



مجموعة شاکر
SHAKER GROUP

Shaker Group

9M & Q3 2025

Earnings Results Presentation

November 11, 2025

Presenters



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9M 2025 Strategic Highlights



9M 2025 Highlights

Advancing Elevate 2027 Through Execution and Partnership Excellence



Elevate 2027 retail footprint milestone achieved ahead of schedule, with 15 stores now operational, including 3 new 'shop-in-shop' concepts launched in Abyat across Riyadh, Jeddah, and Dammam, showcasing Shaker's full product portfolio.



Introduced the first locally manufactured Air Handling Unit at the LG Shaker Factory, boosting industrial capacity and energy efficiency in line with Elevate 2027 goals.



Signed MoU with LG Electronics and DataVolt to deliver advanced, sustainable HVAC solutions for AI data centers, supporting Vision 2030 and creating a multi-year project pipeline.



Progressed steadily, Shaker's home appliances segment is benefiting from recently introduced brands and is gaining momentum across its product offerings in line with the Elevate 2027 strategy.



Earned Diamond Tier from Mudad for wage compliance, celebrated 30-year partnership with Ariston, and received Midea's Vanguard Award for strategic collaboration.

Revenue

₹1,114mn
-0.3%
YoY²

Gross Profit

₹279mn
+3.4%
YoY²

EBITDA

₹99mn
-5.1%
YoY²

Net Profit¹

₹65mn
-2.3%
YoY²

EPS¹

₹1.17
-2.3%
YoY²

Op. Cash Flow

₹-90mn
-164.5%
YoY²

Financial Performance

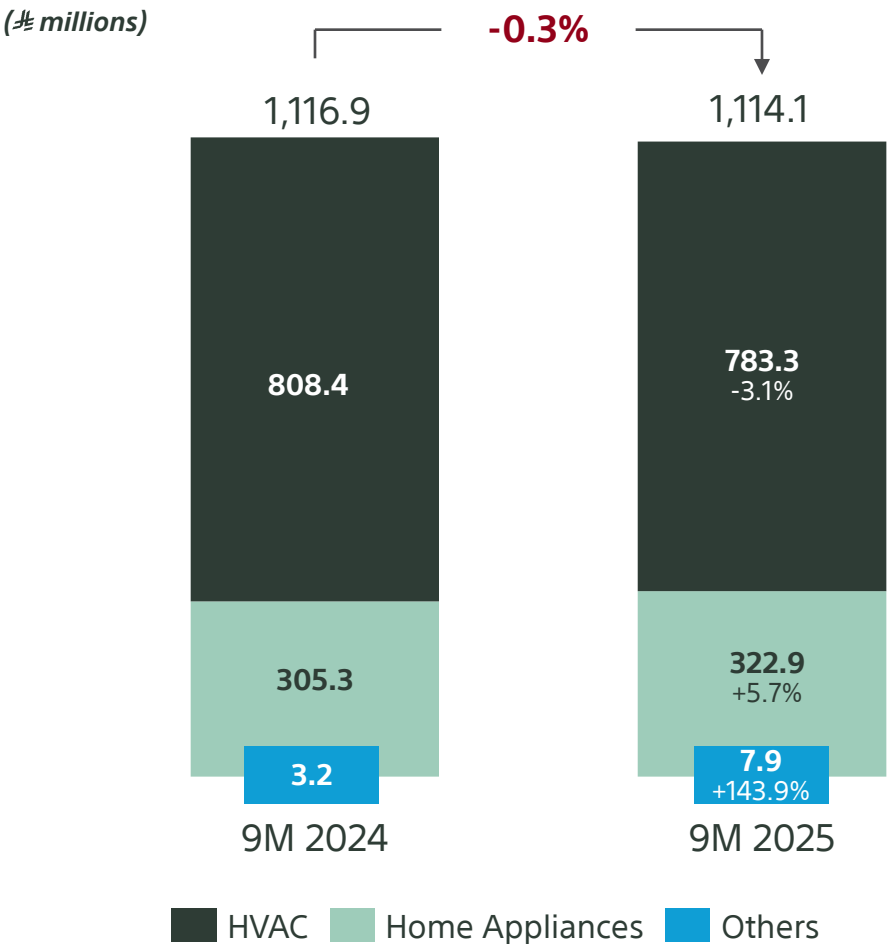


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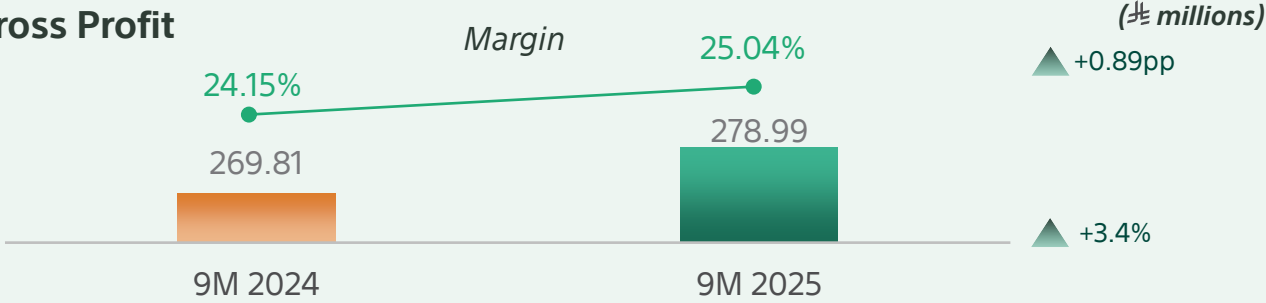


Key Highlights: 9M 2025

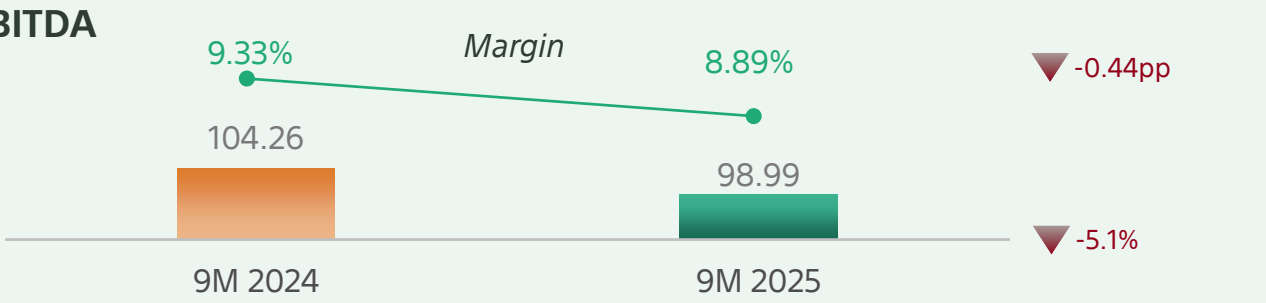
Revenue by Segment



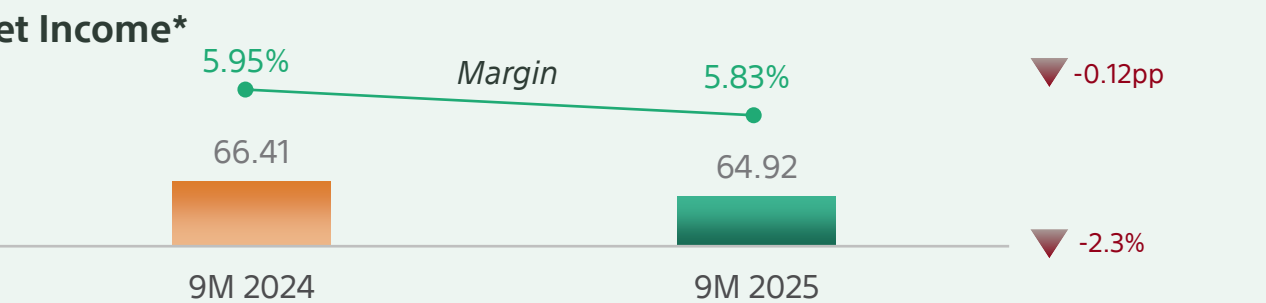
Gross Profit



EBITDA



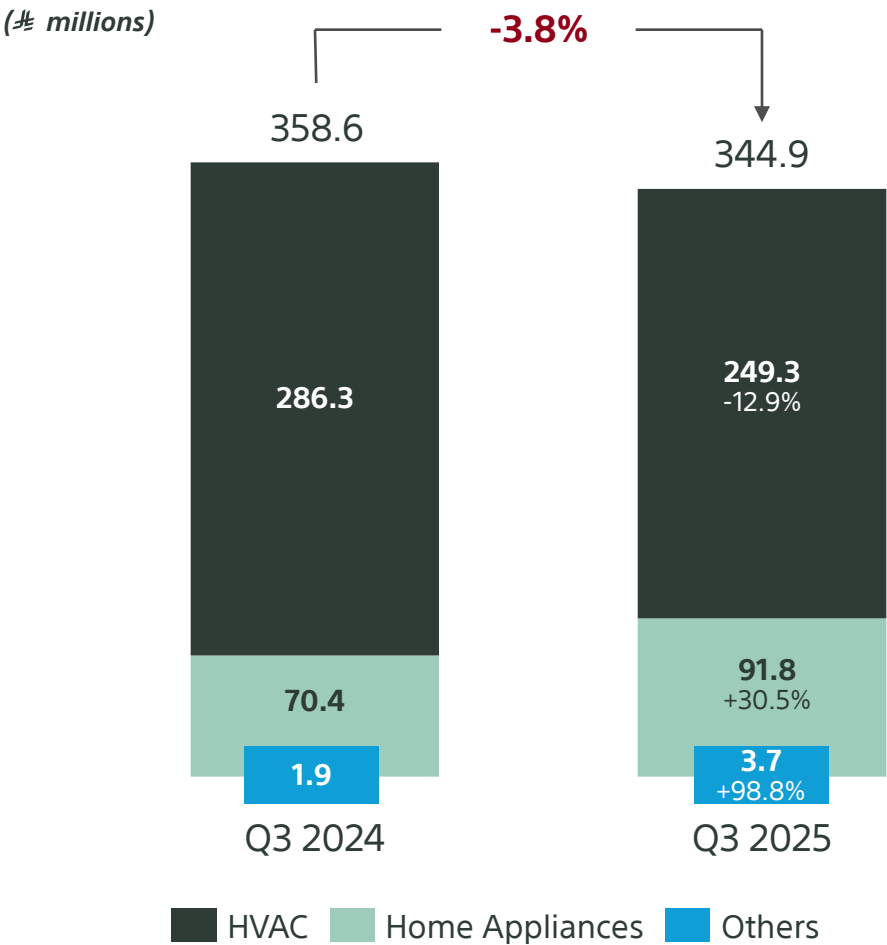
Net Income*



*Attributable to shareholders of the Company

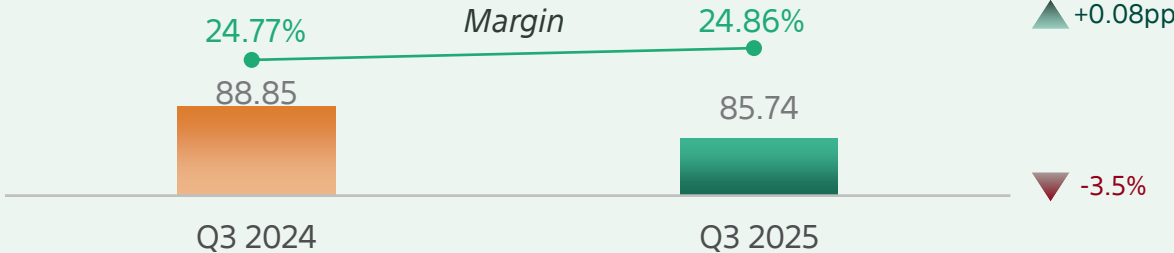
Key Highlights:Q3 2025

Revenue by Segment

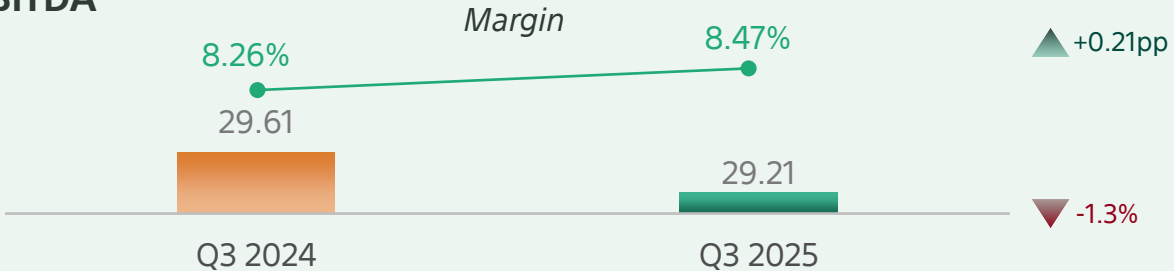


Gross Profit

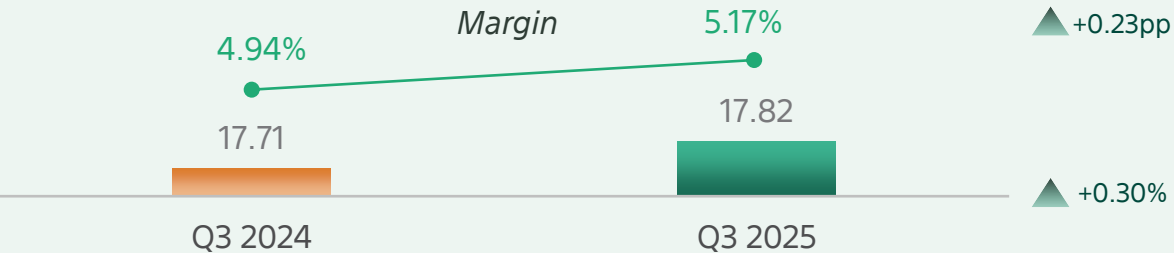
(ﷲ millions)



EBITDA



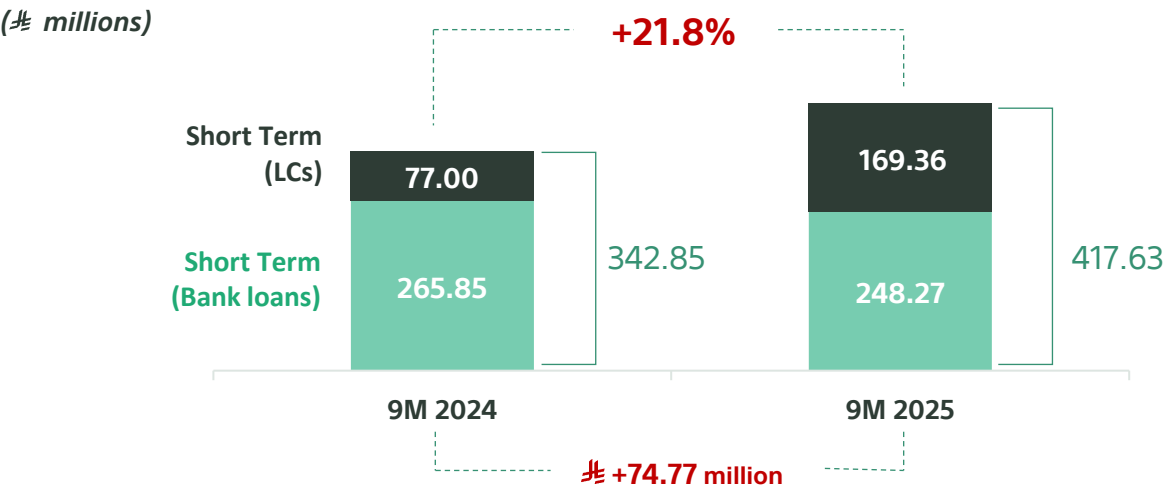
Net Income*



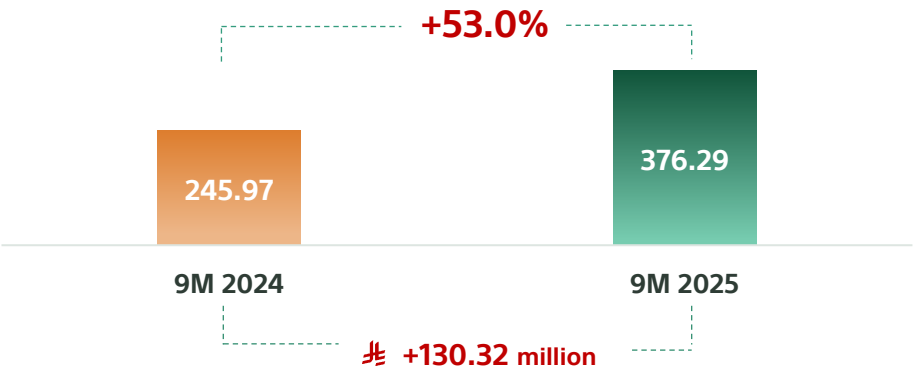
*Attributable to shareholders of the Company

Leverage Levels: 9M 2025

Short-term Borrowings

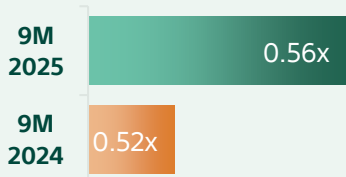


Net Debt³

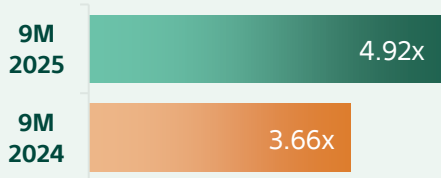


Highlights

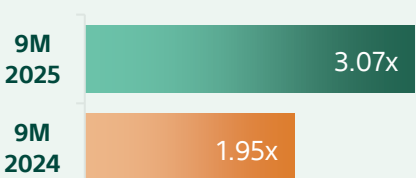
Total Liabilities/Total Assets ▲ +7.37%



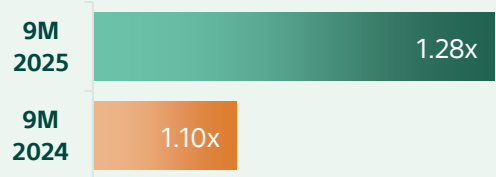
Interest Coverage Ratio² ▲ +34.18%



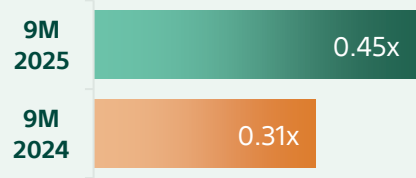
Net Debt/EBITDA^{3,5} ▲ +57.19%



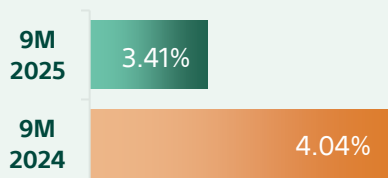
Total Liabilities/Equity¹ ▲ +16.79%



Net Debt/Equity^{1,3} ▲ +43.49%



ROA⁴ ▼ -0.63pp



1: Equity attributable to shareholders of company
2: EBIT / Interest Expense
3: Net Debt calculated as short & long-term borrowings (ex-lease liabilities) less cash & cash equiv.
4: Return attributable to Shaker shareholders
5: LTM EBITDA

Cash Flow Bridge

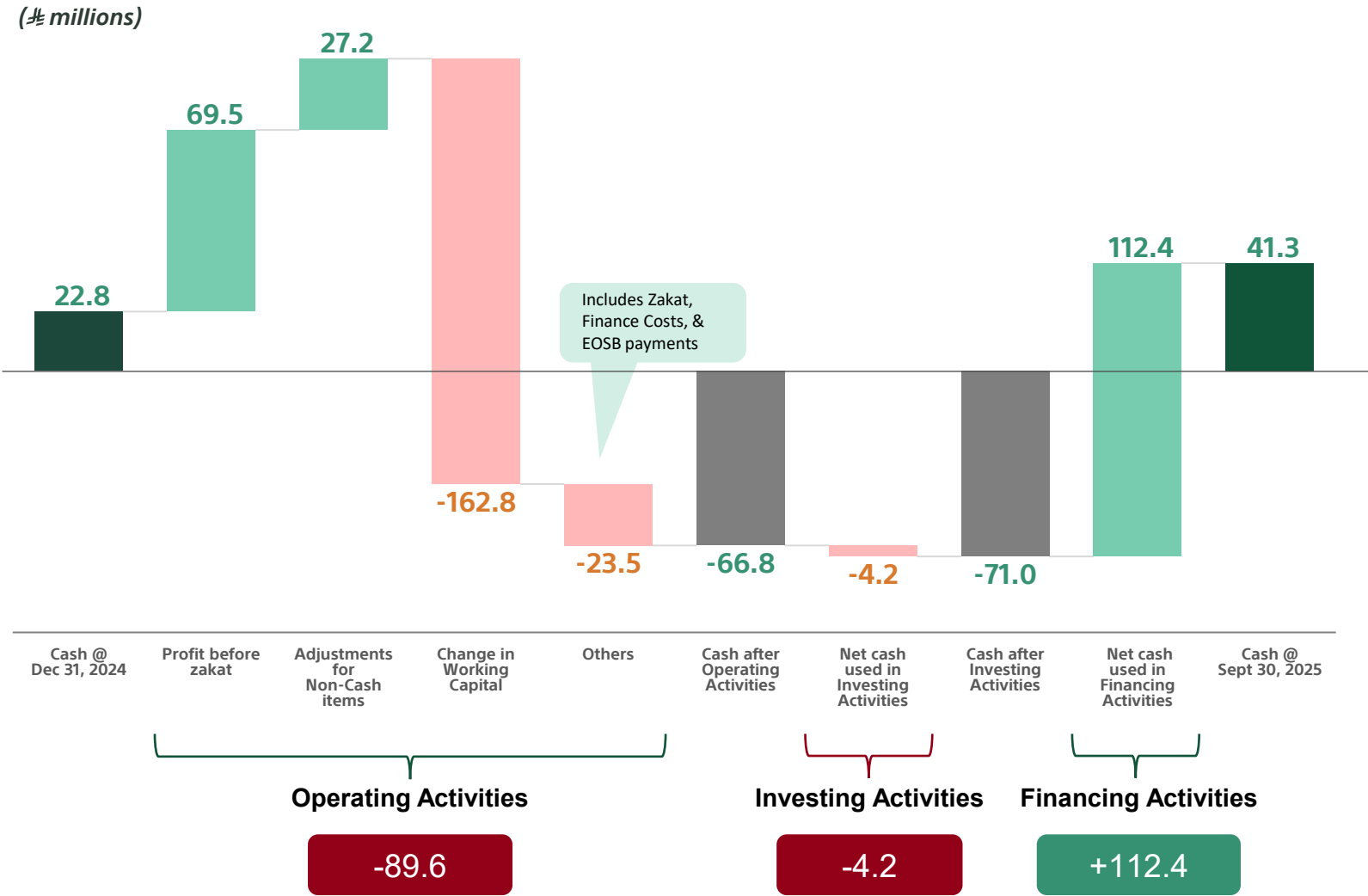
Highlights

Net Cash position reached 41.3mn as of 30th September 2025, compared to 22.8mn on 31st December 2024, largely driven by:

 Operating activities recorded a net outflow of 89.6mn, mainly due to working capital changes.

 Minimal cash outflow from investing activities at 4.2mn, maintaining overall capital discipline.

 Strong financing inflows of 112.4mn, primarily from debt refinancing, which offset operating outflows.



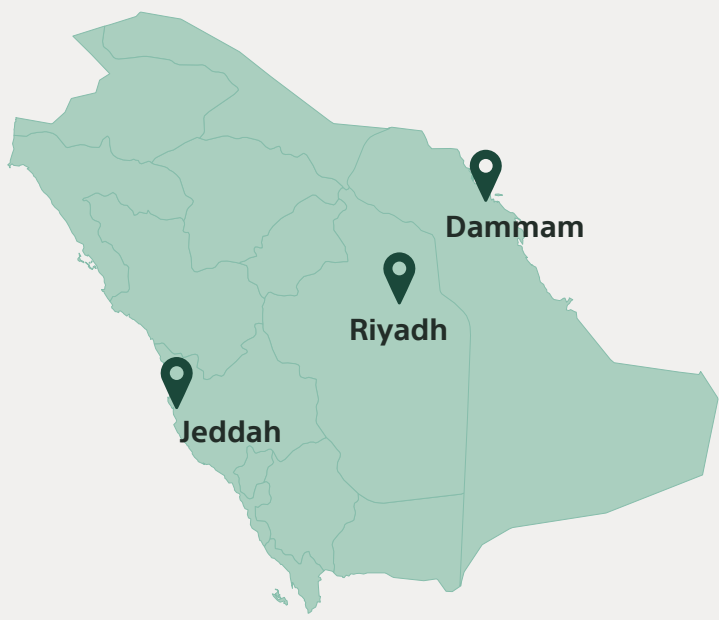
Strategy Update





Driving Retail Expansion through Strategic 'Shop in Shop' Concepts

Launched 3 new shop-in-shops across Riyadh, Jeddah, and Dammam, advancing retail expansion under Elevate 2027. These outlets enhance visibility for Shaker's key brands and bring a differentiated customer experience within partner retail spaces.



Capital-light retail expansion
Expands nationwide presence within existing partner stores, avoiding heavy investment in standalone outlets.



Stronger brand visibility at point of sale
Dedicated branded zones increase awareness and drive higher customer engagement for Shaker's key brands.



Improved customer experience and conversion
Showcases full product range in an immersive environment, enabling better interaction and purchase decisions.



Scalable model improving unit economics
Creates a replicable format that accelerates rollout toward retail footprint goal while maintaining efficiency.



Launched in collaboration with leading home-improvement retailer Abyat



Milestone Achieved

15 stores reached ahead of plan under Elevate 2027 retail targets

Looking Ahead



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Looking at 2025 and beyond to execute Elevate 2027

Looking at 2025 and Beyond



Drive disciplined execution and cost efficiency to strengthen operational resilience and sustainable margins.



Expand B2B engagement through targeted tenders and grow retrofit and after-sales services, including AMCs and energy management.



Optimize retail performance by improving store productivity, refining product mix, and integrating physical and digital channels.



Introduce new brands and products strategically, aligned with commercial planning and supply chain visibility.



Advance development of Shaker's OEM brand for a 2026 launch to diversify the portfolio and reinforce market positioning.



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THANK YOU

Q&A



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