

Cenomi Retail Investor Presentation

Nov 2025



Disclaimer

This presentation has been prepared solely for use as an Investor presentation for Cenomi Retail (the "Company"). By attending or by reading this presentation, you agree to be bound by the following limitations.

The information contained in this presentation is for background purposes only and does not purport to be comprehensive and has not been independently verified, nor does it constitute or form part of any invitation or inducement to engage in any investment activity, nor does it constitute an offer or invitation to buy or subscribe to any securities in any jurisdiction, or a recommendation in respect of buying, holding or selling any securities.

No representation or warranty, express or implied, is made as to, and no reliance should be placed by any person for any purpose on the information contained in this presentation, fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation.

The information in this presentation is subject to change, update, revision, verification and amendment and such information may change materially. The Company is under no obligation to update or keep current the information contained in this presentation and any opinions expressed in it is subject to change without notice. This presentation has not been approved by any competent regulatory authority.

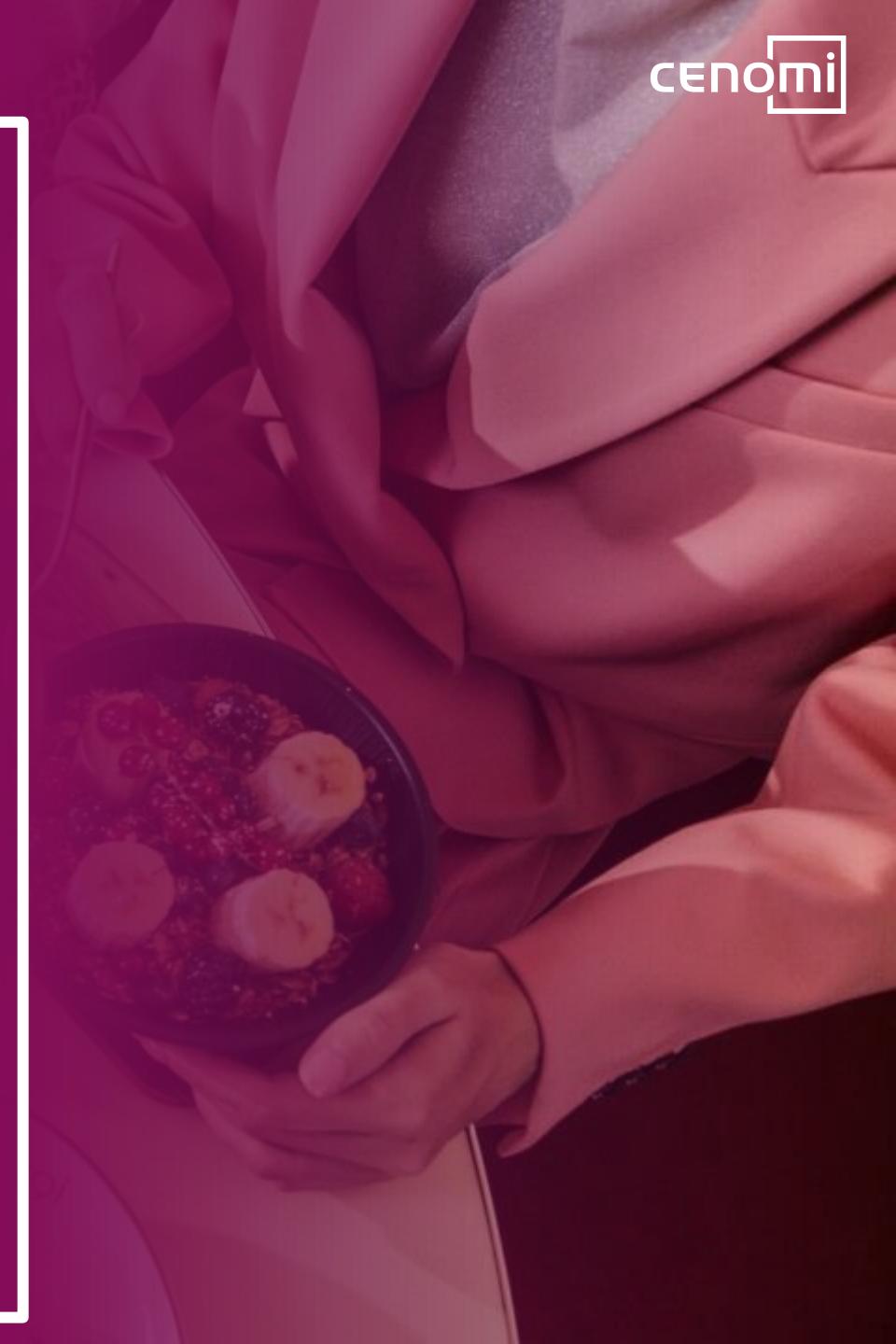
Neither this presentation nor anything contained herein shall form the basis of, or be relied upon in connection with, any offer or commitment whatsoever in any jurisdiction. The contents of this presentation are not to be construed as legal or financial.

The distribution of this presentation may be restricted by law in certain jurisdictions and persons into whose possession any document or other information referred to herein come should inform themselves about and observe any such restriction. Any failure to comply with these restrictions may constitute a violation of the securities laws of any such jurisdiction.

This presentation may include statements that are, or may be deemed to be, "forward-looking statements" with respect to the Company's financial position, results of operations and business and certain of the Company's plans, intentions, expectations, assumptions, goals and beliefs. The contents of this presentation have been prepared by and are the sole responsibility of the Company.

Table of Contents

- 04 At a Glance
- 06 Why Cenomi Retail?
- 10 Retail Sector Overview
- 13 Macro Overview
- 16 Strategic and Operational Review
- 24 Financial Overview
- 31 Concluding Remarks
- 34 Appendix





At a Glance



Cenomi Retail at a Glance

The leading franchise retailer in Saudi Arabia, and the only listed business of its type in the Middle East



778 stores



303 Saudi retail stores



c. 308K sqm



271 F&B outlets



8 countries



204 International stores



Why Cenomi Retail?



A Leading Fashion and F&B Franchise Retailer in KSA, Representing Top Global Brands



Saudi Arabia's leading fashion and F&B franchise retailer

No. 1
Fashion Franchise
Retailer in KSA

574
Stores
303 Retail / 271 F&B

103
Malls

27
Brands
17 Retail, 10 F&B

20
Mono brand
Websites

222,203
GLA in SQM
200,922 Retail /
21,281 F&B



Representing Brand Champions across a well diversified portfolio

Apparel

ZARA

stradivarius

Apparel

MANGO

lefties

OYSHO

PULL&BEAR

Bershka

Massimo Dutti

Sports

DECATHLON

Home

ZAR HOME

F&B

CINNABON

SUBWAY

Strong International Presence in Key Emerging Markets With Solid Growth Potential



Diversified International footprint
(% of Intl Revenues)



Tier-1 Champion Brands



Tier 1 Champion Brands
(Core Brands)

ZARA

Bershka

MANGO

stradivarius

ZARHOME

Massimo Dutti

Other Key Brands

MARKS & SPENCER

IPEKYOL

MONSOON Accessorize

sunglass hut

laVie en Rose

**U.S. POLO ASSN.
SINCE 1890**

La SENZA

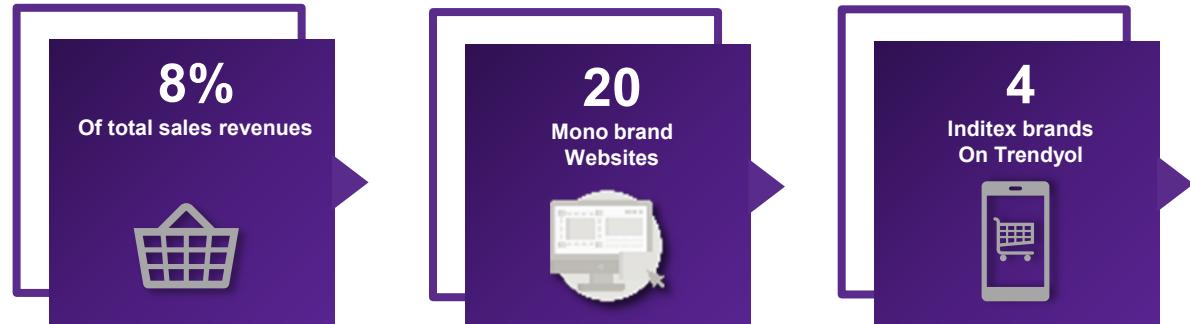
QUIZ

**KIKO
MILANO**

E-Commerce Continues to Be a Strategic Priority and a Key Growth Driver



E-commerce presence



...across monobrand websites

Top brands with monobrand websites:

ZARA

MANGO

stradivarius

ZARA HOME

DECATHLON

Massimo Dutti

PULL&BEAR

Bershka

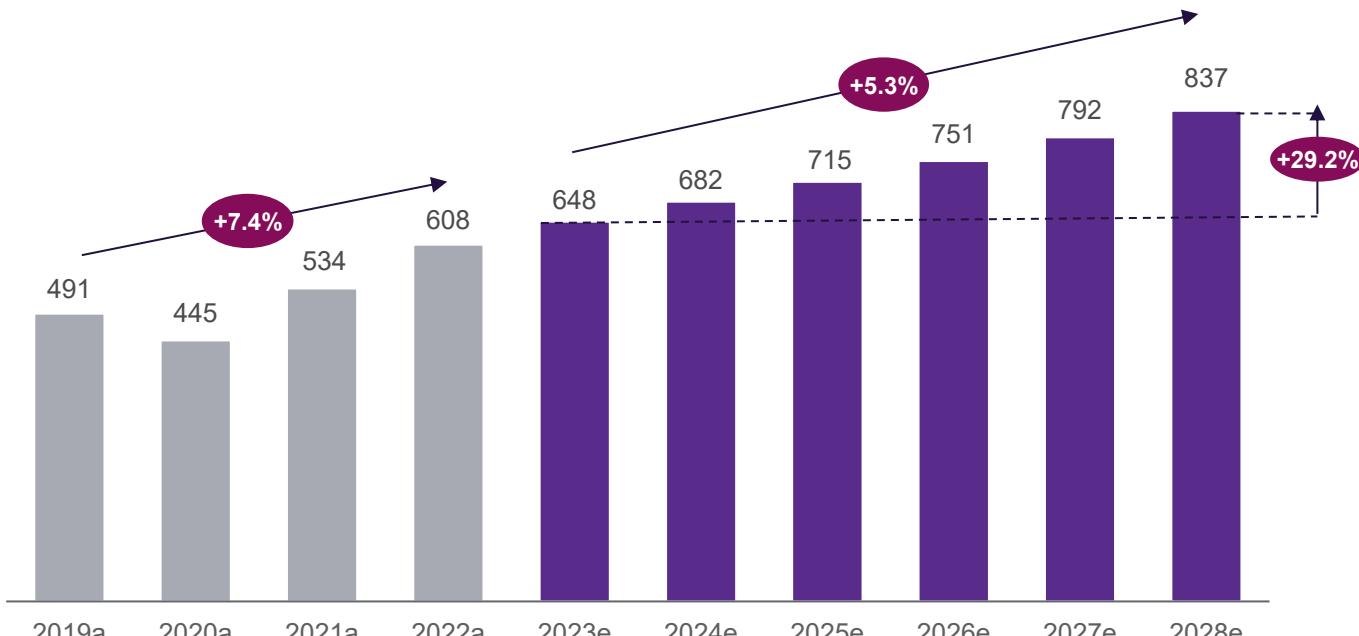
Retail Sector Overview



KSA Retail Market Is Growing 30%+ by 2028, Including Strong Growth in Fashion, Accessories, and F&B



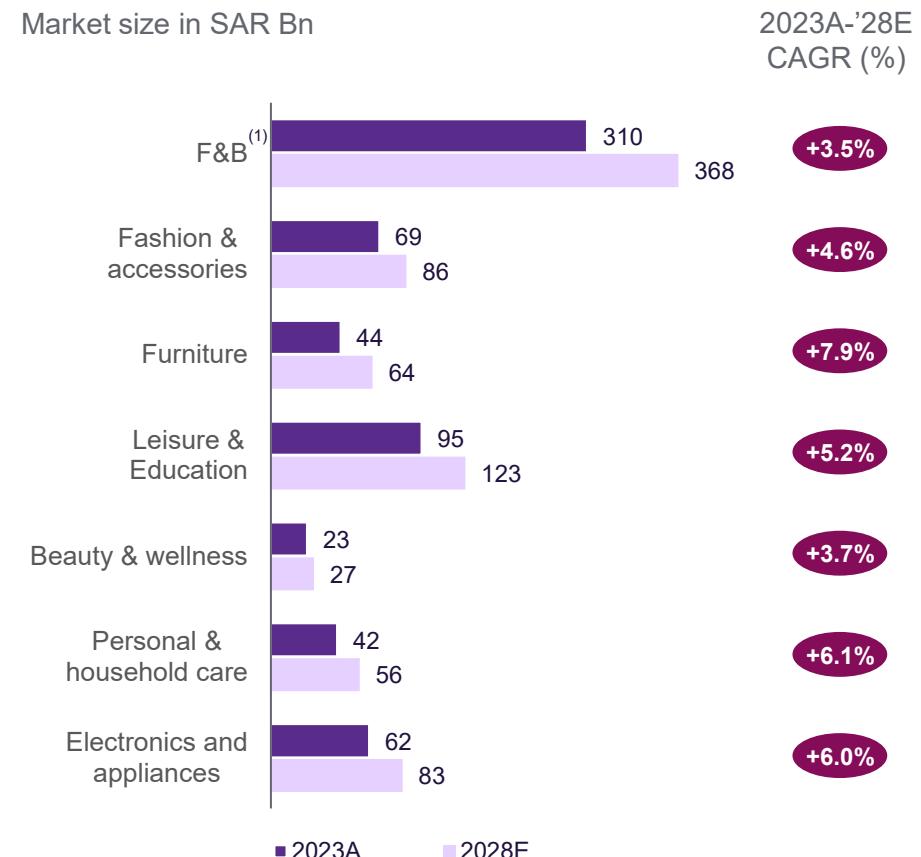
Saudi Arabia retail market, market size in SAR Bn



Source: EIU Jun-24 report; Note: (1) Includes tobacco



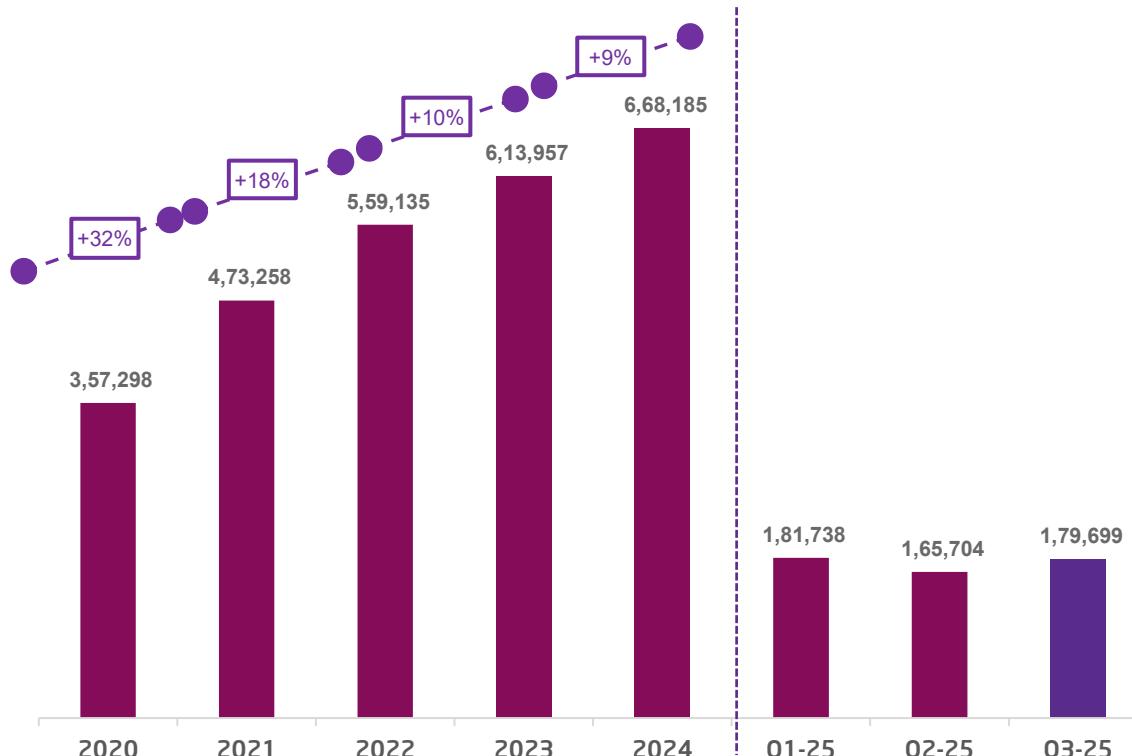
Forecast CAGR growth in selected retail categories



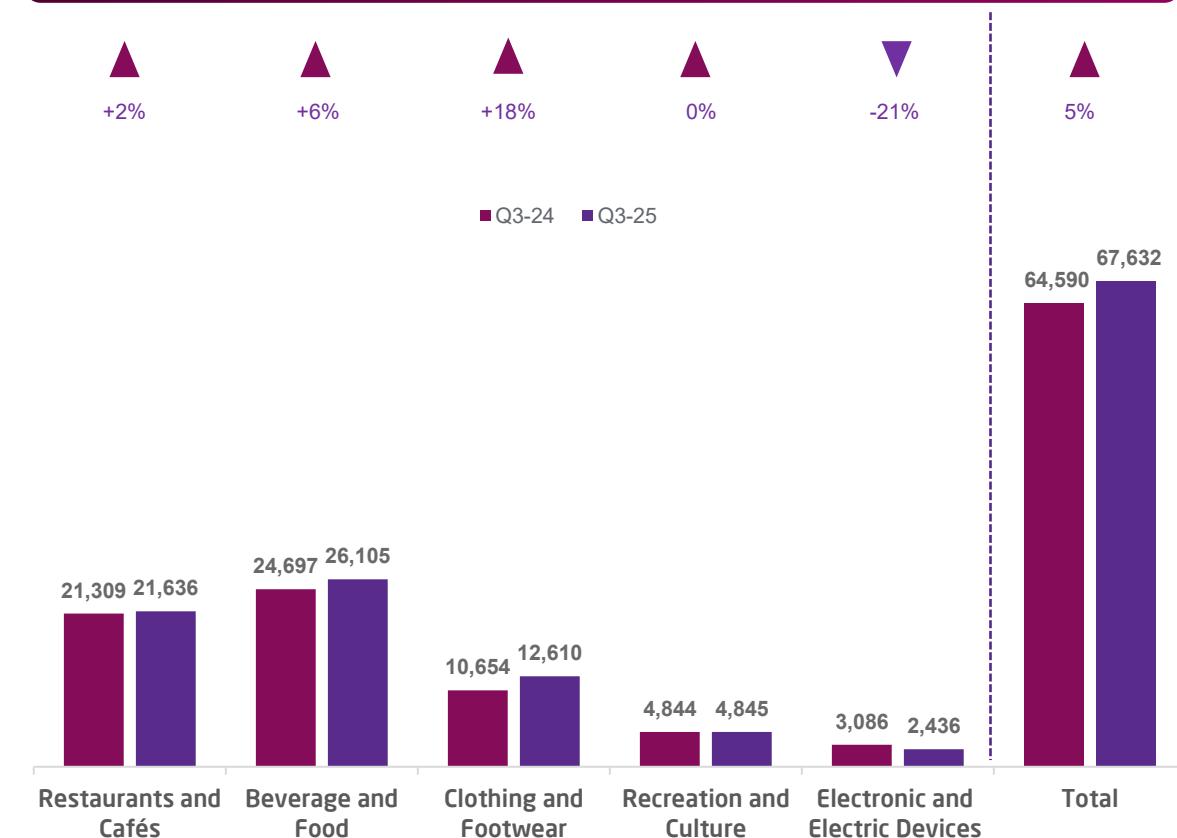
KSA Consumer Spending on Rising Trend



POS Transactions* - KSA Market (SAR Million)



POS Transactions* - KSA Market (SAR Million)



* Source: SAMA

Cenomi Retail Is Well Positioned to Seize the Exceptional Opportunities Within Fashion and F&B

The New KSA Consumer presents attractive prospects for Cenomi Retail, with the Fashion & Accessories segment being one of the fastest-growing at a CAGR of 4.6% for 2023-2028, and F&B being the largest at SAR 310 bn in 2023



Retail sector favorable factors



Economic reforms



Urbanization



Increasing integration of e-commerce & physical retail



Rising middle class



Young, tech-savvy population



KSA retail spend overview (2023–2028), in SAR mn

Category	CR 2023 Market share ⁽¹⁾	Market Size 2023	Market Size 2028	CAGR 2023-2028
Fashion & Accessories	3.5%	68,603	85,719	4.6%
F&B ⁽²⁾	0.1%	310,200	367,500	3.5%
Furniture	0.2%	44,113	64,431	7.9%



Latest reported growth indicators

IMARC – Saudi Arabia Retail Market (2025–2033): projects 4.0% CAGR, reaching US\$402.7bn by 2033; F&B to hold 33.7% share in 2024

Mordor Intelligence – Saudi Arabia E-commerce (2025–2030): 12.1% CAGR, market size US\$28.0bn in 2025 rising to US\$49.5bn by 2030



Macro Overview



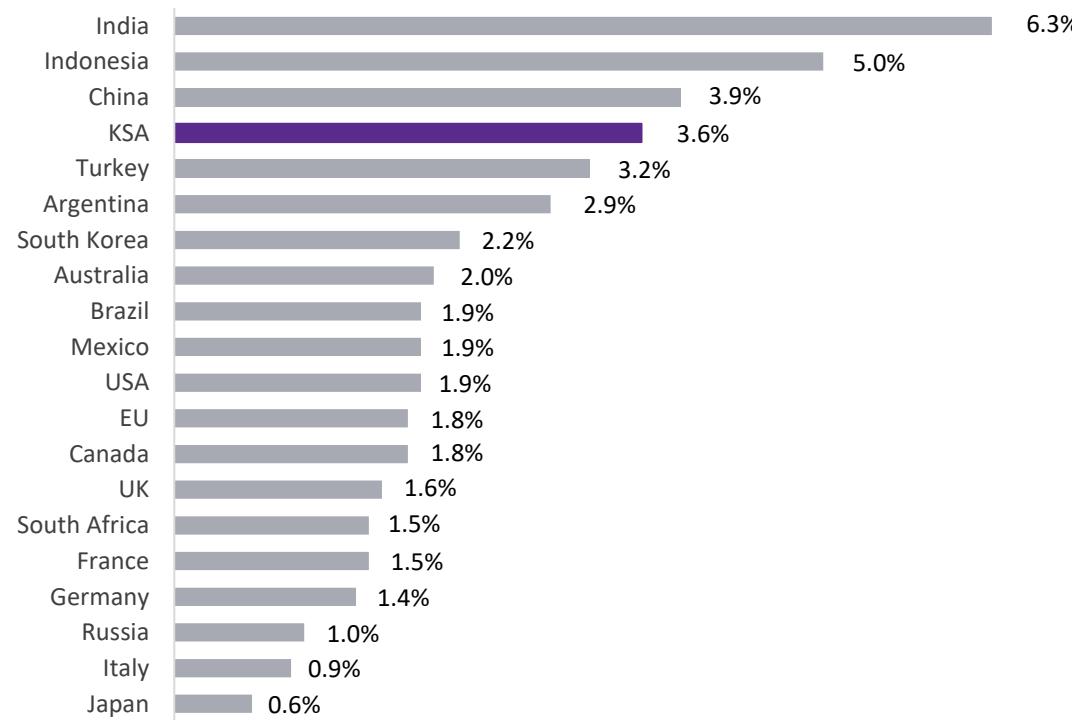
The Economy of the Kingdom of Saudi Arabia Is on a Solid Growth Trajectory

Since the announcement of Vision 2030, KSA has firmly established itself as one of the most attractive growth stories around the globe



KSA is the one of the fastest-growing economies ...

*Relative Performance of Major Economies
Real GDP growth projection (2023-2028 projection)*

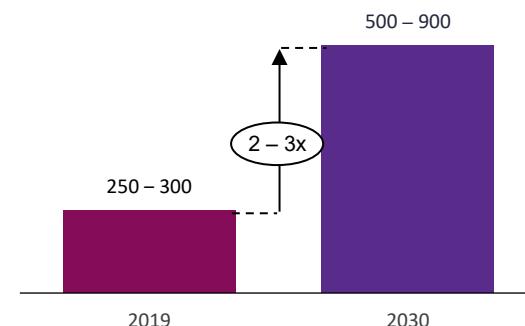


Source: EIU, World Bank, PIF Program 2021-25, Vision 2030



...with a booming consumer outlook...

*KSA Discretionary Consumer Spend Potential Evolution
(full Vision 2030 realization) - SAR Bn*



- KSA Population: +36m
- Tourism: 100m+ annual visits
- Consumer Spend: 3x



...and unprecedent investments to achieve Vision 2030

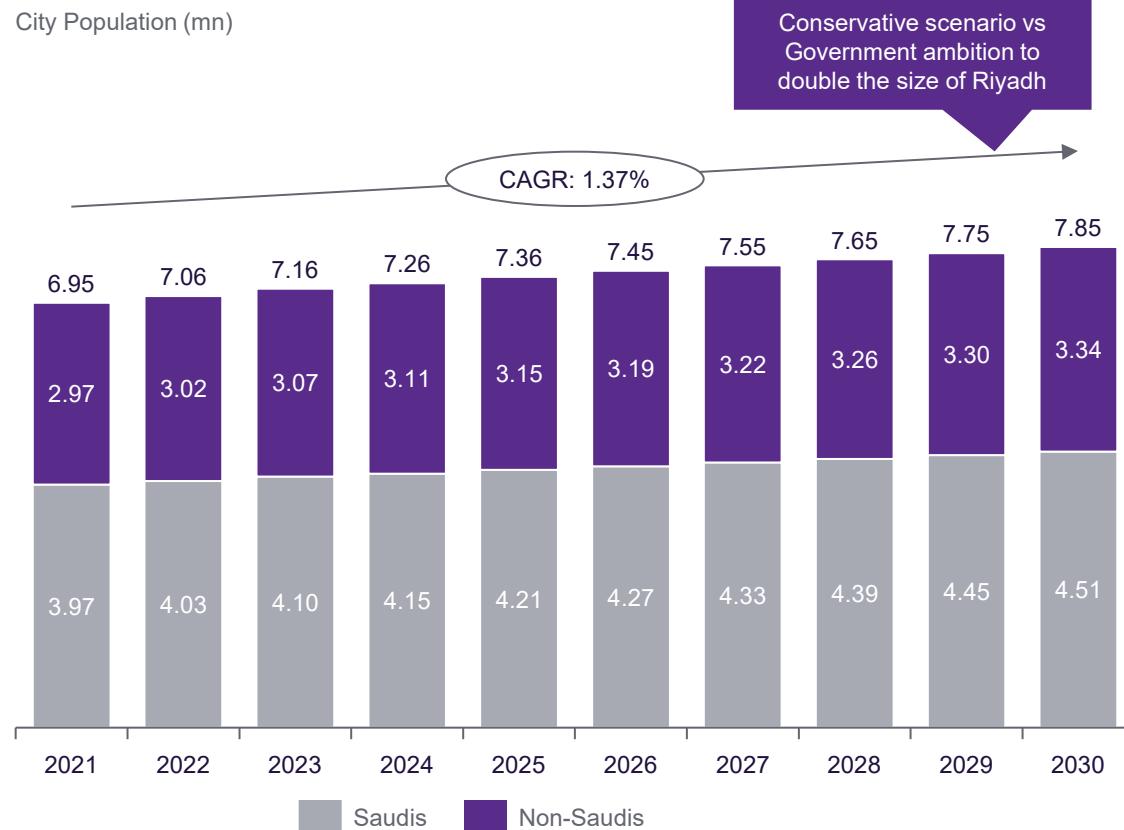


- FDI in KSA on strong upward trajectory
- 11x in 2021 vs 2017
- PIF commitment to invest SAR 150bn+ p.a. by 2025 in the KSA economy

Riyadh Is a Fast Growing and Underpenetrated Market

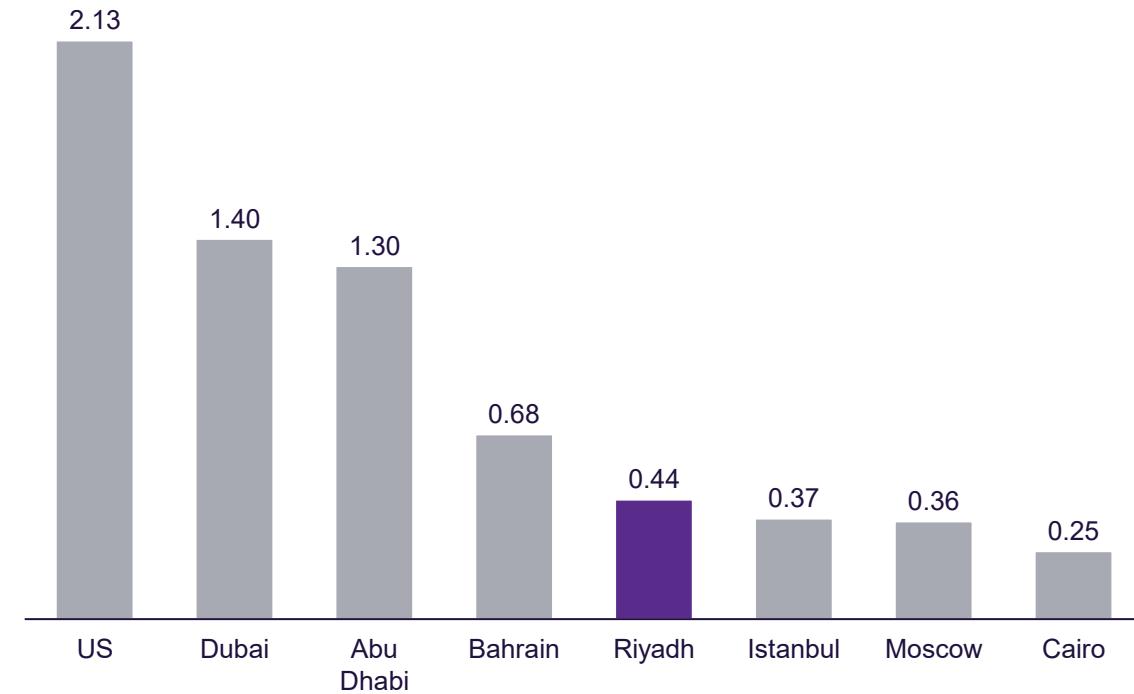


Riyadh's population steadily increasing



Riyadh retail market is underpenetrated

Organized retail penetration, GLA m2 per capita

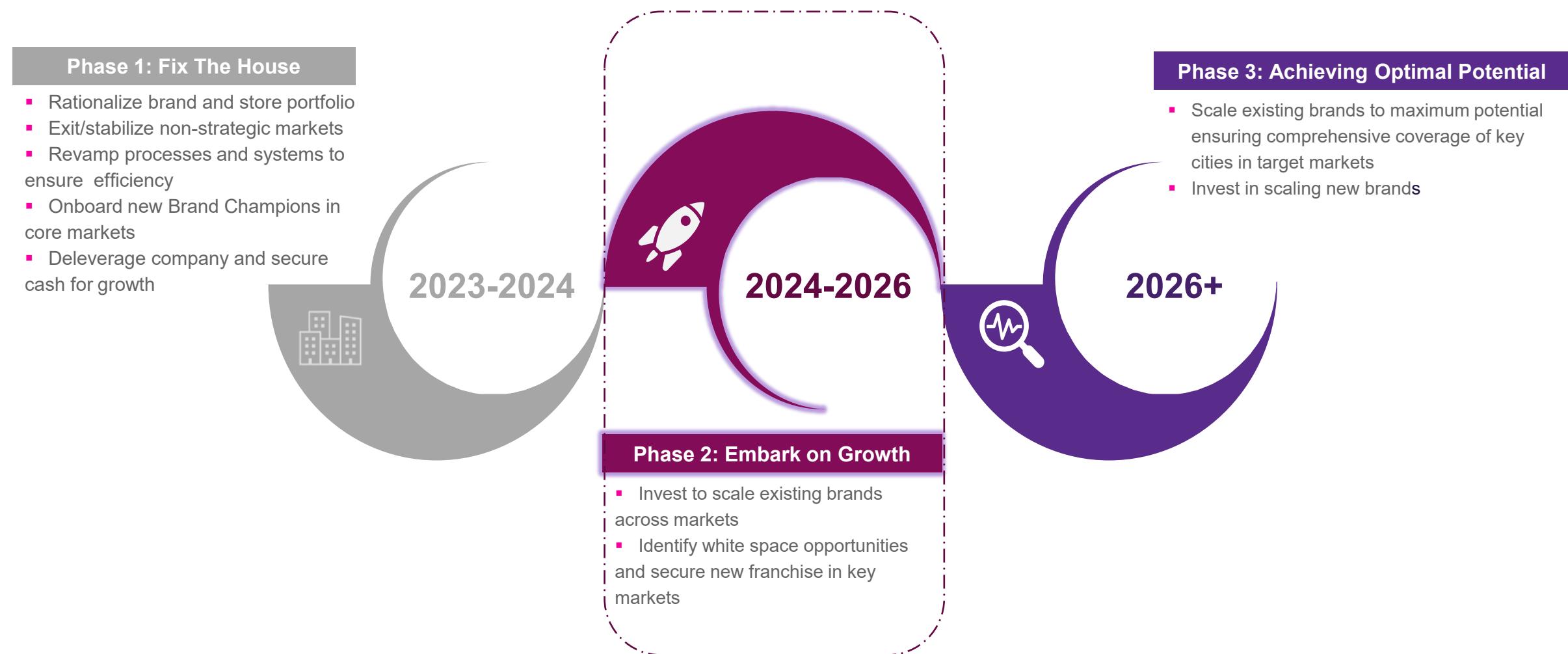




Strategic and Operational Review



Continuing Our Path to Enhanced Potential and Profitability



2025 Strategic Focus

FASHION



Elevating in Store experience

- Renovations focused on layout, fitting rooms, and category mix
- Stores redesign to enhance brand feel and customer perception



Selective Store Expansion

- Opening in high-traffic, premium locations to strengthen brand presence



Operational Discipline and Execution

- Coordinating brand, store, and location-level execution to unlock performance
- Tactical campaigns timed around Ramadan and key retail periods

F&B



Customer-Centric Innovation

- Tailored product launches (e.g. Cinna Warmer, Bon Topping) to local tastes
- Packaging and bakery upgrades helping lift ticket sizes without relying on aggressive discounting



Brand Relevance

- Campaigns around Saudi events (e.g. Ramadan, Founding Day) strengthen local connection and Broader engagement, amplified by paid media, influencers, and broader brand activations



Digital and Delivery Excellence

- Enhancing digital capabilities and positioning delivery as a core channel for sustainable growth, driving traffic, operational efficiency, and customer loyalty



Store Transformation

- Continue to streamline operations and uplift standards

ONLINE



Enhancing Experience

- Focus on elevating the online customer experience by improving lead time, strengthening click-and-collect operations and refining last mile delivery



Increasing Reach to More Customer Segments

- Expand digital channels and offerings to capture new customers and drive broader market penetration

Renovation Program Has Delivered an Average ~70% Sales Increase

Continuing our path to enhanced potential and profitability

ZARA



- **Location:** Kingdom Center
- **City:** Riyadh
- **New GLA (old):** 2,500 sqm (1,181 sqm)
- **Project type:** Renovation
- **Project duration:** 7 month⁽¹⁾
- **Incremental revenue:** +96% on average

ZARA



- **Location:** Mall of Arabia
- **City:** Jeddah
- **New GLA (old):** 2,500 sqm (1,500 sqm)
- **Project type:** Renovation
- **Project duration:** 8 months⁽¹⁾
- **Incremental revenue:** +52% on average

stradivarius



- **Location:** Red Sea Mall
- **City:** Jeddah
- **New GLA (old GLA):** 355 sqm (199 sqm)
- **Project type:** Renovation
- **Project duration:** 4 months
- **Incremental revenue:** +150% on average

Massimo Dutti



- **Location:** Kingdom Center
- **City:** Riyadh
- **New GLA (old GLA):** 295 sqm (295 sqm)
- **Project type:** Renovation
- **Project duration:** 5 months
- **Incremental revenue:** +33% on average

Proven track record delivering major renovations and relocation projects in
~4-5 months on average and driving huge sales increases in renovated locations

Source: Company information

Note: (1) Project duration heavily impacted by the supply chain disruptions related to closures during the pandemic. Project duration would have stood at 4-5 months otherwise

Recently Completed Successful Renovations at Nakheel Mall Over the Last Year

ZARA



- **Location:** Nakheel Mall
- **City:** Riyadh
- **New GLA (old):** 3,000 sqm+ (1,624 sqm)
- **Project duration:** 4.5 months
- **Launched on:** 08-Dec-24
- **Incremental revenue:** c.+40%

MANGO



- **Location:** Kingdom Center
- **City:** Riyadh
- **New GLA (old):** 680 sqm (680 sqm)
- **Project duration:** 2.5 months
- **Launched on:** 15-Feb-25
- **Incremental revenue:** c.+50%

Multiple Flagship Malls Opening in KSA, Supporting New Flagship Stores Across the Brand Portfolio



Unprecedented opportunity for new flagship stores

- Many new flagship malls are opening in KSA over the next few years, providing levels of customer experience, footfall and sales productivity not previously seen in KSA
- Developed by both Cenomi Centers and other developers, most with construction already underway
- New flagship store openings across all brands, which are expected to become the best-performing stores across the Cenomi Retail portfolio - superior to all existing stores



Cenomi Centers Flagship Malls under construction



- Westfield Jeddah is opening in 2026
- Jawharat Riyadh, Jawharat Khobar and Baraka malls also in the pipeline
- Focusing on customer experience, setting new standards for quality and sales productivity

6

Projects in
Development
Pipeline

600k

Additional GLA by
2027

1,300

New stores

44%*

GLA increase
by 2027

Source: Company information.

* Average GLA Increase

International Portfolio as Key Growth Driver

▲ 19.1%

International retail revenue increase YoY (9M-25)

- International retail revenues increased to SAR 1,104.8 million in 9M-25, supported by a strong third-quarter performance, which saw 20.9% year-on-year growth
- The CIS region continued to spearhead solid sales growth
- Strategically optimizing operations; exited several non-prime locations, including the complete withdrawal from "28 Mall" in Azerbaijan
- Products uniquely tailored to meet the specific demands of each market
- Ongoing focus on securing prime retail locations



204

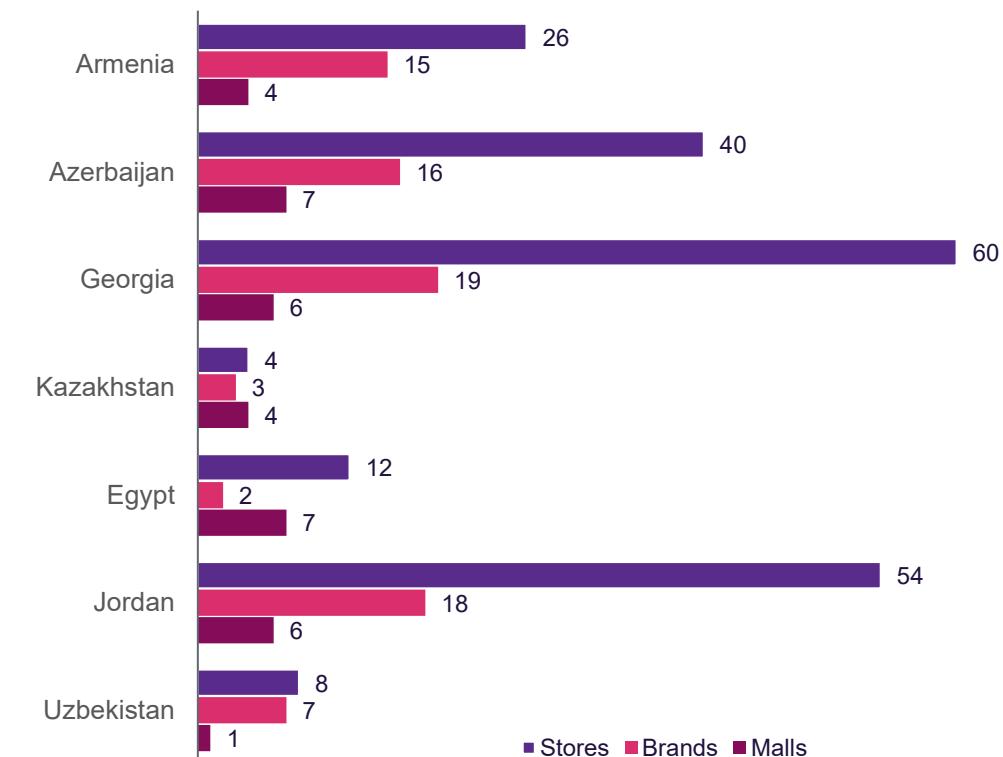
Total # of Stores

31

Total # of Brands

35

Total # of Malls



F&B Excellence: Our QSR Strategy Is to Operate the Champions of Each F&B Category



We operate leading F&B brands and category champions...

No. 1

Master Franchisee
in the World



No. 1

Master Franchisee
in MENA



25+

Years of operation



30+

Years of operation in
MENA



24%

Online Delivery
Revenues*



- Revenues in the Kingdom of Saudi Arabia, F&B and International increased by 1.0%, 3.9% and 20.9% YoY respectively in Q3-25.
- F&B delivered relatively stable performance with notable growth in online sales for Cinnabon and Subway, up 30.8% YoY in Q3-25



- Boosting In-Store Sales Performance
- Exiting non-core brands
- Growing Home Delivery Revenue
- Amplifying Marketing Impact
- Driving Menu Innovation

Al-Futtaim as a strategic shareholder marks a major milestone in Cenomi Retail's transformation

Al-Futtaim has acquired a 49.95% stake in Cenomi Retail for a total consideration of SAR 2.52 billion, at SAR 44 per share. As part of the transaction, Al-Futtaim extended a SAR 1.35 billion shareholder loan facility to Cenomi Retail.



Strategic Value Proposition

- Al-Futtaim is bringing **global expertise**, advanced **digital capabilities**, and **operational excellence**
- The partnership is focused on **innovation**, **operational efficiency**, and **enhance customer engagement**, while **expanding distribution** reach across the Kingdom



Financial Strengthening

- First tranche of SAR 1.16 billion (**out of the total SAR 1.35 billion**) injected into the balance sheet, whilst second tranche scheduled for Q4 2025
- Loan carries **no interest payments until maturity** (five years) and includes an **equity conversion feature** to maintain strategic alignment
- **Execution of a SAR 1.60 billion credit facility with Emirates NBD Bank (KSA)** to refinance existing debt and improve liquidity



Supports Vision 2030

- Alignment with the goals of Saudi Vision 2030, the partnership supports key national priorities, including **economic diversification**, **private sector development**, and the **transformation of the retail sector**

New Board of Directors to Uphold Governance Excellence

Chairman of the Board

Hussein Ali Shobokshi

Independent ★

30+ Years Experience

Recognized as a “Global Leader for Tomorrow” by the World Economic Forum. He was the first Gulf businessman selected for the Prince of Wales Business Leaders Forum

Serves as economic consultant to leading companies and columnist for Asharq Al Awsat

BA in Management & Political Science from the University of Tulsa, Oklahoma and Executive Programs at the University of Virginia and INSEAD

Vice Chairman of the Board

Ahmed Wassim Arabi

Non-Executive

35+ Years Experience

President of Retail Division at Al-Futtaim Group, where he has driven both organic and acquisitive growth, organizational turnarounds, and international expansion

Held executive and advisory roles across MENA, CEE, Turkey & Russia, and has played a key role in building some of the region's most successful and sustainable consumer businesses

BA in Business Administration from the University of Arkansas

Russell Rodrigues

Non-Executive

30+ Years Experience

Ismail Hassan Elkhatab

Non-Executive

20+ Years Experience



Abubakr Abdulla Al Futtaim

Non-Executive

20+ Years Experience



Tariq Saad AlTwijrey

Independent

25+ Years Experience



Ahmed Bin Saleh Alsultan

Non-Executive

20+ Years Experience



Abdulrahman Bin Mohammed Alanqari

Independent

30+ Years Experience



Abdullah Mohamed Matter

Independent

20+ Years Experience



★ New members of the board post transaction



Financial Overview

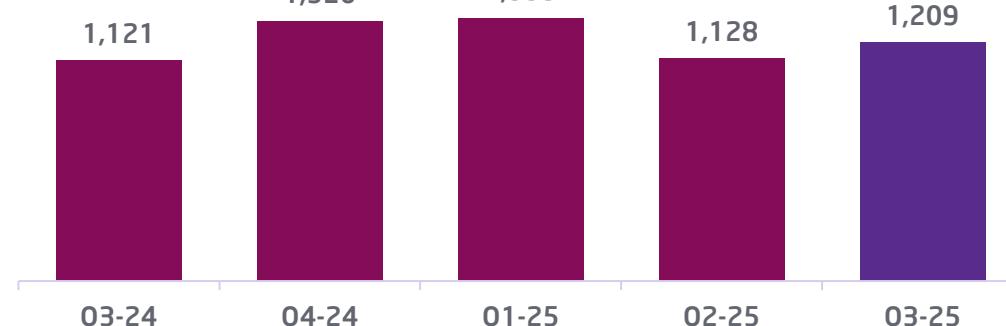


Domestic Retail and International Portfolio Drive Revenue Growth



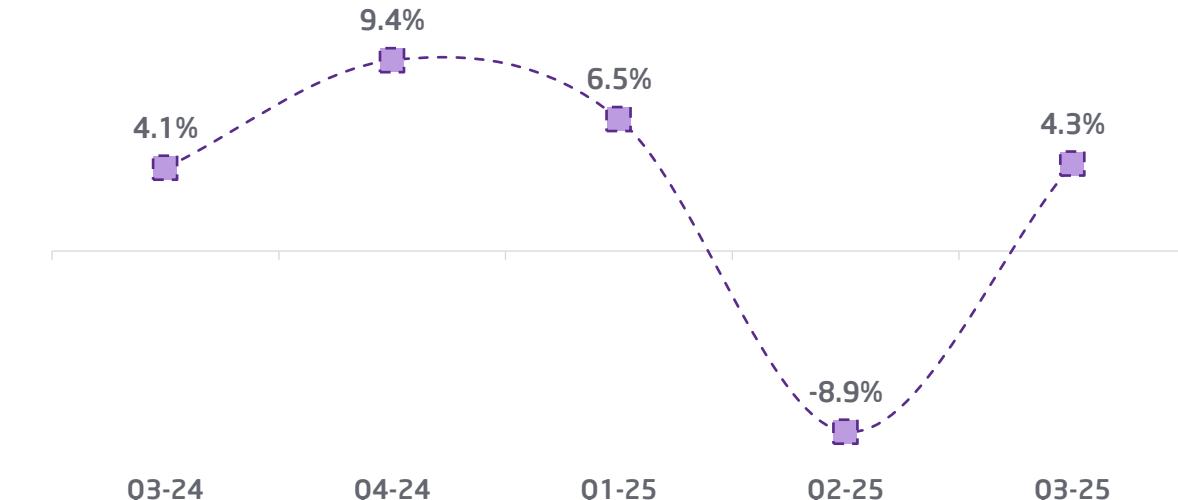
Revenue (SAR MN)

- Revenues in the Kingdom of Saudi Arabia, F&B and International increased by 1.0%, 3.9% and 20.9% YoY respectively in Q3-25.



LFL consolidated sales growth

- LFL growth driven by enhancement of customer experience through store renovations, store openings and strategic retail price positioning.

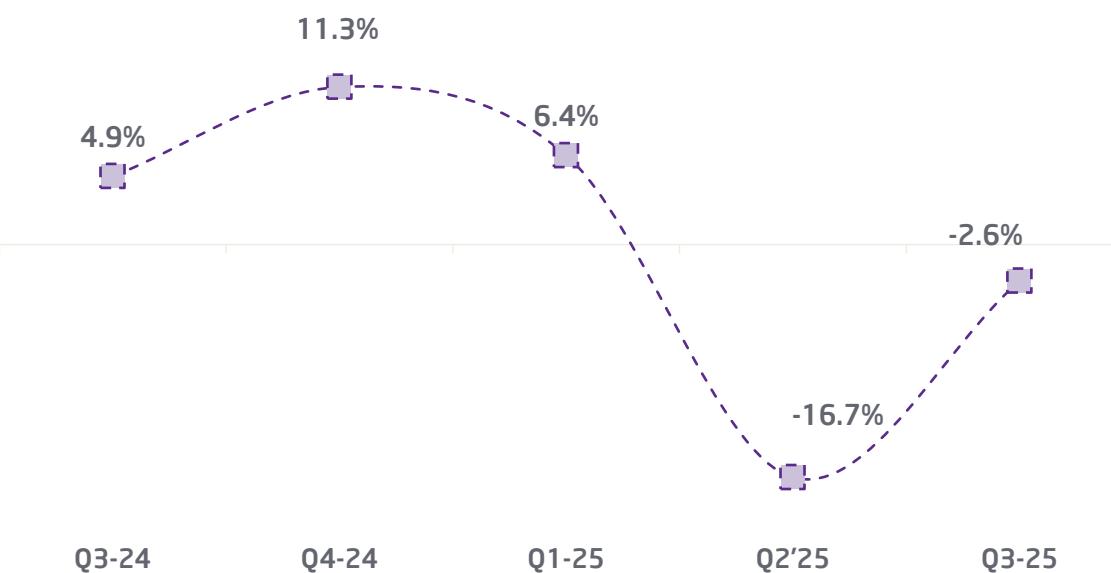


Strategic Sales Measures Drive Revenue Growth and Profitability



LFL Saudi retail sales growth

- Saudi retail LFL increased to -2.6% in Q3-25, driven by end-of-season promotions, which impacted in-store footfall and full-price sell-through.



LFL International retail sales growth

- International LFL grew 18.9% in Q3-25, supported by higher sales volume and sustained demand for ZARA and Inditex brands across key CIS markets.

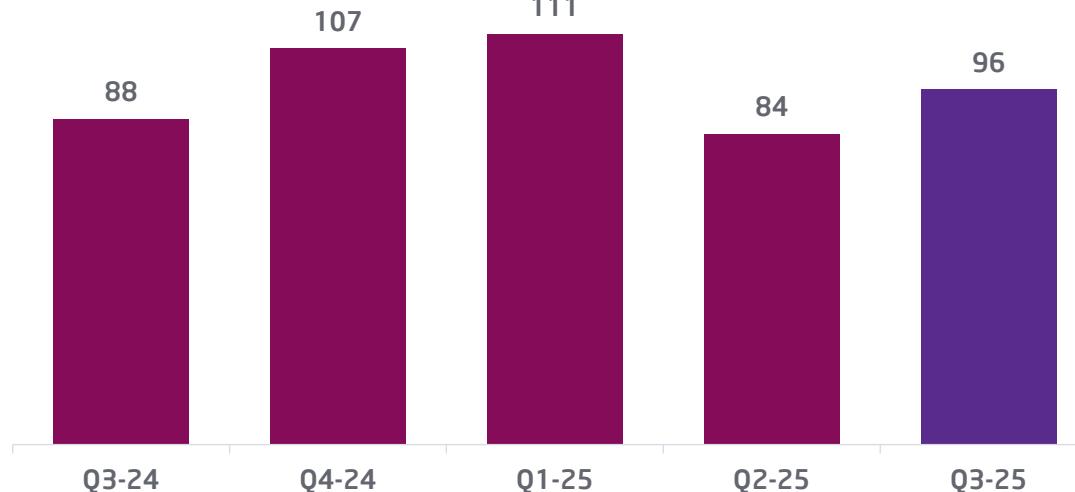


Online Sales Maintaining Strong Contribution to Consolidated Revenues



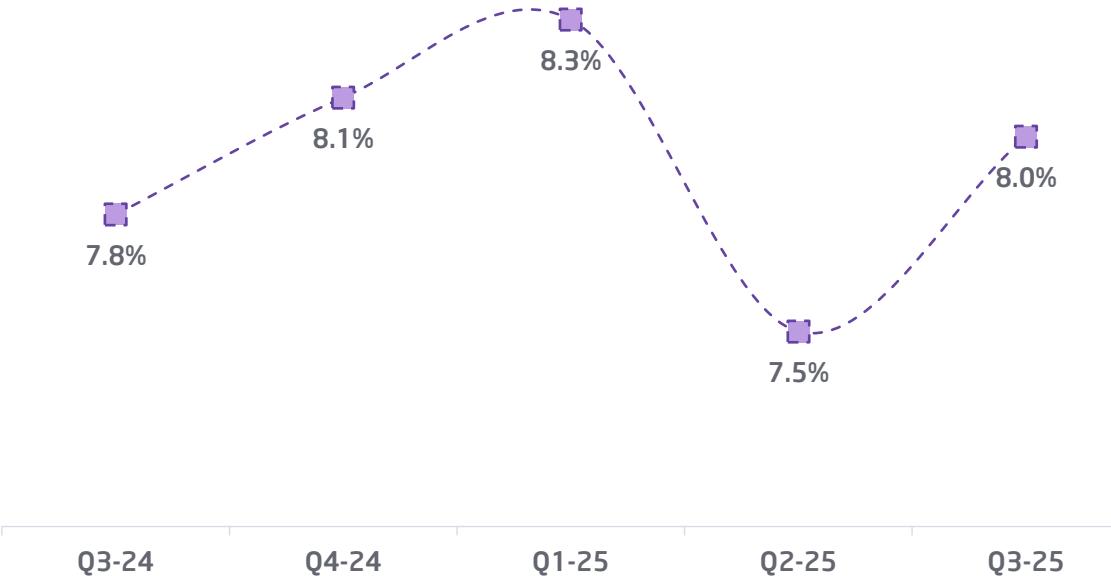
Online revenues (SAR MN)

- Online sales increased 9.7% YoY in Q3-25 as Zara and Inditex online sales witnessed an increase of 16.7% YoY and International online sales increased 53.6%.



E-commerce (% of total revenues)

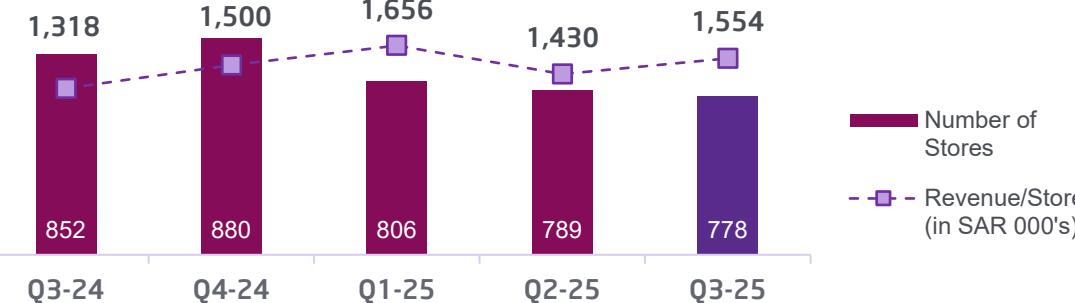
- Accessibility, convenience and technology adoption expected to further increase overall revenue share by e-commerce.



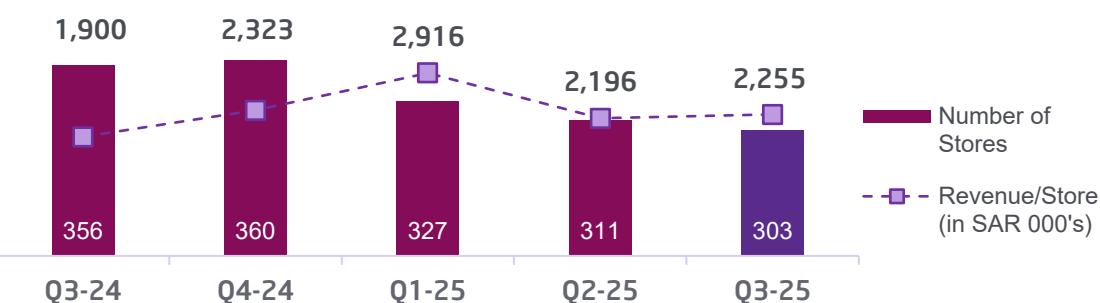
Portfolio Optimization Enabling Solid Revenue per Store



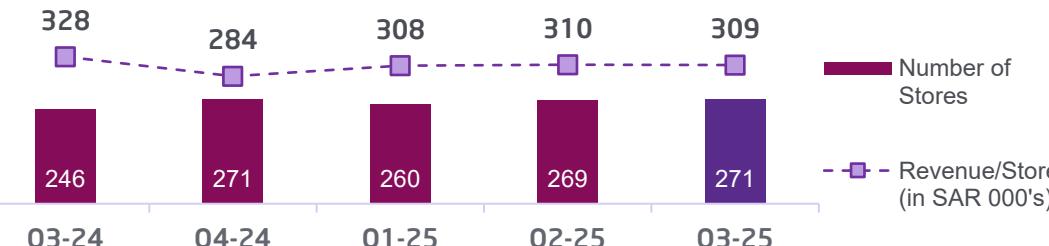
Revenue Per Store (Group)



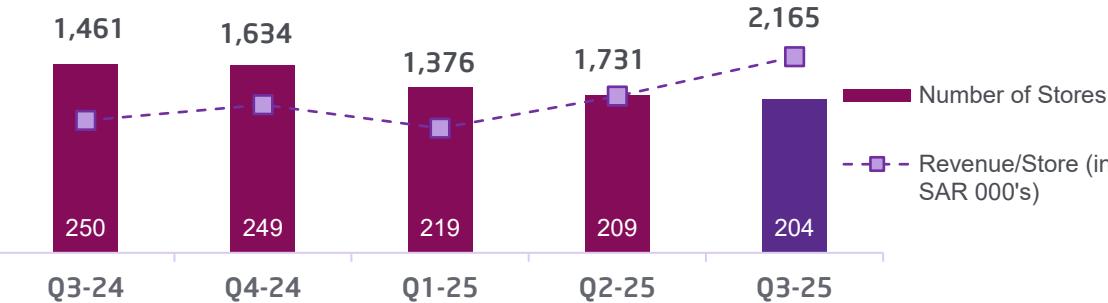
Revenue Per Store (KSA)



Revenue Per Store (F&B)



Revenue Per Store (International)



*Annualized figures are based on the period run rates

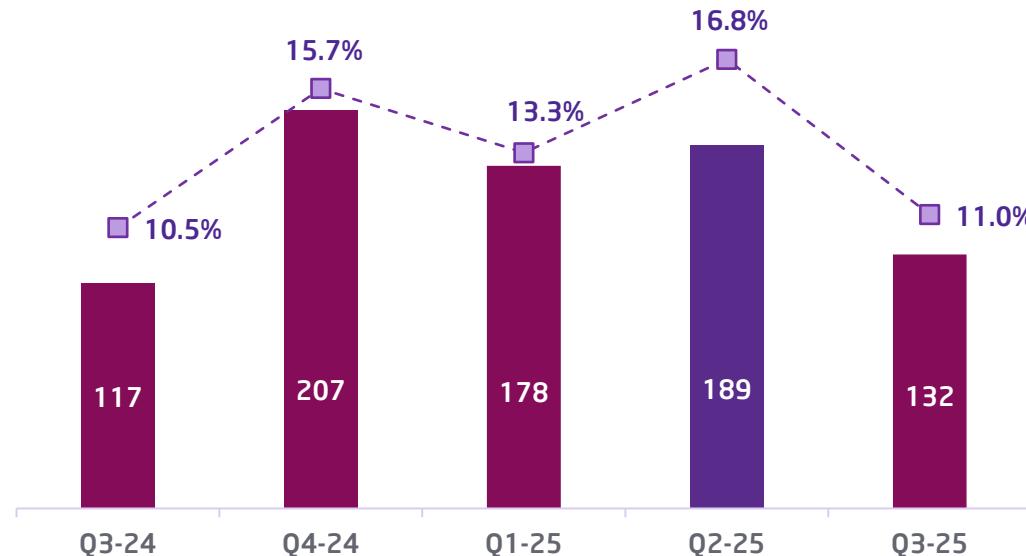
**Quarterly figures have been re-classified due to prior business assumptions

Strategic Retail Price Positioning and Cost Optimization Help Sustain Margins



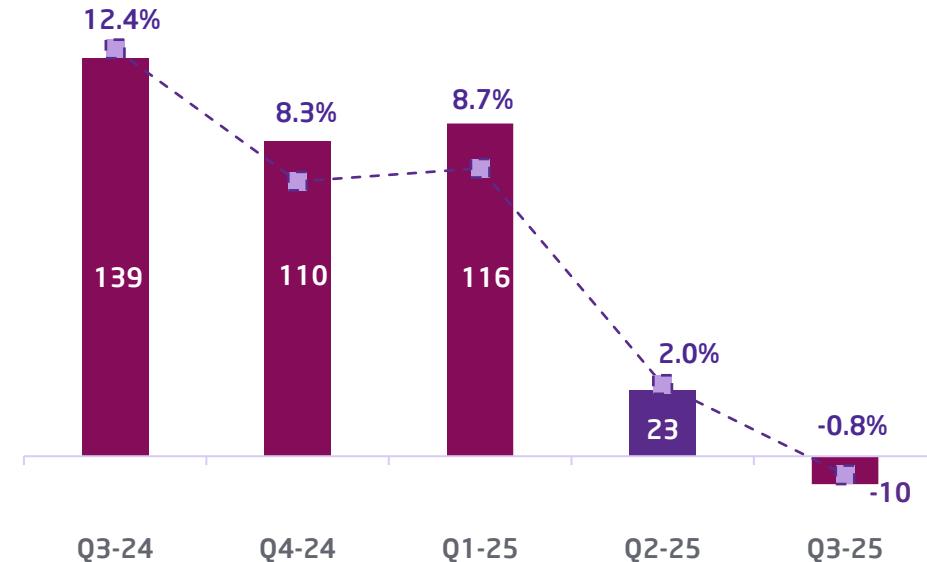
Gross Profit - Margin (SAR MN, %)

- Gross profit in Q3-25 totaled SAR 132.2 million, a 4.0% increase YoY from SAR 127.2 million in Q3-24, mainly due to; higher store and online sales volumes, ongoing OPEX optimization, and contributions from new and renovated flagship stores.



EBITDA - Margin (SAR MN, %)

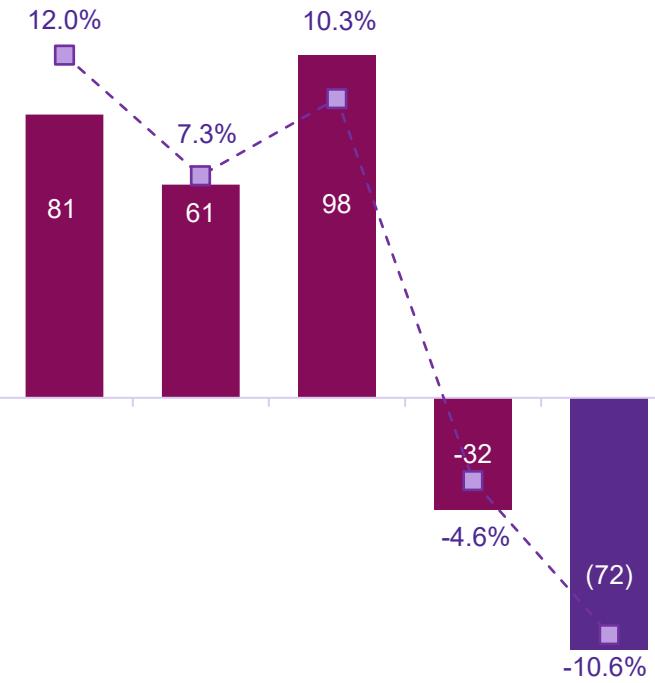
- Q3-25 EBITDA stood at SAR -9.7 million, a 107.0% YoY decline from SAR 137.9 million in Q3-24, impacted by non-recurring items, including an increase in G&A expenses related to professional fees to support transformation and refinancing plan which includes the shareholder loan agreement.



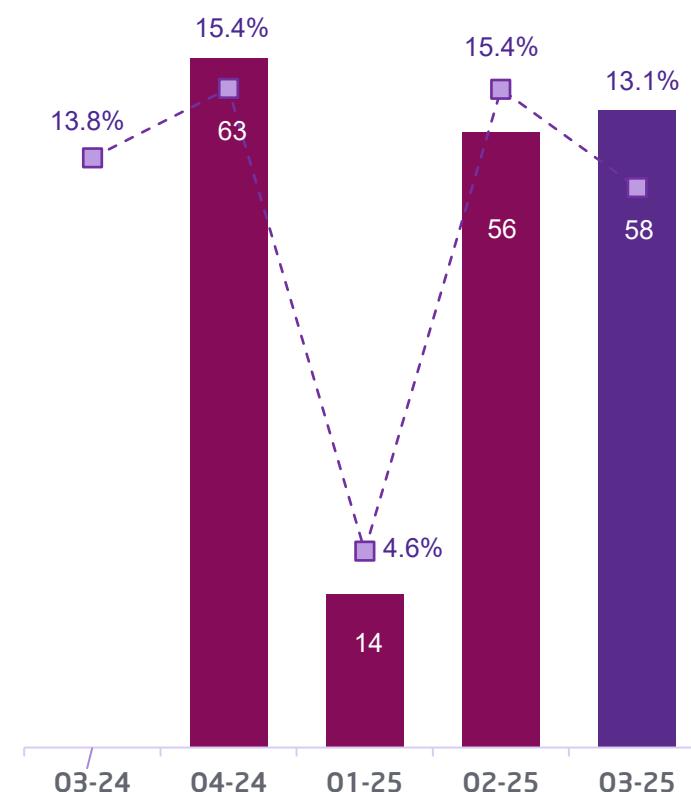
EBITDA Performance Across Segments



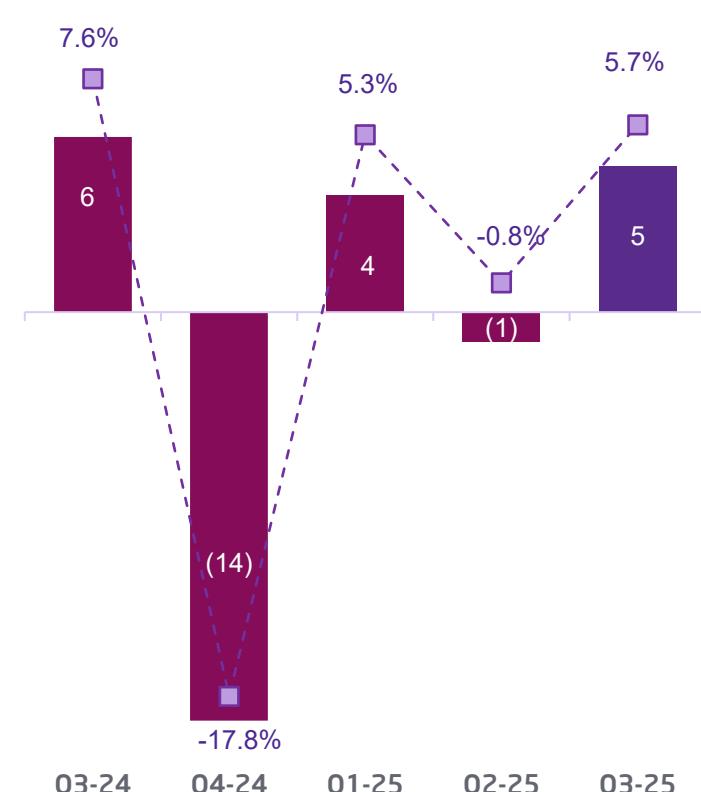
EBITDA KSA Retail, SAR MN
EBITDA Margin, %



EBITDA Intl, SAR MN
EBITDA Margin, %



EBITDA F&B, SAR MN
EBITDA Margin, %

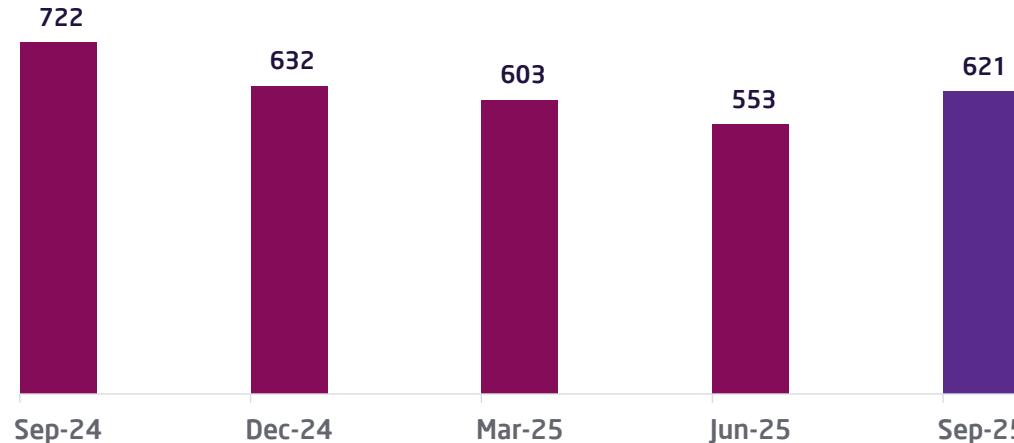


Inventory Optimization Leading to Enhanced Efficiency



Inventory balance (SAR MN)

- Inventory continues to be within an acceptable range, reaching SAR 621 MN, as focus increases on inventory optimization



Inventory efficiency ratios

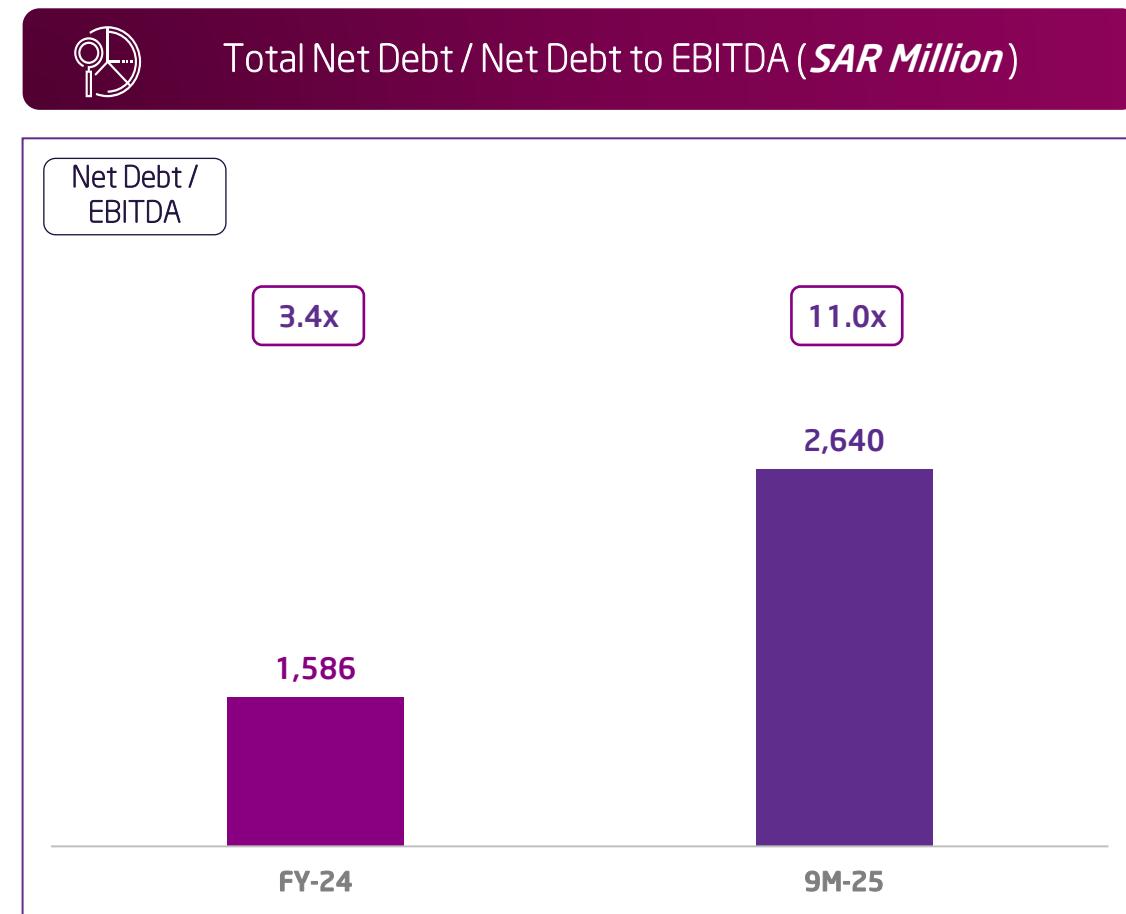
- Effective management of inventory, including streamlined procurement techniques, and supply chain optimization, resulting in enhanced efficiency ratios



Disciplined Cash Management

	FY-24	9M-25
Total Debt	1,842.6	2,793.8
Net Debt	1,586.4	2,640.2
EBITDA LTM (Last 12 Month)	459.9	239.3

- Net debt stood at SAR 2.6 billion at the end of 9M 2025, up 66.4% from FY 2024 levels. The Net Debt to LTM EBITDA ratio was 11.0x, vs 3.4x at year end, primarily reflecting the inclusion of the shareholder loan
- Despite the temporary pressure on leverage metrics, the company successfully repaid its syndicated loan, which had previously breached covenants, thereby enhancing financial flexibility and freeing up cash flow generation for the mid-term



Concluding Remarks

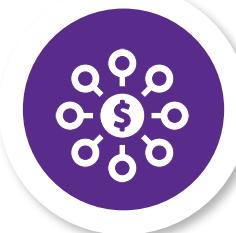


Key Takeaways



Topline

Revenue increased by 3.8% YoY in 9M 2025, driven by end-of-season promotions and strong back-to-back demand



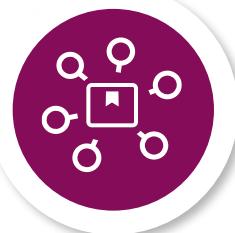
Profitability

Ongoing cost optimization efforts leading to increase in Gross Profit Margin whilst non-recurring expenses weighted on the bottom line



Financial position

Strengthened balance sheet through SAR 1.35bn shareholder loan and SAR 1.6bn refinancing facility, supporting financial flexibility and cash flow generation



Strategy Execution

Ongoing transformation across brands, stores, and geographies, with execution focused on core assets and profitable growth

Appendix



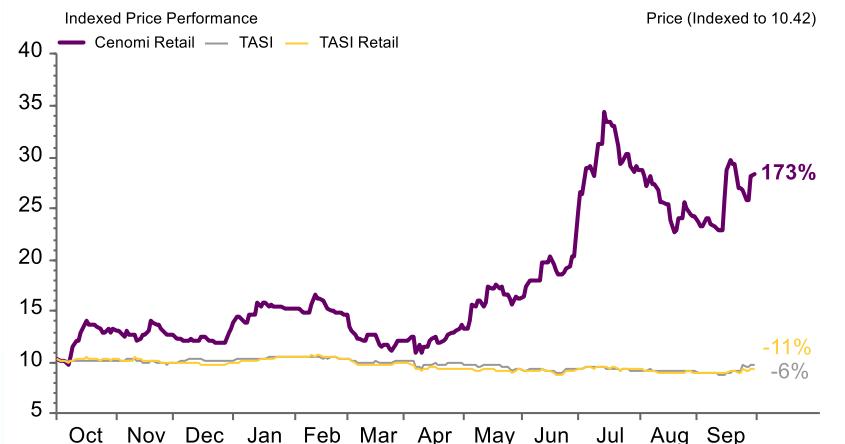
Income Statement

SAR million	Q3-24	Q3-25	Change (+/-)	9M-24	9M-25	Change (+/-)
Revenue	1,123	1,209	8%	3,536	3,672	4%
Cost of revenue	(995)	(1,077)	8%	(3,107)	(3,173)	2%
Gross profit/(loss)	127	132	4%	429	499	16%
<i>Margin</i>	11.3%	10.9%	(0.4pp)	12.1%	13.6%	1.5pp
Selling and distribution expenses	(30)	(35)	18%	(101)	(91)	-10%
General and administrative expenses	(68)	(102)	50%	(228)	(228)	0%
Other operating expense	38	(17)	n.a.	(7)	(126)	1621%
Other operating income	71	12	-84%	257	75	-71%
EBITDA	138	(10)	n.a.	350	130	-63%
<i>Margin</i>	12.3%	-0.8%	n.a.	9.9%	3.5%	(6.4pp)
Goodwill impairments	0	0	n.a.	0	0	n.a.
Depreciation, amortization	(32)	(34)	7%	(94)	(102)	9%
Operating profit / (loss)	106	(44)	n.a.	256	27	-89%
Net finance costs	(66)	(72)	9%	(230)	(194)	-16%
Change in fair value of other investment	0	0	n.a.	0	0	n.a.
Share of loss of equity-accounted investees	(2)	(3)	45%	(5)	(3)	-26%
Profit / (loss) before zakat and income tax	37	(119)	n.a.	22	(170)	n.a.
Zakat and Income tax expense	(14)	(4)	-70%	(39)	(19)	-52%
Loss for the year from continuing operations	23	(123)	n.a.	(17)	(188)	999%
Gain (Loss) for the year from discontinued operations	(4)	1	n.a.	(31)	(17)	-45%
Profit / (loss) for the year	19	(122)	n.a.	(48)	(206)	326%
Non-controlling interests	1	3	94%	5	5	7%
Net profit group share	18	(125)	n.a.	(53)	(211)	297%

Balance Sheet

SAR million	31-Dec-24	30-Sep-25	Change (+/-)	SAR million	31-Dec-24	30-Sep-25	Change (+/-)
Assets							
Property, Plant and Equipment	1,081	1,036	-4%	Share Capital	1,148	1,148	0%
Right-of-Use Assets	1,455	1,380	-5%	Reserves (Statutory, Foreign Currency and Fair Value)	(617)	(601)	-3%
Goodwill and Intangible Assets	627	619	-1%	Fair value reserve	83	83	0%
Investment Property	1	1	-8%	Accumulated Losses	(1,607)	(1,817)	13%
Equity-accounted investees	46	45	-3%	Equity Attributable to the Shareholders of the Company			(993) (1,187) 20%
Other investments	84	89	6%	Non-Controlling Interest	(25)	(20)	-21%
Receivable from disposal of subsidiaries	19	16	-15%	Total Equity	(1,018)	(1,207)	19%
Total Fixed Assets	3,314	3,185	-4%	LT Loans and Borrowing	82	2	-98%
Inventories	632	621	-2%	Lease Liabilities	1,189	1,257	6%
Advances, Deposits and Other Receivables	151	192	27%	Post-Employment Benefits	74	86	17%
Prepayments, Rentals and Insurance	35	64	83%	Total Non-Current Liabilities	1,345	1,345	0%
Cash & Cash Equivalents	256	154	-40%	Trade and other payables	1,345	1,345	0%
Assets included in disposal group classified as held for sale	198	0	-100%	Zakat & Tax Liabilities	1,800	1,035	-42%
Total Current Assets	1,272	1,030	-19%	Lease Liability – current portion	99	7	-93%
Total Assets	4,586	4,215	-8%	ST Loans and Borrowings	358	243	-32%
				Liabilities included in disposal group classified as held for sale	1,760	1,632	-7%
				Shareholders' loan	241	0	-100%
				Total Current Liabilities	4,259	4,077	-4%
				Total Liabilities	5,604	5,422	-3%
				Total Equity & Liabilities	4,586	4,215	-8%

Stock Performance, Shareholder Composition and Peer Benchmarking



ISIN Code: SA000A0LB2R6

Average 1-year daily volume traded: 2.50M

- 1-year daily high volume: 62.4M
- 1-year daily low volume: 0.39M

52-week average:

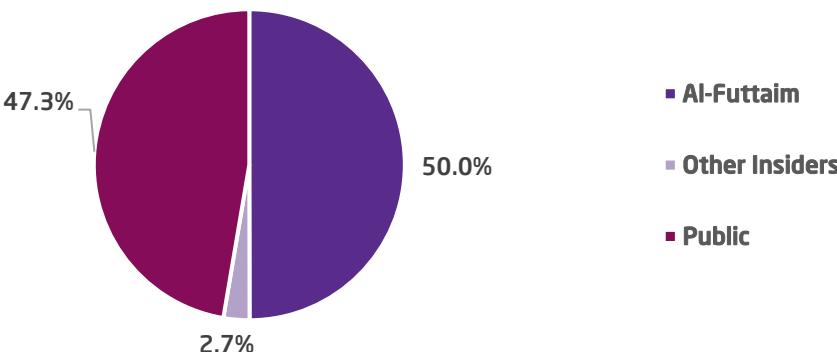
- 52-week high price: SAR 34.40
- 52-week low price: SAR 9.87

	Market Cap (SAR mn)	LTM P/E Ratio (x)	LTM P/B Ratio (x)	LTM ROE (%)
JARIR	16,740	16.50	8.71	55.39
EXTRA	112,187	31.52	2.27	6.02
BIN DAWOOD	6,458	24.18	5.28	19.45
AL OTHAIM MARKETS	6,975	17.04	6.88	36.69
CENOMI RETAIL	3,259	n.a.	n.a.	n.a.

	Market Cap (USD mn)	LTM P/E Ratio (x)	P/B Ratio (x)	ROE (%)
ASOS	449	n.a.	n.a.	n.a.
H&M	26,275	20.49	5.26	24.84
INDITEX	172,007	22.17	8.34	30.62



Shareholder composition

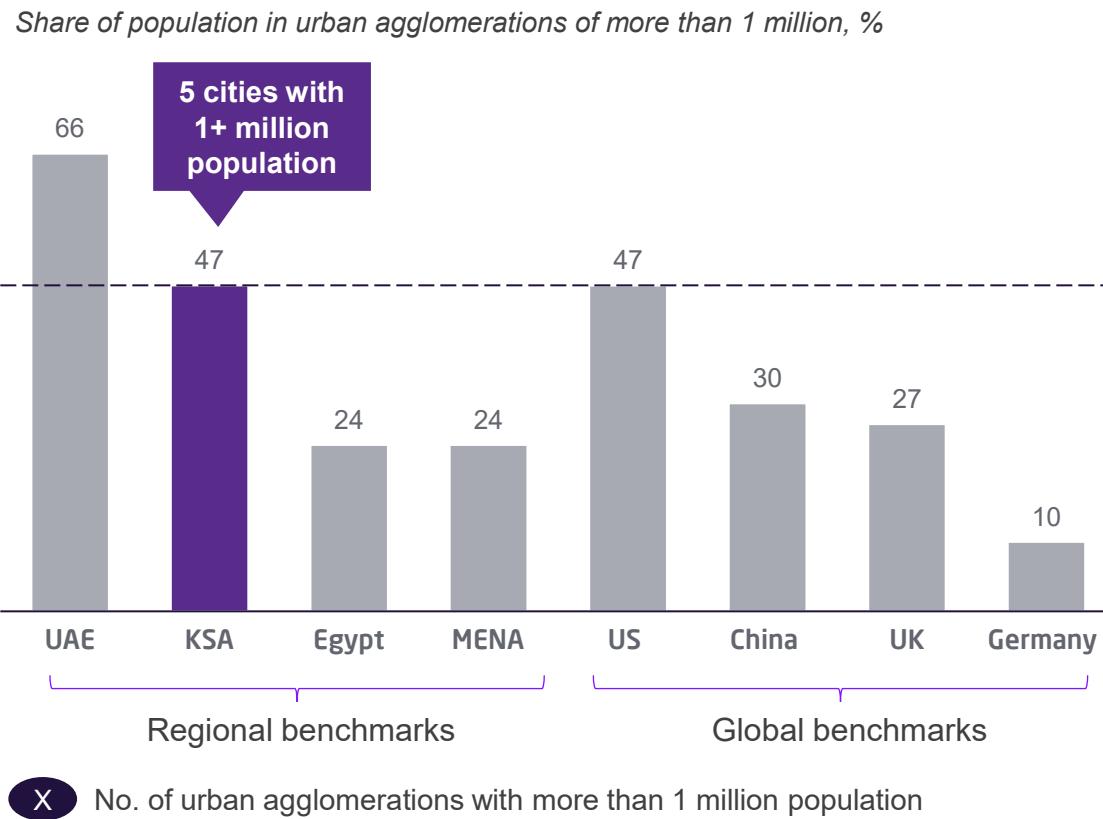


Source: Factset, as of 30 September 2025

KSA Is Home to an Increasing Population, Whilst Attracting More Tourists



KSA has a high share of urban population



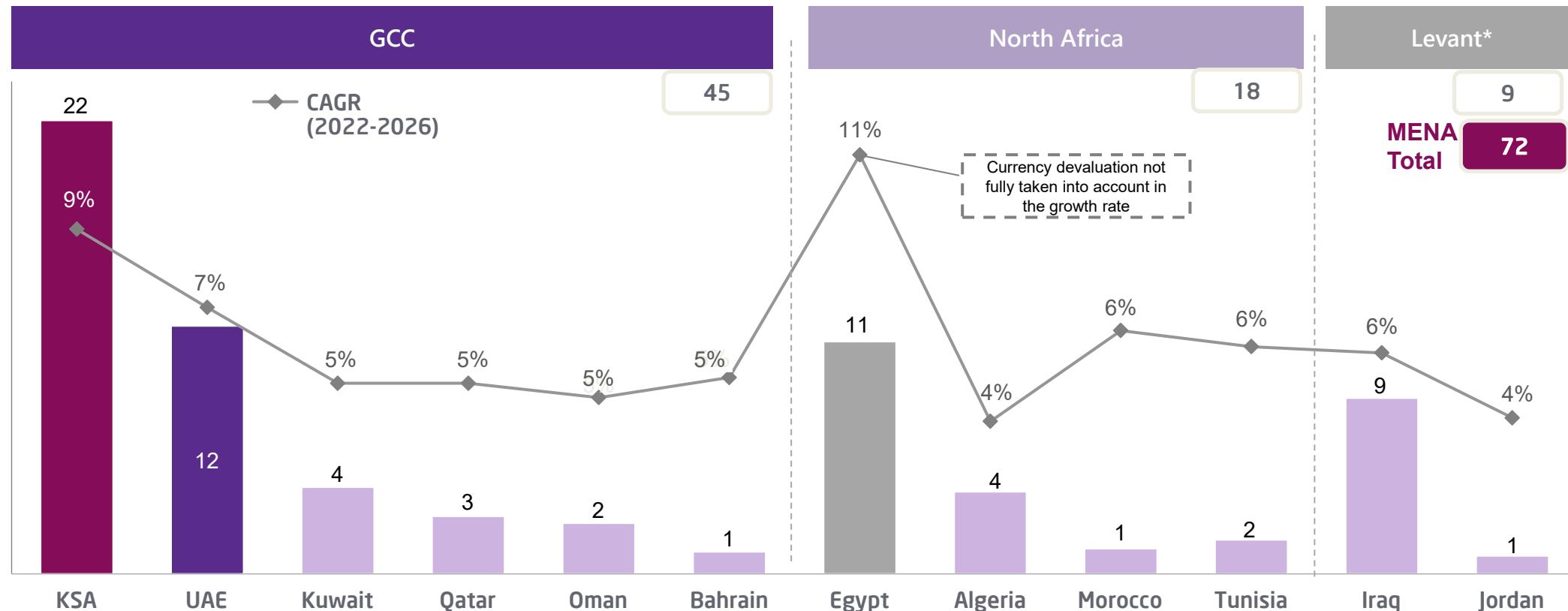
Tourism industry is thriving in the Kingdom



KSA Has the Largest and Fastest Growing F&B Market in MENA



F&B Market Size per country (2022, USD bn, 2022-2026, CAGR %)



~2 Million Sqm of Prime Retail Space Opening in KSA, Supporting a Robust Store Opening Pipeline



The Avenues (Riyadh and DAK)

Distinctive & upscale mixed-use destinations anchored by flagship malls

- Key facts: **SAR 20bn+ budget**; upscale lifestyle offering across 2mn+ sqm; **200k+ mall GLA (Riyadh)**; **170k mall GLA (DAK)**



New Murabba (Riyadh)

A visionary project to build a new, modern downtown in Riyadh

- Key facts: **SAR 200bn+ budget**; 27mn sqm of floor area, 100k+ residential units; **300k+ sqm of retail GLA** (i.e., Dubai mall 2.0)



Al-Othaim (Riyadh and DAK)

Large mixed-use destination anchored by mall in top KSA cities (Riyadh and DAK)

- Key facts: **100k+ mall GLA in Riyadh** (Othaim Konoz); **150k+ total mall GLA in DAK** (across Othaim Park and Othaim Circle)



Diriyah Gate (Riyadh)

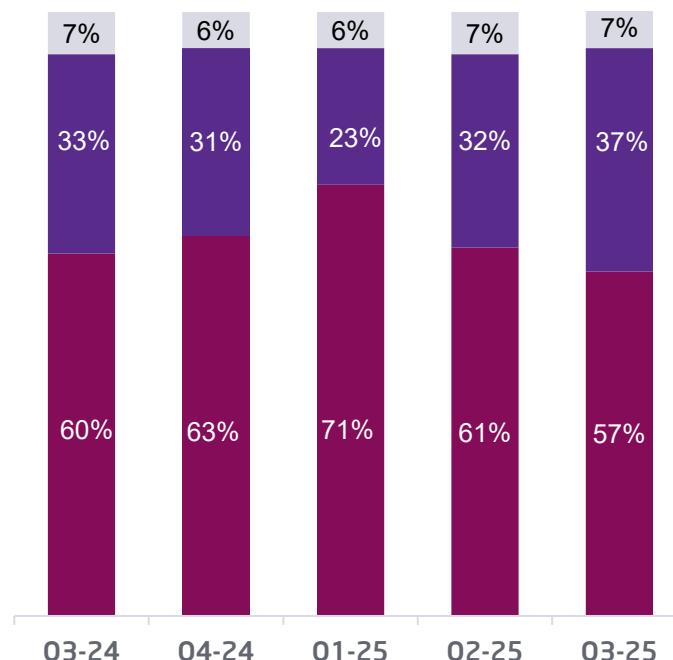
A World-class historical, cultural and lifestyle destination showcasing Kingdom's 300+ years of history

- Key facts: **SAR 200bn+ budget**; **50mn+ annual visitors**, 28+ hotels, 18k+ residential units; **566k+ sqm of retail GLA**

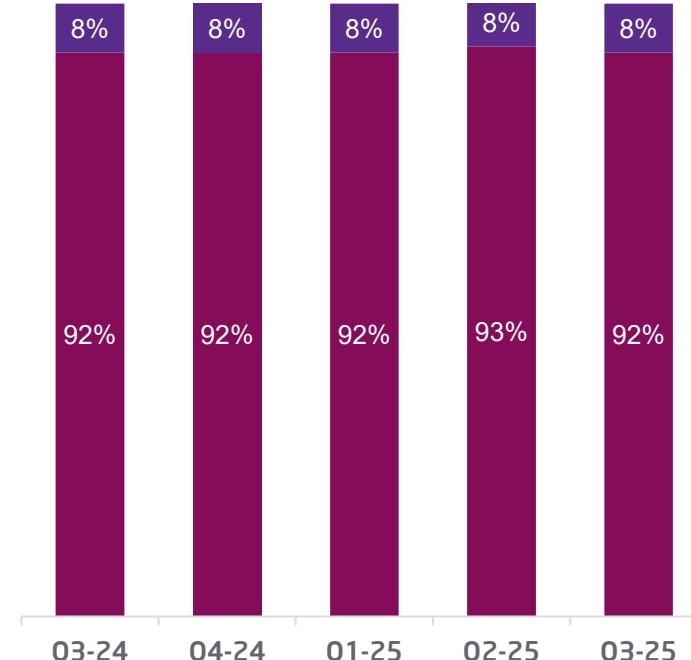
Revenue Diversification Efforts Ongoing



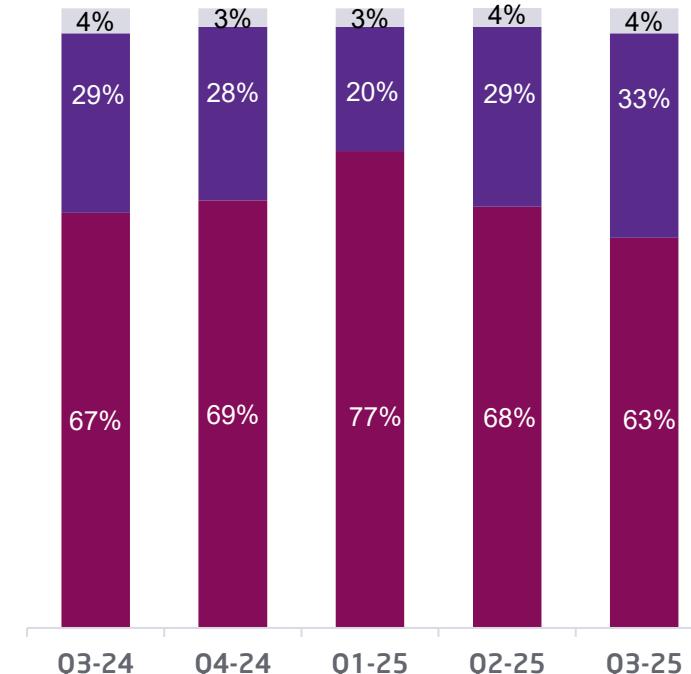
Revenue by division



Revenue by channel



Revenue by geography



■ KSA Retail ■ Intl Retail ■ F&B

■ Stores ■ Online

■ KSA ■ CIS ■ Others

Consumer Trends



THANK YOU

