

General FAQs

1. What is Alamar Foods?

Alamar Foods (the “**Company**”) is a Saudi-based leading Quick Service Restaurant (QSR) operator in the Middle East, North Africa, and Pakistan (MENAP Region) of two globally recognized brands: Domino’s, where Alamar has the exclusive right to develop and operate in 16 countries across the MENAP region, and Dunkin’, where it has the exclusive right to develop and operate stores as a franchisee in Egypt and Morocco.

Over the last two decades, Alamar Foods has built a solid platform as the exclusive developer and operator of these global brands. It operates over 520 Domino's stores across 11 countries throughout MENAP and over 40 Dunkin' stores in Egypt and Morocco.

2. What does Alamar Foods offer?

Alamar Foods operates two household brands that offer a complementary range of products.

- Domino’s is the largest pizza company in the world, known for its affordable dishes, including its world famous pizzas as well as its chicken wings and cheesy breads, welcoming storefronts and personalized offering tailored to the needs of local markets.
- Dunkin’ the second brand in the Alamar Foods portfolio, is a global favorite all-day, everyday stop for coffee and baked goods. Dunkin' is a market leader in the hot regular/decaf/flavored coffee, iced regular/decaf/flavored coffee, donut, bagel, and muffin categories.

3. Where does Alamar Foods operate?

As of 2021, Alamar Foods operates over 560 system-wide points of sale, including over 520 Domino’s stores across 11 countries in the MENAP region, namely Saudi Arabia, Pakistan, UAE, Kuwait, Oman, Egypt, Morocco, Bahrain, Qatar, Lebanon and Jordan.

The Company also has Master Franchisee rights to, but does not currently operate in, 5 additional markets which include Algeria, Tunisia, Iraq, Libya, and Yemen.

4. What is Alamar Foods current market position?

Alamar Foods integrated business model and well-invested technology platforms has enabled the Company to scale businesses into new markets and swiftly integrated global brands into local culture and generate strong demand.

Alamar Foods is the leading pizza QSR operator in KSA with a 43% market share as at the end of 2021. The brand enjoys a strong reputation for its friendly atmosphere and personalized experiences at each location. Alamar currently operates over 520 Domino’s stores across MENAP

The Dunkin' brand remains relatively nascent in-market but forms a core part of Alamar's strategy with strong headroom for expansion. Dunkin' revenues have more than doubled since 2019, which is indicative of its strengthening position in the regional market.

5. What differentiates Alamar Foods from its competitors?

Alamar Foods' unrivalled customer proposition is centered around its omni-channel ordering and services method which enable the QSR provider to attract customers through varied channels; be it the traditional dine-in or takeaway from store, or the novel online order and delivery options through aggregators or Alamar Foods' in-house delivery platform. The Company's in-house delivery capabilities provide a significant competitive advantage ensuring superior quality and quick delivery. This is supported by unmatched technology platforms including a web-based delivery service, mobile application, and a CRM platform which offers numerous services at the click of a button while enabling the Company to stay on top of trends while capturing live data and insights to improve customer experience and loyalty.

6. Who is the management team of Alamar Foods?

Alamar Foods has a highly experienced management team with complementary backgrounds supported by extensive senior management training and a comprehensive corporate governance framework. With an average tenure of over 7 years, the team transformed the company into a regional leader in the QSR sector and have been recognized for their efforts through numerous corporate achievements, including being recipients of Domino's International's own Gold Franny and Regional Manager of the Year awards.

Our key senior executives are:

- Ibrahim AlJammaz, Chairman
- Fillippo Sgattoni, Chief Executive Officer

ABOUT THE TRANSACTION

7. Why did Alamar Foods decide to go ahead with the IPO now?

The listing of Alamar Foods on the Main Market of the Saudi Exchange will be a significant milestone for the company, and a way to ensure that we can continue to capitalize on opportunities of growth in the Kingdom of Saudi Arabia and the wider region.

8. What is your strategy post-IPO?

The listing on the Saudi exchange will support Alamar Foods ambitious plans for growth throughout the MENAP region, expand its customer base and grow revenues while continuing to innovate on its best-in-class digital and distributional operating infrastructure.

9. What is the expected valuation? Is it considered fair?

Final valuation will be subject to the outcome of the book building exercise and will be disclosed in due course.

10. What is the transaction structure?

Alamar Foods will list 41.7% of its share capital on the Saudi Exchange's Main Market by way of a sale of shares owned by funds managed by Carlyle, (or the "Selling Shareholder").

11. Will current investors/owners exit the company fully or partially at the time of the IPO?

As per the prospectus, funds managed by Carlyle, (or the "Selling Shareholder") will be divesting a 41.7% investment in Alamar Foods on the Main Market of the Saudi Exchange.

12. Is the allocation of my subscription amount guaranteed? What happens if it is not guaranteed?

The number of shares you receive will depend on the pricing and allocation decisions taken by the company and the financial advisors. If there is over-subscription, Individual Investors will receive a refund.

13. What is the minimum and maximum subscription?

The minimum allocation per Retail Subscribers is ten (10) Offer Shares, and the maximum allocation per Retail Subscribers is three hundred thousand (300,000) Offer Shares.

The minimum allocation per Institutional Investor is one hundred thousand (100,000) Offer Shares, and the maximum allocation per Institutional Investor is one million, two hundred and seventy-four thousand, nine hundred and ninety-nine (1,274,999) Offer Shares.

14. When will I be able to sell my shares?

There will be no implementation of a lock-up period or restrictions on the sale of your shares following listing. New shares will be available to buy and sell from the first day of trading.

15. What will the company's dividend policy be?

The Company intends to distribute annual dividends to its Shareholders to enhance the value received by such 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. In addition, investors willing to invest in the Offer Shares should be aware that the Company's dividend distribution policy may change from time to time.

While the Company intends to distribute dividends to its shareholders on an annual basis, the Company does not guarantee the distribution of such dividends or the amounts to be distributed in any given year.

The Company's net profits will be distributed after deducting all general expenses and other costs as per its bylaws.