



ANNUAL REPORT 2025



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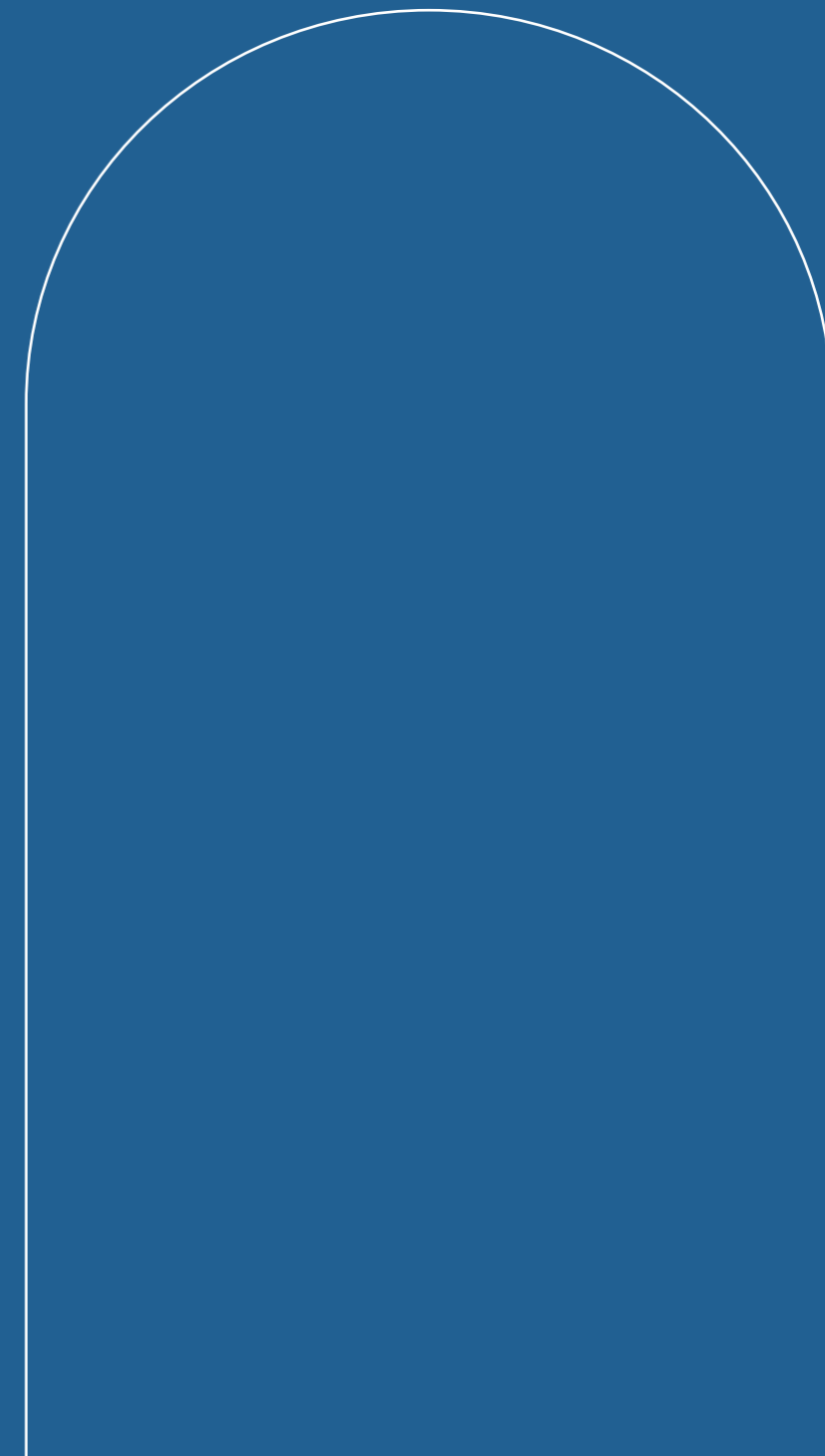
Overview

This Annual Report presents a comprehensive overview of Alamar's performance, strategic progress, and corporate governance for the financial year ended 31 December 2025. It reflects our commitment to transparency, accountability, and disciplined execution across all areas of business.

The report outlines our operational and financial achievements, strategic priorities, brand development, geographic footprint, and progress against key performance indicators. It also provides detailed disclosures relating to corporate governance, executive leadership, social responsibility initiatives, and audited financial statements in accordance with applicable regulatory and reporting requirements.

Throughout the year, Alamar continued to strengthen its position as a leading quick service restaurant operating company, delivering sustainable growth while maintaining operational excellence and customer focus. This report highlights the resilience of our business model, the strength of our partnerships, and the dedication of our people.

The information contained herein is intended for shareholders, partners, regulators, employees, and other stakeholders seeking a clear and accurate understanding of Alamar's performance and long-term direction.



Who Are We

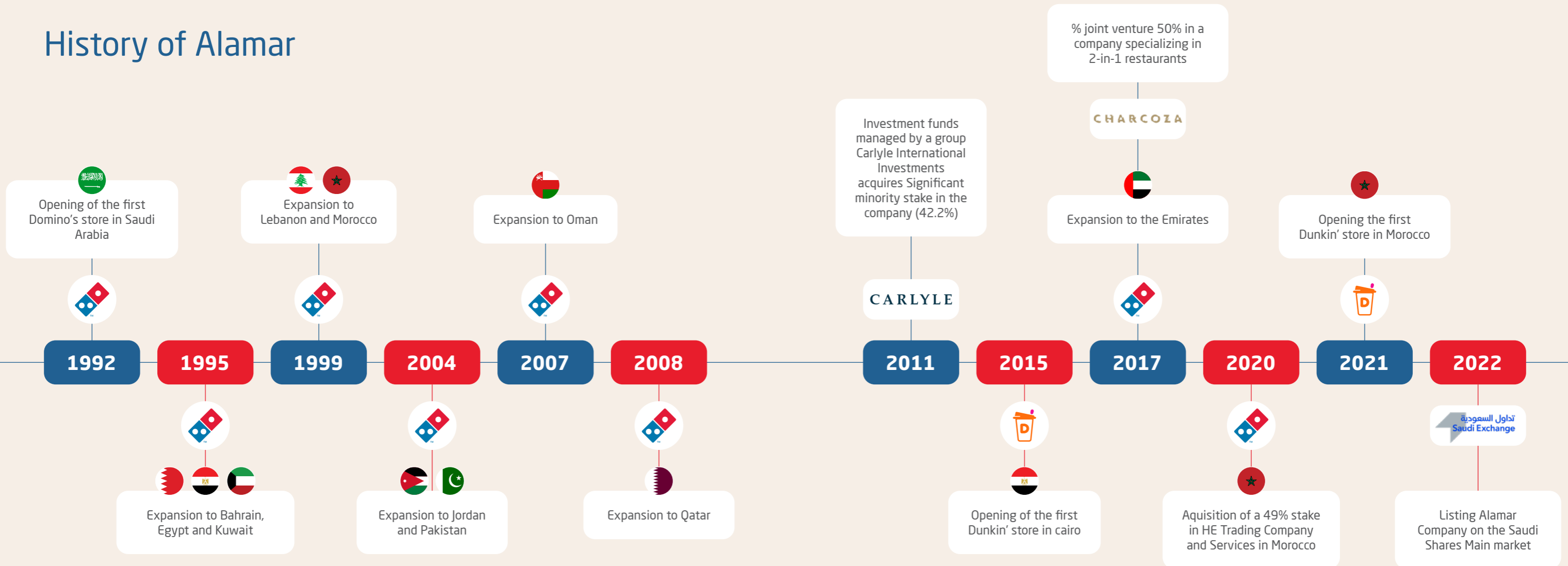
Alamar Foods Company is a leading quick service restaurant operator headquartered in the Kingdom of Saudi Arabia with operations across the Middle East, North Africa, and Pakistan (MENAP) region. The Company's business model is focused on operating, developing, and expanding recognized Quick Service Restaurant brands through a disciplined operating framework and strong franchise partnerships.

Alamar is distinguished by its scale, operational expertise, and sustained commitment to delivering exceptional customer experiences. Over more than three decades of growth, the Company has developed deep market knowledge, robust digital and technological infrastructure, and extensive operational capabilities.

Today, Alamar employs a diverse workforce representing more than thirty nationalities, reflecting the Company's commitment to talent development and inclusive workplace culture.



History of Alamar



Chairman Message



Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present Alamar Foods' Annual Report for 2025.

Throughout the year, Alamar Foods continued to demonstrate resilience, discipline and clarity of purpose in a challenging operating environment. Our progress reflects the strength of our platform, the quality of our management team and employees, and our continued commitment to creating sustainable long-term value for our shareholders.

During 2025, the Company achieved two important strategic milestones. We brought the Domino's sub-franchise in Makkah under our direct management, further strengthening our position in a key market within the Kingdom of Saudi Arabia. We also signed a binding offer to acquire Five Guys, marking an important step in the expansion of our brand portfolio and supporting Alamar's future growth ambitions.

The Board remains firmly committed to the highest standards of governance, prudent capital allocation and the disciplined execution of the Company's strategy. We are confident that Alamar Foods remains well positioned to build on its solid foundations and pursue the opportunities ahead.

On behalf of the Board, I would like to express my sincere appreciation to our management team and employees for their dedication and contribution throughout the year. I also extend my gratitude to our shareholders for their continued trust and confidence in Alamar Foods.

Yours sincerely,
Ibrahim Abdulaziz Aljammaz

CEO Message



Dear Shareholders,

2025 has been another important year in the growth journey of Alamar Foods. Despite a dynamic economic environment across the markets in which we operate, our company continued to demonstrate resilience, disciplined execution and a strong commitment to long-term value creation.

Since our listing on the Saudi Exchange, we have remained focused on delivering on the strategy we presented to our investors: expanding our store network, strengthening operational excellence and leveraging digital innovation to enhance the customer experience. In 2025 we continued to make meaningful progress across each of these strategic pillars.

By combining the strength of these brands with our deep local market expertise, we have built one of the most extensive and scalable quick service restaurant platforms in the region.

During the year, we continued to expand our store network across key markets while maintaining a disciplined approach to capital allocation and operational performance. Our focus on operational excellence allowed us to further strengthen store-level profitability while continuing to invest in technology, supply chain capabilities and customer-facing innovation.

Digital channels and delivery continue to play an increasingly central role in our growth strategy. Consumer behaviour across the region continues to evolve rapidly, with customers expecting convenience, speed and seamless digital experiences. Alamar Foods has been proactive in adapting to these changes, strengthening its digital ecosystem and leveraging technology to improve both customer engagement and operational efficiency across our network.

Equally important to our growth is our continued focus on people. The strength of Alamar Foods lies in the dedication, passion and professionalism of our teams across all markets.

Throughout 2025 we continued to invest in talent development, leadership capabilities and operational training, ensuring that our organization remains well positioned to support the next phase of growth.

At the same time, we remain mindful that operating in a dynamic environment requires discipline and adaptability. Inflationary pressures, evolving consumer expectations and competitive dynamics require continuous focus on efficiency, innovation and value creation. Our strategy is designed to ensure that Alamar Foods continues to respond effectively to these challenges while capturing the opportunities ahead.

As a publicly listed company, we recognize the responsibility that comes with the trust placed in us by our shareholders. Transparency, strong governance and disciplined capital management remain fundamental to the way we operate. Our objective remains clear: to create sustainable long-term value for our shareholders while continuing to strengthen the foundations of our business.

Looking ahead, our priorities remain consistent. We will continue to pursue disciplined expansion across our markets, enhance operational excellence across our network, further strengthen our digital capabilities and continue investing in our people and infrastructure. With a scalable platform, strong brand partnerships and a highly experienced management team, Alamar Foods is well positioned to continue building one of the leading quick service restaurant platforms in the region.

On behalf of the Board of Directors and the entire Alamar Foods team, I would like to thank our employees for their dedication, our partners for their continued collaboration and our shareholders for their ongoing trust and support.

We look forward to continuing this journey together.

Regards,
Filippo Sgattoni

Current Brands & Geographies



Brand Deep Dive

Domino's Success Stories



| Strategic Expansion and Operational Integration

In 2025, Domino's KSA achieved a significant strategic milestone through the acquisition of 29 Domino's stores in the cities of Makkah and Taif from a third-party sub-franchise, bringing these markets under direct corporate operation and strengthening Alamar's presence in the Western Region. We acknowledge the longstanding partnership with the former operator, who built a solid operational foundation in these markets and supported the brand's development over the years. The transition enabled the unification of pricing structures, quality standards, and operational processes across the territory, enhancing customer consistency, improving service delivery, and reinforcing the brand's market position in one of the Kingdom's most important regions.

Domino's KSA continued to expand its national footprint, growing from 247 stores in 2021 to 328 stores in 2025. This sustained expansion reflects a carefully structured growth strategy focused on high potential locations and evolving consumer demand.

Future plans include selective new store openings and in parallel executing a structured multi-year relocation program across KSA, targeting more than 30 stores to enhance trade area quality and long-term unit economics. The Company remains committed to developing flexible and adaptable store formats that support long-term operational efficiency.

Throughout the year, we produced more than 8 million KG of pizza dough across our markets, the equivalent of ~55 Boeing 777 aircrafts! As behind every pizza served is a fully integrated supply chain focused on quality control, cold-chain logistics, and synchronized store operations across the Kingdom.

This year, Domino's KSA introduced an updated three-year strategy built around a clear and powerful ambition: **MORE**. This framework reflects our commitment to delivering greater value to our customers, employees, partners, and shareholders by strengthening the fundamentals of our business while accelerating sustainable growth.

| The MORE strategy is anchored on four strategic pillars



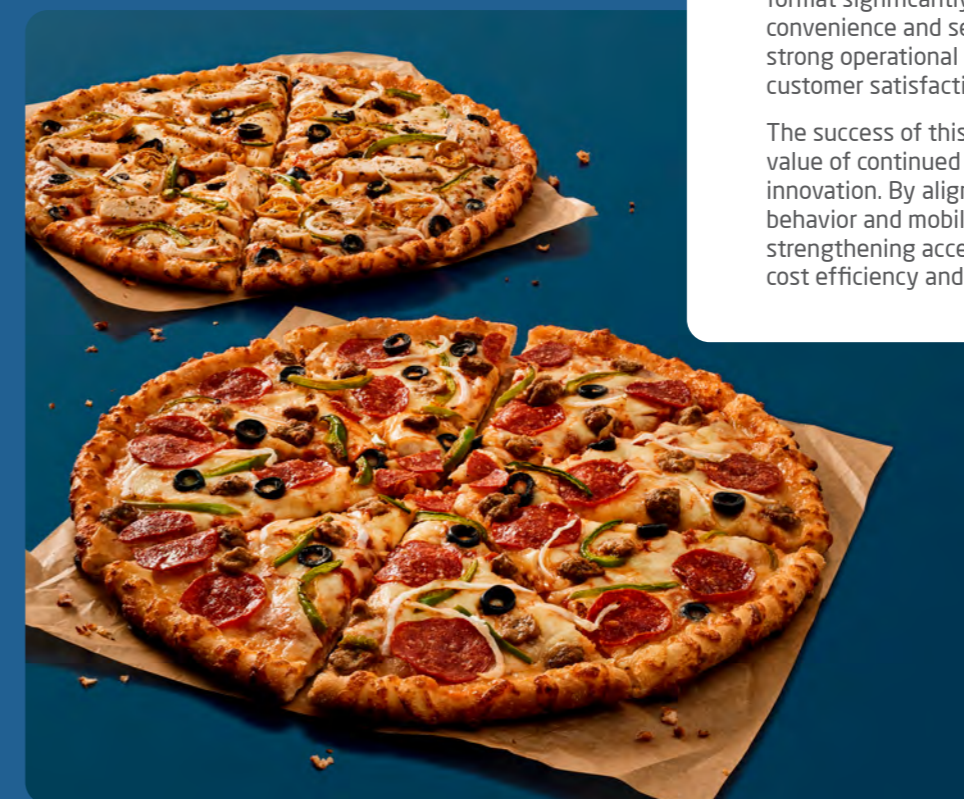
| Format Innovation and Customer Experience

The Company continued to advance its digital and service innovation agenda, including kiosk pilots in the UAE, AI-driven WhatsApp chatbot deployment in KSA, enhanced e-wallet functionality, and testing of flexible store formats such as mobile units in Egypt.

These initiatives are designed to enhance customer experience, expand reach, and improve operational efficiency.

A key highlight of the year was the introduction of the new Pick Up Thru store design in the Western Region. This innovative format significantly enhanced customer convenience and service speed, delivering strong operational results and improved customer satisfaction metrics.

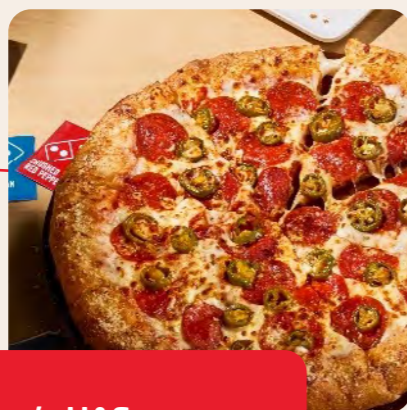
The success of this concept demonstrates the value of continued investment in store format innovation. By aligning design with customer behavior and mobility patterns, Domino's is strengthening accessibility while improving cost efficiency and throughput.



| Product Innovation and Marketing Excellence



Domino's UAE achieved regional recognition by winning the Careem Awards 2025 for Highest Number of Orders through Careem Express. This achievement reflects strong digital integration, delivery excellence, and sustained consumer demand.



| During the year, Domino's UAE launched two new product offerings:

- Jalapeño Pepperoni Pizza
- Hot Honey Pizza

These launches reinforced the brand's commitment to innovation and consumer driven menu development.



Domino's KSA proudly introduced Date Pizza and Date Bites, innovative products inspired by one of the Kingdom's most iconic ingredients, dates. Developed in collaboration with a local Saudi chef, these creations were carefully crafted to combine Domino's signature flavors with authentic Saudi taste preferences, reflecting a meaningful connection between global brand strength and national cultural identity.

The launch was more than a product introduction. It was a celebration of heritage. By incorporating dates, a symbol of hospitality and tradition in Saudi Arabia, Domino's reinforced its commitment to local relevance and cultural appreciation.

The impact of this innovation was recognized internationally, with Domino's receiving the 2025 MarCom Award for the Date Pizza campaign, honoring creative excellence and effective brand storytelling. The campaign successfully positioned the product as both innovative and culturally resonant, strengthening customer engagement across the Kingdom.

Domino's also participated in the World of Dates Exhibition in collaboration with the National Center for Palm and Dates. During the exhibition, approximately 1,500 visitors per day enjoyed complimentary tastings of Date Pizza and Date Bites. This marked the second collaboration with the National Center and reflects an ongoing commitment to innovation rooted in Saudi heritage.



| National Presence and Major Events Participation

OFFICIAL CO SPONSOR



Throughout 2025, Domino's maintained a strong presence across major national and international events, reinforcing brand visibility and consumer engagement.

Domino's actively participated in Riyadh Season 2025, delivering a distinctive pizza experience characterized by quality, speed, and accessibility. Riyadh Season continues to blend local creativity with global events, contributing to economic growth, supporting local businesses, and enhancing quality of life across the Kingdom.

In addition, Domino's was present at more than 30 global exhibitions and sporting and social events during the year, including:

Global Exhibitions:

- LEAP Global Tech Exhibition
- Cityscape Real Estate Exhibition
- Global Health Exhibition
- International Hajj Exhibition
- International Book Fair
- 2020 Money Exhibition

Sporting and Social Events:

- Formula 1 Grand Prix 2025
- International boxing events
- AIUla Desert Blaze 2025
- Major tennis tournaments
- Key matches of Al Hilal Club
- Zahrah breast cancer awareness event

These engagements strengthened brand visibility, supported national initiatives, and positioned Domino's at the center of community and cultural activities.

| Global Showcasing and Community Engagement

During the summer season, Domino's proudly showcased its brand at the AIUla Desert Blaze Marathon, set against the historic landmarks of AIUla.

The event welcomed more than 500 participants representing over 50 nations, offering Domino's an opportunity to deliver exceptional service to both athletes and visitors.



Brand Deep Dive Dunkin' Success Stories

A Year of Momentum, Mobility and Menu Innovation



| Product Innovation that Converted Demand into Permanence

In 2025, Dunkin' delivered one of its most successful flavor launches to date.

The Pistachio Drink was introduced as a limited time offering, intended to test market appetite for a new premium flavor profile. Customer response exceeded expectations. What began as a seasonal activation quickly became one of the most talked about beverages of the year.

Its smooth, nutty taste paired seamlessly with Dunkin' espresso and iced beverages, driving strong repeat purchases and organic customer advocacy.

Due to sustained demand and consistent performance, the Pistachio Drink transitioned from limited edition status to a permanent menu item. This decision reflects Dunkin' ability to listen, adapt and convert insight into long term growth.

Throughout the year, we produced over 22 million donuts, equivalent to approximately 61,000 donuts per day. If placed side by side, they would stretch from Riyadh to Cairo.

Our trucks also travelled enough distance to circle the globe more than 330 times, reflecting the scale and reach of our logistics network.

| Expanding Access Through Mobility

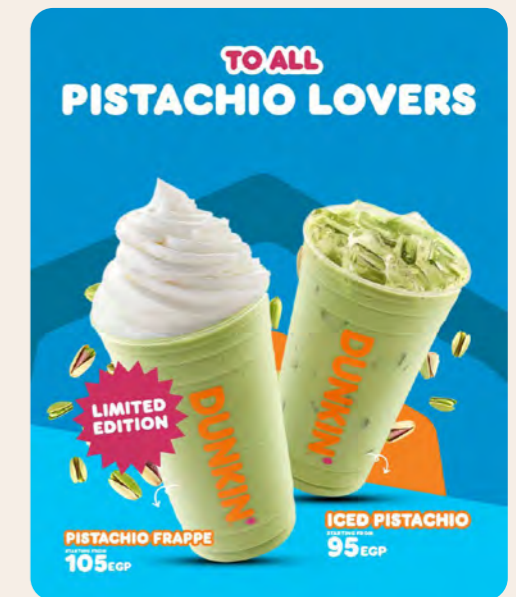
2025 also marked the introduction of Dunkin' first mobile trucks, opening a new chapter in how the brand connects with customers.

With this initiative, Dunkin' extended beyond fixed store locations and entered high traffic environments such as universities, residential compounds and community events.

The mobility strategy has three key advantages:

- | Increased accessibility in previously underserved areas
- | Enhanced brand visibility in high density gatherings
- | New revenue channels outside traditional store formats

The trucks reinforced Dunkin' positioning as a dynamic and accessible brand, capable of meeting customers where they are.



We Produced in 2025



+22 Million Dounts

| Digital Acceleration and Platform Evolution

Dunkin' digital performance in 2025 reflected strong brand momentum and rising consumer intent, supported by both content performance and platform innovation.

Engagement increased by 77% year on year, signaling stronger interaction with brand content and campaigns.

Page likes grew by 242%, demonstrating accelerated community growth and brand affinity.

Profile visits surged by 2,461%, reflecting a substantial rise in active customer interest and consideration.

This digital momentum was further strengthened by the launch of the new Dunkin' App in Egypt. The new application was designed to deliver a modern, edge to edge smartphone experience aligned with evolving customer expectations.

Together, performance growth and platform enhancement demonstrate Dunkin' commitment to strengthening its digital ecosystem, enhancing accessibility, and building deeper customer engagement across channels.

02

Corporate Social Responsibility



Throughout the year, our Group remained committed to creating positive social impact across our markets through meaningful partnerships, community engagement, and inclusive employment practices.

| Community Donations and Sponsorships

As part of our ongoing outreach efforts, we donated more than 2,000 pizzas to charitable associations, hospitals, and community organizations across KSA. These contributions supported a wide range of initiatives, reinforcing our belief that simple acts of sharing can strengthen community bonds and bring moments of comfort and joy.

A key milestone during the year was becoming the main sponsor of the Zahra Breast Cancer Association. This initiative supported national breast cancer awareness efforts and highlighted Domino's commitment to community wellbeing and early detection education.



We Donated more than
2,000 Pizzas



| Championing Inclusion and Equal Opportunity

Domino's KSA continues to champion inclusion by creating meaningful employment opportunities for individuals with special needs across our operations. Through dedicated hiring programs, structured training, and ongoing on-the-job support, we ensure that every team member is empowered to contribute and thrive.

This commitment has been formally recognized through the Mowaamah certification, awarded by the Ministry of Human Resources and Social Development. The certification highlights Alamar's compliance with national standards for supporting people with disabilities in the workplace. Our growing special needs workforce reflects our firm belief in equal opportunity, dignity, and the value each individual brings to the Domino's family.

| Dunkin' Community Engagement During Ramadan

During Ramadan, Dunkin' partnered with EFB to deliver one of the season's most impactful community initiatives. With a clear objective to inspire community giving and reinforce our role as a positive force in society, Dunkin' introduced the Ramadan Tent as a warm and inclusive gathering space.

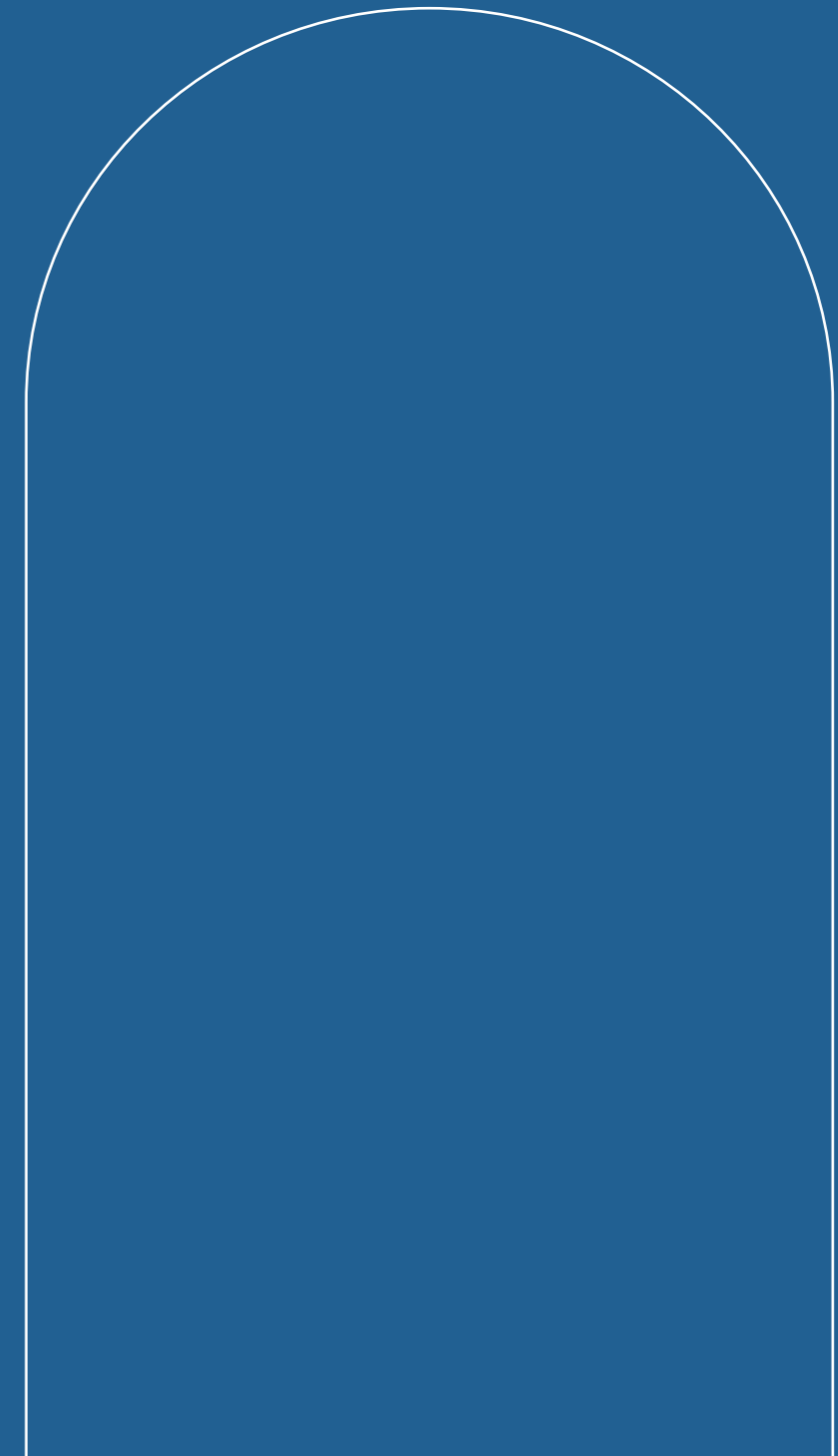
Throughout the holy month, the tent hosted daily iftar and suhoor gatherings, offering meals, beverages, and a welcoming environment for families, volunteers, and community members. The initiative fostered connection, unity, and compassion, creating a meaningful experience that extended beyond food service.

By the end of Ramadan, the collaboration had created a ripple effect far greater than anticipated. Most importantly, it reinforced that Dunkin' is not only a destination for coffee and donuts, but a committed and active partner within the community.



03

Corporate Governance



| Names, qualifications, experiences, and current and previous positions of the Board and Committees' members and the Executive Management



| Ibrahim Abdulaziz AlJammaz

Academic Qualifications:

- Bachelor of Industrial Engineering, King Saud University, KSA, 1999.

Current Positions:

Chairman

- Alamar Foods company.
- Abdulaziz AlJammaz & Brothers company.
- Saudi Allied Company for Chocolate & Gift "Patchi".
- Ayar International Contracting Company (AICC).

Vice Chairman

- Derayah Financial.

Board Member:

- Dr. Sulaiman Al Habib Medical Group (HMG).
- Premium Choco Gift "Patchi".
- Saudi Lebanese Factories Company for Chocolate and Candy "Patchi".
- Cedrus Invest Bank.
- Sovana Cayman Islands.
- Olaya Real Estate Investment Company.
- Benchmark Saudi Arabia Company.
- Himaat AlRiyadah "Endeavor Saudi Arabia".

Previous Positions:

- CEO, Alamar Foods Company, 2012 - 2021.
- Vice President, Abdulaziz AlJammaz and Brothers Company, 2003 - 2012.
- Manager of Sales and Marketing, AlJammaz Distribution, 1999 - 2003.
- Sales Officer, AlJammaz Distribution, 1997 - 1999.



| Asim Saud AlJammaz

Academic Qualifications:

- Bachelor of Computer Engineering, King Saud University, KSA, 1998.

Current Positions:

- CEO, VAD Technologies, a UAE limited liability company.
- General Manager of AlJammaz Power Solutions.
- CEO, Tech Invest Company.
- General Manager, Gulf Solutions Corporation for Information Technology.
- CEO, AlJammaz Technologies.

Board Member:

- Board member, Abdulaziz AlJammaz and Brothers Company.
- Board member, Ayar International Contracting Company.
- Board member, Alamar Foods Company, 2012 to date.
- Director, Sovana Cayman Islands.
- Board member, Sarat Alshamal Company
- Board member, Sarat Alshamal 2 Company
- Board member, Sarat Alshamal 3 Company
- Board member, Sarat Alshamal 4 Company
- Board member, Zilal Altarafid Company

Previous Positions:

- Director representing the private sector (CITC), 2019 - 2022.
- General Manager, AlJammaz Retail, 2007 - 2018.
- General Manager, Gulf Solutions Corporation for Information Technology, 2003 - 2012.
- General Manager, AlJammaz Establishment for Communications Devices, 2000 - 2004.



| Faisal Omar AlSaggaf

Academic Qualifications:

- Master's in business administration degree, Harvard University 1988.
- Bachelor of Arts degree in Economics Cambridge, MA 1982.

Current Positions:

Board Member

- National Housing Company - Investment Committee.
- Saudi National Bank.
- Real Estate Development Fund.
- Saudi Mortgage Guarantee Company - Damanat.
- Isam Mohammed Khairi Kabbani Group.
- Alamar Foods Company.
- Tamer Group.

Previous Positions:

- CEO, NCB, 2018 - 2020.
- Head of Strategy & Business Development Group, NCB 2013 - 2018.
- Chief Financial Officer, NCB, 2006 - 2013.
- Division Head, Strategy and Performance Management, NCB, 2003 - 2006.
- Financial Controller, Saudi Business Machines, 2000 - 2003.
- Division Head, Corporate Banking Group, Saudi American Bank, 1996 - 2000.
- Private Business, Construction & Woodworking, 1992-1996.
- Division Head, Saudi Hollandi Bank, 1990 - 1991.
- Assistant Manager, Saudi American Bank, 1983 - 1985.



| May Mohammed AlHoshan

Academic Qualifications:

- HR Strategy in Organizational Transformation, UK, 2012.
- CMI licensed by the Capital Market Authority, KSA, 2010.
- Master of Engineering Management, Knowledge Management, USA, 2004.
- Bachelor of Business Administration, Organizational Behavior, USA, 2002.

Current Positions:

- Director, Alamar Foods Company.
- Head of Alamar Foods Company's Nomination and Remuneration Committee.
- Head of Human Resources, Saudi Fransi Bank.
- Board Member, Saudi Fransi Leasing Company.
- Member of the Nomination and Remuneration Committee, Care Riyadh Hospital and Care Family Medicine Center.

Previous Positions:

- Chief of Human Resources, Alawwal Bank, 2014 - 2018.
- Managing Director and Chief of Human, SNB Capital, 2007 - 2014.
- Management, Leadership and Development Advisor, NCB 2005 - 2007.



| Deem Salah Albassam

Academic Qualifications:

- The Idea Translation Program, Harvard University, USA, 2011.
- Executive Business Education, Columbia Business School, USA, 2010.
- Bachelor of Business Administration & Marketing, American University, UAE, 2008.

Current Positions:

- Director, Alamar Foods Company, from 2021 to date.
- Co-Founder, Mdar Food Company, 2015 to date.
- Co-Founder, Salt Limited Company, 2014 to date.
- Founder, Switch Company, 2009 to date.

Previous Positions:

- N/A



| Zaki Abdulaziz AlShowaier

Academic Qualifications:

- High School Diploma.

Current Positions:

- Director, Alamar Foods Company.
- Vice President, D360 bank.
- Director, Derayah financial
- Vice President, Alshowaier Real Estate.
- Board member, Alshowaier Investment and Real Estate Development Co.

Previous Positions:

- Building Supervisor, Procurement Specialist, Building and Maintenance Manager, Alshowaier Real Estate, 1402 - 1404H.
- Marketing Manager, Alshowaier Real Estate, 1405H to 1408H.



| Nawfal Trabelsi

Academic Qualifications:

- Information Technology Diploma, Enseeiht, France, 1993.

Current Positions:

- Director, Alamar Foods Company.
- Partner, Managing Director, LOV Group Invest.

Previous Positions:

- President Managing Director, McDonald's France, 2015 - 2022.
- Managing Director, McDonald's France, 2012 - 2015.
- Vice President of Marketing, Communication and Development, McDonald's France, 2008 - 2010.
- Marketing Director, McDonald's France, 2005 - 2008.
- Marketing Department, McDonald's France, 2000 - 2005.
- Department of Partnerships and Consumer Goods, Disneyland Paris, 1996-1999.
- Marketing Department, Procter and Gamble, 1993 - 1996.

Audit Committee



| Faisal Omar AlSaggaf
Chairman of the Committee

Academic Qualifications:

- Master’s in business administration degree, Harvard University 1988.
- Bachelor of Arts degree in Economics Cambridge, MA 1982.

Current Positions:

Board Member

- National Housing Company - Investment Committee.
- Saudi National Bank.
- Real Estate Development Fund.
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- Division Head, Corporate Banking Group, Saudi American Bank, 1996 - 2000.
- Private Business, Construction & Woodworking, 1992-1996.
- Division Head, Saudi Hollandi Bank, 1990 - 1991.
- Assistant Manager, Saudi American Bank, 1983 - 1985.



| Abdulaziz Abdullah Alnaim
Member of the Committee

Academic Qualifications:

- Master’s degree (MBA).
- Bachelor of Science in Accounting King Saud University, Riyadh, Saudi Arabia: 1992

Current Positions:

- Chairman of the Board of Directors of Reanda Professional Consulting Company.
- Member of the Board of Directors - Israr Company.
- Member of the Board of Directors - Ardent advisory and Accounting Company.
- Member of the Board of Directors - Bawabat Alest’thmar.
- Chairman of the Audit Committee - DSCA Charity Association.
- Member of the Audit Committee - Alamar Foods Company.
- Member of the Audit Committee - FMCO Facilities Management Company.
- Member of the Audit Committee - The Transport General Authority.
- Member of the Audit Committee - Yanbu Cement Company.
- Member of the Audit Committee - Mutib bin Abdulaziz Foundation.
- Member of the Audit Committee - Sipchem Company.

Previous Positions:

- Office Managing Partner, Board Member (KPMG)
- Vice -Chairman of the Audit Committee (Al Saedan Real Estate Company)
- Independent Board Member (IPO Fund, Plaza Fund, & Saudi Equities Fund - Mulkia Investment)
- Head of internal Audit (The OPEC Fund for International Development - Vienna, Austria)
- Chief Executive Officer (ERA - Real Estate National Group).
- Accounts Controller (Saudi Fund for Development).
- Senior Financial Analyst (Saudi Industrial Development Fund).
- Founder of Abdulaziz Alnaim Firm, CPAs.



| Mohammed Saleh Alsulaiman
Member of the Committee

Academic Qualifications:

- Management Acceleration Program INSEAD, France: 2015
- Saudi Organization for Certified Public Accountants, SOCPA Saudi Arabia: 2015
- Certified Public Accountant, CPA USA 2012
- Master of Business Administration Middle Tennessee State University, Murfreesboro, TN USA: 2011
- Bachelor of Science in Accounting King Saud University, Riyadh, Saudi Arabia: 2003

Current Positions:

- TOURISM DEVELOPMENT FUND, SAUDI ARABIA Head of Internal Audit and Secretary of Audit Committee April 2021- Present.

Previous Positions:

- Held many executive positions in the banking & Financing sectors.
- Senior Audit Director - Alrajhi Bank
 - Head of Internal Audit - Alfaisal University
 - Financial & Operational Audit Manager - Bank Albilad,
 - Head of Financial Books and Ledgers - Saudi Industrial Development Fund

Names of companies inside and outside the Kingdom in which the audit committee member is a member of their current or previous Board or a senior manager:

- Audit Committee Chairman - Saudi Fintech Company
- Audit Committee Chairman -Aslak Company
- Audit Committee Member - Derayah Finance
- Audit Committee Chairman - Emkan for Financing, Ended.

Nomination and Remuneration Committee



| May Mohammed AlHoshan
Chairman of the Committee

Academic Qualifications:

- HR Strategy in Organizational Transformation, UK, 2012.
- CMI licensed by the Capital Market Authority, KSA, 2010.
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- Member of the Nomination and Remuneration Committee, Care Riyadh Hospital and Care Family Medicine Center.

Previous Positions

- Chief of Human Resources, Alawwal Bank, 2014 - 2018.
- Managing Director and Chief of Human, SNB Capital, 2007 - 2014.
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| Ibrahim Abdulaziz AlJammaz
Member of the Committee

Academic Qualifications:

- Bachelor of Industrial Engineering, King Saud University, KSA, 1999.

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Vice Chairman

- Derayah Financial.

Board Member

- Dr. Sulaiman Al Habib Medical Group (HMG).
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- Vice President, Abdulaziz AlJammaz and Brothers Company, 2003 - 2012.
- Manager of Sales and Marketing, AlJammaz Distribution, 1999 - 2003.
- Sales Officer, AlJammaz Distribution, 1997 - 1999.



| Akram AlAhmadi
Member of the Committee

Academic Qualifications:

- Master of Business Administration, University of Wisconsin-Whitewater, USA, 2013.
- Postgraduate in Human Resources, University of Wisconsin-Whitewater, USA, 2013.
- Bachelor of Arts, Psychology, King Abdulaziz University, KSA, 2006.

Current Positions:

- Member, the Nomination and Remuneration Committee, QSAS, A PIF Owned Company.
- Member, the Nomination and Remuneration Committee, Alamar Foods Company.
- Chief Corporate Services & Human Resources Officer, D360 Bank.

Previous Positions

- Head of Human Resources, Development and Recruitment, Bupa Arabia for Cooperative Insurance Co., 2019 - 2020.
- Manager of Human Resources Development in Saudi Arabia, Modern Products, Inc., 2014 - 2019.
- Regional Director of Human Resources in India, the Middle East, and Africa, at Modern Products, Inc., 2016 - 2019.
- Manager of Development and Training in Saudi Arabia and Government Relations, Modern Products, Inc., 2014 - 2016.
- Senior Specialist in Human Capital, AlDara Medical Corporation, 2014.
- Assistant Professor of Management, University of Wisconsin-Whitewater, 2013 to 2014.
- Assistant Human Resources Manager - Western Region, Etihad Etisalat Company "Mobily", 2007 - 2010.
- Customer Service Representative, Magrabi Hospitals and Centers, 2004 - 2005.

Executive Committee



| Nawfal Trabelsi
Chairman of the Committee

Academic Qualifications:

- Information Technology Diploma, Enseiht, France, 1993.

Current Positions:

- Director, Alamar Foods Company.
- Partner, Managing Director, LOV Group Invest.

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| Ibrahim Abdulaziz AlJammaz
Member of the Committee

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- Manager of Sales and Marketing, AlJammaz Distribution, 1999 - 2003.
- Sales Officer, AlJammaz Distribution, 1997 - 1999.



| Filippo Sgattoni
Member of the Committee

Academic Qualifications:

- Master of Business Administration and Innovation, Polytechnic College of Milan, Italy, 1999.
- Bachelor of Economics, University of Ancona, Italy, 1997.

Current Positions:

- CEO, Alamar Foods Company.

Previous Positions

- Vice President and Group CFO, Alamar Foods Company, 2015 - 2021.
- Group controlling director, Autogrill, 2012 - 2015.
- Chief financial officer, Autogrill, Italy, from 2010 - 2012.
- Chief financial officer, Autogrill, Czech Republic and Poland, 2009 - 2010.
- Chief financial officer, Autogrill, Spain, from 2006 - 2009.
- Finance director, HMSHost International, a branch of Autogrill, a Dutch public, 2004 - 2006.
- Business controller, Autogrill, 1999 - 2004.

Executive Management



Filippo Sgattoni
Group Chief Executive Officer

Holds a master's degree in Business Management & Innovation and a bachelor's degree in Economics. Filippo has 20 years of experience in various fields and has previously held several positions, including Vice President and Group Financial Director, Group Chief Financial Officer at Alamar, and a Group Food & Beverage Controlling Director, Finance Director ATG Deutschland & Eastern Countries and Finance Director in various organizations.



Eugeniu Comarnitchi
Acting Group Chief Financial Officer

Holds a bachelor's degree in business administration. Eugeniu has experience in multinational listed food and beverage companies across multiple regions. He currently serves as Acting CFO and leading finance transformation, strategic planning, and business partnering initiatives across the Group.



Khalid Fahad AlSufayan
Group Chief of Staff

Holds a master's degree in Business Administration and a bachelor's degree in Marketing. Khaled has 20 years of experience in various fields and has previously held several positions, including Director of Public Affairs and Corporate Communications for the Group, Director of Public Relations, Field Marketing Manager, as well as Sponsorship and Events Manager, and Communications and Public Relations Manager at Alamar. In addition to various positions in multiple organizations.



Shobhit Tandon
Group Chief Digital & Technology Officer

Holds a Master's degree in Business Administration and Strategic Management, a Master Diploma in Business Administration, and a Diploma in Hotel Management. Shobhit has 25 years of experience in various fields and has previously served as COO of International Markets at Domino's, Country Director for the UAE Business at Alamar, and Business Head and General Manager of Marketing in multiple organizations.



Hatem Saleh AlHamrani
Group Chief Growth Officer

Holds a bachelor's degree in Electrical Engineering, Hatem has 13 years of experience in various fields and roles. He previously served as Director of Strategy and Performance, Planning & Programs Unit Head, Strategic Partnerships Director in multiple organizations.



Waleed Taky Hassaan
Group Chief Procurement Officer

Holds a bachelor's degree in Accounting. Waleed has 24 years of experience in various fields and has previously held several positions, including a Procurement and Supply Chain Director, Supply Chain Manager and Procurement Manager at Alamar. In addition to various positions in multiple organizations.



Sid Ali Moussa
Group Head of People and Culture

Holds a Master's degree in Marketing and Communication from Toulouse Business School, France, and a Bachelor's Degree in Business Management. Sidali brings over 13 years of progressive HR leadership across multinational and government sectors. Sidali has served as Group Head of Total Rewards & Organizational Design at Alamar Foods, Senior HR Head, HR Transformation Project Director in the government sector, and held key roles at Schlumberger, driving people and culture strategies, organizational transformation, and talent management across the Middle East, North Africa, and Europe.



Salman Sultan Bahabri
Chief Operating Officer Domino's Saudi Arabia

Holds a bachelor's degree in Industrial Engineering and brings over 10 years of experience across various roles and sectors. Previously, Salman served as Director of Marketing and Sales and Director of Insight and Innovation at Domino's Saudi Arabia.



Abdulrahman Alkuwari
Chief Operating Officer Domino's GCC & Pakistan

Holds a Diploma in Accounting and an ILM Level 5 Certificate in Leadership & Management. Abdulrahman has 22 years of experience in various fields and has previously held several positions, including CEO, Founder, Director of Investments, and Head of Venture Capital & Private Equity. He has also served on multiple boards across various organizations.



Khaled Ali Anwar
Chief Operating Officer of Dunkin' North Africa

Holds a bachelor's degree in the English language. Khaled has 34 years of experience in various fields and has previously held several positions, including Regional Manager, Operations Manager, Development and Openings Manager, Training Manager, Production Manager at Alamar. In addition to various positions in multiple organizations.



Nael Shaker
Group Chief Development Officer

Holds a master's degree in Science and a bachelor's degree in Engineering. Nael has 17 years of experience in various fields and roles. He previously served as Group Development and Design & Construction Director, Group Design & Construction Director at Alamar and Managing Director and Projects Manager in multiple organizations.



Names of companies inside and outside the Kingdom in which a Board member is a member of their current or previous Board or a manager

Ibrahim Abdulaziz AlJammaz

#	Company Name
1	Abdulaziz AlJammaz & Brothers Company
2	AlJammaz Distribution Company
3	Saudi Allied Company for Chocolate & Gift "Patchi"
4	Ayar International Contracting Company
5	Derayah Financial Company
6	Dr. Sulaiman Al-Habib Medical Group
7	Cedrus Invest Bank
8	Olaya Real Estate Investment Company
9	Benchmark Saudi Arabia Company
10	Hemmat AlReyadah (Endeavor Saudi Arabia)
11	Sovana Cayman Islands Company

Asim Saud AlJammaz

#	Company Name
1	Abdulaziz AlJammaz & Brothers Company
2	AlJammaz Establishment for Communications Devices
3	AlJammaz Retail
4	AlJammaz Technologies
5	AlJammaz Power Solutions Company
6	Ayar International Contracting Company
7	Gulf Solutions Corporation for Information Technology
8	Sovana Cayman Islands
9	Tech Invest Company
10	VAD Technologies
11	Sarat Alshamal Company
12	Sarat Alshamal 2 Company
13	Sarat Alshamal 3 Company
14	Sarat Alshamal 4 Company
15	• Zilal Altarafid Company

Faisal Omar AlSaqqaf

#	Company Name
1	National Housing Company
2	Saudi National Bank
3	Real Estate Development Fund
4	Saudi Mortgage Guarantee Company
5	Isam Mohammad Khairi Kabbani
6	SNB Capital
7	Tamer Group
8	Turkiye Finans Katilim Bankasi
9	Middle East Paper Company
10	Alahli Takaful
11	NCB Capital

Zaki Abdulaziz Al-Showaier

#	Company Name
1	D360 Bank
2	Derayah Financial Company
3	AlShowaier Real Estate Company
4	AlShowaier Company for Investment and Real Estate Development

Nawfal Trabelsi

#	Company Name
1	McDonald's France
2	Disneyland Paris
3	Procter & Gamble
4	LOV Group Invest

May Mohammed Alhoshan

#	Company Name
1	Alawwal Bank
2	AlAhly Financial Company
3	National Commercial Bank
4	Saudi Fransi Lease Finance Company
5	Banque Saudi Fransi
6	Riyadh Care Hospital and Care Center for Family Medicine

Deem Salah Al-Bassam

#	Company Name
1	Joe and the Juice
2	Smoyer
3	Food orbit
4	Independent Food
5	Parkers
6	Salt Limited
7	Switch

Akram Al-Ahmadi

#	Company Name
1	Bupa Arabia Company
2	Modern Products Company (Procter & Gamble)
3	Aldara Medical Company
4	University of Wisconsin-Whitewater
5	Etihad Etisalat Company (Mobily)
6	Magrabi hospitals and centers
7	QSAS Company
8	D360 Bank

Mohammed Saleh Alsulaiman

#	Company Name
1	Saudi Fintech Company
2	Aslak Company
3	Derayah Finance
4	Emkan for Financing
5	Alrajhi Bank
6	Alfaisal University
7	Bank Albilad
8	Saudi Industrial Development Fund

Abdulaziz Abdullah Alnaim

#	Company Name
1	Reanda Professional Consulting Company
2	Israr Company
3	Ardent Advisory and Accounting Company
4	FMCO Facilities Management Company
5	Yanbu Cement Company
6	Mutib bin Abdulaziz Foundation
7	Al Saedan Real Estate Company
8	ERA - Real Estate National Group
9	Sipchem Company
10	Bawabat Alest'thmar
11	The Transport General Authority

| Composition of the Board and classification of its members, as follows: Executive Directors, Non-Executive Director, Independent Director



Ibrahim Abdulaziz Aljammaz
Chairman,
Non-executive Director



Asim Saud Aljammaz
Vice Chairman,
Non-executive Director



May Mohammed AlHoshan
Independent Member



Deem Salah AlBassam
Non-Independent
Member



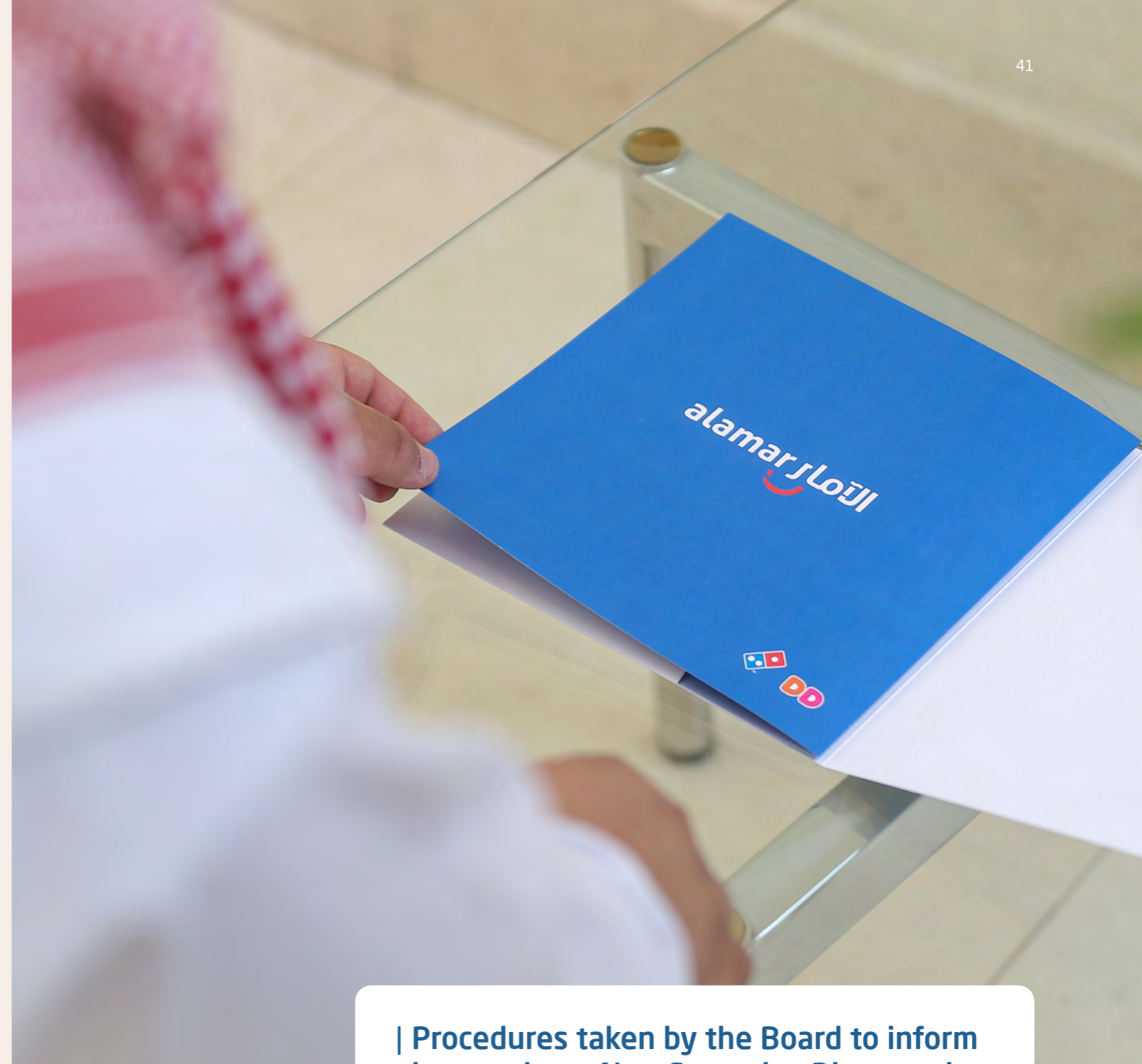
Faisal Omar AlSaggaf
Independent Member



Nawfal Trabelsi
Independent Member



Zaki Abdulaziz AlShowaier
Independent Member



| Procedures taken by the Board to inform its members, Non-Executive Directors in particular, of shareholders' suggestions and remarks on the Company and its performance

The Board has not received any suggestions from shareholders yet. However, should any shareholder submit suggestions or remarks on the Company and its performance, the Executive Team will present them to the Board.

These remarks will then be discussed and addressed in the next Board of Directors meeting.

| A brief description of the competencies and duties of committees, such as Audit Committee, Nomination Committee and Remuneration Committee and Executive Committee

Audit Committee

Audit Committee Members:

- | **Faisal Omar AlSaggaf**
Chairman of the Audit Committee/
Independent Director.
- | **Abdulaziz Abdullah Alnaim**
Member of the Audit committee/
Non-director member.
- | **Mohammed Saleh Alsulaiman**
Member of the Audit committee/
Non-director member.

The duties and responsibilities of the Audit Committee include:

Financial Reporting:

- | Review the company's interim and annual financial statements before presenting them to the Board of Directors and expressing an opinion and recommendation regarding them, to ensure their integrity, fairness, and transparency.
- | Expressing a technical opinion - at the request of the Board of Directors - as to whether the Board of Directors' report and the company's financial statements are fair, balanced, and understandable and include information that allows shareholders and investors to evaluate the company's financial position, performance, business model and strategy.
- | Study any important or unusual issues contained in financial reports.
- | Thoroughly research any issues raised by the company's chief financial officer, his representative, the company's compliance officers, or the auditor.
- | Verifying accounting estimates regarding material matters contained in financial reports.
- | Study the company's accounting policies and express an opinion and recommendation to the Board of Directors.

Internal Audit:

- | Study and review the company's internal control, financial, and risk management systems.
- | Study internal audit reports and follow up on the implementation of corrective actions in relation to the observations contained therein.
- | Monitoring and supervising the performance and activities of the internal auditor and the internal audit department in the company duties- to verify the availability of the necessary resources and their effectiveness in performing the work and tasks assigned to them.
- | If the company does not have an internal auditor, the Committee must submit its recommendation to the Board regarding the need to appoint one.
- | Providing a recommendation to the Board of Directors regarding the appointment of a unit manager, internal audit department, or internal auditor, and proposing his remuneration.

External Auditor:

- | Provide recommendations to the Board of Directors regarding the nomination of auditors, their dismissal, determining their fees, and evaluating their performance, after verifying their independence and reviewing the scope of their work and the terms of their engagement.
- | Verify the independence, objectivity, and fairness of the auditor and the effectiveness of the audit work, considering the relevant rules and standards.
- | Review the auditor's plan and scope of work and verify that he is not submitting technical or administrative work that falls outside the scope of the audit and express their views on that.
- | Respond to the auditor's inquiries.
- | Studying the auditor's reports and observations on the financial statements and following up on relevant procedures.

Compliance:

- | Review the results of the regulatory authorities' reports and verify that the company has taken the necessary measures regarding them.
- | Verify the company's compliance with relevant laws, regulations, policies, and instructions.
- | Review the contracts and transactions proposed to be concluded by the company with related parties and present its views regarding that to the Board of Directors.
- | Raise the issues it deems necessary to the Board of Directors and express its recommendations on the measures that should be taken.

Risk Management:

- | Developing a strategy and comprehensive policies for risk management that are consistent with the nature and volume of the Company, ensuring their implementation, and reviewing and updating them based on the Company's internal and external changing factors.
- | Determining and maintaining an acceptable level of risk for the Company and ensuring that the Company does not exceed this level.
- | Verifying the feasibility of the Company's continuity and the successful continuation of its activities, along with identifying risks that threaten its continuity during the next twelve months.
- | Overseeing the Company's risk management system and evaluating the effectiveness of the systems and mechanisms for identifying, measuring, and following up on risks to which the Company may be exposed to identify shortcomings.
- | Periodically evaluate the company's ability to bear risk and its exposure on a regular basis.

The Audit Committee held (4) meetings during the fiscal year 2025 as follows:

#	Name	23-MAR-2025	8-MAY-2025	3-AUG-2025	2-NOV-2025
1	Faisal Omar AlSaggaf	●	●	●	●
2	Abdulaziz Abdullah Alnaim	●	●	●	●
3	Mohammed Saleh Alsulaiman	●	●	●	●

- | The Audit committee does not have any recommendations that are in conflict with the Board's resolutions or those which the Board disregarded, relating to appointment, dismissal, performance assessment or determining the remuneration of an external auditor.

Nomination and Remuneration Committee

Committee Members:

- | **May Mohammed AlHoshan**
Chairman of the Committee.
- | **Ibrahim Abdulaziz AlJammaz**
Member of the Committee.
- | **Akram AlAhmadi**
Member of the Committee

Duties and Responsibilities:

The Committee shall undertake the tasks and competencies related to three aspects: nominations and remuneration, in addition to being responsible for submitting periodic reports on its activities to the Board. Following are the duties and competencies of the committee:

Regarding Nominations:

The duties of the Committee shall include, but not be limited to, the following:

- | Proposing clear policies and standards for membership on the Board and Executive Management.
- | Making recommendations to the Board to nominate and renominate its members in accordance with the approved policies and standards, taking into account not to nominate any person previously convicted of a criminal breach of trust.
- | Preparing a description of the capabilities and qualifications required for membership on the Board and Executive Management positions.
- | Determining the amount of time that members shall allocate to the Board's activities.
- | Annually reviewing the skills and expertise required of the Board members and the Executive Management.
- | Reviewing the structure of the Board and the Executive Management and providing recommendations regarding changes that may be made to such structure.
- | Annually ensuring the independence of independent directors and the absence of any conflicts of interest if a Board member also acts as a member of the board of another company.
- | Providing job descriptions for the executive, non-executive and independent directors and the senior executive management.
- | Establishing the special procedures to be followed if a position on the Board or of a senior executive becomes vacant.
- | Determining the strengths and weaknesses of the Board and recommending solutions to remedy them that serve the Company's interests by proposing the necessary mechanisms to annually evaluate the performance of the Board, its members, committees and the Executive Management. This shall be done through appropriate performance indicators related to the extent to which the Company's strategic objectives have been achieved, the quality of risk management, the adequacy of internal control systems and the like.
- | Providing appropriate training and familiarization for new members of the Board and committees about the Company's duties and achievements, so that they can perform their work with the required efficiency.
- | Developing the necessary mechanisms for the members of the Board and the Executive Management to constantly obtain training programs and courses to develop their skills and knowledge in the areas related to the Company's activities.

Regarding Remuneration:

Preparing a clear policy on the remuneration of members of the Board, Board committees and Executive Management that follows standards linked to performance, presenting such policy to the:

- | Provide remuneration with the aim of encouraging Board members and Executive Management to achieve success and the long-term development of the Company, for example by making the variable portion of remuneration linked to long-term performance.
- | Determine remuneration based on job level, duties and responsibilities assigned to the position, educational qualifications, practical experience, skills and performance level.
- | Be consistent with the magnitude, nature and level of risks faced by the Company.
- | Take into consideration the practices of other companies with regard to the determination of remuneration, and avoid unjustifiable increases in remuneration and compensation that may result from such comparisons.
- | Attract professional competencies and retain and motivate them without being excessive.
- | Take into consideration situations where remunerations should be suspended or reclaimed if it is determined that such remunerations were set based on inaccurate information provided by a member of the Board or the Executive Management, in order to prevent abuse of power to obtain unmerited remuneration.
- | Regulate the grant of Company shares to Board members and Executive Management, whether newly issued or purchased by the Company.
- | Clarify the relationship between the remuneration granted and the applicable remuneration policy and indicate any material deviation from this policy.
- | Conduct a periodic review of the remuneration policy and evaluate its effectiveness in achieving its objectives.
- | Present recommendations to the Board on the remuneration of members of the Board and Board committees and the Company's CEO, in accordance with the approved policy.

The Nomination and Remuneration Committee held (5) meetings during the fiscal year 2025 as follows:

#	Name	17-FEB-2025	18-MAR-2025	6-MAY-2025	29-JULY-2025	29-OCT-2025
1	May Mohammed AlHoshan	●	●	●	●	●
2	Ibrahim Abdulaziz AlJammaz	●	●	●	●	●
3	Akram AlAhmadi	●	●	●	●	●

Executive Committee

Committee Members:

- | **Nawfal Trabelsi**
Chairman of the Committee.
- | **Ibrahim Abdulaziz AlJammaz**
Member of the Committee.
- | **Filippo Sgattoni**
Member of the Committee

The committee's tasks and responsibilities are as follows:

- | Participate and supervise the development of the Company's strategic plan, assess proposals submitted by Executive Management related to the Company's mission, vision, strategic themes, objectives, as well as strategic and financial initiatives, and submit them to the Board of Directors for approval.
- | Ensure the implementation of the Company's strategy and its effectiveness in achieving the anticipated objectives.
- | Supervise the preparation of the Company's annual budget, review proposals submitted by Executive Management, and provide recommendations to the Board for final approving.
- | Review the Company's financial and strategic performance reports and oversee the implementation of strategic plans and initiatives and provide recommendations to the Board.
- | Study strategic and key initiatives and projects with significant financial impact and provide recommendations to the Board for final approval.
- | Review the social responsibility policy, media plan, and sports sponsorships programs, and provide recommendations to the Board.
- | Review and assess the social initiatives programs and provide recommendations to the Board.
- | Approve the policies for nomination of the Boards of Directors and Executive managers in subsidiaries including the selection criteria.
- | Provide recommendations to the Board related to the appointment of the Boards of Directors and Executive managers in subsidiaries.
- | Approve the company's vision, mission, strategic priorities, goals, and objectives, including the 3-5 year financial plan proposed by Executive Management and submitted for Board approval.
- | Approve requests initiated by Executive Management to amend the strategic and/or financial Plans including associated strategic goals and/or financial targets.
- | Approve the company's procurement policies.

The Executive Committee held (5) meetings during the fiscal year 2025, as follows:

#	Name	17-MAR-2025	7-MAY-2025	31-JUL-2025	3-NOV-2025	11-DEC-2025
1	Nawfal Trabelsi	●	●	●	●	●
2	Ibrahim Abdulaziz AlJammaz	●	●	●	●	●
3	Filippo Sgattoni	●	●	●	●	●

| Details of the Company's social contributions



01
Grass World

02
Zawaj Association

03
Qimam Association

04
Al Mishari Hospital

05
Zahra Association

06
Arees Foundation

07
UCAN Association



Disclosure of the remuneration policy and the method of determining the remuneration of the board members and executive management in the company

Alamar Foods Company has adopted the Policy for Remuneration of Members of the Board of Directors and Members of its Committees and the Executive Management (the "Policy") in order to follow a clear policy and rules for remuneration and to ensure the application of optimal governance and application of the principles of disclosure and transparency in front of shareholders.

This policy also aims to ensure the enactment of competitive reward programs and plans in a manner that attracts individuals with competence, ability and talent to work in the Board of Directors, its committees and the executive management, which contributes to improving the company's performance and achieving the interests of its shareholders, in accordance with the standards and controls contained in the Companies Law and the Corporate Governance Regulations, and other relevant rules and regulations.

Party responsible for the policy:

- The Nomination and Remuneration Committee of the Board of Directors is the body responsible for managing and monitoring the implementation of this policy.

Board of Directors remuneration regulations:

- The remuneration of a member of the Board of Directors - for the work of the Board of Directors - shall be a certain amount, according to what is specified in Appendix No. (1) of the policy, in addition to any attendance allowance for meetings, in-kind benefits, or a certain percentage of the net profits, and it is permissible to combine two or more of these advantages.
- The remuneration received by a member of the Board of Directors shall be fair and commensurate with the member's competencies, works and responsibilities carried out by and borne by the members of the Board of Directors, in addition to the goals set by the Board of Directors to be achieved during the fiscal year.
- The bonus is held or refunded if it appears that it was decided on the basis of inaccurate information provided by a member of the Board of Directors.
- The entitlement to the reward shall be proportionate with the number of board meetings attended by the member.
- The remuneration of the members of the Board of Directors and its committees shall take into consideration what is stated in the relevant rules and regulations.
- In all cases, the total remuneration received by a member of the Board of Directors does not exceed what is required by the regulations and controls set by the competent authority, and within the limits stipulated by the Companies Law and its regulations.
- The member deserves a reward for the additional executive, technical, administrative, or advisory work or positions assigned to him in the company, in addition to the reward that they can get in their capacity as a member of the Board of Directors and in the committees formed by the Board of Directors in accordance with the Companies Law and the company's bylaws.

Committees' remuneration regulations:

- The remuneration for membership of committees derived from the Board of Directors consists of an annual bonus, allowances for attending meetings, and other entitlements as indicated in this policy.
- The Board of Directors determines and approves the annual remuneration for the membership of its committees based on the recommendation of the Nomination and
- While forming the committees, whereas the total compensation does not exceed the maximum limit stipulated in the Companies Law.

Executive Management remuneration regulations:

- The annual remuneration for the CEO of the company is determined based on his achievement of the financial, strategic and other goals in accordance with the policy approved by the company.
- The annual remuneration for the executive management of the company is calculated according to the policy and mechanism for the annual remuneration approved by the company.
- The salaries and benefits allocated to the executive management are determined to include the basic salary, benefits and allowances based on the approved policy in the company.

Clarification of the relationship between the granted remuneration and the applicable remuneration policy, and disclosure of any material deviation from this policy:

- The remunerations granted closely follow the Policy for Remuneration of Members of the Board of Directors and Members of its Committees and the Executive Management, and there is no deviation on record.

| Any sanction, penalty, preventive measure or precautionary restriction imposed on the Company by the CMA or any other supervisory, regulatory or judiciary authority, describing reasons for non-compliance, the imposing authority and the measures undertaken to remedy and avoid such non-compliance in the future.

There have been no sanctions, penalties, preventive measures, or precautionary restrictions imposed on the company by the Capital Market Authority (CMA) or any other supervisory, regulatory, or judiciary authority.

| Results of the annual review of effectiveness of internal control procedures of the Company and the opinion of the audit committee with respect to adequacy of Company's internal control system.

Audits are conducted to provide reasonable assurance regarding the efficiency and effectiveness of risk management, governance, and internal control processes. Based on the periodic reports presented to the Audit Committee during the financial year ending December 31, 2024, by the internal audit department and the external auditor's reports, the committee considers the company's internal control system, financial controls, and risk management to be generally adequate. No significant deficiencies were identified that could compromise the integrity of financial reports or the efficiency of operational processes.

| Audit Committee's recommendation on the need for appointing an internal auditor for the Company, if there is no internal auditor.

The Company has an active internal audit function.

| A statement of the dates of the General Assembly meetings held during the last fiscal year and the names of the Board members who attended them a General Assembly was held on June 29, 2025 which was attended by the following board members:

- | Ibrahim Abdulaziz AlJammaz - Chairman
- | Asim Saud AlJammaz - Vice Chairman
- | Faisal Omar AlSaggaf
- | May Mohamed AlHoshan
- | Zaki Alshower

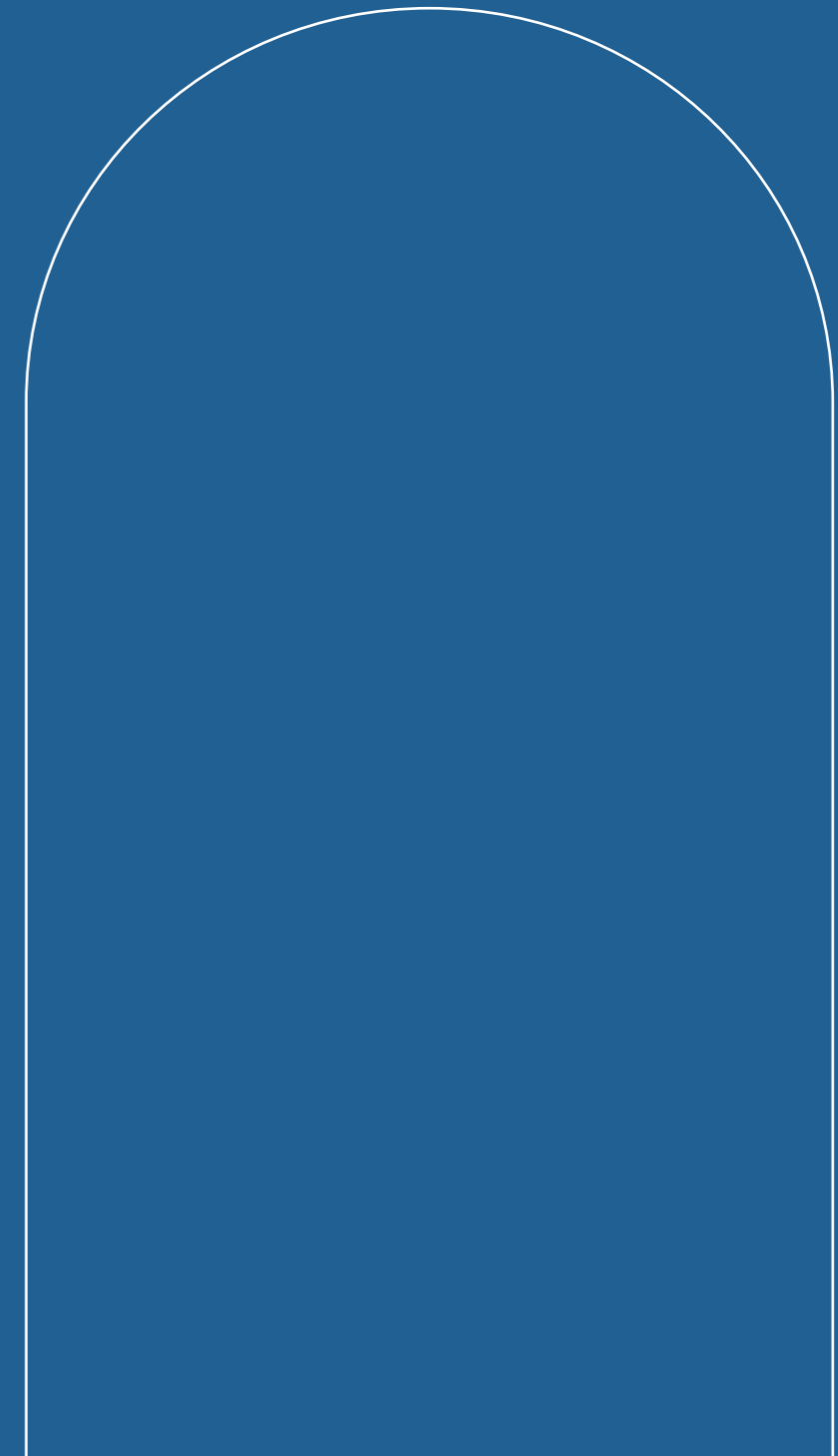
| None of the members of the Board of Directors participate in any business activity that conflicts with or competes, directly or indirectly, with the Company's activities or business, except for one member whose activity has been disclosed in accordance with the relevant regulations.

The Company adheres to the provisions of the Corporate Governance Regulations including articles 90 and 93 thereof.



04

Financial Information





| A description of the principal activities of the company and its affiliates

Alamar Foods is a leading Quick Service Restaurant ('QSR') operator, and the exclusive master franchisee of Domino's in the Middle East, North Africa, and Pakistan (MENAP) region, and the exclusive master franchisee of Dunkin' in Egypt and Morocco.







The principal activities of the Company are operating restaurants with service, and undertaking fast food activities, including pizza stores.

| A description of the company's significant plans and decisions (including structural changes, business expansion, or suspension of operations) and the company's future outlook.

The Group's plan on growth is to be a multi-brand operator, that brings together distinct yet complementary well-established brands, with the ultimate objective of achieving sustainable and profitable growth. The Group has a strong eye on growth and is investing in world-class services to enable efficient operations and drive competitive advantages for its customers, all while each brand maintains its own distinct identity and dedicated business structures.

The Group pursues a sustainable and profitable growth strategy oriented toward a long-term vision, based on the needs of its customers, stakeholders and the opportunities of the global market.

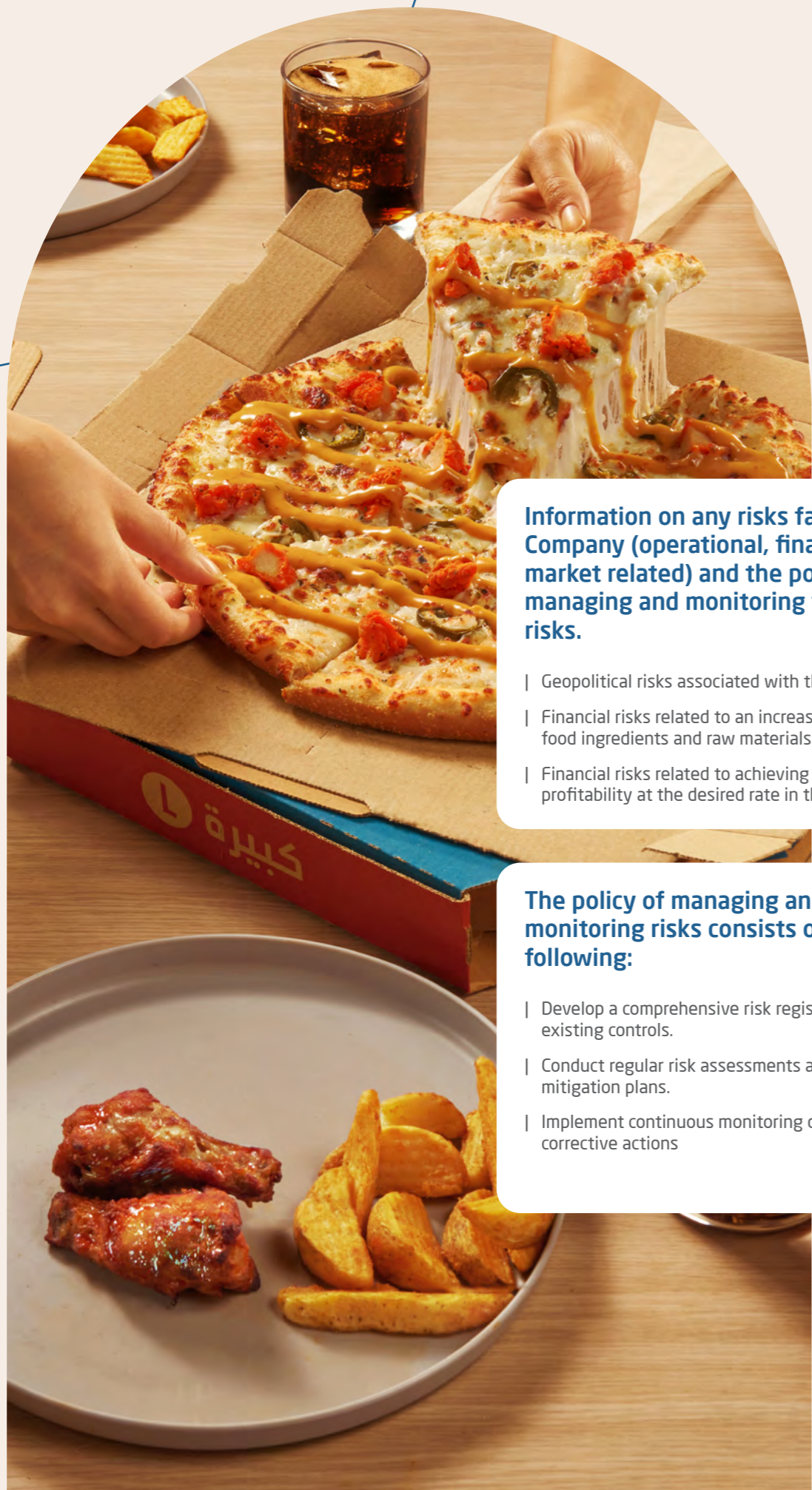
| The Group's strategy is composed of five major pillars

<p>01 Technology</p> 	<p>02 Product</p> 	<p>03 Operational Excellence</p> 
<p>04 Customer Service</p> 		<p>05 Growth</p> 

The Group's ability to understand current and future trends is an essential element in its approach to innovation, which enables it to maintain a competitive and long-lasting advantage in each of the markets in which it operates.

| The Group has a host of avenues for future growth including the following:

<p>01 Offering various options to cater to consumer behavior</p>	<p>04 Tapping into changes in lifestyles and demographics, particularly taking into consideration the Kingdom's Vision 2030;</p>
<p>02 Increasing the Group's footprint in existing markets</p>	<p>05 Increasing focus on customer relationship management and loyalty.</p>
<p>03 Expanding into new and untapped markets covered by the Domino's Master Franchise Agreement</p>	<p>In addition, the Group adopts a scalable platform with strong potential to incorporate new complementary quick service restaurant (QSR) brands which can capitalize on the Group's reputation and economies of scale.</p>



Information on any risks facing the Company (operational, financial or market related) and the policy of managing and monitoring these risks.

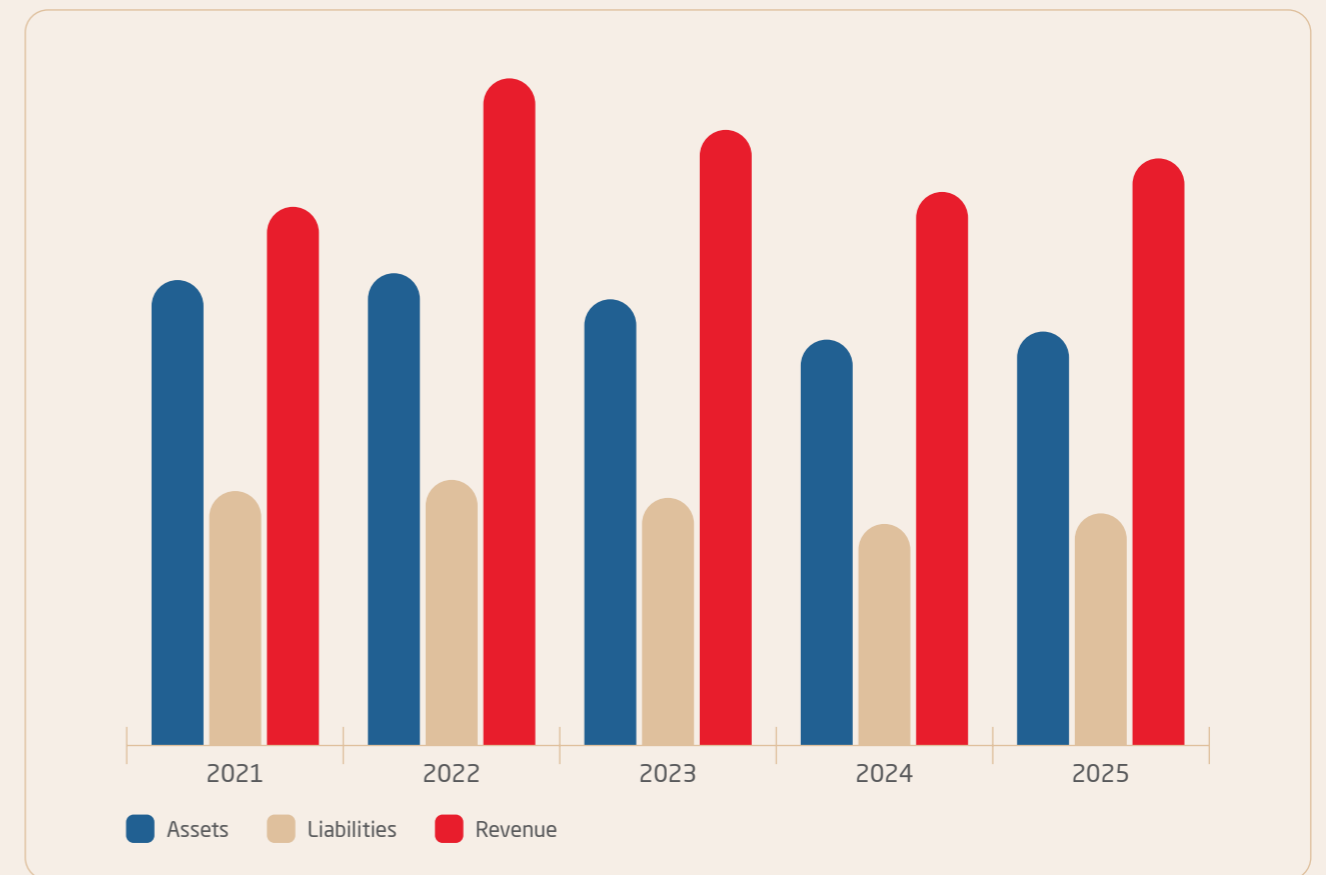
- | Geopolitical risks associated with the brand.
- | Financial risks related to an increase in costs of food ingredients and raw materials.
- | Financial risks related to achieving growth and profitability at the desired rate in the future.

The policy of managing and monitoring risks consists of the following:

- | Develop a comprehensive risk register and assess existing controls.
- | Conduct regular risk assessments and develop mitigation plans.
- | Implement continuous monitoring of risks and corrective actions

A summary, in the form of a table or chart, of the company's assets, liabilities, and operating results for the last five financial years or since incorporation, whichever is shorter.

In SAR	2021	2022	2023	2024	2025
Assets	749,906,141	761,197,815	719,001,426	654,275,870	666,933,942
Liabilities	409,541,250	427,437,285	398,624,144	357,184,414	374,498,143
Revenue	868,136,005	1,075,892,373	991,655,015	891,565,266	945,891,591
Net Profit	117,408,237	115,259,636	56,585,182	35,019,975	45,545,497



| A geographic analysis of total revenues of the company and its subsidiaries



| An explanation of any material variances in operating results compared to the previous year or to any forecasts announced by the company.

- | Revenue grew in 2025, supported by the positive effect of marketing initiatives and continued service improvement, as well as the consolidation of the 29 Domino's stores in the cities of Makkah and Taif under direct operation from the fourth quarter of 2025. Revenues increased 6.1% year-on-year to SAR 945.9 million, with growth accelerating through the year and broad-based across brands and geographies.
- | Net profit to shareholders grew 24.1% year-on-year to SAR 47.6 million, driven by sales growth and supported by the positive impact of management actions aimed at creating a more agile cost structure and a better balance between variable and fixed costs, with continued focus on operational excellence and service improvement.
- | Alamar maintained a robust balance sheet with a strong net cash position, supported by net cash generation from operating activities amounting to SAR 130 million in 2025.
- | During the year, Alamar executed two strategic transactions that meaningfully expanded its platform. The acquisition of the Domino's sub-franchisee in the cities of Makkah and Taif brought one of the Kingdom's most significant markets under direct operation, improving consistency, driving efficiency, and deepening Alamar's leadership in Saudi Arabia. Additionally, the Company signed a Share Purchase Agreement on 31 December 2025 for the introduction of Five Guys, a globally recognized premium brand that complements the existing portfolio and enhances long-term growth potential. Over the course of 2025, Alamar opened 28 new corporate restaurants on a net basis and added a further 29 stores through the acquisition of the sub-franchisee in the cities of Makkah and Taif, bringing the total corporate store count to 595 by year-end.
- | Looking ahead, Alamar remains committed to disciplined execution of its strategy, with continued focus on expanding its store network across key markets, enhancing operational excellence, strengthening its digital ecosystem, investing in talent development, and driving long-term sustainable value creation for its shareholders.

Sales Growth in 2025

+6.1%

Net Operating Cash Flow in 2025

130 Mn

New Corporate Stores in 2025

+57

Total Corporate Stores in 2025

595



| An explanation of any deviation from the accounting standards adopted by the Saudi Organization for Chartered and Professional Accountants.

Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS) that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

| The name of each subsidiary, its capital, the company's ownership percentage therein, its principal activity, the country of its main operations, and its country of incorporation.

Name of the Company	Country of Incorporation	Principal Country of Operation	Share Capital	Principal Activity	Ownership Percentage
Alamar Foods Company LLC	Amman, Jordan	Amman, Jordan	1,100,000 Jordanian Dinar	Establishing, operating, and managing Quick Service Restaurants	95.5%
Alamar Foods Company LLC	Cairo, Egypt	Cairo, Egypt	122,000,000 Egyptian Pound	Establishing, operating, and managing Quick Service Restaurants	100%
Alamar Foods LLC	Doha, Qatar	Doha, Qatar	200,000 Qatari Riyal	Establishing, operating, and managing Quick Service Restaurants	99%
Alamar Foods DMCC	Dubai, UAE	Dubai, UAE	500,000 Emirati Dirham	Establishing, operating, and managing Quick Service Restaurants	100%
Alamar Foods LLC	Dubai, UAE	Dubai, UAE	300,000 Emirati Dirham	Establishing, operating, and managing Quick Service Restaurants	99%
Alamar Foods Company W.L.L	Manama, Bahrain	Manama, Bahrain	20,000 Bahraini Dinar	Establishing, operating, and managing Quick Service Restaurants	99%
Alamar Foods SARL	Beirut, Lebanon	Beirut, Lebanon	6,160,000 Lebanese Pounds	Establishing, operating, and managing Quick Service Restaurants	94.8
HEA Trade and Services Company	Rabat, Morocco	Rabat, Morocco	16,000,000 Moroccan Dirham	Establishing, operating, and managing Quick Service Restaurants	49%

| Description of the company's dividend distribution policy

Each Shareholder is entitled to the rights and liabilities attached to the Shares, including the right to receive a portion of the dividends declared. The Board of Directors shall make a recommendation on the declaration of dividends to the approval of the Shareholders. Any decision to do so will depend on, among other things, the Company's historic and anticipated earnings and cash flow, financing and capital requirements, market and general economic conditions, the Company's Zakat position, and such other factors as the Board deems relevant, in addition to legal and regulatory considerations. The Company's expectations regarding these factors are dependent on many assumptions, risks and uncertainties that may be beyond the Company's control.

The Company intends to distribute interim dividends to its Shareholders in line with the Company's profits, financial position, restrictions on the dividend distribution under financing and debt agreements, results of the Company's activities, current and future cash requirements, expansion plans, investment requirements, and other factors including the analysis of the Company's investment opportunities and re-investment requirements, monetary and capital requirements, trade expectations and the impact of any such distributions on any legal and regulatory considerations.

The Ordinary General Assembly may, based on the proposal of the Board of Directors, set aside a certain percentage of the net profits to build up a contractual reserve to be allocated for a specific purpose. The contractual reserve shall be used only by a resolution adopted by an Ordinary General Assembly. The contractual reserve may not be earmarked for a specific purpose. In this case, the Ordinary General Assembly may, upon the proposal of the Board of Directors, decide to spend it for the benefit of the Company and the Shareholders.

The Company may distribute interim dividends to its Shareholders on a quarterly or semi-annual basis in accordance with the rules approved by the competent authority.

| A description of any interest in a class of voting shares held by persons (other than Board members, senior executives, and their relatives) who have notified the company of such rights pursuant to Article (85) of the Rules on the Offer of Securities and Continuing Obligations, and any change in such rights during the last financial year.

During the last financial year, the Company has not received notification of any new, or change in interest or voting shares belonging to persons other than the Company's directors, senior executives and their relatives.



A description of any interests, contractual securities, or subscription rights held by Board members, senior executives, and their relatives in the shares or debt instruments of the company or any of its subsidiaries, and any change therein during the last financial year.

#	Name	Position	Nationality	Status	Direct Ownership	Indirect Ownership
1	Ibrahim Abdulaziz AlJammaz	Chairman of the Board	Saudi	Non-executive	-	3.999%
2	Asim Saud AlJammaz	Vice Chairman	Saudi	Non-executive	-	0.1142%
3	Zaki Abdulaziz AlShowaier	Director	Saudi	Independent	0.1125%	-

Information relating to any loans obtained by the company (whether payable on demand or otherwise), including disclosure of the total indebtedness of the company and its subsidiaries, amounts paid during the year toward loan repayment, the principal amount of each loan, the lender's name, the loan term, and the outstanding balance.

Company Name	Facility Type	Facility Amount	Repayment During the Year	Remaining Balance	Loan Term (Months)
HEA Trade and Services Company (Morocco)	Loan	1,256,138	437,969	818,169	21
HEA Trade and Services Company (Morocco)	Loan	20,989	20,989	0	0
Total		1,277,127	458,958	818,169	

A description of the classes and numbers of any convertible debt instruments, contractual securities, subscription rights memoranda, or similar rights issued or granted by the company during the financial year, including any consideration received by the company.

There have been no convertible debt instruments, contractual securities, warrants or similar rights issued or granted by the Company during the financial year and no compensation has been received by the Company in this regard.

A description of any conversion or subscription rights under convertible debt instruments, contractual securities, subscription rights memoranda, or similar rights issued or granted by the company.

There were no conversion or subscription rights under any convertible debt instruments, contractually based securities, warrants or similar rights issued or granted by the Company.

A description of any redemption, purchase, or cancellation by the company of any redeemable debt instruments, including the value of remaining securities, with a distinction between listed securities purchased by the company and those purchased by its subsidiaries.

There have been no redemption, purchase or cancellation by the Company of any redeemable debt instruments and no such instrument was outstanding.

A number of meetings of the directors held during the last financial year and the attendance record of each meeting listing names of the attendees.

#	Name	24-Mar-25	12-May-25	04-Aug-25	03-NOV-25	18-Dec-25
1	Ibrahim Abdulaziz AlJammaz (Chairman)	●	●	●	●	●
2	Asim Saud AlJammaz (Vice Chairman)	●	●	●	●	●
3	Faisal Omar AlSaggaf (Independent Director)	●	●	●	●	●
4	Nawfal Trabelsi (Independent Director)	●	●	●	●	●
6	May Mohammed AlHoshan (Non-Independent Director)	●	●	●	●	●
6	Deem Salah AlBassam (Independent Director)	●	●	●	●	●
7	Zaki Abdulaziz AlShowaier (Independent Director)	●	●	●	●	●

The number of the Company's requests of shareholders registry, dates and reasons thereof

Date of Request	Reason for Request
23/06/2025	Other purposes
29/06/2025	Annual General Meeting
03/09/2025	Other purposes

| A description of any transaction between the company and a related party.

During the year, the Group entered into the following transactions with related parties (all is SAR):

| Transactions with parent company

Description	In SAR
Dividends	31,380,429

| Transactions with associate/joint venture investment

Description	In SAR
Sales of goods and other assets	3,938,149
Other Revenue	131,437
Expenses	130,432
Royalty, Opening Fees, and Technology Fees	2,123,808
Collections and payments	188,466
Other charges	26,794

| Transactions with entities under common control

Description	In SAR
Expenses	10,500
Collections and payments	61,547

| Transactions with other related parties

Description	In SAR
Expenses	2,366,762
Collections and payments	3,399,201
Other charges	411,555

| The following balances were outstanding with related parties at the end of year 2025

| Due from related parties

Name	Nature of relationship	Balance (In SAR)
Alamar Foods Company LLC, Oman	Associate company	12,188,303
Kasual+ Limited Liability Company	Associate company	1,175,933
Yasmine Flower	Shareholder of subsidiary	1,200,303
Alamar Foods For Restaurants Management WLL	Associate company	10,894
Abdul Aziz Ibrahim Al Jammaz and Brothers Company	Parent	1,191,947
Osama Halaseh		14,438
Total		15,781,818

| Due to related parties

Name	Nature of relationship	Balance (In SAR)
Sovana Inc. USA	Shareholder of subsidiary	91,923
Internob	Shareholder of subsidiary	71,687
Hakam Al-Abbas	Shareholder of subsidiary	754,291
Total		917,901

| Information relating to any business or contracts to which the company is a party and in which a member of the Board, a senior executive, or any related person has or had an interest, including the names of the concerned parties, the nature of such business or contracts, their terms, duration, and value.

#	Nature of Contract	Annual Contract Amount	Contract Term
1	Headquarter Lease Agreement	SAR 1,700,000	3 years
2	Land of the Commissary lease agreement	SAR 1,130,000	15 years

| A description of any arrangement or agreement under which a shareholder of the company has waived any rights to dividends.

No shareholder of the Company has waived any rights to dividends.

| A statement of the value of statutory payments paid or payable for any Zakat, taxes, fees, or other dues not settled by the end of the annual financial period, including a brief description thereof and the reasons.

Description	Paid during the year (SAR)	Outstanding at year end (SAR)	Reasons
Zakat	5,267,776	5,231,873	According to the requirements of the laws and applicable regulations.
Income tax	2,316,185	626,153	
Value added tax	59,490,643	-	
Withholding tax	5,726,407	682,911	

| A statement of the value of any investments or reserves established for the benefit of the company's employees.

The Group has established provisions for employees' end-of-service benefits in accordance with applicable labor laws. As at 31 December 2025, the total value of employee benefit obligations amounted to SAR 33.5 million.

The Board confirms that:

- | Proper books of account have been maintained.
- | The system of internal control is sound in design and has been effectively implemented.
- | There are no significant doubts concerning the company's ability to continue carrying out its activity.



| If the auditor's report contains qualifications on the annual financial statements, the Board of Directors' report shall explain such qualifications, their reasons, and any related information.

There are no reservations in the external auditor's report concerning the annual financial statements for the year.

| If the Board recommends that the external auditor should be changed before the lapse of the term for which it is appointed, the report must contain a statement to that effect and the reasons for such recommendation.

The Board does not recommend replacing the external auditor before the end of its term.

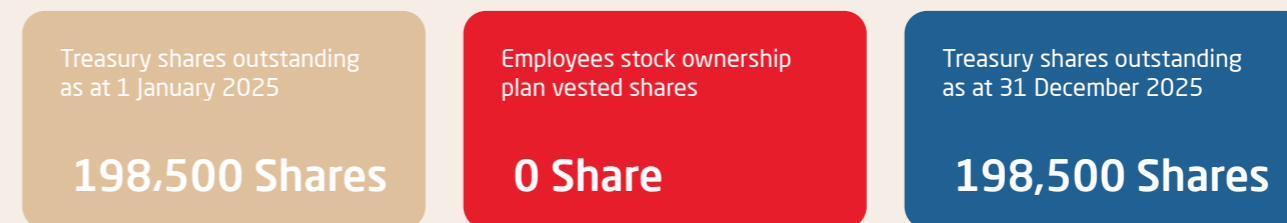
| If the provisions of the Corporate Governance Regulations have been applied and what has not been applied and the reasons for that:

The relevant provisions of the Corporate Governance Regulations have been adopted.

| Disclose details of treasury shares maintained by the Company, and details of utilizing such shares.

Following a resolution of the Board of Directors on 8 September 2021, the shareholders in an extraordinary general assembly meeting on 28 October 2021 approved the purchase of 300,000 shares of the company at rate of SR 10 per share (par value) for allocation to the employee stock ownership plan "ESOP".

The following is the number of treasury shares movement during the year and the outstanding shares as at 31 December 2025:



| The proposed method for dividend distribution.

The Company's net profits will be distributed after deducting all general expenses and other costs as follow:

- | The Ordinary General Assembly may, based on the proposal of the Board of Directors, set aside a certain percentage of the net profits to build up a contractual reserve to be allocated for a specific purpose. The contractual reserve shall be used only by a resolution adopted by an Ordinary General Assembly. The contractual reserve may not be earmarked for a specific purpose. In this case, the Ordinary General Assembly may, upon the proposal of the Board of Directors, decide to spend it for the benefit of the Company and the Shareholders.
- | The balance shall be distributed to the Shareholders, provided that it shall not be less than 5% of the paid-up capital.
- | The Company may distribute dividends to its Shareholders on a quarterly or semi-annual basis in accordance with the rules approved by the competent authority.

| The percentages of dividends distributed to shareholders during the various periods of the financial year, in addition to the percentage of dividends proposed to be distributed at the end of the financial year and the total amount of such dividends.

Period	Percentage of profits distributed to shareholders during the period
Q1 2025	Not meaningful due to net loss in Q1 2025
Q2 2025	85%
Q3 2025	99%
Q4 2025	89%
FY 2025	119%
Total profit for the year	45,545,497
Total proposed to be distributed to shareholders for the year	54,385,492

| A comprehensive statement of all that each member of the Board of Directors has received or is entitled to receive, including bonuses, allowance for attending meetings, allowance for expenses, and other benefits.

| Board Members Remuneration

Board of Directors members	Fixed Remuneration (In SAR)
Ibrahim A.AlJammaz	250,000
Asim AlJammaz	250,000
Faisal Alsaggaf	250,000
May Alhoshan	200,000
Deem Albassam	200,000
Nawfal Trabelsi	250,000
Zaki AlShowaier	200,000

| Senior Executives Remuneration

Five Senior Executives who have received the highest remuneration from the Company, including the chief executive officer and chief financial officer

Senior Executives Remuneration	In SAR
Fixed Remuneration	
Salaries	3,387,561
Allowances	1,185,639
Total	4,573,200
Variable Remuneration	
Long term incentive plan	523,600
Stock ownership plan	0
Total	523,600
End of Service Rewards	238,856
Grand Total	5,335,656

| Audit Committee Members Remuneration

Audit Committee Members Remuneration	Fixed Remuneration (In SAR)
Faisal Omar Al-Saggaf	100,000
Abdulaziz Abdullah Alnaim	100,000
Mohammed Saleh Alsulaiman	100,000

| Nomination and Remuneration Committee Members Remuneration

Nomination and Remuneration Committee Members	Fixed Remuneration (In SAR)
May Mohammed Alhoshan	100,000
Ibrahim Abdulaziz AlJammaz	50,000
Akram Alahmadi	100,000

| Executive Committee Remuneration

Executive Committee Remuneration	Fixed Remuneration (In SAR)
Nawfal Trabelsi	100,000
Ibrahim Abdulaziz AlJammaz	50,000

| A description of any arrangement or agreement under which a director or a senior executive of the company has waived any salary or compensation.

NA.

Alamar Foods Company

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alamar.com