Bin بن داود
DAWOOD
HOLDING القابضة

INVESTING IN LOCAL STRENGTH. BUILDING GLOBAL GROWTH.

BinDawood Holding (Tadawul 4161) in Estonia.

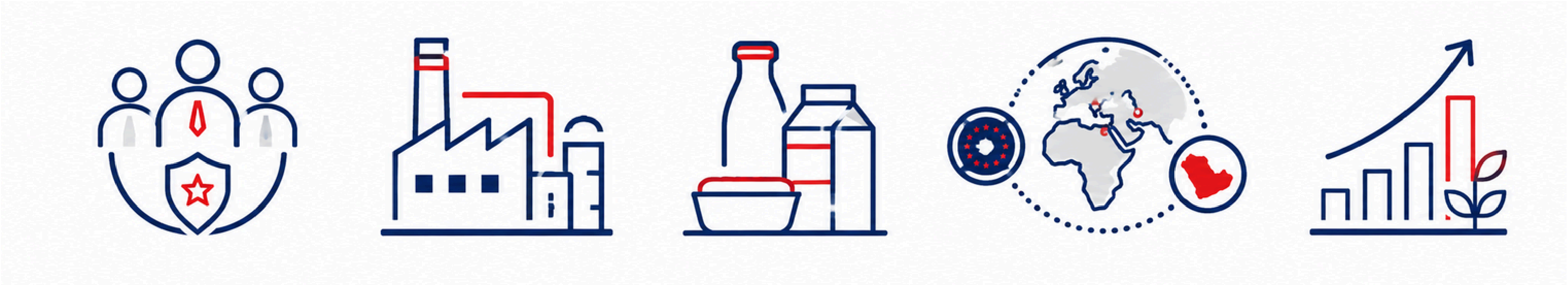
More Information
https://www.bindawoodholding.com

A long-term investment in people, manufacturing and the future of European food production.

Following its successful bid for the Paide and Põltsamaa dairy operations, BinDawood Holding (Tadawul 4161) is preparing to begin a new chapter in its international growth journey.

Our ambition is not simply to acquire production assets.

It is to invest in an established Estonian industrial platform, preserve the expertise that makes it valuable, unlock its full potential and connect it to new markets across Europe, the GCC and beyond.



About Our
Company

More than five decades of entrepreneurship, growth and transformation.

BinDawood Holding (Tadawul 4161) is a publicly listed Saudi company with a heritage stretching back more than five decades.

What began as a family-founded retail business has evolved into a diversified commercial group operating across Retail, Distribution, Technology and Manufacturing.

Today, the Group combines the entrepreneurial culture on which it was built with the governance, financial discipline and professional management of a listed company.

BINDAWOOD HOLDING AT A GLANCE

4 Strategic Sectors

Retail - Distribution
Technology - Manufacturing

Employees Across The Group

13,000+

Registered Loyalty Customers

11 Million+

Revenue In 2025

6.35 Billion SAR

A Business That HAS NEVER STOOD STILL

BinDawood Holding's story is one of continuous evolution.

We built our foundations in grocery retail, developing two of Saudi Arabia's best-known food retail brands BinDawood and Danube.

But the business we are today extends far beyond supermarket shelves.

Over the last several years, we have deliberately invested in businesses that strengthen the entire consumer and food value chain:

RETAIL
BinDawood, Danube, convenience formats and pharmacy operations serving millions of consumers.

DISTRIBUTION
Food, household, lifestyle and toy distribution businesses representing major international brands.

TECHNOLOGY
E-commerce, data, retail technology and an international marketing network with operations across Europe, Asia, the United States and the Middle East.

MANUFACTURING
A rapidly expanding portfolio in bakery, food processing and production bringing greater product expertise, supply-chain resilience and innovation into the Group.

BinDawood Holding بن داود القابضة

BUILDING AN INTERNATIONAL PORTFOLIO

2022 — INTERNATIONAL APPLICATIONS COMPANY (IACO)
Acquisition of a 62% majority stake in the technology company behind BinDawood and Danube's e-commerce platforms, strengthening the Group's digital, loyalty and data capabilities.

2022 — YKONE
Acquisition of a majority stake in YKONE, a global marketing agency headquartered in France and operating across 7 countries worldwide.

YKONE has continued expanding through strategic investments and acquisitions, strengthening its presence across Europe, Asia, the United States and the Middle East.

2023 / 2024 — JUMAIRAH TRADING COMPANY
Expansion of BinDawood Holding's distribution capabilities across food, household, luggage and other consumer categories.

2025 — ZAHRAT AL RAWDAH
Expansion into retail pharmacy, adding a nationwide healthcare and wellness platform to the Group.

2025 — TOY TRIANGLE
A 51% acquisition in a business with more than 30 years of GCC experience and a presence across Saudi Arabia, UAE, Qatar and Kuwait.

2025/26 — WONDER BAKERY
Agreement to acquire 51% of the Dubai-based industrial bakery, strengthening BinDawood Holding's food-manufacturing capabilities and regional production strategy.

2026 — VAZA FOOD COMPANY
Completion of the acquisition of a 51% stake in Vaza Food Company for SAR 217.9 million, further expanding BDH's food portfolio and manufacturing capabilities.

FROM RETAIL EXPERIENCE TO

MANUFACTURING INTELLIGENCE

We understand food from both sides of the value chain.

One of BinDawood Holding's greatest advantages as it expands into food manufacturing is the depth of knowledge created through decades of direct interaction with consumers now strengthened by our operational food-processing capabilities, including our **automated meat-processing facility.**

Every day, our businesses work across:

- Product sourcing
- Category development
- Fresh food
- Bakery
- Imported and specialty products
- Food safety and quality
- Distribution
- Warehousing and logistics
- Consumer analytics
- Digital commerce
- Private-label development
- Hospitality and food-service

Our retail ecosystem shows us what consumers want. & Our manufacturing investments turn that insight into products.

Estonia adds world-class dairy production to that platform.

WHY ESTONIA.

WHY THIS BUSINESS.

We see Estonia as far more than the location of a production facility.

We see a country with:

- Deep dairy-industry knowledge
- Highly skilled food-production professionals
- Strong agricultural capabilities
- Established relationships with dairy producers
- Access to the European Union single market
- Excellent connectivity to the Baltic, European, Middle Eastern and US markets
- Modern infrastructure
- High standards of food safety and production
- A strong reputation for innovation and efficiency

The Paide and Põltsamaa operations combine these strengths with industrial capabilities that would take significant time and investment to recreate elsewhere.

That is why our starting point is not "what can we change?"
It is "what can we build on?"

The supplied factory material describes Central Estonia as a major centre of dairy production with strong access to Tallinn, Tartu, Pärnu, Riga and wider Baltic markets.

OUR FIRST PRIORITY:
PEOPLE

Industrial capability matters. The people behind it matter more.

With more than 13,000 employees, BinDawood Holding (Tadawul 4161) understands that long-term success is built around people, expertise and strong local relationships.

In Estonia, our focus is to strengthen the business around its existing workforce.. not replace it.

- Retain and develop local expertise
- Support long-term employment
- Keep production rooted in Estonia
- Strengthen relationships with farmers and suppliers
- Create new opportunities through wider market access

The people behind this business are one of the reasons we want to invest in it.

ESTONIA AS A BALTIC
MANUFACTURING HUB

Manufacturing is one of BinDawood Holding's four strategic pillars, with a growing focus on specialist production platforms in key markets.

Estonia can play an important role in that vision by helping us:

- Strengthen and scale local production
- Expand across the Baltic region
- Develop new dairy products and partnerships
- Open new export opportunities through BDH's international network

Our goal is simple: strengthen what is made in Estonia and grow its reach across the Baltics and beyond.

CONNECTING

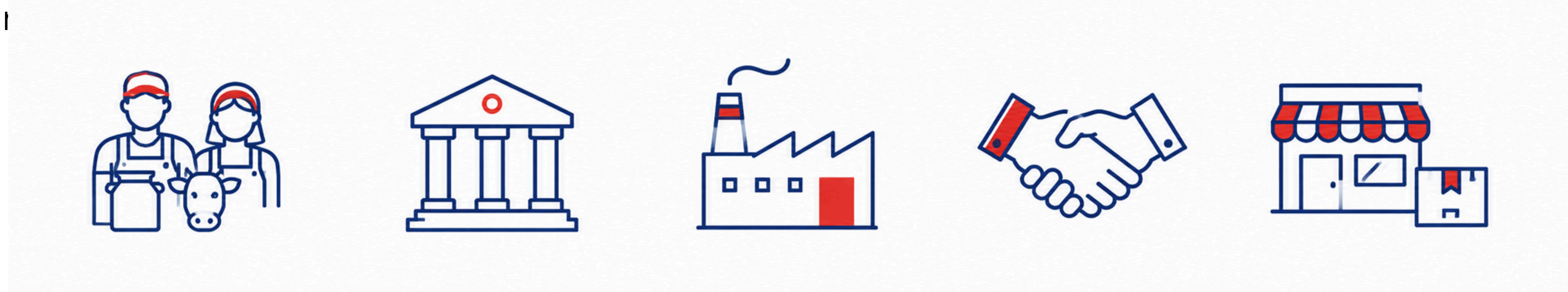
THE BALTICS & SAUDI ARABIA

Local manufacturing. Wider market access.

Estonia gives BinDawood Holding a strong dairy-production base in the Baltics, supported by an established regional agricultural ecosystem and new access to the Saudi market.

- Strengthen partnerships with farmers across the Baltic region to support long-term milk and ingredient supply
- Build relationships based on fair, transparent and mutually beneficial trade
- Take products from Estonia, across the Baltics and onward to global markets
- Open new channels across Saudi Arabia through BinDawood Holding's retail, distribution and manufacturing network

Our ambition is to strengthen the Baltic dairy ecosystem while creating a fair, sustainable platform for products made in Estonia to reach r



BUILDING THE
NEXT CHAPTER

Local expertise. International scale. Long-term ambition.

Our vision is to strengthen what already exists in Estonia and build around its people, suppliers and manufacturing capabilities.

Success means:

- Stronger and more competitive local production
- Long-term opportunities for employees and partners
- Deeper relationships with farmers and suppliers
- Higher utilisation and new product development
- Greater access to European and GCC markets

A stronger Estonian business, connected to a much larger international opportunity.

Thank You

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