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## RAK Ceramics at a glance







+30 YEARS

Ceramic expertise



~12,000

Global workforce



~US\$700MN

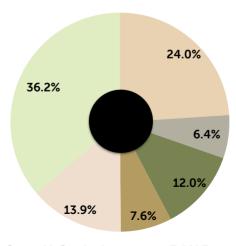
Market cap



~us\$1BN

Annual group turnover

### **Shareholding Structure**



- H.H. Sheikh Saud Bin Sagr Al Qasimi
- RAK Government
- Institutional Investments

- RAK Royal Family Members
- Al Rajhi United Holdings Group, KSA
- Retail Investors

### Eras of RAK Ceramics



### 1990-2000 | FOUNDATION



1989

Founded by H.H. Sheikh Saud Bin Saqr Al Qasimi, Ruler of Ras Al Khaimah.



1991

First tile plant operational with annual output of 1,825,000 square meters.



1993

First sanitaryware plant operational with annual output of 350,000 pieces.



2000

Tile plant set-up in Bangladesh with annual output of 3,650,000 sqm.

### 2000-2010 | EXPANSION



2004

Launched RAK Luminous, ability to glow in dark & RAK Slim, a thickness of just 4.5mm. RAK Porcelain Established.



2006

10th UAE tile plant with annual output of 16,425,000 square meters. RAK India commence operations.



### 2007

Kludi RAK established, producing exquisite designer and water saving faucets.



### 2010

Producing 115 million sqm. of tiles per year, we became the world's largest ceramics brand.

RAK Bangladesh IPO

### 2010-PRESENT | ENHANCEMENT



2012

1 Bn square meters of tiles supplied to projects around the world



2013

Launched Maximus Mega Slab, a super-sized slab. Samena capital, private equity player, acquired 31% in RAK Ceramics



2021

RAK Ceramics collaborates with international fashion brand to launch bathroom & surface collection.
Samena capital exits



2022

RAK Ceramics inks 100% KLUDI acquisition deal. RAK Porcelain minority buyout. First design hub in London. Launch of e-comm platform.

# Manufacturing Process













#### 15 Tiles Plant

UAE (10), India (3), Bangladesh (1), Iran (leased) (1)

1 Tableware Plant

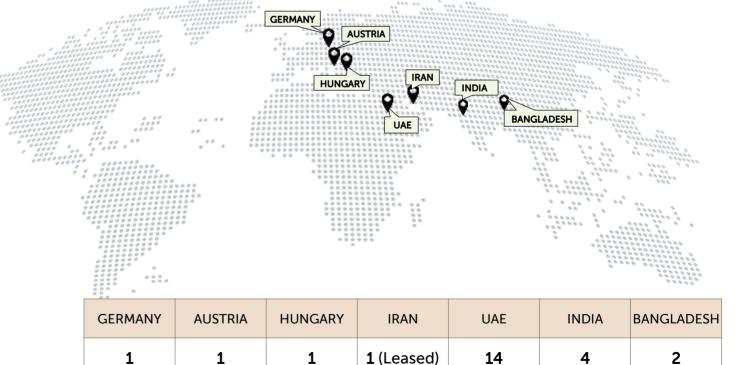
**UAE (1)** 

#### **4 Sanitaryware Plant**

UAE (2), India (1), Bangladesh (1)

#### **4 Faucets Plant**

Germany (1), Austria (1), Hungary (1) and UAE (1)



## Our Philosophy







## Product offering





### **TILES**

We offer one of the largest collection of Ceramic and Gres Porcelain wall and floor tiles, super-sized slabs in the industry. Our tiles are known for its premium design and quality.



### **SANITARYWARE**

Complete solutions provider offering products designed to suit all budgets and tastes with accessories and bathroom furniture



#### **TABLEWARE**

Products supplied to over 40,000 hotels in more than 165 countries with clients including JW Marriott, Hilton, Hyatt, and Sheraton amongst others.



### **FAUCETS**

Eco-friendly faucets and bathroom fittings with a strong focus on water-saving technology, offering up to 60% saving on water consumption

## Tiles





**TILES** 



SANITARYWARE



TABLEWARE



FAUCETS

RAK Ceramics offers one of the largest collections of high quality Ceramic and Gres Porcelain Wall and Floor Tiles and Super-Sized Slabs in the industry.



5,000
The current number of production models.



Tiles Revenue (AED Mn)	FY 2023	FY 2024	YoY%
UAE	624.0	686.8	10.1%
Saudi Arabia	338.6	266.6	-21.3%
Middle East	132.2	102.7	-22.4%
India	331.8	335.5	1.1%
Europe	190.6	173.5	-9.0%
Bangladesh	200.9	161.0	-19.8%
Africa	97.3	84.6	-13.0%
Asia Pacific	37.8	30.1	-20.5%
Americas	31.6	19.0	-39.9%
Central Asia	3.2	0.8	-74.7%
Total	1,988.0	1,860.6	-6.4%

Installed capacity Mn sqm

UAE - 81.9

Bangladesh - 11.6

India - 18.0

Iran (Leased) – 6.0

# Sanitaryware





TILES



**SANITARYWARE** 



**TABLEWARE** 



**FAUCETS** 

RAK Ceramics is internationally recognized for the high quality of its sanitaryware. This quality comes from carefully selected premium raw materials that ensure a perfect finish of the products.

15,616
Sanitaryware pieces produced every day globally.

100 DAYS

The time it takes from initial design to a finished model.

100%

Every water closet is individually leak tested on site.

Sanitaryware Revenue (AED Mn)	FY 2023	FY 2024	YoY%
UAE	162.8	155.7	-4.3%
Saudi Arabia	11.7	15.4	31.5%
Middle East	21.3	18.2	-14.5%
India	30.2	29.2	-3.1%
Europe	193.6	167.4	-13.5%
Bangladesh	63.6	48.9	-23.1%
Africa	16.3	18.2	11.9%
Asia Pacific	5.2	6.8	28.9%
Americas	4.0	4.9	23.2%
Central Asia	3.2	3.0	-nm
Total	511.8	467.8	-8.6%

Installed capacity Mn pcs

UAE - 2.7

Bangladesh - 1.6

India – 0.7

## Tableware









**TABLEWARE** 



Ceramic tableware Industry added a new chapter with launch of RAK Porcelain LLC in United Arab Emirates. This company quickly went on to become the World's leading supplier of professional grade Porcelain tableware in HORECA Industry

2005 Launch of RAK Porcelain LLC

100,000 sqm Manufacturing Space

36 million Production Capacity

Tableware Revenue (AED Mn)	FY 2023	FY 2024	YoY%
UAE	124.0	115.1	-7.2%
Middle East	31.3	34.1	8.8%
Europe	124.4	121.4	-2.4%

America 73.2 61.2 -16.5% Africa 15.7 11.5 -27.0% Rest of world 23.4 26.1 11.3% Total Tableware revenue 392.1 369.3 -5.8%

Installed capacity Mn pcs

UAE - 36.0

## **Faucets**



13



TILES



SANITARYWARE



TABLEWARE



**FAUCETS** 

Kludi GmbH & Co. KG – founded in 1926 in the Sauerland region of Germany – manufacturing high-quality faucets & fittings for bathrooms and kitchens

100 Years of Experience

170 Inventions 100 Patents Top 100
Innovators
In German
SME sector

Faucets Revenue (AED Mn)	FY 2023	FY 2024	YoY%
UAE	177.7	206.9	16.4%
Saudi Arabia	11.3	11.7	126.7%
Middle East	19.9	24.4	-6.4%
Europe	279.4	272.6	7.4%
Asia	14.2	8.7	-46.6%
Africa	6.3	7.1	-75.9%
Rest of world	15.2	11.6	-24.0%
Less Intercompany sales	-67.8	(98.4)	45.2%
Total Faucets revenue	456.2	444.6	-2.5%

Installed capacity Mn pcs

UAE - 1.5

Europe -1.1



## Business Highlight - 2024



**UAE:** Achieved 7.1% YoY revenue growth driven by the booming real estate sector and favorable market dynamics.

**Europe:** Continued economic challenges, higher transportation costs, impacted the revenue by 11.3% YoY.

**Bangladesh:** Revenue declined by 20.6 % YoY due to political instability and severe gas crisis.

revenue has start customs exports market s

Market & Business

Highlights

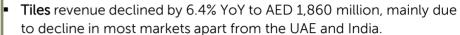
KSA: Witnessed 19.5% YoY revenue dip, however market has started recovery as customs duty relief on UAE exports helping us to regain market share

India: Saw rresilience growth of 0.8% YoY, supported by strong infrastructure development and growing disposable income.

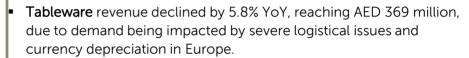
Revenue in **Middle East** (excluding UAE and Saudi Arabia) Business was severely impacted with the regional conflicts

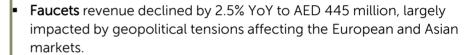












### Financial Performance Snapshot-2024

AED 3.23Bn Revenue 6.5% YoY

39.3% Gross Profit Margin

☆ 143bps YoY

AED 299.9M Like for Like Profit before tax

几 5.4% YoY\*

AED 276.6M Profit before tax

AED 234.1M Profit after tax

. 27.0% YoY\*\*

AED 592.2M EBITDA

几 8.5% YoY

# Marketing updates - 2024



### **Presence and Footprint**



Launch of the new rakceramics.com website. Website metrics: 8% increase in total users, 52% increase in organic traffic, 29% increase in goal conversions.



Strong relations with the majority of the specialized media group like ITP, Design ME, Forbes and others.



13 New Showrooms opened in 2024 adding to total of 45 showrooms (UAE 10), KSA (6), India (17), Bangladesh (7), UK (2), Italy (1) and Germany (2)

### **Events and Exhibitions**



Strong and specific initiatives in the occasion of Cop28 together with Rak EPDA, SAP, EEG, CSR Arabia Forum



CEOs interview during Cop28 with Khaleji Times, The National and other main media



Rak Ceramics Social Media: **28% increase in engagement rate** (combined), 71% increase in conversion rate by successfully testing FB's new advantage+ campaign.

### 2024 Awards



2024 MENA Green Award for Sustainable Building products of the year- Indoor Air Quality



International ICT Awards –Intelligent Manufacturing



ACIMAC Tech Award- Innovation & Sustainability



Gulf Industrial
Excellence – Award
– for commitment
to quality,
innovation &
Industry Leadership



Red Dot Best of the Best Product design for CookingRAK, Invisible induction cooktop

innovative solutions to differentiate from competition

# Key Challenges - 2024



Core Markets	Key Challenges	Our Actions
UAE	Import of cheaper products has increased on account of free trade agreements signed between UAE and other countries	Partnership with reputed developers in the UAE to provide Tiles and Sanitaryware products for their projects.
Saudi Arabia	Oversupply of tiles by local manufacturers and rise in transportation cost for exports from the UAE has impacted our ability to compete in the wholesale segment .	<ul> <li>Recent relief by the government by way of exemption from payment of custom duty on imports will allow us to improve the overall performance.</li> <li>Focus on premium products to strengthen our retail and projects business is helping us to sustain our margins.</li> </ul>
Europe	Adverse market conditions have led many companies to lower prices substantially.  Increased transportation costs and delay in delivery timelines remain critical issues  Delay in transformation of Kludi Europe business	<ul> <li>Planned initiatives include strengthening brand awareness and presence through events and engagements at the Design Hub with architects and designer community</li> <li>Continue implementing KLUDI turnaround plan including shift in production capabilities from EU to UAE to improve performance</li> </ul>
India	Lower demand due to increased interest rates, currency devaluation and intense competition	Launched new large format products for this market and plans to strengthen our Retail presence and experience to improve revenue and margins
Bangladesh	Political instability, severe gas crisis, intense local competition and currency devaluation	<ul> <li>We are working on establishing strong distribution network and the focus is on delivering high-quality products &amp; innovative solutions to differentiate from competition</li> </ul>

## Expansion Plans – 2024/25





- Our Tiles Division is undergoing an upgrade with cuttingedge technology to manufacture differentiated, large-format tiles catering to high-end markets.
- Our Sanitaryware facility is being modernized with energyefficient technologies, reducing carbon emissions and aligning with our sustainability objectives.
- Our newly opened Sheikh Zayed Road showroom in Dubai showcases the RAK Ceramics Lifestyle concept, offering customers a more immersive experience.



We have upgraded the plant by converting from Ceramics to produce GP tiles in one of our Morbi unit. We are enhancing our retail presence and elevating the in-store experience to better engage customers. A differentiated shopping experience will attract quality-conscious consumers, helping us strengthen our market position. Furthermore, we are evaluating options to upgrade our Tiles and Sanitaryware plant in Samalkot.



Political instability, currency devaluation, and gas shortages had disrupted our operations.

We are focusing on establishing a robust distribution network to ensure reliable delivery of high-quality products, leveraging innovation to differentiate ourselves from competitors

The approvals for the Faucets Greenfield plant are put on hold



We continue to work towards setting up a production facility in KSA.

Additionally, we are focusing on premium and differentiated product offerings to strengthen our retail and project channels, thereby enhancing margins

### 2025 Priorities





## Market share growth and preservation

Maintain healthy competition across all core markets and segments albeit increased challenges



### **KLUDI Transformation**

Transform KLUDI into a global high-end faucet brand, complementing RAK Ceramics sanitaryware offering, and build-on identified synergies and integration plan to improve performance



## Retail Expansion & Brand awareness

Focus on strengthening retail presence & create Brand awareness in focus markets by opening new showroom, refurbishing existing outlets, and rolling out e-commerce into additional markets



## Business, Operations & Risk management

Optimize operations enhancing efficiencies and mitigate actively rising risks improving bottom-line performance across all subsidiaries



## Digital Acceleration

Improve operating model practicing agility and digitization to enable enhanced analytics and datadriven decision-making capabilities



## Production Capabilities Growth

Rationalize footprint and increase capacity across all core businesses via plant additions, enhancements in addition to greenfield



## Operational Diversification

Explore and diversify into new markets in terms of sales, sourcing and potentially manufacturing



## Sustainability stimulation

Define and implement a sustainability strategy incorporating ESG initiatives into RAK Ceramics identity and across all operations



# Sustainability updates - 2024



### Introducing Energy efficient Kilns

enabling 70% lower than shuttle kilns, marking a major breakthrough in sustainable manufacturing.

#### Recycling Rejected Tiles

Recycling
equipment,
allowing for the
100% reuse
of fine powder
generated by
broken or wastedfired porcelain tiles
as input, with a
capacity of up
to 50,000 metric
tons of powder
per year

## Upgrading Design Scanning Solutions

Design
development
scanner, allowing
for optimized
production and
elevated design
capabilities with its
enhanced scanner
format and
higher optical
resolution

### Enhancing glazing system

Digital glazing system that fully automates glaze levels, allowing for 30-45% reduction in glaze waste by eliminating shade variation caused by glaze weight variation

### Introducing E-bikes

70 e-bikes across UAE manufacturing facilities, allowing for a reduced emission, noise pollution and environmental impact

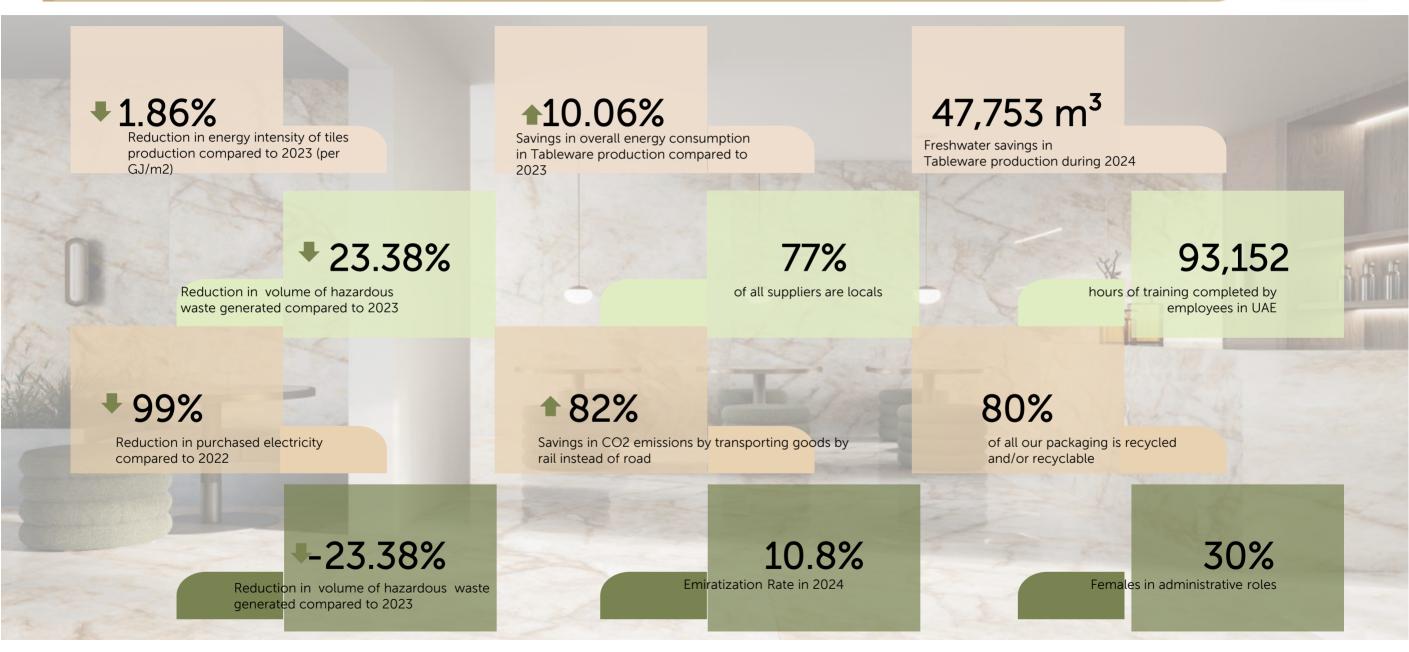






# Sustainability Highlights - 2024







## Financial Snapshot - 2024





REVENUE
AED 3.23 BN

1. 6.5% YoY





LIKE FOR LIKE PROFIT BEFORE TAX

AED 299.9M

\* Adjusted for one-off income/impairments



**PROFIT BEFORE TAX** 

AED276.6M



AED 234.1 M



NET PROFIT After Minority

**AED 221.1 M** 

√ 24.0% YoY



**EBITDA** 

AED 592.2 M

**₽8.5% YoY** 



**NET DEBT** 

**AED 1.39 BN** 

û 26.2 M

Net Debt to EBITDA

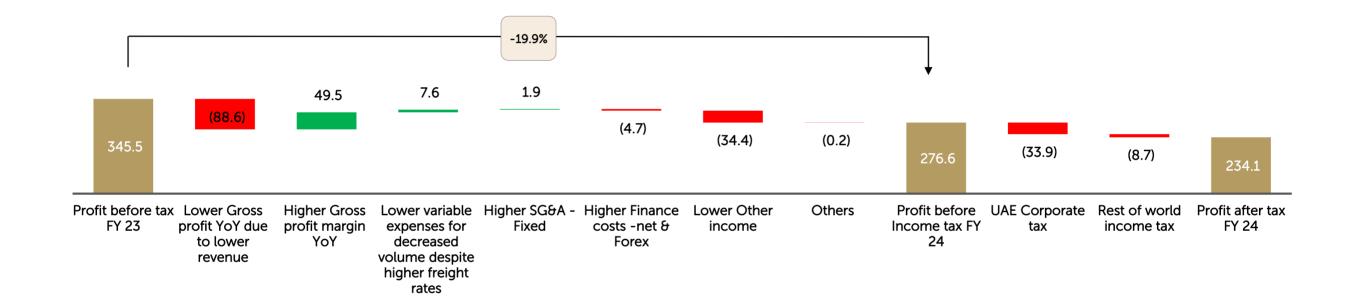
2.35x vs 2.20x

\* UAE Corporate tax impact 33.9m

## Profitability Bridge



2024 vs 2023 Profit Bridge (AEDM)

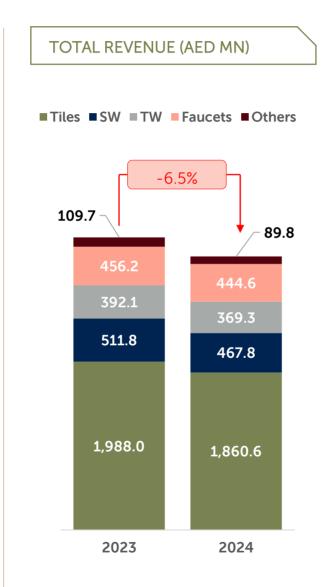


## Revenue Highlights - 2024



#### MANAGEMENT COMMENTS

- 2024 revenue at AED 3,232m, down by 6.5% YoY, witnessed by ongoing geopolitical tensions, inflationary pressures, and persistent supply chain disruptions, all of which continue to impact export-driven industries like ours
- Tiles revenue decreased by 6.4% YoY to AED 1,861 million, mainly due decline across most markets apart from the UAE and India.
- Sanitaryware revenue decline by 8.6% YoY to AED 468 million, due to challenges in all core markets except KSA.
- Tableware revenue decline by 5.8% YoY, reaching AED 369 million, due to demand being impacted by severe logistical issues and currency depreciation in Europe, USA which have affected other major markets.
- Faucets revenue declined by 2.5% YoY to AED 445 million, largely impacted by geopolitical tensions affecting the European and Asian markets.





+150

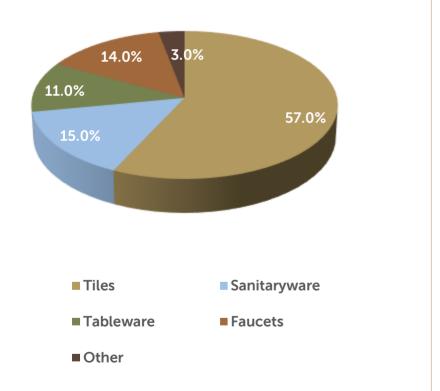
Countries Exported

	YEARLY COMPARISON		
	2023	2024	
	Amount	Amount	YoY Growth
United Arab Emirates	786.7	842.5	7.1%
Kingdom of Saudi Arabia	350.3	282.0	-19.5%
Middle East (Ex. UAE & KSA)	153.6	120.9	-21.3%
India	362.0	364.7	0.8%
Europe	384.2	340.9	-11.3%
Bangladesh	264.4	209.9	-20.6%
Africa	113.6	102.9	-9.4%
Rest of the world	85.0	64.5	-24.1%
Tiles and SW revenue	2,499.9	2,328.4	-6.9%
Tableware revenue	392.1	369.3	-5.8%
Faucets	456.2	444.6	-2.5%
Others revenue	109.7	89.8	-18.1%
Total Revenue	3,457.8	3,232.0	-6.5%

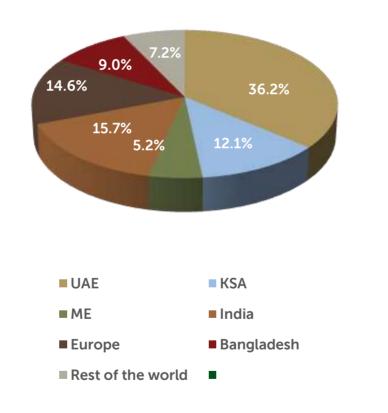
### Revenue Contribution - 2024



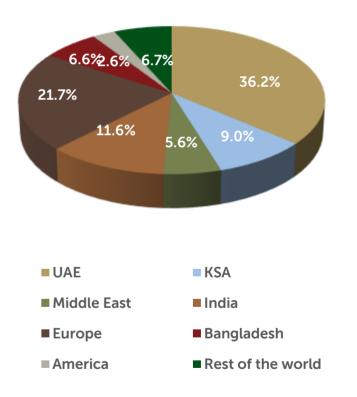
REVENUE CONTRIBUTION BY SEGMENT 2024%



TILES & SANITARYWARE REVENUE CONTRIBUTION BY REGION 2024%



TOTAL REVENUE CONTRIBUTION BY REGION 2024 %

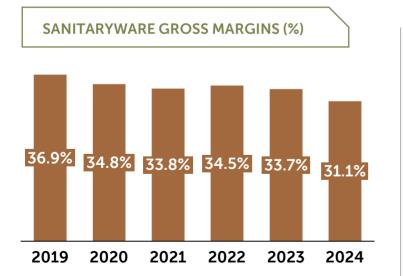


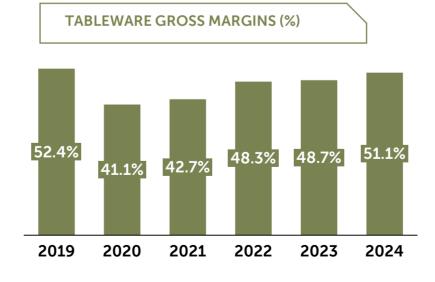
## Gross Profit Margin Trend - 2024

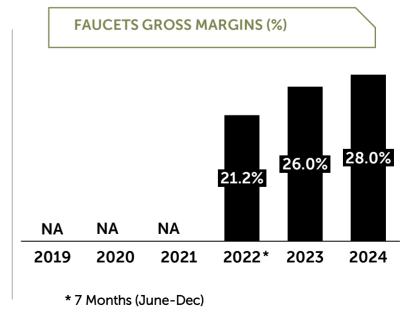










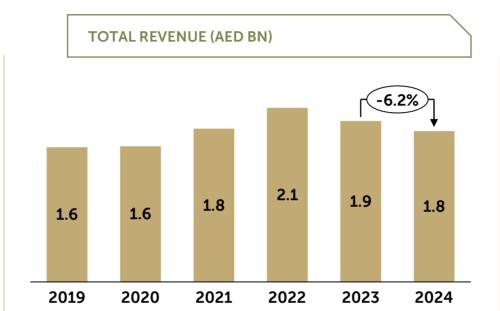


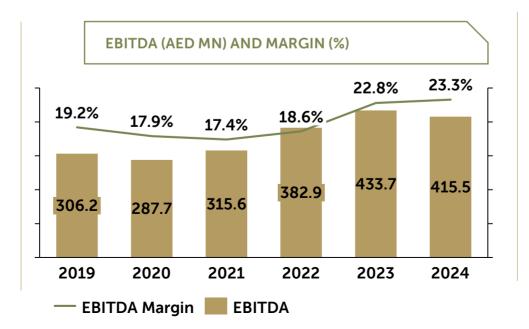
## UAE Operations - 2024



#### MANAGEMENT COMMENTS

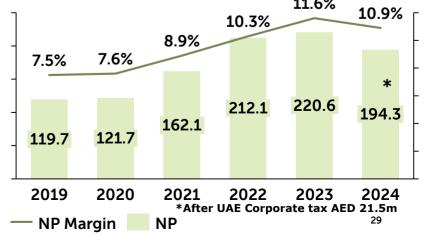
- In FY 2024 revenue decreased by 6.2% to AED 1.78bn m due to continued global geopolitical tensions, inflationary trends, and complex supply chain disruptions, which have particularly affected our export markets. UAE market achieved 7.1% YoY revenue growth driven by the booming real estate sector and favorable market dynamics.
- Gross margin has consistently improved over the years which is driven in improved in plant efficiency and change in product mix and market mix
- The UAE corporate tax has impacted AED 21.5m in 2024 profits











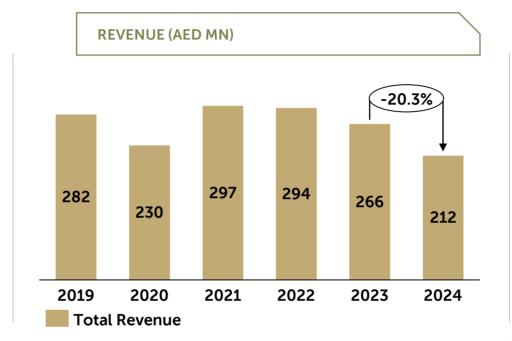
**GROSS PROFIT MARGIN (%)** 

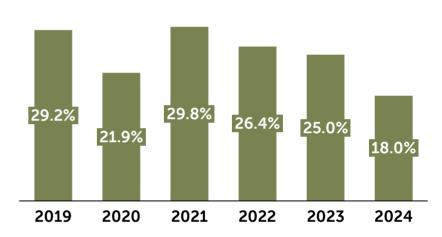
## Bangladesh Operations - 2024

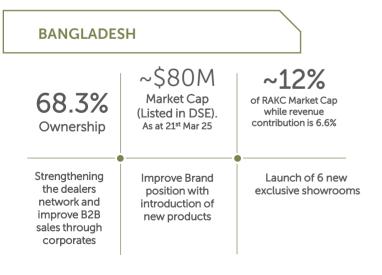


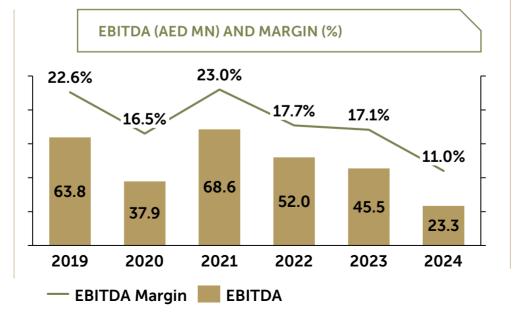
#### MANAGEMENT COMMENTS

In FY 2024 revenue decreased by 20.3% to AED 212m due to political instability, gas shortages, and currency devaluation have severely impacted our operations. These factors have affected production efficiency, increased costs, and contributed to revenue and margin declines, leading to losses..

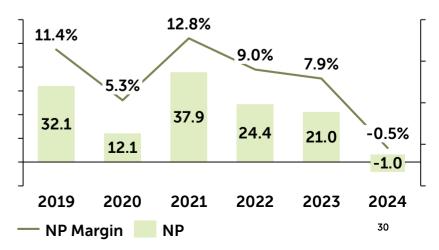












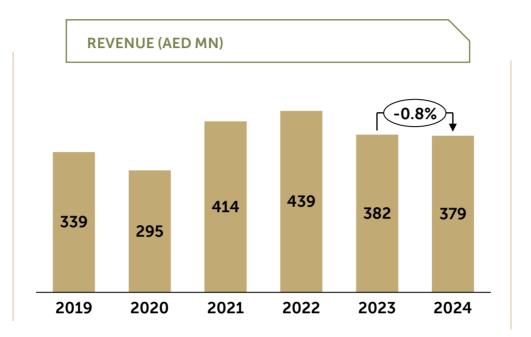
**GROSS PROFIT MARGIN (%)** 

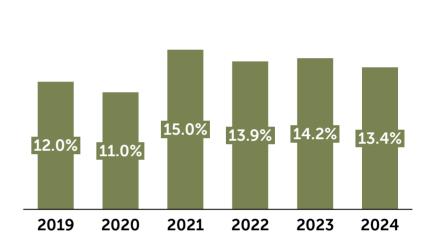
## Indian Operations - 2024

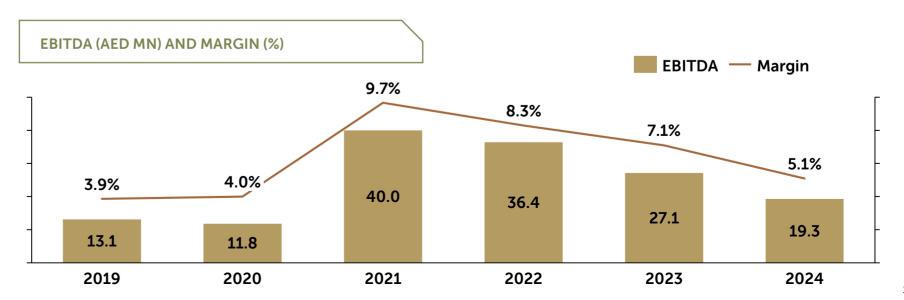


#### MANAGEMENT COMMENTS

- In 2024, revenue declined by 0.8% yearon-year to AED 379 million, while in local currency it increased by +0.6% as the Indian market continues to witness growth, driven by robust infrastructure development and rising disposable income.
- GP Margins saw a 90 basis point decrease in 2024.
- The Indian market has demonstrated resilience despite macroeconomic headwinds. However, reduced exports from India have intensified domestic competition, making the market highly price-sensitive





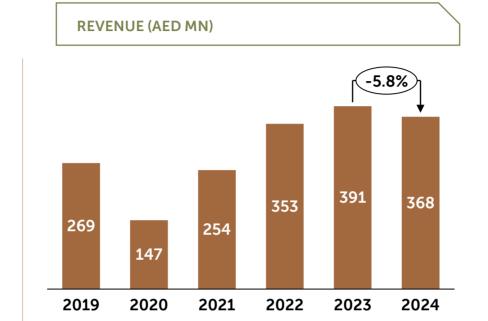


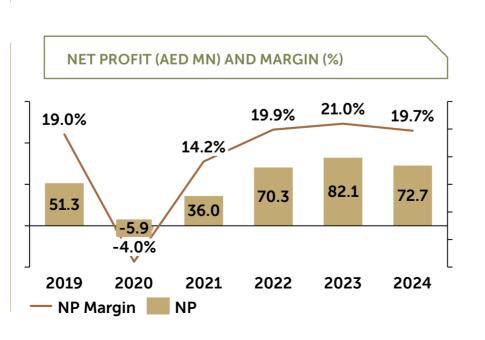
## Tableware performance trend - 2024



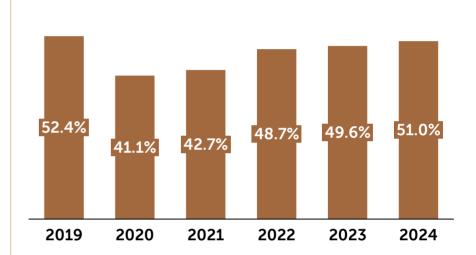
#### MANAGEMENT COMMENTS

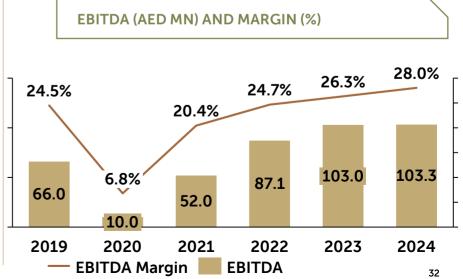
- Tableware division experienced a decline in both revenue and volume, primarily due to a slowdown in the hospitality sector and supply chain disruptions caused by regional geopolitical tensions.
- Revenue decreased by 5.8% year on year to AED 368 million in 2024. GP margin increased by +140bps year on year to 51.0% in 2024 following change in product mix and supply of premium products.





#### **GROSS PROFIT MARGIN (%)**



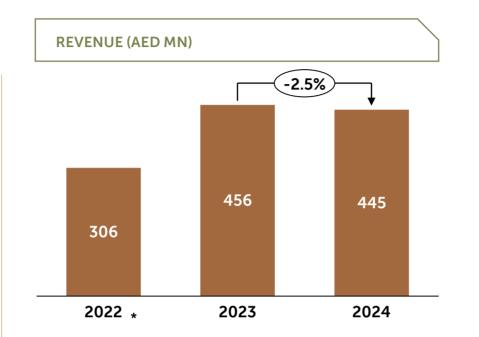


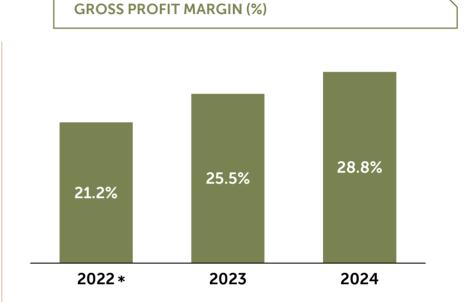
# Kludi Group performance trend - 2024

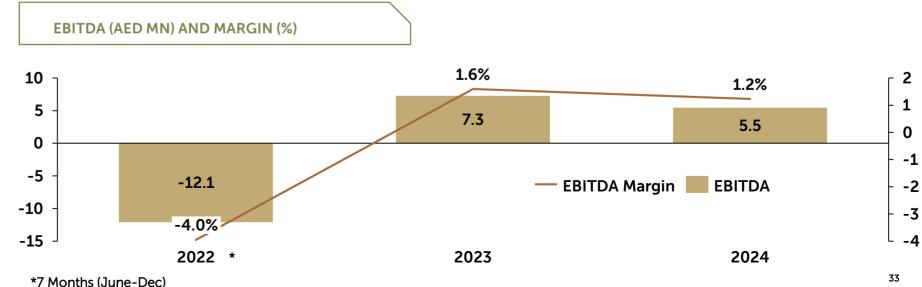


#### MANAGEMENT COMMENTS

• Faucets revenue decreased by 2.5% at AED 444.6 million, impacted by geopolitical tensions, challenges in transformation of Kludi Europe owing to inflation, recessionary pressures, higher logistics cost. The slowdown in China's real estate sector and new sanctions on Russia also contributed to the decline.







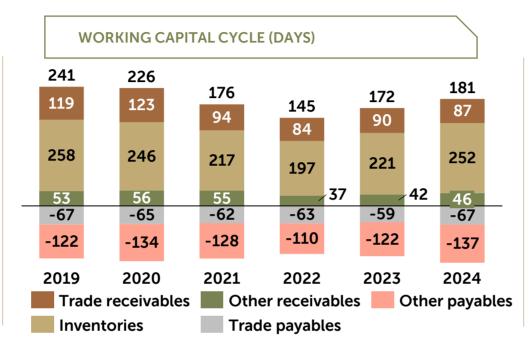
**RETURN ON EQUITY (%)** 

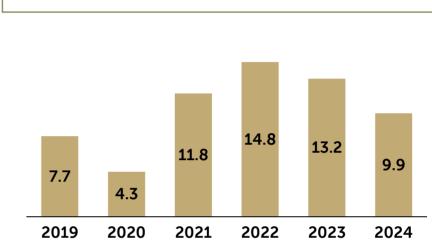
### Balance Sheet Evolution - 2024

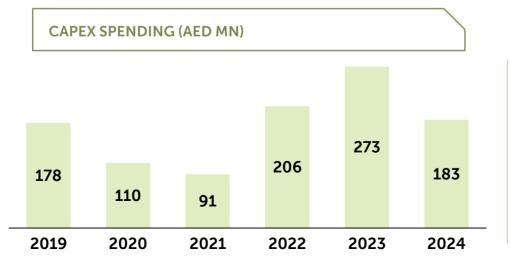


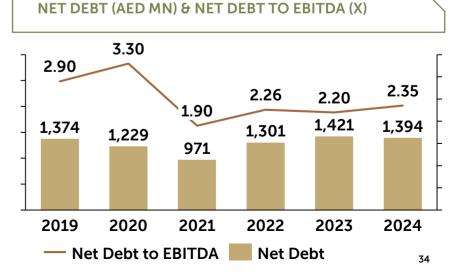
#### MANAGEMENT COMMENTS

- Return on Equity in 2024 is at 9.9%%.
- Inventory days increased by 31 days in 2024 compared to 2023
- Trade receivable days decreased from 90 days in 2023 to 87 days in 2024.
- Trade payable days increased from 59 days to 67 days YoY.
- Overall working capital days are increased from 172 days to 181 days. In absolute terms overall working capital decreased by AED 43m to AED 1.44bn.
- Capital expenditure during the full year of 2024 is AED 183.3 million versus our guidance of 200m. Capex guidance for full year of 2025 is estimated to ~AED 350-400 million, as orders worth AED 236 million have been placed for which deliveries are stretched in 2025.
- Net Debt decreased by AED 27m to reach at AED 1.39bn and Net debt to EBITDA increased from 2.20x to 2.35x YoY due to lower EBITDA.









# EBITDA Working



	YEARLY COMPARISON	
	2023	2024
Amount in AED M	Amount	Amount
Net profit /(loss) after tax	320.9	234.1
Tax	24.6	42.6
Interest- net	106.8	110.8
Depreciation & amortizations	195.0	207.8
Loss /(gain)on sale of assets and CWIP write-off	0.1	-3.0
EBITDA	647.4	592.2

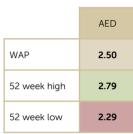


### RAK Ceramics Share Price Movement



RAK Ceramics (RAKCEC) Share Price Performance (AED)





As of 24th March 2025

#### **CURRENT VALUATION (AED M)**

	24/03/2025	31/12/2024
	Amount	Amount
Share price	2.50	2.9
Number of shares (in Mn)	994	994
Market Cap	2,485	2,882
Net debt	1,394	1,421
Minorities	95	134
Enterprise Value	3,974	4,438

\*Net debt and minorities as of 31st Dec 2024

#### LTM TRADING MULTIPLES

	Multiple		
	24/03/2025	31/12/2024	
EV / Sales	1.23	1.25	
EV / EBITDA	6.71	6.81	
P/E	11.24	11.51	
P / B	1.14	1.14	

~ AED **2.5 Bn** 

Market Cap (~)

## Dividend Update



#### MANAGEMENT COMMENTS

- In-line with its dividend policy commitment, the General assembly has approved to distribute semi-annual cash dividend of 10 fils per share for second half of 2024 (AED 99.4million).
- This follows a previously approved and distributed semi-annual cash dividend of 10 fils per share, representing AED 99.4m, for H1 2024.
- For 2025-2027, the following Dividend policy has been approved by the Share Holders in the Annual General Meeting.
- "RAK Ceramics is committed to returning capital to shareholders via a sustainable dividend policy, aiming at a minimum payout of 20 fils per share on a semi-annual basis for FY 2025 subject to consideration of factors such as business outlook, capital requirement for growth opportunities, expansion plans, optimal leverage levels and healthy cash reserves in addition to regulatory approvals. To further enhance the visibility to the shareholders, RAK Ceramics commits to pay a minimum dividend of 60 fils over the next 3 years (i.e. 2025 2027".

#### Historical annual Dividend paid (%)

