

# Business Model

Cenomi Retail leverages its scale, brand strength and operational expertise to create strong and sustainable value for its shareholders and all the stakeholders. As a leading retail powerhouse with a clear strategic vision, the Company integrates premier global brands with deep local insight, an extensive store network and advanced digital capabilities. Cenomi Retail is building a sharper, more resilient business positioned for long-term success, through its disciplined execution and strategic growth.



## Our Strengths



## How We Create Value



## Value Created for Our Business and Stakeholders



## Our Competitive Advantages

### Brand portfolio

Robust portfolio comprising Tier 1 Champion Brands (including Zara and Inditex), diversified fashion brands as well as leading F&B franchises.

### Physical assets

Extensive retail network with over 850 stores and 252 F&B outlets, covering over 360,000 square meters of gross leasable area (GLA).

### Leading retail

Champion in the Kingdom

### Scalable and efficient model

**Strategically positioned** in high growth international markets

### Technological infrastructure

Advanced omnichannel capabilities, digital platforms and significant e-commerce presence with 20 monobrand websites.

### Strategic partnerships

Long-term collaborations with international brand partners and suppliers, enhancing market presence and product offerings.

**Understanding of consumer** demand and trends enabling adaptation to evolving trends.

### Market expansion and optimization

Strategic expansion in high-potential markets, particularly in Saudi Arabia and the CIS region (Azerbaijan, Georgia, Armenia and Uzbekistan), combined with targeted brand portfolio optimization.

### Customer experience enhancement

Continuous store renovations and flagship mall openings (e.g., Jawharat Riyadh, Jawharat Jeddah), significantly boosting footfall, customer engagement and sales productivity.

### Operational efficiency

Rigorous cost optimization measures, streamlined inventory management and supply chain efficiencies, contributing to improved EBITDA margins and overall profitability.

### Omnichannel retailing

Seamless integration of physical stores with digital e-commerce platforms, providing consumers with superior shopping experiences and convenience.

### Innovation and adaptability

Adaptation to evolving consumer trends, integrating new product categories and service innovations, especially within lifestyle and F&B segments.

### Market leadership

Strong market positioning as the leading fashion and F&B franchise retailer in Saudi Arabia and a key player internationally.

### Financial performance

Optimizing financial performance through a focused store management program, rationalization of portfolio and cost optimization.

### Financial metrics

Improved financial metrics, driven by successful operational and cost management initiatives.

### Diversified growth

Strong momentum in international markets and consistent domestic growth, reinforced by strategic investments in new retail spaces and continuous digital transformation.

### Brand equity and customer loyalty

Increased brand value, customer satisfaction and retention, through tailored consumer experience and high-quality service delivery across retail and F&B segments.

### Community and stakeholder value

Significant contributions to the local economy, employment generation and community development, aligning closely with Saudi Arabia's Vision 2030 objectives.

### Exclusive brand relationships

Exclusive franchise agreements with internationally renowned brands, strengthening brand loyalty and market differentiation.

### Prime retail locations

Strategic presence in high-footfall malls and prime locations across Saudi Arabia and targeted international markets.

### Operational excellence

Proven expertise in retail operations management, enabling rapid store openings, efficient renovations and optimal cost controls.

### Digital leadership

Strong digital and e-commerce capabilities, providing competitive differentiation and enhancing customer convenience and reach.

### Scalable business model

Ability to rapidly scale operations through strategic partnerships and market expansions, ensuring agility and responsiveness to market opportunities.