alamar الآمار

رؤيـــة VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

A Decade of Transformation and Progress

Proud to Be Part of a National Journey



www.alamar.com



My primary goal is to be an exemplary and leading nation in all aspects, and I will work with you in achieving this endeavour.

Custodian of the Two Holy Mosques King Salman
Bin Abdulaziz AlSaud



It is my pleasure to present Saudi Arabia's Vision for the future. It is an ambitious yet achievable blueprint, which expresses our long-term goals and expectations and reflects our country's strengths and capabilities.

His Royal Highness Prince Mohammed bin Salman bin Abdulaziz AlSaud,
Crown Prince, Prime Minister, and Chairman of the Council of Economic
and Development Affairs



Ibrahim A. AlJammaz

Chairman

Chairman's Message

Since the launch of Saudi Vision 2030 ten years ago, the Kingdom has undergone a broad transformation across the economy and business environment, opening new horizons for the private sector and strengthening its role in national development.

At Alamar Foods, this decade has marked an important stage in our journey. During this period, we continued to expand and invest in our capabilities, strengthen local content, develop Saudi talent, and create more sustainable employment and career pathways.

The Board has supported this growth within a framework of sound governance and financial discipline, balancing sustainable expansion with value creation for our shareholders and stakeholders.

As Saudi Vision 2030 enters its advanced stages, we continue to look to the future with confidence and ambition, building on the opportunities offered by a growing Saudi economy, and we are proud to be part of the Kingdom's transformation journey.



Filippo Sgattoni

Group Chief Executive Officer

CEO Message

The past ten years have marked an important phase in the development of Domino's Saudi Arabia, coinciding with the rapid transformation seen across the Kingdom's cities, infrastructure, digital economy and customer expectations.

Throughout this period, our objective has been clear: to turn opportunity into sustainable growth and a better customer experience. Since 2016, our network has expanded from 152 to 330 stores and our presence from 30 to 74 cities, while sales have grown by around 80% and orders by around 67%.

Alongside this expansion, we focused on building more efficient operating capabilities, strengthening our digital presence and keeping pace with evolving customer behaviors. Today, 93% of our sales are cashless, while digital channels and delivery continue to grow as a core part of the customer experience.

We have also deepened the connection between our business and the local economy by increasing our reliance on local suppliers and production, while developing Saudi talent and enabling Saudi nationals to take on operational and leadership roles across our business.

We are also proud of Domino's presence across many of the occasions that have become part of the Kingdom's evolving landscape — from sports, entertainment and national occasions to Hajj and Umrah, community initiatives and the celebration of local culture and products.

As Saudi Vision 2030 enters its next phase, our priorities remain clear: disciplined expansion, stronger digital and operational capabilities, continued investment in our people, and closer engagement with the customers and communities we serve, supporting our ability to sustain growth and create long-term value.

Saudi Vision 2030

Vision Pillars

01
A Vibrant Society

02
A Thriving Economy

03
An Ambitious Nation

Vision Objectives

- Improve quality of services provided in Saudi cities.
- Instill national values and strengthen the sense of national belonging.
- Improve value of healthcare services.
- Improve the urban landscape in Saudi cities.

- Increase the percentage of local content in non-oil sectors.
- Attract foreign and local investments.
- Grow SME contribution to the economy.
- Develop the digital economy.

- Develop the e-Government.
- Improve productivity of government employees.
- Enhance transparency across government roles.



01

A Vibrant Society

The first pillar of Saudi Vision 2030 emphasizes enhancing quality of life and strengthening Saudi Arabia's position as a global destination through the development of tourism, entertainment, culture and sports, while enriching the experience of pilgrims in Makkah and Madinah.



National Footprint, Regional Access and Tourism

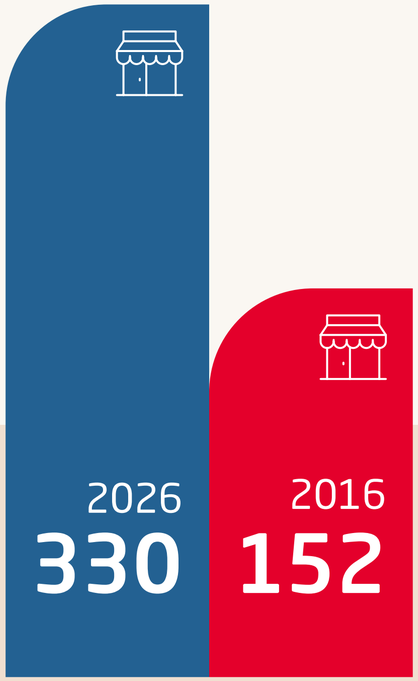
Tourism became one of the Kingdom's fastest-growing sectors, and Domino's grew right alongside it, opening in more cities and destinations across the country.



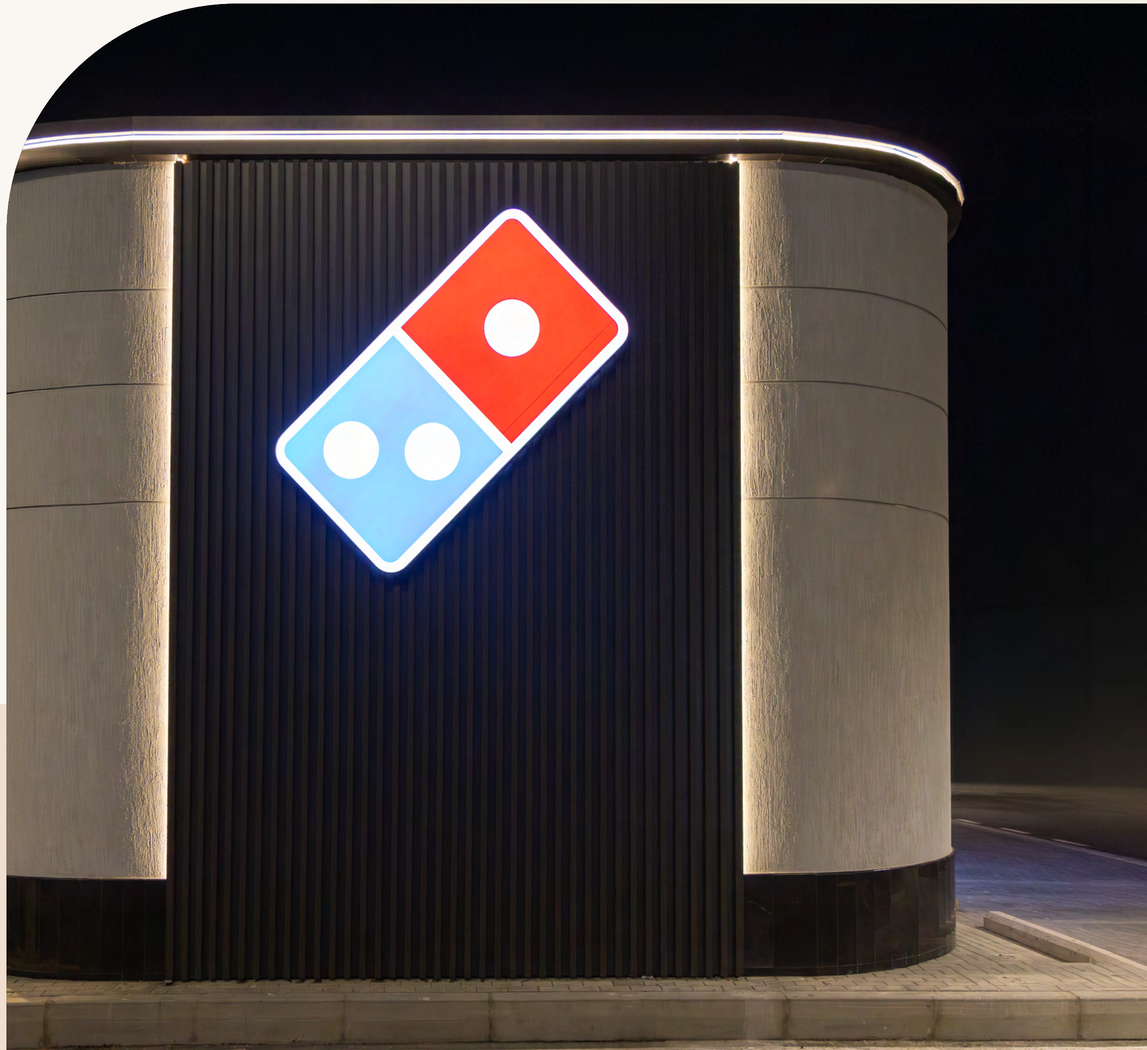
Growth of Domino's Store Network

With the growth in tourism and the rising number of visitors and pilgrims, Domino's expanded its presence across many new tourism destinations, as well as in Makkah and Madinah.

Increase of
117 %



Total Stores
National Store Network



Today, Domino's network extends to some of the Kingdom's most prominent new destinations, including NEOM, Riyadh Boulevard, KAUST and Red Sea International Airport, as well as other emerging destinations. The company is also currently working toward opening two additional stores at "SEVEN" destinations, alongside operating mobile stores during Riyadh Season.



Neom Store



Boulevard World



Mobile Stores

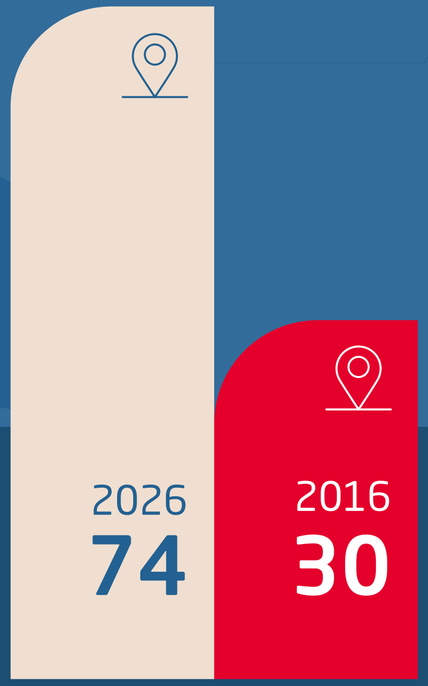


Khuzam Valley Store Opening

Presence Across the Kingdom



Increase of
146 %



Total Number of Cities
National Reach

2016 2026

Sports, Entertainment and New Occasions

Domino's made a point of being present at many of these key moments.

An Active Presence Across Sports, Entertainment and Events

Domino's kept pace with the growth of Saudi Arabia's events sector, strengthening its presence across major sporting, entertainment and national occasions.

Annual Events

+30

Annual exhibitions, sporting and community events.



Riyadh Season

Kingdom Arena

Domino's presence at one of Riyadh's leading sports and entertainment destinations.



Domino's is expanding its presence in gaming and esports through targeted partnerships that resonate with Saudi youth, most notably its 2026 collaboration with PEAKS.



Domino's continues its involvement in leading sporting events, including the 2026 Riyadh Marathon and AlUla Desert Blaze, which attracted more than 500 participants from over 50 countries.





Domino's sports and entertainment participation spans partnerships and appearances at major championships and events, including Al Hilal Club, the 2018 and 2022 FIFA World Cups, Formula 1, tennis tournaments, Riyadh Season at Kingdom Arena, and its partnership with Spanish club UD Almería.





Partners & Collaborators

A diverse presence through partnerships, sponsorships and participation in some of Saudi Arabia's leading sporting, entertainment and cultural events.

RIYADH SEASON
STC FORMULA 1 STC SAUDI ARABIAN GRAND PRIX 2025
RIYADH MARATHON
LEAP
معرض الرياض الدولي للكتاب Riyadh International Book Fair
معرض الصقور والصيد السعودي الدولي International Saudi Falcons & Hunting Exhibition
جمعية زهرة ZAHRA ASSOCIATION
TENNIS CUP RIYADH SEASON
المركز الوطني للنخيل والتمور NATIONAL CENTRE FOR PALMS & DATES
مؤتمر ومعرض الحج Hajj Conference & Exhibition
أبشر طويق
Cityscape Global



National Identity, Culture and Local Products

Domino's has sought to be present at occasions and initiatives that celebrate Saudi heritage and strengthen its connection with the community.

Growth Rooted in Local Identity

This direction is reflected in products and campaigns inspired by Saudi culture, alongside local partnerships that help enhance the experience and strengthen connections.

Local Product

Innovation Inspired by Saudi Flavors and Culture

Date Pizza

Domino's introduced Date Pizza as an innovative product inspired by local heritage, in collaboration with the National Center for Palms and Dates and Chef Abdulaziz Almutawa.



World Cup 2026 Campaign

Jamaat Al Koura... An Experience That Brings Football Memories Back to Life

Legends

The campaign brought together a selection of stars from the Saudi national team at the 1994 World Cup, connecting the legacy of Saudi football with today's fan experience.



Traditional Arts Across the Kingdom

Through a collaboration with Wrth, the Royal Institute of Traditional Arts, Domino's incorporated elements of Saudi cultural heritage into its National Day identity, drawing inspiration from patterns representing five regions and reflecting the Kingdom's artistic diversity.



Jamaat Al Koura

During the 2026 World Cup, Domino's launched the Jamaat Al Koura campaign featuring a selection of stars from the Saudi national team's 1994 World Cup squad, bringing Saudi football memories to life in a contemporary way.





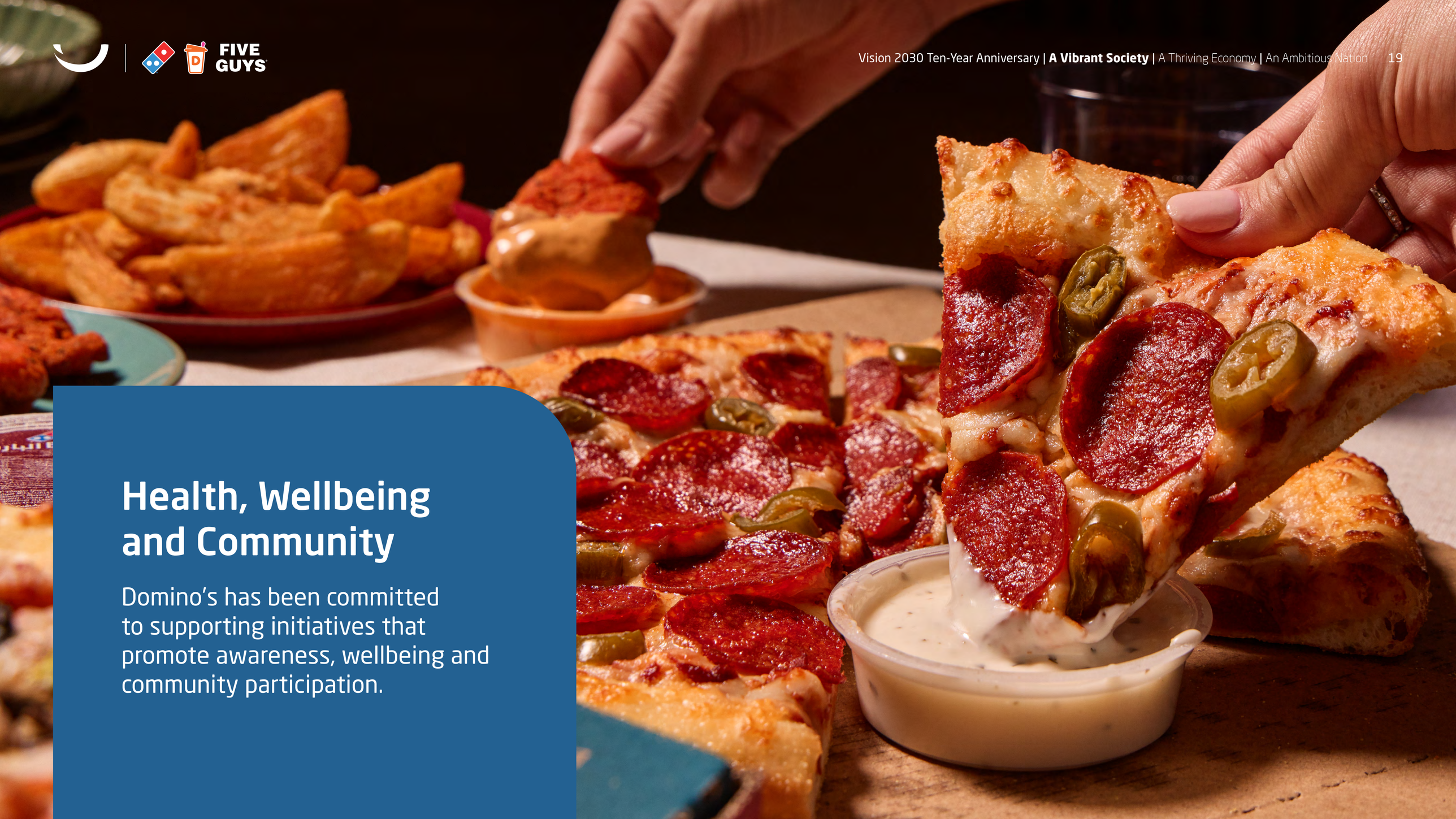
World of Dates

During its participation in the World of Dates Exhibition, Domino's offered visitors the opportunity to experience Date Bites, as part of its celebration of Saudi dates and date-based products.



National Occasions

Each year, Domino's makes a point of celebrating national occasions through dedicated National Day and Founding Day campaigns and experiences that reflect its connection to Saudi identity and culture.



Health, Wellbeing and Community

Domino's has been committed to supporting initiatives that promote awareness, wellbeing and community participation.

Impact Beyond the Dining Experience

Domino's role extends beyond serving food, through initiatives that support health awareness and community wellbeing, alongside volunteering and community service. Below are some of the key initiatives.



Community Giving

For the National Campaign for Charitable Work (Ehsan)

1.5m

Donations made by Alamar Foods – Domino's Pizza through the Ehsan platform.

Pizza Al Khair

Customer-donated pizzas

+360k

Provided to families in need in collaboration with the Saudi Food Bank (Eta'am) and Khiyrat Association for Saving Food.

Supporting Families and the Community

Domino's donated 45,000 meals to charities, in addition to more than 350,000 meals provided to frontline workers and families during the COVID-19 pandemic.



Volunteering and Community Participation

Domino's employees continue to take part in volunteer initiatives, from tree-planting and food distribution campaigns to activities for orphaned children.





Breast Cancer Awareness

Domino's supported the efforts of the Zahra Breast Cancer Association as a sponsor, helping raise awareness and encourage early screening.



Health and Physical Activity

Domino's organizes blood donation and flu vaccination campaigns, and supports initiatives that encourage a more active lifestyle.

Spotlight

Hajj and Umrah in Makkah and Madinah

Few chapters of the past decade carry as much meaning as welcoming more guests to the Two Holy Cities. The Kingdom opened the door wider for Umrah and Hajj, made the journey easier and invested in Makkah and Madinah. Domino's grew to serve the millions who now visit each year.



A Closer Presence for Pilgrims

Domino's expanded its presence in Makkah and Madinah and adapted its operations to meet increased demand during the Hajj and Umrah seasons.

Customers Served in Season

+278k

During the 2026 Ramadan and Hajj seasons in Makkah, Madinah and Jeddah Airport.



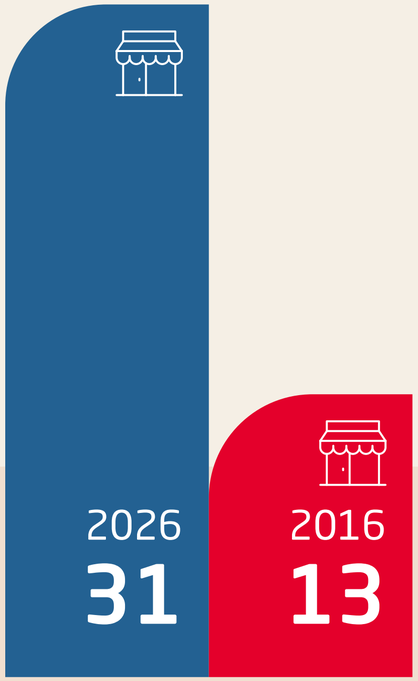


Continued Expansion to Serve Pilgrims

Domino's network in Makkah and Madinah has grown from 13 stores in 2016 to 31 stores in 2026, expanding in line with rising demand during the Hajj and Umrah seasons.

Increase of
138 %

Total Stores
In Makkah and Madinah



02

A Thriving Economy

The second pillar is about a broad, modern economy. More Saudis in rewarding work, more women building careers, stronger local suppliers and a growing private sector. A growing company contributes here every single day by hiring, sourcing locally and expanding.



Private Sector Growth and Economic Contribution

As Vision 2030 expanded the private sector's role and diversified the economy, Domino's turned that momentum into real business expansion: more stores, more orders and more jobs.



Key Milestones

1992

The first Domino's store opens in Riyadh

2011

Takes the name Alamar Foods and a global investment firm joins

2012

Becomes a joint stock company. The 200th store opens in Riyadh

2015

The first Dunkin' store opens in Cairo. One brand becomes two.

2021

More than 560 stores across the region by the end of the year

2022

Shares begin trading on the Saudi Exchange on 9 August









From a Family Business to

A Publicly Listed Joint-Stock Company

on the Saudi Exchange

The journey began in 1992 with the opening of the first Domino's store in Riyadh, marking the starting point of an expansion that continued over the following decades. As the business grew, the company evolved from a local operation into a regional group. In 2011, funds managed by The Carlyle Group joined as an investment partner, before the company converted into a closed joint-stock company in 2012. That same year, Domino's opened its 200th store. In 2015, Dunkin' joined the group's portfolio, and expansion continued until the network reached 560 stores by the end of 2021.

The years leading up to the listing coincided with the economic and investment transformation underway in Saudi Arabia under Vision 2030. As the business environment developed and opportunities expanded, the company continued strengthening its presence and entering new markets and destinations.

At the same time, this phase aligned with Vision 2030's objectives to develop a more diverse and effective financial sector, deepen the capital market, and strengthen its ability to support private-sector growth and finance investment.

On 9 August 2022, shares of Alamar Foods began trading on the Saudi Exchange, opening a new chapter in the company's journey. The institutional book-building process was 47.5 times oversubscribed, while the final offer price was set at SAR 115 per share, for a total offering value exceeding SAR 1 billion.

Three decades after the opening of the first Domino's store in Riyadh, Alamar had evolved from a family business into a publicly listed joint-stock company — a journey that reflects the growth of its business alongside the transformation of Saudi Arabia's economic and investment landscape.



Sustained Growth in Sales and Orders

Domino's responded to growth opportunities in Saudi Arabia through continued expansion of its business, as reflected in sales and order growth since 2016.

Sales Growth
Total sales since 2016

Increase of
80 %

Order Growth
Total orders since 2016

Increase of
67 %

Saudi talent, Saudization and career mobility

Domino's invests in developing Saudi talent through training, development and structured career pathways, preparing national talent to take on operational and leadership roles and contribute to business growth.

Talent Driving Growth



Filippo Sgattoni
Group Chief Executive Officer



Khalid AlSufayan
Group Chief of Staff



Hatem AlHamrani
Group Chief Growth Officer



Salman Bahabri
Chief Operating Officer Domino's Saudi Arabia



Abdulaziz AlOreni
Opearation Director



Abdulaziz AlZahrani
Regional Director of Operations



Faris AlRefai
Marketing Director



Abdulrahman Bin Abbas
Real Estate Manager



Beshr Aljberi
P&C Shared Services Director



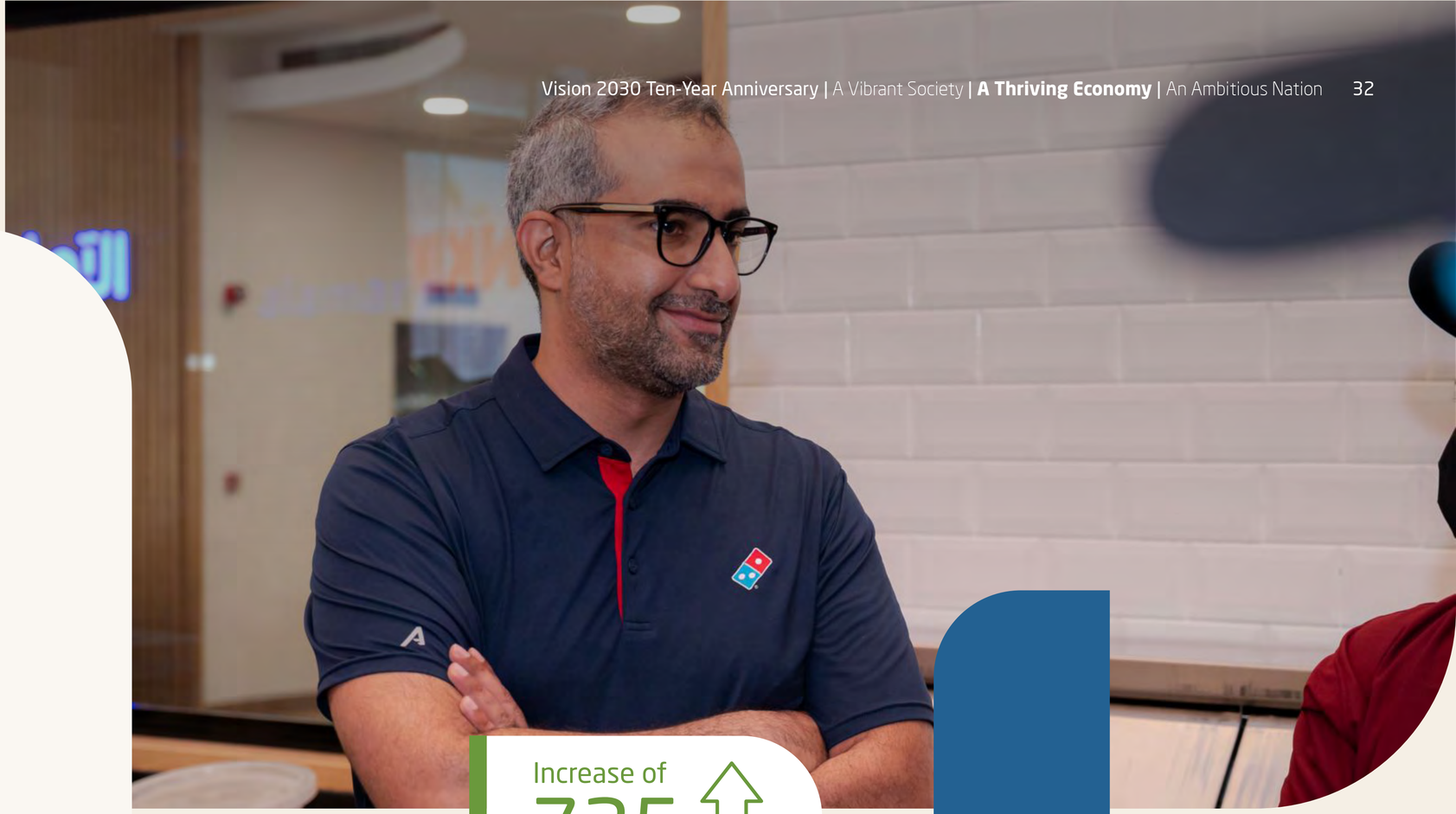
Bader Alanazi
Government Relations Sr. Manager



Mawadah Bajrai
Innovation Manager



Mashael AlNahedh
Strategy and Performance Director



Domino's has strengthened the representation of Saudi talent through recruitment, development and internal promotion, helping raise Saudization levels and expand the presence of national talent in managerial and leadership roles.

Saudi Nationals on the Team

Saudization across the business

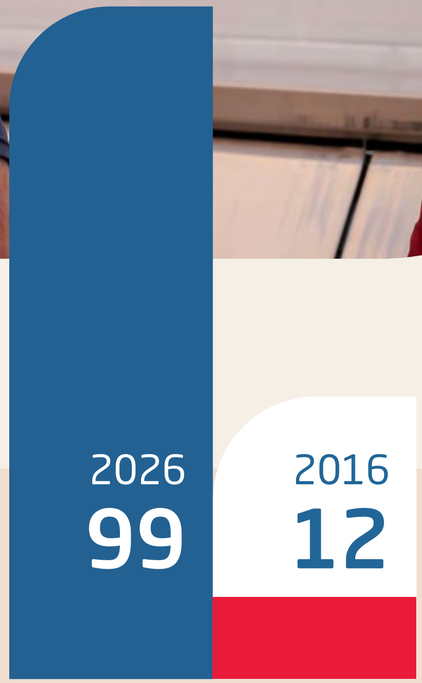
1 in 4

Today, Saudis make up one in four of our employees, reflecting continued progress in Saudization.

Increase of **725%**

Saudi Managers

Store, district and regional managers

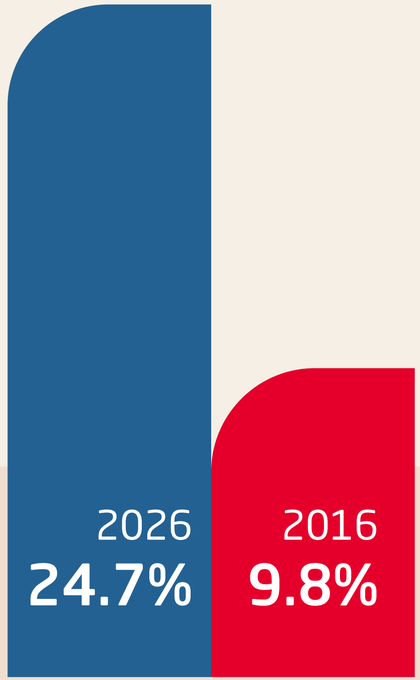


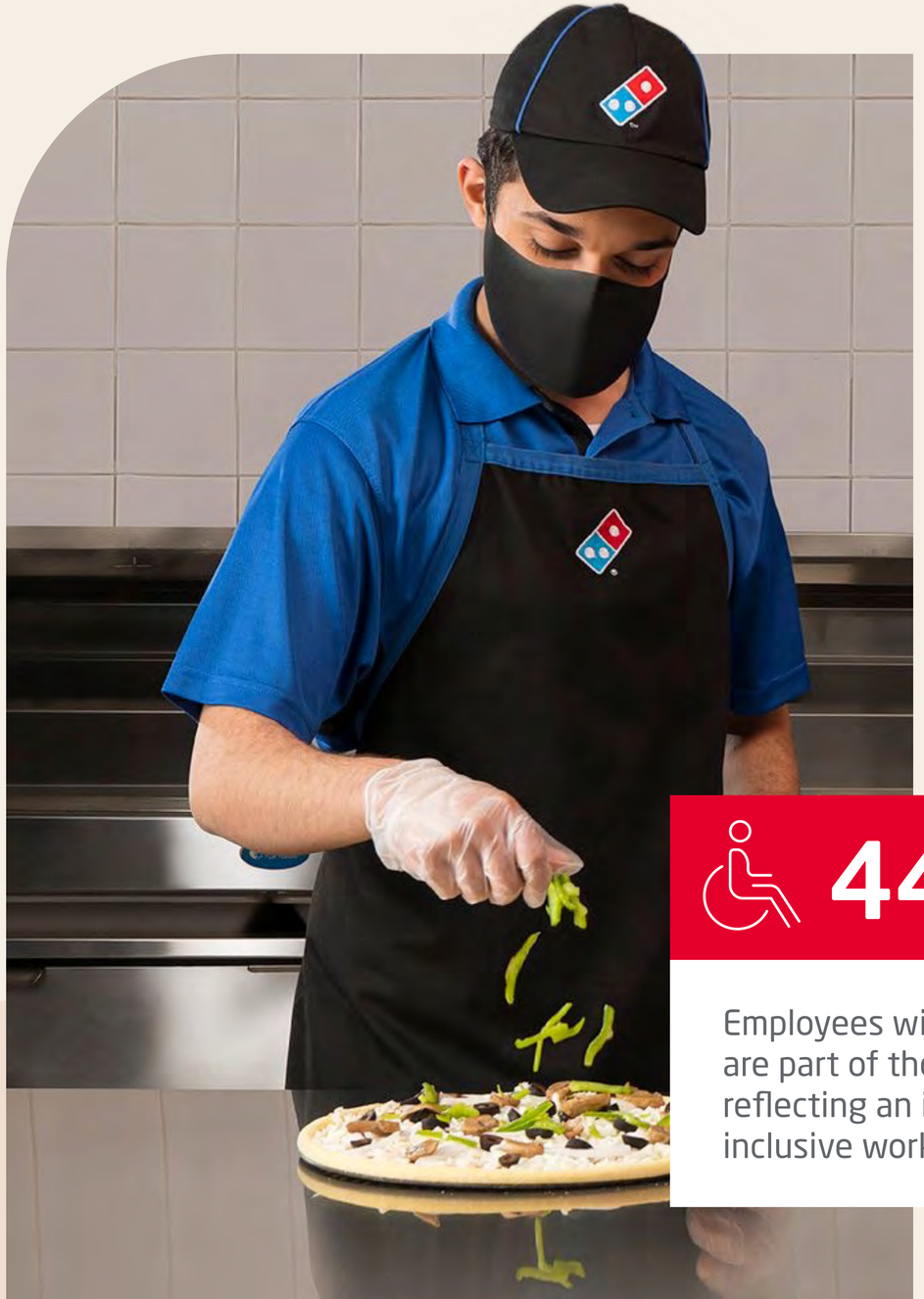
Continued Growth in Saudization

Domino's develops national talent through career pathways that extend from stores and operations to managerial and leadership positions.

Increase of
152%

Saudization, share of the workforce





44

Employees with disabilities are part of the team today, reflecting an increasingly inclusive workplace

A Domino's Story



Abdullah AlFerag

Regional Manager, Riyadh
with Domino's since 2008

Abdullah Alferag joined Domino's in 2008 as a Pizza Expert. Two years later, he moved into training, where he took on responsibility for developing employees and shaping their career paths, before going on to lead training across the company.

He later returned to operations as a District Manager and was subsequently promoted to Regional Manager. Today, he is responsible for around 30 stores in Riyadh.

His nearly two-decade journey demonstrates how continuous development and internal promotion can build Saudi leaders who grow with the company and contribute to its success.



Abdulmohsen AlYami

Leads Talent Acquisition, Saudi Arabia · with Alamar since 2017

Abdulmohsen Alyami joined Alamar in 2017 as a receptionist while studying at university, beginning a career in which his responsibilities expanded step by step.

In 2018, the company supported his development by sponsoring him to study English in the United States. After completing his studies, he moved into Public Relations, where he spent nearly three years building experience in communications and stakeholder relations.

He later transitioned into Human Resources and Talent Acquisition, progressing through increasing levels of responsibility to become Talent Acquisition Manager for Saudi Arabia. Today, he leads talent acquisition efforts, supports Saudization, and helps build teams across the business.

His journey began with a first opportunity and developed into a leadership role that reflects the impact of investing in national talent and creating opportunities from within the company.

Women in the workforce and leadership

One of the most inspiring chapters of the past decade has been the growing number of Saudi women building careers and leading teams, and Domino's has been proud to expand those opportunities.



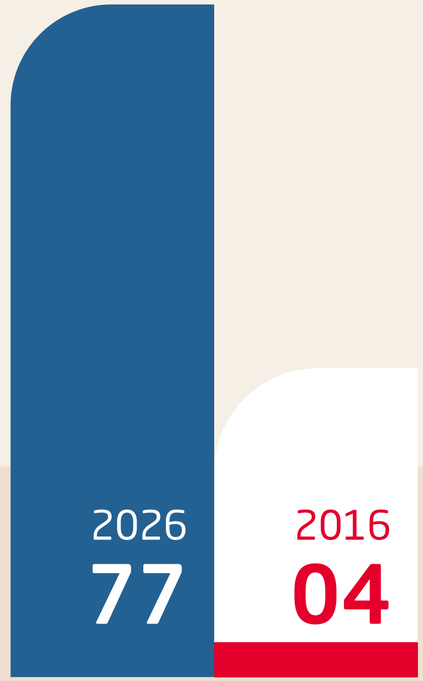
Empowering Women and Growing Female Leadership

Domino's kept pace with the growing participation of Saudi women in the workforce by expanding employment and professional development opportunities and enabling female talent to progress into managerial and leadership roles.

12 Saudi women in senior roles

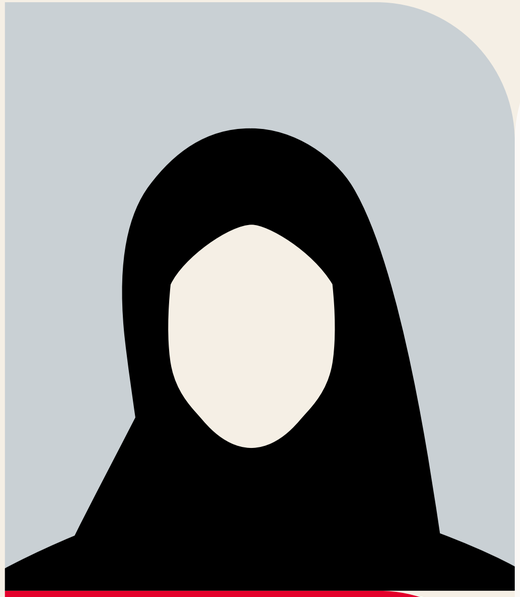
Increase of **1,825** %

Women on the Team





A Domino's Story



Afyaa AlSsaloum

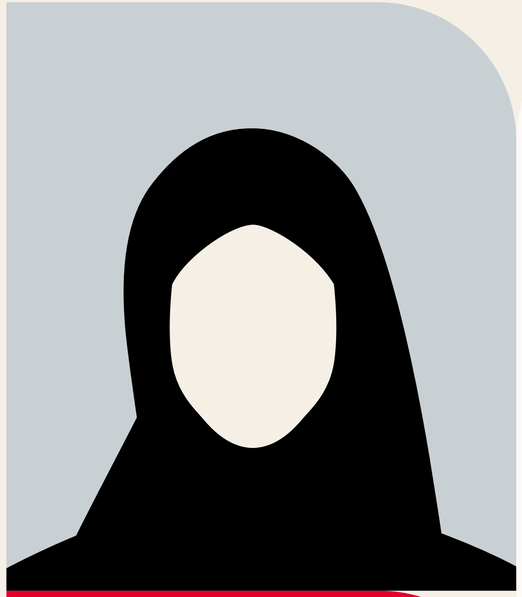
Field Trainer
with Domino's since 2021

Afyaa AlSaloum joined Domino's in 2021 and began her journey in one of the stores while completing her university studies, benefiting from a flexible work environment that enabled her to balance academic and professional responsibilities.

As she progressed, her responsibilities grew and she moved into a field management role, an experience that strengthened her confidence and developed her customer service and team leadership skills.

As graduation approached, she was given the opportunity to complete her co-op internship at Alamar, before moving into a new role in the Human Resources team.

Her journey began in a Domino's store and evolved into a new career opportunity within the company, reflecting the impact of flexibility, development and opportunity creation for Saudi talent.



Mashael AlNahedh

Senior Director, Business
Strategy and Performance
with Domino's since 2017

Mashael Alnahedh joined Domino's in 2017, beginning her career in finance and operations before broadening her experience to include business performance, customer behavior and customer experience.

As her experience grew, she moved into Strategy and Performance, where she helped connect customer expectations with commercial performance and the company's strategic priorities.

Over the past two years, she has led the development of Domino's KSA business strategy and established a unified framework for initiatives and corporate KPIs, supporting growth and more effective decision-making.

Her journey shows how diverse experience can create a broader view of the business and pave the way for more impactful leadership roles.

Local supply chain and “Saudi Made” program

Domino’s is strengthening local content by expanding its reliance on suppliers and products manufactured in Saudi Arabia, supporting national supply chains and increasing value added within the local economy. The Saudi Made program reflects this direction by helping grow local partnerships and increase the contribution of national products across the company’s operations.



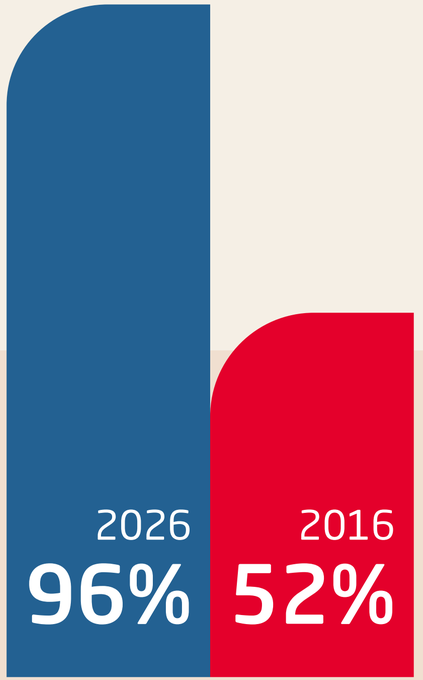
Local Products in the Supply Chain

Domino's continues to expand its reliance on local suppliers and products, strengthening supply chain efficiency and supporting the growth of locally sourced products across its operations.



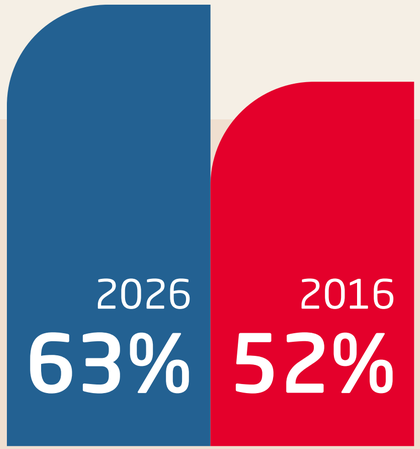
Non-core Ingredients

Increase of 44%



Core Ingredients

Increase of 11%



03

An Ambitious Nation

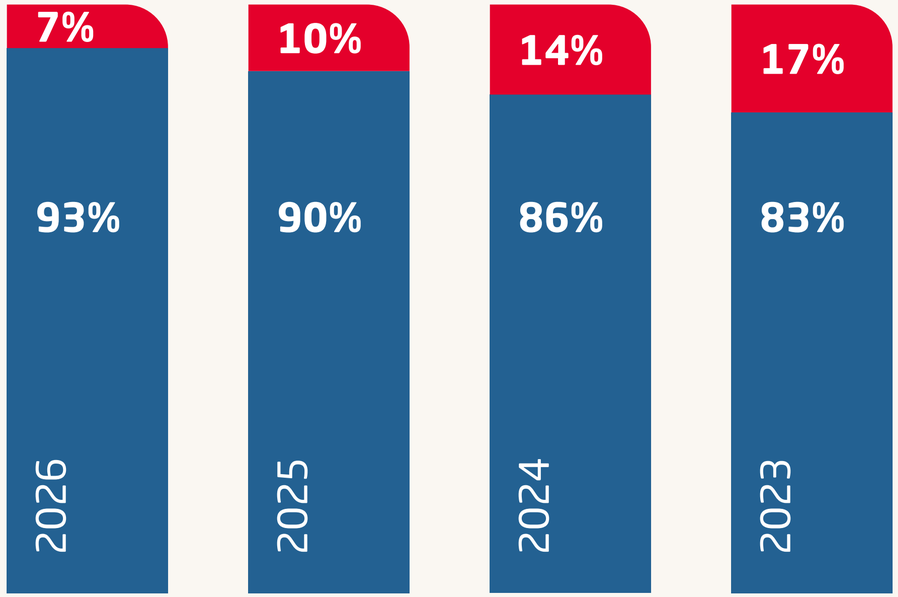
The third pillar focuses on how the country works and how everyone contributes, from world-class digital services to responsible, sustainable operations. Domino's plays its part by meeting customers digitally and operating responsibly.



Digital access and modern delivery

As Saudi Arabia's digital transformation accelerates and consumption patterns evolve, Domino's has developed its digital channels and delivery services to provide a faster, more convenient experience and reach customers more efficiently.

Shift Toward Non-Cash Payments





Domino's digital transformation has accelerated, making non-cash payments the dominant choice among customers, supported by the continued development of digital channels and ordering and delivery services.

Domino's has deployed automation technologies and digital solutions across its operations and customer service, helping deliver a faster, more convenient and more efficient experience.

Environmental performance and responsible operations

Sustainability is a national priority through the Saudi Green Initiative. Domino's contributes through everyday choices in packaging, waste and energy.



More Sustainable Environmental Practices

As the focus on sustainability and resource protection grows, Domino's is developing more efficient and responsible operating practices by reducing waste, improving waste management and optimizing resource use.

Recyclable Packaging

85%

of packaging materials were recyclable in the first half of 2026.



Tree Planting Initiative

+10,000

More than 10,000 seedlings planted as part of greening initiatives in collaboration with Green Horizons Association.



Domino's supply chain meets HACCP and FSSC 22000 food safety standards.



A water-recycling initiative with Green Horizons irrigates a local school.



Surplus food from branches and Riyadh stadiums is redistributed through the Khayrat Association.



A Journey That Continues... An Ambition Renewed

As Saudi Vision 2030 enters its advanced stages, attention is turning to sustaining the progress achieved and continuing to build a more diversified and competitive economy. At Domino's, we continue to invest in our capabilities, develop our business, empower our people, and harness new technologies and opportunities to support sustainable long-term growth.

We look to the next phase with confidence and ambition, continuing to enhance our customer experience, strengthen our partnerships, and create sustainable value for society and the economy.

Throughout a decade of transformation, we have kept pace with the journey of an ambitious nation, and today we continue to grow and evolve alongside it as we move toward the future.



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