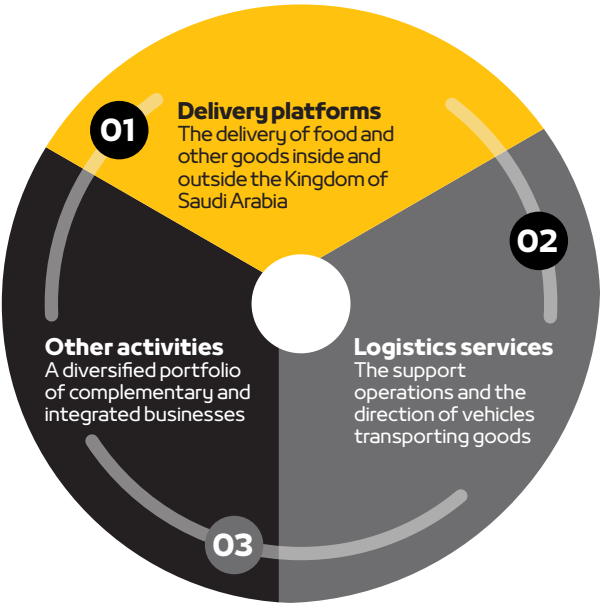


# BUSINESS MODEL

In less than a decade, Jahez has established itself as a dominant force in Saudi Arabia’s technology landscape, playing a pivotal role in the Kingdom’s growth and innovation journey. As it continues to expand into new verticals and explore uncharted opportunities, Jahez is redefining value creation through innovative, customer-focused solutions that benefits all its stakeholders.

Jahez Group delivers a comprehensive ecosystem of On-Demand Services, encompassing Q-commerce, Cloud kitchen infrastructure, dark store facilities and Last-Mile Delivery. Through a suite of advanced technology platforms and business units, Jahez empowers businesses and enhances customers lifestyles, setting the standard for excellence and innovation in the region’s dynamic digital economy.



## Market driver

### Expanding foodservice market



Saudi Arabia’s consumer foodservice market is experiencing rapid growth, which is expected to continue through 2030. This expansion is fueled by the Kingdom’s position as a burgeoning hub for fast food, driven by evolving consumer preferences and rising disposable incomes.

### Rising women workforce participation



The growing presence of women in the workforce, now constituting over a third of Saudi Arabia’s labor market, has led to a notable increase in the frequency of food delivery. This shift reflects the evolving lifestyle and time constraints of working households, further boosting the sector.

### Young and connected population



The Kingdom’s youthful demographic is propelling market growth. Increased smartphone penetration and exposure to global food trends have accelerated the demand for convenient food delivery options, particularly among tech-savvy younger consumers.

### Post-pandemic delivery culture



The lasting impact of the COVID-19 pandemic has firmly established delivery culture as a cornerstone of urban life. The habits formed during prolonged lockdowns have resulted in sustained growth for the online food aggregator market, solidifying delivery services as an integral part of modern consumer behavior.

## Our differentiated proposition

### Robust financial foundation



Jahez Group stands as a market leader across its sectors, backed by a strong financial position following our landmark \$2.4 billion listing in 2022. Our strategic investment approach consistently enhances our value proposition, enabling sustainable growth and innovation in a competitive landscape.

### Expanding geographical reach



With Jahez’s app now covering 95% of Saudi Arabia’s population, along with a growing footprint in Bahrain and Kuwait, our network continues to grow. Additionally, Blu, one of our key businesses, has expanded its reach to over 170 countries. Supported by a vast pool of delivery partners, both full-time and freelance, our logistical capabilities strengthen our market presence and ensure seamless service delivery.

### Exceptional stakeholder experience



We provide unparalleled food delivery and online shopping experiences to millions of customers, complemented by 24/7 customer service for end-users, merchants, and delivery partners. Our state-of-the-art user interfaces and advanced technological solutions streamline operations across verticals, while our pioneering approach to technology keeps us ahead of the curve in delivering efficient, innovative services.

### Distinctive brand identity



Jahez enjoys high levels of brand recognition and affinity, bolstered by a rapidly expanding customer base across verticals. This strong brand loyalty not only reinforces our competitive edge but also drives long-term cost efficiencies for customer acquisition, ensuring continued growth and success in the markets we serve.

### Comprehensive logistical infrastructure



Our logistical foundation is supported by over 53,000 delivery partners, employed on both freelance and full-time bases, and a well-equipped fleet managed by our logistics business. This extensive network ensures reliable, efficient and scalable delivery solutions, further solidifying Jahez as a leader in the On-Demand Services sector.

## Business activities



Online end-to-end food delivery platform, operating in Saudi Arabia, Kuwait and Bahrain



On-demand online platform with less than two-hours delivery promise



Online store for sports-related products and services



Last-Mile Delivery services



End-to-end cloud kitchen and shelving spaces



The Group’s investment arm



Point of sale solutions to merchants



Supply chain management for HORECA sector

## Our impact through shared value creation

### Customers



We provide unparalleled convenience and exceptional experiences through our platforms, generating revenue from delivery fees based on distance. Customers benefit from quick, reliable service and an unmatched user experience, which continues to enhance their loyalty and engagement with our ecosystem.

### Merchants



Merchants gain access to millions of customers and benefit from competitive commission rates, a weekly payment cycle and valuable analytics support. Our quick onboarding process, targeted ad placements and innovative delivery model help merchants enhance their brand awareness and grow their businesses effectively.

### Delivery Partners



With a network of over 53,000 delivery partners, we enable flexible earning opportunities through pay-per-trip structures, incentive programs, and additional revenue streams. Delivery partners enjoy seamless onboarding, live income tracking, instant settlements and access to multiple cash collection centers, ensuring a reliable and rewarding partnership.

### Shareholders



Jahez remains committed to delivering shareholder value, reflected in an earnings per share of ₪ 0.92 as of December 2024. Our strategic investments and operational excellence continue to strengthen our financial performance and market position.

### Employees



Our employees are at the heart of Jahez’s success. We offer competitive salaries, flexible work arrangements, and professional development opportunities through training and wellness programs. Recognized as a "Best Place to Work," we prioritize fostering a positive work culture that promotes a healthy work-life balance and engages employees through team-building activities and stock option plans programs.

### Community



As a responsible corporate citizen, Jahez plays a pivotal role in advancing Saudi Arabia’s Vision 2030 agenda. Through our three-year ESG Roadmap (2023-2026), we align operations with sustainable growth, focusing on economic viability, environmental protection, and social responsibility. Our robust greenhouse gas reduction plan and well-executed CSR initiatives underscore our commitment to creating a positive impact on the communities we serve.

## Growth drivers

### Network effects



As the Group’s customer base grows and engagement increases, the order volume rises, attracting favored brands from restaurants and merchants. Higher order volumes and merchant numbers translate to better opportunities for loyal delivery partners, enabling more efficient logistical services with improved performance. This in turn leads to enhanced customer experiences as choices widen and delivery efficiencies increase, benefitting all partners.

### Brand affinity



The Group’s network grows as value provided to merchants, customers and delivery partners increases over time. We benefit from increased brand awareness and brand affinity, which can lead to lower acquisition costs for all success partners in the long-term.