Lulu Retail records 4.1% revenue growth in 2025 to $7.9bn (AED29.1 bn)
Declares H2 dividend of $98.4 million (AED361.5 million, 3.5 fils per share)
Full year dividend stands at $197 million (AED723.0 million)

Abu Dhabi, UAE – 13 February 2026: Lulu Retail Holdings PLC ("Lulu" or the "Company"), the largest pan-GCC full-line retailer, today announced its preliminary and unaudited financial results for the three month and twelve month periods ended 31 December 2025 ("Q4 2025" and "FY 2025").

Key highlights

- FY 2025 revenue of $7.9 billion, +4.1% year-on-year. Q4 2025 revenue increased 2.4% to $1,940 million
- EBITDA for FY 2025 of $782 million. Net profit of $205 million, slightly ahead of the guidance given at Q3 2025
- 20 new stores were opened in FY 2025, in line with guidance. Identified pipeline of 50 for 2026-28
- Lulu is investing into the future, shaping the retail business for the years to come
- Lulu continues to capture the shift to e-commerce with year-on-year growth of 51.8% in Q4 2025 and 38.6% for FY 2025
- Higher margin private label products remain in demand as proportion of sales increased to 29.8% in FY 2025 (29.6% in FY 2024)
- Happiness loyalty programme now has 8.4 million members with over two thirds of sales tracked to members
- Proposed H2 dividend of 3.5 fils per share, taking FY 2025 dividend to 7 fils per share ($197 million)

Saifee Rupawala, Chief Executive Officer of Lulu Retail, commented: *"We are pleased to report our 2025 results. The year concluded with 20 new store openings, taking our total to 267 stores and delivering record revenue of almost $8 billion. Our existing portfolio and growing e-commerce presence positions us to continue our disciplined expansion strategy across the GCC. Our high cash generation and confidence in the outlook allows us to propose a H2 dividend of 3.5 fils per share, taking the total to 7 fils per share for 2025. This offers an attractive yield to shareholders who we thank for their continued support."*

Financial summary

Record revenue of $7.9 billion

Q4 2025 revenue increased by 2.4% to $1,940 million. Overall FY 2025 revenue was $7.9 billion, +4.1% on 2024. Revenue growth was delivered by the two levers of like-for-like sales and new store openings. Like-for-like sales increased +2.3% year-on-year, in line with the performance for 2024. New store openings reached 20 for FY 2025, in line with guidance. Over the year customer count increased more than sales and average basket size of $30.6 was broadly flat on the prior year ($30.8 in 2024).

- Sales growth was driven by demand for fresh food and electrical goods, with both categories growing at a faster rate than sales overall. Fresh food demand continued to be supported by Lulu's growing e-commerce channels. The Lifestyle segment grew at a slower rate as higher volumes were offset by market-led decline in prices.
- E-commerce continued to grow strongly with growth of 51.8% in Q4 2025 and 38.6% year-on-year for FY 2025. The proportion of retail sales increased every quarter through 2025, with penetration of 7.3% in Q4 2025 and 6.0% for the year overall. Investment in Lulu's own offering is delivering returns with sales increasing at broadly double the rate of sales through aggregators.
- Popularity of Lulu's private label categories continued to support both revenue and margins. Private label sales growth of 4.3% in FY 2025 increased penetration to 29.8% (29.6% in FY 2024).

Resilient profit margins
Gross profit increased 3.3% in FY 2025 to $1,823 million. Although gross profit increased, margin was 0.18% lower, mostly on account of promotional activity. The Company reported EBITDA of $782 million for FY 2025. Profitability was impacted by higher rent and staff costs associated with new store openings and increased commission payments to aggregators. Despite these investments in expanding our network and omni-channel strategy, net profit remained strong at $205 million for FY 2025. Although margin reduced by 0.26% year-on-year owing to these investments, there was a benefit from lower interest costs.

Strong balance sheet maintained
The Company's balance sheet remains stable and able to fund future growth as well as shareholder distributions. Net debt decreased slightly through the year to close at $2.5 billion at year end. This equates to a net debt/EBITDA position of 3.2x on an IFRS 16 basis and 1.1x excluding lease liabilities, down from 1.3x and the end of the previous year.

Record dividend of 7 fils per share proposed
The Board has proposed a dividend of $98.4 million for the second half of 2025, equating to 3.5 fils per share. Together with the interim dividend of $98.4 million (3.5 fils per share) this takes the total 2025 dividend to $196.9 million or 7 fils per share. The proposal will be presented to shareholders for approval during the Company's Annual General Assembly (AGM).

Strategic progress

Lulu continues to expand where opportunities arise and expected returns meet demanding internal hurdles. During Q4 2025 two hypermarkets, four express and one mini market were opened. This added total retail space of 23,498 square metres. Over the course of the year 20 stores were opened in line with guidance and comprised six hypermarkets, 11 express stores and three mini markets, which increased retail space by 5.6% to 1.38 million square metres. Openings were in UAE (11), KSA (7), Kuwait (1) and Bahrain (1). Over the course of the year two express stores were closed in UAE and one mini market in KSA. The store opening programme remains unchanged from previous guidance and comprises 50 openings between 2026 and 2028, split roughly equally between the UAE, KSA and our other GCC markets.

In addition to stores, Lulu continues to invest to improve and expand our e-commerce offering. E-commerce sales represented 7.3% of total sales in Q4, having grown as a proportion in each quarter of the year. This reflects strong execution across customer acquisition, network expansion and fulfilment model innovation. The number of e-commerce enabled stores continue to grow and at year end represented around half of the total estate. The investment is increasing sales on Lulu's own platform at a faster rate than through aggregators and higher profitability is expected as this trend continues.

A key strategic objective remains increasing structural efficiency across the organisation. Projects to implement analytics and AI into our core operating model are underway and this includes AI-led demand planning tools to enhance forecasting accuracy and inventory management. In parallel, data-driven assortment optimisation is helping to refine SKU rationalisation and product mix, improving overall trading efficiency.

In KSA a number of operational measures are underway to drive greater profitability. A comprehensive operational excellence programme across 65 stores has focused on margin expansion and cost optimisation. Outcomes included fresh category wastage reduction, which delivered gross margin uplift in KSA. More disciplined, data-led promotional planning has driven volume growth at optimised pricing. Supplier negotiations, supported by analytics and benchmarking, has unlocked further margin gains and strengthened commercial terms.

Earnings conference call

A conference call to present earnings, followed by a Q&A session with management will be held on Monday 16 February 2026 at 3:30PM UAE time. Interested parties are invited to join the call by clicking here .

Summary store portfolio

Country	Q3 2025	Q4 2025	Change
UAE	112	116	**+4**
KSA	62	65	**+3**
Oman	32	32	
Qatar	24	24	
Kuwait	17	17	
Bahrain	13	13	
Total	**260**	**267**	**+7**

About Lulu Retail

Founded in 1974, Lulu Retail, together with its subsidiaries, is the largest pan-GCC full-line retailer by selling space, sales and number of stores, operating 272 hypermarket, express and mini-market stores across the six GCC countries, as of 13 February 2026. The Group also operates a growing e-commerce presence through its mobile app, webstore and partner channels. To serve more than 680,000 daily shoppers from 130 nationalities every day, the Group sources products from 85 countries, enabled by an on-the-ground sourcing presence in 19 countries. The Group's strong brand recognition and trust among consumers in the GCC is enabling the growth of its existing stores, expansion of its store network and elevated loyalty across its customer base.

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