AMERICANA RESTAURANTS

LARGEST RESTAURANT OPERATOR IN MENA & KAZAKHSTAN

Investor Presentation
September 2026

Select brands shown for illustrative purposes

A Taste of Americana Restaurants

AMERICANA
RESTAURANTS

OUR PURPOSE

Building Communities Around the Joy of Food

OUR VISION

To be the fastest growing and most trusted food operator in the world

OUR MISSION

To create awesome experiences for our internal and external customers, delivering amazing value for our shareholders

Our journey so far…

…five decades of heritage have made Americana the region's most community-rooted, customer-centric operator

AMERICANA RESTAURANTS

1964	1971-2016	2016	2017-2021	2022-Current
JOURNEY BEGINS FOR AMERICANA GROUP	LEADING MENA FOOD & BEVERAGE PLAYER	PARENT ACQUISITION	RESTAURANT BUSINESS TRANSFORMATION	ACCELERATING GROWTH

JOURNEY BEGINS FOR AMERICANA GROUP

AMERICANA GROUP FOUNDED IN KUWAIT

AMERICANA QUALITY

LEADING MENA FOOD & BEVERAGE PLAYER

Iconic Brand Portfolio

KFC, Hardee's, Krispy Kreme, Pizza Hut, TGI Fridays, Farm Frites, California Garden

Expansion into new geographies

Other GCC

Egypt, Lebanon, Iraq, Morocco, Jordan, Kazak

PARENT ACQUISITION

Saudi PIF – 48%

AMERICANA

Mohamed Alabbar – 48%

RESTAURANT BUSINESS TRANSFORMATION

- Parent delisting and reorganization
- Crossed 2,000 stores and revenue of $2Bn
- People & culture transformation

ACCELERATING GROWTH

- **Dual listing** on Abu Dhabi & Saudi Exchanges
- Launch of **Peet's Coffee**
- Long term licensing agreement with **Malak Al Tawouk**
- Strategic Partnership with **ADNOC** to unlock 200 new stores in 5 years
- Franchise agreement to launch **Taco Bell** in UAE

The largest QSR operator in MENA and Kazakhstan

...on a rapid growth journey to build on an established leadership position

AMERICANA RESTAURANTS

EXPOSURE TO 12 HIGHLY ATTRACTIVE MARKETS ACROSS MENA AND KAZAKHSTAN

50+
Years as a trusted franchisee operator

#1
Operator in MENA and Kazakhstan

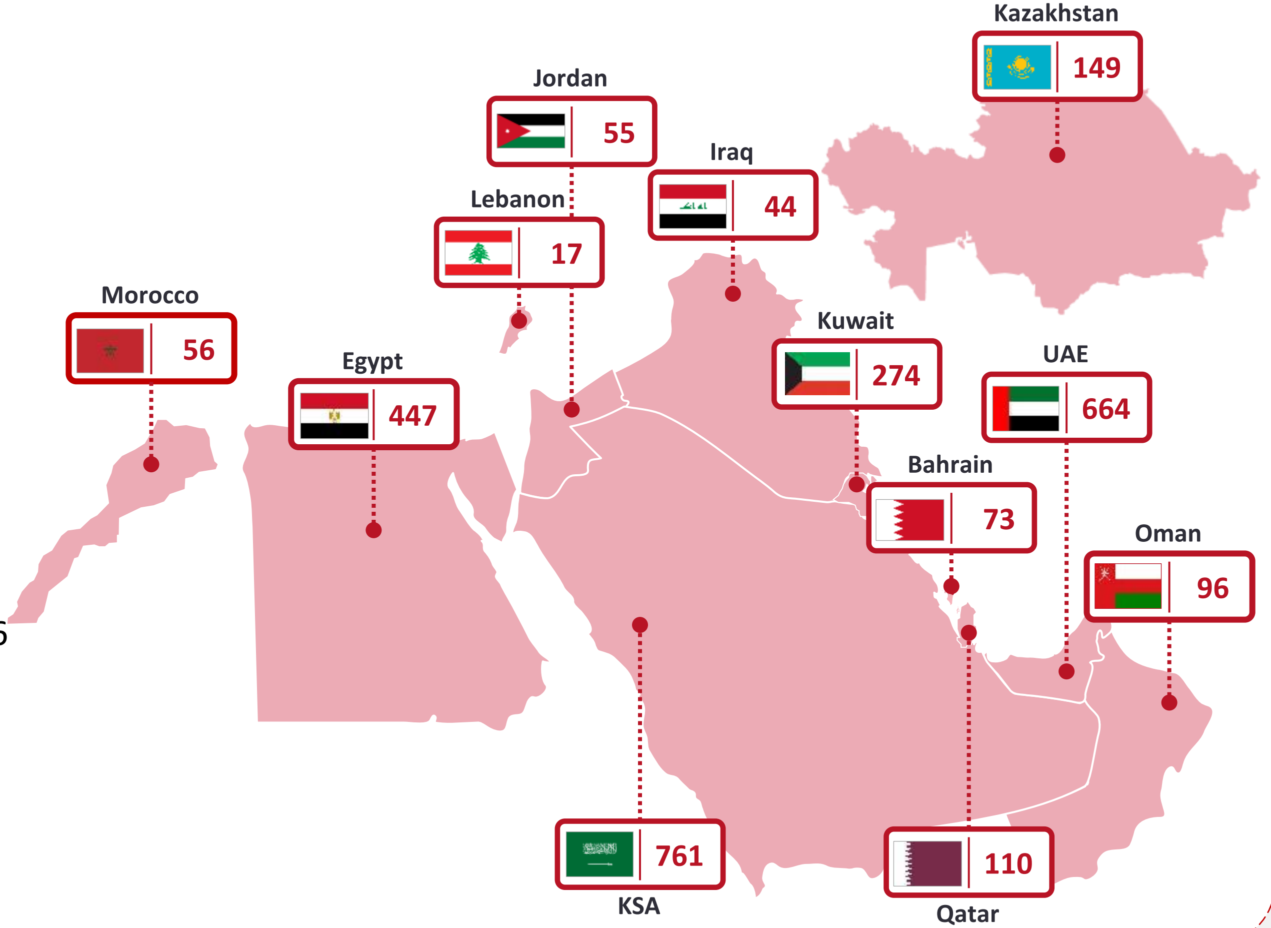
13
Brands with superior brand equity

2,746
Total Restaurants as of Jun 26

$2.7B
Revenues in LTM Jun 26

+167
Gross new stores opened LTM Jun 26

$274M
Net Profit in LTM Jun 26



Store count as on 30th June 2026

Standout platform for iconic brands

...covering all popular food categories

International QSR

Chicken

#1 global Chicken QSR Brand, leader across our markets

Pizza

Leading Pizza QSR brand in our core markets

Mexican

Leading QSR brand specializing in Mexican category

Burger

Iconic Burger QSR brand in MENA

Revamped "Nostalgia" Burger brand

Regional QSR

Arabic

Leading Arabic QSR with strong brand equity and a loyal customer base

Classic Arab cuisine with a modern twist

INDULGENCE

A globally leading donut brand

Iconic US Ice cream brand – "selling fun not ice cream"

COFFEE & PREMIUM

Selection of world-class coffee brands

Premium nuts, dried fruit and confectionery brand

CASUAL DINING

Legendary brand offering a classic American casual dining experience

Single platform **Multiple brands**

Moats Driving Sustainable Long Term Value Creation

AMERICANA RESTAURANTS

...Scale, Innovation and Financial strength form the foundation for our next phase of growth

Scale & Operating Advantage

2,700+

Restaurants across 12 countries creating scale advantages

Global sourcing and a resilient supply chain network drive high service levels and margin enhancement

Insights & Product Innovation

26+

Limited time offers over the last 6 months (1 LTO every ~7 days)

Inhouse primary research team drives product innovation tailored to local tastes

Digitalization & Automation

~66%

Sales generated through digital channels, generating rich customer insights

Digital and GenAI-enabled last-mile delivery platform with in-house fulfilment capabilities

Earnings & Operating Leverage

10%+

Net Income margin % in H1 26

Strong operating leverage & cost discipline converting revenue growth into faster earnings growth

Financial Strength

~3 years

Capex payback supports attractive returns

Strong, debt-free balance sheet along with robust cash flows provides financial flexibility

New Vectors

3+

New Brands onboarded in the last 18 months

Malak Al Tawouk, Taco Bell and Carpo broaden growth avenues and capture customer share of stomach

Together these moats compound revenue, earnings and cash flow into long-term value

Key Growth Levers

AMERICANA RESTAURANTS

...leveraging scale, innovation, expansion and financial strength to accelerate growth

1 Like-for-Like

Leadership through innovation and margin accretive value

- ✓ **Value** & **innovation** driving traffic & frequency
- ✓ Win trust through **local relevance** and communication
- ✓ Unlocking **media efficiency** through strategic procurement
- ✓ Balance transaction and check growth **through disciplined revenue management initiatives**

2 Penetration

NSOs focused on profitable markets and brands

- ✓ **762 gross** new stores added from 2023 to date **(6.8% CAGR)**
- ✓ **87% of the NSOs pertain to Power Brands -** with further market holding capacity still available
- ✓ **Historic ADNOC x AMR Partnership**: Securing a 200-Store Growth Platform across UAE, KSA & Egypt

3 Category Expansion

Expansion into diversified and attractive segments building new revenue streams

- ✓ Signed an exclusive agreement with **Yum! Brands** to bring **Taco Bell** into UAE
- ✓ Launch of **Carpo** - a **premium lifestyle brand**, renowned for nuts, chocolates and coffee
- ✓ 75-year license to develop **Malak Al Tawouk** across MENA and CIS

4 Geographic Expansion

Leveraging financial strength to capture value-accretive growth opportunities

- ✓ **Strong balance sheet** provides flexibility to continuously review attractive growth opportunities
- ✓ **Disciplined capital allocation** focused on value-accretive and strategically aligned expansion

These four strategic levers continue to provide a clear roadmap for AMR's future growth

Introduction to the AMR Leadership

…a world class leadership team with decades of international experience

Amarpal Sandhu
Chief Executive Officer

- Joined in 2017 as KFC COO
- Appointed CEO in 2019
- Former Texas Chicken International executive with extensive global franchising experience

Harsh Bansal
COO KFC & Pizza Hut

- Joined in 2016
- Appointed COO in 2026
- Spearheaded a milestone dual listing on the ADX and Saudi Exchange, a first of its kind in the region

Rahul Mathur
Chief Financial Officer

- Joined in 2026 as CFO
- Ex-CFO Europe & ANZ, Reckitt
- A proven track record in transformation, profitability and capital efficiency

Dusan Folta
Chief Development Officer

- Joined in 2021 as CDO
- Spent 19 years with AmRest, culminating as KFC Brand COO for Europe and Russia

Hesham Talaat
COO Multi Brands

- Leads Hardee's, Indulgence
- Country GM for Egypt & Iraq
- Led successful turnarounds of KFC businesses in Kuwait, KSA and Egypt

Vishal Bhatia
Chief Digital Officer

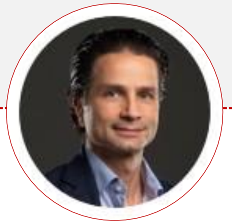
- Joined in 2020 as KFC COO; CDO since 2026
- Previously led Swiggy's cloud kitchens, private brands and virtual brands business

Maria Escobar
Head of Human Capital

- Joined in 2025, as Head of Human Capital
- Brings 20+ years of HR leadership experience across the Americas, Europe, Middle East and Africa

Ashish Krishna
Chief Information Officer

- Joined 2017; CIO since 2026
- Brings 12+ years experience across enterprise apps, restaurant tech, finance



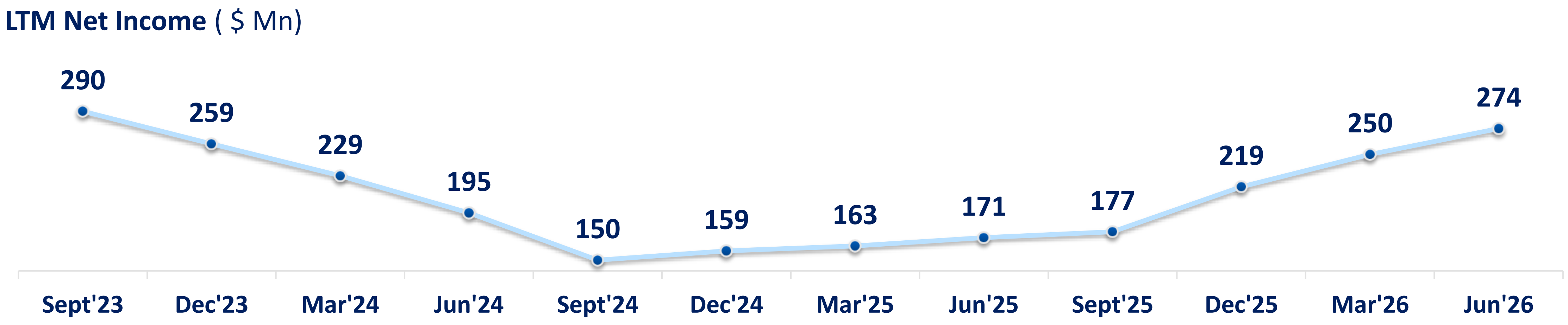
Kareem Abughazaleh
GM Growth Brands

- Joined in 2025 as GM of Growth brands
- Co-founded iKcon and scaled it into one of MENA's largest cloud kitchen operators before its acquisition

Agility, Resilience - Repeatedly Proven

...Americana's scale, brand portfolio, operating discipline and financial strength have countered every headwind

Earnings have broadly recovered and well positioned for future growth



Earnings Recovery

LTM Jun'26 earnings largely back to pre boycott levels

Resilience

No material impact from ongoing regional geopolitical disruptions

Valuation Upside

The market yet to fully reflect the earnings recovery

H1 26 Results: Strong growth across every metrics

...robust first-half performance positions AMR well to deliver on its full year guidance

REVENUES

+12.1% increase (vs. H1 25)

$1,364.5m

LFL

+6.3% Increase (vs. H1 25)

NET PROFIT

59.2% increase (vs. H1 25)

$147.2m

10.8% Margin

INTERIM DIVIDEND

$100.8m

$0.012 per share

CAPEX

4.9% of revenue

$67.2m

RESTAURANT PORTFOLIO

+167 gross NSOs added in LTM

2,746 stores as on 30th June 2026

FY 2026 Guidance

- Mid-single-digit LfL growth
- 120-130 net new stores
- Net income margin expansion of 100-150 bps vs. 2025

Source:
Company information

Annexures

FINANCIAL REVIEW

H1 2026

H1 26
Performance dashboard

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RESTAURANT PORTFOLIO

2,746 stores

+167
gross new restaurants added during LTM[1]

+108
net new restaurants added during LTM[1]

REVENUES
$1,364.5m
12.1% increase (vs. H1 25)

LFL
6.3%
increase (vs.H1 25)

EBITDA
$348.2m
26.7% increase (vs. H1 25)

NET PROFIT
$147.2m
59.2% increase (vs. H1 25)

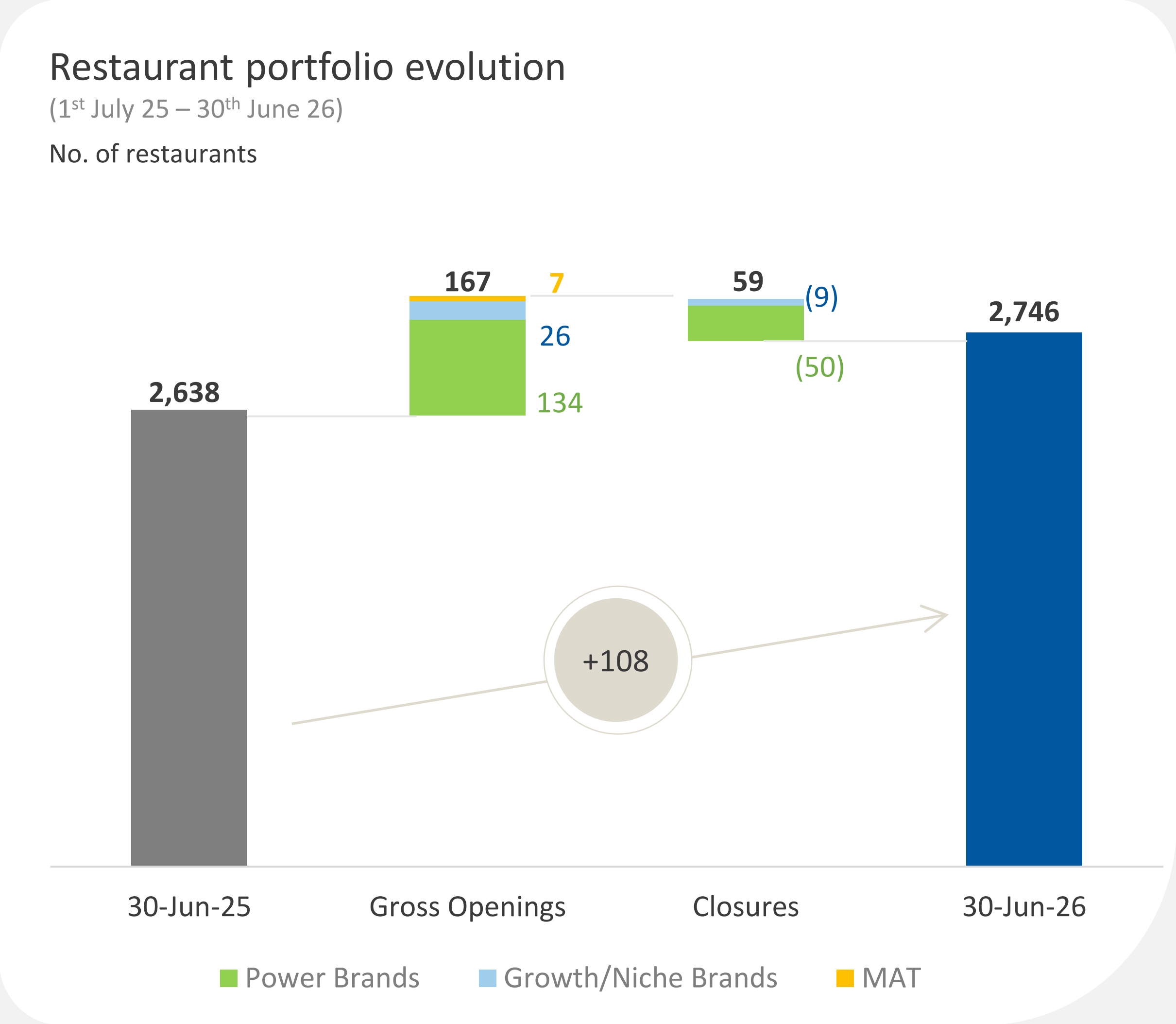
CAPEX[2]
$67.2m
4.9% of revenue

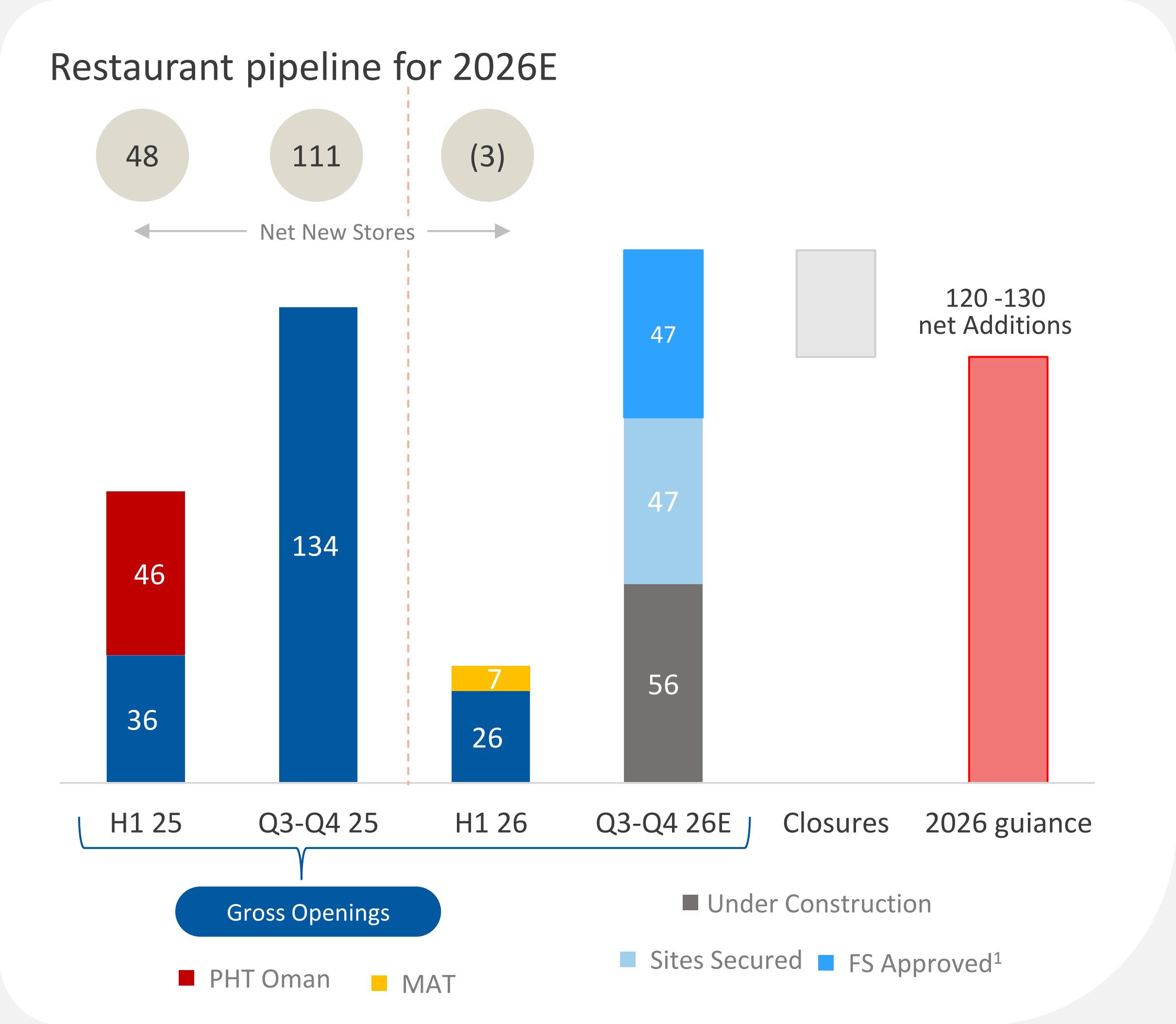
INTERIM DIVIDEND
$100.8m
$0.012 per share

Source:
Company information

1. Includes 7 stores from consolidating MAT UAE, LTM refers to Last Twelve months period
2. Includes consideration paid to acquire the subsidiary MAT in UAE

Building scale with 167 new stores added in the last twelve months and continued development visibility



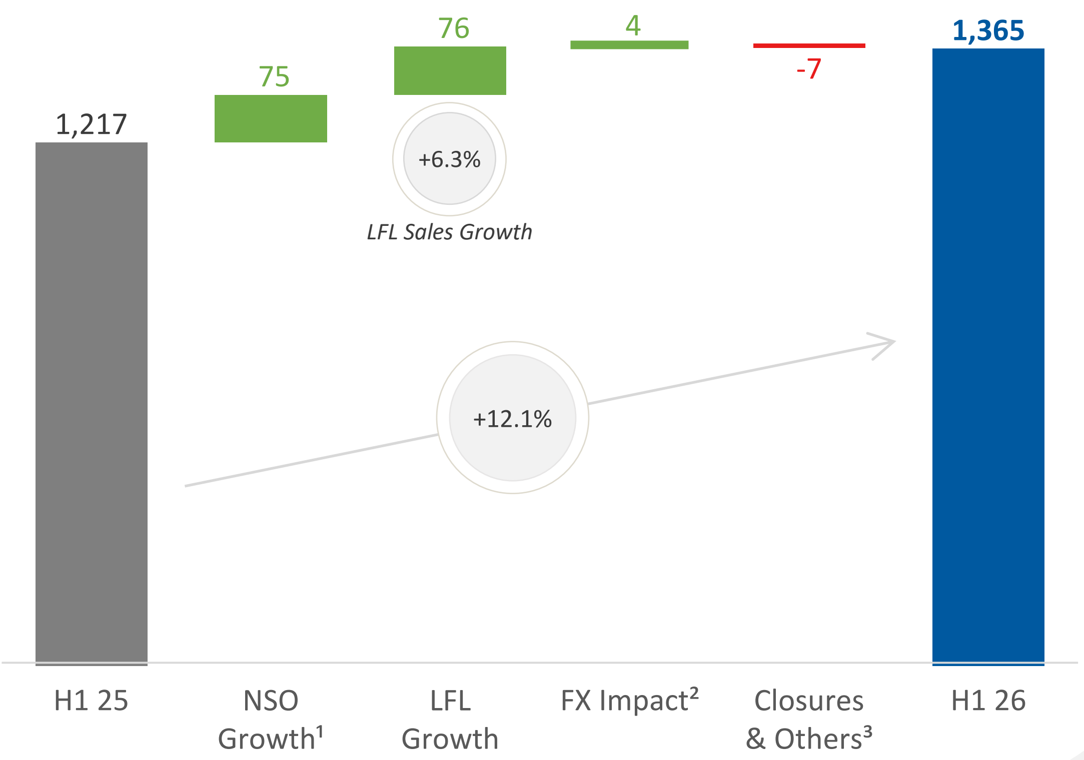


Source: Company information 1. Feasibility Study Approved - Restaurant sites approved by leadership for signing the lease and start construction work

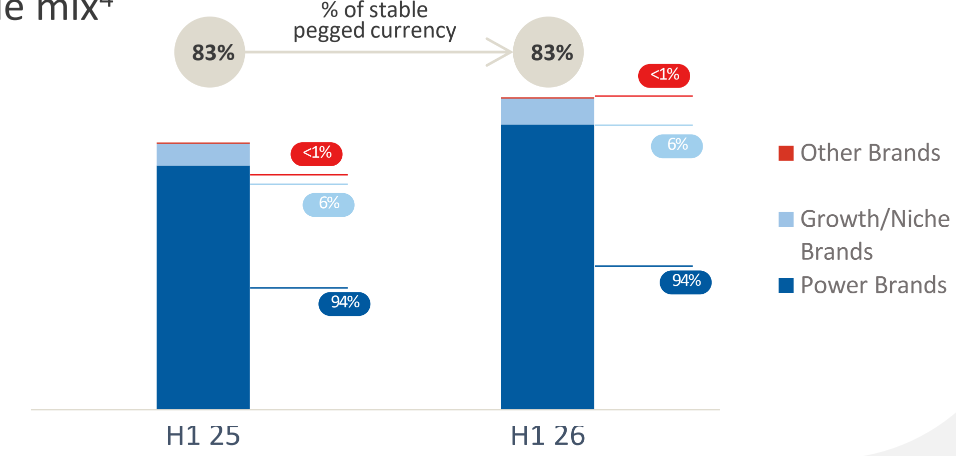
Double digit revenue growth of +12.1%, driven by strong LFL growth of +6.3% and new store openings

Revenue bridge

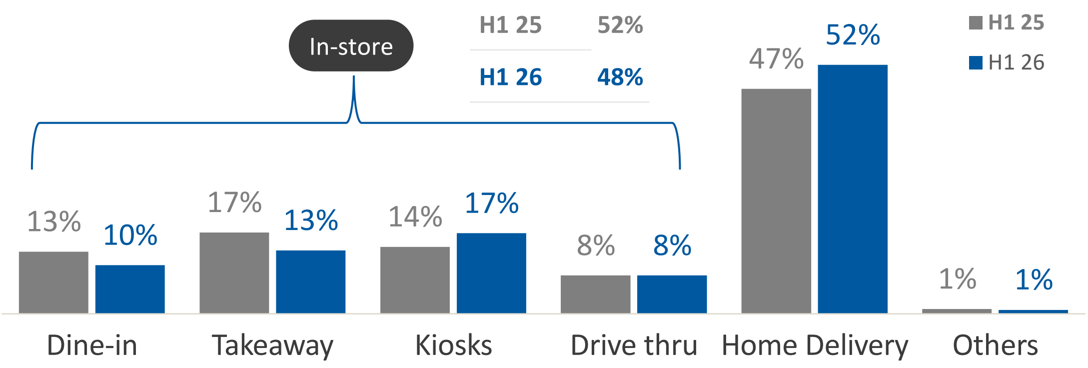
(H1 25 to H1 26), $m



Revenue mix[4]



Channel mix[4]



Source:
Company information

1. Revenue contribution from stores opened for less than or equal to 12 months; including MAT
2. FX impact mainly due to Kazakhstan
3. Others include Lebanon hyperinflation impact, rentals and logistics
4. Sum might not add up to 100% due to rounding

Broad based revenue growth in H1 2026 underpinned by meaningful innovations executed with excellence

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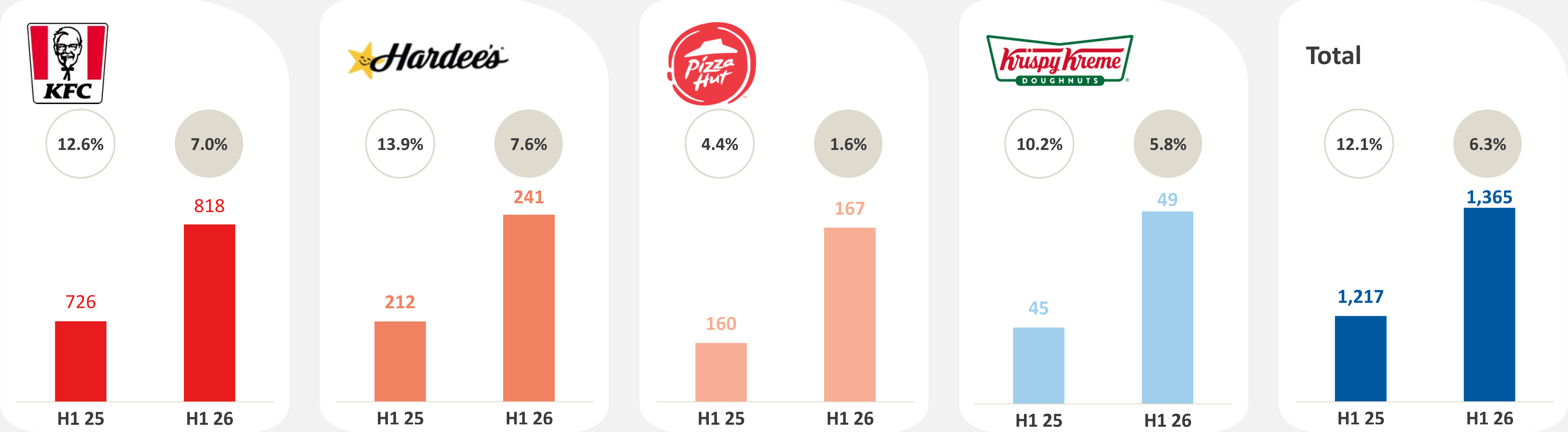
Revenue by Power Brands

(H1 25 to H1 26), $m

YoY Growth[1]   LfL Growth[2]



Revenue for major countries

(H1 25 to H1 26), $m

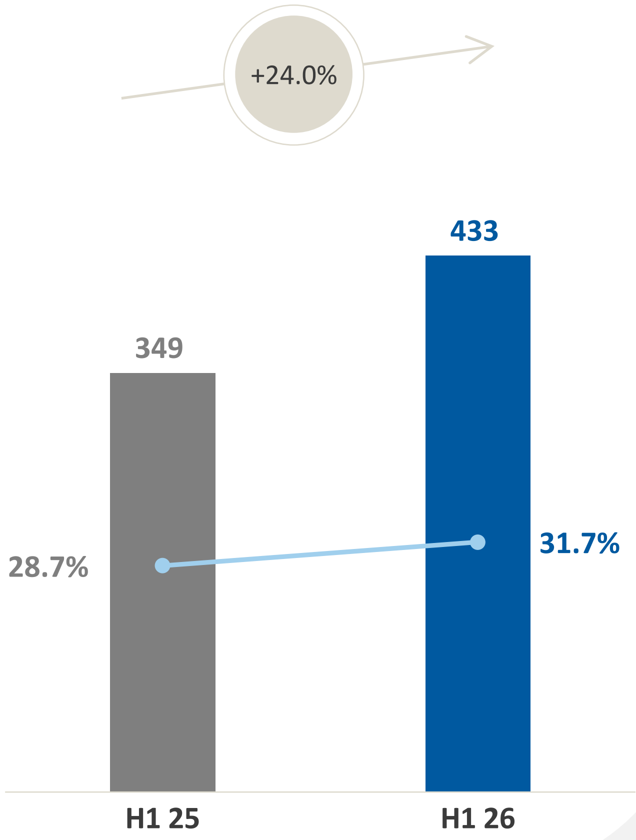
H1 25   H1 26

Source:
Company information

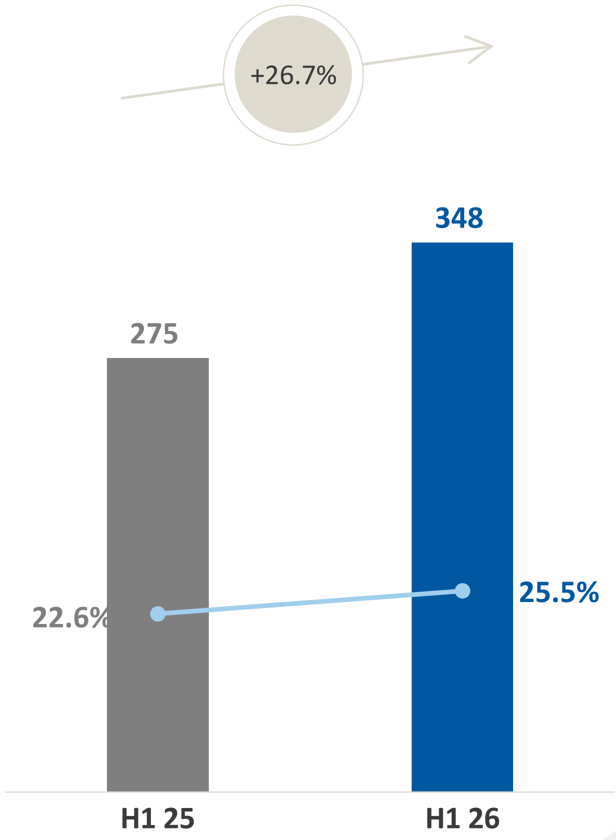
1. Total Sales Growth in H1 2026 vs. H1 2025 2. Same store sales growth in H1 2026 vs. H1 2025

Strong margin expansion underpinned by operating cost leverage and disciplined cost management

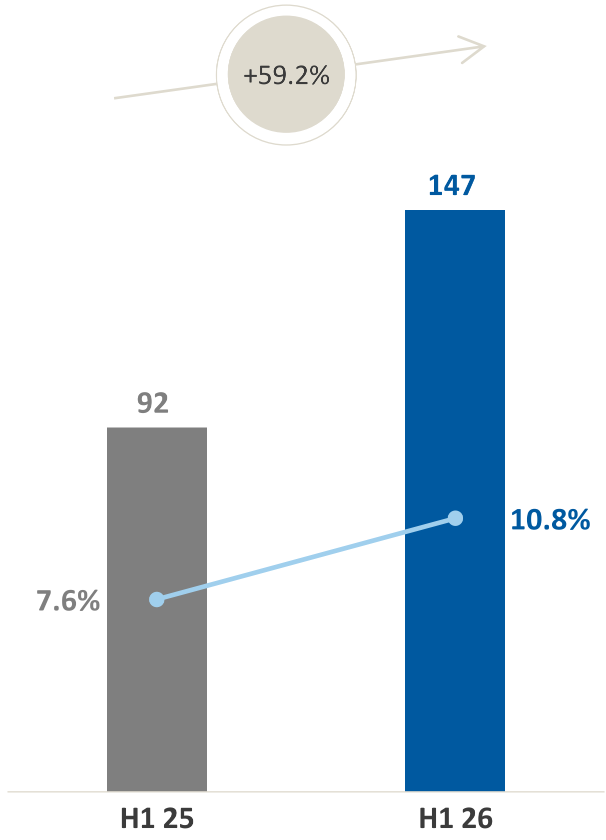
4 Wall EBITDA
(H1 25 to H1 26), $m



EBITDA
(H1 25 to H1 26), $m



Net Profit
(H1 25 to H1 26), $m



Margin (% of revenues) YoY growth

Source:
Company information

180 bps improvement in inventory cost as % of sales driven by supply chain projects and measured pricing initiatives

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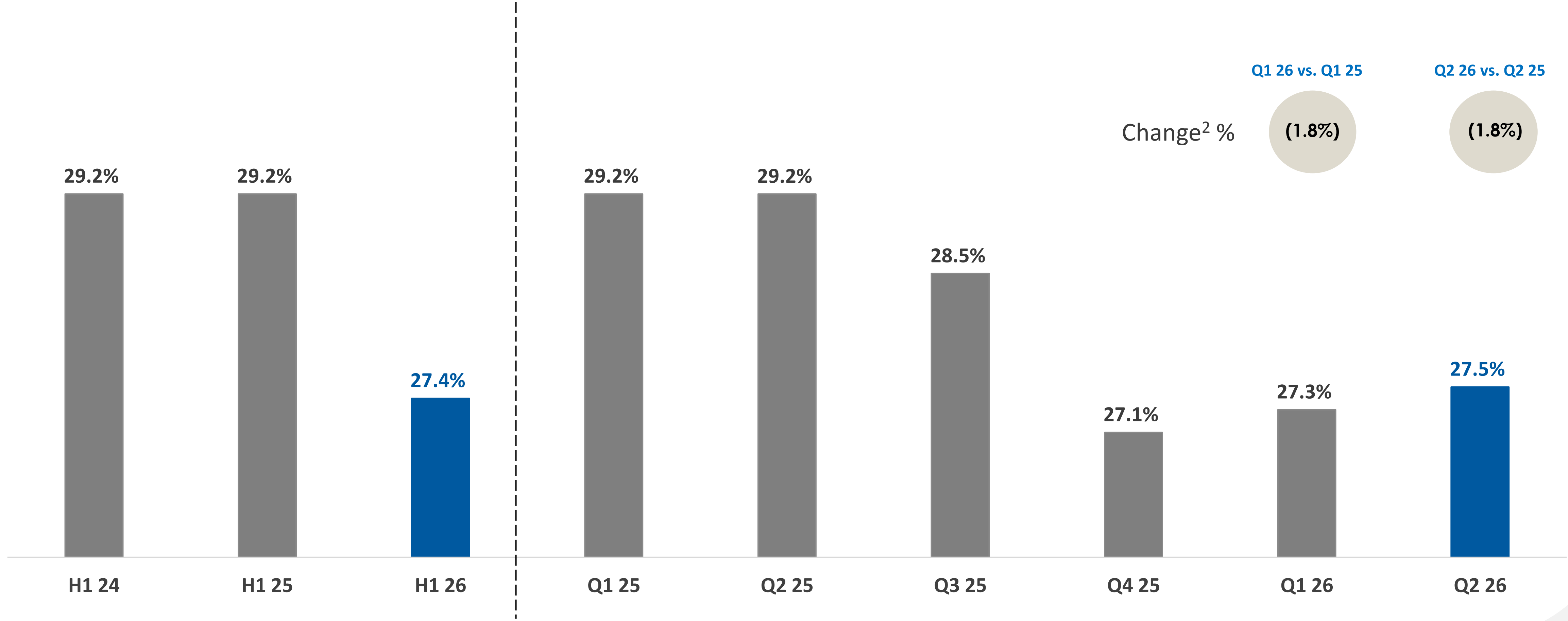
Cost of inventory[1] evolution



Source: Company information

1. Refers to cost of materials, filing and packing materials. Calculated as % of revenue
2. Change % calculated as cost of inventory % in current quarter vs. same quarter last year. Minor differences in change% are attributable to rounding.

Disciplined capital allocation and Store expansion enabling a healthy 3-year payback

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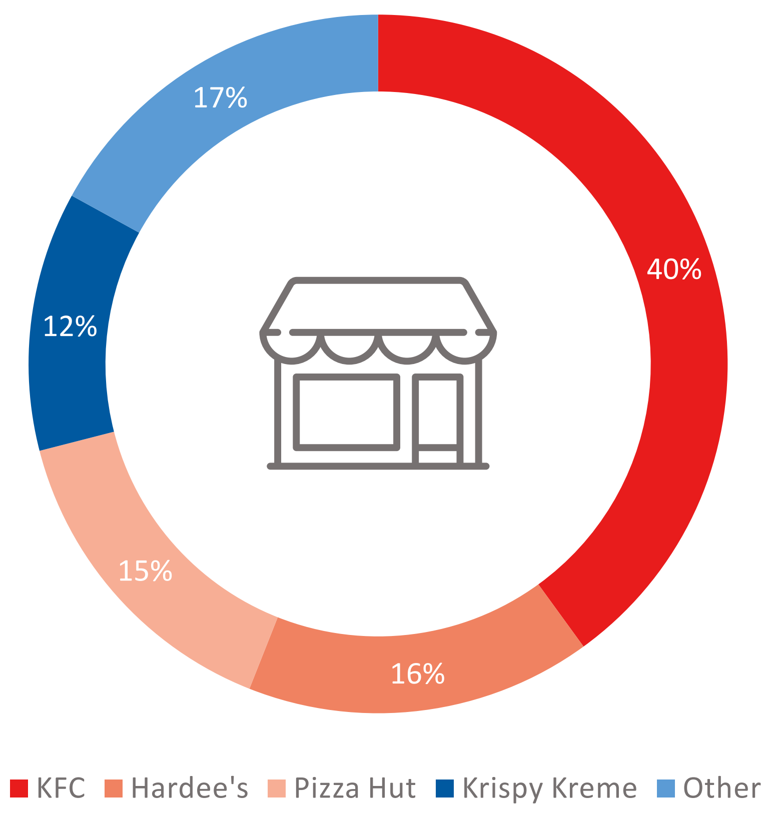
Key metrics by restaurants[1]

Brand	New Restaurants openings	Avg. Capex / restaurant ($k)	Payback (years)
KFC	142	523	2.4
Hardee's	57	442	2.5
Pizza Hut	54	345	> 5 years
Krispy Kreme	44	107	> 5 years
Others[2]	59	346	> 5 years
Total	**356**	**402**	**3.0**

New restaurant openings[1] by brands



Source: Company information

1. Gross stores opened from 1 Apr 2024 to 31 Mar 2026 and are currently in operation ; P&L performance till Jun 2026, annualized for forecast periods
2. Others Include Wimpy, Baskin Robbins, TGIF, Peet's Coffee, Costa Coffee and Chicken Tikka

Improved net working capital, continued capital deployment to enable sustainable growth

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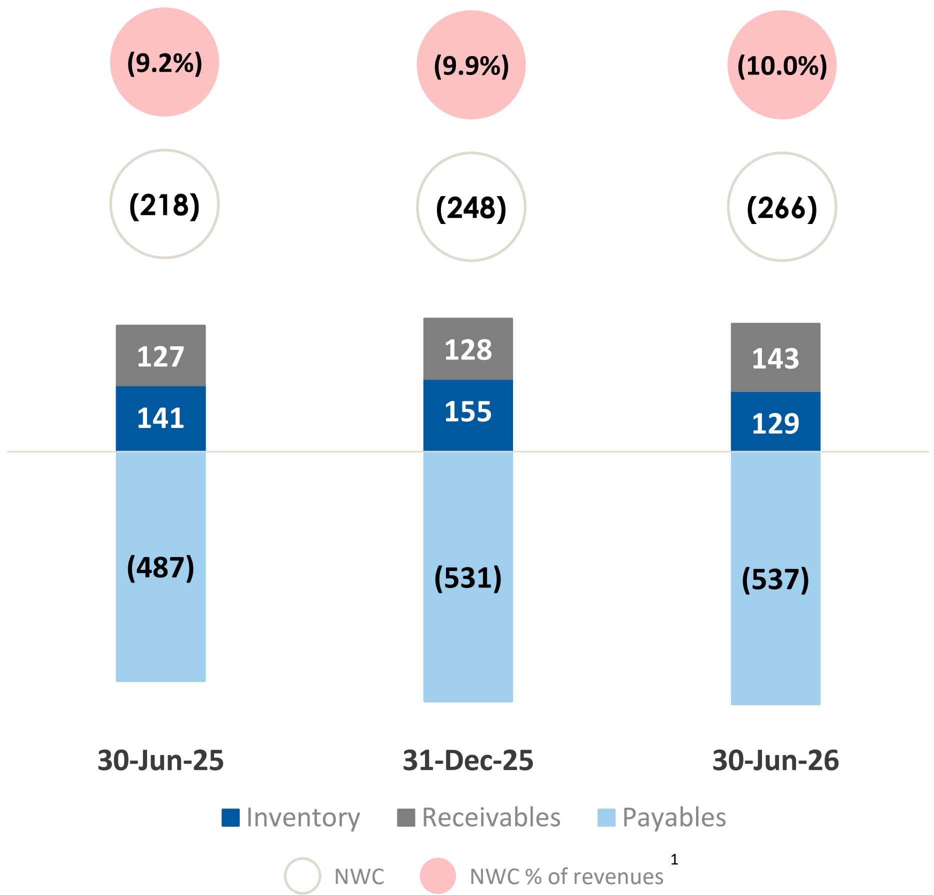
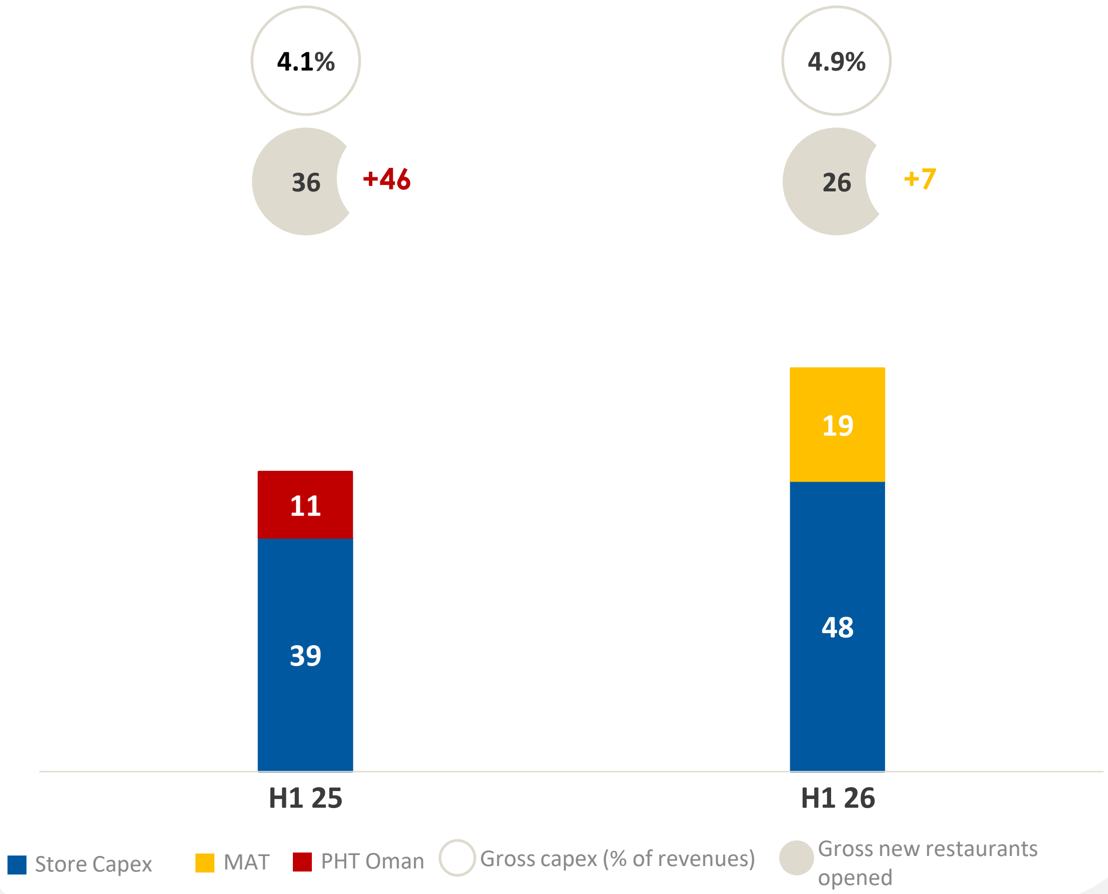
Net Working Capital (NWC)

$m



Gross Capex

$m



Source: Company information

1. NWC % of revenues is defined as NWC as at the end of each period divided by the revenues of the last twelve months

THE WAY FORWARD

2026 Guidance

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Revenue Growth

- ✓ Continue delivering mid-single-digit LfL growth, consistent with H1 2026 performance
- ✓ Win brand love and trust through local relevance and strong campaign execution

NSO Guidance

- ✓ 120 – 130 net new stores in 2026; including new brands
- ✓ NSOs focused on high performing BMUs[1] and scale-up of new brands

Digital Leadership

- ✓ Evolving to a loyalty-led ecosystem and making loyalty a core pillar of customer engagement
- ✓ Drive customer engagement by leveraging Americana's proprietary customer stack (CDP, CRM and personalization)

Profitability Outlook

- ✓ Gross profit margin, EBITDA margin and Net income margin expansion vs. 2025
- ✓ Net income margin expansion of 100-150 bps vs. 2025

Category Expansion

- ✓ Build on the successful acquisition of Malak Al Tawouk in the UAE and KSA[2]
- ✓ Launch MAT in Kuwait
- ✓ Continue exploring growth opportunities within the Arabic category and scalable global brands

Cost Efficiencies

- ✓ Drive inventory cost savings with menu optimization and supplier negotiations
- ✓ Streamline G&A leveraging efficiencies of scale and AI initiatives

Source:
Company information

1. Brand Market Units
2. Malak Al Tawouk KSA acquisition completed on 9th Jul 2026

APPENDIX

Portfolio evolution – H1 26

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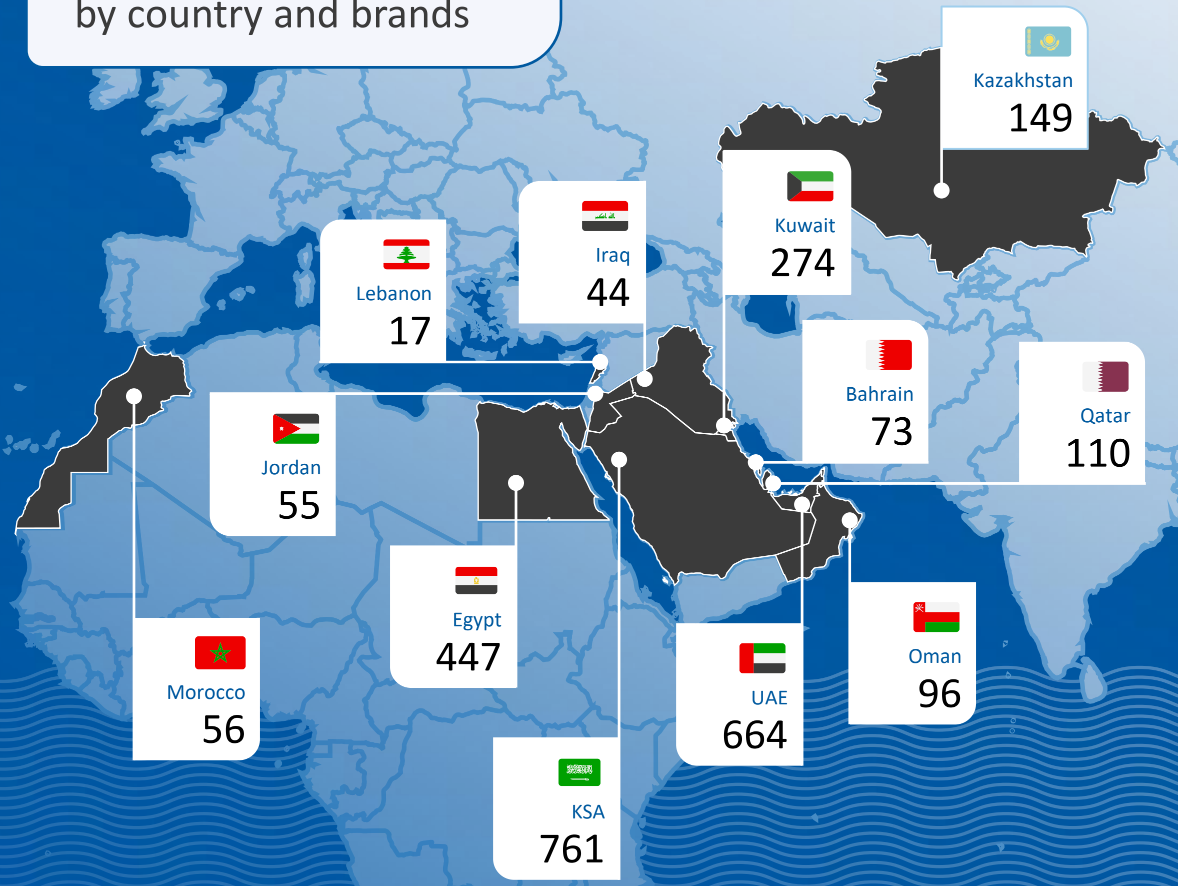
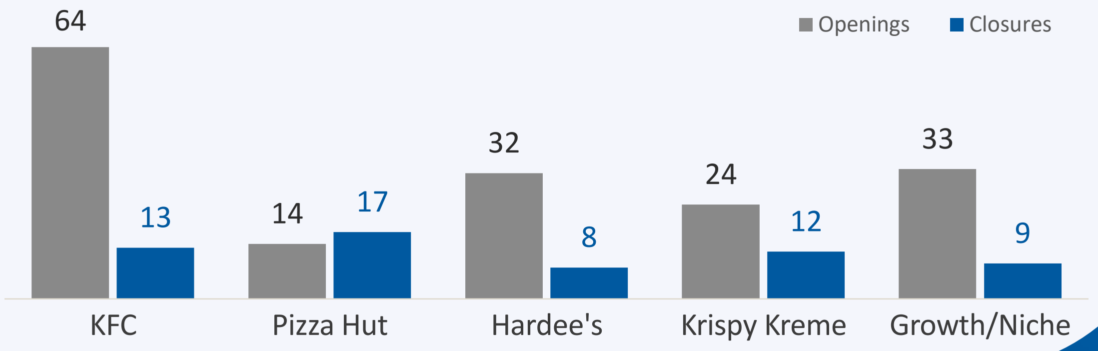
No. of restaurants – by country and brands



Openings & closures – LTM H1 26[1]

No. of restaurants – by brand/category



	KSA	UAE	Kuwait	Egypt	Others	Total
KFC	314	238	81	171	340	1,144
Hardee's	151	105	61	40	102	459
Pizza Hut	110	164	–	94	78	446
Krispy Kreme	165	95	37	44	54	395
Growth/Niche Brands	21	62	94	96	26	299
Other Brands	–	–	1	2	–	3
Total	**761**	**664**	**274**	**447**	**600**	**2,746**

Source:
Company information

1. Includes Additional 7 stores from MAT UAE

Free cash flows and movement in cash & cash equivalents

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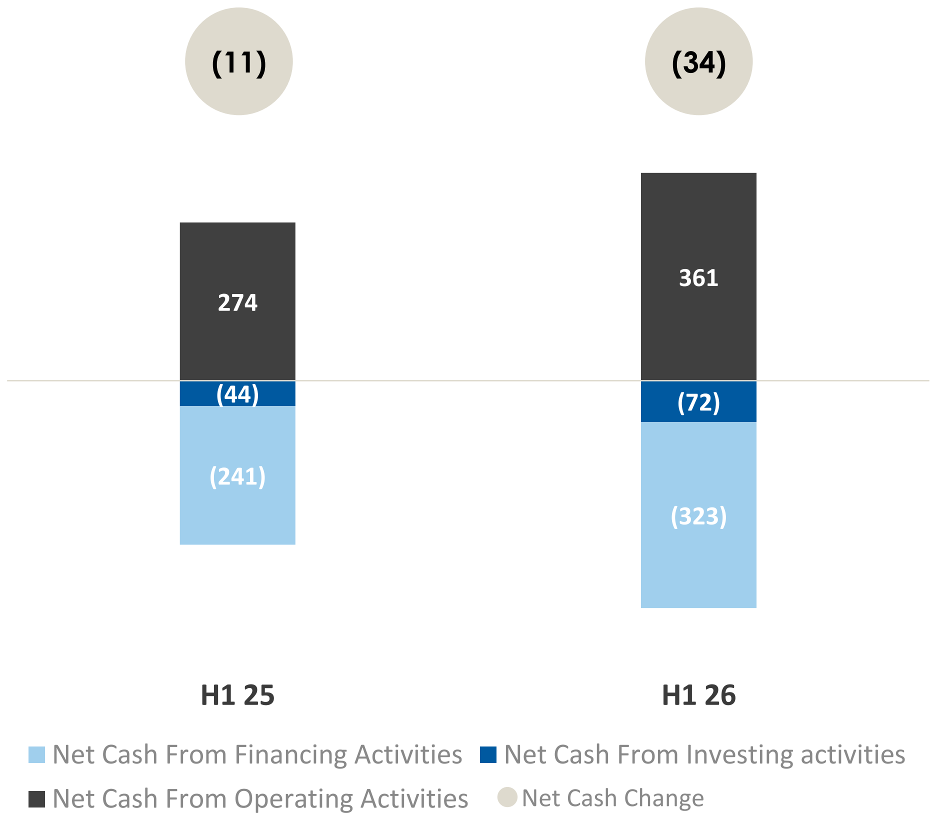
Movement in Cash & Cash Equivalents

$m



Free Cash Flow (FCF)

$m	H1 25	H1 26
EBITDA	275	348
Hyper Inflation Effect	1	(<1)
Net Capex	(49)	(67)
Change in Non-current Portion of Trade Payables	(9)	3
Tax	(16)	(24)
Change in NWC	23	18
Change in Non-current Portion of Trade Receivables	0	2
Lease Payments	(114)	(120)
Total	**111**	**160**
Conversion %	**68%**	**70%**

Source: Company information

1. Net Cash from Investing activities is without (increase)/decrease in short term fixed deposits and Increase of Other financial assets

EBITDA to net profit reconciliation

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Post IFRS-16 basis

$k	H1 25	H1 26
Net profit attributable to shareholders of the company	92,482	147,221
Minority (Non-Controlling Interest)	(940)	(238)
Income tax (including Pillar II), and Zakat	16,323	24,101
Finance cost (net) excluding finance costs on lease liabilities	(6,144)	(8,003)
Depreciation and amortization (excluding depreciation related to RoU assets)[1]	49,731	55,792
Depreciation on RoU assets	100,219	105,426
Finance costs on lease liabilities	18,958	21,039
Impairment charges	4,287	2,876
EBITDA	**274,916**	**348,214**

Source: Company information

1. Calculated as: Charge for the year (PPE) plus amortization of intangible assets, and depreciation of investment properties

FINANCIAL REVIEW

Q1 2026

Q1 26
Performance Dashboard

RESTAURANT PORTFOLIO

2,741 stores

+173
gross new restaurants added during LTM[1]

+111
net new restaurants added during LTM[1]

REVENUES

$649.7m

13.3% increase (vs. Q1 25)

LFL[3]

6.7%

increase (vs.Q1 25)

EBITDA

$160.5m

31.9% increase (vs. Q1 25)

NET PROFIT

$63.2m

93.5% increase (vs. Q1 25)

CAPEX[2]

$42.4m

6.5% of revenue

Cash Dividends

$201.6m

91.99% of FY25 Net Profit

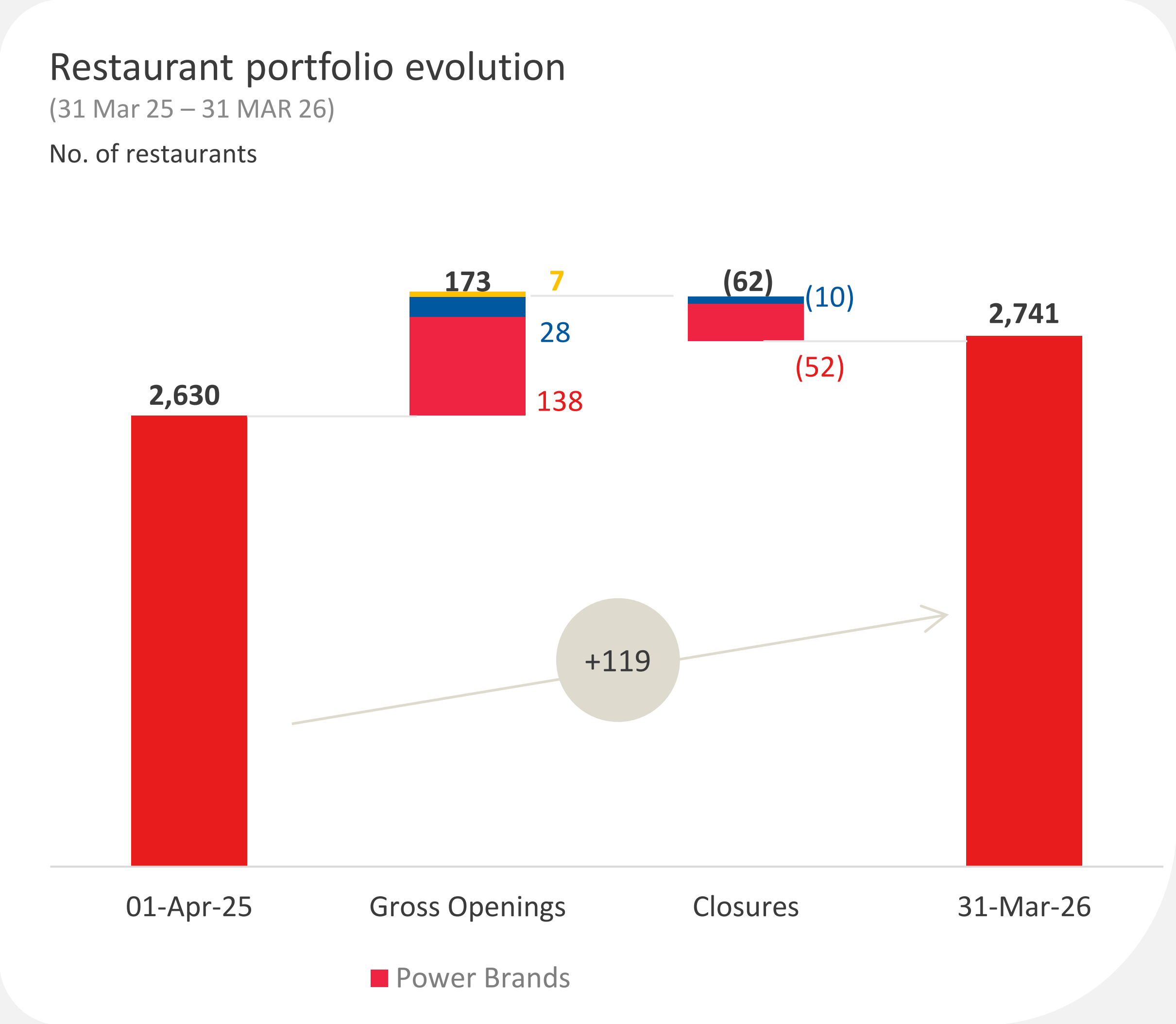
Per share: USD 0.024

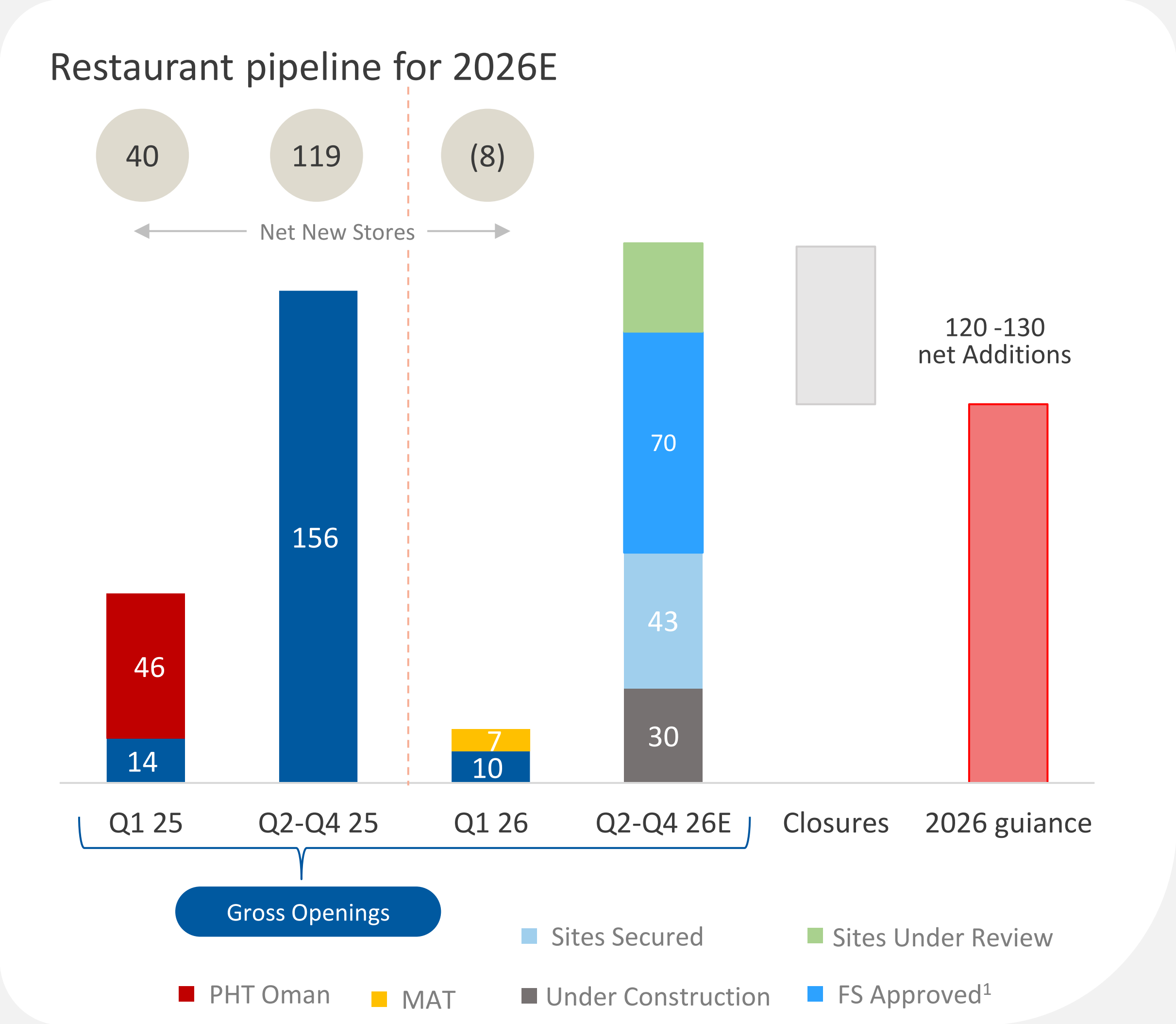
Source:
Company information

1. Includes 7 stores from consolidating MAT UAE, LTM refers to Last Twelve months period
2. Includes consideration paid to acquire the subsidiary MAT in UAE, LTM refers to Last Twelve months period
3. Adjusted to cover Eid and Ramadan in comparative periods

17 New Stores Added In Q1 26 ; A Robust Pipeline To Reach The Guidance

AMERICANA RESTAURANTS





Source: Company information 1. Feasibility Study Approved - Restaurant sites approved by leadership for signing the lease and start construction work

13.3% Revenue growth fueled by robust LFL sales growth and ongoing new store openings

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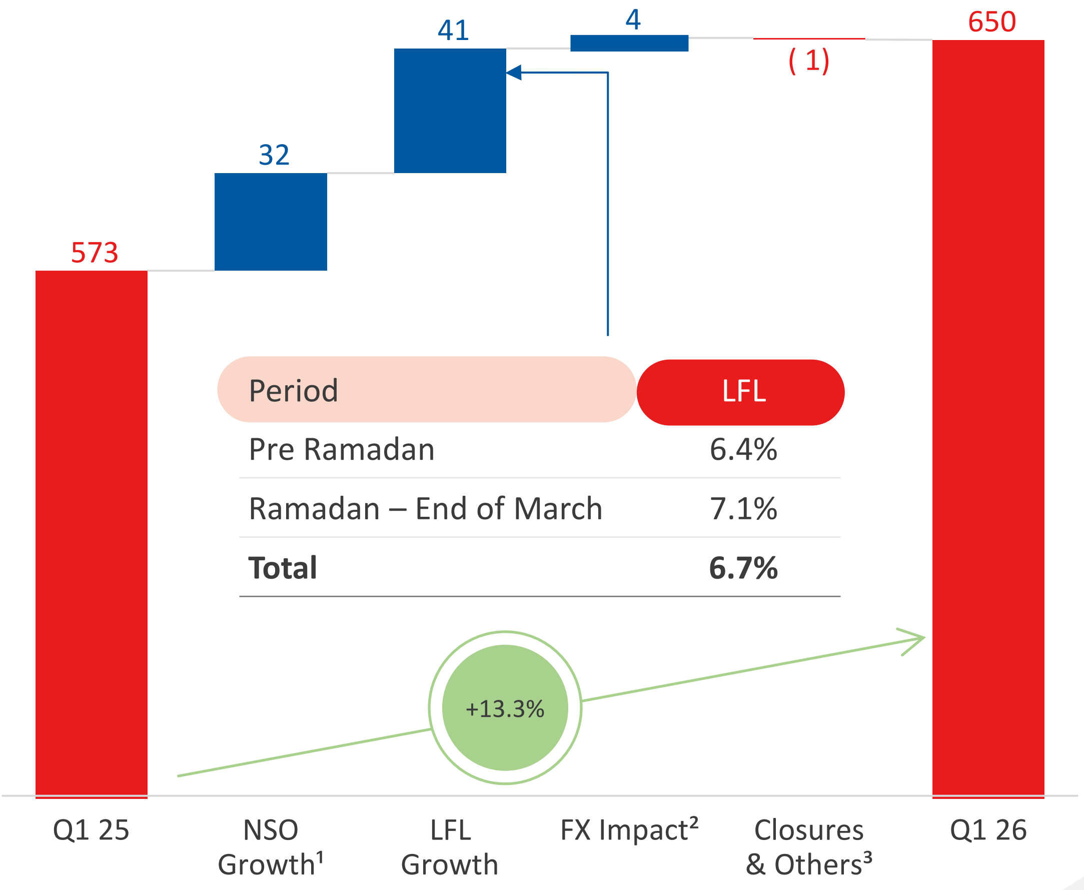
Revenue bridge

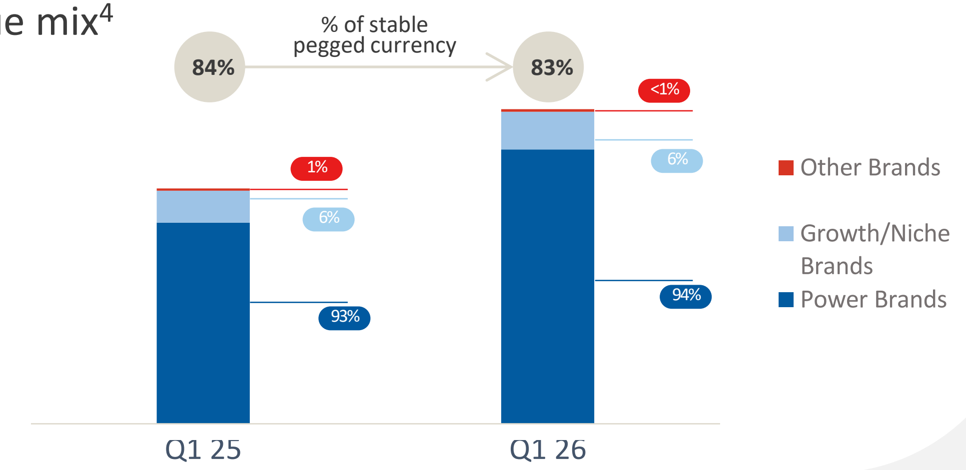
(Q1 25 to Q1 26), $m



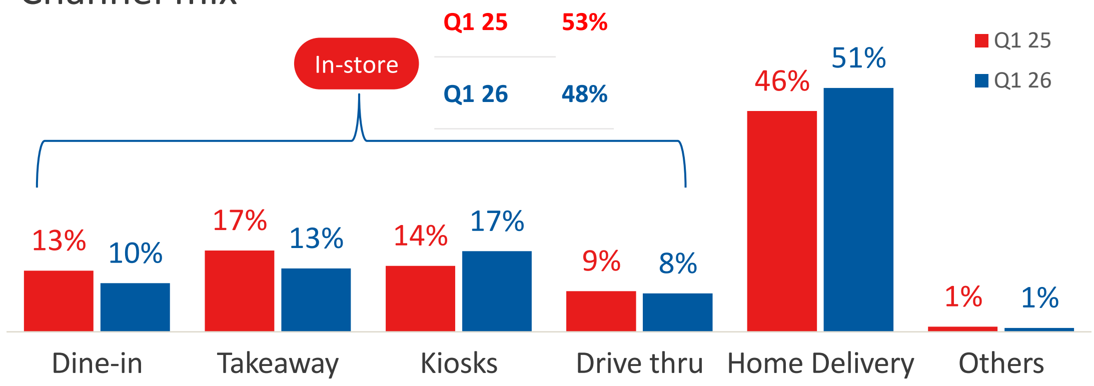
Period	LFL
Pre Ramadan	6.4%
Ramadan – End of March	7.1%
Total	**6.7%**

Revenue mix[4]

$m



Channel mix[4]



Source: Company information

1. Revenue contribution from stores opened for less than or equal to12 months; including MAT
2. FX impact mainly due to Egypt and Lebanon
3. Others include Lebanon hyperinflation impact, rentals and logistics
4. Sum might not add up to 100% due to rounding

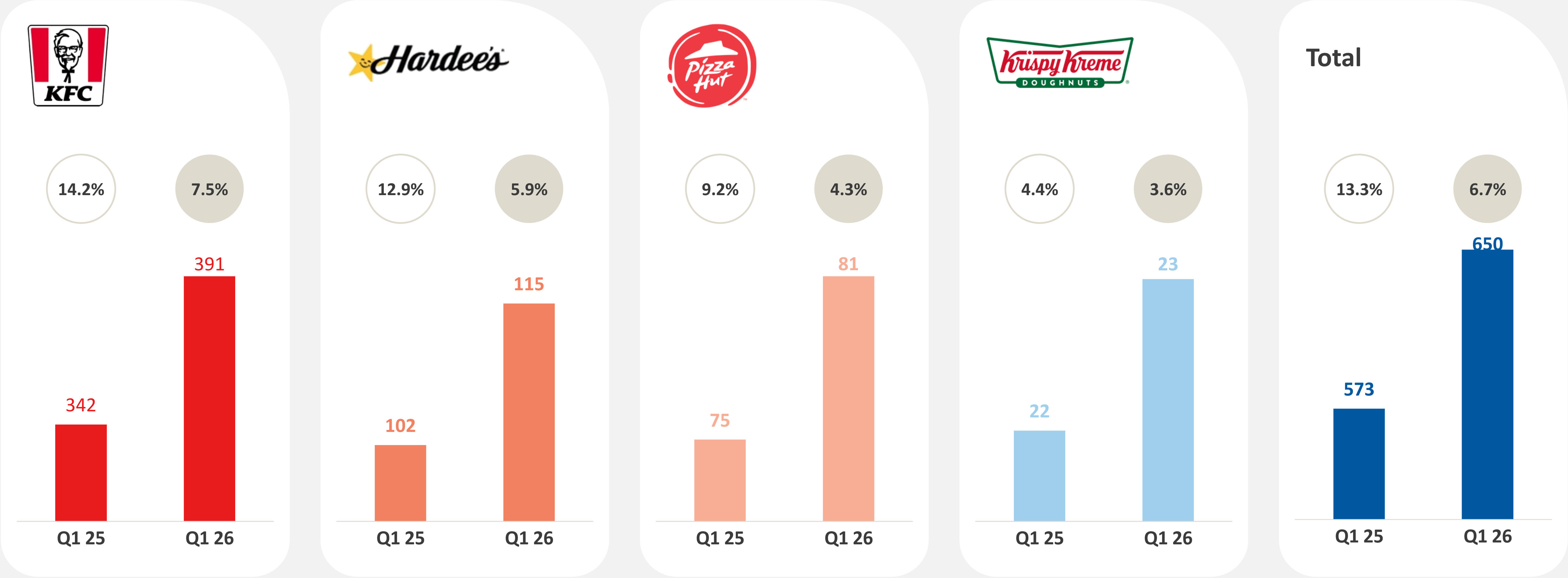
6.7% LfL Growth in Q1 2026, Driven By Brand Initiatives And Pricing Strategies

AMERICANA RESTAURANTS

Revenue by Power Brands

(Q1 25 to Q1 26), $m

YoY Growth[1]   LfL Growth[2]



Source:
Company information

1. Total Sales Growth in Q1 2026 vs. Q1 2025
2. Same store sales growth in Q1 2026 vs. Q1 2025 adjusted to include Ramadan and Eid effect in the comparative periods

Strong Q1 2026 Performance vs. Q1 2025 On All Metrics Driven by LFL Revenue Growth and Cost Discipline

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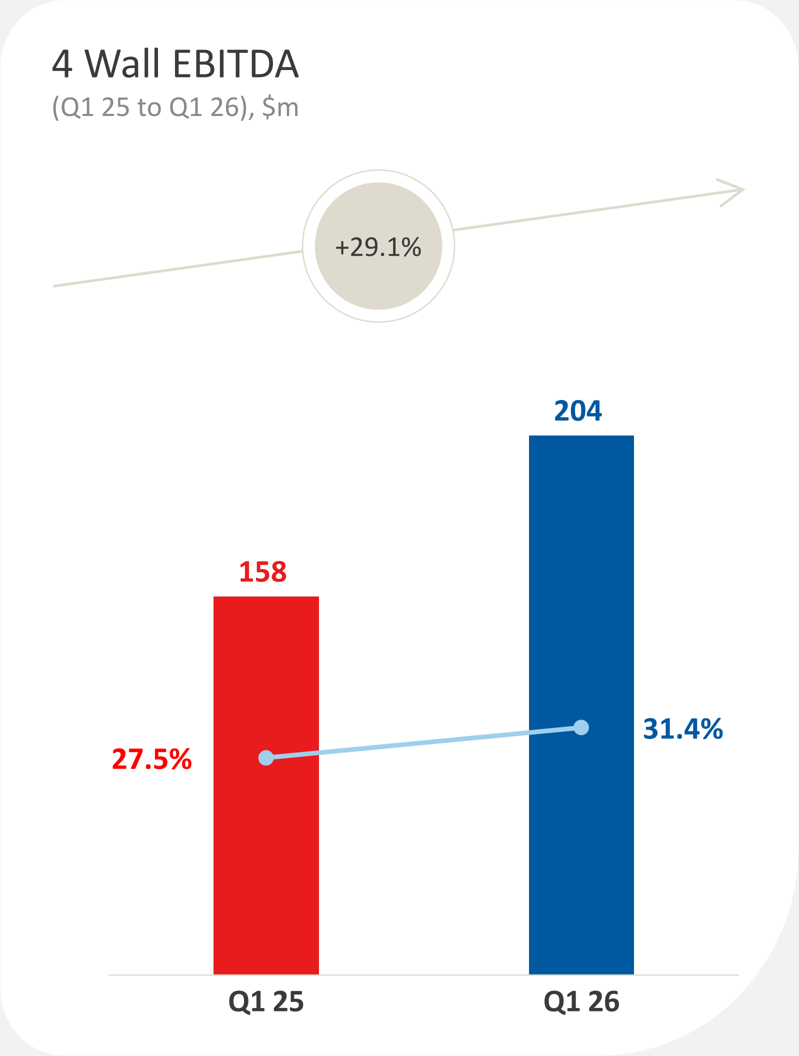
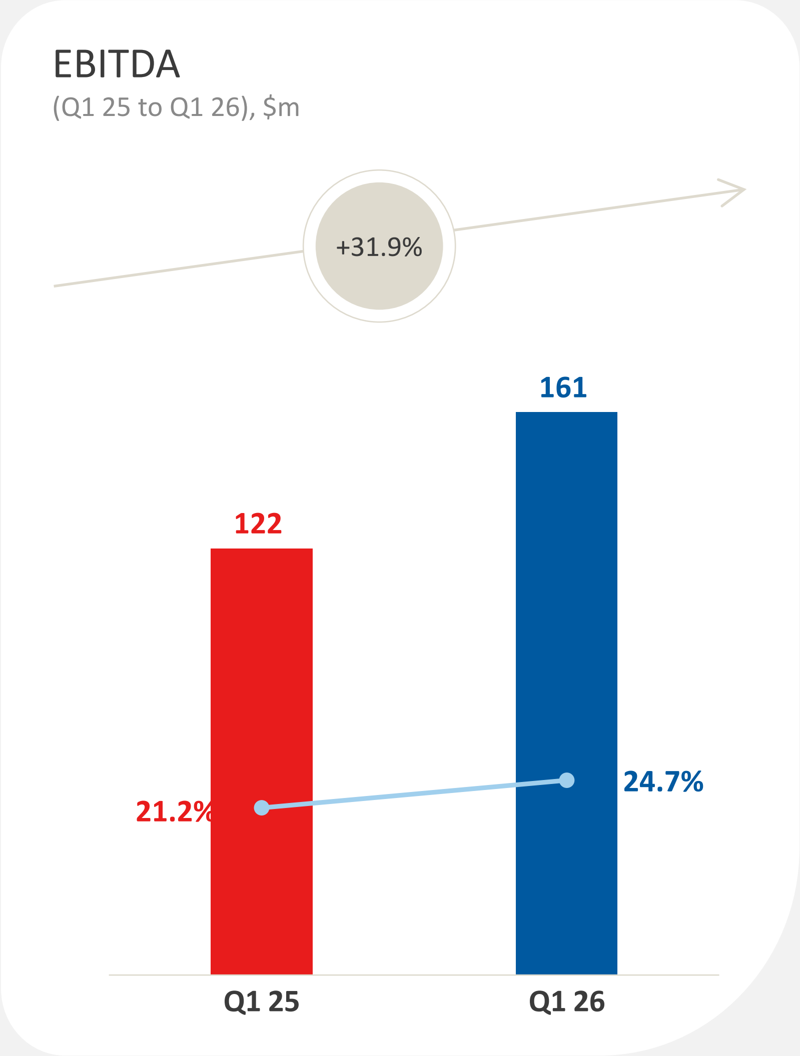
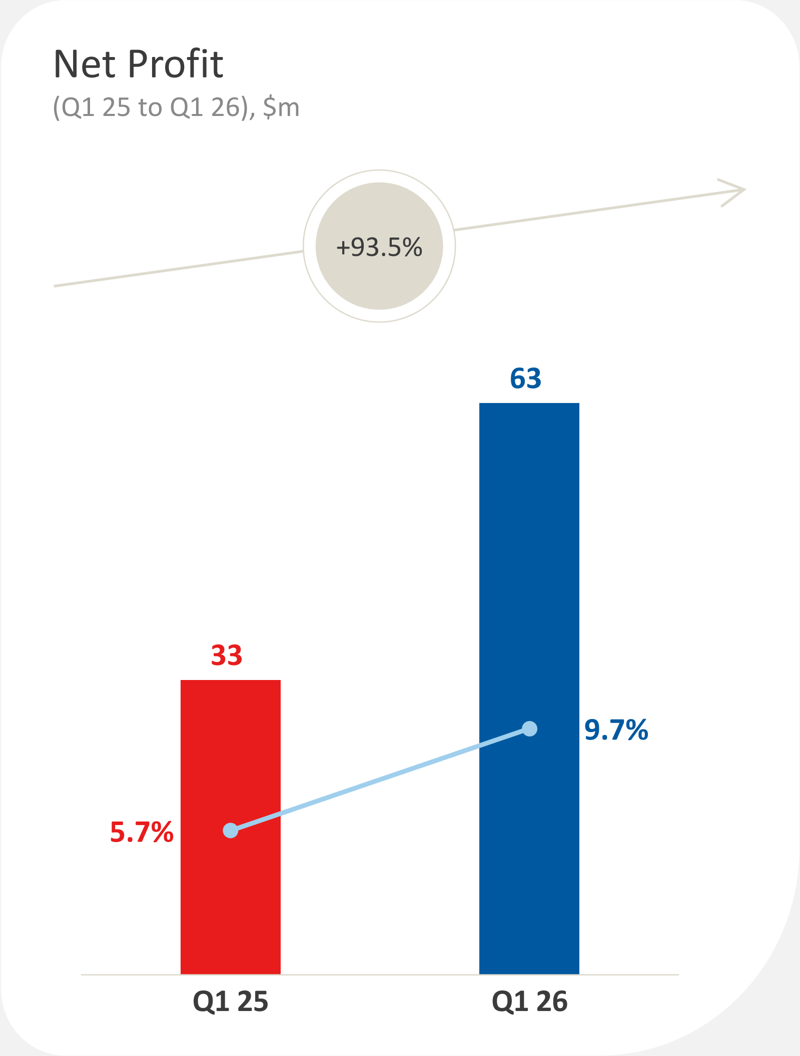




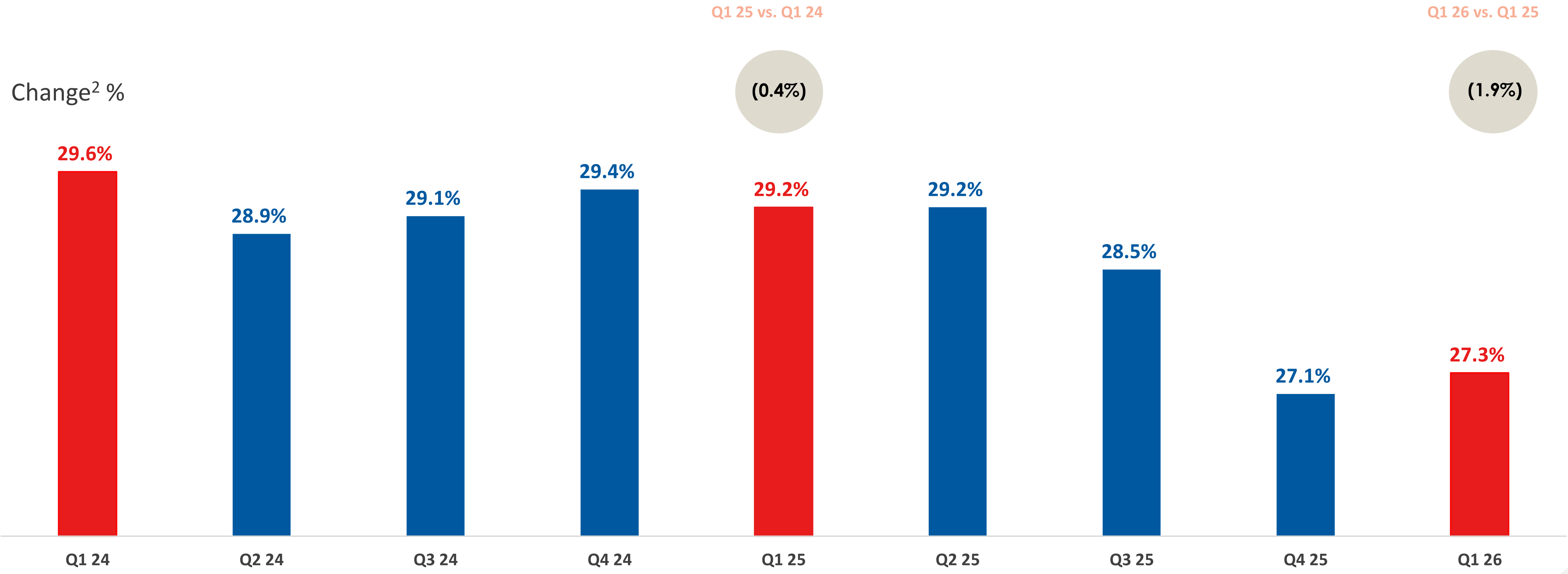


Margin (% of revenues) YoY growth

Source:
Company information

1.9% improvement in Inventory Cost YoY Driven By Supply Chain Efficiency, And Pricing Initiatives

Cost of inventory[1] evolution



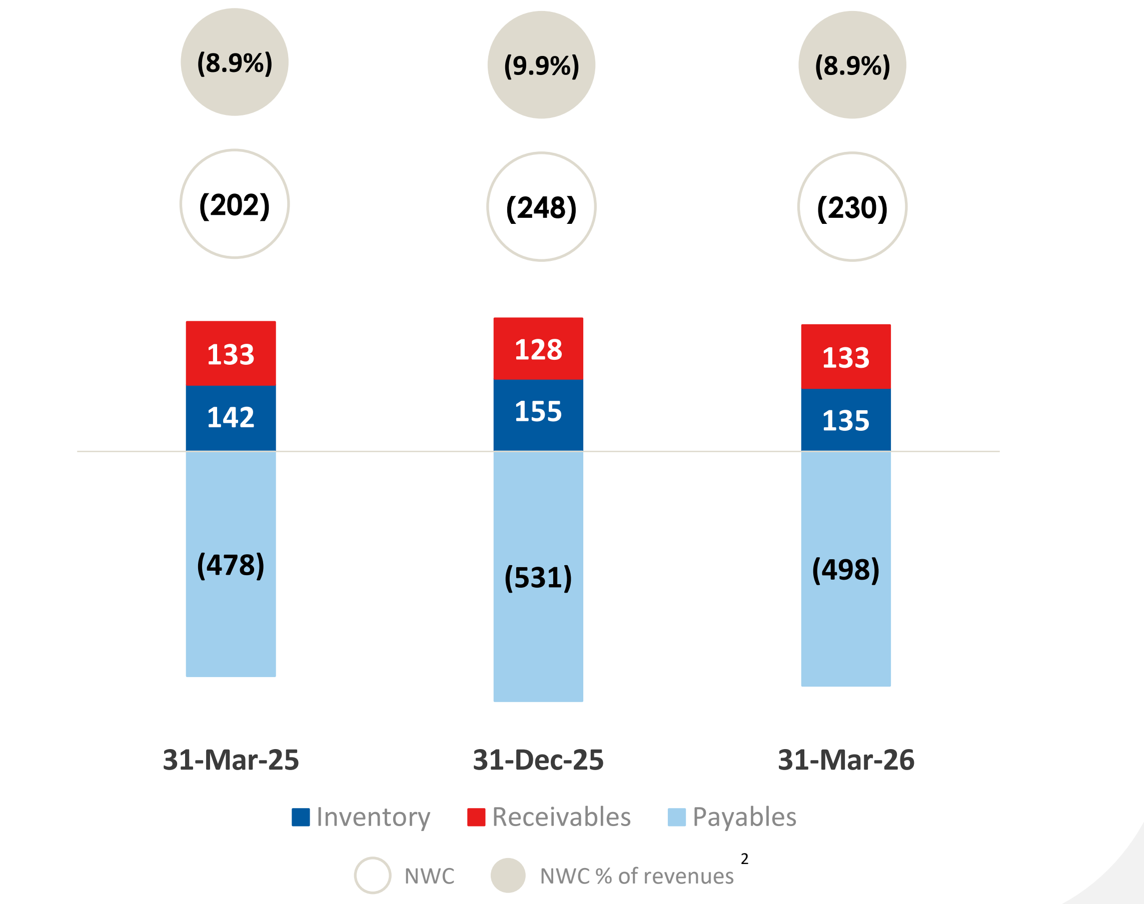
Source:
Company information

1. Refers to cost of materials, filing and packing materials. Calculated as % of revenue
2. Change % calculated as cost of inventory % in current quarter vs. same quarter last year
3. Changes on the graphs 0.3 % due to rounding

Net Working Capital as a % of Revenues in-line with Q1 25 and Capex Increased due to M&A in Q1 26

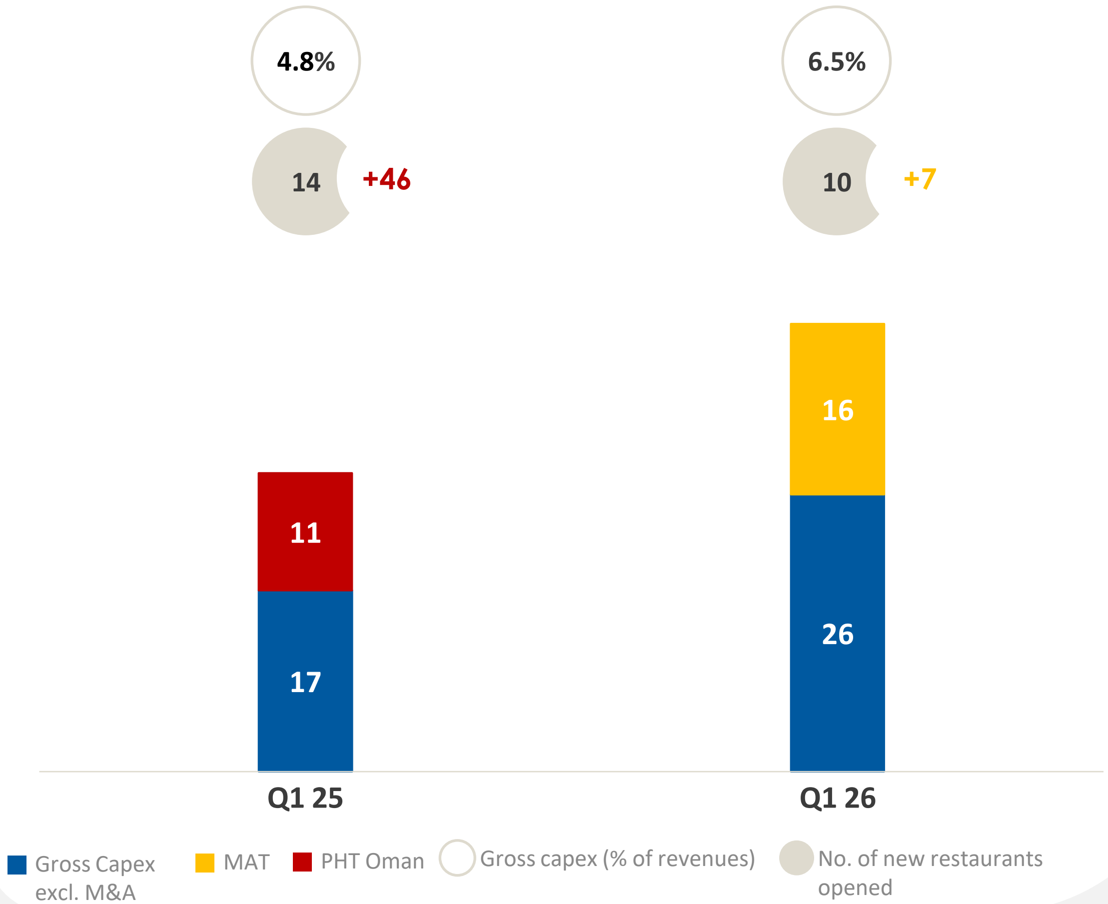
Net Working Capital (NWC)

$m



Gross Capex [1]

$m



Source:
Company information

1. Capex amount does not include the consideration paid to acquire subsidiaries operating Malak Al Tawouk and Oman Pizza Hut in both comparative periods
2. NWC % of revenues is defined as NWC as at the end of each period divided by the revenues of the last twelve months

THE WAY FORWARD

2026 Guidance

Revenue Growth

- ✓ Mid Single Digit LfL growth
- ✓ Win brand love and trust through local relevance and communication

NSO Guidance

- ✓ 120 – 130 net NSO rollout in 2026; including new brands
- ✓ NSOs focused on high performing BMUs[1] and scale-up of new brands

Digital Leadership

- ✓ Maximizing ROI from kiosks, apps, loyalty, and personalization.
- ✓ Use unified customer profiles to reduce blanket discounting.

Profitabilty Outlook

- ✓ Gross margin slightly better than 2025
- ✓ Double Digit Growth in EBITDA and Net Income (margins in-line with 2025 or slightly better)

Category Expansion

- ✓ Explore organic and inorganic avenues to onboard world-class brands in the Arabic categories in the region

Cost Efficiencies

- ✓ Drive inventory cost savings with menu reengineering and supplier negotiations
- ✓ Streamline G&A via restructuring and offshoring low-value-add roles

Source:
Company information

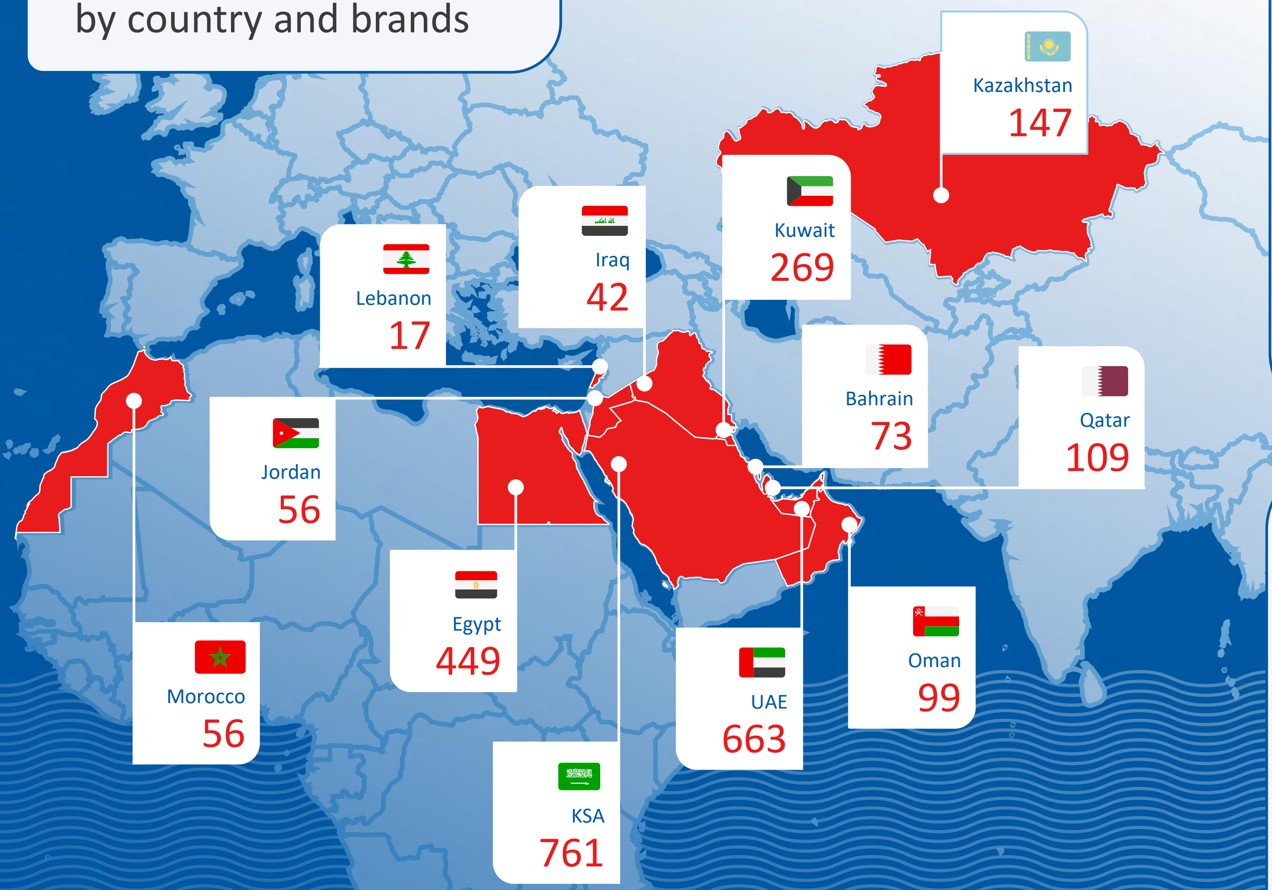
1. Brand Market Units

Portfolio Evolution – LTM Q1 26

(31 Mar 25 – 31 Mar 26)

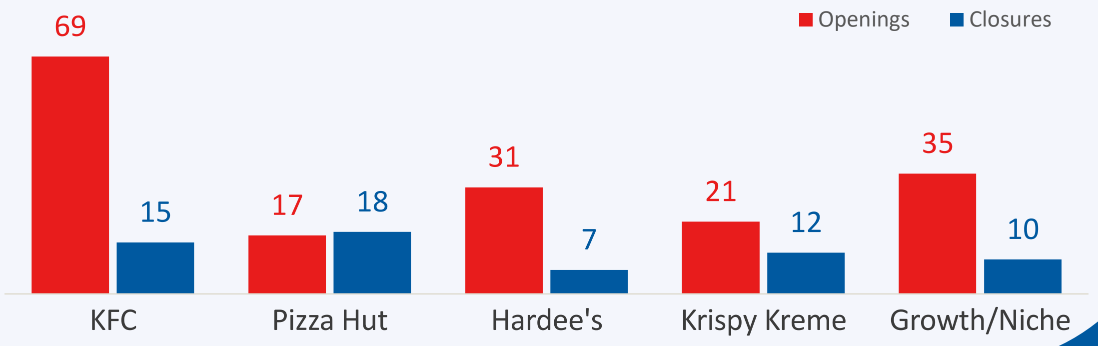
AMERICANA RESTAURANTS

No. of restaurants – by country and brands



Openings & closures – LTM Q1 26[1]

No. of restaurants – by brand/category



	KSA	UAE	Kuwait	Egypt	Others	Total
KFC	312	237	80	173	340	1,142
Hardee's	152	104	60	40	99	455
Pizza Hut	110	165	–	94	81	450
Krispy Kreme	166	95	35	44	54	394
Growth/Niche Brands	21	62	93	96	25	297
Other Brands	–	–	1	2	–	3
Total	**761**	**663**	**269**	**449**	**599**	**2,741**

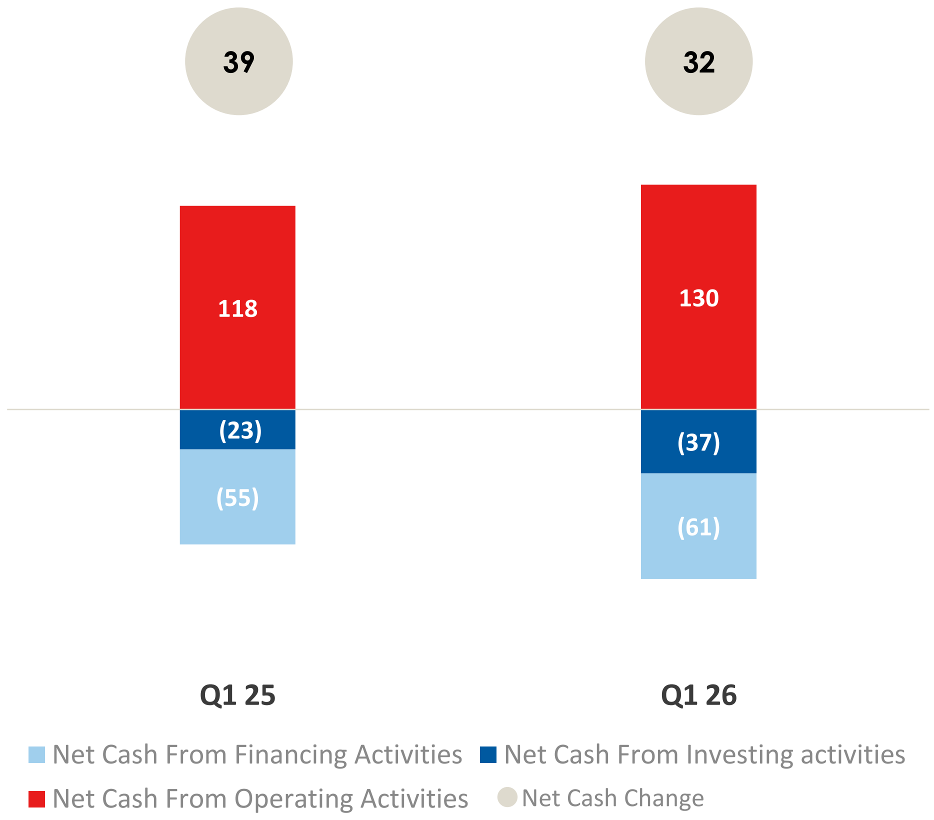
Source:
Company information

1. Includes Additional 7 stores from MAT UAE

Free Cash Flows And Movement In Cash & Cash Equivalents

Movement in Cash & Cash Equivalents

$m



Free Cash Flow (FCF)

$m	Q1 25	Q1 26
EBITDA	122	161
Hyper Inflation Effect	1	<1
Net Capex	(28)	(42)
Change in Non-current Portion of Trade Payables	(5)	(3)
Tax	(7)	(10)
Change in NWC	7	(18)
Change in Non-current Portion of Trade Receivables	0	2
Lease Payments	(55)	(61)
Total	**34**	**29**
Conversion %	**50%**	**29%**

Source:
Company information

1. Net Cash from Investing activities is without (increase)/decrease in short term fixed deposits and investments in other financial assets

EBITDA To Net Profit Reconciliation

AMERICANA RESTAURANTS

Post IFRS-16 basis

$k	Q1 25	Q1 26
Net profit attributable to shareholders of the company	32,649	63,181
Minority (Non-Controlling Interest)	(710)	(131)
Income tax (including Pillar II), and Zakat	7,466	10,000
Finance cost (net) excluding finance costs on lease liabilities	(3,151)	(3,932)
Depreciation and amortization (excluding depreciation related to RoU assets)[1]	24,716	28,105
Depreciation on RoU assets	49,620	52,445
Finance costs on lease liabilities	9,322	10,349
Impairment charges	1,796	514
EBITDA	121,708	160,531

Source:
Company information

1. Calculated as: Charge for the year (PPE) plus amortization of intangible assets, and depreciation of investment properties

Key Definitions

EBITDA:
EBITDA is defined as Net profit for the year plus finance cost (net), plus income tax and zakat, plus depreciation and amortisation expenses, impairment charges

4 –wall EBITDA:
4-Wall EBITDA is defined as Revenue minus cost of revenues, minus selling and distribution (S&D) expenses
(both excluding depreciation and amortization).

Free cash flow:
Free Cash Flow (FCF) defined as EBITDA (post adding back hyperinflation adjustment) less capital expenditure, income tax and zakat, change in net working capital, change in non-current portion of trade payables and Trade Receivables, and lease payments (including both principal and interest on lease liabilities)

Free cash flow conversion:
Free Cash Flow (FCF) over EBITDA less lease payments (including both principal and interest on lease liabilities)

Avg. payback:
The payback investment period is calculated by dividing the initial investment by the annual cumulative cash inflow generated over 10 years. No discount rate have been assumed for all markets except Egypt. Equation is to compare
the initial investment capex against the forecasted annual net cash flow over the period of 10 years

Gross capex:
Gross capex defined as purchase of property and equipment plus purchase of intangible assets, payments for key money and includes the initial franchisor fees

Growth / Niche brands:
Refers to Baskin Robbins, TGIF, Chicken Tikka, Wimpy, Costa Coffee, Peet's Coffee and Carpo

Tax:
Income tax and zakat

LfL:
Like for like revenues growth denotes the percentage increase/decrease in the revenues for those AMR restaurants which have generated monthly revenues over the 12-month period in a given financial year and seasonal stores, when applicable

Net capex:
Defined as Gross capex less proceeds from sale of property and equipment. Gross capex defined as purchase of property and equipment plus purchase of intangible assets, payments for key money and includes the initial franchisor fees

Net NSO:
Net new restaurant openings are defined
as gross openings less closures

Net profit:
Refers to Net Profit attributable to the shareholders of the Company

NSO:
Refers to New Store Openings for the period

Power brands:
Refers to KFC, Hardee's, Pizza Hut, and Krispy Kreme

Others (revenue):
Includes revenue from Fish Market and Grand Cafe, as well as revenue from non-material items

Other channel revenues:
Includes Car Hops, Catering, Sales Office/Food Supply, Kiosks and other revenues

Other countries:
Includes Morocco, Qatar, Iraq, Bahrain, Kazakhstan, Jordan, Lebanon and Oman

Stable pegged currencies:
Refers to revenues generated in KSA, UAE, Kuwait, Qatar, Bahrain, Oman and Jordan

MAT:
Malak Al Tawouk

Source:
Company information

THANK YOU

Investor.Relations@americanarestaurants.com

Americana Restaurants IR App