

A Scalable Retail Platform with Selective, ROIC-Accretive Adjacencies

BinDawood Holding Company
Investor Presentation
Q2 2026 (11th August 2026)



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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 209+ 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



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.



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

Retail Segment



BAHRAIN



105

Total Stores
As At YTD26

55

Hyper
Markets

34

Super
Markets

15

Express
Stores

1*

Franchise
Store



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

209

Total Stores
As At YTD26

181

Standalone
Stores

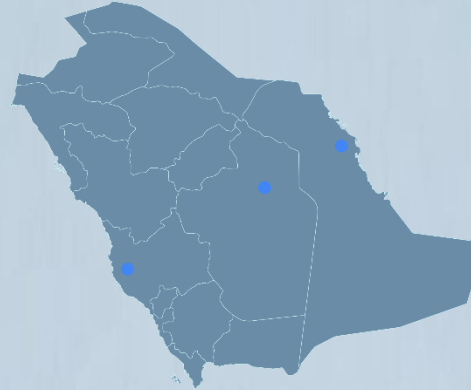
27

Integrated
Stores

1

online
Store

Distribution Segment



RIYADH – DAMMAM - JEDDAH

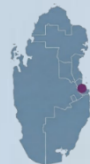


JEDDAH

DUBAI



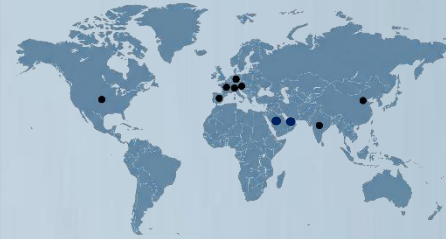
DOHA



KUWAIT CITY

Tech Segment

Ykone



Ykone has presence in 12 countries
and 18 cities (worldwide)

IACO



86 locations across multiple
online platforms

Food Processing Segment

فازا
VAZA



DUBAI



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

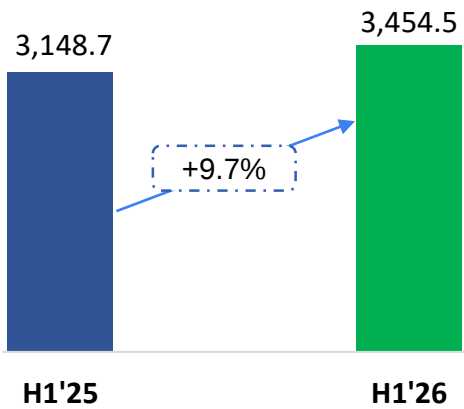
CEO Perspectives: H1 2026 Year in Review



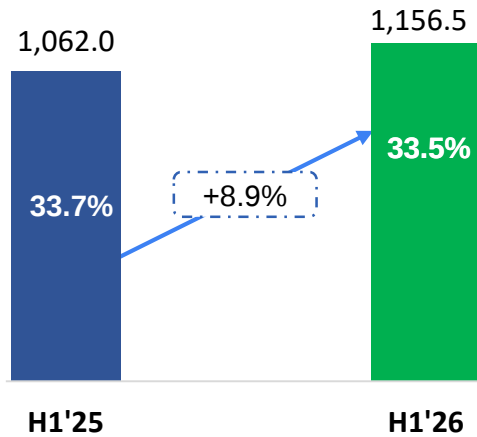
BDH's Financial Performance – H1 2026

BDH - Consolidated

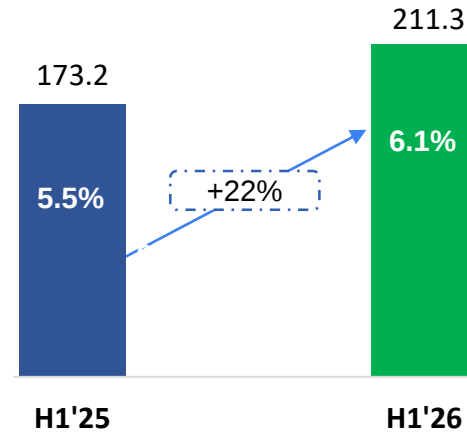
Revenue



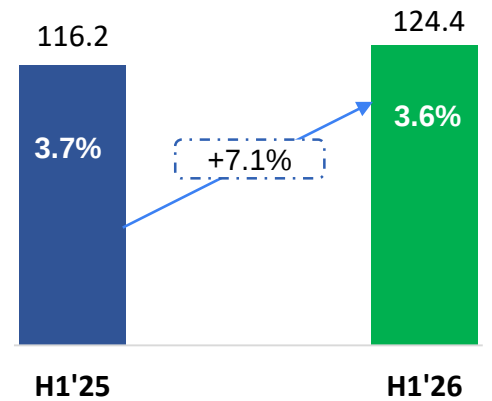
Gross Profit



Operating Profit



Net Profit



* Amount in SAR millions

Source: Company Information H1'2026 FS

Key Events H1 2026 (1/2)

Broad Retail Expansion



1st BinDawood Store in Riyadh Market



Danube expansion in Madinah



1st Bindawood Franchise in Qatar



Acceleration of BinDawood/Danube Dash



Continued Zahrat expansion in integrated and standalone formats

Expansion in Tech Segment



Acquisition of BYSELECT by Ykone

#3

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.

- Ogilvy (Ad Giant)
- Edelman (PR Giant)
- YKONE (The Modern Leader)

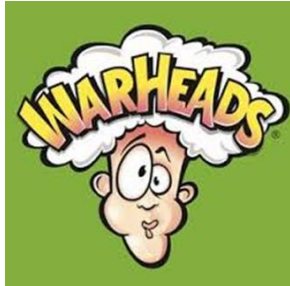
Ykone ranked 3rd Largest Influencer Agency

FAB STUDIO
A BRAND OF Ykone

Acquisition by Ykone in Zurich

Key Events H1 2026 (2/2)

Expansion of Distributed Brands



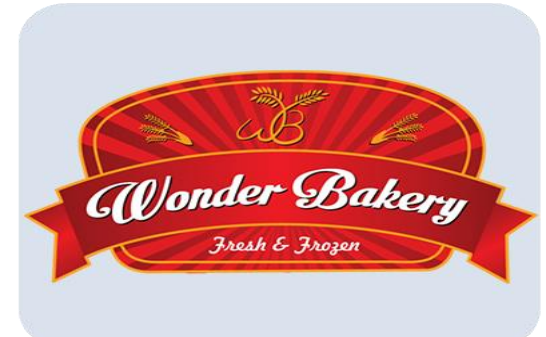
Entry into Food Processing Segment



Acquisition and integration of Vaza Foods completed in June 2026



Operational launch of the Jeddah meat processing facility

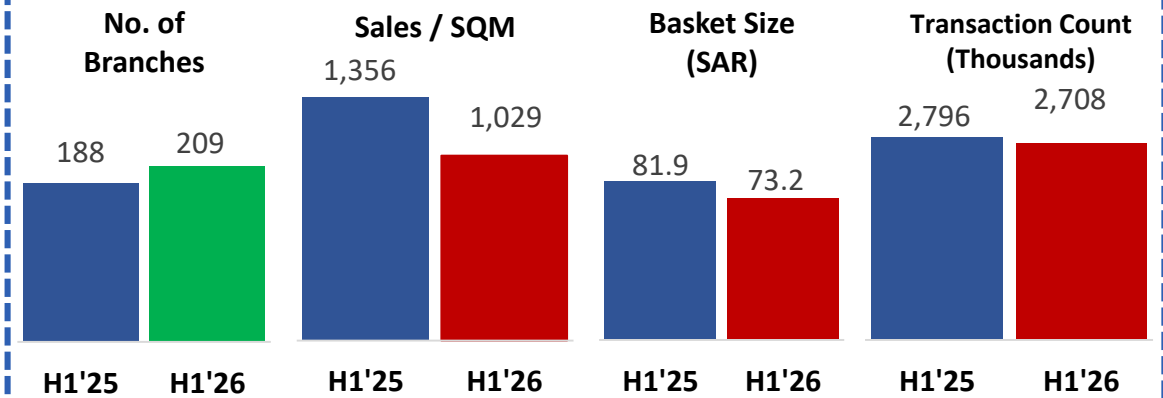
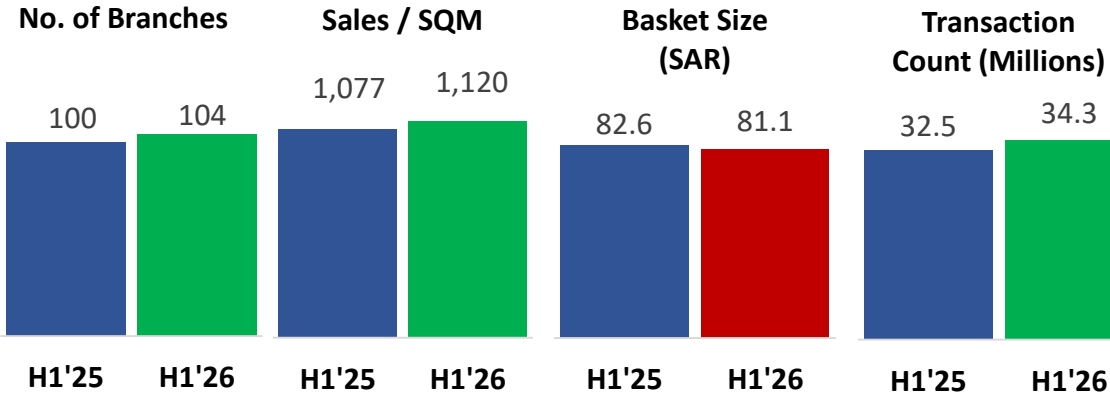


Acquisition of Wonder Bakery is planned to be completed in Q3 2026

BDH's Operational Performance Snapshot

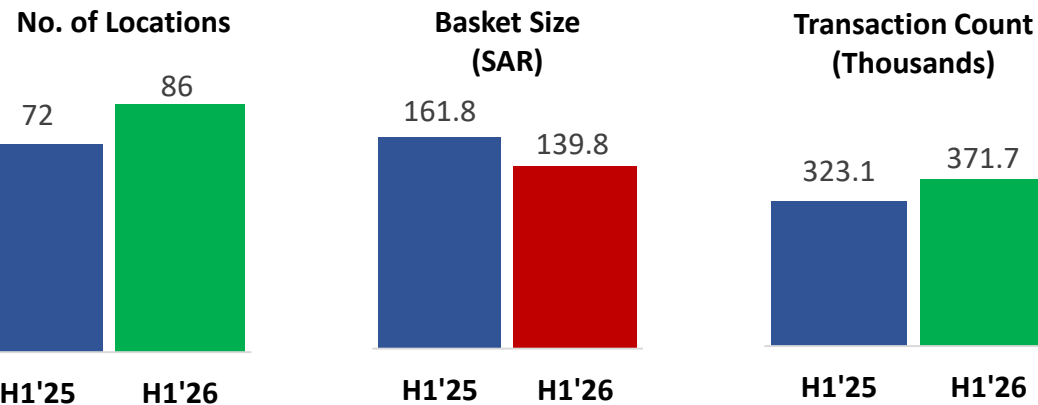


الدانوب
Danube

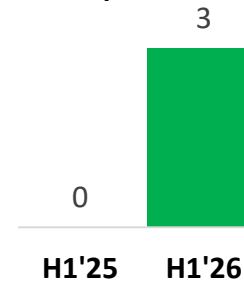


IACO

Ykone



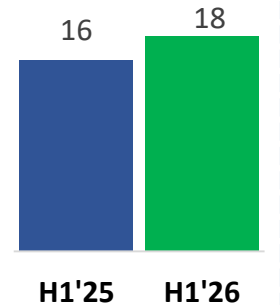
No. of
Mergers &
Acquisitions



New M&A in 2026

- Ykone Spain in March, 2026
- Ykone Zurich in January, 2026
- BySelect in June, 2026

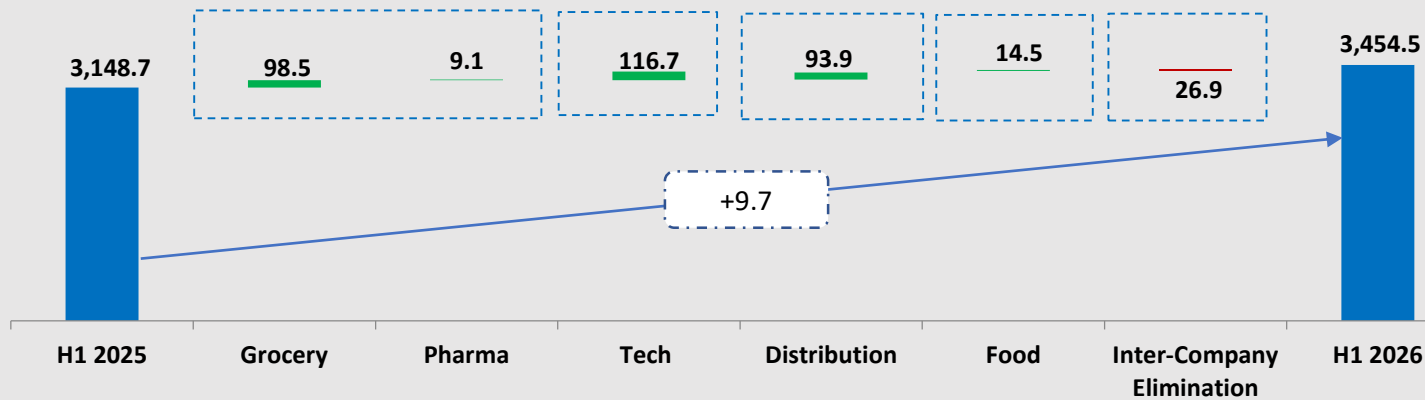
No. of Cities



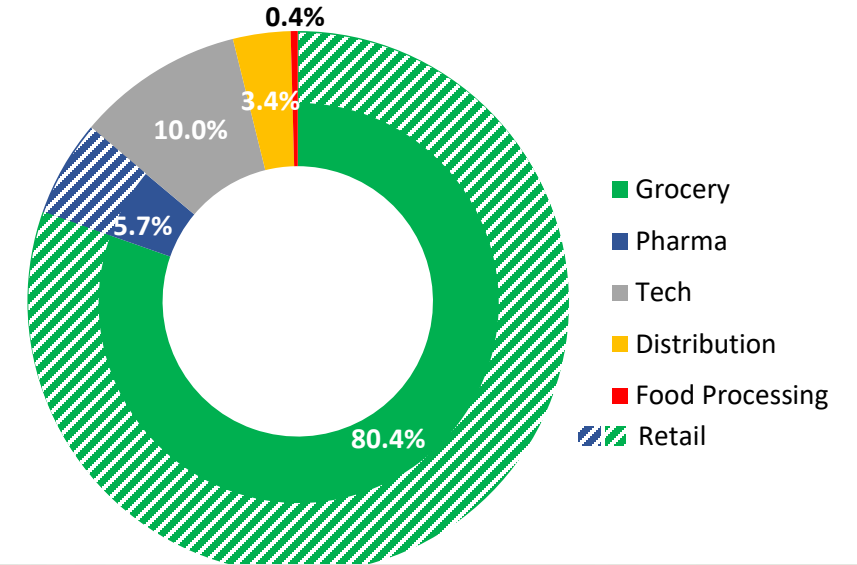
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Overview of H1 2026 vs H1 2025 BDH's Revenue Bridge

Revenue Bridge H1 2025 Vs H1 2026
(amounts in SAR 'M)



Revenue by Segments – H1 2026



Grocery



- 3.5% revenue growth (H1 26 vs H1 25)
- New store openings
- Impact of last year's openings

Pharma



- 4.8% H1'26 revenue growth vs. Feb–Jun'25
- Non-Wasfaty sales grew 4% pro-forma

Distribution



- Like for like growth for existing brands
- Contribution derived from new brands
- Contribution from Toy Triangle

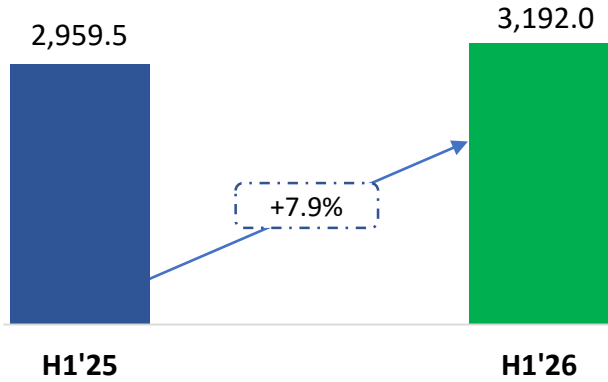
Tech

- Overall growth is 49.2% in H1'26 vs. H1'25
- Growth driven by Ykone performance in US, Europe and Asia

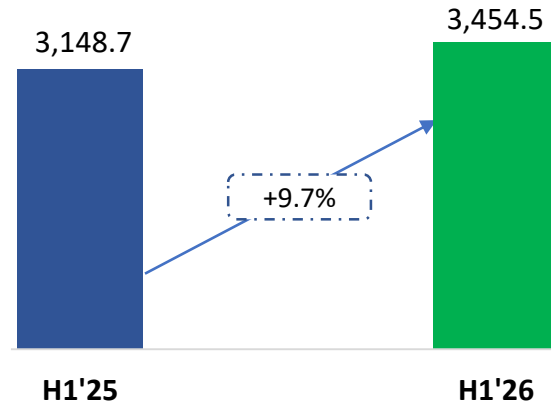
* Amount in SAR millions

Balanced Growth: Organic & Acquisitions

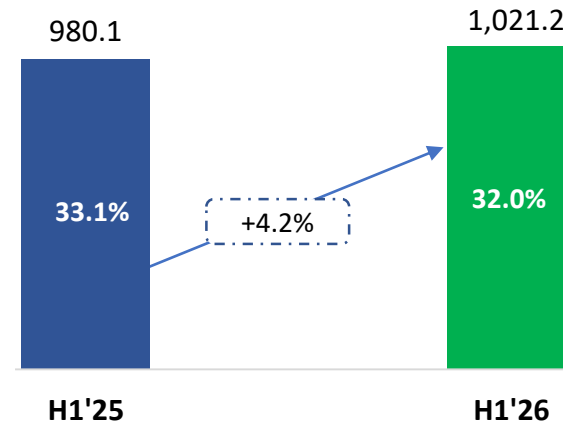
Revenue Like for Like (Organic)



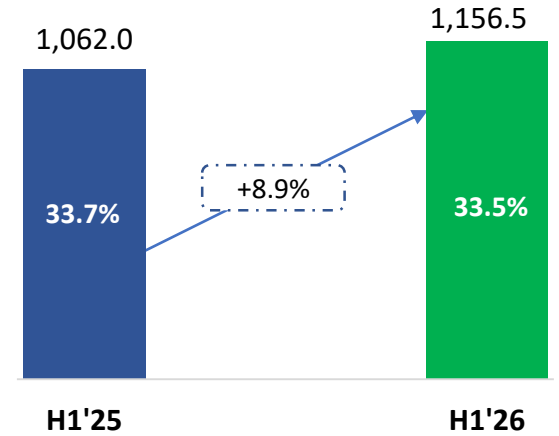
Revenue (Consolidated)



Gross Profit (Organic)

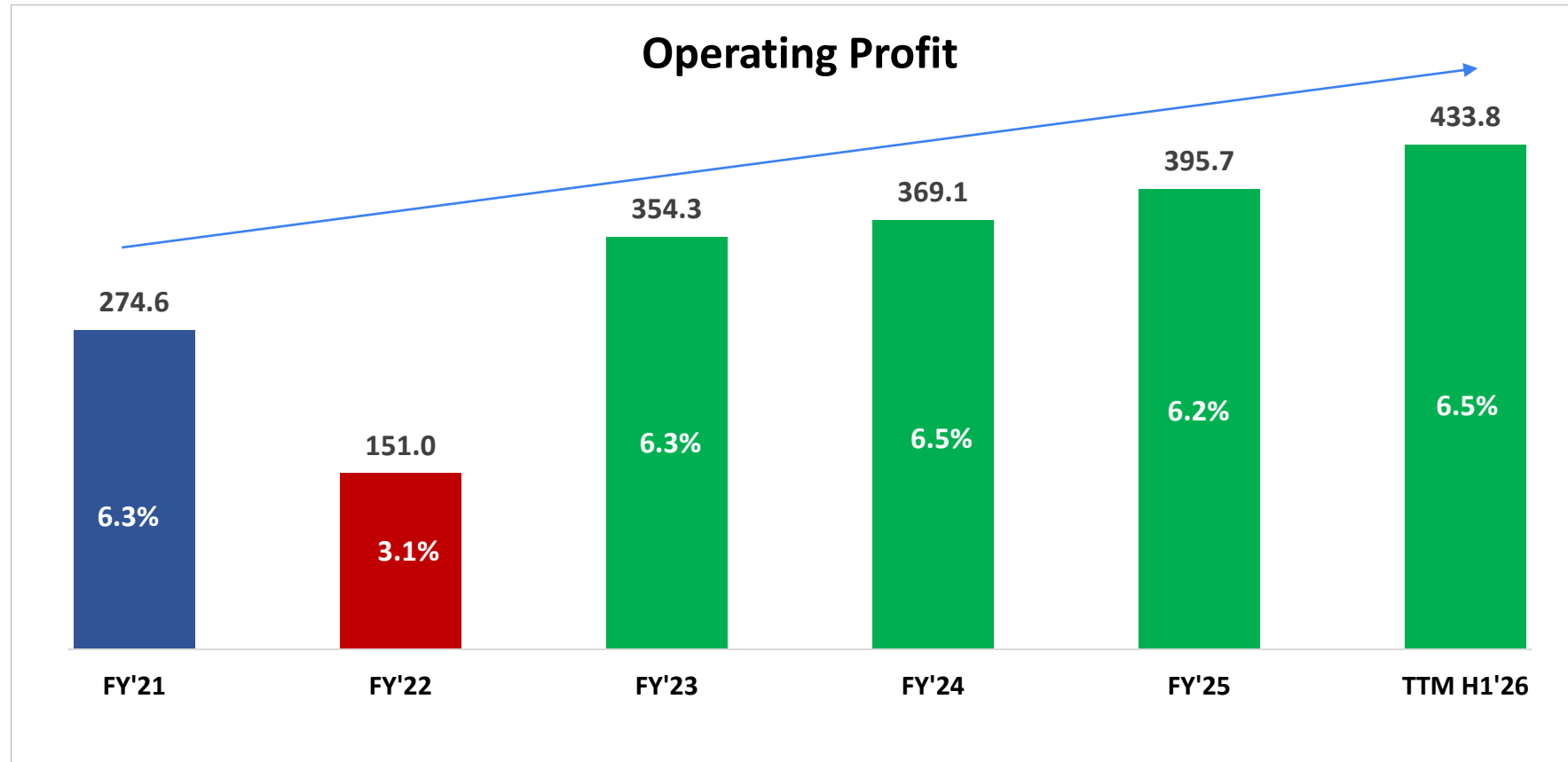


Gross Profit (Consolidated)



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

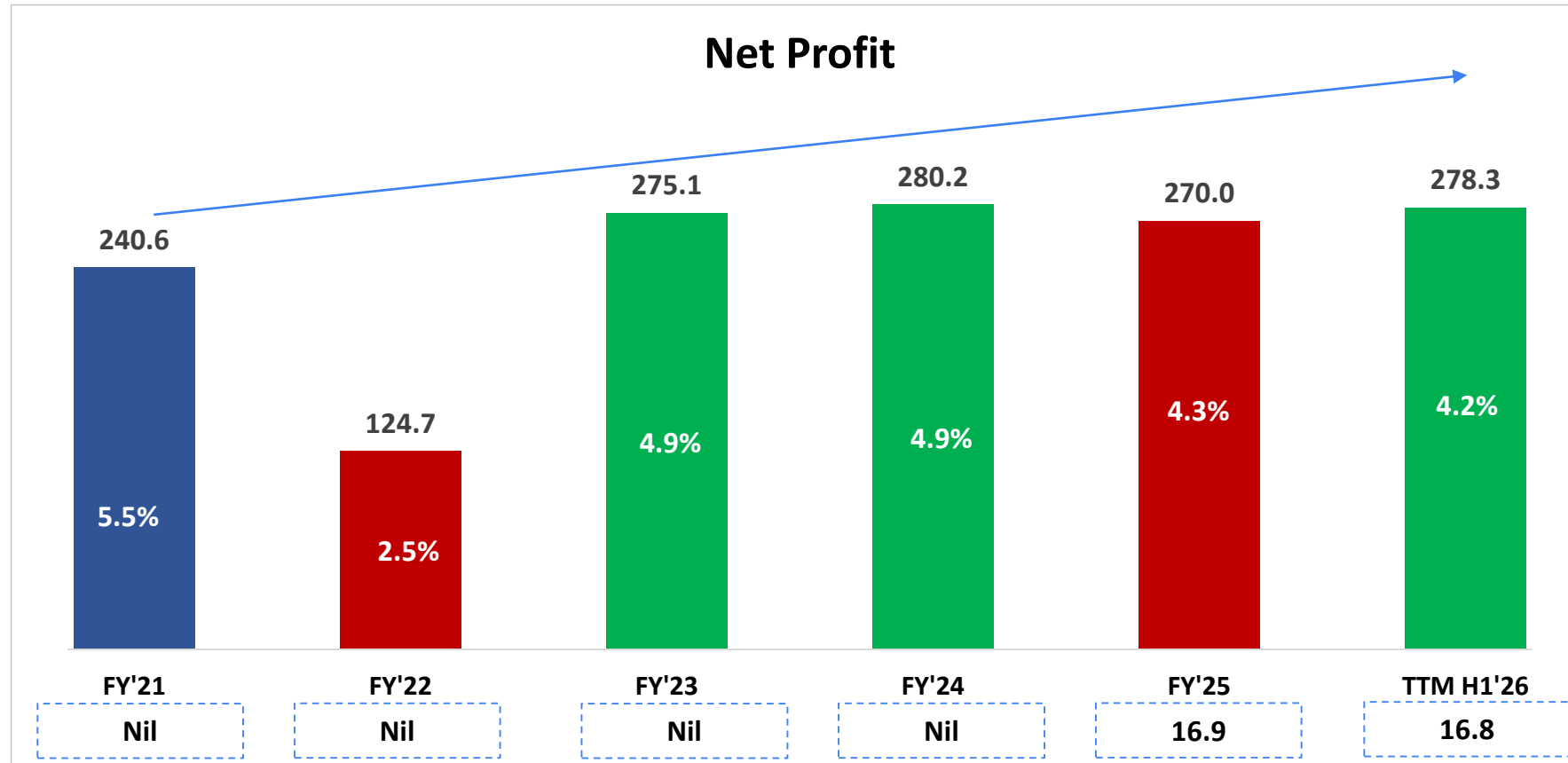
FY 2021- TTM H1 2026 Operating Profit



*** Amount in SAR millions**

Source: Company Information H1'2026, FY'2025, FY'2024 , FY'2023 and FY,2022 FS.

FY 2021- TTM H1 2026 Net Profit



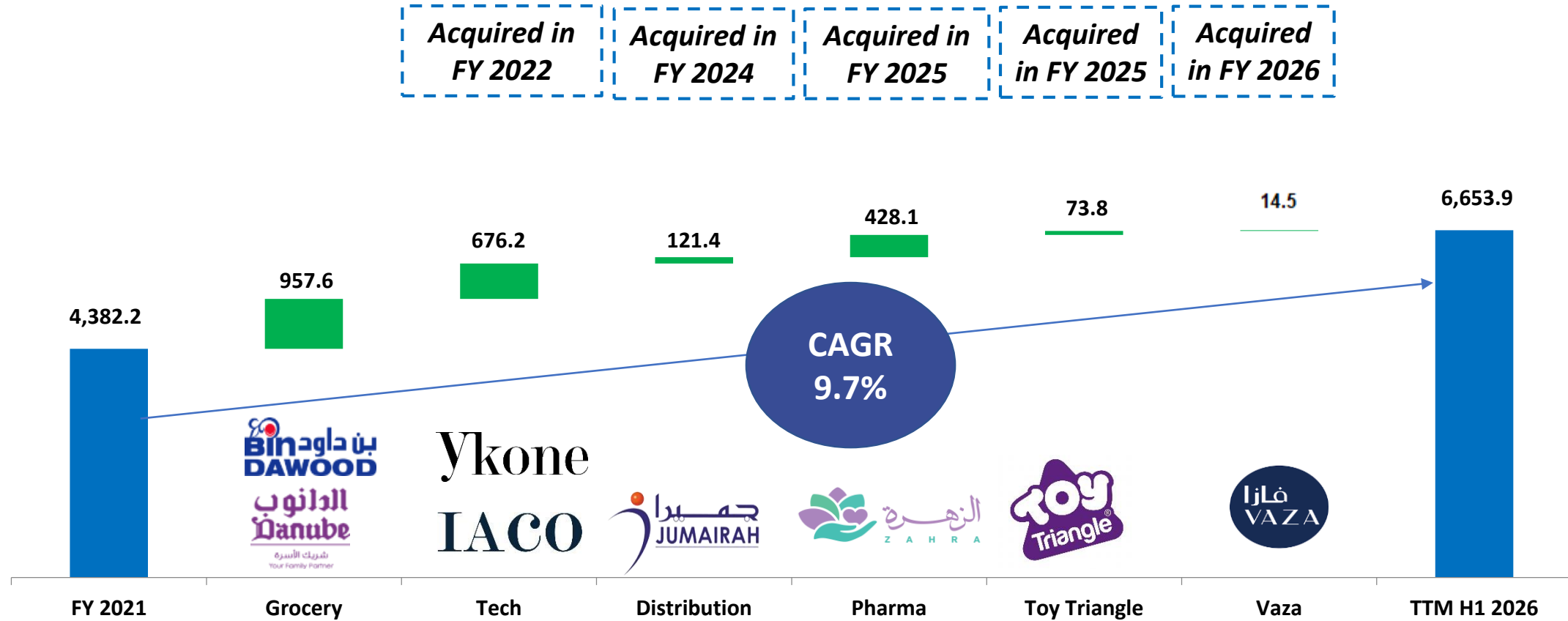
** Amount in SAR millions*

Source: Company Information H1'2026, FY'2025, FY'2024 , FY'2023 and FY,2022 FS.



Revenue Value
Creation Bridge
from FY 2021 to TTM H1
2026

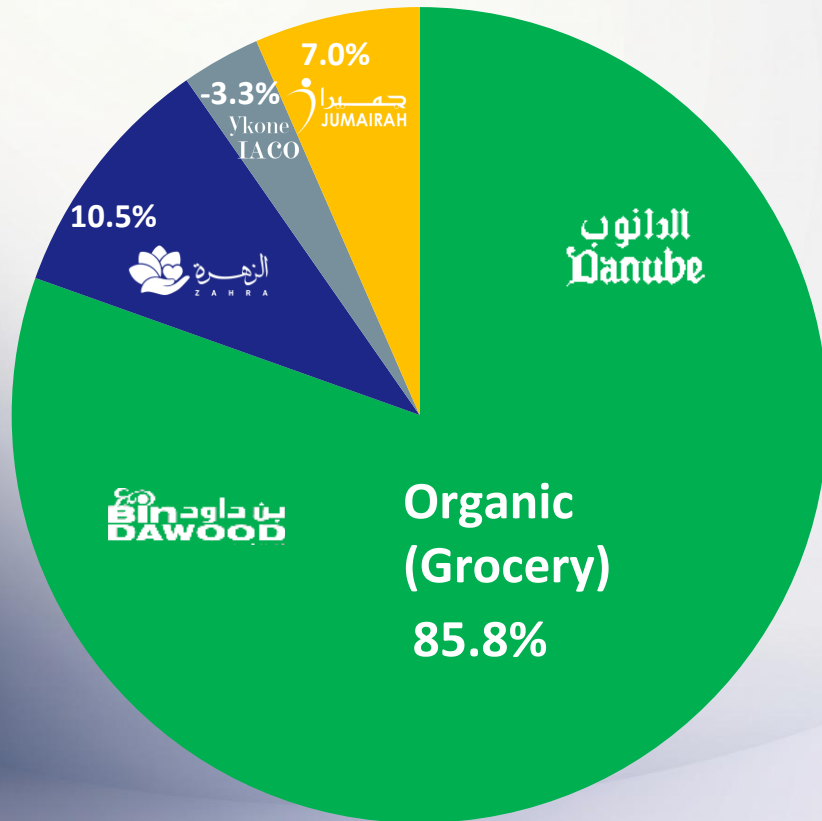
Revenue Value Creation Bridge



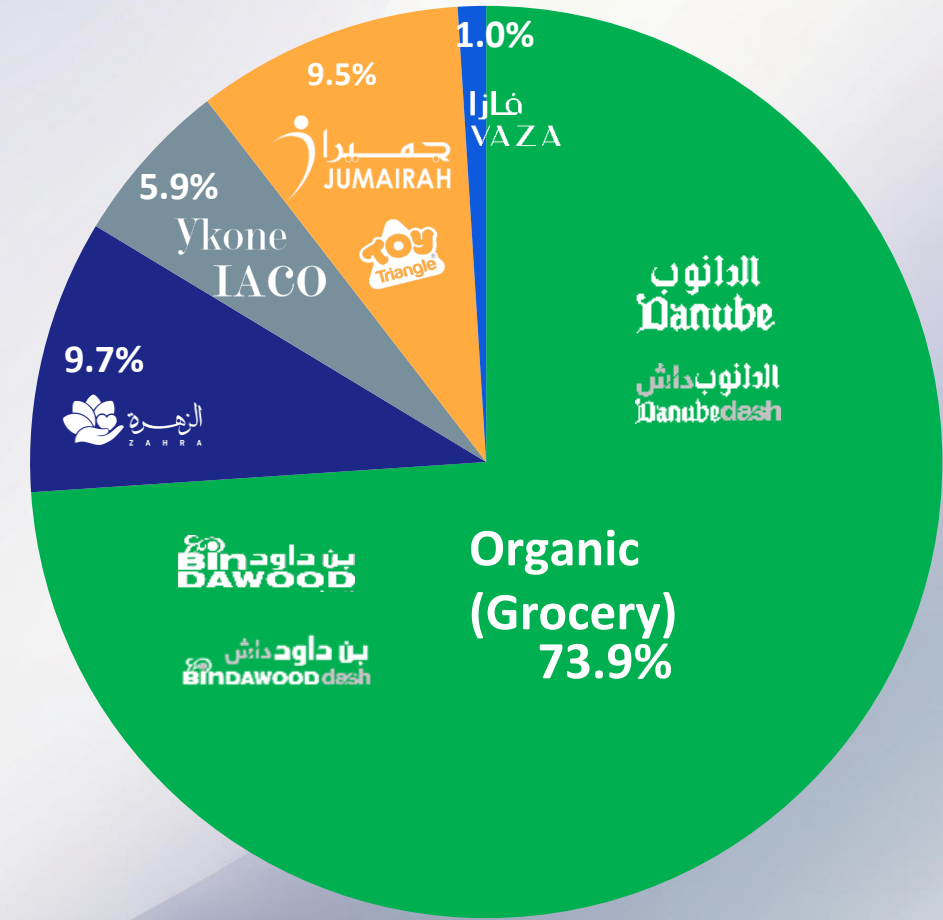
* Amounts in SAR millions

Evolution of the Group Operating Profit Mix

Operating Profit



H1 2025

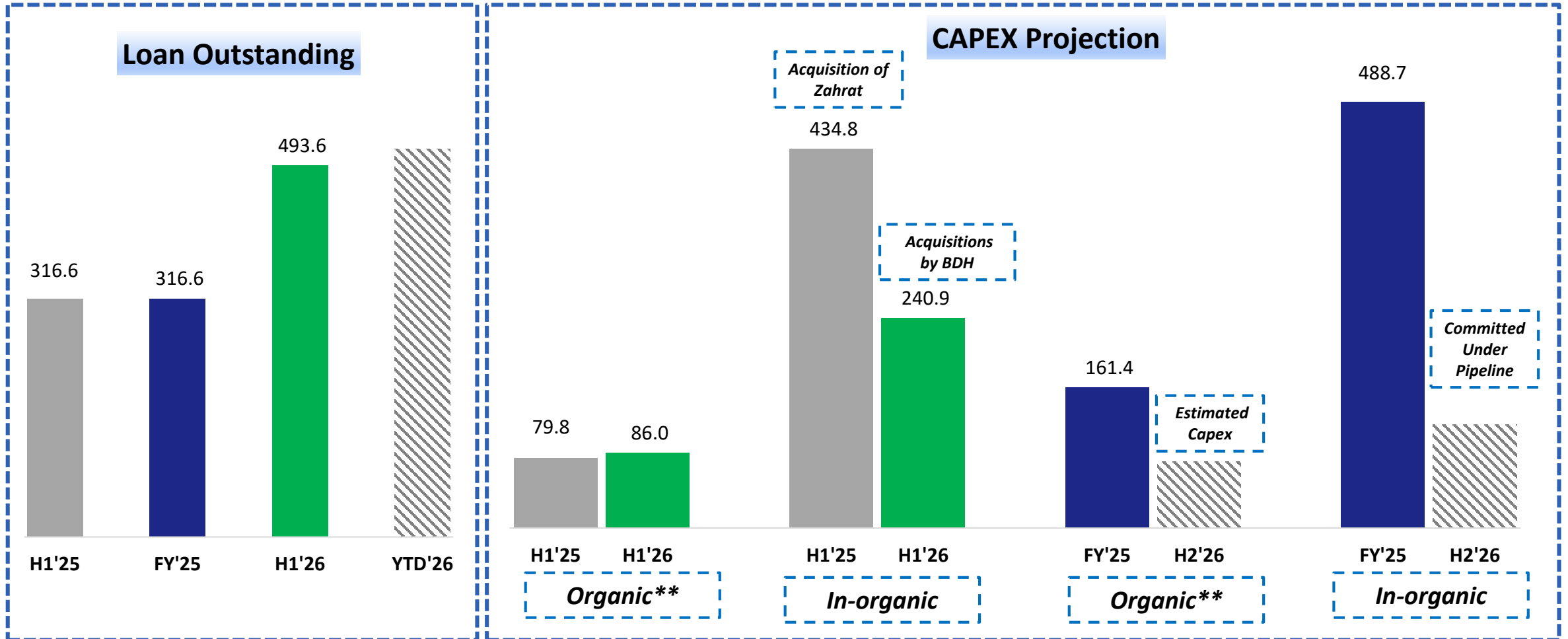


H1 2026

Organic (Retail Grocery) Retail Pharma
Tech Distribution

Organic (Retail Grocery) Retail Pharma Tech Distribution Food

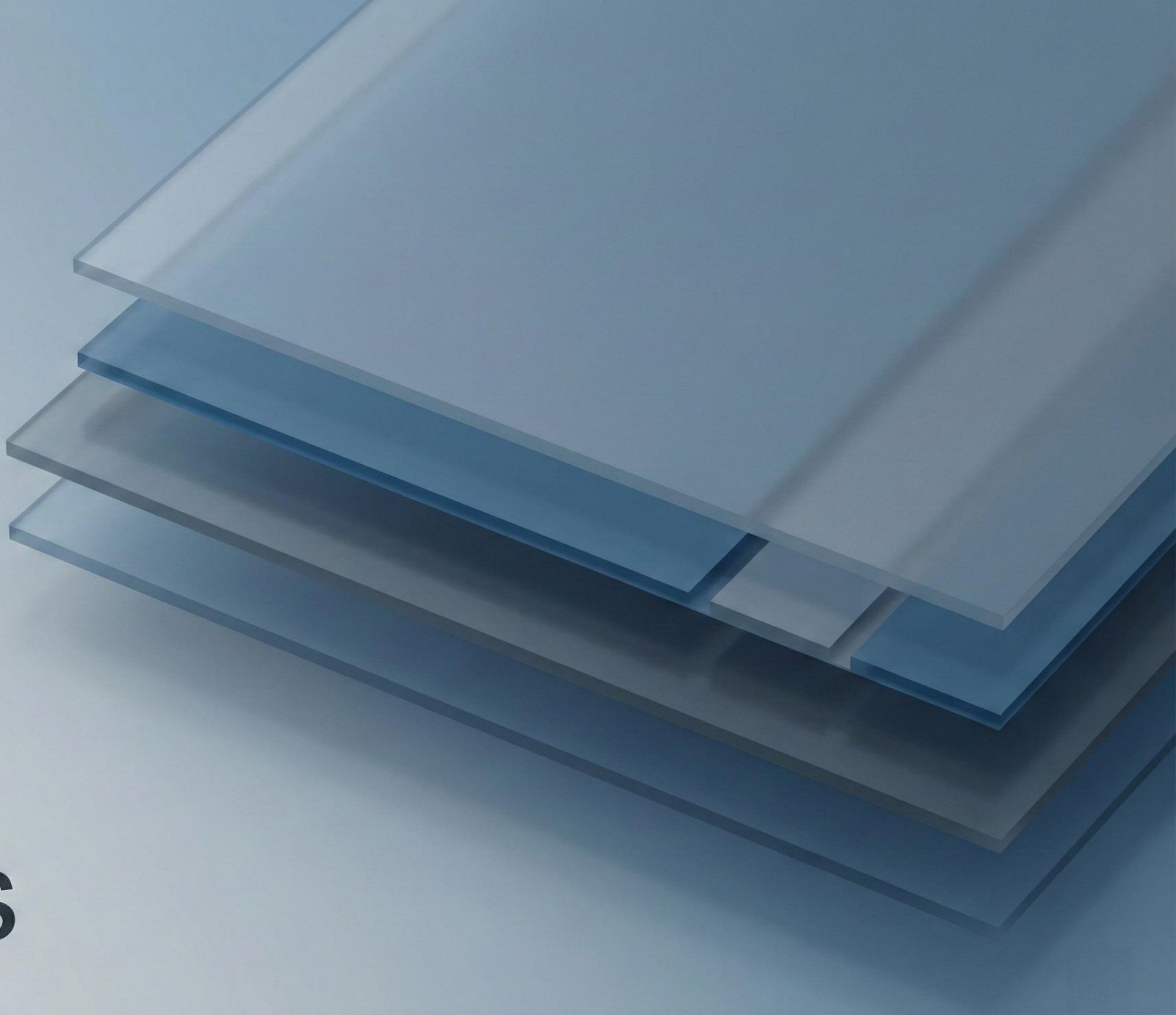
Loan Outstanding & CAPEX Projection



* Amount in SAR millions

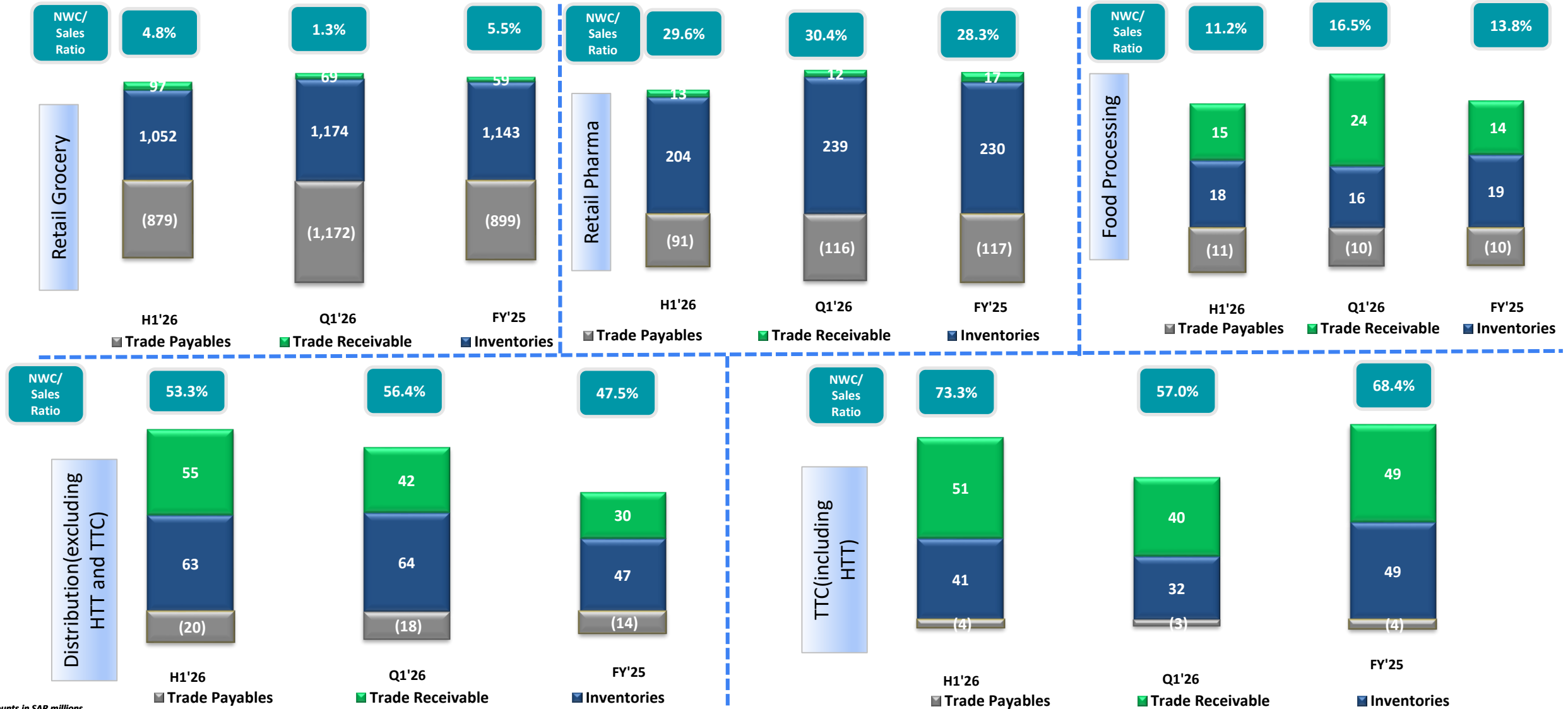
** This includes store opening facility and renovation etc.

Source: Company Information H1'2026, FY'2025 FS



Annexures

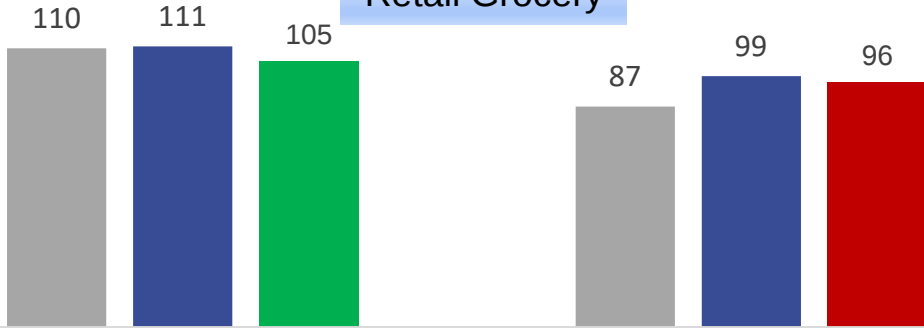
Trade Working Capital (BDH & Segments)



* Amounts in SAR millions

Inventory and Payable Days

Retail Grocery

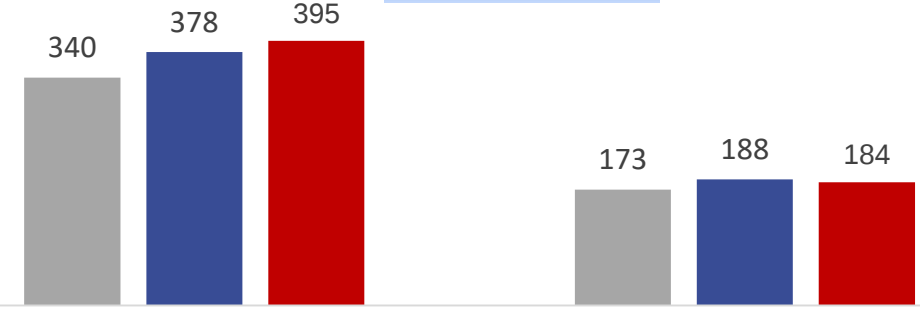


Inventory days

Payable Days

■ FY'25 ■ Q1'26 ■ H1'26

Retail Pharma

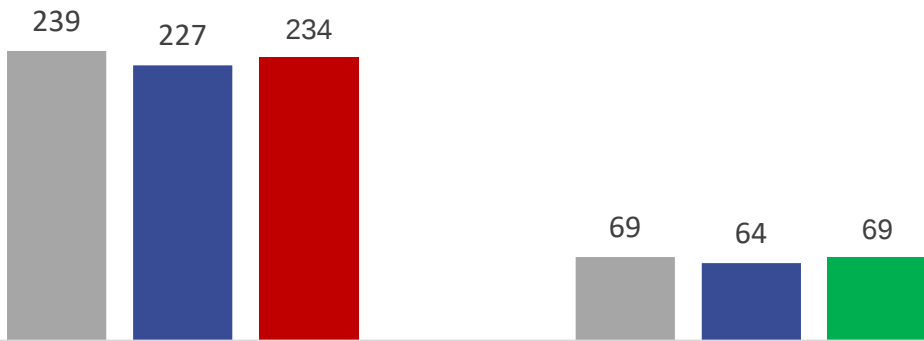


Inventory days

Payable Days

■ FY'25 ■ Q1'26 ■ H1'26

Distribution (excluding HTT and TTC)



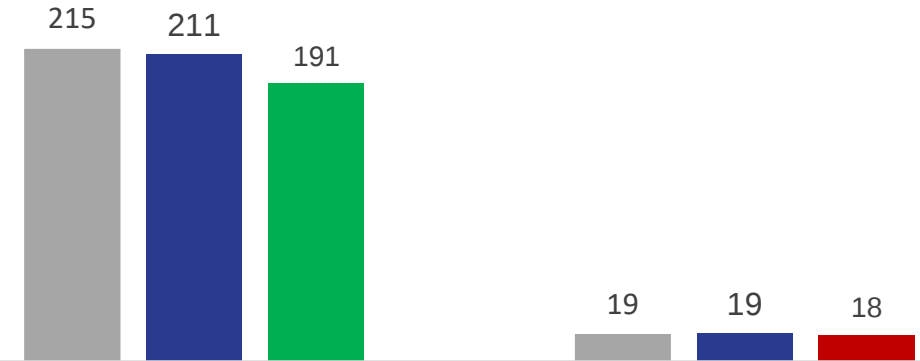
Inventory days

Payable Days

■ FY'25 ■ Q1'26 ■ H1'26

Toy segment has been transferred from JTC to TTC, therefore both JTC and TTC results has been reclassified.

TTC (including HTT)



Inventory days

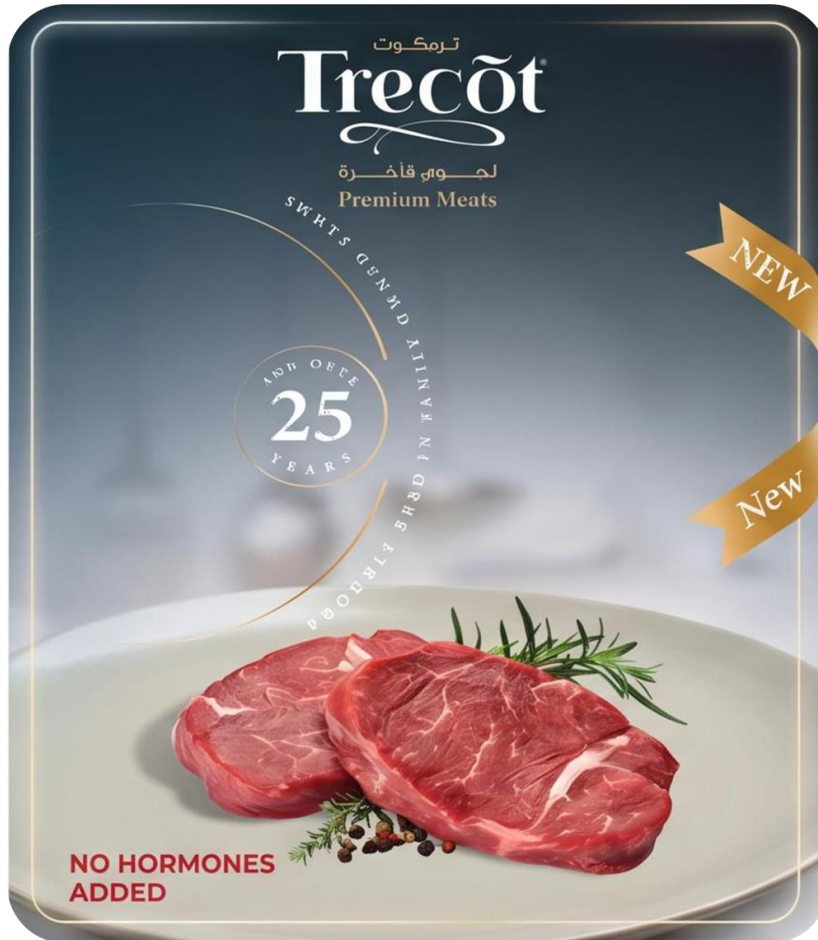
Payable Days

■ FY'25 ■ Q1'26 ■ H1'26

Newly Introduced Concepts – Food Processing

- 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

Acquired Subsidiary under Food Processing

- Vaza Foods Company, Saudi Premium Foods Manufacturing Platform

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



Integrated Stores under BinDawood/ Danube Stores

- Zahrat Al Rawdah Pharmacies Integrated Stores within BinDawood/Danube



BDH is the pioneer in KSA to launch integrated pharmacy concept inside Bindawood/Danube stores post-acquisition of Zahrat Al Rawdah

Franchise Model in Qatar - BinDawood

- Franchise Arrangement with The Regional Group to expand in Qatar



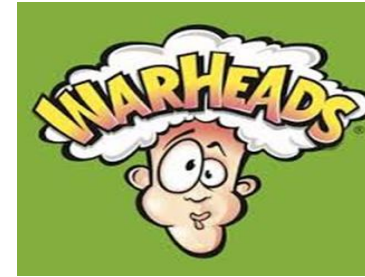
BDH also embarked the journey of expansion via franchise agreement with BinDawood brand, one store opened in February 2026

New Brands under Distribution

- Addition of new renowned food and non-food brands under the Distribution Segment



ProLife



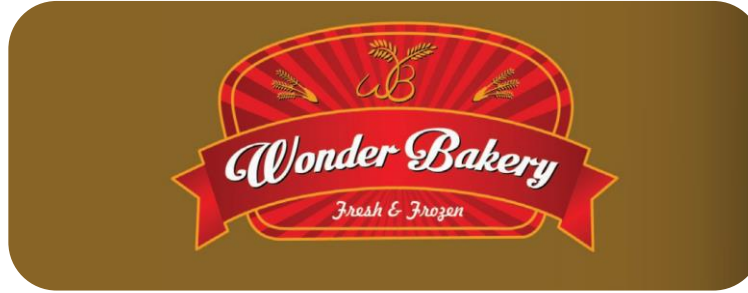
SAMSUNG



BDH's Distribution segment strengthened its portfolio by adding several renowned brands, broadening its market presence and customer base.

Subsidiary under completion – Wonder Bakery

- Wonder Bakery LLC, Serves Primarily B2B customers—including hotels, restaurants, cafés, supermarkets, airlines, and foodservice businesses



1

Company Overview

Croissants and other viennoiserie, Danish pastries, Cakes and desserts

2

Operating Model

Production & major B2B customers

3

Strategic Rationale

GCC Expansion, Supply chain optimization, increased production capacity and manufacturing integration

Operational Integration



Growth & Value Creation



Long-term Strategic Alignment



Financial Performance

Premium Strategic Highlight

Core achievements

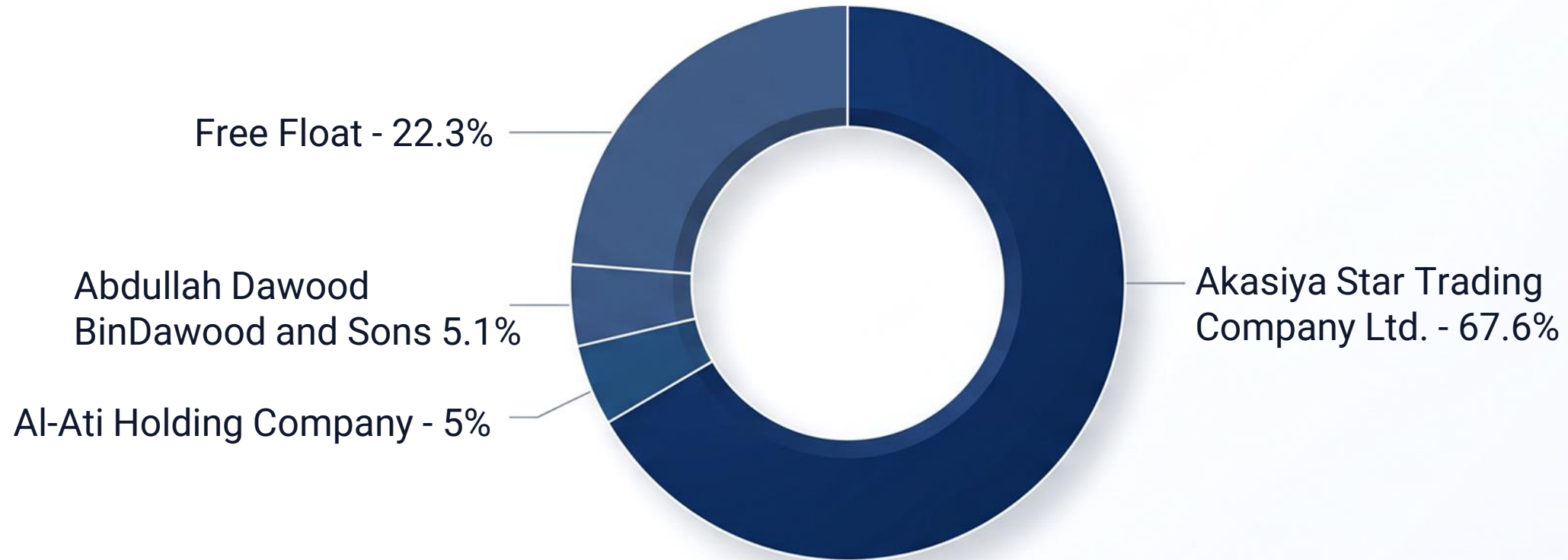
- ❖ Improvement of sales densities across all segments
- ❖ Higher margins among the industry peers
- ❖ Disciplined cost management
- ❖ Solid financial foundation

	H1 2025	H1 2026	YoY
Sales	3,148.7	3,454.5	9.7%
Gross Profit	1,062.0	1,156.5	8.9%
Gross margin %	33.7%	33.5%	-25Bps
Operating Profit	173.2	211.3	22.0%
Operating Profit %	5.5%	6.1%	+62Bps
Net income	116.2	124.4	7.1%
Net income %	3.7%	3.6%	-9Bps
Net Profit attributable to Shareholders of the Issuer	119.0	119.7	0.6%

** Amount in SAR millions*

Source: Company Information H1'2026 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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بن داود
DAWOOD
HOLDING الحايحة