

A Scalable Retail Platform with Selective, ROIC-Accretive Adjacencies

BinDawood Holding Company
Investor Presentation
Q1 2026 (13th May 2026)

بن داود
DAWOOD
HOLDING القابضة



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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 an express shopping experience through streamlined convenience outlets for travelers and busy professionals.

Zahrat Al-Rawdah: A Saudi retail pharmacy chain operating 211+ 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.



Vaza: VFC is a Saudi based food manufacturing, retail and distribution company focused on confectionery, bakery and food segments. VFC operates through production facilities, cloud kitchens, retail outlets and direct to consumer channels.



GEOGRAPHICAL COVERAGE

Geographical Coverage

Retail Segment

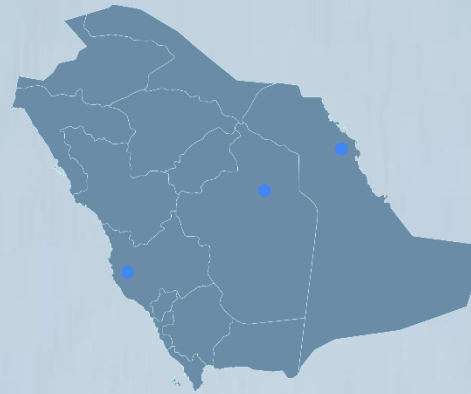
Distribution Segment

Tech Segment

Food Processing Segment



Ykone



107

Total Stores
As At YTD26

56

Hyper
Markets

35

Super
Markets

15

Express
Stores

1

Franchise
Store

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

212

Total Stores
As At YTD26

184

Standalone
Stores

27

Integrated
Stores

1

online
Store



JEDDAH

DUBAI



DOHA

KUWAIT CITY



13 Online Dark Stores

29 Online In-Stores

47 3rd Party Delivery App Stores



DUBAI



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

CEO Perspectives: Q1 2026 Year in Review



Key Events Q1 2026

Store & Pharmacy Expansion

- Two new supermarkets and one express store under Danube/BinDawood brands

- 7 New Zahrat Al Rawdah Standalone Pharmacies



Distribution & Expansion

Toy Triangle Acquisition Strengthens GCC Capabilities



Distribution Platform Expansion - Samsung



International Growth

Launched Expansion In Qatar With Franchise Model Supermarket in Feb 2026



Loyalty Programs

+11M



Loyalty customers reached More than 11 million in YTD 2026

Tech & Innovation

- Acquisitions of Atlas Agency, Mirror Mirror, and Digital Prototype in 2025.



- Acquisition of Ykone Zurich and the launch of Ykone Spain in 2026.



Vertical Integration

- Vaza Foods Company (SPA signed in Apr 2026)

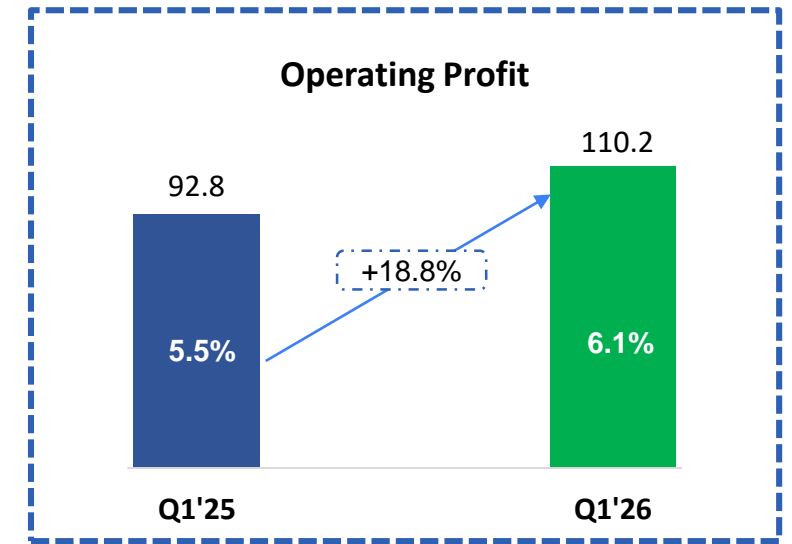
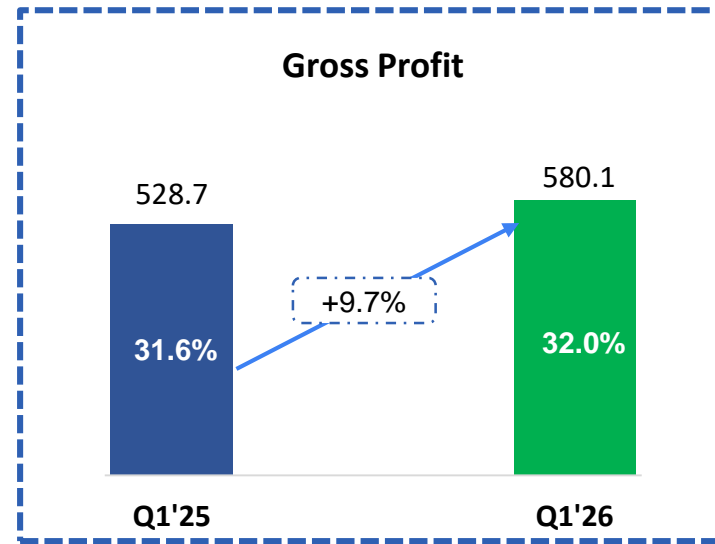
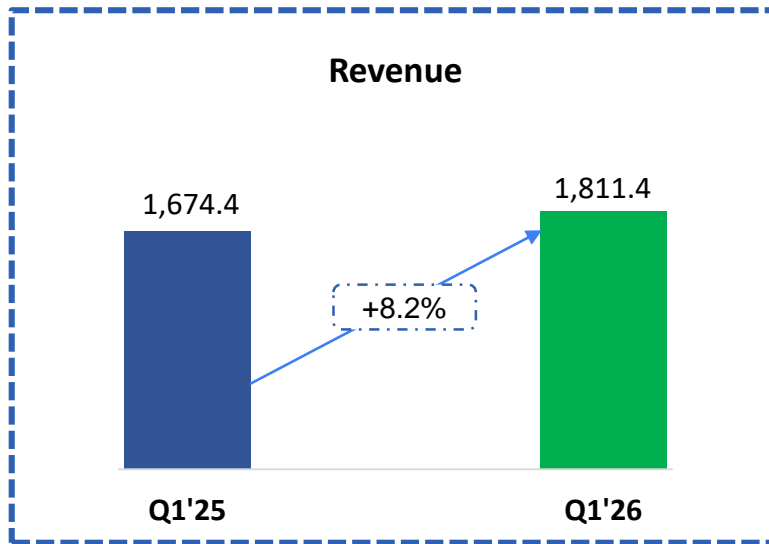


- Wonder Bakery (SPA signed in Dec 2025).

- Operational launched of Meat Processing Facility in Jeddah



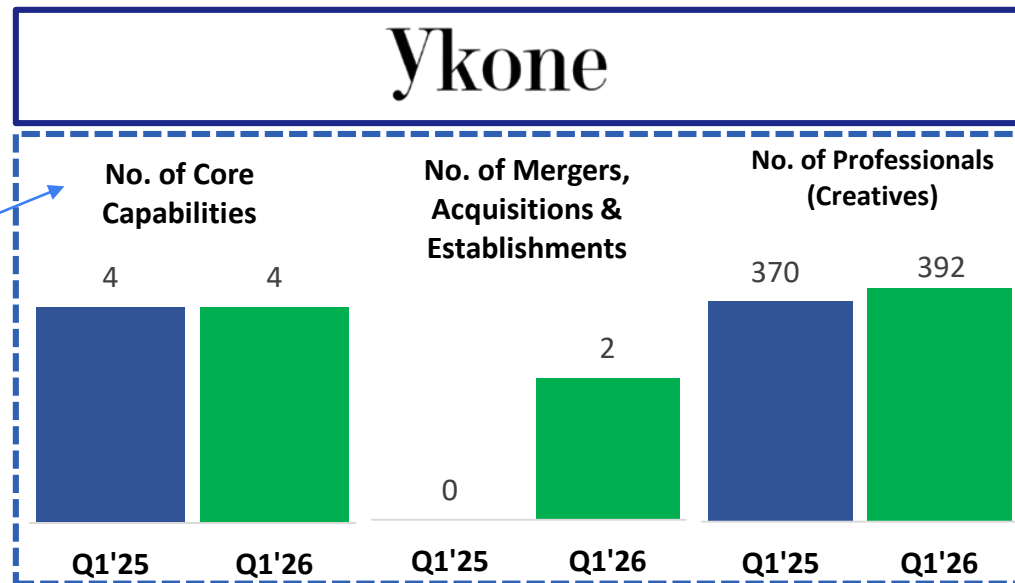
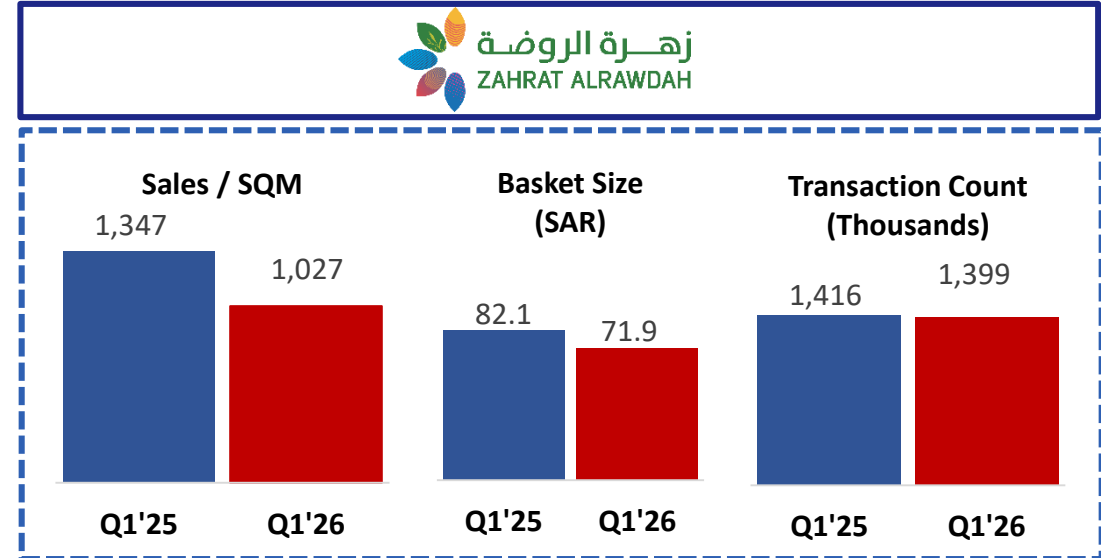
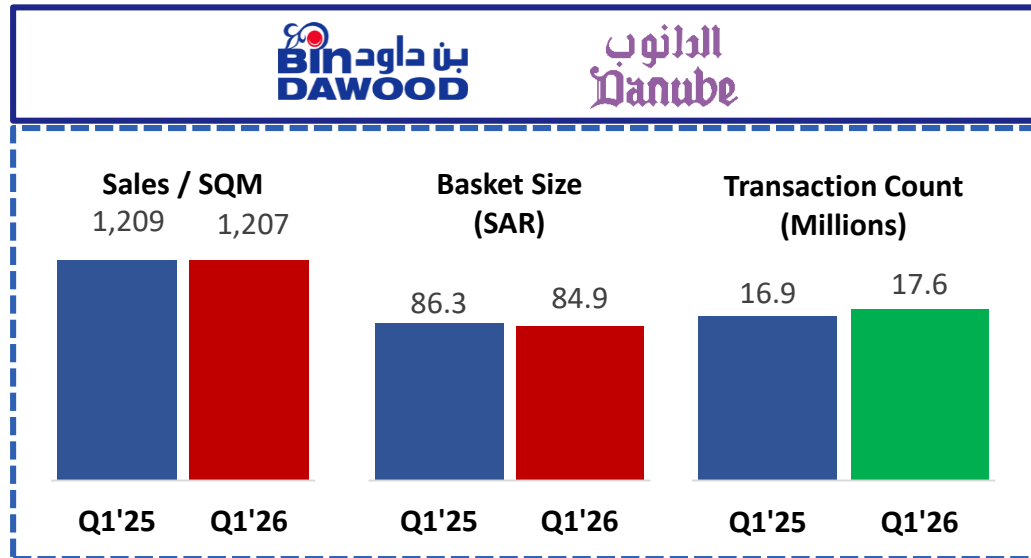
BDH's Financial Performance Snapshot



* Amount in SAR millions

Source: Company Information Q1'2026 FS

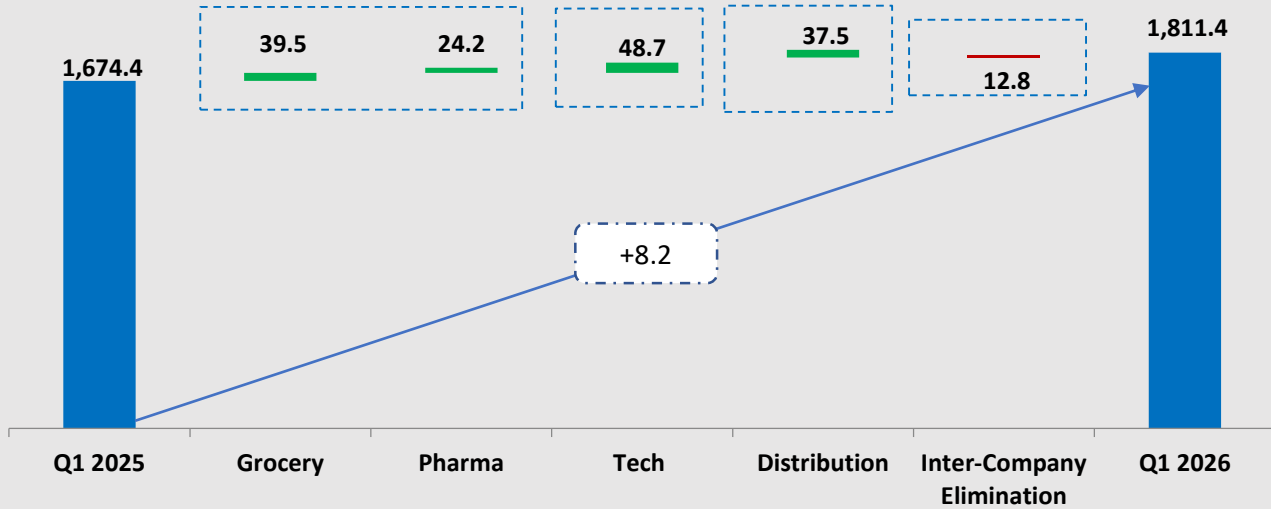
BDH's Operational Performance Snapshot



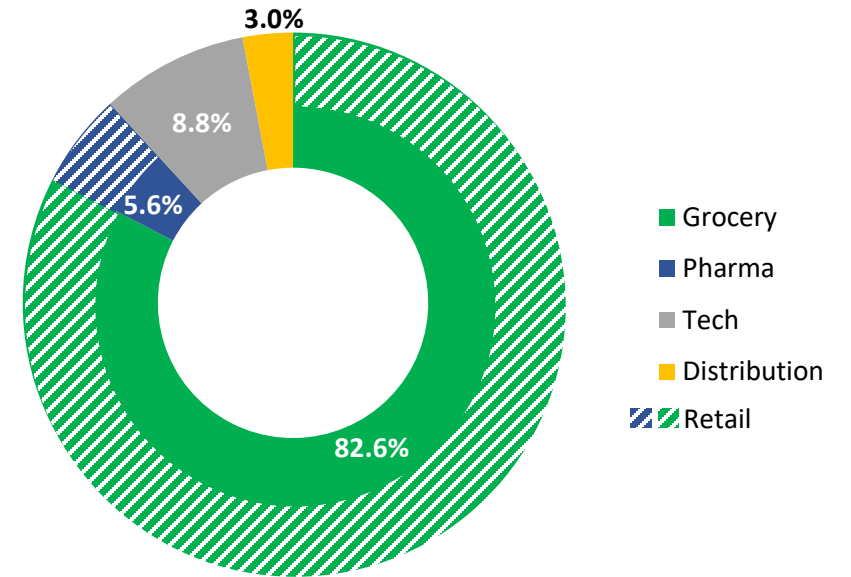
- Influencer marketing
- Talent management
- Production
- SaaS

Overview of Q1 2026 vs Q1 2025 BDH's Revenue Bridge

Revenue Bridge Q1 2026 Vs Q1 2025
(amounts in SAR 'M)



Revenue by Segments – Q1 2026



Grocery

- 2.6% revenue growth (Q1 26 vs Q1 25)
- New store openings
- Impact of last year's openings
- Operational efficiencies

Pharma

- 31.5% revenue growth in Q1 26 (3 months) vs Feb–Mar 25 (2 months)

Distribution

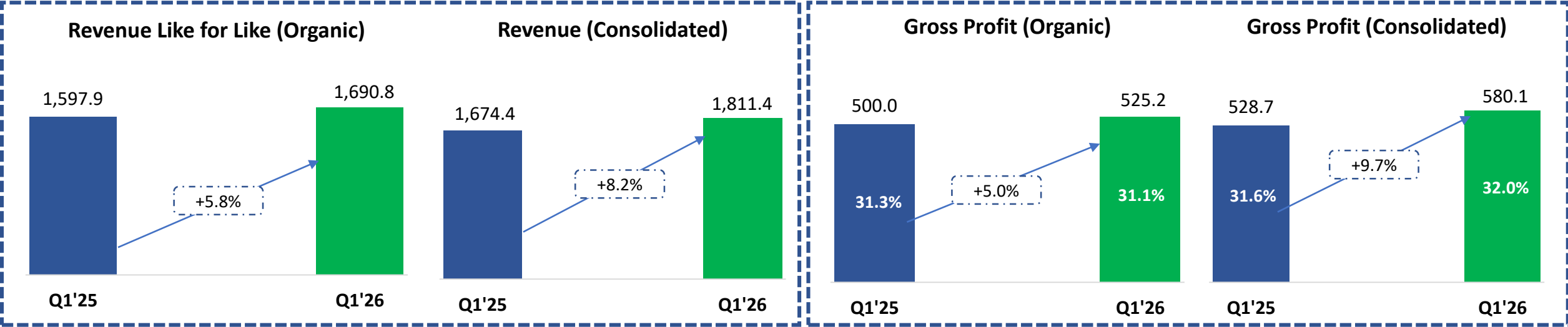
- 24.7% revenue growth in Q1 26 vs Q1 25, excluding Toy Triangle
- Addition of new brands such as Samsung and leading food brands
- Contribution from Toy Triangle

Tech

- 42.7% growth in Q1 26 vs Q1 25
- Contribution from new acquisition of Ykone (Mirror Mirror)
- IACO sales increased due to sale of app to 3rd party.

* Amount in SAR millions

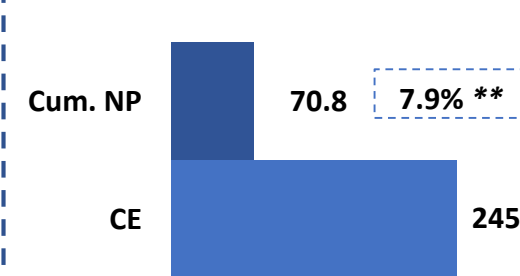
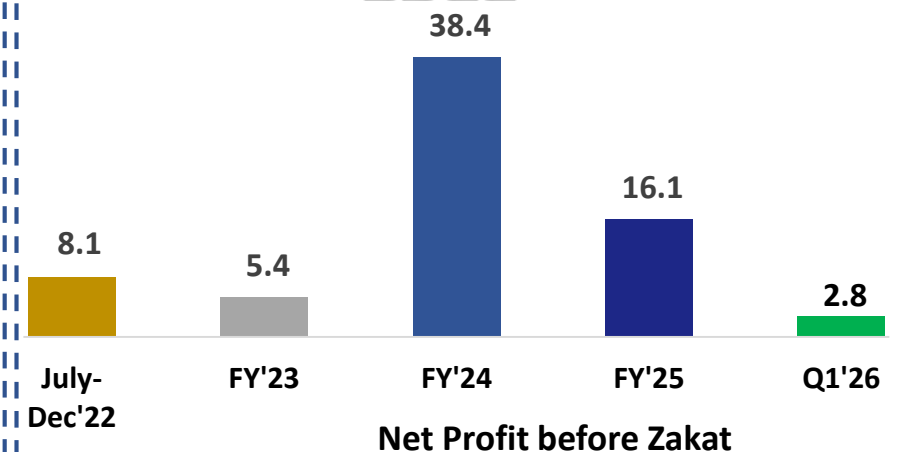
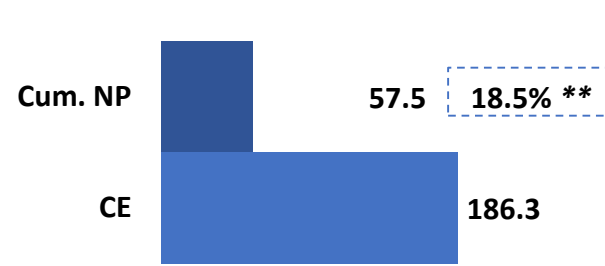
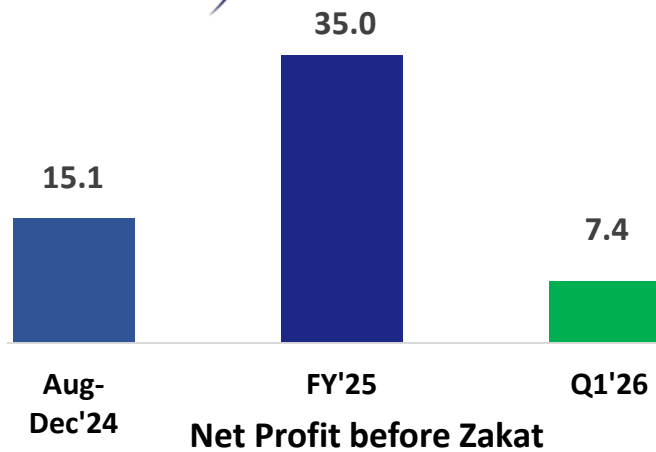
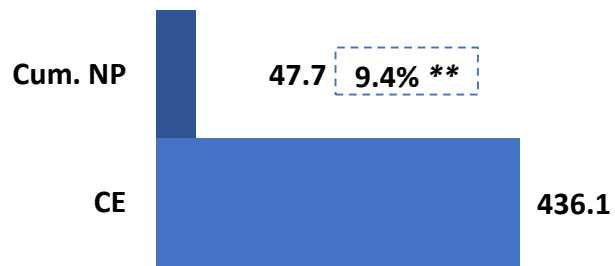
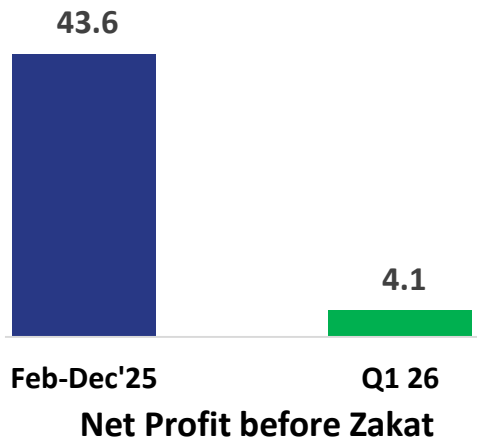
Balanced Growth: Organic & Acquisitions



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

* Amount in SAR millions

Equity Valuation and Annualized ROCE



* **Cum. NP** represents **Cumulative Net Profit**, and **CE** represents **Capital Employed**.

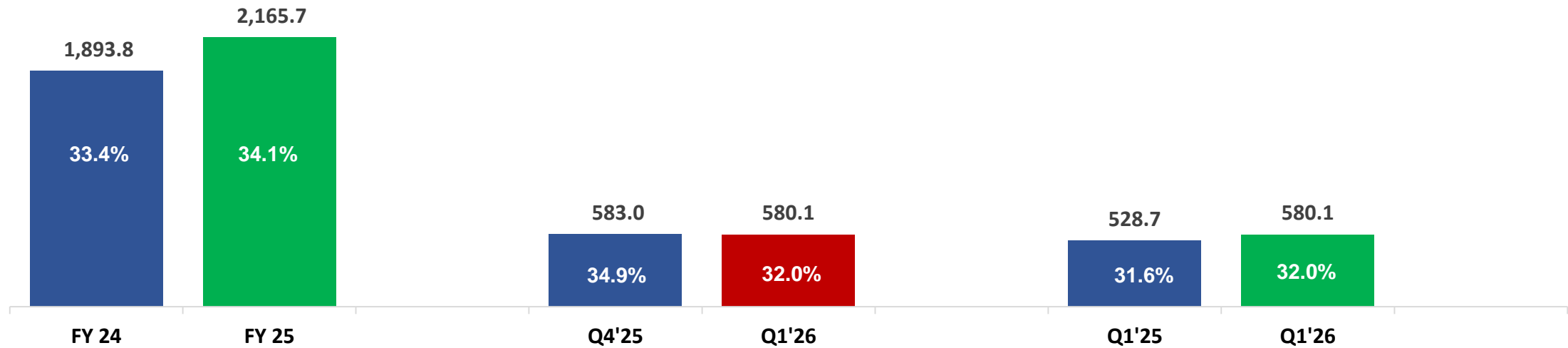
** **Annualized ROCE**

*** **by CFO**

**** **Amount in SAR millions**

Q1 2026 Trading Update

Gross Profit Margin & Gross Profit (SARm)

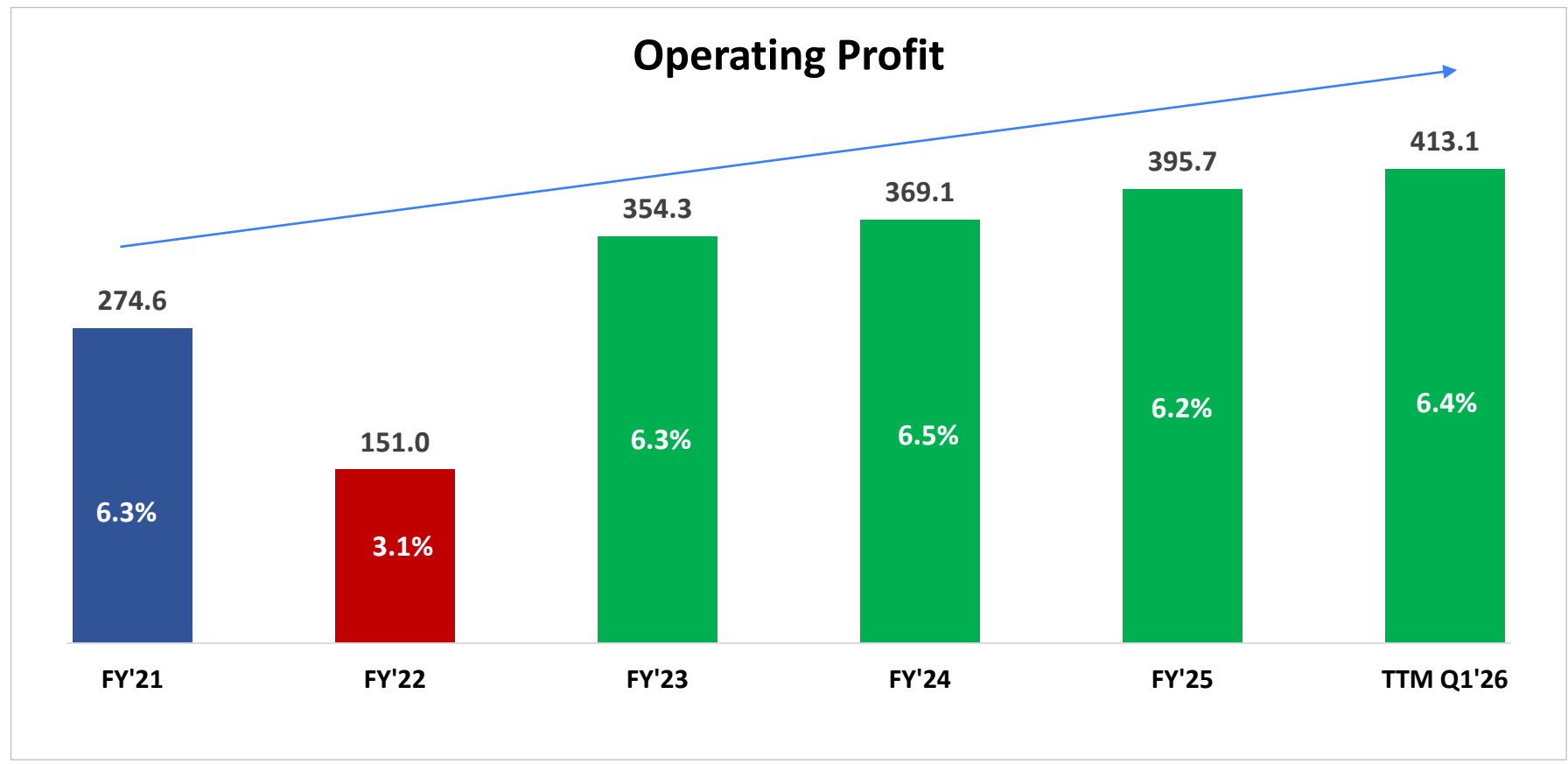


- In Q1'25, the Gross Profit totaled SAR 580.1 million, reflecting an increase of 9.7% from SAR 528.7 million in Q1'25.
- In FY'25 Gross Profit margin shows improvement reaching 34.1% from 33.4% in the same period prior year.
- This significant improvement in gross profit margin highlights the Company's 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 Q1'2026, FY'2025, FY'2024 FS.

FY 2021- TTM Q1 2026 Operating Profit

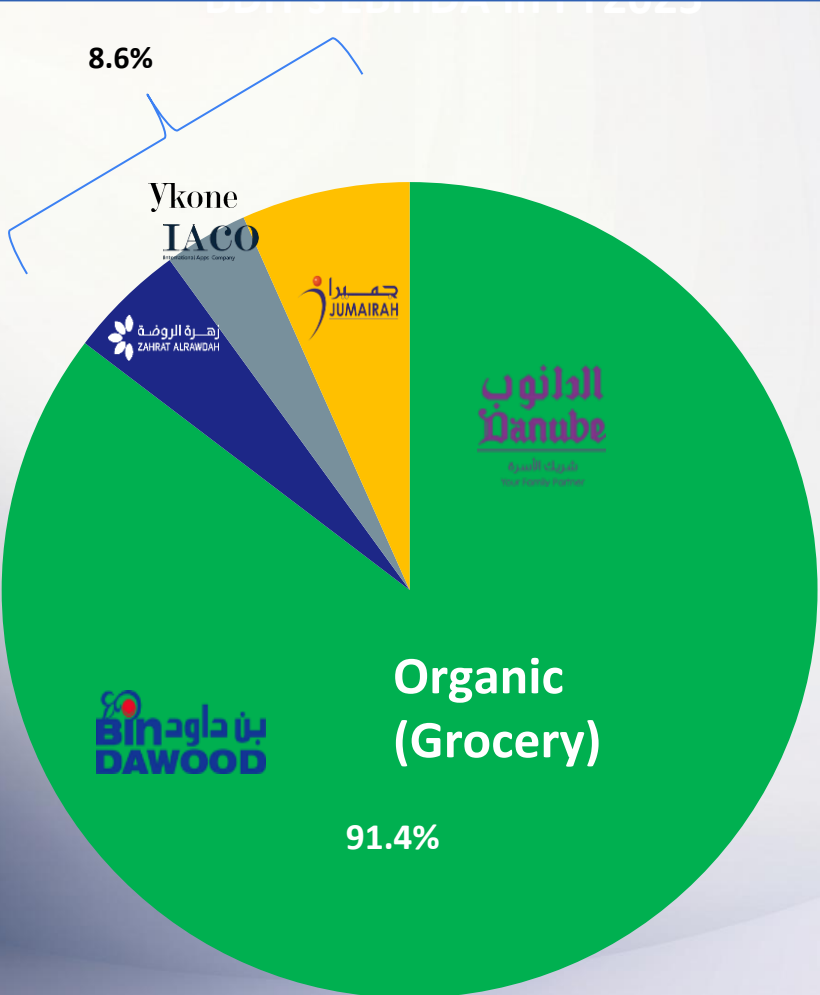


* Amount in SAR millions

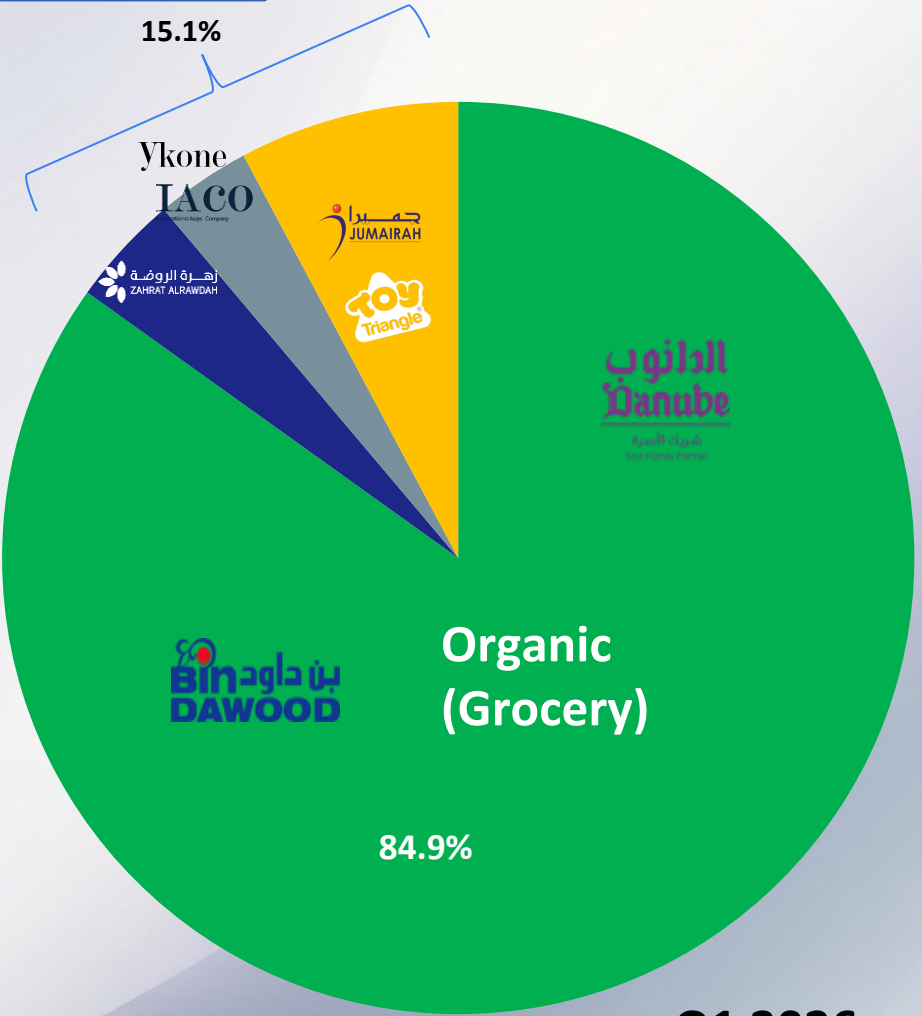
Source: Company Information Q1'2026, FY'2025, FY'2024 , FY'2023 and FY,2022 FS.

Evolution of the Group Operating Profit Mix

Operating Profit



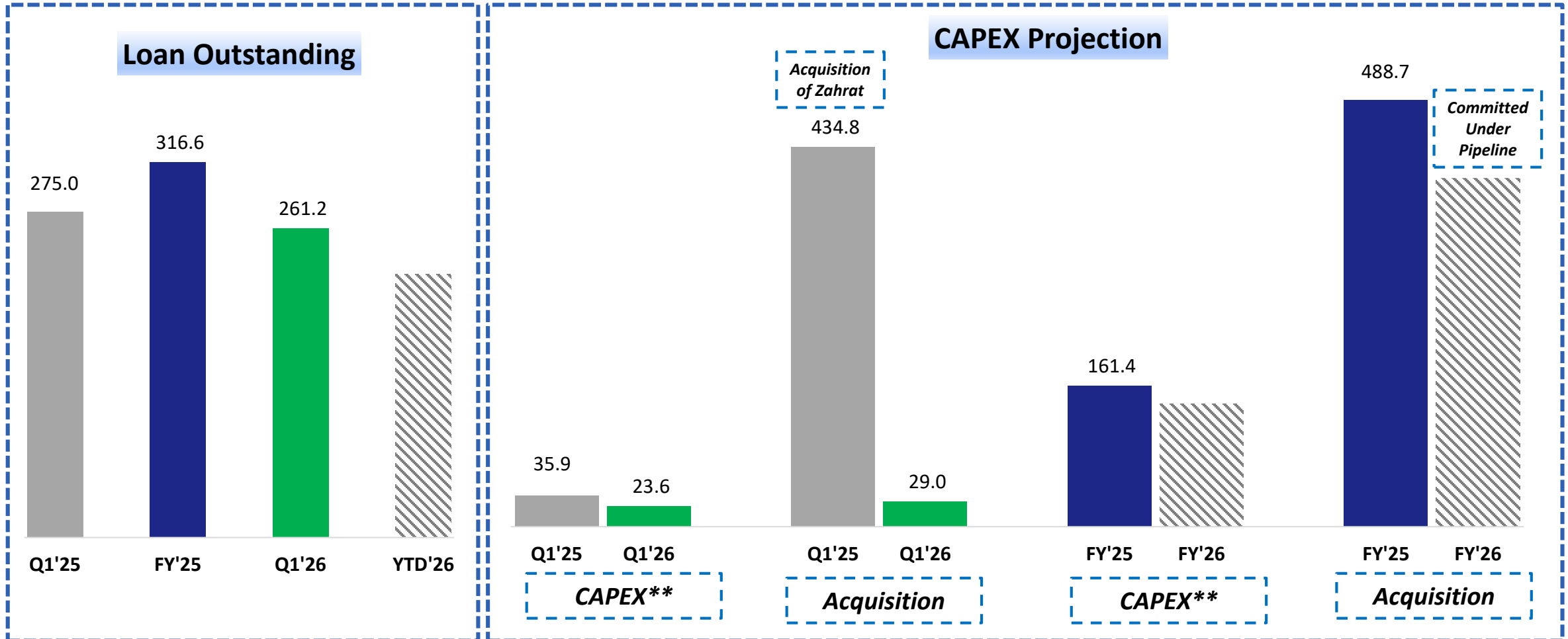
Transitioned towards Significant Growth



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

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

Loan Outstanding & CAPEX Projection



* Amount in SAR millions
 ** This includes store opening facility and renovation etc.

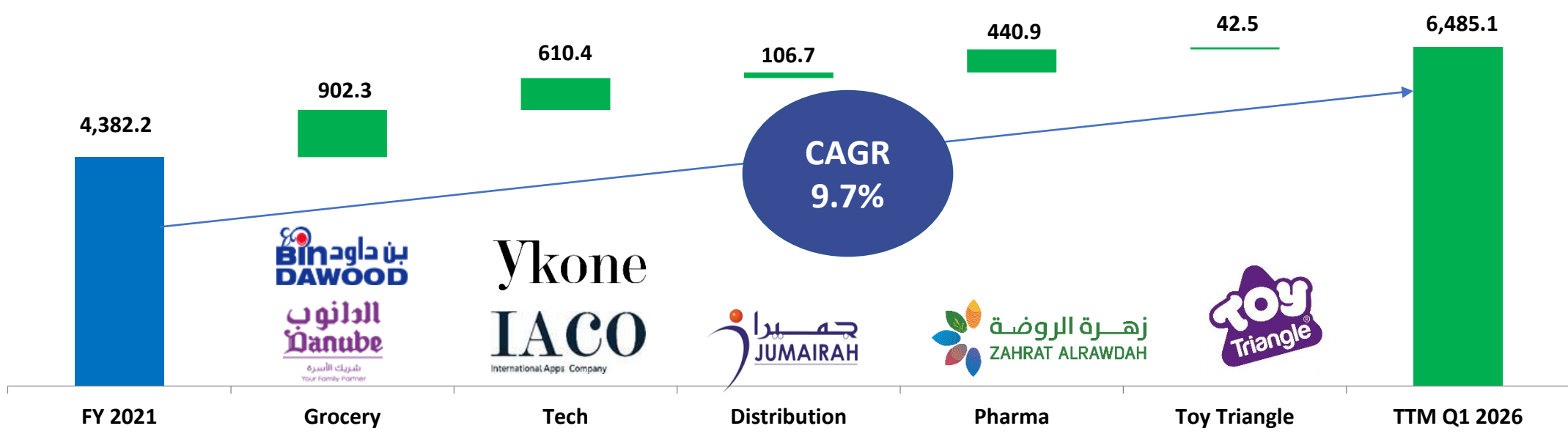
Source: Company Information Q1'2026, FY'2025 FS



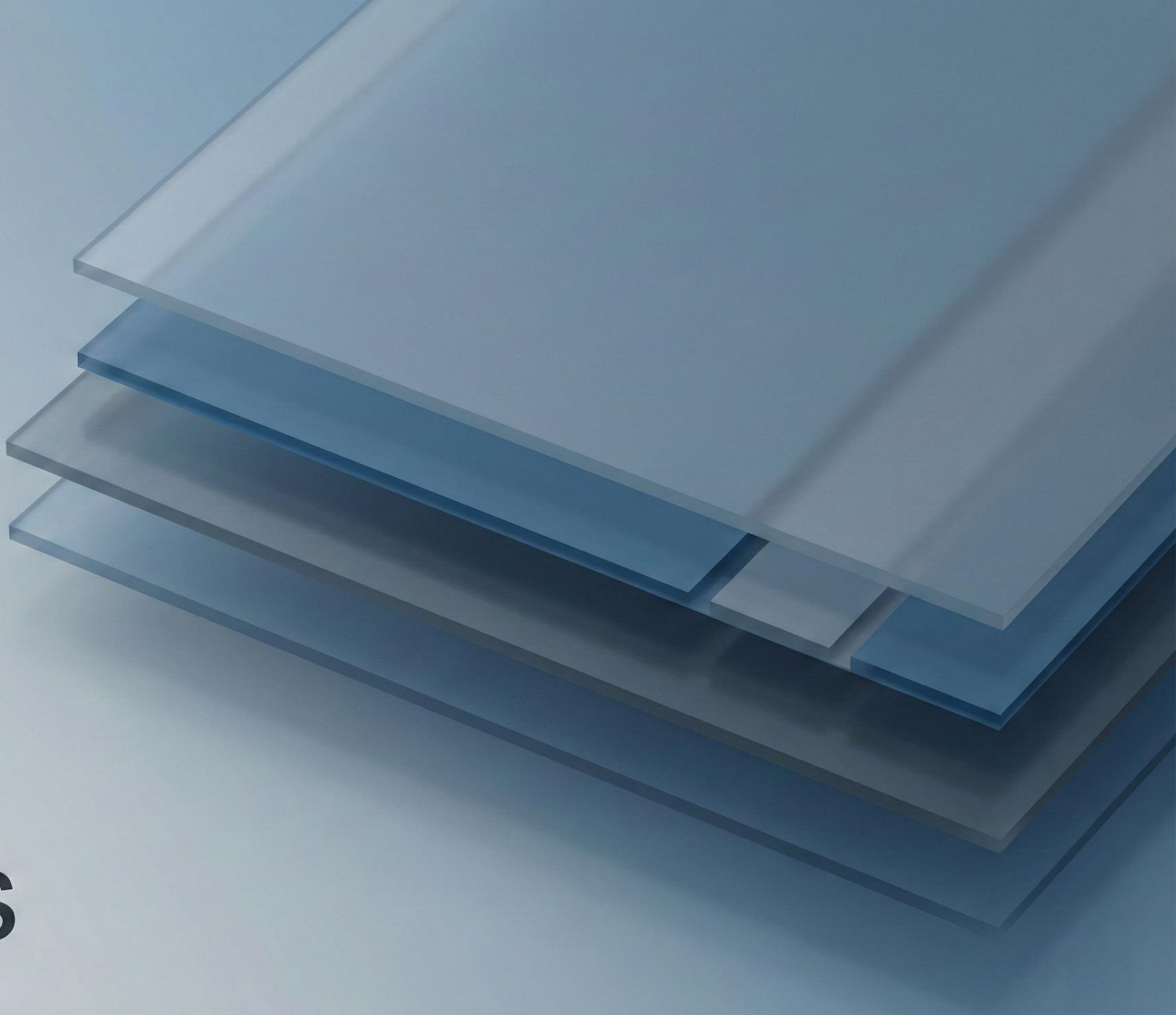
Revenue Value
Creation Bridge
from FY 2021 to TTM Q1
2026

Revenue Value Creation Bridge

Acquired in FY 2022 Acquired in FY 2024 Acquired in FY 2025 Acquired in FY 2025

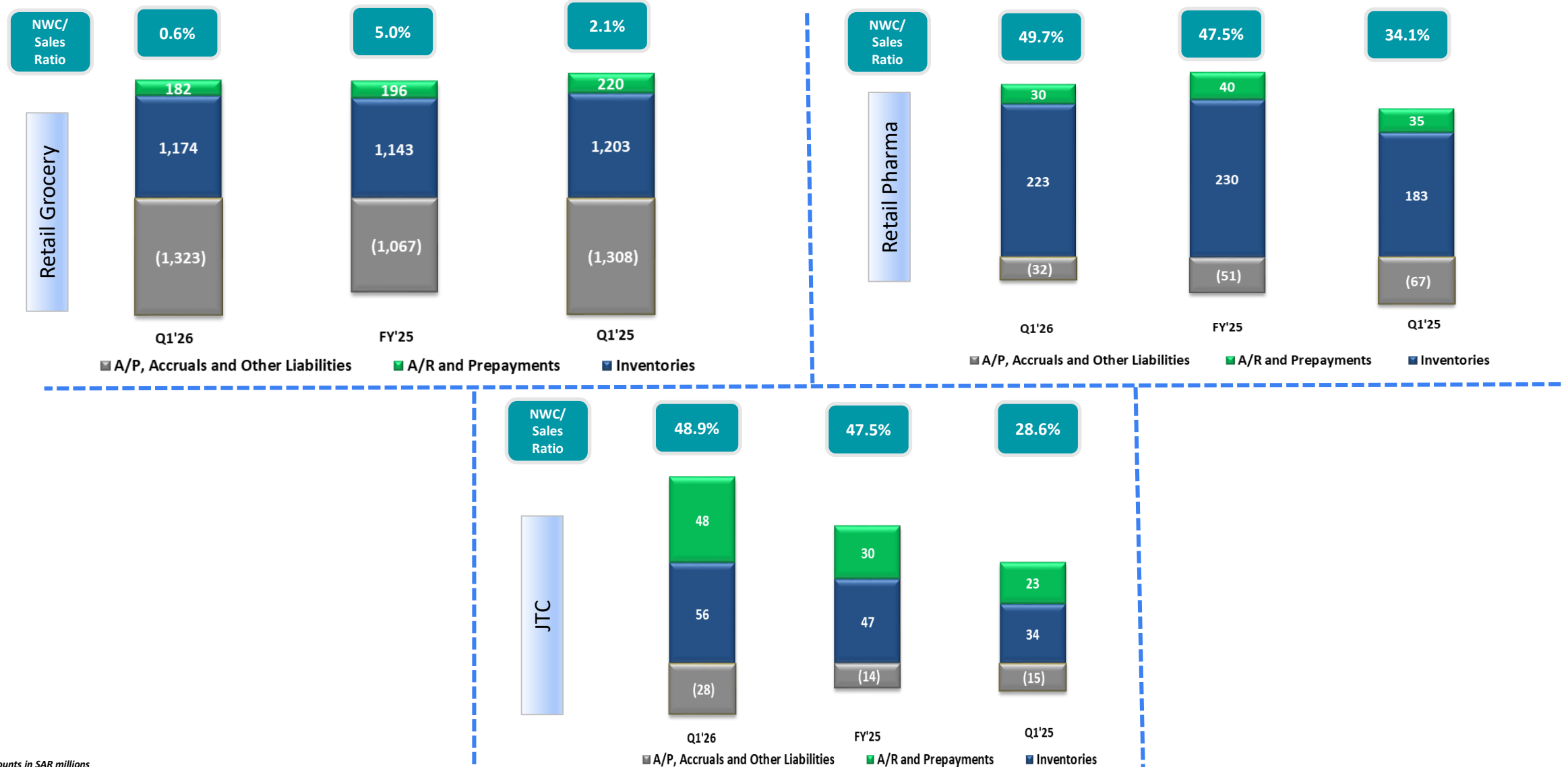


* Amounts in SAR millions



Annexures

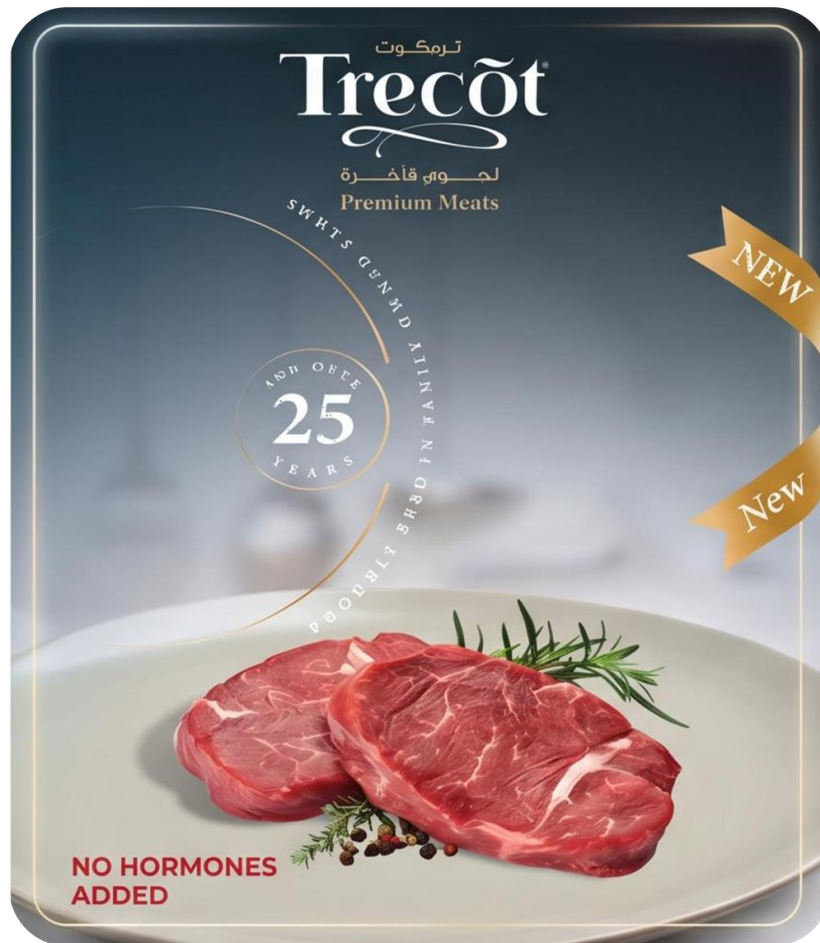
Trade Working Capital (By Segments)



* Amounts in SAR millions

Fresh Food Processing Strategic Brief

BDH's fully automated, tech-driven fresh food manufacturing project



TRECOT

Trecot: Flagship automated meat processing facility - operational and delivering premium quality.

FRUTERRA

Fruterra: Fruit & vegetable processing plant launching Q2 2026.



Cheese Processing: Automated cheese plant operational by H2 2026.

STRATEGIC HIGHLIGHTS



Vertically Integrated
Sourcing, processing & distribution in one hub



Dual-Channel
BDH retail stores
+ B2B partners

Vaza Foods Company

PocoDor
CHOCOLATIER

قريب

La Bonté

سديع
Badie

Pardon.

LOTTA

شواية قندورة
Shawaiat Qandorah

1

Company Overview

Confectionery, bakery & specialty foods

2

Operating Model

Production, cloud kitchens.
& D2C retail

3

Strategic Rationale

Premium, high-margin portfolio
expansion

Value Chain Integration



Growth & Synergies



Vision 2030 Aligned



YKONE: Now Ranked #3 Globally

Redefining the Influencer Marketing Landscape

A New Global Standard

The industry's first definitive ranking by Influencer Strategists (UK) has positioned YKONE as a top-tier global leader based on scale, footprint, and brand impact.

- #1 Ogilvy Ad Giant
- #2 Edelman PR Giant
- #3 YKONE (The Modern Leader)

Outpacing the Competition

We are consistently winning against heavily funded and recently acquired competitors:

- Influential (Acquired by Publicis for \$500M)
- Viral Nation (Raised \$250M)
- GOAT & Samy Alliance

Strategic Growth & Momentum

Ykone's ascent is fueled by the BinDawood partnership and targeted acquisitions:

- **M&A Success:** The acquisition of Barcode has been instrumental in our global growth.
- **US Expansion:** Key leadership hires (Nick) are successfully reinforcing our North American footprint.
- **Future Outlook:** Upcoming acquisitions in Events and expansion in Europe (led by Matteo) are set to solidify our market domination.



PRADA



NESPRESSO



Dior



Financial Performance

Premium Strategic Highlight

Core achievements

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

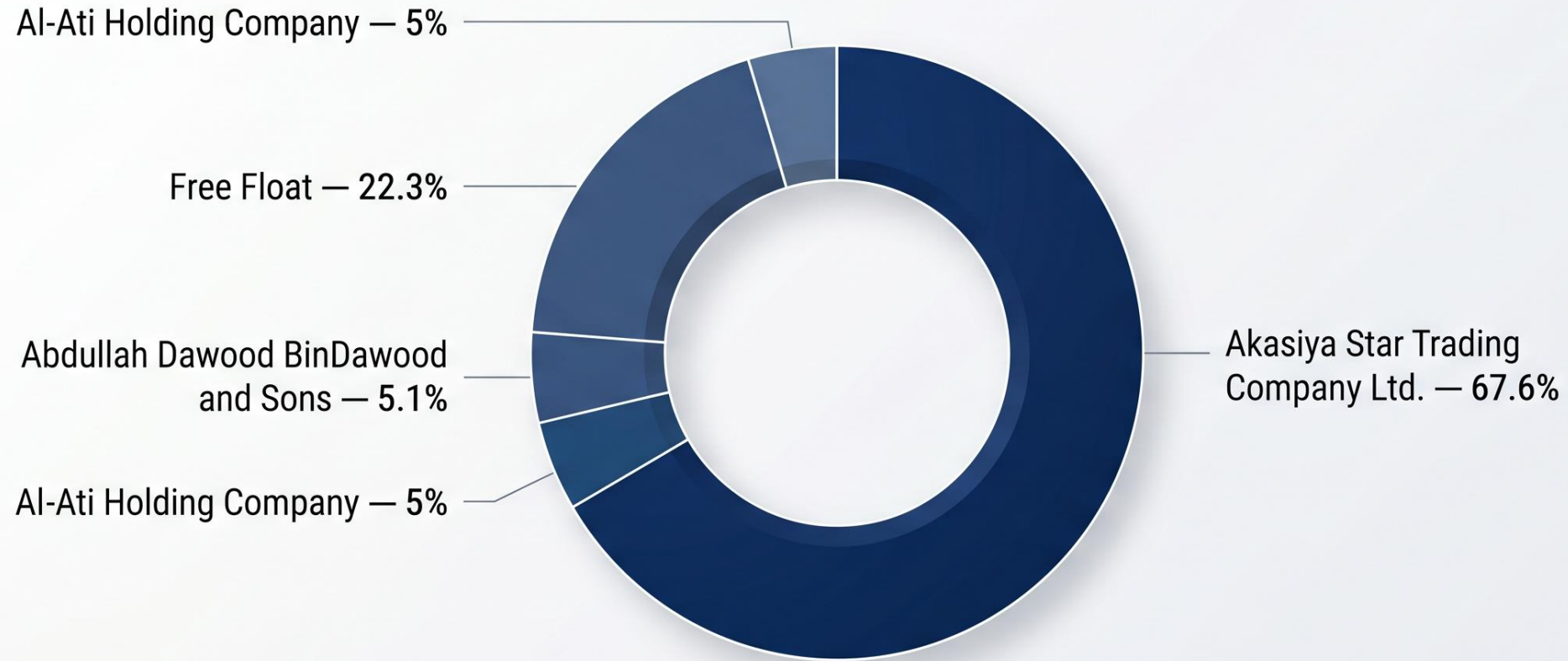
Concise Profit & Loss

	Q1 2025	Q1 2026	YoY
Sales	1,674.4	1,811.4	8.2%
Gross Profit	528.7	580.1	9.7%
<i>Gross margin %</i>	31.6%	32%	+45Bps
SG&A	438.5	471.7	7.6%
Operating Profit	92.8	110.2	18.8%
<i>Operating Profit %</i>	5.5%	6.1%	+54Bps
Net income	65.7	71.3	8.4%
<i>Net income %</i>	3.9%	3.9%	+1Bps

* Amount in SAR millions

Source: Company Information Q1'2026 FS.

Shareholding Structure



● Akasiya Star Trading Company Ltd. — 67.6%

● Free Float — 22.3%

● Abdullah Dawood BinDawood and Sons — 5.1%

● Al-Ati Holding Company — 5%

THANK YOU

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