Strategy and KPIs

Cenomi Retail's strategy follows a phased roadmap, driving transformation, sustainable growth and operational excellence to unlock the Company's full potential and deliver long-term value for all stakeholders. With its sharpened focus and disciplined execution, the Company is strengthening core operations, expanding market reach and positioning the business for scalable, profitable growth.

Our Values

Delight customers
We always focus on our customers-needs and wants

Commit to deliver
Show personal commitment to delivering results

Execute with excellence
How we work is as important as what we deliver

Win together
We work together for speed and execute for success

Embrace change
Have courage to think about and shape a better future

Strategic Phase	Phase 1 Fix the House (2023-2024)		Phase 2 Embark on Sustainable Growth (2024-2026)	Phase 3 Achieving Optimal Potential (2026+)
Description	• Rationalize brand and store portfolio • Exit/stabilize non-strategic markets • Revamp processes and systems to ensure efficiency • Onboard new Brand Champions in core markets • Deleverage the Company and secure cash for growth		• Invest to scale existing brands across markets • Identify white space opportunities and secure new franchises in key markets • Grow e-commerce	• Scale existing brands to maximum potential ensuring comprehensive coverage of key cities in target markets • Invest in scaling new brands
KPIs	• Sell 24 non-core brands • Increase efficiency and cost optimization throughout the whole organization • Enter new markets with potential for growth • Commit to deleveraging the balance sheet		• Invest in prime-location stores • Further increase operational efficiency • Select prime locations (Prime Malls) to further expand Tier 1 Champion Brands	• Continue expansion in domestic market and internationally
2024 Achievements	• 24 non-core brands were sold with a ﷼ 210 million capital gain • Store network decreased by 34.6%, from a total number of 1,345 stores in 2023 to 880 stores in 2024 • Total net debt was reduced by 31.6% and financial charges were reduced by 4.2% • Entered Uzbekistan in February 2024 and opened seven Inditex stores. Achieved sales revenue of ﷼ 132 in less than one year • The focus on optimizing cost efficiency led to a reduction in SG&A by 23.2% YoY • Digital presence expanded by launching Zara and Massimo Dutti online stores in Uzbekistan	**Zara Nakheel Mall: Redefining Flagship Retail in the Kingdom of Saudi Arabia on page 67** **Azerbaijan: Elevating Global Retail Presence in a Growing Market on page 73**	• Renovated Zara in Al Nakheel Mall and reopened the store in December 2024, generating approximately a 40% increase in sales • Opened 47 new Subway stores, achieving a world record twice in 2024 by opening 12 new stores in one day and 14 new stores on another day • Launched four Inditex brands on an online channel, Trendyol, in December 2024 • Improved inventory efficiency from an average of 15.3 weeks on hand in 2023 to 11.3 weeks in 2024 • Cenomi Retail expands its strategic presence in Azerbaijan with a new Zara store, following the opening of 6 new Inditex stores in 2024, at Baku's iconic shopping destination	**Subway: A Record-Breaking Year of Innovation and Expansion on page 87** **Trendyol Partnership: Expanding Reach, Elevating Digital Retail on page 91**

2025 Goals

Continue investing in Tier 1 Champion Brands in both Fashion and F&B

Drive further operation efficiency

Provide the best online customer experience catering to all consumer brands in all the countries where the Company operates

Adapt the latest technology adopted by

Zara and Inditex worldwide, such as:

Pay & Go service for customers to purchase garments by scanning them with their mobile phones

Renovation program centered on customer journey improvements – lay out flow and fitting room reservation options

Online pick-up point with an automated storage area

Assisted self-checkout area with cash option

Customer cardboard recycling area

Specific checkout areas for returns

• **Improve F&B performance through:**

Customer-centric innovation, by expanding offerings aligned with customers' needs throughout the day

Focus product innovation across brands

Targeted campaigns across key cultural moments delivering elevated, differentiated brand experiences

Digital and delivery excellence through strengthening digital presence and growth of delivery as a corefor sustainable growth

Build profitable traffic growth, operational efficiencies and loyalty ecosystem

Brand relevance through deepening of emotional connections with consumers and modernizing brand perception to match evolving lifestyle