## Distribution



**Jumairah Trading Company (JTC):** JTC conducts distribution activities through core divisions—luggage, food, and white goods/households—with exclusive rights to global brands.



**Toy Triangle (TT):** TT, a leading toy developer and distributor with a 30+ year presence across the GCC.

## Tech



**Ykone:** headquartered in Paris, operates as a global influencer marketing platform, delivering integrated strategy, talent, and content solutions across Europe, Asia, the US, and MENA.



**International Applications Trading Company (IACO):** Operator of Danube and BinDawood e-commerce platforms, enabling fast delivery and data-driven engagement through dark stores and a loyalty program serving over 11 million customers.

## Food Processing



**Wonder Bakery (WB):** A Dubai-based industrial bakery producing fresh and frozen products for hospitality, aviation, and retail markets across the GCC.



**Danube Food Production:** Launched Fruterra (fresh produce), Trecot (Saudi-made premium meat), and a premium bakery offering under the Danube brand, supported by automated, quality-focused production.





# GEOGRAPHICAL COVERAGE

# Geographical Coverage



RIYADH – DAMMAM - JEDDAH



DUBAI

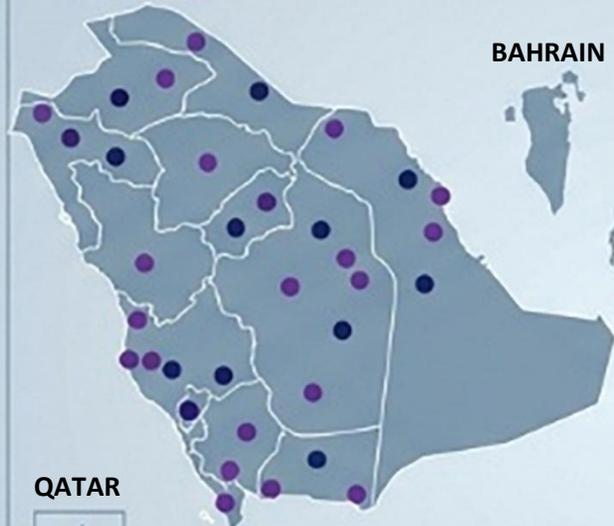
JEDDAH



DOHA



KUWAIT CITY



BAHRAIN

QATAR



\* During Feb 2026 a new branch opened in Qatar under Franchise Agreement



Dammam – Al-Qasim – Al-Ahsa – Riyadh  
Eastern Province - Afif – Medina – Makkah - Jeddah



## Ykone



Ykone has presence in 13 countries  
and 18 cities (worldwide)

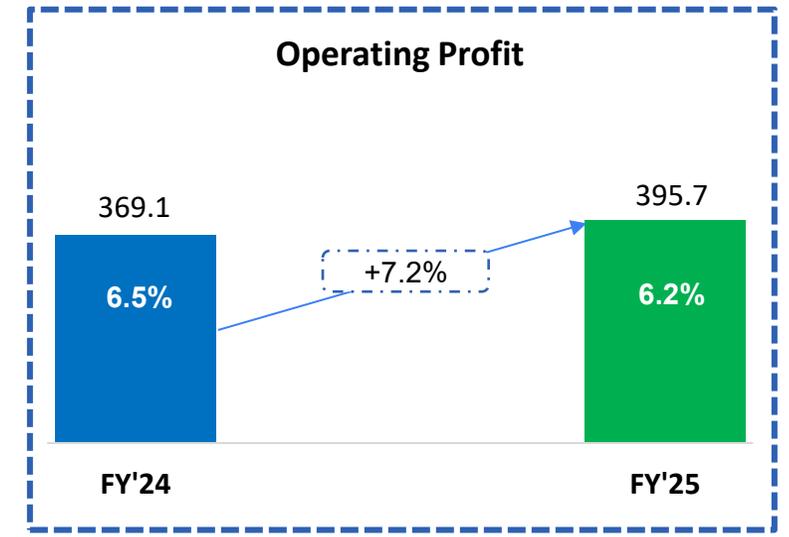
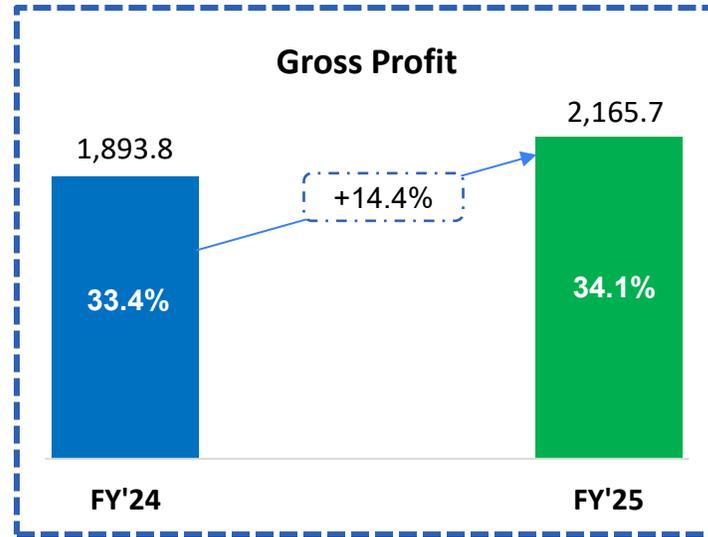
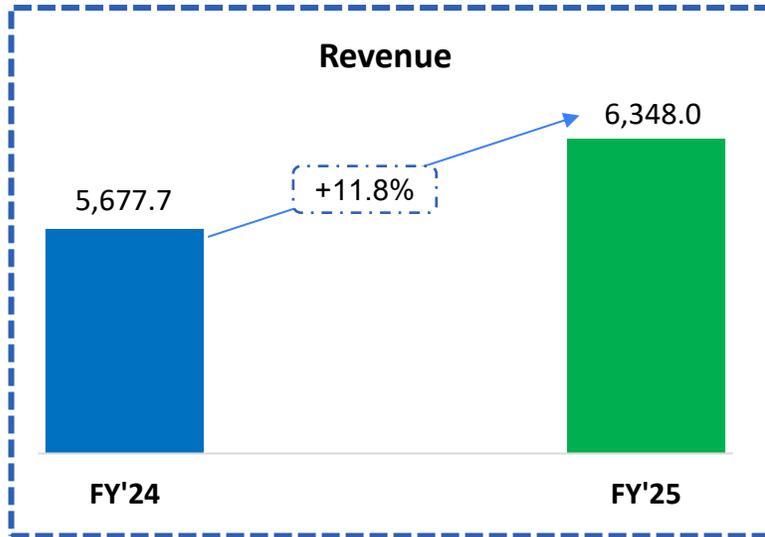


13 Online Dark Stores  
29 Online In-Stores  
47 3<sup>rd</sup> Party Delivery App Stores

# CEO Perspectives: 2025 Year in Review



# BDH's Financial Performance Snapshot



\* Amount in SAR millions

Source: Company Information FY'2025 FS

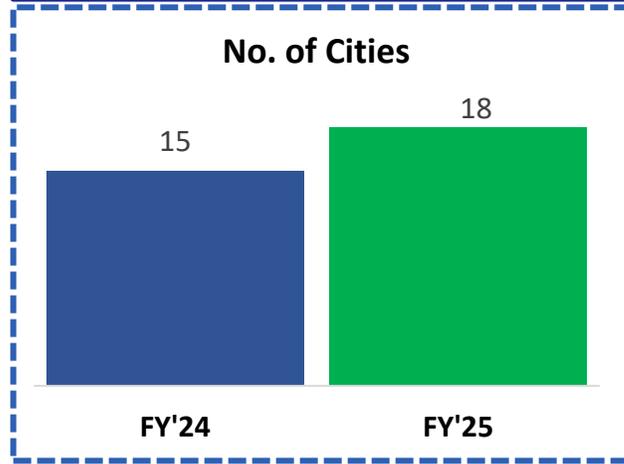
# BDH's Operational Performance Snapshot (1/2)

بن داود  
DAWOOD

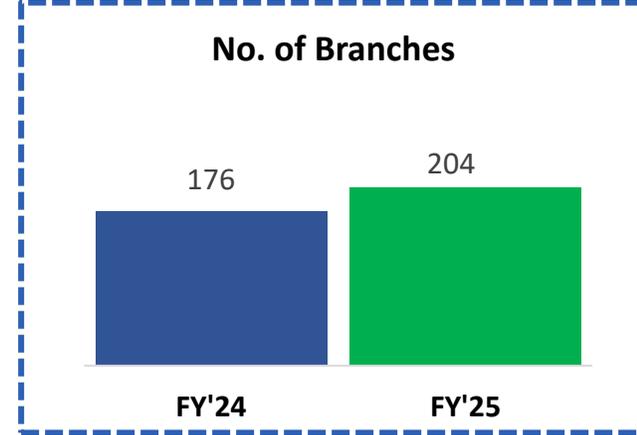
الدانوب  
Danube



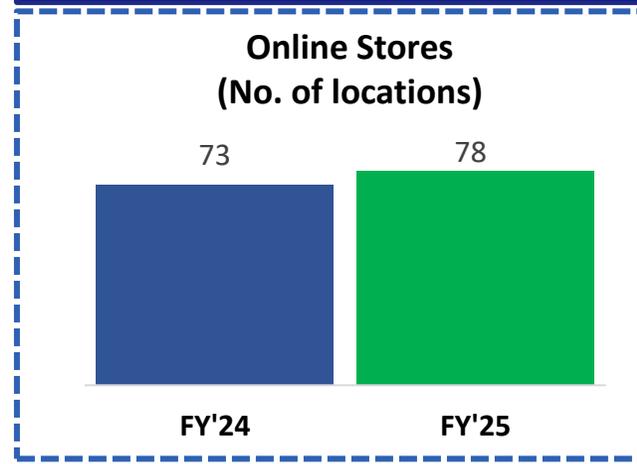
**Ykone**



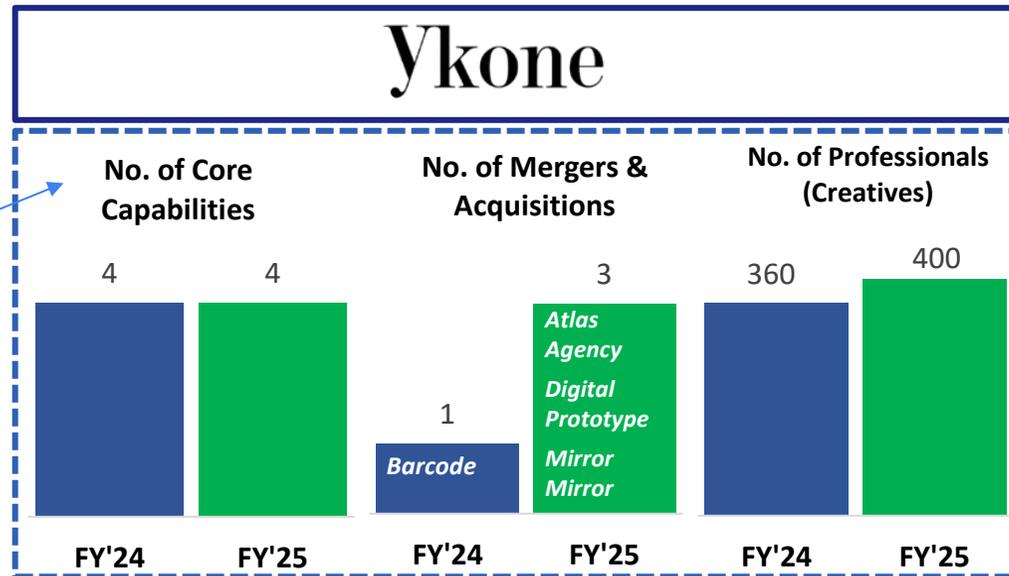
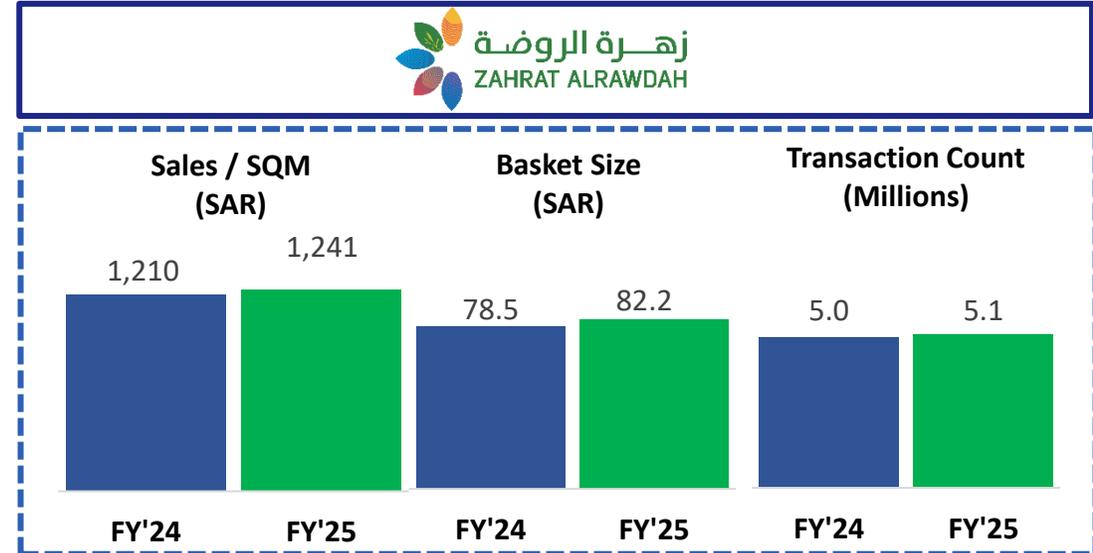
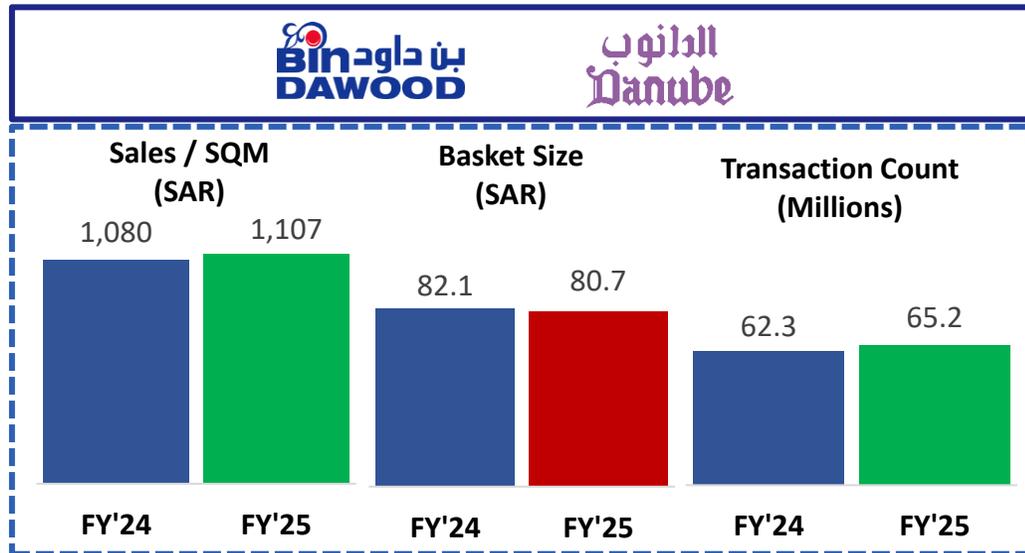
زهرة الروضة  
ZAHRAT ALRAWDAH



**IACO**  
International Apps Company



# BDH's Operational Performance Snapshot (2/2)



- Influencer marketing
- Talent management
- Production
- SaaS

# Key Events FY 2025

## Performance & Growth

### Loyalty Programs

**+11M**



Loyalty customers reached  
More than 11 million in 2025

### Store & Pharmacy Expansion

- 27 Integrated Zahrat Al Rawdah Stores Within BinDawood & Danube Locations

- 14 New Zahrat Al Rawdah Standalone Pharmacies



## Strategic Acquisitions & Tech

### Distribution & Expansion

Distribution Platform  
Expansion



Toy Triangle Acquisition  
Strengthens GCC Capabilities



### Tech & Innovation

Tech Expansion



Ykone Strengthened By  
Acquisitions of Atlas Agency,  
Mirror Mirror & Digital  
Prototype



## Global Presence & Infrastructure

### International Growth

Launched Expansion In  
Qatar With Franchise  
Model Supermarket  
in Feb 2026



### Vertical Integration

Meat Processing Facility  
Launched



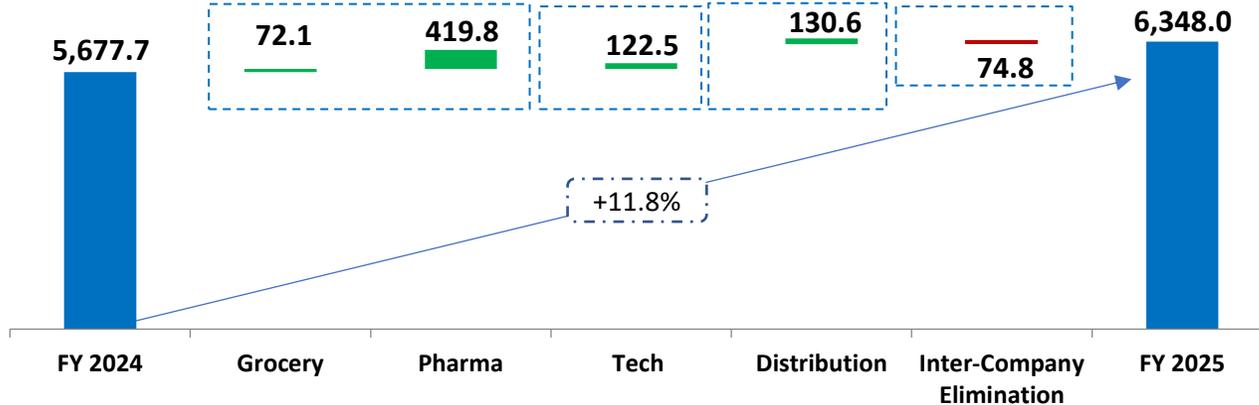
Majority Stake In  
Wonder Bakery - SPA Signed



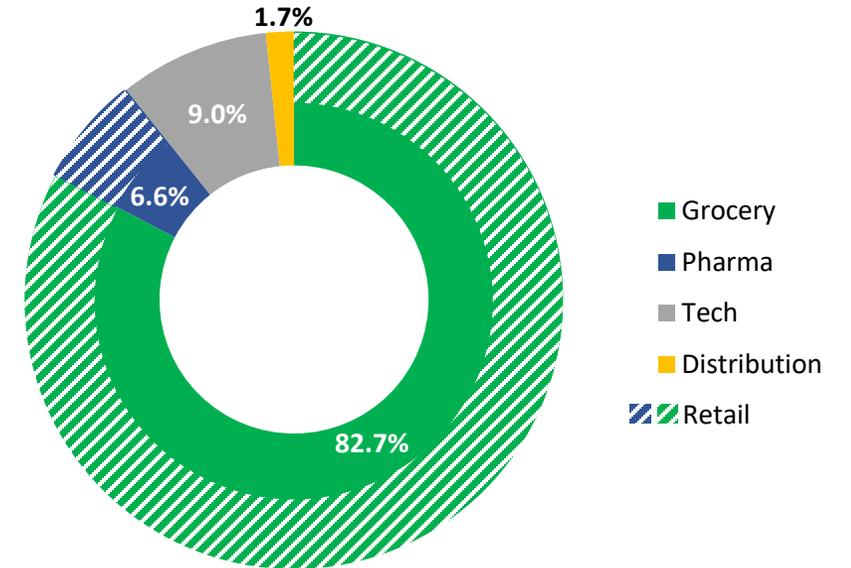


# Overview of FY 2025 vs FY 2024 BDH's Revenue Bridge

**Revenue Bridge FY 2025 Vs FY 2024**  
(amounts in SAR 'M)



**Segments-Wise Revenue by % – FY 2025**



## Grocery

- 1.5% Revenue Growth
- Q2 Recovery; New Store Opening
- Ramp-up and deepened customer engagement

## Pharma

- 6.2% Growth (Pro-forma)
- 14 Standalone Stores and 27 Integrated Stores
- Synergy Impact

## Distribution

- 9% Growth (Pro-forma)
- New Brand Integrations
- Back to School Season

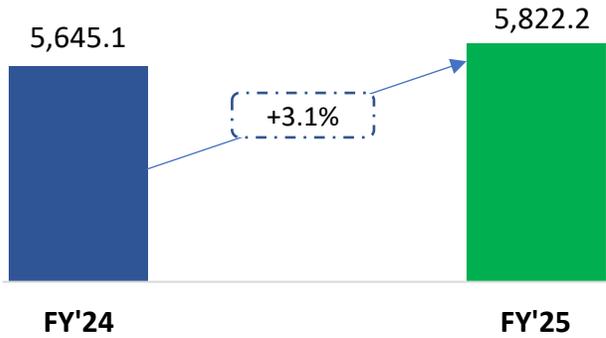
## Tech

- 30% Revenue Growth
- Ykone International Scaling
- Adding Aggregators in Online

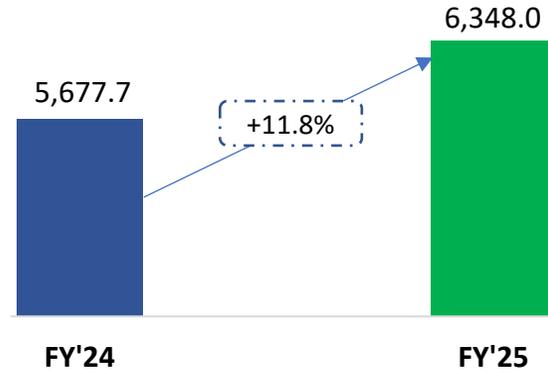
\* Amount in SAR millions

# Balanced Growth: Organic & Acquisitions

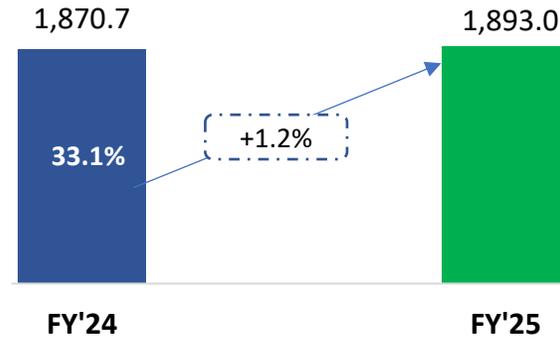
Revenue Like for Like (Organic)



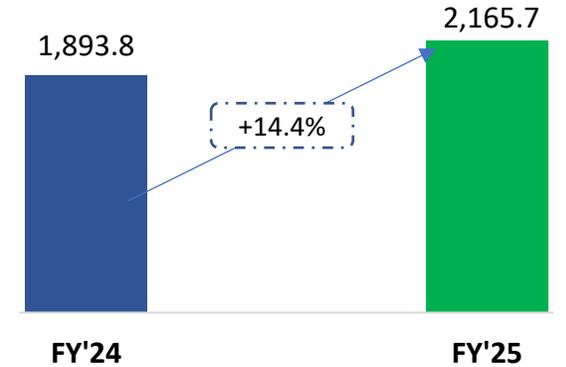
Revenue (Consolidated)



Gross Profit (Organic)



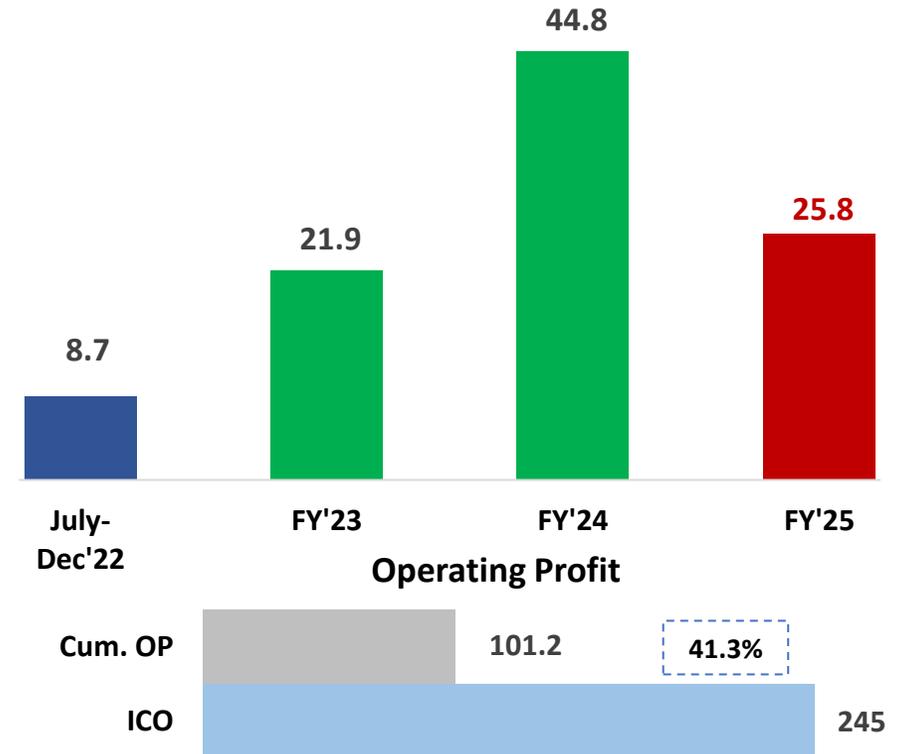
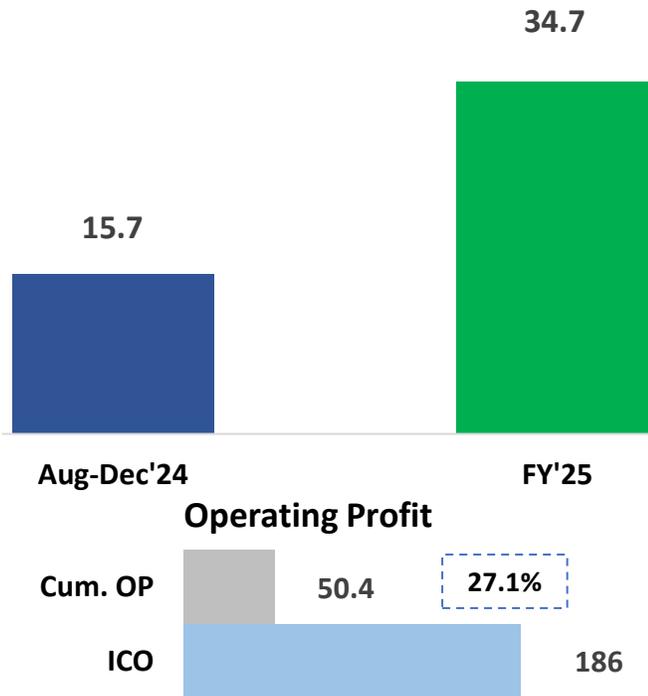
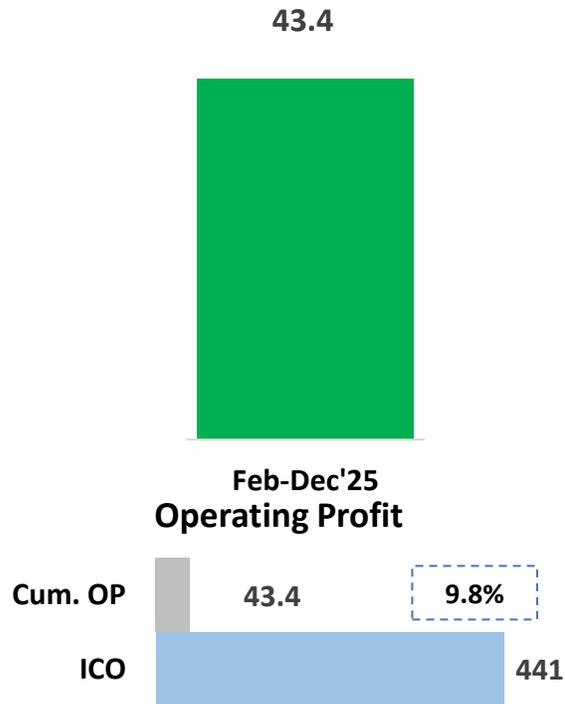
Gross Profit (Consolidated)



- **Like-for-Like (Organic):** Represents performance from existing operations, excluding any newly acquired entities. This metric includes Retail Grocery and FTR.
- **Consolidated Numbers:** Comprises total organic performance plus newly acquired segments (distribution and retail pharma), adjusted for intercompany elimination entries.

\* Amount in SAR millions

# Return on Recent Investments



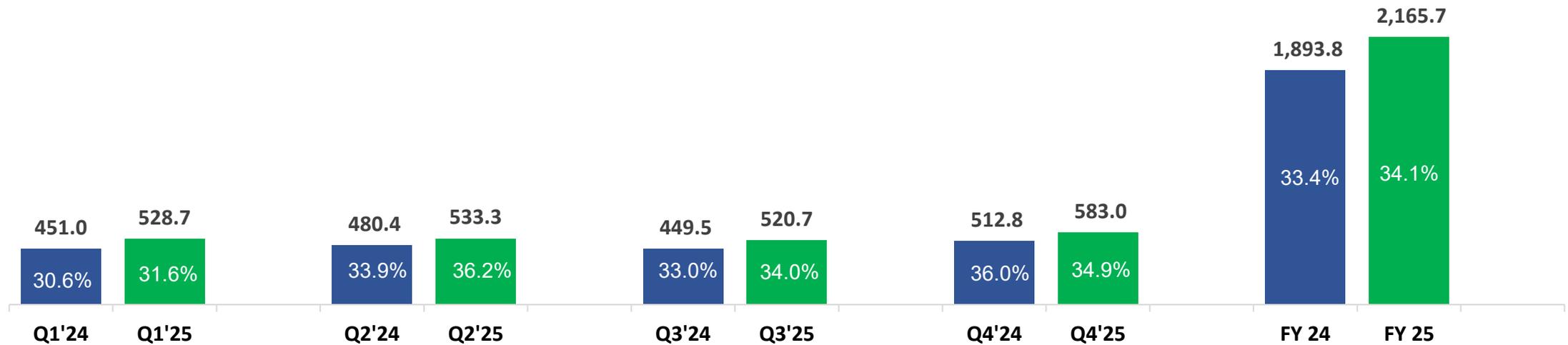
\* Amount in SAR millions

\*\* Cum. Op represents Cumulative Operating Profit

\*\*\* ICO represents Initial Capital Outlay.

# FY 2025 Trading Update

## Gross Profit Margin & Gross Profit (SARm)

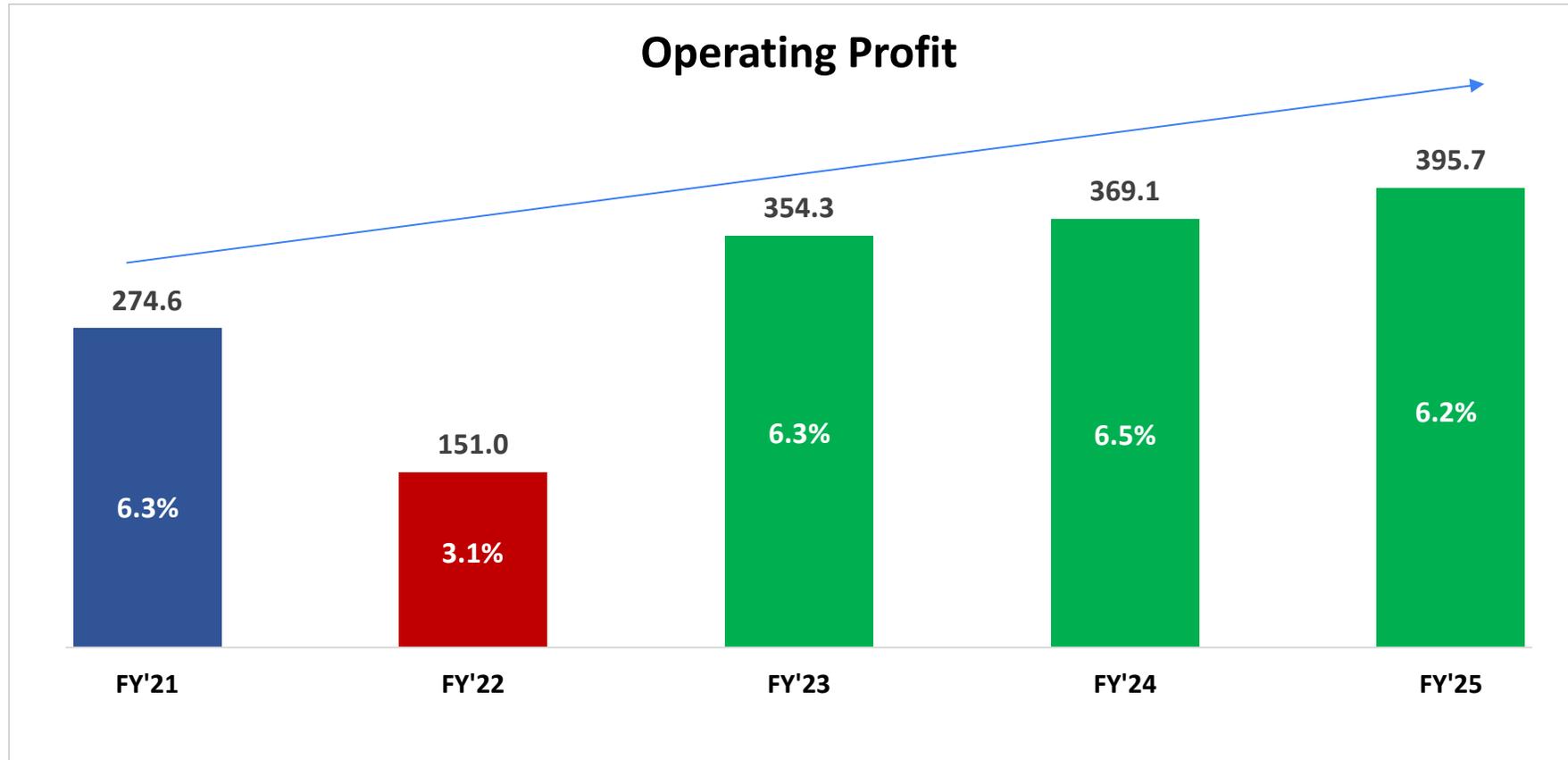


- In Q4'25, the Gross Profit totaled SAR 583 million, reflecting an increase of 13.7% from SAR 512.8 million in Q4'24.
- In FY'25 Gross Profit margin shows improvement reaching 34.1% from 33.4% in the same period prior year.
- This significant improvement in gross profit margin highlights the Company's success in optimizing its product mix in retail, strengthening supplier support, and improving contribution margins from the recently acquired Distribution (acquired in Q3 2024) and Retail Pharma segments (acquired in Q1 2025).

\* Amount in SAR millions

Source: Company Information FY'2025, FY'2024 FS.

# FY 2021-2025 Operating Profit



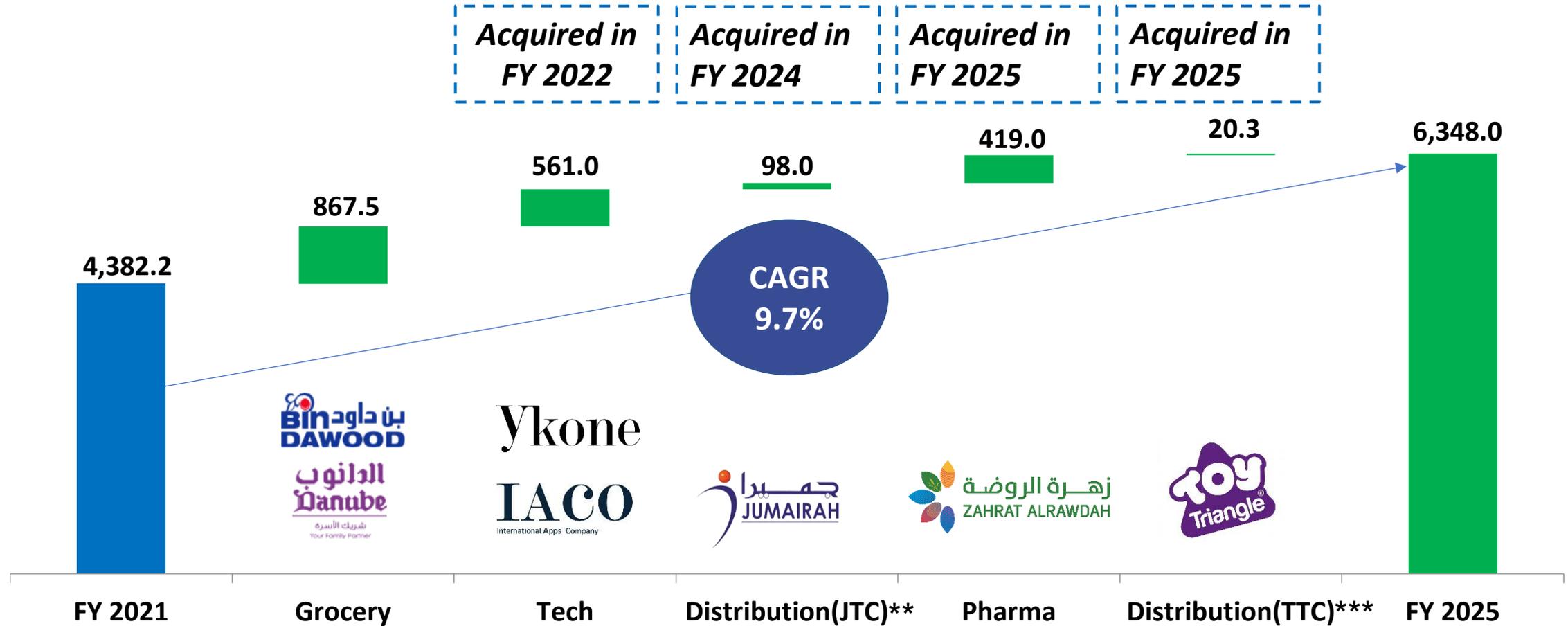
*\* Amount in SAR millions*

Source: Company Information FY'2025, FY'2024 , FY'2023 and FY,2022 FS.

# Revenue Value Creation Bridge from FY 2021 to FY 2025



# Revenue Value Creation Bridge



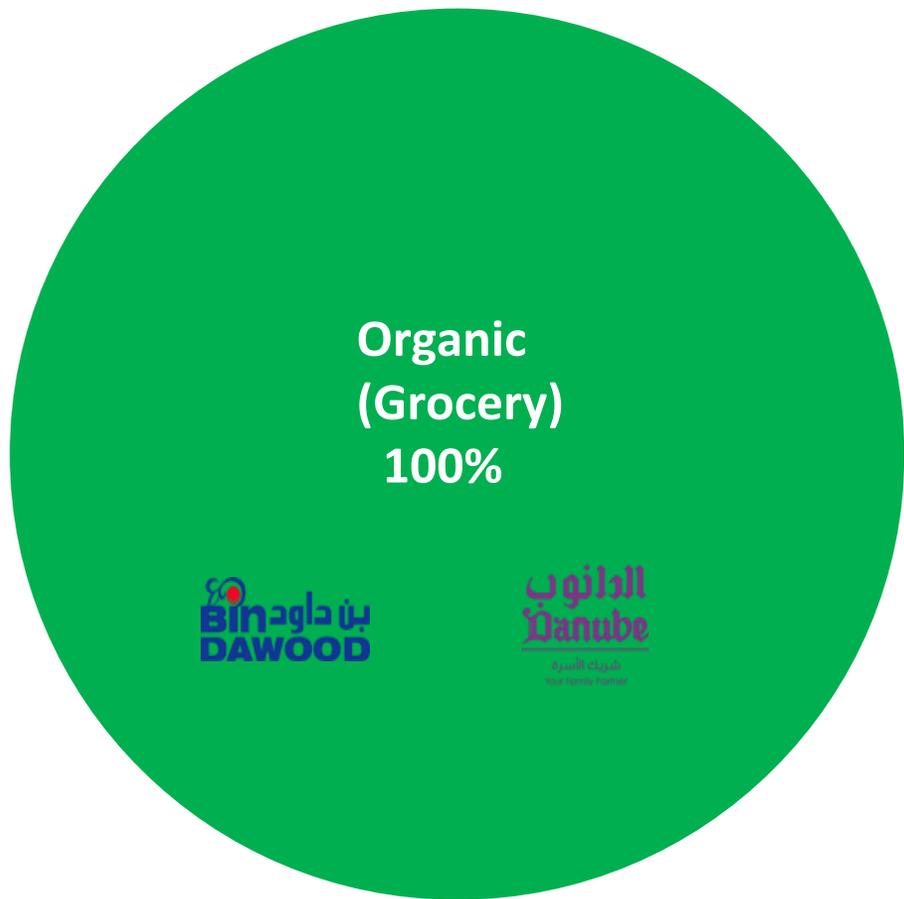
\* Amounts in SAR millions

\*\* JTC refers to Jumairah Trading Company

\*\*\* TTC refers to Toy Triangle Company

# Evolution of the Group Operating Profit Mix

FY 2021



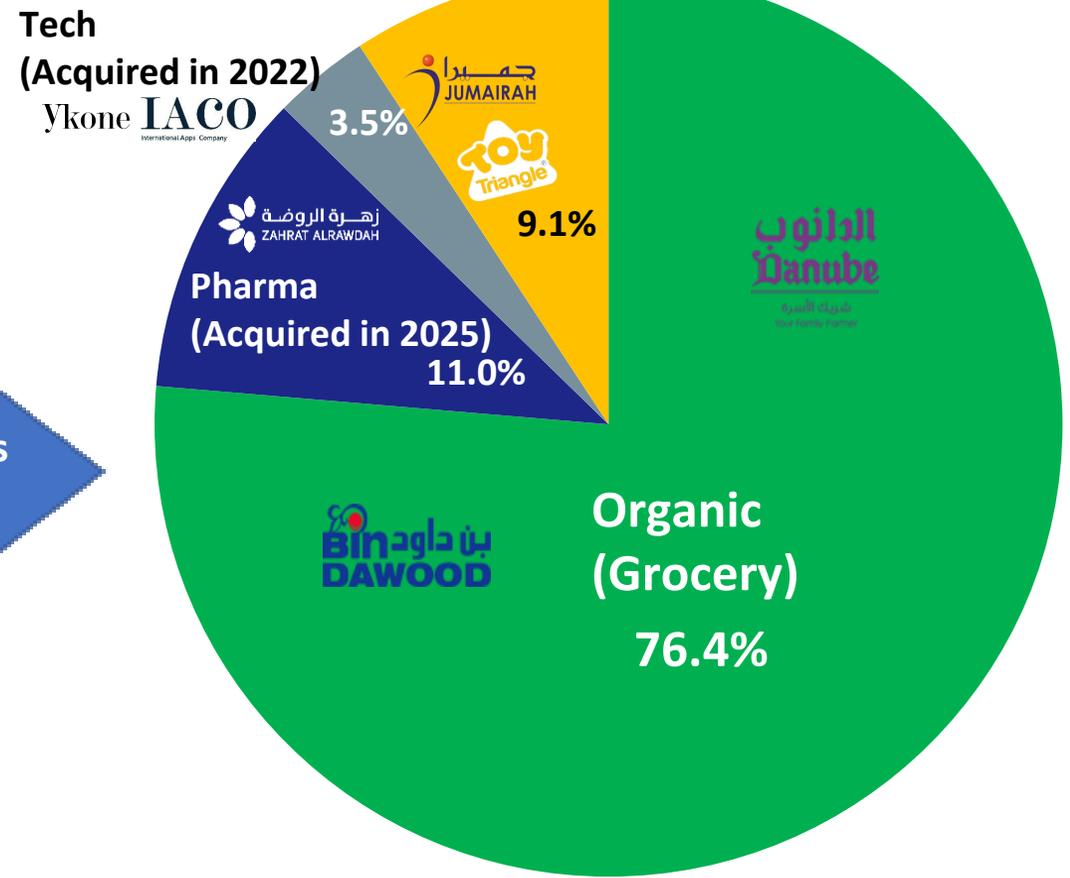
■ Organic (Retail Grocery)

Operating Profit

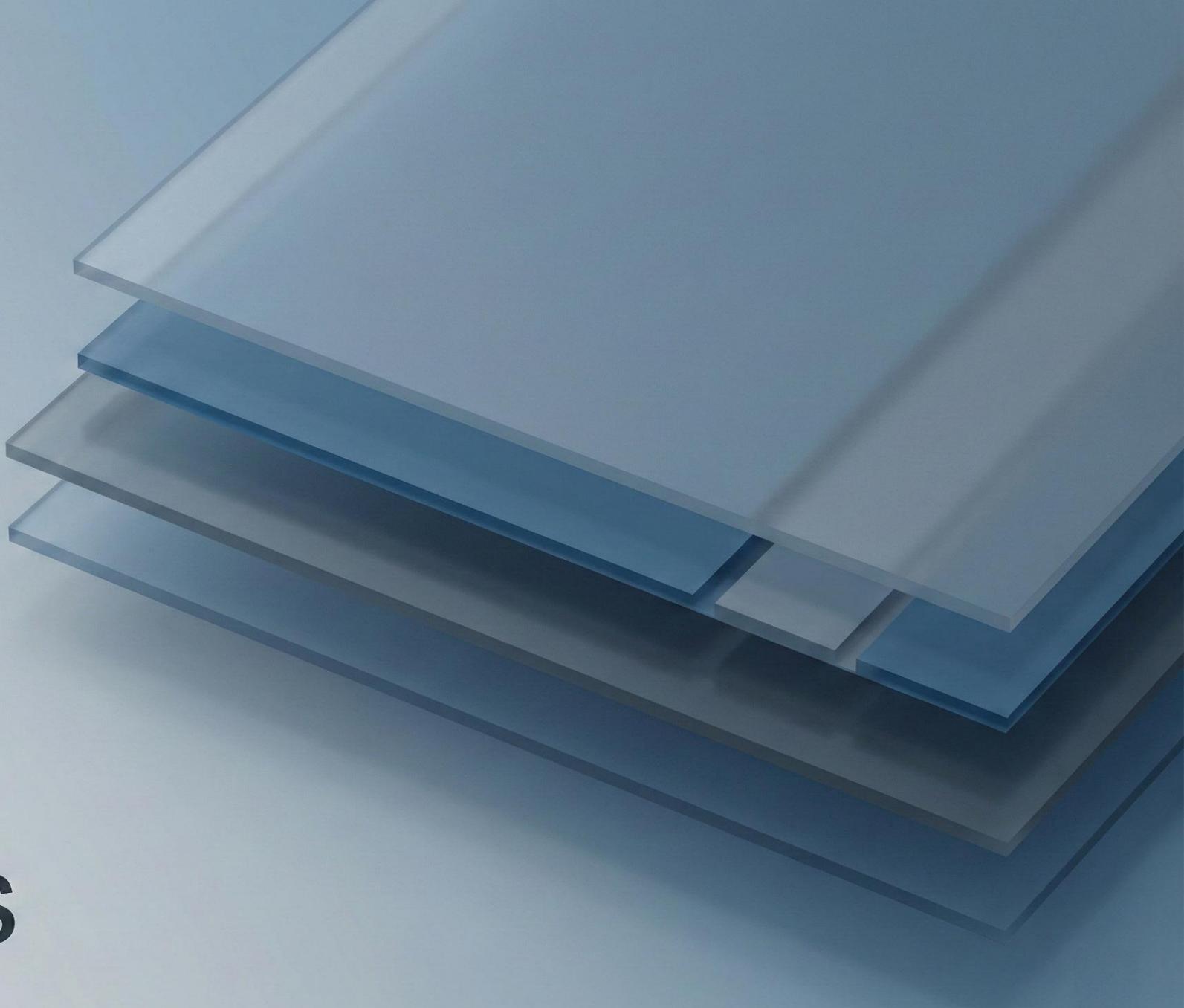


Distribution  
(Acquired in 2024)

FY 2025

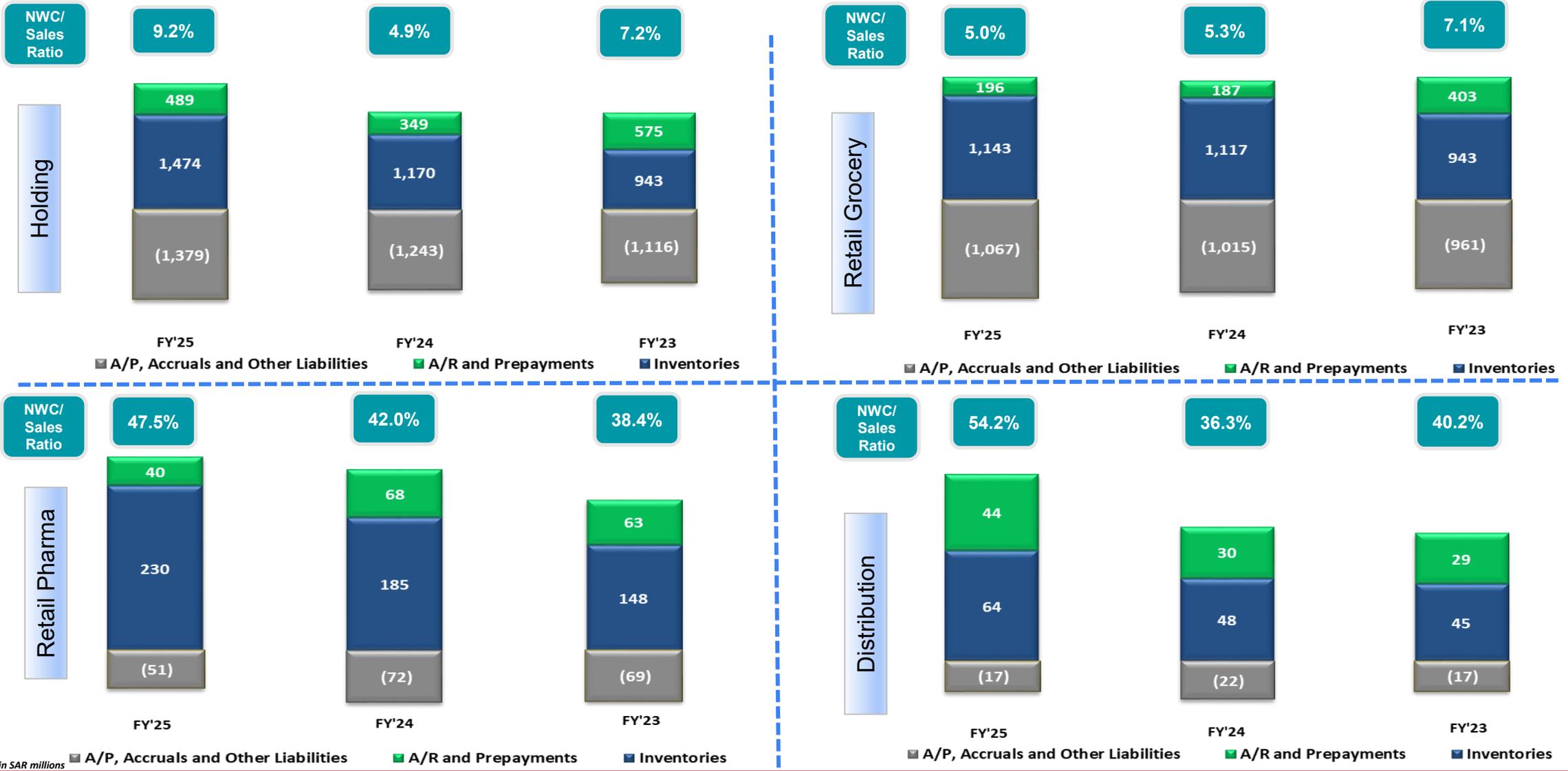


■ Organic (Retail Grocery)   ■ Retail Pharma  
■ Tech   ■ Distribution



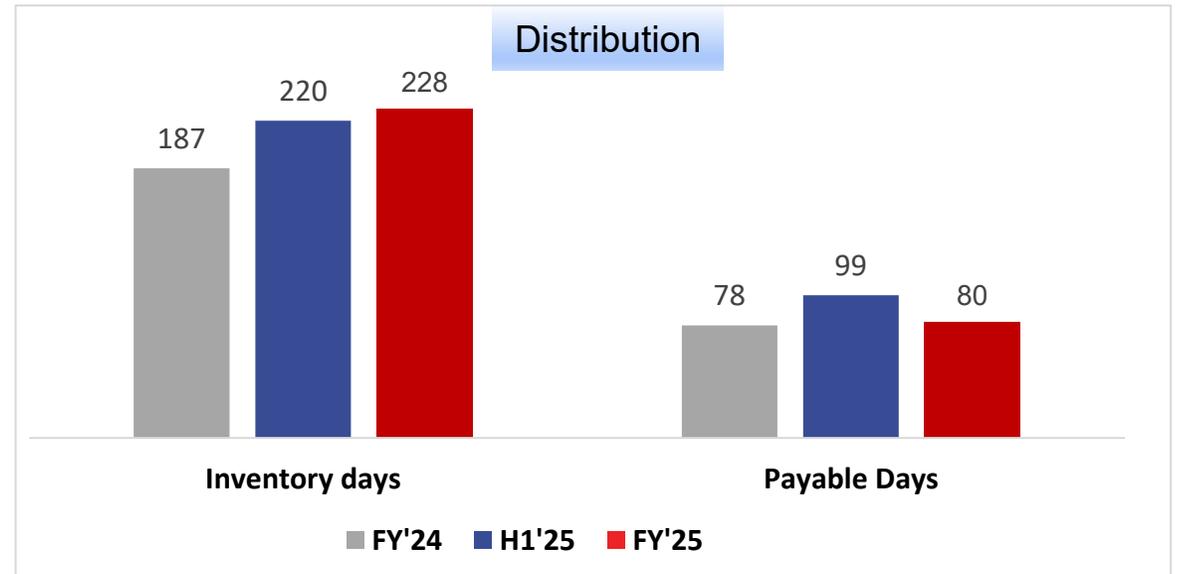
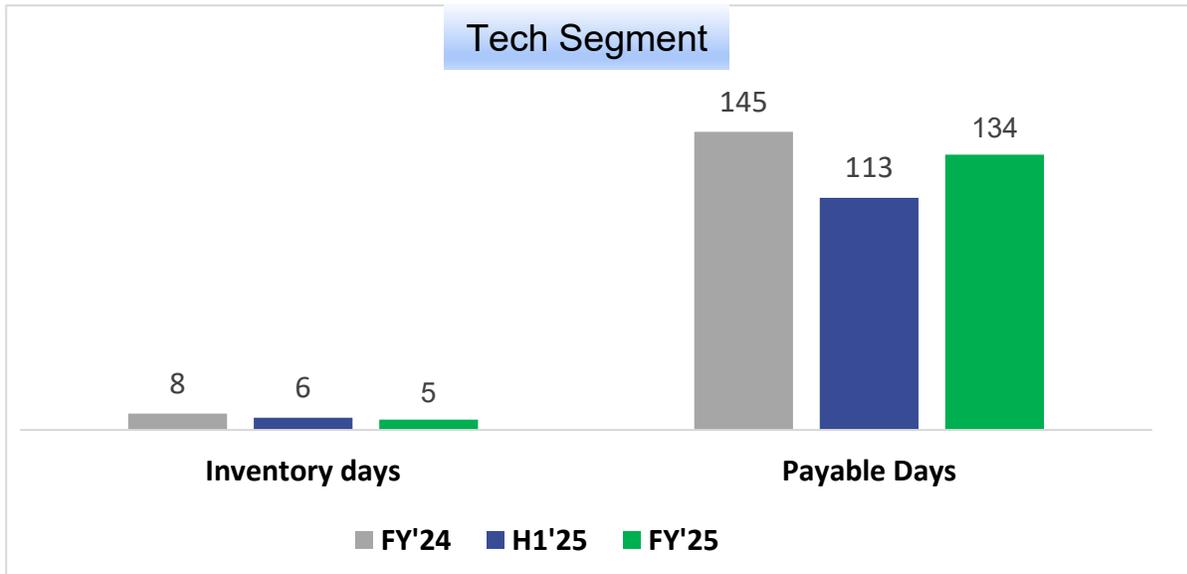
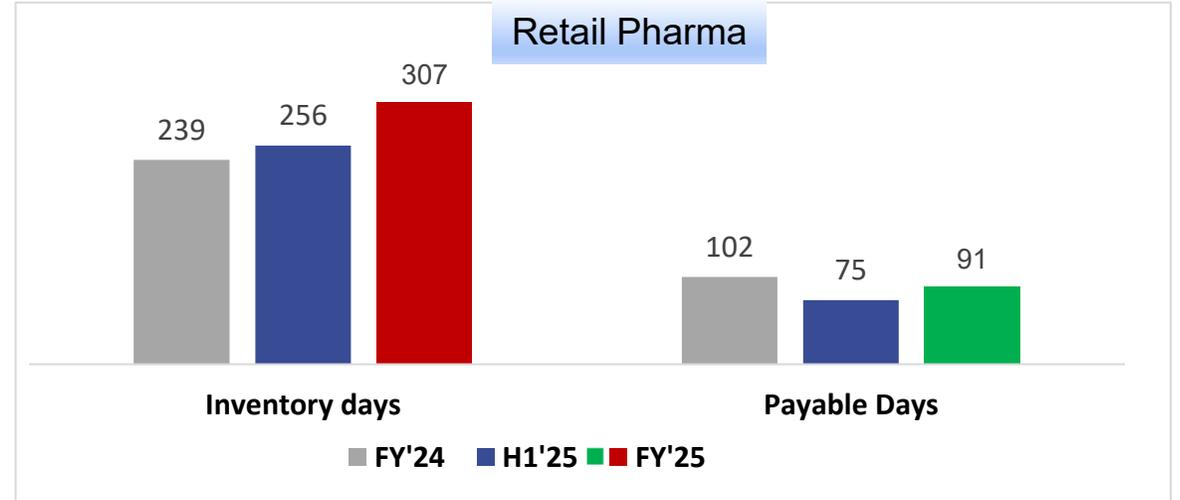
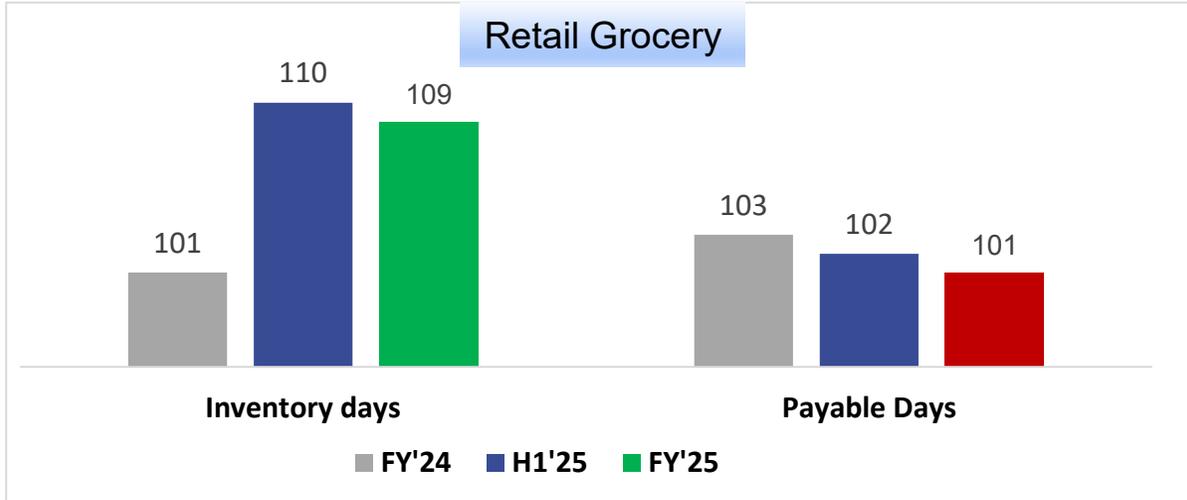
# Annexures

# Trade Working Capital (BDH & Segments)



\* Amounts in SAR millions

# Inventory and Payable Days



# Financial Performance

## Core achievements

- ❖ Improvement of sales densities across all segments
- ❖ Higher margins among the industry peers
- ❖ Disciplined cost management
- ❖ Solid financial foundation

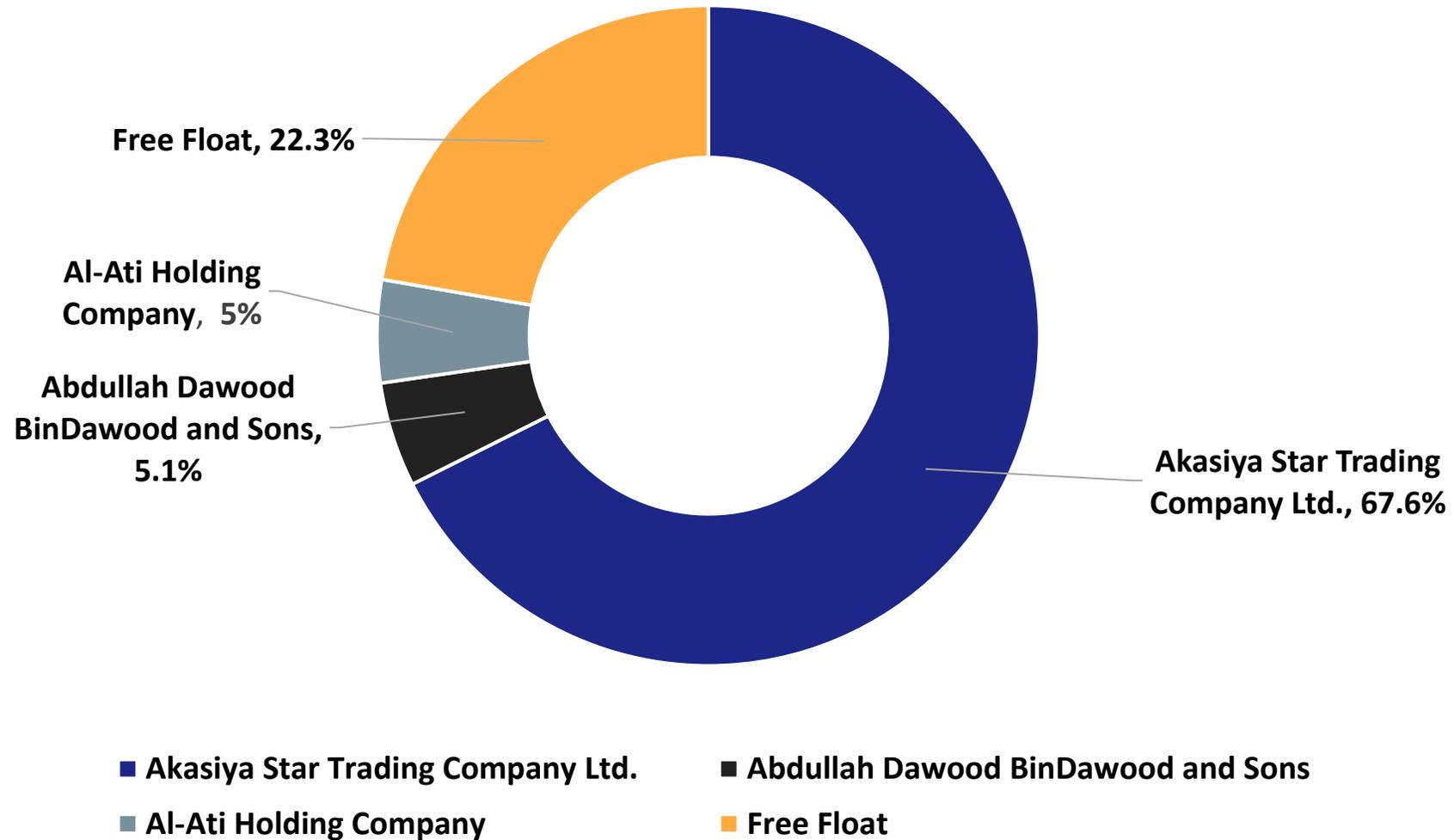
## Concise Profit & Loss

	FY 2024	FY 2025	YoY
<b>Sales</b>	5,677.7	6,348.0	11.8%
<b>Gross Profit</b>	1,893.8	2,165.7	14.4%
<b>Gross margin %</b>	33.4%	34.1%	+76Bps
<b>SG&amp;A</b>	1,531.0	1,775.9	16.0%
<b>Adjusted EBITDA</b>	847.6	913.8	7.8%
<b>Adjusted EBITDA %</b>	14.9%	14.4%	-53Bps
<b>Net income</b>	280.2	270.0	-3.6%
<b>Net income %</b>	4.9%	4.3%	-68Bps

\* Amount in SAR millions

Source: Company Information FY'2025 FS.

# Shareholding Structure



# THANK YOU

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