



Consolidated Statement of Non-Financial Information and Sustainability Information

AmRest Group
26 February 2025



AmRest





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General Information

The Consolidated Statement of Non-Financial Information and Sustainability Information of AmRest Holdings SE for 2024 outlines the Company's management, performance, and strategic planning of the key sustainability issues. The main objective of this document is to provide a transparent description of AmRest's efforts to maintain the required standards in its day-to-day operations concerning the industry in which it operates and towards the groups of people identified as the Group's stakeholders.

AmRest Group has been operating in the market since 1993. It is currently one of the largest restaurant operators in Europe and has presence in China. The growth results from a business model that includes franchised restaurants and equity restaurants and acquisition of stores. The Group employs more than 45,000 people in 22 countries around the world.

ESRS 2 General Disclosures

BP-1 General basis for the preparation of the sustainability statement [3, 5a, 5bi, 5c, 5d, 5e]

BP-2 Disclosures in relation to specific circumstances [9, 10, 11bii, 12, 13, 14, 16, 17]

Basis for preparation

This Statement is an independent part of the Consolidated Directors' Report for 2024 and its scope in terms of entities covered herein is the same as the entities covered in AmRest's consolidated financial statements for 2024. The companies included in the sustainability reporting can be found in the financial statements for 2024, note 2.

AmRest Group, as a listed company, has been subject to a legal obligation to report annually on the results of its management of environmental, social, and governance ("ESG") matters since 2017. While preparing the Statement, the Group has considered the significant impacts, risks, and opportunities associated with its direct and indirect business relationships in the upstream and downstream value chain.

This report is a Consolidated Statement of Non-financial Information and Sustainability Information prepared by AmRest Holdings SE according to the Royal Decree-Law 11/2018 of 28 December, relating to non-financial information and diversity, and following the Global Reporting Initiative as methodological guideline when presenting the information. It also contains EU Taxonomy disclosures. Reporting on the EU Taxonomy is mandatory under Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020.

As of 31 December 2024, AmRest operated 2,099 equity and franchised restaurants and coffee houses in 22 countries, and the Group's registered office was Paseo de la Castellana 163 (10th floor), 28046 Madrid, Spain.

In addition, this document provides a response to the European Sustainability Reporting Standards ("ESRS") as a way of fulfilling the requirements of the Corporate Sustainability Reporting Directive ("CSRD").*

About the report

AmRest's Consolidated Statement of Non-Financial Information and Sustainability Information is a public document and may be consulted on the following website: www.amrest.eu

The reporting scope covers the period from 1 January 2024 to 31 December 2024. Unless stated otherwise, all the data is presented as of 31 December 2024.

For the purposes of this document, the following should be understood to mean the same: AmRest Holdings SE, AmRest, the AmRest Group and the Group.

The qualitative and quantitative information included in the report have undergone external assurance conducted by an independent entity, PricewaterhouseCoopers Auditores, S.L. The Independent verification opinion can be found in Annex II.

AmRest has used various calculation methods to accurately represent the Group's performance and impact. The Company's approach guarantees that the information provided is accurate, reliable, and meaningful to the stakeholders. In instances where precise data is unavailable, AmRest employs well-founded estimates to fill the gaps. These estimates are derived from robust methodologies and are clearly defined, allowing readers to understand the context and sources of the information presented in this report.

Table. List of indicators that includes estimations [ESRS 2/11a, 11b]

Topic	Disclosure Requirement	Data gap	Estimation source	Page
E1	E1-5 Energy consumption and mix	December data not available due to the extended period of submission of invoices by third-parties	Historical data, considering the change in the number of transactions and the average annual utilities consumption during the period from January to November 2024	97
E1	E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	Scope 3 was calculated for the first time in AmRest history, some of the data was not available on time	Details on the estimations method are presented in the table "Emission factors used in carbon footprint calculation"	98
E3	E3-4 Water consumption	Data from landlords	In case where water supply is managed by the facility landlord and there is no evidence of water consumption, assumptions have been made based on historical data.	105

* In Spain, AmRest Holdings, SE is reporting under CSRD on a voluntary basis due to the lack of transposition as of the publication of this report.

Topic	Disclosure Requirement	Data gap	Estimation source	Page
E3	E3-4 Water consumption	December data not available due to the extended period of submission of invoices by third-parties	Historical data, considering the change in the number of transactions and the average annual utilities consumption during the period from January to November 2024	105
E5	E5-5 Resource outflows	December data not available due to the extended period of submission of invoices by third-parties	Historical data, considering the change in the number of transactions and the average annual utilities consumption during the period from January to November 2024	110-111

During this reporting period, AmRest did not exercise the option to omit any specific information pertaining to intellectual property, know-how, or the results of innovation. All relevant information was disclosed comprehensively, ensuring full transparency in the Company's reporting. [\[BP-1/5d\]](#)

AmRest adheres to the transitional provisions outlined in the ESRS for its sustainability reporting. When complete information about the upstream and downstream value chain is not available, AmRest explains the efforts made to acquire this information, the challenges encountered, and the plans to obtain it in the future. Currently, AmRest has used in this report only internal information related to policies, actions, and targets.

During this reporting period, AmRest did not exercise any exemption from disclosure regarding impending developments or matters in the course of negotiation. There were no events or circumstances that required the use of this exemption. [\[BP-1/5e\]](#)

Since the financial year 2024 is the first year of application of the CSRD, AmRest has adhered to: [\[BP-2/10\]](#)

- ESRS 1 10.2. Transitional provision related to Chapter 5 Value chain.
- ESRS 1 10.3. Transitional provision related to section 7.1. presenting comparative information.

As AmRest average annual employment count exceeds 750 people, the Company decided to omit some information, in line with Appendix C of ESRS 1.

Table. Omitted information [\[BP-2/17\]](#)

ESRS	Disclosure Requirement	Full name of the Disclosure Requirement	Phase-in or effective date (including the first year)	AmRest Approach
ESRS 2	SBM-1	Strategy, business model and value chain	The undertaking shall report the information prescribed by ESRS 2 SBM-1 paragraph 40(b) (breakdown of total revenue by significant ESRS sector) and 40(c) (list of additional significant ESRS sectors) starting from the application date specified in a Commission Delegated Act to be adopted pursuant to article 29b(1) third subparagraph, point (ii), of Directive 2013/34/EU.	The effective date is not available since the Commission Delegated Act pursuant to article 29b(1) third subparagraph, point (ii), of Directive 2013/34/EU has not been adopted.
ESRS 2	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	The undertaking may omit the information prescribed by ESRS 2 SBM-3 paragraph 48(e) (anticipated financial effects) for the first year of preparation of its sustainability statement. The undertaking may comply with ESRS 2 SBM-3 paragraph 48(e) by reporting only qualitative disclosures for the first 3 years of preparation of its sustainability statement, if it is impracticable to prepare quantitative disclosures.	The Company adheres to the available omission for the first year of preparation.
ESRS E1	E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	The undertaking may omit the information prescribed by ESRS E1-9 for the first year of preparation of its sustainability statement. The undertaking may comply with ESRS E1-9 by reporting only qualitative disclosures for the first 3 years of preparation of its sustainability statement, if it is impracticable to prepare quantitative disclosures.	The Company adheres to the available omission for the first year of preparation.
ESRS E3	E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	The undertaking may omit the information prescribed by ESRS E3-5 for the first year of preparation of its sustainability statement. The undertaking may comply with ESRS E3-5 by reporting only qualitative disclosures, for the first 3 years of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.
ESRS E4	E4-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	The undertaking may omit the information prescribed by ESRS E4-6 for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.
ESRS E5	E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	The undertaking may omit the information prescribed by ESRS E5-6 for the first year of preparation of its sustainability statement. The undertaking may comply with ESRS E5-6 by reporting only qualitative disclosures, for the first 3 years of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.

ESRS	Disclosure Requirement	Full name of the Disclosure Requirement	Phase-in or effective date (including the first year)	AmRest Approach
ESRS S1	S1-7	Characteristics of non-employee workers in the undertaking's own workforce	The undertaking may omit reporting for all datapoints in this Disclosure Requirement for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.
ESRS S1	S1-11	Social protection	The undertaking may omit the information prescribed by ESRS S1-11 for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.
ESRS S1	S1-14	Health and safety	The undertaking may omit the data points on cases of work-related ill-health and on number of days lost to injuries, accidents, fatalities and work-related ill health for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation for those data points related to cases of work-related ill-health and on number of days lost to injuries, accidents, fatalities and work-related ill health.
ESRS S1	S1-14	Health and safety	The undertaking may omit reporting on non-employees for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.
ESRS S1	S1-15	Work-life balance	The undertaking may omit the information prescribed by ESRS S1-15 for the first year of preparation of its sustainability statement.	The Company adheres to the available omission for the first year of preparation.

Strategy and Business model

SBM-1 Strategy, business model, and value chain [40, 40ai, 40aii, 40aiii, 40b, 40c, 40e, 40f, 40g, 42, 42a, 42b, 42c]

AmRest is a leading European listed restaurant operator and master franchisor managing some of the world's most popular and well-recognized restaurant brands across 22 countries including: Andorra, Austria, Belgium, Bulgaria, China, Croatia, Czech Republic, France, Germany, Hungary, Luxembourg, Poland, Portugal, Romania, Saudi Arabia, Serbia, Slovakia, Slovenia, Spain, Switzerland, United Arab Emirates and the United Kingdom. The key markets representing the biggest number of equity restaurants are the Czech Republic, France, Germany, Hungary, Poland, and Spain (presented in alphabetic order).

The Group's portfolio consists of four franchise brands: KFC, Pizza Hut, Starbucks, and Burger King, and four proprietary brands: La Tagliatella, Sushi Shop, Blue Frog, and Bacoa. Furthermore, the Company acts as a master franchisee for Pizza Hut Delivery and Pizza Hut Express, in Central and Eastern Europe, holding the right to sub-license these brands to third parties.

Table. AmRest geographical presence and types of business (self-owned/franchise) [40i,40ii]

Country	Restaurant count (total)	Self-owned restaurants	Franchise restaurants
Andorra	2	-	2
Austria	2	2	-
Belgium	8	-	8
Bulgaria	27	27	-
China	87	77	10
Croatia	10	10	-
Czech Republic	240	240	-
France	205	168	37
Germany	173	173	-
Hungary	164	161	3
Luxembourg	3	3	-
Poland	660	645	15
Portugal	4	4	-
Romania	73	73	-
Saudi Arabia	5	-	5
Serbia	26	26	-
Slovakia	25	25	-
Slovenia	1	1	-
Spain	356	199	157
Switzerland	11	11	-
United Arab Emirates	12	-	12
United Kingdom	5	4	1
Total	2,099	1,849	250

The Company employs 45,259 people in total, including 42,904 restaurant employees and 2,355 office employees. Details on the Group's employment can be found in Social Information chapter. [\[ESRS 2/40aiii\]](#)

AmRest restaurants provide on-site catering, takeaway, and drive-through services at dedicated locations and deliveries of orders placed online or by phone*. Diversifying service channels and continuously enhancing takeaway and delivery capabilities have been crucial to the Company's development actions to adapt quickly and meet consumers' new habits.

* More information about AmRest's products can be found in Consolidated Financial Report 2024.

AmRest's strategic approach, executed by a highly experienced leadership team, integrates key operational pillars, including not only restaurants and franchising but also other food services, sustainability, and digital capabilities. The Company's strategy is to develop an adaptable business model focused on long-term profitable and sustainable growth. This comprehensive framework enables the Company to effectively navigate the dynamically changing business, environment, economies, and consumer landscapes across the markets while gaining the trust and loyalty of its stakeholders.

As restaurants are the core of AmRest's business model, the Company focuses on various activities related to operational excellence and building profitability in every unit. These elements are supported by integrated supply chain systems, which allow control over high-quality standards by implementing relevant policies and procedures. This approach enables the Company to guarantee high-quality products with attractive value-for-money offers, making the model more competitive. At the same time, the Company promotes sustainable practices across its value chain. While striving to reduce its environmental impact and promote responsible sourcing, the Group engages with the communities, particularly in the areas where its impact is most significant.

Given the global advancement of digitalization, AmRest has continuously invested in technical solutions. The Company has been implementing innovative technologies to optimize operations, enhance the ordering process, and increase the availability of delivery services. An integrated approach driven by digital solutions strengthens the resilience of the AmRest business model to enable further profitable and sustainable growth.

Table. AmRest strategic pillars and value creation [ESRS 2/42a, 42b]

Strategic pillar	Description	Input	Value creation	Output
Food services	AmRest's end-to-end food service must be sustainable and deliver excellence in margin, innovation, and quality. It must also serve guests to the highest standards and deliver commercial value.	Raw materials secured by supply chain management		Food products
Restaurant Operations	Every single restaurant should provide excellent experience to the guests and, at the same time, have a healthy, profitable business model.	Human capital secured through HR processes		Sales and customer service
Franchising	Successful franchising demands a clear strategy, robust business model, market know-how, and great brands. AmRest gives its partners the confidence and stability of working with a worldwide franchisor.	Brands developed by partnerships with franchisors and franchisees		Profitability
Online & delivery	Digital has become an integral part of AmRest's customers' journey and one of the Company's strategic growth pillars. The Group believes that by providing exceptional customer experience, it can be ahead of the game. Therefore, it continues to drive for a seamless, personalized, omnichannel experience for all customers.	Logistics and delivery secured by own and external channels		Customer satisfaction

AmRest's commercial dynamics result from a customer-centric culture of service excellence and continuous client feedback. AmRest employees are passionate professionals aligned on a common goal: to win customers' loyalty. The delivery of this value proposition is underpinned by the continuous strengthening of the Company's financial profile.

AmRest expects all employees to embody the Company's dedication to excellence in service. Brand positioning in each country, customer rating, along with a deep analysis of any complaint received, are the key indicators for achieving this strategic objective and correcting any possible deviations.

Efficient adaptation to the changing tastes and needs of the customers, operational improvements, and innovation have become the key aspects of the Group's development. AmRest's objective is to guarantee that each of the 30 million customers who visit its restaurants each month is presented with an attractive, relevant, and competitive offer, particularly considering the growing digitalisation of the customers' preferences.

The Company's revenues: 2,556.3 mEUR (see: note 6 in the Consolidated Financial Statement). AmRest does not derive any revenues related to the fossil fuels sector (coal, oil, and gas), chemical production, controversial weapons, cultivation, and production of tobacco.

There were no significant changes in products, markets and customers served during the reporting period.

Table. Disclosure of information about key elements of general strategy that relate to or affect sustainability matters* [SBM-1/40e]

Elements of the business strategy related to sustainability issues	Description
Groups of services offered	<ul style="list-style-type: none"> • On-site catering /Dine in • Take-away • Drive through • Delivery
Markets served (equity business)	<ul style="list-style-type: none"> • Central and Eastern Europe ("CEE"), • Western Europe ("WE"), • China
Number of employees by geographical areas	45,259 More information about the employment can be found in the Social Information chapter.
Products/services subject to bans/sanctions	No products or services offered by AmRest are banned or subject to sanctions

* Further information regarding AmRest sustainability efforts is described in section AmRest's Global Sustainability Strategy. [SBM-1/40e]

AmRest has not defined sustainability-related goals regarding significant groups of products and services, customer categories, geographical areas, and relationships with stakeholders. Consequently, the Group has not conducted an assessment of the related goals. The Company plans to define such goals under the revised AmRest Global Sustainability Strategy, which will be implemented in the medium-term time horizon.

Value chain

SBM-1 Strategy, business model, and value chain. [42c]

AmRest's value chain requires attention at all levels, as each is crucial for the Company's optimal performance.

The upstream value chain encompasses all the activities related to sourcing and procuring raw materials and services needed for the operations. Downstream operations refer to all the activities that occur after the production of the food products. This encompasses end users of the products, defined as customers visiting the Group's own and franchised restaurants, as well as business partners. This category includes franchisees, and last-mile deliveries.

Details on the management of the relations with suppliers can be found in the Governance Information chapter, section "Management of relationships with suppliers".

Infographic. AmRest Group's Value Chain [ESRS 2/ 42a, c]

AmRest Group's Value Chain							
Upstream		Own operations		Downstream			
Farming Food processing	Food and packaging supplies (direct) Meat, fish and seafood supplies Dairy Fruits and vegetables	Non-food related supplies (indirect) Energy and operating supplies Renting spaces Property and construction services	Restaurant operations Food processing (Central Kitchen)	Sales and customer services Marketing communication	Franchising		
	Coffee Flour and crops Packaging	IT services Consulting	Administrative and functional support (offices)	Last-mile delivery (fleet and aggregators)			
	Distribution and logistics						
	Affected stakeholders						
	<ul style="list-style-type: none"> • Environment (silent stakeholder) • Franchisors • Local communities • Regulatory bodies • Suppliers • Workers in the value chain 			<ul style="list-style-type: none"> • Environment (silent stakeholder) • Employees • Local communities • Workers' union 		<ul style="list-style-type: none"> • Customers • Environment (silent stakeholder) • Investor community • Local communities • Local government • Workers in the value chain 	

Sustainability strategy

The Group has integrated responsible practices into its daily operations within the AmRest Global Sustainability Strategy framework.

The Strategy is based on global sustainability standards (e.g., the United Nations Sustainable Development Goals), benchmarks, and trends and reflects the existing and forthcoming legislation applying to Environmental, Social, and Governance aspects (“ESG”).

It consists of three pillars – Our Food, Our People, and Our Environment – and applies to all AmRest employees and executives across each brand operated by AmRest and in every geography where the Company is present.

Responsibility for the implementation on an ongoing basis of the AmRest Global Sustainability Strategy belongs to the respective members of the AmRest Senior Management (Pillar Owners):

- Food Services President (Our Food)
- Chief People Officer (Our People)
- Chief Operations Officer (Our Environment)

The Pillar Owners provide quarterly updates on implementing the AmRest Sustainability Strategy to the Sustainability, Health and Safety Board Committee and to the Audit and Risk Board Committee. [\[GOV-2/26a\]](#)

Table. Key pillars of AmRest Global Sustainability Strategy

Pillar	Key areas of focus		
Our Food	Responsible sourcing	Nutrition and balanced choice	Food safety
Our People	Fair employment practices	Diversity & Equality	Social engagement
Our Environment	Circular economy	Climate change	

AmRest Global Sustainability Strategy was developed in 2021 and has not been aligned with the double materiality assessment (“DMA”) results. In 2024, the Company launched the strategy revision process to address the Impacts, Risks, and Opportunities (“IROs”) generated during the double materiality assessment and set targets related to them. The process is planned to be completed in the short term horizon.

Stakeholder dialogue

SBM-2 Interests and views of stakeholders [45a, 45ai, 45aii 45aiii, 45aiv, 45av, 45b, 45c, 45d]

Stakeholder engagement has been crucial for AmRest's corporate sustainability and social responsibility efforts. The Company regularly conducts a dialogue with its key stakeholders, including employees, customers, suppliers, investors, and local communities. This helps the Company understand and incorporate stakeholder needs and expectations into its business practices. [\[ESRS 2/45av, b-d\]](#)

Table. Key stakeholder group and engagement practices

Stakeholder group	Engagement practices	Purpose	Outcomes taken into account in the Company strategic planning	Function responsible for contact	Reporting to Senior Management and Board of Directors
EMPLOYEES	Strategic documents, policies, and guidelines;	<ul style="list-style-type: none"> Ensuring execution of the Company's standards and expectations on business conduct 			
	Opinion and satisfaction surveys;	<ul style="list-style-type: none"> Strengthening loyalty and retention of the employees 	<ul style="list-style-type: none"> Action Plans for the departments based on the Barometer results 	Chief People Officer	Quarterly
Routine communication;	<ul style="list-style-type: none"> Building occupational Health & Safety culture 	<ul style="list-style-type: none"> Community engagement initiatives in restaurant neighbourhoods 			
	Trainings;	<ul style="list-style-type: none"> Increasing understanding of the Company's business model and operations 			
	Direct meetings;	<ul style="list-style-type: none"> Promoting sustainability and corporate responsibility 			
	AmRest website.				
CUSTOMERS	Direct contact with employees in restaurants and cafés;	<ul style="list-style-type: none"> Building awareness of the brands, products and services 			
	Loyalty programs;	<ul style="list-style-type: none"> Collecting customer feedback 	<ul style="list-style-type: none"> Advertising plans and strategies 	Chief Marketing Officer	Regular business reviews
	Information in traditional, social, and online media;	<ul style="list-style-type: none"> Building customer loyalty and trust 	<ul style="list-style-type: none"> Product innovation 		
	Marketing campaigns;	<ul style="list-style-type: none"> Promoting sustainability and corporate responsibility 	<ul style="list-style-type: none"> Customer Care services 		
	Customer feedback mechanisms;				

Stakeholder group	Engagement practices	Purpose	Outcomes taken into account in the Company strategic planning	Function responsible for contact	Reporting to Senior Management and Board of Directors
SUPPLIERS	Direct contact with Company's representatives;	<ul style="list-style-type: none"> ■ Strengthening relationship ■ Promoting sustainability and the Company's responsibility practices ■ Mitigating risks 	<ul style="list-style-type: none"> ■ Improvements of quality and safety of products ■ Mitigation of risks associated with supply chain inefficiencies or non-compliance 	Food Services President	Quarterly
	Strategic documents, policies, and guidelines; Audits and assessments; AmRest website; Routine communication; Information in traditional and online media; Supplier Innovation; Supplier Forums, recognition and awards for top suppliers.	<ul style="list-style-type: none"> ■ Ensuring compliance with the Company's standards and expectations on business conduct ■ Sharing knowledge of Company's business performance ■ Fostering a culture of co-creation and innovation ■ Motivating suppliers to consistently meet or exceed expectations and strengthen long-term partnerships ■ Building a community of engaged and forward-thinking suppliers 	<ul style="list-style-type: none"> ■ Responsible and ethical sourcing standards ■ New innovative products or processes that differentiate AmRest in the market ■ Improved supplier performance and commitment ■ Reinforced supplier loyalty, reducing risk of disruption 		
INVESTORS AND INVESTOR COMMUNITY	Reports and statements (annual and periodic);	<ul style="list-style-type: none"> ■ Building trust and reputation ■ Strengthening relationship 	<ul style="list-style-type: none"> ■ Brand and markets strategies ■ Reporting obligations 	Chief Financial Officer	Quarterly
	AmRest website; Investor Relations Events; Routine communication; Direct contact with Company's representatives;	<ul style="list-style-type: none"> ■ Promoting sustainability and Company's responsibility practices ■ Fostering transparency ■ Ensuring regulatory compliance 			

Stakeholder group	Engagement practices	Purpose	Outcomes taken into account in the Company strategic planning	Function responsible for contact	Reporting to Senior Management and Board of Directors
LOCAL COMMUNITIES	Direct contact with Company's representatives;	<ul style="list-style-type: none"> ■ Engaging in local community matters and support through charity and social actions 	■ Community relations	External Communications and Corporate Affairs Director	Annually
	Voluntary and charity activities; AmRest website; Information in traditional and online media.	<ul style="list-style-type: none"> ■ Building trust and reputation ■ Promote sustainability and Company's responsibility practices ■ Sharing knowledge of Company's local operations 			
REGULATORS	Reports and statements (annual and periodic);	<ul style="list-style-type: none"> ■ Maintaining standards of Corporate Governance 	■ Compliance and reporting obligations	General Counsel	Quarterly
	AmRest website; Participation in industry organizations and consultations	<ul style="list-style-type: none"> ■ Ensuring regulatory compliance ■ Fostering transparency 			

Navigating the dynamic business environment of the restaurant sector requires agility and innovation to meet evolving consumer preferences and regulatory standards while ensuring sustainable practices, which AmRest is constantly searching for. AmRest identifies several factors that may significantly impact its future development and business model: *[SBM-2 45 c]*

- **Economic Conditions:** Economic fluctuations, including changes in consumer spending and inflation rates, affect the company's performance. AmRest needs to be agile in responding to economic challenges and opportunities.
- **Regulatory Environment:** Compliance with local and international regulations, including food safety standards and labour laws, is essential. Changes in regulations impact operational costs and processes.
- **Supply Chain Management:** Efficient and ethical supply chain management is vital for ensuring product quality and sustainability. Disruptions in the supply chain affect the availability and cost of ingredients.
- **Technological Advancements:** Embracing digital transformation and technological innovations can enhance customer experience and operational efficiency. Staying ahead in technology adoption is important for long-term success.

Material impacts, risks and opportunities

SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model [48a, 48b, 48c(i), 48c(ii), 48c(iii), 48c(iv), 48d, 48f]

AmRest addresses the essential disclosure requirements that provide insight into how the Company has identified and managed the material impacts, risks, and opportunities inherent to its operations. Using a double materiality approach, the aim is to offer a clear overview of the assessment process undertaken, emphasizing how these critical factors influence and underpin the corporate strategy and business model. This process includes a thorough analysis of AmRest's business from the perspective of restaurant operations and value chain.

In 2024 Group completed a double materiality assessment, which provides an understanding of the material impacts, risks, and opportunities. The identified aspects influence the adaptation of the strategy and business model and the allocation of resources. This process has brought significant value to the management of sustainability topics.

Regarding the time horizons for the potential material IROs identified, AmRest used the deadlines established by the directive in ESRS 1 as a baseline.

AmRest followed the naming of ESRS topics given in the relevant legal acts during the process, but the ESRS sub-topic titles were adjusted, merging or specifying the scope. In the table below, the Company provides traceability between the regulatory and own names to ensure clarity on the perception of the results.

Table. Traceability between ESRS topics, sub-topics and AmRest own naming

ESRS topics	ESRS Sub-topic	AmRest Sub-topic
E1 Climate change	Energy	Energy
	Climate change adaptation	Climate change adaptation and mitigation
	Climate change mitigation	
E2 Pollution	Pollution of air	Pollution
	Pollution of soil	
	Substances of concern	
E3 Water and marine resources	Water	Water resources
	Marine Resources	Habitat degradation and intensity of pressure on marine resources
E4 Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	Biodiversity loss in the value chain
	Impacts on the extent and condition of ecosystem	
E5 Resource use and circular economy	Resources inflows, including resource use	Efficient resource and waste management
	Resource outflows related to products and service	Organic Waste
	Waste	

ESRS topics	ESRS Sub-topic	AmRest Sub-topic
S1 Own workforce	Working conditions	Working conditions
	Equal treatment and opportunities for all	Equal treatment and opportunities for all
	Other work-related rights	Human rights, fundamental freedoms, democratic principles
S2 Workers in the value chain	Working conditions	Workers in the value chain
	Equal treatment and opportunities for all	
	Other work-related rights	
S3 Affected Communities	Communities' economic, social and cultural rights	Communities economic, social and cultural rights and development
	Communities' civil and political rights	
S4 Consumers and end-users	Information-related impacts for consumers and/or end-users	Consumer experience and information
	Personal safety of consumers and/or end-users	
	Social inclusion of consumers and/or end-users	
	<i>Entity-specific</i> Food services excellence	
G1 Business Conduct	Animal welfare	Animal welfare
	Management of relationships with suppliers including payment practices	Responsible sourcing
	Corporate culture	Corporate governance
	Protection of whistle-blowers	
	Corruption and bribery	
		<i>Entity-specific</i> Data protection and Cybersecurity

The material impacts, risks, and opportunities (IROs) identified through this double materiality assessment include:

E1 Climate Change.

For **climate change**, 17 IROs were identified, categorized as six impacts, eight opportunities, and three risks, distributed across two sub-topics: **energy** and **climate change mitigation and adaptation**.

The **energy** sub-topic focuses on managing energy efficiency and the financial impacts of direct and indirect energy consumption. As a result of their assessment, the following IROs were identified:

■ **Risks:**

- *Financial losses due to volatile energy prices in the market.* This risk affects AmRest's own businesses, suppliers, and customers.

■ **Impacts:**

- *High dependence on traditional energy sources for electricity.* This impact is linked to AmRest's strategy and has a short-term horizon.
- *Improvements in energy efficiency across all brands through initiatives such as installing energy-efficient equipment and solar panels.* This impact also ties to AmRest's strategy and has a short-term horizon.

■ **Opportunities:**

- *Increase renewable energy consumption due to the change of energy suppliers.*
- *Access to financing from the European Union for the energy transition.* This opportunity affects both AmRest's own businesses and suppliers.
- *Signing a Power Purchase Agreement (PPA) contract to stabilize energy costs over time.* This opportunity directly impacts AmRest's operations and indirectly affects suppliers within the value chain.
- *Promoting the usage of low-emission vehicles, such as electric or hybrid vehicles.* This opportunity has implications for the entire value chain.

Climate change mitigation and adaptation. This area reflects AmRest's commitment to reducing greenhouse gas emissions and implementing measures to minimize climate-related impacts and optimize operations:

■ **Risks:**

- *Economic sanctions related to non-compliance with the decarbonization goals imposed by the UE Regulation (Paris Agreement).* It affects AmRest's own operations and its value chain.
- *Increasing temperatures in cities due to climate change result in greater energy consumption.* This directly affects AmRest's operations.

■ **Impacts:**

- *Increased awareness among employees about climate change, including the adaptation and mitigation measures implemented by AmRest.* This impact is linked to AmRest's strategy and has a short-term horizon (within the next two years).
- *Increased awareness of the need of clearly defined environmental strategy.* This impact also ties to AmRest's business strategy and has a short-term horizon.
- *Reduction of GHG emissions thanks to the implementation of energy efficiency measures (energy mix, inclusion of electric vehicles in the transport fleet).* This impact is connected to AmRest's business strategy and has a medium-term horizon (two to five years).
- *Loss of reputation and competitive position because of a failure to define and implement the ESG strategy and communication plan of the Group.* This impact is linked to AmRest's business strategy and has a long-term horizon.

■ **Opportunities**

- *Define a decarbonization strategy engaging third-party logistics.* This opportunity impacts the value chain.
- *Define green energy purchasing requirements in AmRest operations.* This opportunity impacts AmRest's operations and suppliers.
- *Access to EU funding for energy transition due to a higher percentage of alignment with EU taxonomy.* This opportunity impacts AmRest's operations and suppliers.
- *Define requirements for using green vehicles in the fleet managed by third parties, which may impact the carbon footprint (E.g., last-mile delivery).* This opportunity affects the entire value chain.

E3. Water and marine sources.

Focused on sustainable water use and minimizing pressures on marine ecosystems across the value chain.

■ **Risks:**

- *Lack of water usage strategy considering stress areas as a result of climate change.*
- *Financial fines and operational restrictions for not meeting new legal requirements relating to water management.*
- *Increased demand for fish causing overfishing and higher prices.*

■ **Impact:**

- *Lower water usage related to installing low-consumption restaurant equipment (toilets, special plugs).* This impact is linked to AmRest's strategy and has a short-term horizon.
- *Strengthen fish procurement requirements related to the promotion of sustainable fishing practices resulting in certified/sustainable supply of whitefish and salmon.*

■ **Opportunities:**

- *Use of rainwater/grey water in AmRest operations (e.g. cleaning).*

E4. Biodiversity and ecosystems.

Aimed at mitigating biodiversity loss throughout the value chain, focusing on sustainable agricultural practices. Three IROs were identified, with only one resulting as material:

■ **Risks:**

- *Non-compliance with the relevant laws regarding biodiversity resulting from purchases of controversial products from foreign suppliers (e.g., cocoa and coffee)*

■ **Impact:**

- *Loss of ecosystems due to agricultural activities (such as overexploitation of soils and the use of phytosanitary products).* This impact is connected to AmRest's strategy and has a medium-term horizon.

■ Opportunities

- *Include products that adjust to consumer preferences without changing the business model (e.g. vegan).*

E5. Resource use and circular economy.

This area is divided into two main sub-topics: efficient resource and waste management, and organic waste.

The sub-topic of **Efficient resource and waste management**, which corresponds to the ESRS sub-topic **Resources inflows, including resource use**, aims to ensure responsible management of the resources used, such as packaging, and to minimise waste through mechanisms of reduction, regeneration and optimisation of materials.

■ Risks:

- *Financial consequences for using environmentally unfriendly materials (for example Single use plastic tax). It affects AmRest's operations and suppliers.*
- *Disruption to the supply of goods or logistics suppliers, resulting in limited access to essential supplies. This risk affects the entire value chain.*

■ Impacts:

- *Implementation of the Packaging and Waste Management Policies based on the circular economy model. This impact is connected to AmRest's strategy and has a medium-term horizon.*
- *Reduction in the use of packaging due to the collaboration with logistics suppliers to reduce the packaging used in AmRest's. This impact is linked to AmRest's strategy and has a short-term horizon.*
- *Weak internal control of waste management in some markets. This impact also ties to AmRest's strategy and has a short-term horizon.*

■ Opportunities

- *Cost savings achieved through the food saving programs. This opportunity affects AmRest's operations.*
- *Improve waste functionality (3R—recycle, reuse, repair) by implementing a global waste management model. This will affect the entire value chain.*

The **Organic waste** sub-topic focuses on reducing food waste through effective management and prevention programs. The following IROs have been identified:

■ Risks:

- *Financial consequences of the failure in waste segregation. This risk is linked to AmRest's operations.*
- *Lack of compliance with legal requirements on circularity. It is linked to the entire value chain.*

■ Impacts:

- *Reduction of landfill waste. This impact is connected to AmRest's strategy and has a medium-term horizon.*
- *Actions implemented to minimize food waste, such as excess inventory management. This impact also ties to AmRest's strategy and has a medium-term horizon.*

■ Opportunities:

- *Cost decrease by obtaining certificates related to waste management or circular economy. Linked to AmRest's own operations.*
- *Measuring the level of circularity of raw materials and organic waste (inputs and outputs). Linked to AmRest's value chain.*
- *Increasing consumer and employee awareness of waste segregation. Affects AmRest's value chain.*

S1. Own Workforce.

Addresses employee **Working conditions**, inclusion, and recruitment practices.

■ Risks:

- *Loss of knowledge and expertise due to key personnel turnover. This risk impacts AmRest's own operations.*
- *Increased cost of labour resulting from staff turnover. This risk affects AmRest's business directly.*
- *Risk of accidents generated in kitchens. This risk impacts AmRest's own operations.*
- *Strikes and protests generated by reasons that are outside AmRest's control (geopolitical instability, human rights violation, national concerns, local discontent).*

■ **Impacts:**

- *The company's business model allows flexible working hours and different types of work contracts that respond to the needs of employees. This impact ties to AmRest's business model and has a short-term horizon.*

■ **Opportunity:**

- *Increasing employee well-being at work positively impacts employee retention and talent attraction. This opportunity positively affects AmRest's own workforce.*
- *Due diligence implementation across ESG areas increases transparency.*

In terms of **Equal treatment and opportunities for all**, this sub-topic has identified the following IROs:

■ **Risk:**

- *Reputational loss resulting from the lack of women in top management executive positions. This risk impacts AmRest's operations and external perception.*

■ **Impacts:**

- *Increased labour inclusion of people without the minimum qualification. This impact is linked to AmRest's strategy and has a medium-term horizon.*
- *Adapting HR processes in multiple languages allows hiring people from different countries or diverse national backgrounds. This impact aligns with AmRest's business model and has a short-term horizon.*

■ **Opportunity:**

- *Well-designed diversity strategy increases the company's position as an Employer of Choice. This opportunity affects AmRest's operational inclusivity.*

S2. Workers in the value chain.

Addresses employee **Working conditions**, **Equal treatment and opportunities for all** and **Other work related rights** along the value chain. The following IROs have been identified:

■ **Risk:**

- *Delays and disruption in the supply chain due to workers' strikes as a result of poor working conditions.*

■ **Impact:**

- *Improving working conditions for employees in the value chain by implementing stricter supplier approval measures. This impact has a medium-term horizon and benefits AmRest's value chain.*

■ **Opportunity:**

- *Increased access to sustainable financing for demonstrating ESG/Social criteria throughout the company's value chain.*

S3. Affected communities.

■ **Risks:**

- *Resistance and activism in favour of small local businesses and against global brands.*
- *Local legislation limiting business expansion or opening of new stores.*

■ **Impacts:**

- *Improve the well-being of underprivileged groups through global social programs. This impact aligns with AmRest's strategy and has a short-term horizon.*

■ **Opportunity:**

- *Increase social investment in countries or areas where AmRest operates*

S4. Consumers and end-users.

The sub-topic **Consumer experience and information**, which corresponds to the ESRS sub-topics **Information-related impacts for consumers and/or end-users**, **Personal safety of consumers and/or end-users** and **Social inclusion of consumers and/or end-users** and an entity-specific sub-topic called **Food services excellence**, has identified the following material IROs:

■ **Risks:**

- *Legal or reputational consequences due to failures in operational excellence. This risk affects AmRest's operations and market position.*

■ **Impacts:**

- *Improve customers' wellbeing, enabling them to make more informed and healthier choices in their daily diet.*

■ **Opportunity:**

- *Strengthen the accessibility of products and services for groups at risk of exclusion. This opportunity affects AmRest's customer experience and operational inclusivity.*

G1 Business Conduct.

This topic is composed of sub-topic **Corporate Governance** which corresponds to the ESRS sub-topics **Corporate Culture, Protection of whistle-blowers** and **Corruption and bribery**, sub-topic **Animal Welfare** which corresponds to the ESRS sub-topic **Animal Welfare**, sub-topic **Responsible Sourcing** which corresponds to the ESRS sub-topic **Management of relationships with suppliers including payment practices** and an entity-specific sub-topic called **Data protection & Cybersecurity**.

In terms of **Corporate Governance** the following IROs have been identified as material:

■ **Risk:**

- *Failure of franchisees to adhere to policies and measures established by AmRest.*
- *Possible sanctions due to violations of human rights and ethics, and cases of bribery and corruption across value chain.*

■ **Impact:**

- *Insufficient controls in corruption and bribery areas.*

■ **Opportunities:**

- *Strengthen the cooperation with trade, and industry and non-governmental organizations.*

In the **Animal Welfare** and **Responsible Sourcing** sub-topics AmRest identified:

■ **Risks:**

- *Financial or reputational losses related to failures in the identification and monitoring of regulatory changes related to animal welfare*
- *Resistance to company's brands and activism in favour of animal welfare.*
- *Lack of a general framework addressing human rights in the value chain*

■ **Impacts:**

- *Improving animal husbandry.*
- *Ensure a responsible use of resources by implementation of ethical standards and practices across the value chain*

■ **Opportunities:**

- *Promoting ethical practices in animal husbandry.*
- *Enhance long-term relationships with suppliers by implementing supplier engagement programs.*
- *Define ESG criteria for suppliers selection in procurement purchases (such as raw materials, machinery, uniforms).*

In the **Data Protection and Cybersecurity** sub-topic the Company considers the following:

■ **Risks:**

- *Financial or reputational consequences of cybersecurity breaches.*
- *Security breaches in the company's systems leading to loss of customers trust.*

■ **Impact:**

- *Lack of integration of multiple IT systems affects management and processing of personal and business data*

■ **Opportunities:**

- *Strengthen cybersecurity strategy to improve data security*
- *Increase the security of AmRest mobile apps in line with the General Data Protection Regulation.*

Processes to identify and assess material impacts, risks, and opportunities

SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model [48a, 48b, 48c(i), 48c(ii), 48c(iii), 48c(iv), 48d, 48f]

AmRest's double materiality analysis includes analyses of both impact and financial materiality. A sustainability matter is considered material if it is significant from a financial perspective, impact perspective or both. The Company conducts a continuous and comprehensive medium-term review of the double materiality assessment whenever significant changes occur within the sector or the Company itself. Thus, the analysis of impacts, risks, and opportunities is guaranteed to remain up-to-date and in line with emerging trends. Moreover, the strategic decisions reflect the changing state of the market and its operating environment. The Company's IRO identification process was based on a methodology comprising five principal activities: context analysis, identification of IROs, workshops maintained for their evaluation, stakeholder consultations and, lastly, interpretation of the results and preparation of the double materiality matrix. *[IRO-1/53a]*

■ **Context analysis.**

In the project's initial phase, AmRest conducted a comprehensive analysis of sector trends, evaluated the relevant European legislation affecting the Company, assessed the approach of ESG analysts within the sector, examined controversies, and conducted a comparative study of five competitors.

■ **Identification of IROs.**

The second phase of the project concentrated on identifying and clarifying the relevant IROs. This preliminary work provided the basis for strategic planning and project development.

■ **Workshops for the evaluation of IROs.**

This analysis was conducted at five workshops held throughout the project, with the participation of the Company's subject matter experts and Senior Managers. Subsequently, IROs were evaluated, with each one assessed in terms of its associated scope, likelihood, and remediability.

■ **Stakeholder consultations.** *[IRO-1/53b(iii)]*

Consultations were held with both internal and external stakeholders. Nine interviews were conducted with Senior Managers, suppliers and brands. Additionally, AmRest conducted surveys, obtaining over 230 responses from five distinct stakeholder categories.

■ **Double materiality matrix and interpretation of the results.**

The final stage involved assigning an individual scale to each IRO based on the consultations' outcomes. The resulting tool generated materiality-based outcomes, which were then prioritized. This process led to the creation of the materiality matrix.

The IRO identification stage facilitated the association of IROs with all ten topical ESRS. Two IROs related to topics specific to the Group (entity-specific topics) were also identified, namely: "Data protection and Cybersecurity" and "Food services excellence" given their recent rise to prominence and potential impact on the Company's activity.

A total of 24 impacts, 29 opportunities, and 24 risks were identified concerning each topic analysed. This resulted in 77 material IROs, derived from both the Company's own operations and from value chain stages upstream and downstream of AmRest. These topics are deemed material as they meet the criteria to be considered as such from the impact perspective, the financial perspective, or both.

The identification and assessment of material impacts, risks, and opportunities are results of the double materiality analysis, which has determined the information that the undertaking included in its Consolidated Statement of Non-Financial Information and Sustainability Information. The Group, taking the provisions of the ESRS as a basis, has applied a process methodology composed of the following stages. *[IRO-1/53a]*

■ **Understanding stage**

The initial stage included an analysis of the Company and the environment in which it operates, encompassing both general market dynamics and the sustainability sector, as well as the trends that may influence its development. This analysis was conducted globally across all locations, operations, and activities, ensuring inclusivity of the full scope of AmRest's activities and their specific significance. *[IRO-1/53bi]* A two-pronged approach, focusing on general trends and ESG principles, was adopted, allowing more accurate decision-making aligned with the sector's specific characteristics. This process enabled the Group's sustainability priorities to be identified and laid a solid foundation for future strategy development, ensuring that AmRest's decisions are aligned with long-term industry trends and challenges. *[IRO-1/53g]*

At first, the ESG standards were subjected to a comprehensive analysis, including evaluating future directives in light of their strategic value. This analysis considered specific European Green Deal directives and regulations, such as the CSRD and EFRAG, the Taxonomy Regulation, the New Circular Economy Action Plan, and the Green Claims Proposal. As a result, more than 70 out of 150 European Green Deal initiatives were identified as having a direct impact on the Company. Secondly, a comparative analysis of the main competitors was conducted, including a review of their sustainability and double materiality strategies and practices. This process allowed the Company to identify the best practices, the areas for improvement, and the key matters affecting the competitors. The next stage was to analyse the investors' expectations of the restaurant industry. As a result, the Company identified the key sustainability issues it must

address to ensure its future success in the sector. Finally, the sector's main controversies were analysed, focusing on those directly affecting AmRest and its brands. These controversies facilitated the identification of areas of concern within the value chain. [\[IRO-1/53bj\]](#) [\[IRO-1/53g\]](#)

■ **Identification stage** [\[IRO-1/53bii\]](#) [\[IRO-1/53bii\]](#) [\[IRO-1/53biii\]](#)

The identification stage centered around the recognition of the impacts, risks, and opportunities created by AmRest in both its internal operations and throughout its value chain, including operations, business relationships, joint ventures, and franchisees. When identifying risks, the company's risk map was used, focusing on aligning these risks with sustainability-related considerations.

Identifying the IROs was divided into several stages, as follows:

- Identification through an internal dialogue conducted within the Company's key areas associated with the material topics and stakeholders.
- Identifying the impacts by topic (positive or negative and actual or potential) including a qualitative description.
- Identification of the risks and opportunities that were classified by topic and accompanied by a qualitative description in each case.

AmRest has established a process to identify, assess, prioritize, and monitor risks and opportunities that may financially affect its operations. This process carefully examines the connections between the impacts and dependencies of natural, human, and social resources with the risks and opportunities that may arise from these impacts and dependencies. [\[IRO-1/53ci\]](#)

The IROs were assessed from two perspectives: impact and financial. The impact perspective relates to the long-term impacts of the Company's processes, activities, products, services, or relationships on people or the environment. On the other hand, the financial perspective focuses on identifying risks and opportunities.

Finally, to identify IROs and gain a more in-depth understanding of the Group's operations, relevant workshops for AmRest's managers and subject matter experts were held, providing a collaborative platform for a more comprehensive understanding of the Company. They focused on environmental, governance, human rights, and supply chain topics. At the beginning of each workshop, the attendees were provided with an overview of the project through an introduction of the purpose, a presentation of the methodology used, the different phases, and a definition of the various IROs. Then, each area's relevant material topics and subtopics were explained, and the subject matter experts and Senior Managers were informed about which topics were significant for them. [\[IRO-1/53biii\]](#)

To complement the workshops, consultations were held with both internal and external stakeholders to ensure a comprehensive view of impact materiality. Nine interviews were conducted with the representatives of the Senior Management, suppliers, and franchised brands owners. As the next step, surveys were carried out, delivering over 230 responses from five distinct stakeholder categories, including workforce, top management, and board members as internal stakeholders; and business partners, society, analysts, and suppliers as external stakeholders. The results of these consultations were cross-checked with scores from the quantitative external stakeholder consultation process (surveys), and a weighted average was applied to each topic.

■ **Assessment stage** [\[IRO-1/53iv\]](#) [\[IRO-1/53cii\]](#)

The assessment stage resulted in prioritizing potential matters based on their significance to the Group, establishing a mechanism for assessing the impacts, risks, and opportunities. This phase was conducted using assessment scales to align the materiality assessment with the Company's internal processes and the assessment procedure established by the ESRS. The formula recommended by the ESRS was maintained, i.e., severity based on the likelihood of impact materiality and financial effect based on the likelihood of financial materiality.

The analysis conducted for financial materiality has been approached from a qualitative perspective. It is not tied to quantitative financial parameters but evaluated within the framework of a scaled assessment.

In assessing the materiality of each IRO, consideration should be given to its scale, scope, likelihood, and remediability.

- **Scale:** Level of importance attributed to each IRO. The value is determined by combining the overall data collected on each sub-topic from stakeholder consultations and external input, together with the assessment of each IRO. This global assessment leads to a final score on a scale of 1 to 5.
- **Scope:** rated from 0 to 5, reflecting the geographical extent of the impact.
- **Likelihood:** rated from 1 to 4, this denotes the likelihood of occurrence of the IRO.
- **Remediability:** rated from 0 to 5, measures how quickly risk exposure can affect an organization and how quickly it can be mitigated.

Impact materiality

Within the environmental section, the topic of greatest materiality is efficient resource and waste management, as implementing mechanisms to reduce, regenerate, and optimize materials and resources is crucial to AmRest's business model. In contrast, pollution represents the least material environmental topic, with a limited impact on the Company and no mention during the stakeholder interviews.

In the social realm, working conditions received the highest score since effective human resource management is fundamental to ensure compliance with the most stringent labour legislation, as well as with hygiene and health and safety standards. In comparison, the area of human rights achieved the lowest rating.

Regarding consumer and food-related matters, the most highly rated topic is responsible sourcing. This is due to the importance of sustainable practices and AmRest's supply chain management. It is important to note that, despite the low score awarded to animal welfare, it remains a significant concern for the Group.

In the area of governance, cybersecurity, and data protection emerge as the most material topics, given their impact on the Company's reputation and the potential consequences of an inadequate response to a cyberattack. Of these two, the topic of corporate governance received a lower score.

Financial materiality

Regarding financial materiality, efficient resource, and waste management are the most important material and environmental topics, as poor management in these areas could result in financial penalties or require investments to improve AmRest's operational practices. In contrast, habitat degradation and the intensity of pressure on marine resources received the lowest score since the Company's own operations do not have a direct impact on these areas and are identified mainly across the supply chain.

In the Social area, working conditions emerged as the most material topic, as sound human resource management can have a considerable economic and reputational impact. In comparison, the lowest scores were awarded to economic, social, and cultural rights, along with community development (S3).

Responsible sourcing was considered the most material topic within the food area, while food services excellence received the lowest rating. Nonetheless, AmRest considers the latter a fundamental topic for its business model, as the high standards in quality, food safety, and traceability of nutritional information are pivotal for the food business.

From the financial perspective, data protection and cybersecurity represent the most material issues in the governance domain.

■ Inclusion and identification stage

The identification process facilitated the Group's recognition of the material topics. The results of the assessments performed by the internal and external stakeholders were analysed. Based on the analysis and consolidated results, a materiality threshold was established and defined according to the maximum and minimum ranges obtained in both materialities.

In the final stage, individual scores were assigned to each IRO based on the consultations' outcomes, thus generating a materiality classification. Priorities were then established, leading to the creation of a materiality matrix.

Furthermore, the stakeholders involved in the double materiality analysis were assigned a weighting. The weighting system reflects the importance of the responses received from each stakeholder. The scales were calculated for each topic based on the materiality of the above responses and the outcome of the interviews and surveys. The results were then cross-checked with the scores obtained during the quantitative external stakeholder consultation process (surveys), with a weighted average applied for each topic. The outcome of this process formed the materiality matrix or a definitive list of material topics:

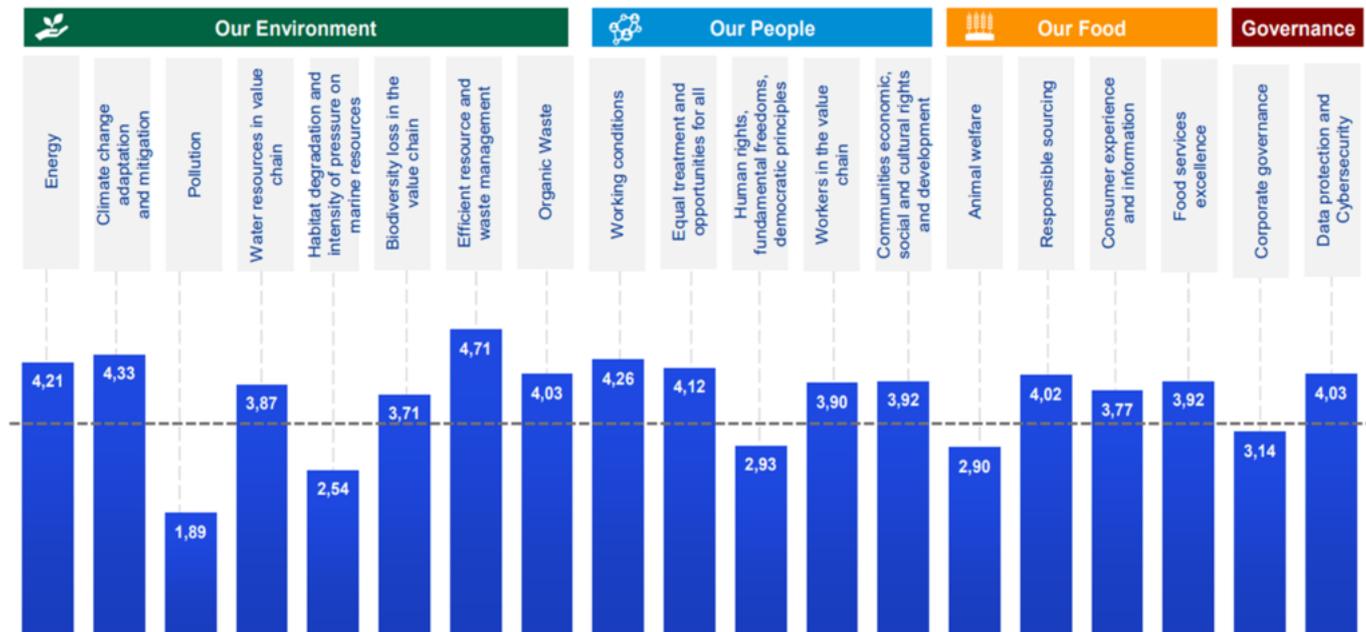
IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement [IRO-2 59]

Throughout the materiality assessment process, the complete AR 16 list of sustainability topics, including all sub-topics and sub-subtopics, was analysed. Material impacts, risks, and opportunities were identified in detail to ensure consistency with the Disclosure Requirements ("DR"). In terms of defining the information to be disclosed on material IROs, a materiality threshold has been established and defined according to the maximum and minimum ranges obtained in both materialities:

Impact materiality

Minimum values of 1.89 and maximum values of 4.71 were identified, reflecting significant dispersion across the pre-defined scales, with varying levels of impact across all topics. The threshold was set at 70% of the highest assessed impact. The following graph displays the results for each subtopic, grouped by the four main pillars.

Infographic. Impact materiality

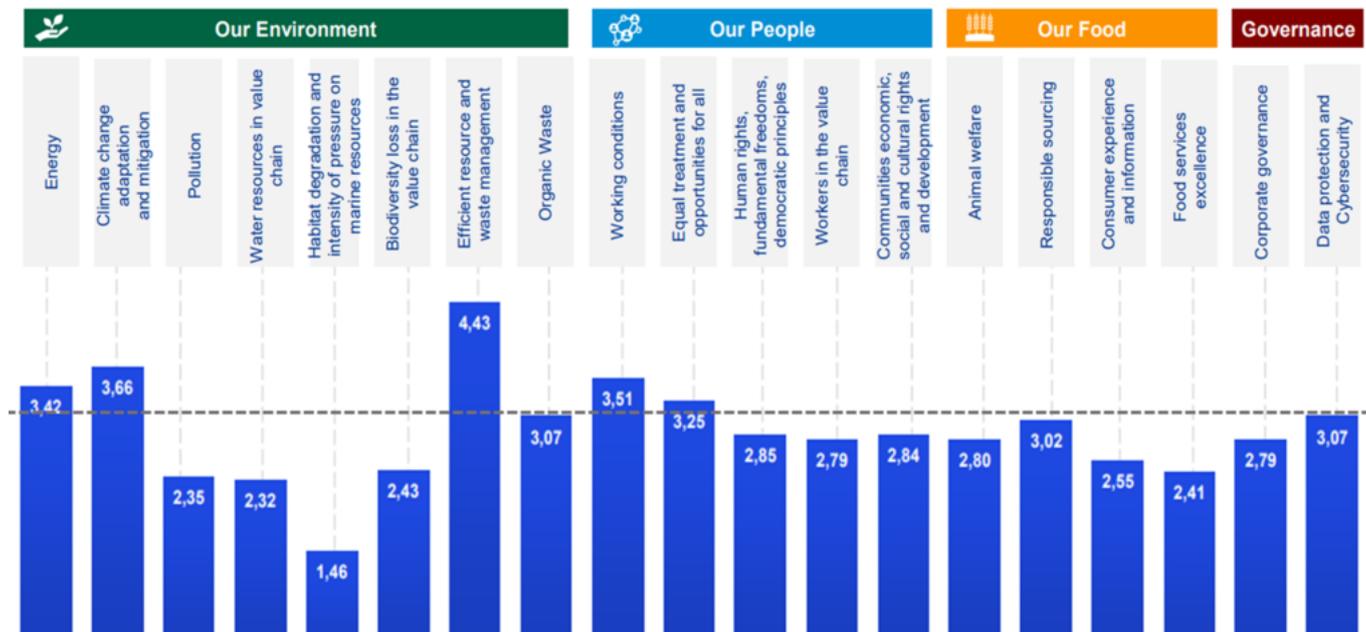


----- Impact materiality threshold: 3.30

Financial materiality

The values ranged from a minimum of 1.46 to a maximum of 4.43, showing a level of dispersion similar to that observed for impact materiality and heterogeneity in terms of impact levels. The threshold was set at 70% of the highest-rated risk assessed. The following graph presents the results for each subtopic, grouped by the four main pillars.

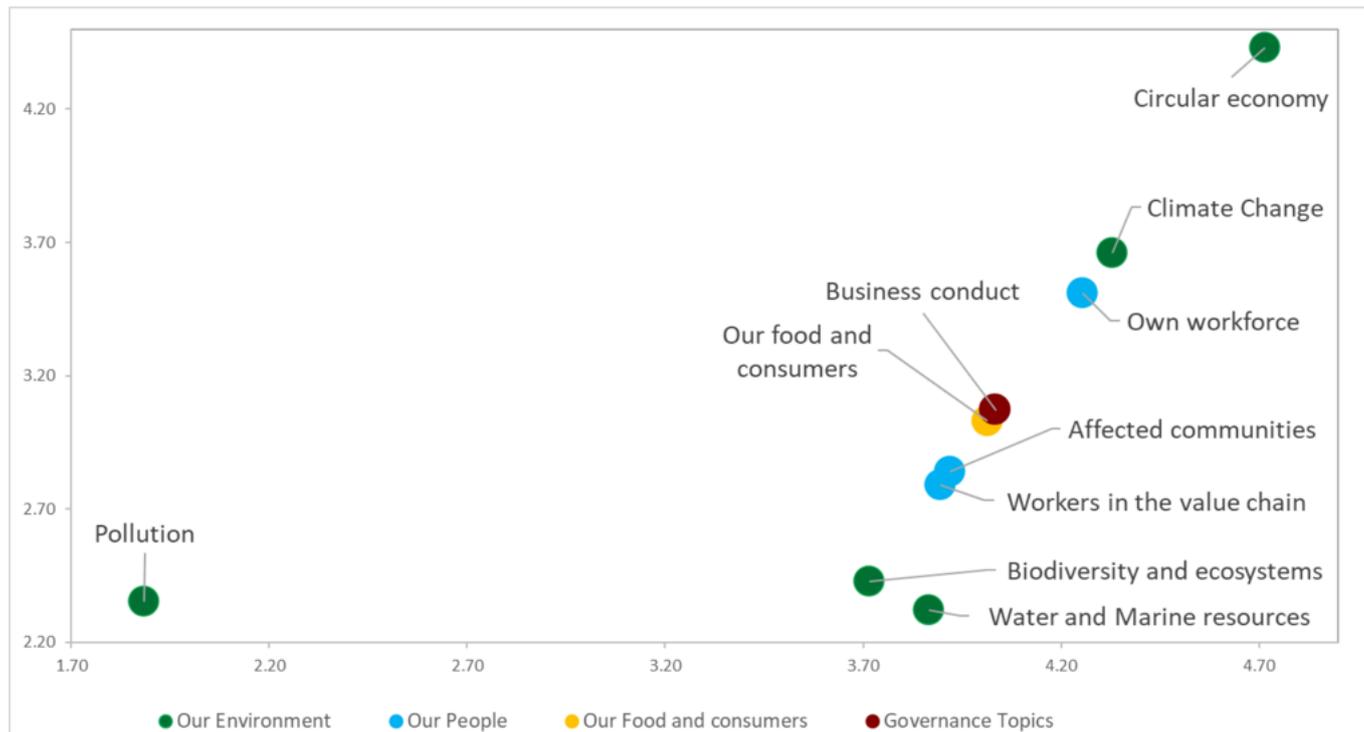
Infographic. Financial materiality



----- Impact materiality threshold: 3.10

In the final stage, individual scores were assigned to each IRO based on the consultations' outcomes, thus generating a materiality classification. Priorities were then established, leading to the creation of a materiality matrix.

Infographic. AmRest's double-materiality matrix

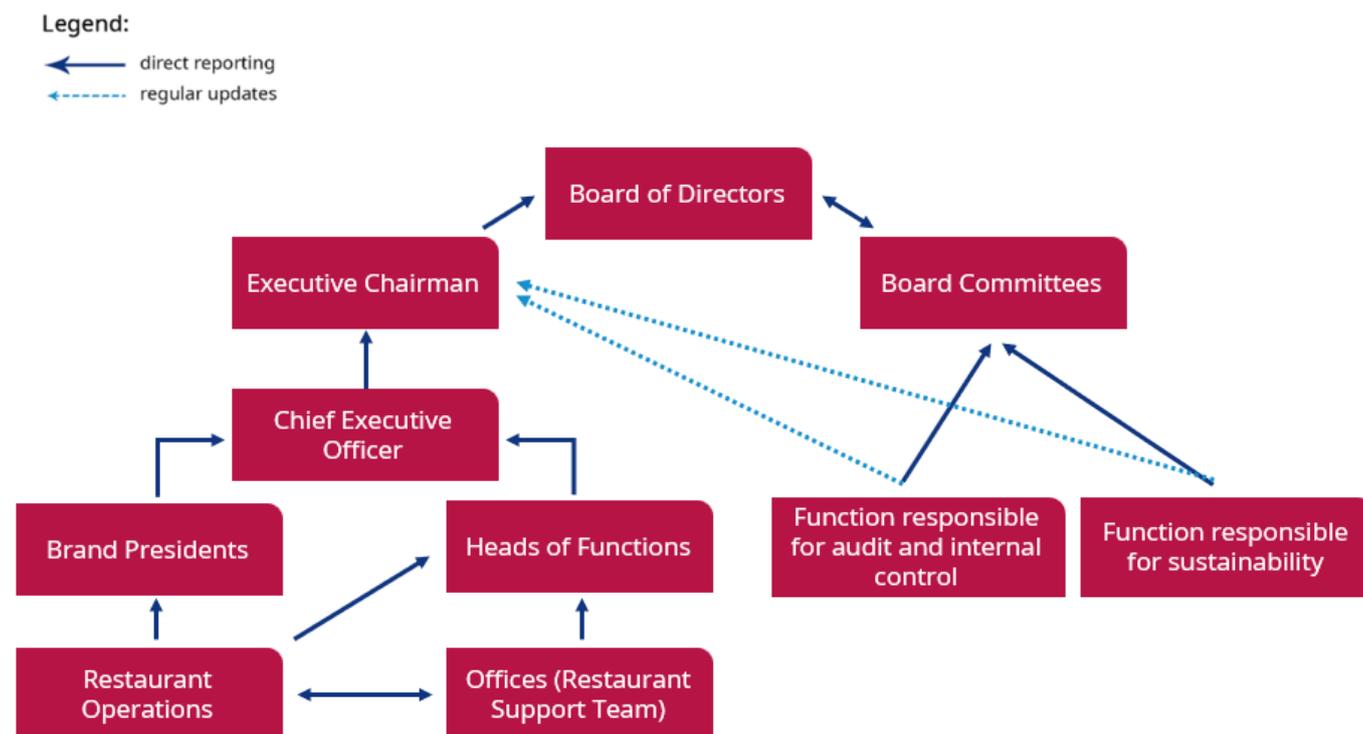


Governance bodies

GOV-1 The role of the administrative, management and supervisory bodies [21, 21a, 21c, 21d, 21e, 22, 22a, 22b, 22c, 22ci, 22cii, 22ciii, 22d, 23, 23a, 23b]

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [26a]

Infographic. Information about the reporting lines to the administrative, management and supervisory bodies



Board of Directors

Except for those matters reserved by law or the bylaws to the competence of the General Shareholders' Meeting, the Board of Directors is the Company's supreme decision-making body, and is responsible for the governance, management and administration of the business and interests of the Company.

Infographic. Board of Directors composition presented in numbers [GOV 1/21a, d, e]

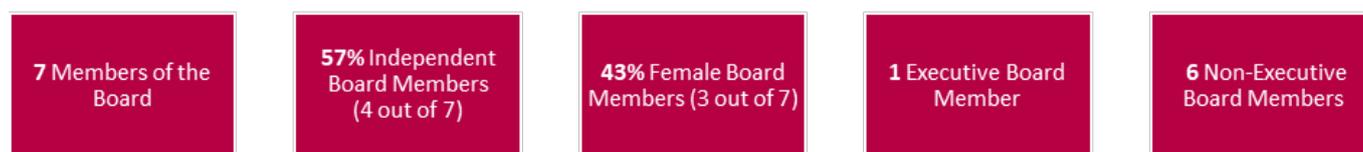


Table. Composition of the Board of Directors as of 31 December 2024

Name	Category of Director	Position on the Board	Profile [GOV-1 21c]
Mr. José Parés Gutiérrez	Executive	Chairman	CEO of Finaccess Capital (Mexico) since 2013 and Chairman of the Board of Directors of Restaurant Brands New Zealand Limited. He has international experience in marketing, sales, finance and operational management. He spent 19 years of his career working in various roles for Grupo Modelo (Mexico) and was the member of the Board of Crown Imports (Chicago, Illinois), Vice Chairman of the Board of MMI (Toronto, Canada), member of the Board of DIFA (Mexico) and member of the Mexican Brewers Association (Cámara de Cerveceros de México).

Name	Category of Director	Position on the Board	Profile [GOV-1 21c]
Mr. Luis Miguel Álvarez Pérez	Proprietary	Vice Chairman	Board Member, Audit Committee Member and Investment Committee Member of Finaccess, S.A.P.I. (since 2013). Founder and CEO of Compitalia, S.A. de C.V. Member of the Board of Directors and of the Appointments and Remuneration Committee of Restaurant Brands New Zealand Limited. Previously held several roles at Grupo Modelo (Mexico) for more than 25 years. Currently he is a member of the Board of Directors of numerous private companies and NGOs, in addition to holding various positions in the Finaccess Group.
Mr. Pablo Castilla Reparaz	Independent	Lead Independent Director	He has more than 30 years of experience in the banking sector as a lawyer for Banco Santander, S.A., having been responsible for M&A transactions in several jurisdictions. He has also served as Director of Santander Direkt Bank (Germany), Director of Banco Mercantil (Peru), Secretary non director of BT Telecomunicaciones S.A., director Secretary of Santander Investment, S.A., Secretary of the Investment Committee of Grupo Santander, director Secretary of OpenBank and director Secretary of Grupo Vitaldent.
Ms. Mónica Cueva Díaz	Independent	Director	She worked with Banco Santander for more than 30 years, holding various roles in different jurisdictions, generally linked to the financial, accounting and control areas, also participating in important integration processes such as the acquisition of ABN AMRO. Ms. Mónica Cueva has also been a college professor and lecturer, a member of the European Banking Authority representing Banco Santander, and a director in numerous companies of the Santander Group. She currently holds the position of director of Banco Santander Río (Argentina).
Mr. Emilio Fullaondo Botella	Independent	Director	He held senior management positions for more than 23 years in the beer industry, leading various departments related to the financial area of the Mexican beer group Grupo Modelo, including the position of Chief Financial Officer for a period of 4 years and subsequently in the Belgian company AB InBev, following the acquisition by Grupo Modelo as Chief People Officer for Middle Americas until his resignation in January 2019. Currently, he is an independent director of the Restaurant Brands New Zealand Limited.
Ms. Begoña Orgambide García	Proprietary	Director	She is currently Director of Investor Relations at Finaccess Capital, S.A. de C.V. and has developed expertise in investment analysis, mainly in the restaurant and real estate sector, and return evaluation. She is also responsible for the design and implementation of the communication strategy for the investor group regarding the financial situation and evolution of the different investments. Previously, she was Director of Investor Relations at Grupo Modelo S.A.B. de C.V. and subsequently held the same position at Grupo Sports World S.A.B. de C.V. In 2015, she joined Walmart de México S.A.B. de C.V. as Director of Strategic Planning and M&A.
Ms. Romana Sadurska	Independent	Director	She was a professor at the University of Sidney and the Australian National University. She was also a partner in the Secretary General of the Spanish law firm Uría Menéndez, being responsible for the practice area of Central and Eastern Europe of said firm. She has also served as Executive Vice Chairman of the Professor Uría Foundation. She is currently a member of the Patronage ("Patronato") of the Aspen Institute Spain and a member of the Real Diputación de San Andrés de los Flamencos - Fundación Carlos de Amberes.

[IRO-1/26a-c, 53d-f] There is no formalized approach to management of the impacts, risks and opportunities on a Board of Directors level. However, five most material topics (see the AmRest's double-materiality matrix infographic in section "Material impacts, risks and opportunities") were addressed in the agenda of the formal Board Committees in 2024:

- Audit and Risk Board Committee – Business Conduct;
- Appointments, Remuneration, and Corporate Governance Board Committee – Business Conduct;
- Sustainability, Health, and Safety Board Committee – Circular Economy, Climate Change, Own workforce, Our Food and Consumers.

Related information and performance analyses were presented to the Board Committee Members by AmRest Subject-Matter Experts on a quarterly basis.

Table. Board Committees

Committee name	Members (Chairperson)	Description and main responsibilities related to sustainability
EXECUTIVE BOARD COMMITTEE	<p>Mr. José Parés Gutiérrez</p> <p>Mr. Luis Miguel Álvarez Pérez</p> <p>Mr. Pablo Castilla Reparaz</p>	<p>The Board of Directors has delegated its authority, except for those that by the Law, the Articles of Association and the Board of Directors Regulations of AmRest Holdings, SE cannot be delegated, to an Executive Committee.</p> <p>The Executive Committee shall inform the Board of Directors of the important matters and decisions adopted at its meetings.</p>
AUDIT AND RISK BOARD COMMITTEE	<p>Ms. Mónica Cueva Díaz</p> <p>Mr. Pablo Castilla Reparaz</p> <p>Mr. Emilio Fullaondo Botella</p>	<p>The Audit and Risk Committee at AmRest plays an important role in ensuring the integrity of the company's financial and non-financial/sustainability reporting and the effectiveness of its risk management systems. The Committee helps maintain the trust of shareholders and other stakeholders, by overseeing that AmRest operates with high standards of governance and accountability.</p> <p>1. Financial Oversight: The committee oversees the preparation and presentation process, and the integrity of financial and non-financial/sustainability information, reviewing compliance with legal requirements. This includes reviewing the correct application of accounting standards and any changes to them.</p> <p>2. Internal Controls and Risk Management: The committee monitors the effectiveness of the internal control systems and the enterprise risk management framework. This involves monitoring in general that the internal control policies and systems established are applied effectively in practice.</p> <p>3. Compliance: Ensuring that the company complies with legal and regulatory requirements is a critical function. For this purpose, the committee monitors</p> <ul style="list-style-type: none"> ■ the main activities carried out by the Compliance Department; ■ the Global Compliance Model; ■ the complaints received through the channels established at the AmRest Group; and ■ the investigations and inspections, reporting ethical violations and ensuring appropriate actions are taken. <p>4. Internal and External Audits: The committee oversees internal and external audit functions. This includes approving the internal audit plan, ensuring that it focuses primarily on the main risks the company is exposed to (including reputational risk), receive regular report-backs on its activities, and verify that Senior Management are acting on the findings and recommendations of its reports. The committee also manages the relationship with external auditors, including proposing their appointment, compensation, and performance.</p>

Committee name	Members (Chairperson)	Description and main responsibilities related to sustainability
APPOINTMENTS, REMUNERATION AND CORPORATE GOVERNANCE BOARD COMMITTEE	Mr. Pablo Castilla Reparaz Mr. Luis Miguel Álvarez Pérez Mr. Emilio Fullaondo Botella Ms. Romana Sadurska	<p>The Appointments, Remuneration, and Corporate Governance Committee at AmRest helps maintain a robust governance framework, by overseeing that AmRest operates with integrity and in the best interests of its stakeholders.</p> <ol style="list-style-type: none"> 1. Board Composition and Appointments: The committee assesses the qualifications, knowledge, and experience required for the Board of Directors. It is responsible for defining the functions and qualifications required from candidates, evaluating the exactly amount of time and dedication required for them to effectively discharge their duties, ensuring a diverse and competent Board. 2. Remuneration Policies: The committee proposes the remunerations policy for the Directors, including the remuneration for the Executive Chairman and the other conditions of his contract, reviewing it periodically and ensuring compliance. Also, the committee proposes the remuneration policy applied for Senior Management, including the remuneration packages with shares and their application. 3. Corporate Governance and Compliance: The committee oversees compliance with corporate governance policies and rules, as well as the Company's internal codes of conduct, ensuring that the corporate culture is aligned with its purpose and values, and evaluates and periodically reviews the Company's corporate governance system, so that it fulfils its mission of promoting the corporate interest and takes into account the legitimate interests of the remaining stakeholders. 4. Performance Evaluation: The committee coordinates the periodic evaluation of the performance of the Board of Directors and its committees. This helps identify areas for improvement and ensures that the Board operates effectively. 5. Succession Planning: The committee is responsible for reviewing and organizing succession plans for key positions within the company. This ensures continuity in leadership and the smooth functioning of the organization.
SUSTAINABILITY, HEALTH AND SAFETY BOARD COMMITTEE	Ms. Romana Sadurska Mr. Pablo Castilla Reparaz Ms. Mónica Cueva Díaz	<p>The Sustainability, Health, and Safety Committee at AmRest oversees that AmRest operates responsibly, prioritizing the well-being of its employees, customers, and the protection of the environment.</p> <ol style="list-style-type: none"> 1. Occupational Safety: The committee reviews and monitors policies and frameworks related to occupational safety, ensuring that the company maintains a safe working environment for all employees. 2. Nutrition and Food Safety: The committee oversees the management frameworks and policies concerning nutrition and food safety, contributing to the company's products maintaining the highest quality and safety standards. 3. Sustainability: The committee is responsible for overseeing the progress of the company's sustainability strategies. This includes monitoring environmental impact, resource management, and other sustainability initiatives. 4. Reporting and Recommendations: The committee regularly report to the Board of Directors on significant issues within its purview and recommend improvements and new initiatives.

Senior Management

Senior Management is defined as executives who report directly to the Board of Directors, the Executive Chairman, or the Chief Executive Officer of the Company, including the person responsible for Internal Audit. This group has the authority to make managerial decisions that may affect the Company's future development and business prospects.

Table. Composition of the Senior Management and material topics within their scope of responsibility

Name	Position(s)	Material topics responsibility
Mr. Luis Comas Jiménez	Chief Executive Officer	Climate Change, Water and Marine resources, Biodiversity and ecosystems, Circular economy, Own workforce, Workers in the value chain, Affected communities, Consumers, Business conduct
Mr. Ismael Sánchez Moreno	Chief People Officer	Own workforce, Workers in the value chain, Affected communities, Consumers, Business conduct
Mr. Daniel del Río Benítez	Chief Operations Officer	Climate Change, Water and Marine resources, Biodiversity and ecosystems, Circular economy
Mr. Eduardo Zamarripa Escamilla	Chief Financial Officer	Climate Change, Business conduct
Mr. Santiago Gallo Pérez	Chief Marketing Officer	Affected communities, Consumers
Mr. Robert Žuk	Chief Information Officer	Business conduct (Cybersecurity)
Mr. Ramanurup Sen	Food Services President	Climate Change, Water and Marine resources, Biodiversity and ecosystems, Circular economy, Workers in the value chain, Consumers, Business conduct
Mr. Mauricio Gárate Meza	General Counsel	Own workforce, Workers in the value chain, Affected communities, Consumers, Business conduct
Mr. Jacek Niewiadomski	Chief Internal Audit and Control Officer	Business conduct (Corporate Governance)

GOV-3 Integration of sustainability-related performance in incentive schemes [29, 29a, 29b, 29c, 29d, 29e]

While the Company has set internal sustainability objectives, it is still working on the implementation of an incentive scheme to support these goals.

Statement on due diligence

GOV-4 Statement on Due Diligence [GOV-4/ 30, 32]

Table. Core elements of due diligence [GOV-4/ AR10]

CORE ELEMENTS OF DUE DILIGENCE	Paragraphs in the Consolidated Statement of Non-Financial Information and Sustainability Information
a) Embedding due diligence in governance, strategy, and business model	General Information
b) Engaging with affected stakeholders in all key steps of the due diligence	General Information
c) Identifying and assessing adverse impacts	General Information
d) Taking actions to address those adverse impacts	Environmental Information, Social Information, Governance Information
e) Tracking the effectiveness of these efforts and communicating	Environmental Information, Social Information, Governance Information

GOV-5 Risk management and internal controls over sustainability reporting [36a, 36b, 36c, 36d, 36e]

Risk management and internal control over sustainability reporting

[ESRS 2 GOV-5 36a-e] AmRest has Enterprise Risk Management ("ERM") at the group level, following best practices and the COSO framework, overseen by the Global Risk and Compliance Department, with the main aim of ensuring compliance with regulations. Within this ERM framework, there are some risks related to the publication of the sustainability statement. However, AmRest does not have a formalized internal control system over sustainability reporting.

List of disclosure requirements to report under ESRS

[BP-2 16]

Table. List of disclosure requirements to report under ESRS

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS 2	General disclosures	BP-1	General	General basis for preparation of the sustainability statement	General Information BP-1 Section: Basis for preparation	36-38
ESRS 2	General disclosures	BP-2	General	General basis for preparation of the sustainability statement Disclosures in relation to specific circumstances Disclosures in relation to specific circumstances - Time horizons Disclosures in relation to specific circumstances - Value chain estimation Disclosures in relation to specific circumstances - Sources of estimation and outcome uncertainty Disclosures in relation to specific circumstances - Changes in preparation or presentation of sustainability information Disclosures in relation to specific circumstances - Reporting errors in prior periods Disclosures in relation to specific circumstances - Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements Disclosures in relation to specific circumstances - Incorporation by reference Disclosures in relation to specific circumstances - Use of phase-in provisions in accordance with Appendix C of ESRS 1	General Information BP-1 Section: Basis for preparation	36-38
ESRS 2	General disclosures	GOV-1	Governance (GOV)	The role of the administrative, management and supervisory bodies	General Information GOV-1 Section: Governance bodies	58-62
ESRS 2	General disclosures	GOV-2	Governance (GOV)	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	General Information GOV-2 Section: Governance bodies	58-62
ESRS 2	General disclosures	GOV-3	Governance (GOV)	Integration of sustainability-related performance in incentive schemes	General Information GOV-3 Section: Senior Management	62
ESRS 2	General disclosures	GOV-4	Governance (GOV)	Statement on due diligence	General Information GOV-3 Section: Statement on due diligence	62
ESRS 2	General disclosures	GOV-5	Governance (GOV)	Risk management and internal controls over sustainability reporting	General Information GOV-5 Section: Risk management and internal control over sustainability reporting	62
ESRS 2	General disclosures	SBM-1	Strategy (SBM)	Strategy, business model and value chain	General Information SBM-1 Section: Strategy and business model	39-41
ESRS 2	General disclosures	SBM-2	Strategy (SBM)	Interests and views of stakeholders	General Information SBM-2 Section: Stakeholder dialogue	43-47
ESRS 2	General disclosures	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	General Information SBM-3 Section: Material impacts, risks and opportunities	47-57

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS 2	General disclosures	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material impacts, risks and opportunities	General Information IRO-1 Processes to identify and assess material impacts, risks, and opportunities	53-57
ESRS 2	General disclosures	IRO-2	Impact, risk and opportunity management (IRO)	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	General Information IRO-1 Processes to identify and assess material impacts, risks, and opportunities	53-57
ESRS 2	General disclosures	MDR-P	Impact, risk and opportunity management (IRO)	Policies adopted to manage material sustainability matters	Throughout the entire Consolidated Statement of Non-Financial Information and Sustainability Information	
ESRS 2	General disclosures	MDR-A	Impact, risk and opportunity management (IRO)	Actions and resources in relation to material sustainability matters	Throughout the entire Consolidated Statement of Non-Financial Information and Sustainability Information	
ESRS 2	General disclosures	MDR-M	Metrics and targets (MT)	Metrics in relation to material sustainability matters	Throughout the entire Consolidated Statement of Non-Financial Information and Sustainability Information	
ESRS 2	General disclosures	MDR-T	Metrics and targets (MT)	Tracking effectiveness of policies and actions through targets	Throughout the entire Consolidated Statement of Non-Financial Information and Sustainability Information	
ESRS E1	Climate change	GOV-3	Governance (GOV)	Integration of sustainability-related performance in incentive schemes	Environmental information. Section: Climate Change GOV-3 Integration of sustainability-related performance in incentive schemes	90
ESRS E1	Climate change	E1-1	Strategy (SBM)	Transition plan for climate change mitigation	Environmental information. Section: Climate Change	91-102
ESRS E1	Climate change	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Environmental information. Section: Climate Change E1 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	92-94
ESRS E1	Climate change	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Environmental information. Section: Climate Change SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	92-94
ESRS E1	Climate change	E1-2	Impact, risk and opportunity management (IRO)	Policies related to climate change mitigation and adaptation	Environmental information. Section: Climate Change E1-2 Policies related to climate change mitigation and adaptation	94-96
ESRS E1	Climate change	E1-3	Impact, risk and opportunity management (IRO)	Actions and resources in relation to climate change policies	Environmental information. Section: Climate Change E1-3 Actions and resources in relation to climate change policies	96
ESRS E1	Climate change	E1-4	Metrics and targets (MT)	Targets related to climate change mitigation and adaptation	Environmental information. Section: Climate Change E1-4 Targets related to climate change mitigation and adaptation	96

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS E1	Climate change	E1-5	Metrics and targets (MT)	Energy consumption and mix Energy consumption and mix - Energy intensity based on net revenue	Environmental information. Section: Climate Change E 1-5 Energy consumption and mix Energy consumption and mix - Energy intensity based on net revenue	97
ESRS E1	Climate change	E1-6	Metrics and targets (MT)	Gross Scopes 1, 2, 3 and Total GHG emissions GHG Intensity based on net revenue	Environmental information. Section: Climate Change E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions GHG Intensity based on net revenue	97-99
ESRS E1	Climate change	E1-7	Metrics and targets (MT)	GHG removals and GHG mitigation projects financed through carbon credits	Environmental information. Section: Climate Change E1-7 GHG removals and GHG mitigation projects financed through carbon credits	100
ESRS E1	Climate change	E1-8	Metrics and targets (MT)	Internal carbon pricing	Environmental information. Section: Climate Change E1-8 Internal carbon pricing	100
ESRS E1	Climate change	E1-9	Metrics and targets (MT)	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS E2	Pollution	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-1	Impact, risk and opportunity management (IRO)	Policies related to pollution	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-2	Impact, risk and opportunity management (IRO)	Actions and resources related to pollution	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-3	Metrics and targets (MT)	Targets related to pollution	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-4	Metrics and targets (MT)	Pollution of air, water and soil	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-5	Metrics and targets (MT)	Substances of concern and substances of very high concern	Not material according to the double materiality analysis.	
ESRS E2	Pollution	E2-6	Metrics and targets (MT)	Anticipated financial effects from material pollution-related impacts, risks and opportunities	Not material according to the double materiality analysis.	
ESRS E3	Water and Marine Resources	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	Environmental Information / ESRS E3 Section: Water and Marine Resources SBM-3 - Incidents, Risks, and Opportunities of Material Relevance and Their Interaction with the Strategy and Business Model	103-105
ESRS E3	Water and Marine Resources	E3-1	Impact, risk and opportunity management (IRO)	Policies related to water and marine resources	Environmental Information / ESRS E3 Section: Water and Marine Resources E3-1 Policies	103
ESRS E3	Water and Marine Resources	E3-2	Impact, risk and opportunity management (IRO)	Actions and resources related to water and marine resources	Environmental Information / ESRS E3 Section: Water and Marine Resources E3-2 Actions and Related Resources	103-104
ESRS E3	Water and Marine Resources	E3-3	Metrics and targets (MT)	Targets related to water and marine resources	Environmental Information / ESRS E3 Section: Water and Marine Resources E3-3 Targets	104

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS E3	Water and Marine Resources	E3-4	Metrics and targets (MT)	Water consumption	Environmental Information / ESRS E3 Section: Water and Marine Resources E3-4 Water Consumption	105
ESRS E3	Water and Marine Resources	E3-5	Metrics and targets (MT)	Anticipated financial effects from material water and marine resources-related risks and opportunities	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS E4	Biodiversity and ecosystems	E4-1	Strategy (SBM)	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4-1 Transition Plan and Assessment	106
ESRS E4	Biodiversity and ecosystems	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4 SBM-3 Incidents, Risks, and Opportunities of Material Relevance	106
ESRS E4	Biodiversity and ecosystems	IRO-1	Impact, risk and opportunity management (IRO)	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4 IRO-1 Description of Processes for Identifying and Assessing Incidents, Risks, and Opportunities	106
ESRS E4	Biodiversity and ecosystems	E4-2	Impact, risk and opportunity management (IRO)	Policies related to biodiversity and ecosystems	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4-2 Policies related to biodiversity and ecosystems	106-107
ESRS E4	Biodiversity and ecosystems	E4-3	Impact, risk and opportunity management (IRO)	Actions and resources related to biodiversity and ecosystems	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4-3 Actions and resources related to biodiversity and ecosystem	106-107
ESRS E4	Biodiversity and ecosystems	E4-4	Metrics and targets (MT)	Targets related to biodiversity and ecosystems	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4-4 Targets related to biodiversity and ecosystems	106-107
ESRS E4	Biodiversity and ecosystems	E4-5	Metrics and targets (MT)	Impact metrics related to biodiversity and ecosystems change	Environmental Information / ESRS E4 Section: Biodiversity and Ecosystems E4-5 Impact metrics related to biodiversity and ecosystems change	106-107
ESRS E4	Biodiversity and ecosystems	E4-6	Metrics and targets (MT)	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS E5	Resource use and circular economy	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Environmental Information / ESRS E5 Section: Resource Use and Circular Economy E5 ESRS 2 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	108-111
ESRS E5	Resource use and circular economy	E5-1	Impact, risk and opportunity management (IRO)	Policies related to resource use and circular economy	Environmental Information / ESRS E5 Section: Circular Economy E5-1 Policies related to resource use and circular economy	109-110

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS E5	Resource use and circular economy	E5-2	Impact, risk and opportunity management (IRO)	Actions and resources related to resource use and circular economy	Environmental Information / ESRS E5 Section: Resource Use and Circular Economy E5-2 Actions and resources related to resource use and circular economy	108-109
ESRS E5	Resource use and circular economy	E5-3	Metrics and targets (MT)	Targets related to resource use and circular economy	Environmental Information / ESRS E5 Section: Resource Use and Circular Economy E5-3 Targets related to resource use and circular economy	110
ESRS E5	Resource use and circular economy	E5-4	Metrics and targets (MT)	Resource inflows	Environmental Information / ESRS E5 Section: Resource Use and Circular Economy E5-4 Resource inflows	110
ESRS E5	Resource use and circular economy	E5-5	Metrics and targets (MT)	Resource outflows Resource outflows - Products and materials Resource outflows - Waste	Environmental Information / ESRS E5 Section: Resource Use and Circular Economy E5-5 Resource Outflows	110-111
ESRS E5	Resource use and circular economy	E5-6	Metrics and targets (MT)	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Not reported. More information in the table. Omitted information in the "About this Report" section.	
ESRS S1	Own Workforce	SBM-2	Strategy (SBM)	Interests and views of stakeholders	Social Information/ ESRS S1 Section: Own workforce SBM-2 Interests and views of stakeholders	115-118
ESRS S1	Own Workforce	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Social Information/ ESRS S1 Section: Own Workforce SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	118-119
ESRS S1	Own Workforce	S1-1	Impact, risk and opportunity management (IRO)	Policies related to own workforce	Social Information/ ESRS S1 Section: Own workforce S1-1 Policies related to own workforce	120-122
ESRS S1	Own Workforce	S1-2	Impact, risk and opportunity management (IRO)	Processes for engaging with own workforce and workers' representatives about impacts	Social Information/ ESRS S1 Section: Own workforce S1-2 Processes for engaging with own workforce and workers' representatives about impacts	115-118
ESRS S1	Own Workforce	S1-3	Impact, risk and opportunity management (IRO)	Processes to remediate negative impacts and channels for own workers to raise concerns	Social Information/ ESRS S1 Section: Own workforce S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns	120-122
ESRS S1	Own Workforce	S1-4	Impact, risk and opportunity management (IRO)	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Social Information/ ESRS S1 Section: Own workforce S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	119

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS S1	Own Workforce	S1-5	Metrics and targets (MT)	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social Information/ ESRS S1 Section: Own workforce S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	119
ESRS S1	Own Workforce	S1-6	Metrics and targets (MT)	Characteristics of the undertaking's employees	Social Information/ ESRS S1 Section: Own workforce S1-6 Characteristics of the undertaking's employees	123-124
ESRS S1	Own Workforce	S1-7	Metrics and targets (MT)	Characteristics of non-employee workers in the undertaking's own workforce	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS S1	Own Workforce	S1-8	Metrics and targets (MT)	Collective bargaining coverage and social dialogue	Social Information/ ESRS S1 Section: Own workforce S1-8 Collective bargaining coverage and social dialogue	124
ESRS S1	Own Workforce	S1-9	Metrics and targets (MT)	Diversity metrics	Social Information/ ESRS S1 Section: Own workforce S1-9 Diversity metrics	125
ESRS S1	Own Workforce	S1-10	Metrics and targets (MT)	Adequate wages	Social Information/ ESRS S1 Section: Own workforce S1-10 Adequate wages	125
ESRS S1	Own Workforce	S1-11	Metrics and targets (MT)	Social protection	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS S1	Own Workforce	S1-12	Metrics and targets (MT)	Persons with disabilities	Social Information/ ESRS S1 Section: Own workforce S1-12 Persons with disabilities	126
ESRS S1	Own Workforce	S1-13	Metrics and targets (MT)	Training and skills development metrics	Social Information/ ESRS S1 Section: Own workforce S1-13 Training and skills development metrics	126
ESRS S1	Own Workforce	S1-14	Metrics and targets (MT)	Health and safety metrics	Social Information/ ESRS S1 Section: Own workforce S1-14 Health and safety metrics	126
ESRS S1	Own Workforce	S1-15	Metrics and targets (MT)	Work-life balance metrics	Not reported. More information in the table. Omitted Information in the "About this Report" section.	
ESRS S1	Own Workforce	S1-16	Metrics and targets (MT)	Remuneration metrics (pay gap and total remuneration)	Social Information/ ESRS S1 Section: Own workforce S1-16 Remuneration metrics (pay gap and total remuneration)	125
ESRS S1	Own Workforce	S1-17	Metrics and targets (MT)	Incidents, complaints and severe human rights impacts	Social Information/ ESRS S1 Section: Own workforce S1-17 Incidents, complaints and severe human rights impacts	127
ESRS S2	Workers in the value chain	SBM-2	Strategy (SBM)	Interests and views of stakeholders	Social Information/ ESRS S2 Section Workers in the value chain SBM-2 Interests and views of stakeholders	128-129

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS S2	Workers in the value chain	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Social Information/ ESRS S2 Section Workers in the value chain SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	128
ESRS S2	Workers in the value chain	S2-1	Impact, risk and opportunity management (IRO)	Policies related to value chain workers	Social Information/ ESRS S2 Section Workers in the value chain S2-1 Policies related to value chain workers	128-129
ESRS S2	Workers in the value chain	S2-2	Impact, risk and opportunity management (IRO)	Processes for engaging with value chain workers about impacts	Social Information/ ESRS S2 Section Workers in the value chain S2-2 Processes for engaging with value chain workers about impacts	128
ESRS S2	Workers in the value chain	S2-3	Impact, risk and opportunity management (IRO)	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Social Information/ ESRS S2 Section Workers in the value chain S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns	129
ESRS S2	Workers in the value chain	S2-4	Impact, risk and opportunity management (IRO)	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	Social Information/ ESRS S2 Section Workers in the value chain S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	128
ESRS S2	Workers in the value chain	S2-5	Metrics and targets (MT)	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social Information/ ESRS S2 Section Workers in the value chain S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	129
ESRS S3	Affected communities	SBM-2	Strategy (SBM)	Interests and views of stakeholders	Social Information/ ESRS S3 Affected communities SBM-2 Interests and views of stakeholders	131
ESRS S3	Affected communities	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Social Information/ ESRS S3 Affected communities SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	130
ESRS S3	Affected communities	S3-1	Impact, risk and opportunity management (IRO)	Policies related to affected communities	Social Information/ ESRS S3 Affected communities S3-1 Policies related to affected communities	131
ESRS S3	Affected communities	S3-2	Impact, risk and opportunity management (IRO)	Processes for engaging with affected communities about impacts	Social Information/ ESRS S3 Affected communities S3-2 Processes for engaging with affected communities about impacts	131

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS S3	Affected communities	S3-3	Impact, risk and opportunity management (IRO)	Processes to remediate negative impacts and channels for affected communities to raise concerns	Social Information/ ESRS S3 Affected communities S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns	131
ESRS S3	Affected communities	S3-4	Impact, risk and opportunity management (IRO)	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Social Information/ ESRS S3 Affected communities S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	131
ESRS S3	Affected communities	S3-5	Metrics and targets (MT)	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social Information/ ESRS S3 Affected communities S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	131
ESRS S4	Consumers and end-users	SBM-2	Strategy (SBM)	Interests and views of stakeholders	Social Information/ESRS S4 Section: Consumers and end-users S4 SBM-2 Interests and views of stakeholders	134-135
ESRS S4	Consumers and end-users	SBM-3	Strategy (SBM)	Material impacts, risks and opportunities and their interaction with strategy and business model	Social Information/ESRS S4 Section: Consumers and end-users S4 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	132-135
ESRS S4	Consumers and end-users	S4-1	Impact, risk and opportunity management (IRO)	Policies related to consumers and end-users	Social Information/ESRS S4 Section: Consumers and end-users S4-1 Policies related to consumers and end-users	132-136
ESRS S4	Consumers and end-users	S4-2	Impact, risk and opportunity management (IRO)	Processes for engaging with consumers and end-users about impacts	Social Information/ESRS S4 Section: Consumers and end-users S4-2 Processes for engaging with consumers and end-users about impacts	134-135
ESRS S4	Consumers and end-users	S4-3	Impact, risk and opportunity management (IRO)	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Social Information/ESRS S4 Section: Consumers and end-users S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	134-135
ESRS S4	Consumers and end-users	S4-4	Impact, risk and opportunity management (IRO)	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Social Information/ESRS S4 Section: Consumers and end-users S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	132-134

Standard	Cross-cutting / Topic	Nr.	Reporting Area	Designation of the DRs	Section	Page
ESRS S4	Consumers and end-users	S4-5	Metrics and targets (MT)	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social Information/ESRS S4 Section: Consumers and end-users S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	132-134
ESRS G1	Business Conduct	GOV-1	Governance (GOV)	The role of the administrative, management and supervisory bodies	Governance Information/ ESRS G1 Section: Business Conduct GOV-1 The role of the administrative, management and supervisory bodies	140-141
ESRS G1	Business Conduct	IRO-1	Impact, risk and opportunity management (IRO)	Description of the processes to identify and assess material impacts, risks and opportunities	Governance Information/ ESRS G1 Section: Business Conduct IRO-1 Business Description of the processes to identify and assess material impacts, risks and opportunities	138-152
ESRS G1	Business Conduct	G1-1	Impact, risk and opportunity management (IRO)	Business conduct policies and corporate culture	Governance Information/ ESRS G1 Section: Business Conduct G1-1 Business conduct policies and corporate culture	139, 142, 144-146, 152
ESRS G1	Business Conduct	G1-2	Impact, risk and opportunity management (IRO)	Management of relationships with suppliers	Governance Information/ ESRS G1 Section: Business Conduct G1-2 Management of relationships with suppliers	150-151
ESRS G1	Business Conduct	G1-3	Impact, risk and opportunity management (IRO)	Prevention and detection of corruption and bribery	Governance Information/ ESRS G1 Section: Business Conduct G1-3 Prevention and detection of corruption and bribery	142-144
ESRS G1	Business Conduct	G1-4	Metrics and targets (MT)	Incidents of corruption or bribery	Governance Information / ESRS G1 Section: Business Conduct G1-4 Incidents of corruption or Bribery	142-144
ESRS G1	Business Conduct	G1-5	Metrics and targets (MT)	Political influence and lobbying activities	Governance Information / ESRS G1 Section: Business Conduct G1-5 Political influence and Lobbying Activities	150
ESRS G1	Business Conduct	G1-6	Metrics and targets (MT)	Payment practices	Governance Information/ ESRS G1 Section: Business Conduct G1-6 Payment Practices	151-152

List of datapoints in Cross-cutting and topical standards that derive from other EU legislation

[IRO-2 56]

Tabla. List of datapoints in Cross-cutting and topical standards that derive from other EU legislation

Disclosure Requirement and related datapoint	List of datapoints in Cross-cutting and topical standards that derive from other EU legislation			
	SFDR (1) reference	Pillar 3 (2) reference	Benchmark Regulation (3) reference	EU Climate Law (4) reference
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816(5), Annex II	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 €			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1			
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (6) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818(7), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2 (1)
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2	
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a	Delegated Regulation (EU) 2020/1818, Article 6	
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1			
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1			
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1			

List of datapoints in Cross-cutting and topical standards that derive from other EU legislation

ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5 (1), 6 and 8 (1)
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8 (1)
ESRS E1-7 GHG removals and carbon credits paragraph 56			Regulation (EU) 2021/1119, Article 2 (1)
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk..	
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral	
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1		
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1		
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1		
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1		
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1		
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1		
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1		
ESRS 2- IRO 1 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1		
ESRS 2- IRO 1 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1		

List of datapoints in Cross-cutting and topical standards that derive from other EU legislation

ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1	
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1	
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1	
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1	
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1	
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I	
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I	
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I	
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21		Delegated Regulation (EU) 2020/1816, Annex II
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I	
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I	
ESRS S1-3 grievance/ complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I	
ESRS S1-14 Number of fatalities and number and rate of workrelated accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I	
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I	
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I	
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I	
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1	
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1	

List of datapoints in Cross-cutting and topical standards that derive from other EU legislation

ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19		Delegated Regulation (EU) 2020/1816, Annex II
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1	
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1	
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1	
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1	
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1	
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1	
ESRS G1-4 Fines for violation of anticorruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1	Delegated Regulation (EU) 2020/1816, Annex II)
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1	

(1) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosures Regulation) (OJ L 317, 9.12.2019, p. 1).

(2) Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No 648/2012 (Capital Requirements Regulation "CRR") (OJ L 176, 27.6.2013, p. 1).

(3) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014 (OJ L 171, 29.6.2016, p. 1).

(4) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) No 401/2009 and (EU) 2018/1999 ("European Climate Law") (OJ L 243, 9.7.2021, p. 1).

(5) Commission Delegated Regulation (EU) 2020/1816 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published (OJ L 406, 3.12.2020, p. 1).

(6) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324, 19.12.2022, p. 1).

(7) Commission Delegated Regulation (EU) 2020/1818 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards minimum standards for EU Climate Transition Benchmarks and EU Paris-aligned Benchmarks (OJ L 406, 3.12.2020, p. 17).

Minimum Disclosure requirements on policies and actions

The disclosure requirement on policies and actions required concerning each topical ESRS will be disclosed in each thematic standard when requiring specific regulations, policies and actions in environmental, social and governance matters. The disclosure requirements are the following:

- Disclosure requirement - Policies MDR-P: Policies adopted to manage material sustainability issues.
- Disclosure requirement - Actions MDR-A: Actions and resources in relation to material sustainability issues.

Metrics and targets

The disclosure requirement on targets required in relation to each topical ESRS will be disclosed in each thematic standard when requiring specific regulations on environmental, social and governance matters. The disclosure requirements are the following:

- Disclosure requirement - Parameters MDR-M: Metrics in relation to material sustainability matters
- Disclosure requirement - Targets MDR-T: Tracking effectiveness of policies and actions through targets

Environmental Information

Taxonomy disclosure

The EU Taxonomy, which entered into force on July 12, 2020, is one of the measures implemented by the European Commission with the end goal of directing capital flows towards more sustainable activities and advancing the European Union towards its environmental and social targets.

Scope of the analysis

The first part of the analysis was carried out to identify the percentage of AmRest's activities which could be defined as "eligible" under the Taxonomy criteria. The list of potential activities that may satisfy the conditions outlined in the Taxonomy Regulation was derived from a comprehensive cross-departmental (Cost Management, Development, Facility Management, Finance, IT and Procurement) analysis of the Company from which the data had been retrieved.

To calculate the eligibility percentage of AmRest's activities, the analysis followed the mandates outlined in Annex I of the Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021, amendments to Delegated Regulation (EU) 2021/2139 Annex I and Annex II, and Annexes I, II, III, IV and V of the supplementary Regulation (EU) 2020/852 (Commission Delegated Regulation (EU) 2023/2486).

The second part of the analysis was conducted vis a vis specific requirements ensuring alignment of taxonomy eligible activities: meeting Technical Screening Criteria, Do No Significant Harm ("DNSH") criteria and complying with minimum social safeguards.

For the sake of clarity, the mandates of Commission Delegated Regulation (EU) 2021/2178 have been reported in the following paragraphs.

Calculation of turnover %

The proportion of turnover referred to in Article 8(2), point (a), of Regulation (EU) 2020/852 shall be calculated as the part of the net turnover derived from products or services – including intangibles – associated with Taxonomy-aligned economic activities (numerator), divided by the net turnover (denominator) as defined in Article 2, point (5), of Directive 2013/34/EU. The turnover shall cover the revenue recognized pursuant to International Accounting Standards ("IAS") 1, paragraph 82(a), as adopted by Commission Regulation (EC) No 1126/2008.

The Key Performance Indicator ("KPI"), referred to in the first subparagraph shall exclude from its numerator the part of the net turnover derived from products and services associated with economic activities that have been adapted to climate change in line with Article 11(1), point (a) of Regulation (EU) 2020/852 and in accordance with Annex II to Delegated Regulation (EU) 2021/2139, unless those activities are either qualified as enabling activities in accordance with Regulation (EU) 2020/852; or are themselves Taxonomy-aligned.

In the case of AmRest, the turnover covers the revenue recognized pursuant to International Accounting Standard IAS 1. In the first place, the numerator includes all revenues derived from products or services associated with economic activities that qualify as environmentally sustainable. In the second place, the denominator covers the total revenues presented in the Consolidated Income Statement for the year 2024. With regards to the denominator, its measure does not differ from any Alternative Performance Measures ("APMs") as defined in the European Securities and Markets Authority ("ESMA").

AmRest Group operates chains of restaurants under own brands as well as under franchise license agreements. Additionally, the Group operates as a franchisor (for own brands) and master-franchisee (for some franchised brands), and develops chains of franchisee businesses, organizing marketing activities for the brands, and supply chain.

Revenues from contracts with customers are recognized when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

AmRest Group classified its activities in accordance with the criteria established by the most recent version and amendments of the European Taxonomy (Delegated Regulation (EU) 2021/2178 of the Commission of 6 July 2021), so that none of the activities identified generate income for the Company. Therefore, the reference indicator relating to turnover takes on a value of 0%.

Calculation of CapEx %

The proportion of CapEx referred to in Article 8(2), point (b), of Regulation (EU) 2020/852 shall be calculated as in the previous subsection by the means of a division between the numerator and the denominator.

However, there are some differences between the two approaches that must be highlighted.

On the one hand, in this framework, the denominator covers additions to tangible and intangible assets during the financial year considered before depreciation, amortization and any re-measurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value changes. Furthermore, the denominator covers additions to tangible and intangible assets, resulting from business combinations.

References to the Consolidated Financial Statements for the year 2024:

- Intangible assets – note 13
- Property, plant and equipment – note 11
- Leases – note 12

For non-financial undertakings applying international financial reporting standards (IFRS) as adopted by Regulation (EC) No 1126/2008, CapEx shall cover costs that are accounted based on:

- IAS 16 Property, Plant and Equipment, paragraphs 73, (e), point (i) and point (iii);
- IAS 38 Intangible Assets, paragraph 118, (e), point (i);
- IAS 40 Investment Property, paragraphs 76, points (a) and (b) (for the fair value model);
- IAS 40 Investment Property, paragraph 79(d), points (i) and (ii) (for the cost model);
- IAS 41 Agriculture, paragraph 50, points (b) and (e);
- IFRS 16 Leases, paragraph 53, point (h).

For non-financial undertakings applying national generally accepted accounting principles ("GAAP"), CapEx shall cover the costs accounted under the applicable GAAP that correspond to the costs included in the capital expenditure by nonfinancial undertakings applying IFRS. Leases that do not lead to the recognition of a right-of-use over the asset and are not counted as CapEx.

As before, in this framework, the denominator of CapEx KPI does not differ from any Alternative Performance Measures ("APMs") as defined in ESMA.

On the other hand, the numerator equals to the part of the capital expenditure included in the denominator that is any of the following:

- related to assets or processes that are associated with Taxonomy-aligned economic activities;
- part of a plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned ('CapEx plan') under the conditions specified in the second subparagraph of this point 1.1.2.2;
- related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon, lead to greenhouse gas reductions or contribute to one of the other four environmental objectives, notably activities listed in points 4.16, 7.3, 7.5 and 7.6 of Annex I of the Climate Delegated Act, as well as activities 4.1, and 5.1 of Annex II to the transition to a circular economy objective of Regulation (EU) 2020/852 and provided that such measures are implemented and operational within 18 months.

Calculation of OpEx %

The proportion of OpEx referred to in Article 8(2), point (b), of Regulation (EU) 2020/852 shall be calculated again by dividing the numerator with the denominator as specified in what follows.

In the first place, the denominator shall cover direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking or third party to whom activities are outsourced, that are necessary to ensure the continued and effective functioning of such assets, incurred during the relevant financial year.

Only direct costs should be included. Consequently, AmRest includes in the denominator part of the restaurant expenses and franchise as well as other expenses (lines above Gross Profit).

Non-financial undertakings, that apply national GAAP and are not capitalizing right-of-use assets, shall include lease costs in the OpEx.

In the second place, the numerator equals to the part of the operating expenditure included in the denominator that is any of the following:

- related to assets or processes associated with Taxonomy-aligned economic activities, including training and other human resources adaptation needs, and direct non-capitalized costs that represent research and development;
- part of the CapEx plan to expand Taxonomy-aligned economic activities or allow Taxonomy-eligible economic activities to become Taxonomy-aligned within a predefined timeframe as set out in the second paragraph of this point 1.1.3.2;
- related to the purchase of output from Taxonomy-aligned economic activities established in the last amended version of Delegated Regulation 2021/2139 referred to mitigation and adaptation to climate change, and Delegated Regulation 2023/2486 referred to protection of water and marine resources, transition to a circular economy, pollution prevention and control, or protection and restoration of biodiversity. As well as to individual measures enabling the target activities to become low-carbon, lead to greenhouse gas reductions or contribute to one of the other four environmental objectives, as well as individual building renovation measures as identified in the delegated acts adopted pursuant to Article 10(3), Article 11(3), Article 12(2), Article 13(2), Article 14(2) or Article 15(2) of Regulation (EU) 2020/852 and provided that such measures are implemented and operational within 18 months.

Results

■ Turnover

Table. Presentation of turnover [EUR, %]

Economic Activities	Financial year 2024	Year 2024								Substantial contribution criteria								DNSH criteria ("Do No Significant Harm")							
	Code	Turnover	Proportion of Turnover, year 2024	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1) or -eligible (A.2.) turnover, year 2023	Category enabling activity	Category transitional activity						
																				M€	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1 Environmentally sustainable activities (Taxonomy-aligned)

Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	€0	0%	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%		
Of which enabling	€0	0%	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
Of which transitional	€0	0%								N	N	N	N	N	N	N	0%		T

A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

Turnover of Taxonomy eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	€0	0%	0%	0%	0%	0%	0%	0%									0%		
A. Turnover of Taxonomy-eligible activities (A.1+A.2)	€0	0%	0%	0%	0%	0%	0%	0%									0%		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy non-eligible activities	2,556	100%																	
TOTAL A + B	2,556	100%																	

	Proportion of turnover / Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

■ CapEx

The process that was carried out to outline the specific AmRest's activities that could be identified as "eligible" and then "aligned" – according to the last version of Commission Delegated Regulation (EU) 2021/2139 and Commission Delegated Regulation (EU) 2023/2486 – is accurately described in the following paragraphs.

Eligibility Analysis

AmRest has been committed to implementing the Taxonomy since its inception and continues to strive each year to enhance its analysis and compliance. To strengthen this analysis, AmRest has engaged an independent third party to support, coordinate, and guide the involved teams. This third party has not only covered the foundational concepts of the Regulation but also introduced technical aspects, enabling the teams to independently identify sustainable practices embedded in their daily activities. Through this collaborative approach, combined with training sessions and workshops, AmRest has emphasized the importance of aligning its activities with sustainable criteria, fostering an organizational culture that prioritizes sustainability across all operations.

Regarding the analysis, an initial study was conducted on AmRest's Enterprise Resource Planning extract ("ERP extract") with the support of an independent sustainability advisory firm and the working teams identified in earlier phases. The goal was to detect those CapEx entries related to AmRest's activities that could potentially fulfil the eligibility criteria mentioned above.

In the next step, the Company experts from relevant departments (listed above in the second paragraph of Taxonomy Chapter) were involved to provide technical information and collect from their internal systems supporting evidence such as Company's expenses related to the financial year 2024.

In accordance with Commission Delegated Regulation (EU) 2021/2139 and Commission Delegated Regulation (EU) 2023/2486 the following activities from the AmRest portfolio were selected as taxonomy eligible:

Firstly, regarding the objectives of climate change adaptation and mitigation in the context of AmRest, the following activities are presented as eligible activities:

Table. List of AmRest Taxonomy-eligible activities (in accordance with Commission Delegated Regulation (EU) 2021/2139)

Activity	Description
Installation and operation of electric heat pumps	The use of heat pumps in AmRest locations improves energy efficiency, decreasing dependence on fossil fuels and reducing CO ₂ emissions.
	Includes all expenses related to refrigeration systems that are either delivered or installed within AmRest's buildings.
Installation, maintenance, and repair of energy efficient equipment	AmRest installs and maintains efficient equipment in its premises (kitchen, refrigeration), reducing energy consumption and meeting sustainability goals. Includes all expenses related to the installation, repairment and maintenance of specific kitchen equipment used within AmRest restaurants, to increase the internal level of energy efficiency and therefore to reduce the footprint of the Company.
Installation, maintenance, and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Through monitoring devices, AmRest optimizes energy consumption in its facilities, helping to reduce environmental impact and improve climate adaptation. Includes all expenses related to the installation, reparation or maintenance of electrical control systems to help monitor and analyse the energy performance of AmRest's restaurants.
Installation, maintenance, and repair of renewable energy technologies	By incorporating renewable energy sources (e.g., solar panels), AmRest reduces its dependence on non-renewable sources and its carbon footprint. Includes all the expenses carried out by AmRest to install, maintain and repair renewable technologies that are essential to support the energy transition.

Secondly, regarding the objectives of transitioning to a circular economy and the context of AmRest, the following activities are eligible:

Table. List of AmRest Taxonomy-eligible activities (in accordance with Commission Delegated Regulation (EU) 2023/2486)

Activity	Description
Provision of IT/OT data-driven solutions and software	<p>The use of monitoring systems in its operations reduces waste of inputs and improves the efficiency of its processes, which is not only beneficial for profitability but also minimizes the environmental impact of its operational activities.</p> <p>Includes all expensed linked to the manufacturing, development, installation, deployment, maintenance, repair or provision of professional services that improve the efficiency of the activity carried out by AmRest through the implementation of data automation systems.</p>
Repair, refurbishment, and remanufacturing	<p>AmRest has adopted practices for repairing, refurbishing, and remanufacturing equipment and components in its facilities, extending their lifespan and reducing the need to acquire new resources.</p> <p>Includes all expenses that result from the reparation of items that are essential for the proper functioning of AmRest's business, with the final objective of extending their useful life.</p>

In 2024, AmRest has increased the financial resources allocated to eligible activities by 4.80 percentage points compared to the previous year.

In the 2023 analysis, new eligible activities related to the incorporation of the circular economy transition objective described in Annex II were added to the eligibility scope (see: Table. List of AmRest Taxonomy-eligible activities (in accordance with Commission Delegated Regulation (EU) 2023/2486). In the 2024 analysis, these activities have improved their performance, increasing by 6.87 percentage points in the eligibility percentage compared to last year's results.

It is important to note that in the initial phases of the analysis a broader range of activities was considered due to the potential relevance for AmRest's business and to the workshops conducted with the teams, with the hope of improving the manuals and verification documents so that guidelines can be established within the Company for certain aspects that are being developed and are not yet standardized across all locations. Among these activities are specifically including Construction of new buildings; Preparation for re-use of end-of-life products and product components; Sale of second-hand goods and Marketplace for the trade of second-hand goods for reuse. After thorough internal evaluation, the conclusion was that at this stage these activities lacked verifying elements for the inclusion in the eligibility percentage and therefore they were not further included in the analysis. However, AmRest will continue working on improving these aspects to enhance the analysis in the coming years.

Alignment Analysis

A transversal working group analysed whether the list of eligible activities could be regarded as aligned with the Taxonomy Regulation. To do that, first it was necessary to demonstrate whether the eligible activities were complying with the specific "Technical Screening Criteria" laid out in Commission Delegated Regulation (EU) 2021/2139 and 2023/2486. The next steps in this process were to identify and prove that the activities were not causing significant harm to the other objectives and that they were adhering to a set of minimum social safeguards.

The alignment analysis was conducted in all six objectives and all teams were trained on the technical criteria that need to be met to generalize knowledge and responsibility for the analysis throughout the Company. With these activities each department assessed whether its activities complied with these criteria and to what extent its corporate processes were adequate to assure compliance with such criteria. While making the cost calculations of the activities listed in the table, AmRest considered only the CapEx directly related to each one of these activities. As a result, the risk of double counting was eliminated. The data employed to assess the alignment status of AmRest's activities was retrieved from technical manuals, interpersonal meetings, and expert consultations.

The conclusion of this analysis is that the alignment of CapEx KPI of AmRest equals "0". This is resulting from the fact that taxonomy eligible activities identified in the process were not fully meeting all Technical Screening Criteria and DNSH criteria. Also, while most of the minimum social safeguards have been implemented by the Company (taxation, anticorruption, bribery, and fair competition), the requirement regarding Human Rights due diligence still needs more work to be completed. AmRest has already launched work on the Human Rights Statement and related due diligence process to meet this obligation.

Additionally, AmRest has also begun working on implementing nuances related to the taxonomy in its internal accounting systems to enhance the automation of the analysis and the unification of systems across the Company.

The results of internal analyses which disclose the level of eligibility and alignment in percentage terms of AmRest's CapEx according to the criteria set out in the Taxonomy Regulation are presented in the following tables.

Table. Presentation of CapEx [EUR, %]

Financial year 2024		Year 2024		Substantial contribution criteria						DNSH criteria ("Do No Significant Harm")									
Economic Activities	Code	CapEx	Proportion of CapEx, year 2024	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1.) or - eligible (A.2.) CapEx, year 2023	Category enabling activity	Category transitional activity
		M€	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%		
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
Of which transitional		0	0%							N	N	N	N	N	N	N	0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Installation and operation of electric heat pumps	CCM 4.16 / CCA 4.16	5	2%	EL	EL	N/EL	N/EL	N/EL	N/EL								2%		
Installation, maintenance and repair of energy efficient equipment	CCM 7.3 / CCA 7.3	16	7%	EL	EL	N/EL	N/EL	N/EL	N/EL								8%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5 / CCA 7.5	4	2%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Installation, maintenance and repair of renewable energy technologies.	CCM 7.6 / CCA 7.6	1	1%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Provision of IT/OT data-driven solutions and software	CE 4.1	1	0%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0%		
Repair, refurbishment and remanufacturing	CE 5.1	28	10%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								4%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		56	21%	10%	0%	0%	0%	11%	0%								16%		
A. CapEx of Taxonomy eligible activities (A.1+A.2)		56	21%	10%	0%	0%	0%	11%	0%								16%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
A. CapEx of Taxonomy eligible activities (A.1+A.2)		211	79%																
TOTAL A + B		267	100%																

Table. Presentation of CapEx [EUR, %]

	Proportion of CapEx / Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	11.51%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	10.93
BIO	0%	0%

■ OpEx

In 2024 total operating expenses of AmRest Group excluding amortization and depreciation amounted to EUR 2,150.0 million and are described in the note 7 of the Consolidated Financial Statements for the year 2024.

Out of that amount, EUR 44.3 million (2.1%) constitutes building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking that are necessary to ensure the continued and effective functioning of such assets incurred during the relevant financial year (mainly direct maintenance expenses). In 2024, the Taxonomy OpEx for AmRest was non-material (under 5%) with respect to the total OpEx of the Group. Therefore, according to section 1.1.3.2 of Annex I of Delegated Regulation of July 6th, AmRest only discloses the denominator. 2024 OpEx denominator: EUR 44.3 million.

Table. Presentation of OpEx [EUR, %]*

Financial year 2024	Year 2024		Substantial contribution criteria							DNSH criteria ("Do No Significant Harm")									
	Code	OpEx	Proportion of OpEx, year 2024	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1.) or -eligible (A.2.) OpEx, year 2023	Category enabling activity	Category transitional activity
				Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%
€	€	%																	
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Of which enabling	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	E	
Of which transitional	N/A	N/A	N/A						N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A									N/A		
A. OpEx of Taxonomy eligible activities (A.1+A.2)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A									N/A		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy non-eligible activities	N/A	N/A																	
TOTAL A + B	44.3	100%																	

* According to the Taxonomy legislation, in this exercise only the eligibility KPI has been calculated with respect to these objectives.

	Proportion of OpEx / Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Table. Activities related to nuclear energy

Row	Nuclear energy activities	YES/NO
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas activities		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Impacts, risks and opportunities identified in Environmental area

CLIMATE CHANGE ENERGY

Impacts

- ▶ High dependence on traditional energy sources for electricity.
- ▶ Improvements in energy efficiency across all brands through initiatives such as installing energy-efficient equipment and solar panels.

Risk

- ▶ Financial losses due to volatile energy prices in the market.

Opportunities

- ▶ Increase renewable energy consumption due to the change of energy suppliers.
- ▶ Access to financing from the European Union for the energy transition.
- ▶ Signing a Power Purchase Agreement (PPA) contract to stabilize energy costs over time.
- ▶ Promoting the usage of low-emission vehicles, such as electric or hybrid vehicles.

CLIMATE CHANGE CLIMATE CHANGE MITIGATION AND ADAPTATION

Impacts

- ▶ Increased awareness among employees about climate change, including the adaptation and mitigation measures implemented by AmRest.
- ▶ Increased awareness of the need of clearly defined environmental strategy.
- ▶ Reduction of GHG emissions thanks to the implementation of energy efficiency measures (energy mix, inclusion of electric vehicles in the transport fleet).
- ▶ Loss of reputation and competitive position because of a failure to define and implement the ESG strategy and communication plan of the Group.

Risks

- ▶ Economic sanctions related to non-compliance with the decarbonization goals imposed by the UE Regulation (Paris Agreement).
- ▶ Increasing temperatures in cities due to climate change result in greater energy consumption.

Opportunities

- ▶ Define a decarbonization strategy engaging third-party logistics.
- ▶ Define green energy purchasing requirements in AmRest operations.
- ▶ Access to EU funding for energy transition due to higher percentage of alignment with EU taxonomy.
- ▶ Define requirements for using green vehicles in the fleet managed by third parties, which may impact the carbon footprint (E.g., last-mile delivery).

Impacts, risks and opportunities identified in Environmental area

WATER AND MARINE SOURCES

Impacts

- ▶ Lower water usage related to installing low-consumption restaurant equipment (toilets, special plugs).
- ▶ Strengthen fish procurement requirements related to the promotion of sustainable fishing practices resulting in certified/sustainable supply of whitefish and salmon.

Risk

- ▶ Lack of water usage strategy considering stress areas as a result of climate change.
- ▶ Financial fines and operational restrictions due to not meeting new legal requirements relating to water management.
- ▶ Increased demand for fish causing overfishing and higher prices.

Opportunity

- ▶ Use of rainwater/grey water in AmRest operations (e.g. cleaning).

BIODIVERSITY AND ECOSYSTEMS

Impact

- ▶ Loss of ecosystems due to agricultural activities (such as overexploitation of soils and the use of phytosanitary products).

Risk

- ▶ Non-compliance with the relevant laws regarding biodiversity resulting from purchases of controversial products from foreign suppliers (e.g., cocoa and coffee).

Opportunity

- ▶ Include products that adjust to consumer preferences without changing the business model (e.g. vegan products).

Impacts, risks and opportunities identified in Environmental area

RESOURCE USE AND CIRCULAR ECONOMY EFFICIENT RESOURCE AND WASTE MANAGEMENT

Impacts

- ▶ Implementation of the Packaging and Waste Management Policies based on the circular economy model.
- ▶ Reduction in the use of packaging due to the collaboration with logistics suppliers to reduce the packaging used in AmRest's.
- ▶ Weak internal control of waste management in some markets.

Risks

- ▶ Financial consequences of using environmentally unfriendly materials (for example Single use plastic tax).
- ▶ Disruption to the supply of goods or logistics suppliers, resulting in limited access to essential supplies.

Opportunities

- ▶ Cost savings achieved through the food saving programs.
- ▶ Improve waste functionality (3R - recycle, reuse, repair) by implementing a global waste management model.

RESOURCE USE AND CIRCULAR ECONOMY ORGANIC WASTE

Impacts

- ▶ Reduction of landfill waste.
- ▶ Actions implemented to minimize food waste, such as excess inventory management.

Risks

- ▶ Financial consequences of the failure in waste segregation.
- ▶ Lack of compliance with legal requirements on circularity.

Opportunities

- ▶ Cost decrease achieved through obtaining certificates related to waste management or circular economy.
- ▶ Measuring the level of circularity of raw materials and organic waste (inputs and outputs).
- ▶ Increasing consumer and employee awareness of waste segregation requirements in AmRest operations.

Introductory note

AmRest takes active steps to protect the environment and optimize the use of natural resources in accordance with applicable laws and regulations. The Company has not set global environmental targets for the entire Group, however it has specified environmental priorities – Circular Economy and Climate Change - under the framework of AmRest Global Sustainability Strategy.

AmRest Global Sustainability Strategy, launched in 2021, has not been fully aligned with the outcomes of the double materiality assessment and climate risk analysis results, however it addresses the most critical environmental issues for the Company's own operations – energy efficiency and waste management, including food waste and single-use plastics. In the process of a gradual transition to a more sustainable model, AmRest has been primarily focused on its own operations, and has not implemented related actions in the value chain.

The Board of Directors monitors the Group's environmental performance quarterly through the agenda of the Sustainability, Health, and Safety Board Committee. The Chief Operations Officer oversees the implementation of the Environmental Pillar of AmRest Global Sustainability Strategy on a strategic and operational level. In AmRest Group the environmental topics are managed by relevant units and functions at the subsidiary level. In 2024, the remuneration of Board of Directors members, Senior Managers and other supervisory bodies was not evaluated in relation to reducing emissions as no targets related to reduction level had been set. The Company will implement such a relation and evaluate it after the AmRest Global Sustainability Strategy is updated and the sustainability goals are established. [E1 GOV-3/13]

The Group's approach to environmental management has been based on legal requirements in individual countries. This approach is tailored to the type and location of stores—whether they are situated in shopping malls, drive-throughs, or in-line streets—ensuring compliance with relevant laws, standards, and best practices specific to each establishment.

Consequently, global environmental data reporting is a complex process that requires the involvement of multiple internal and external stakeholders. For some indicators, AmRest was unable to collect data from all the markets; therefore, estimations were made to fill the gaps. The list of indicators with estimates is presented in the General Information chapter, section "About the report". Regarding the estimation methodology, the explanation for each indicator is provided next to the metric.

In 2024, AmRest conducted a series of projects in relation to the environment including climate-related risks and opportunities analysis, the development of a transition plan, and the definition of a Business Resilience Plan that provided a comprehensive overview of environmental impacts, risks, and opportunities. The outcomes of these exercises will serve as a base for revising the AmRest Global Sustainability Strategy and setting the goals related to sustainability. AmRest also outlined the Environmental Guidelines that express the Company's approach to environmental issues. Additionally, AmRest conducted the double materiality assessment which covered ESRS Environmental topics. Details on the DMA process can be found in the General Information chapter, section "Material impacts, risks and opportunities".

* AmRest has not yet implemented a system for incentive schemes linked to its sustainability goals. The Company plans to introduce such a system within the framework of the revised Sustainability Strategy in medium-term time horizon. [E1 GOV-3/13]

ESRS E1 CLIMATE CHANGE

E1-1 Transition plan for climate change mitigation [14, 16a-j, 17, AR4, AR5]

[E1-1/14, 16hij, 17] In 2024, AmRest started designing a strategic plan to align its core business with a net-zero future as part of a process of revising the AmRest Global Sustainability Strategy.

The key initiatives of this project include:

- Climate Risk and Opportunities Assessment, aimed at evaluating the exposure, sensitivity, adaptive capacity and climate vulnerability of assets using a high-emissions climate scenario (Intergovernmental Panel on Climate Change "IPCC", Shared Socioeconomic Pathway 5 "SSP5-8.5") for physical risks, and the Net Zero Scenario ("NZE") by 2050 scenario for transition risks, which aligns with the Paris Agreement and aims to limit climate change to 1.5°C. *[E1-1 34f]*
- Transition Plan*, which AmRest was developing throughout 2024 and in the beginning of 2025 and, therefore, the detailed results will be published in the next reporting year, with an objective to define:
 - AmRest's decarbonisation plan enabling to achieve Near Term and Net Zero targets linked to Scope 1 and 2 emissions through Science Based Targets Initiative ("SBTi").
 - An estimation of the financial costs associated with the proposed decarbonisation measures.
 - Its offsetting options to neutralize remaining emissions.
 - The governance model that will be established to support and monitor the transition plan.
 - The transition plan will enable the organization to reduce and offset its emissions, anticipate current and future regulatory requirements (CSRD) and demonstrate its role in the fight against climate change.
- Business Resilience Plan. Once the potential climate risks and opportunities have been assessed, and the necessary improvements and actions to decarbonize the Company have been established, the climate resilience plan evaluates the cost difference between implementing mitigation and adaptation measures and taking no action against the impacts of climate change. Results related to this Business Resilience Plan will be considered internally with the aim of being disclosed in the coming years.

AmRest climate efforts are guided by relevant regulations, including the EU Taxonomy (2020/852), Corporate Sustainability Reporting Directive (CSRD) (2022/2464) and the Corporate Sustainability Due Diligence Directive (CSDDD) (2024/1760).

[E1-1/16abc] AmRest complies with its activities and set goals with key EU regulations on energy efficiency, including Directive 2012/27, Directive 2018/2002, Directive 2023/1791 recasting and extending the energy efficiency framework and Directive 2024/1275 on the energy performance of buildings ("EPBD"), taking into account the goals for the period after 2030. The Company is committed to reaching Net Zero by 2050, following relevant legal regulations.** At present, AmRest does not have GHG targets in place. However, specific GHG reduction objectives and mitigation actions will be set in 2025. The targets will be compatible with the Paris Agreement's goal of limiting global warming to 1.5°C and will include targets for Scope 1 and Scope 2 emissions for 2030/2040/2050.

AmRest developed a decarbonization plan throughout 2024 setting objectives for Scopes 1 and 2. Nevertheless, this comprehensive decarbonization plan will be published once full GHG emissions Scope 1+2+3 are calculated and GHG reduction objectives are determined. It will include monetary quantification associated with climate change mitigation actions.

[E1-1/16df, AR5] AmRest currently has no stranded assets within its direct operations, given that it has no significant CapEx amounts invested in economic sectors linked to coal, oil or gas related economic activities. The Company's assets are restaurants, whose current Scope 1 and Scope 2 emissions originate from the consumption of fuels required in the kitchens, air conditioning systems and the Company's fleet, as well as from electricity and heat purchased from third parties. Upon completing the calculation and measurement of GHG emissions, potential activities, products or assets that could generate locked-in GHG emissions will be identified. These will be communicated in future reports of the Transition Plan, along with the strategies and measures in place to address these emissions, if applicable.

[E1-1/16e, AR4] AmRest's 2024 CapEx eligible activities according to Commission Delegated Regulation (EU) 2021/2139 and Commission Delegated Regulation (EU) 2023/2486 were:

- Installation and operation of electric heat pumps.
- Installation, maintenance and repair of energy efficiency equipment.
- Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings.
- Installation, maintenance and repair of renewable energy technologies.

* The Transition Plan has not yet received approval from the administrative, management and supervisory bodies of AmRest, though it will be reviewed in the period ahead. *[E1-1 16i, 16j]*

** AmRest is not included in the EU Paris-aligned Benchmarks. *[E1-1/16g]*

- Provision of IT/OT C solutions and software based on IT/OT C data.
- Repair, refurbishment and reconstruction.

The combined CapEx of these activities in 2024 accounted for 21% of the global CapEx reported by the Company. These figures are expected to grow as the decarbonization measures outlined in the Transition Plan are implemented and as the exact economic resources required to carry them out become known. Many of the proposed actions have the potential to expand the Company's eligible activities. Also, it is anticipated that the implementation of the proposed decarbonization measures will lead to reporting of additional eligible activities in the future. This approach will enable the accurate quantification of resources needed to implement these actions, along with their timing and alignment with the Transition Plan. The Company is committed to updating and reporting this information in its future sustainability reports.

E1 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [18, 19abc, AR6, AR7abc, AR8ab]

[E1 SBM-3/18] Following the completion of the Climate Risk and Opportunities Assessment, 7 material risks have been identified, consisting of 2 physical and 5 transitional risks.

[E1 SBM-3/19abc, AR6] The Company has conducted a comprehensive analysis of the resilience to climate change mainly in its own assets and operations and, to a lesser extent, in the elements of the value chain related to the business, drawing on the findings from its Climate Risk and Opportunities Assessment and Transition Plan. This evaluation considered both physical and transition risks, including all of AmRest's material climate risks, alongside associated opportunities, leveraging established climate scenarios such as the IPCC's SSP5-8.5 for physical risks and the NZE from the International Energy Agency ("IEA") for transition risks and climate opportunities. The approach focused on assessing the economic and strategic feasibility of implementing adaptation and mitigation measures, highlighting their potential benefits and effectiveness in contrast to the risks and challenges of inaction, ensuring an informed and forward-looking perspective.

The results underscore that the integration of targeted adaptation and mitigation actions enhances the Company's capacity to navigate climate-related challenges while safeguarding the long-term economic viability of its business model across diverse climate scenarios. These measures effectively address critical risks while unlocking opportunities arising from the energy transition, such as increased competitiveness and alignment with global climate objectives. This holistic approach contributes to reaffirm the resilience of the Company's strategy in terms of adaption to both current and future climate realities. As stated earlier, results related to this Business Resilience Plan will be considered internally with the aim of being disclosed in the coming years.

[E1 SBM-3/AR7abc, AR8ab] For the reporting purposes in this chapter, the Company defines the short term as around 2030, the medium term as 2050, and the long term up to 2100, reflecting expected climate impacts based on IPCC and IEA scenarios. These horizons are set in order to be close enough to remain plausible but distant enough to capture significant changes in weather patterns, energy demand, global population growth and the best business growth strategies for the Company. However, during the elaboration of the plan, uncertainties such as the reduction of emissions over the years, the projected economic growth of the Company or the evolution of the market have been encountered. Assumptions such as investment horizons and asset lifespans have also been considered.

Although this Business Resilience Plan is not yet final and may be further enhanced in the upcoming years, it currently reflects that the Company is well-prepared to withstand the impacts of climate change. Once AmRest incorporates the Business Resilience Plan into its business strategy and discloses detailed results, it will assess its ability to adjust its decarbonization and adaptation plan to measure climate change in the short, medium, and long term while also providing insight into how the financial impacts of physical and transition climate risks were considered in the analysis.

E1 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities [20abc, 21, AR9ab, AR11abcd, AR12abcd, AR13abcd, AR15]

In 2024 AmRest conducted a process of identifying material climate-related impacts, risks, and opportunities. It included completion of Double-Materiality Assessment (identified IROs are presented at the beginning of this chapter, impact on climate change is divided into two main sub-topics: Energy and Climate Change adaptation and mitigation) and conducting Climate Risk and Opportunities Assessment. Currently, the Company is reviewing the outcomes of the latter to include them in an update of the AmRest Global Sustainability Strategy.

[E1 IRO-1/20b, 21, AR11] The Company has identified climate-related hazards in accordance with Appendix A of the Delegated Act 2021/2139 of the European Taxonomy and assessed how its assets and activities are exposed to and sensitive to these hazards. The assessment has been conducted considering three-time perspectives: short (2030), medium (2050), and long term (2100), in line with expectations in terms of the likelihood, magnitude, and duration of the hazards, as well as the specific geospatial coordinates of the Company's assets along with its upstream and downstream value chain. These horizons allow for consistent planning with the climate scenarios of the IPCC and the IEA, also considering the investment horizons and asset lifespan. The identification of hazards is informed by a high emission SSP5-8.5 scenario. To determine which climate risks and opportunities are considered material (i.e. that can financially affect the reality of AmRest Group), the risks and opportunities scores with the highest climate vulnerability score are selected. Subsequently, risks and opportunities are categorized based on the AmRest Group's 2023 Annual Risk Assessment conducted by Global Risk and Compliance and their materiality is determined.

* The interrelation between climate physical hazards and climate transition events with AmRest's defined climate risks are included in section "Climate risk development".

Physical risks identified during the assessment (based on the Intergovernmental Panel on Climate Change):

- Short term - Climate vulnerability or residual risk for the short-term horizon presents as medium or low for most physical climate risks, specifically for material risks: strong winds and severe thunderstorms and extreme precipitation and flooding. Meteorological extreme events related to heavy precipitation and flooding, as well as hailstorms and droughts, are expected to slightly increase in frequency and intensity compared to current weather conditions. Therefore, these risks should be closely monitored to assess the potential economic, operational, and, to a lesser extent, reputational impacts on the Company's restaurants and associated activities.
- Medium term - The most vulnerable physical climate risks are water-related. Incidences of extreme meteorological events such as heavy precipitation and flooding are steadily increasing in frequency and intensity compared to current short-term weather conditions.
- Long term - Climate vulnerability for the long-term horizon presents as high or almost very high for extreme precipitation and flooding and strong winds and severe thunderstorms risks, respectively.

AmRest must monitor and manage these climate risks to prevent potential future financial impacts on its fixed assets, equipment and furnishings as well as on employees and customers. By doing so, the Company would be well-prepared to avert prolonged closures of its restaurants, facilitated by the implementation of robust management systems and protocols. It is essential for the Company to avert significant damage to its establishments from potential floods, heavy precipitation, or material harm caused by strong winds as these risks could result in a substantial reduction in net income.

Table. Vulnerability results of AmRest material physical climate risks

Physical climate-related risk	Scenario SSP5-8.5		
	Near term	Medium term	Long term
Severe thunderstorms	Orange	Orange	Red
Precipitation and flooding	Yellow	Orange	Red

Note: Yellow (low) and orange (medium) indicate risks to be monitored, while red (high) represents material risks.

[E1 IRO-1/20c(i-ii), 21, AR12] Several transition risks and opportunities have been identified in NZE:

- Short term - Over the next years until 2030, the Company needs to focus on calculating, reporting, and significantly reducing its corporate carbon footprint, particularly the emissions associated with Scope 3. Sustainability legislation, including the CSRD, requires companies to work on decarbonizing their activities and building their resilience to increasingly frequent and intense extreme weather events. In addition, several climate opportunities related to renewable energy consumption and waste management have been identified.
- Medium term - In general, under the NZE by the International Energy Agency, the most significant transition risks and opportunities are categorized under policy and legal and market Task Force on Climate-related Disclosures ("TCFD's") types. These risks are anticipated to peak in the mid-term (by 2050), when it is expected that global economies will achieve net zero and have reduced greenhouse gas emissions by up to 90%. In the same way, the potential positive impact from the opportunities will peak in by this time horizon. Beyond this point, the vulnerability to these transition risks and opportunities is expected to diminish towards the end of the century, as it is anticipated that the Company will have implemented necessary measures to align with market demands and regulatory requirements.
- Long term - In this time horizon, the Company's vulnerability to transition risks is expected to diminish, as the most critical challenges will have peaked by 2050. Under the NZE, economies will have largely decarbonized, achieving substantial reductions in greenhouse gas emissions. On the other hand, the climate opportunities identified by the Company will already have been seized and integrated in a satisfactory manner. By this stage, AmRest will have implemented the necessary measures to adapt to regulatory and market changes. The focus will shift towards consolidating resilience, optimizing operations in a low-carbon economy, and addressing any residual challenges or emerging trends in sustainability.

Table. Vulnerability results of AmRest material transition climate risks

Transition risk	Scenario NZE 1,5°C		
	Near term	Medium term	Long term
Replacing existing equipment and facilities with Lower-Emission Technologies	Orange	Red	Orange
Emerging risks in waste management due to new environmental regulations (downstream)	Orange	Red	Orange
Increases in costs associated with corporate carbon footprint	Orange	Red	Orange
Suppliers' non-compliance with GHG reduction targets (upstream)	Orange	Red	Yellow
Increased costs of raw materials due to its scarcity	Orange	Red	Orange

Note: Yellow (low) and orange (medium) indicate risks to be monitored, while red (high) represents material risks

Table. Vulnerability results of AmRest material climate opportunities

Climate opportunities	Scenario NZE 1.5°C		
	Near term	Medium term	Long term
Cost savings resulting from the increased use of renewable energies through self-consumption, power purchase agreements ("PPAs"), and improved energy efficiency of restaurant	Light green	Dark green	Light green
Improvements in waste management in restaurants by minimizing waste generation and applying revalorization techniques such as the circular economy	Medium green	Dark green	Medium green
Increased capital attraction through green bonds and sustainable finance mechanisms	Light green	Dark green	Medium green
Integration of Nature-based solutions to improve climate resilience of assets	Light green	Medium green	Dark green

Note: Light (low) and medium green (medium) indicate opportunities to be monitored, while dark (high) and very dark (very high) greens represent material opportunities.

E1-2 Policies related to climate change mitigation and adaptation [22, 24, 25abcde, 62 MDR-P]

[E1-2/22, 24] AmRest has no global policies in place that address climate change mitigation and adaptation. The Company is in the process of implementing Environmental Guidelines. The purpose of the document is to ensure compliance with regulations and contribute to achieving a net-zero economy while maintaining business competitiveness and growth. The Company is committed to achieving climate neutrality goals, striving for a sustainable future by minimizing environmental impact and leveraging emerging business opportunities.

[E1-2/25abe] The Environmental Guidelines outlines AmRest's commitments regarding climate and environment, focusing on minimizing negative impact, identifying risks, and leveraging opportunities. Special attention will be given to circular economy, energy efficiency and responsible management of natural resources, identified as key action areas through the double materiality assessment.

Table. AmRest policies in Climate change mitigation and adaptation area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Environmental Guidelines	Global	Establishing AmRest comprehensive approach to environmental issues	Chief Operations Office	-	<ul style="list-style-type: none"> ■ Employees ■ Suppliers ■ Customers 	Not in force - Awaiting internal approvals
Brands' Building Manuals	Global	Setting requirements for construction work of AmRest restaurants	Global Design Director	-	<ul style="list-style-type: none"> ■ Employees ■ Suppliers 	Available for selected Company's departments (including Design, Construction)

The precise definition of actions related to mitigating climate change will be made in medium-term time horizon (as understood by CSRD) after AmRest's environmental goals are defined.

[E1-2/25c] In its own operations, as of 2024, the Company has applied the principles described in the Sustainable Design Initiatives. All initiatives are inseparable parts of Brand Manuals (Building Manual/Design Manual/Technical Manual) and are implemented as standard solutions in design documentation for new and renovated restaurants. These Manuals deliver a comprehensive framework of innovations for green building design, construction, operations, and maintenance of new and existing buildings, focusing on the core areas of energy savings, water conservation, site sensitivity, sensible materials use, and a healthy environment for people. Given AmRest's business model, the implementation of energy efficiency measures is integrated in the Brand's Building Manuals both in the design and construction phases, since it imposes a critical point in the sustainability of its assets. AmRest does not count with an Energy Efficiency Policy per se, but due to its business model this handbook provides impactful energy efficiency solutions for new buildings.

Table. Selected groups of initiatives from Brands' Building Manuals

Group of initiatives	Scope (global/local)	Area covered (energy/water/waste)
Waste Recycling	Global	Waste
HVAC efficiency	Global	Energy
Energy harvesting from waste heat	Global	Energy
Electricity consumption monitoring system	Local	Energy
Energy efficient lighting	Global	Energy
Minimization of water usage	Global	Water

AR30b] Additionally, the Company has invested in technology supporting the monitoring, automation and control of buildings: Global Supervisory Control and Data Acquisition ("SCADA") and local Building Management Systems ("BMS"). These tools allow users to monitor and control processes and devices thanks to sensors and controllers installed in the facility. In the case of AmRest, SCADA and BMS systems allow the optimization of energy consumption in their buildings by remote supervision and management. Several projects are already in execution to implement these systems in equity stores in Spain, France, Germany, Romania, Bulgaria, and the Balkans, with hundreds of locations already executed in Poland, Czechia and Hungary. Initial conclusions indicate that SCADA systems have the potential to reduce 2-15% of the energy consumption of a restaurant, depending on the case. Implementing BMS and SCADA systems will be based on new technologies, especially concerning the development of IoT and AI.

[E1-2/25acd] As mentioned earlier, AmRest has no global policies in place that address climate change mitigation and adaptation. However, some actions have been implemented in this area such as the replacement of the most energy-intensive kitchen equipment for modern appliances, replacing dishwashers or ovens. AmRest is researching the topic of renewable energy generated by e.g. solar panels installation. As part of this process, the Company is reviewing the technical and economic feasibility, evaluating the locations and available space to house the modules or solar panels and their complementary components (inverters, cables, connectors, batteries, etc.). Likewise, the inclination and orientation of the roof, type of material and losses due to shadows are evaluated to guarantee the highest possible performance. In 2024, the Company installed photovoltaic panels in selected stores in Poland, Czechia, and Hungary, achieving a reduction in the consumption of electricity from the grid, with a consequent decrease in Scope 2 emissions.

E1-3 Actions and resources in relation to climate change policies [26, 28, 29abc, AR19d, AR21, AR22, 62 MDR-A]

[E1-3/26, 28] In 2024, the Company made significant progress in the design of its climate change mitigation and adaptation actions, in line with the principles established in the ESRS 2 MDR-A. These initiatives are currently in the process of internal validation to define the allocation of resources necessary for their implementation. However, as considered in the analysis of climate risks and opportunities, the Company has risk premiums for extreme weather events and natural catastrophes as adaptation measures currently available. These insurances significantly improve resilience to the impacts of climate change.

[E1-3/29] In the upcoming years, the Company will detail these actions, including their classification by decarbonization levers, considering both technological and nature-based solutions. The GHG emission reductions achieved and planned will also be published, along with the list of significant CapEx and OpEx amounts allocated to these actions. These amounts will be linked to the relevant line items in the financial statements, the key performance indicators, ensuring transparent disclosure aligned with regulatory requirements. As stated in E1-2 section, AmRest is already carrying out different initiatives to mitigate climate change related to energy efficiency and self-generation of renewable energy.

[E1-3/AR21, AR22] The Company has not currently implemented specific policies in relation to these areas; however, the responsible departments are in the process of evaluating and developing the necessary actions. As the Company moves forward with its climate strategy, the resources required in terms of OpEx and CapEx will be established, ensuring alignment with decarbonization objectives. Likewise, the dependence on financing and the consistency of investments with the applicable regulatory frameworks will be analysed, ensuring transparency and credibility in their future execution.

E1-4 Targets related to climate change mitigation and adaptation.

[30, 32, 33, 34a-f, AR25abc, AR30abc, 81 MDR-T]

[E1-4/30, 32, 33] AmRest has not set public climate-related targets yet. However, the Company invested significant resources throughout 2024 to identify the impacts, risks, and opportunities in this regard. AmRest collaborated with external experts to conduct scientific analysis of the environmental challenges for the restaurant industry and is committed to publishing targets in upcoming years. As part of this effort, the Company is assessing pathways toward ambitious emissions reductions and aims to establish targets in the coming years, such as the Net Zero target for 2050.

[E1-4/AR25, AR30] When climate targets are established and reported, AmRest will ensure full alignment with reporting requirements. This will include defining short-, medium-, and long-term time horizons, selecting an appropriate base year, and applying recognized scientific methodologies. Additionally, a 1.5°C global warming scenario will be considered to align commitments with international frameworks and industry best practices. The Company will also define key performance indicators and decarbonization levers to track progress and ensure effective implementation of its climate strategy.

AmRest monitors and discloses in annual reports carbon dioxide emissions from Scope 1 and 2. The standards used are presented in the table "Emission factors used in carbon footprint calculation".

[E1-4/AR30a] Taking into account the carbon footprint results for the past years, most of the analysed actions are focused on mitigating Scope 2 emissions and, to a lesser extent, Scope 1 emissions because the most significant emission sources for AmRest are:

- Electricity consumption.
- Mobile combustion sources.
- Stationary combustion sources.

Complementary actions on other emission sources are also analysed in order to improve the Company's environmental performance and reduce the overall carbon footprint. As AmRest is currently in the process of measuring its Scope 3 emissions and the greenhouse gases generated by the refrigerant refills consumed in its restaurants, it is expected that the Company's emissions profile and the carbon footprint will change.

E1-5 Energy consumption and mix [35, 37abc, 38abcde, 39, 40, 41, 42, 43, AR32, AR33, AR36]

Table. Energy consumption and mix

ESRS Data point		Current reporting period
		MWh
37a AR 33, AR 32	Total energy consumption from fossil sources	193,672
37 b	Total energy consumption from nuclear sources	74,797
37 c	Total energy consumption from renewable sources, including:	
37 c i	fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources, etc.	n/a
37 c ii	consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	20
37 c iii	consumption of self-generated non-fuel renewable energy	415
37 AR 35	Total energy consumption of own operations	365,979
	Total energy production	415
39	Production of renewable energy	415
	Production of non-renewable energy	-

Methodology: Data as of 31 December 2024, covering 100% equity restaurants. Data has been calculated based on the invoices from third parties. For the stores where the consumption data was not available (e.g. restaurants located in shopping malls) the data has been estimated. As of the publication date of this document, AmRest does not have the renewable origin certificates for every country. Therefore, the data reported regarding renewable energy is only for those countries for which certificates of origin have been obtained to date. Next year, this figure is likely to change due to the release of renewable origin guarantee certificates for 2024.

[AR33] AmRest should be classified in section “I” Accommodation and food services activities, in accordance with Regulation (EC) No. 1893/2006. Section “I” is not listed among the sectors with a high climate impact, i.e. Sections A to H and Section L, in accordance with Commission Delegated Regulation (EU) 2022/1288. Therefore, AmRest does not meet the criteria for qualifying as a sector with a high climate impact.

E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions [44, 46, 47, 48, 50, 51, 52, 53, 54, 55, AR39, AR40, AR41, AR42, AR43, AR44, AR45, AR46, AR47, AR48, AR49, AR51, AR53]

[E1-6/AR39] For the disclosure of greenhouse gas emissions, the Company has applied the GHG Protocol methodology. For Scope 1 and Scope 2 emissions, primary data from energy consumption across various restaurants and the vehicle fleet has been used to ensure accuracy. For the emission factors used in each emission category, details can be found in table "Emission factors used in carbon footprint calculation". In addition, the Company has used the most up-to-date information available for global warming potentials, from the IPCC AR6 report. According to the latest requirements of the Science Based Targets initiative ("SBTi"), AmRest will evaluate the need to measure its Forest, Land and Agriculture ("FLAG") emissions as well.

[E1-6/44] Table. AmRest gross Scope 1, 2, 3 and total GHG emissions

Milestones and targets years related to GHG Emissions are being evaluated and will be defined and approved during 2025.

ESRS Data point	Base year	Retrospective		Milestones and target years				
		Comparative	N	% N / N-1	2025	2030	2050	Annual %
48, AR43, AR44	Scope 1 GHG emissions							
48a	Gross Scope 1 GHG emissions (tCO2eq)	n/a	n/a	105,422	n/a			
48b	Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	n/a	n/a	n/a	n/a			
49, AR45	Scope 2 GHG emissions							
49a	Gross location-based Scope 2 GHG emissions (tCO2eq)	n/a	n/a	125,991	n/a			
49b	Gross market-based Scope 2 GHG emissions (tCO2eq)	n/a	n/a	176,123	n/a			
	Significant scope 3 GHG emissions							
51, AR46	1 Purchased goods and services	n/a	n/a	1,046,997	n/a			
	2 Capital goods	n/a	n/a	182,111	n/a			
	3 Fuel and energy-related Activities (not included in Scope1 or Scope 2)	n/a	n/a	45,868	n/a			
	4 Upstream transportation and distribution	n/a	n/a	13,974	n/a			
	5 Waste generated in operations	n/a	n/a	305	n/a			
	6 Business travelling	n/a	n/a	344	n/a			
	7 Employee commuting	n/a	n/a	16,240	n/a			
	8 Upstream leased assets	n/a	n/a	Not relevant	n/a			
	9 Downstream transportation	n/a	n/a	12,804	n/a			
	10 Processing of sold products	n/a	n/a	Not relevant	n/a			
	11 Use of sold products	n/a	n/a	Not relevant	n/a			
	12 End-of-life treatment of sold products	n/a	n/a	17,939	n/a			
	13 Downstream leased assets	n/a	n/a	Not relevant	n/a			
	14 Franchises	n/a	n/a	11,049	n/a			
	15 Investments	n/a	n/a	Not relevant	n/a			
52, AR47	Total GHG emissions							
52a	Total GHG emissions (location- based) (tCO2eq)	n/a	n/a	1,579,043	n/a			
52b	Total GHG emissions (market- based) (tCO2eq)	n/a	n/a	1,629,175	n/a			

Methodology: Data as of 31 December 2024. For all scopes data was collected internally using specific software designed to collect and process information. For Scope 1 and 2 data bases used were DEFRA, EEA and AIB. For Scope 3 two additional databases were used: Ecoinvent 3.11 and Exiobase 3.8. AmRest was unable to collect some of the data from all the markets; therefore, estimations were made to fill the gaps, the assumptions behind are indicated in the table "Emission factors used in carbon footprint calculation".

[E1-6/53, 54, 55, AR53] Table. AmRest GHG intensity per net revenue

GHG intensity per net revenue	Current reporting period
Total greenhouse gas emissions (according to location-based method) per net revenue (tCO2-equivalent/monetary unit)	0.00062
Total greenhouse gas emissions (according to the market-based method) per net revenue (tCO2-equivalent/monetary unit)	0.00064

Methodology: Calculations for GHG intensity were made using the resulting total numbers for GHG emissions (both location and market based) and divided by the total net revenue data from the FY2024. The net revenues can be found in Consolidated income statement in the financial statement.

Table. Emission factors used in carbon footprint calculation

Emission category	Source of Emission Factor	Calculation methodology
Scope 1 GHG emissions	DEFRA	For scope 1, calculations were made with the data from stationary and mobile sources and multiplied using corresponding emission factors. This year data on refrigerants was also included.
Scope 2 GHG emissions		
Gross location-based Scope 2 GHG emissions	EEA	Electricity energy usage data was used for both location and market based calculations
Gross market-based Scope 2 GHG emissions	AIB	
Significant scope 3 GHG emissions by category		
1 Purchased goods and services	Ecoinvent 3.11 Exiobase 3.8	In the case of goods, the weight of raw materials was multiplied by related coefficient. In the case of services, (marketing, IT, office supplies), the emissions were estimated on the basis of expenditures incurred for each type of purchases. The calculations included the inflation between the establishment of the base and the reporting year, as well as exchange rate differences as of 31 Dec of the reporting year.
2 Capital goods	Exiobase 3.8	The calculations were made on the basis of expenses for investments, where the amounts obtained were multiplied by the coefficients obtained according to the methodology for Cat. 1.
3 Fuel and energy-related Activities (not included in Scope1 or Scope 2)	DEFRA	Fossil fuel coefficients for European region were used. In the case of electricity, losses and additional emissions from the UK mix were recalculated due to differences in the energy mix of different countries. Calculations were made by multiplying the indicated respective by the consumption of each fuel and electricity.
4 Upstream transportation and distribution	DEFRA	The calculations were carried out by multiplying the km travelled by averaged emission factor (averaged load, averaged size).
5 Waste generated in operations	DEFRA	It was estimated based on the specific management of each group of raw material where the weight of managed wasted was multiplied by an appropriate factor.
6 Business travelling	DEFRA	These distances travelled was multiplied by the corresponding emission factors.
7 Employee commuting	DEFRA	The calculations were made by multiplying travelled distances by the corresponding emission factors. The data issued included the total amount of employees and for distances travelled a 75% was assumed to travel by bus and 25% by car.
8 Upstream leased assets	N/A	Emissions included in Scope 1 and Scope 2 according to the requirements of ESRS (operational control approach).
9 Downstream transportation	Emissions from service suppliers	Kilometers travelled and kgCO2 emitted were both collected from service suppliers. For kilometres travelled, the calculation was made by multiplying with the corresponding emission factor.
10 Processing of sold products	N/A	AmRest does not sell products for the further processing.
11 Use of sold products	N/A	AmRest does not sell products that requires additional energy to be consumed.
12 End-of-life treatment of sold products	DEFRA, EPA	Emissions were calculated based on the designated amounts of waste collected by the restaurants and the disposal methods selected accordingly.
13 Downstream leased assets	N/A	AmRest does not rent its properties for other companies.
14 Franchises	DEFRA,EEA	In the case of Cat. 14, the calculations were carried out adequately for Scope 1 and 2 emissions averaging the total amount emissions per restaurant.
15 Investments	N/A	Accounted in category 14.

E1-7 GHG removals and GHG mitigation projects financed through carbon credits [56ab, 58ab, 59ab, 60, 61abc, AR56, AR57abcd, AR58a-i, AR59, AR62abcde, AR63a-g]

E1-8 Internal carbon pricing [62, 63abcd, AR65abcd]

AmRest does not sell or buy carbon credits nor invest in GHG-related activities, including GHG removals.

Climate risks development [IRO-1]

Table. Relationship between EU Taxonomy physical climate hazards and the potential climate risks that may arise within the company

EU Taxonomy climate-related hazards and additional identified by AmRest	Typology	Potential climate-related risk for AmRest
Precipitation or hydrological variability		
Saline intrusion		
Heavy precipitation in solid form (hail, snow or ice)	Chronic	Reduction in the availability of water resources in infrastructure due to droughts and lack of rainfall
Water stress		
Drought		
Changing precipitation patterns and types		
Precipitation or hydrological variability		
Floods (fluvial, pluvial, coastal and ground water)	Acute	Increase in the frequency of infrastructure damage due to extreme precipitation and flooding
Cyclone, hurricane, high-impact squalls, explosive cyclogenesis and DANAs (cut-off lows)		
Storm (rain, snow, Saharan dust or sand and supercells)		
Temperature variability		
Changing temperature (air, freshwater, marine water)		
Heat wave	Acute	Increase in the frequency and magnitude of forest fires near infrastructure
Drought		
Changes in cloud cover and relative humidity		
Changing wind patterns		
Heavy precipitation in solid form (hail, snow or ice)		
Avalanche	Acute	Increase in infrastructure damage due to the intensity and frequency of hailstorms and extreme snowfalls
Cold waver/Frost		
Changing wind patterns		
Cyclone, hurricane, high-impact squalls, explosive cyclogenesis and DANAs (cut-off lows)	Acute	Increase in the frequency of damage to infrastructure caused by strong winds, hurricanes, tropical storms, explosive cyclogenesis and tornadoes
Storm (rain, snow, Saharan dust or sand and supercells)		
Tornado, wet and dry downburst, waterspout		
Landslide		
Subsidence	Acute	Increase in the frequency and intensity of landslides and subsidence affecting infrastructure and economic activities
Soil erosion		
Soil degradation (desertification)		

EU Taxonomy climate-related hazards and additional identified by AmRest	Typology	Potential climate-related risk for AmRest
Changing temperature (air, freshwater, marine water)		
Temperature variability		
Heat stress	Acute	Increase in the exposure of infrastructure, activities, employees, and customers to extreme temperatures
Increased UV radiation		
Heat wave		
Sea level rise		
Coastal erosion	Chronic	Infrastructure near the coast threatened by sea level rise
Storm surge		

Table. Relationship between TCFD transition climate events and potential climate risks that may arise within the company

TCFD Climate-related events	Typology	Potential climate-related risk for AmRest
Rising prices for GHG emissions Costs associated with the import of goods from non-EU countries (Carbon Border Adjustment Mechanism "CBAM")	Policy and legal	Increase in costs associated with the corporate carbon footprint
Increased cost of raw materials	Policy and legal	Geopolitical and social instability driven by the impacts of climate change
New legal requirements for construction and/or maintenance materials and their production	Policy and legal	New legal requirements for new construction and renovation of buildings
Increased operational difficulties due to new legislation (protection of workers)	Policy and legal	Enhanced operational difficulties due to new worker protection legislation (i.e. internal/ external on-site employees)
Costs associated with the import of goods from non-EU countries (CBAM)	Policy and legal	Increased costs for importing goods from non-EU countries due to CBAM regulations
New legal requirements for waste and/or landfill management	Policy and legal	Emerging risks in waste management due to new environmental regulations (downstream)
Replacement of existing products by third parties produced with low-emission materials Costs related to the transition to low-emission technologies New legal requirements for product technical specifications or the use of infrastructure	Technology	Replacing existing equipment and facilities with Lower-Emission Technologies
Changes in user behaviour/preferences Increased cost of raw materials Suppliers' non-compliance with GHG reduction targets	Market	Increased cost of raw materials due to its scarcity
Price increases or reduced insurance coverage	Market	Increase of premium costs associated with the rise of extreme weather events
Suppliers' non-compliance with GHG reduction targets	Market	Suppliers' non-compliance with GHG reduction targets (upstream)
Changes in consumer preferences Changes in user behaviour/preferences	Market	Changes in customer behaviour/preferences related to sustainable products
Sector stigmatisation due to the use of fossil resources	Reputational	Sector stigmatization due to the environmental and social impact
Increased investor concerns and/or negative stakeholder comments	Reputational	Diminished corporate image due to increased climate awareness among stakeholders

ESRS E3 WATER AND MARINE RESOURCES

The Group acknowledges the significance of safeguarding natural resources. AmRest is committed to protecting water resources, guided by the principles of sustainable development and key EU regulations, such as the Water Framework Directive (WFD, 2000/60/EC) and the Marine Strategy Directive (2008/56/EC).

During the double-materiality analysis, water and marine resources were evaluated as material. Fish and seafood are included in AmRest's menu offerings across some of its brands. The Company focuses on sustainable sourcing practices to ensure the quality and environmental responsibility of its supply. This includes partnerships with the suppliers of certified salmon and adherence to international standards for sustainable fishing and aquaculture.

Since water in own operations is mainly utilized for meal preparation, water consumption is not regarded as having a critical environmental impact. However, being aware that the greatest impact on water resources results from processes in the supply chain, AmRest will implement water management mechanisms to extend activities to the entire value chain under a strategy of responsible water management in cooperation with business partners. The Group is dedicated to maximizing efficiency solutions such as water-efficient kitchen equipment, hand faucets aerators and proximity sensors, sanitary equipment with limited water flow in newly constructed restaurants and coffee houses.

E3 IRO - 1 Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities [8a, 8b]

E3-1 Policies related to water and marine resources [11, 12a, 12ai, 12aii, 12aiii, 12b, 12c, 13, 14, AR18a, AR18b, AR18c, 62 MDR-P]

AmRest has no formal water management policy in place regarding own operations, nor the policies related to sustainable sourcing and management of oceans. The Company follows applicable local laws which require e.g. wastewater management, monitoring of water usage, and reporting to regulatory authorities. However, topics such as water management, water sourcing, water treatment or the prevention of water pollution, or business opportunities that address water-related issues are not addressed in any of the policies. The Company does not have a more restrictive frame for their operations in areas of water risk. Regarding the Group's supply chain and water and marine resources, AmRest has included in its Supply Code of Practice several commitments on water, including the commitment to request suppliers to work towards the reduction of their water consumption and sewage generation, both in their production and warehouse facilities, as well as commitments on marine resources, mainly by the inclusion of all fish consumed in the Group's restaurants in the Group's Animal Welfare Policy.

E3-2 Actions and resources related to water and marine resources. [17, 18, AR20, 19, 62 MDR-A]

[E3-2/15, 17] AmRest's actions are currently focused on management of water resources in its own operations. Though no formal action plan has been set, nor specific resources allocated, a series of actions and acting principles have been already conducted last year and are to be continued in the next few.

[E3-1/8ab] During a planning phase of a construction work, the Company applies for a building permit and fulfils all legal requirements related to the water consumption. In opening new stores and in renovation of the sites, AmRest uses the design and construction standards which include multiple solutions to minimize water consumption. In addition, the Company uses HVAC system that is not based on water cooling and in the case of plantings in the outdoor areas, chooses plants that do not require abundant watering.

In its operations, AmRest uses the practices aimed at the prevention and abatement of water pollution. These include the installation of grease separators and periodic cleaning of these, limiting the use of marinades, especially those containing oil, during product preparation can help reduce the amount of oil released into the sewage system, and measuring wastewater contamination levels.

[E3-1/8ab] Moreover, the Company cooperates with the key stakeholders such as franchisors and landlords, in the area of responsible water and marine resources management, implementing monitoring and reporting practices for selected restaurants. AmRest expects its suppliers to minimise harm to water and marine ecosystems by adhering to environmental laws. This includes managing water responsibly and avoiding contamination.

[E3-1/14] Regarding fish (salmon) supply chain, AmRest has two formal documents – the Supplier Code of Practice and Animal Welfare Policy – described in the chapter Governance Information. The Group requires its suppliers to follow all applicable laws and regulations and to comply with AmRest's Animal Welfare Audit Program.

Actions regarding water and marine resources have been designed as a way of reducing negative impacts and dependencies, promoting the positive ones, mitigating risks and taking advantage of opportunities. All of them were evaluated as material in the IRO identification process and double materiality assessment.

Table. IROs identified in the Water and Marine Resources topic

IROs	Selected actions	Status (taken/planned)	Scope (global/countries/selected groups)	Targets
Water consumption	<ul style="list-style-type: none"> Water-saving measures 	Taken	Global	No specific targets set
Fish procurement	<ul style="list-style-type: none"> Cooperation with suppliers Policies and procedures 	Taken	Global	No specific targets set
Lack of water usage strategy considering stress areas	<ul style="list-style-type: none"> Water stress area identification Development of Environmental Policy 	<ul style="list-style-type: none"> Taken (part of Climate Risk Assessment) Planned 	Global	No specific targets set
Financial fines and operational restrictions for non-meeting new legal requirements relating to water management.	<ul style="list-style-type: none"> Cooperation with local authorities (permits) Implementation of water management solutions 	Taken	Local level	No specific targets set
Increased demand of fish causing overfishing and higher prices.	<ul style="list-style-type: none"> Diversification of the menu offerings 	Taken	Global	No specific targets set

As detailed above, AmRest has been carrying out actions related to the IROs identified on water and marine resources, with the expected outcome of IRO management: reducing water consumption, promoting sustainable fish sourcing, setting a special set of policies and actions in facilities affected by water stress, as well as mitigating regulatory risks. Water saving measures include the implementation of water-saving technologies, such as aerators and proximity sensors in every newly built premises. Cooperation with suppliers has been based on a collaborative framework to promote sustainable water use in line with the AmRest Group Supply Code of Practice.

[E3-2/ 19] All of AmRest’s actions are cross cutting in scope with regards to water stress level, and for now do not distinguish between the different water risk levels where the facilities are placed. No financial resources have been associated with the Company’s actions on water and marine resources.

E3-3 Targets related to water and marine resources [22, 23a, 23b, 23c, 24, 24a, 24b, 24c, 25, AR23a, AR23b, 81 MDR-T]

The Company has not set targets related to water and marine resources.

As the Company is in the process of implementing Environmental Guidelines, and AmRest Global Sustainability Strategy does not cover the Water Management topic, AmRest discloses a general approach only in reference to selected IROs identified during the Double-Materiality Assessment (as described in chapter General Information, section "Material impacts, risks and opportunities").

E3-4 Water consumption [28a, 28b, 28c, 28d, 28e, 29, AR28, AR29]

The monitoring of total water consumption on own operations seeks the optimization of processes, to ensure sustainable resource management, and doing so distinguishing between areas with and without water stress amongst all of AmRest Group's sites.

Table. AmRest water consumption

ESRS Data point		Current reporting period
28a	Total water consumption [m3]	1,791,272
28b	Total water consumption in m3 in areas at water risk, including areas of high-water stress [m3]	602,473
28c	Total water recycled and reused [m3]	-
28d	Total water stored [m3]	-
28d	Changes in water storage [m3]	-
29	Water intensity (total water consumption) [m3 per million EUR net revenue]	701

[E3-4/ 28e] Methodology: Data as of 31 December 2024, covering all equity restaurants. Data collection is responsibility of the Facility Management team. Every water related data is recorded in files split by site and month and correspond to the data of water usage displayed in the building's meters. In the cases where no meters are installed on site, water data is taken from invoices. In the cases where water supply is managed by the facility's landlord and there is no actual evidence of water consumption, assumptions have been made based on historically accepted data in given months. Assumptions are verified after obtaining every new collective settlement from the supplier (after each change in the amount of rental fees). Water basins and water quality and availability, as well as any specific certified standard were not taken into account in the compilation of water data or the identification of areas at water risk. At the moment, the Company does not intend on doing an exercise of identifying water quality and quantity risks in the different water basins where it operates, taking into account that it does not collect water directly from water bodies and that the use of water is mainly for drinking, sanitary and cleaning purposes. The net revenues can be found in Consolidated income statement in the financial statement.

[E3-4/28b, AR28] Water risk and high water stress areas have been identified as part of AmRest's Climate Risk Assessment.

[E3-4/28d] AmRest facilities in general are not equipped with infrastructure to store water. There is only one location equipped with water storage tanks – 20 and 120 m3. This tanks are filled with water from the local water system and is then later used for food processing. Two additional tanks are in use for fire protection with 50 m3 each one – ascending to a total storage capacity of 240 m3 both in that site, and overall, in the whole Group. This facility has maintained the same storage capacity for the last three years as no changes in storage capacity have taken place.

ESRS E4 BIODIVERSITY AND ECOSYSTEMS

E4-1 Transition plan and consideration of biodiversity and ecosystems in strategy and business model [13a, 13b, 13c, 13d, 13e, 13f, AR1a-k]

E4 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [16a, 16ai, 16aii, 16aiii, 16b, 16c]

E4 IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities [17a, 17b, 17c, 17d, 17e, 17ei, 17eii, 17eiii, 19a, 19b]

[E4 IRO/17a,b,e] Double materiality assessment conducted by AmRest, included a comprehensive review of impacts, risks, and opportunities related to biodiversity and ecosystems within its value chain. The identification of impacts and dependencies considered the key drivers of biodiversity loss, their associated pressures, and the reliance on natural resources such as water. In the process, representatives from various stakeholder groups were consulted. More information about the analysis is included in chapter General Information, section "Material impacts, risks and opportunities". As a result, biodiversity and ecosystems topic was identified as material, though it received the second-lowest score out of the ten topics considered.

[E4 SBM-3/16b] This is related to the fact that material negative impacts concerning the loss of ecosystems assigned to AmRest are arising mainly in the supply chain. Practices used by the suppliers of AmRest's key products, particularly in vegetable and crop farming and animal husbandry can lead to land degradation, with erosion and soil depletion being common consequences. Such processes affect the ability of ecosystems to regenerate and can also result in desertification. The Company has implemented responsible practices in its value chain by introducing requirements towards suppliers' certification (e.g. RSPO).

[E4 IRO/17a-e] In the table below, AmRest presents the actions undertaken or planned in relation to the Biodiversity and Ecosystems IROs. Only selected policies and actions related to the management of the identified IROs are presented here, as the Company has not yet aligned the results of DMA process with its Global Sustainability Strategy.

Table. IROs identified in the Biodiversity and Ecosystems topic

IROs	Selected actions	Status (taken/ planned)	Scope (global/ countries/selected groups)	Targets
Loss of ecosystems due to agricultural activities.	<ul style="list-style-type: none"> ■ Cooperation with suppliers and producers 	Taken	Global	No specific targets set
Non-compliance with the relevant laws regarding biodiversity resulting from purchases of controversial products from foreign suppliers (e.g., cocoa and coffee)	<ul style="list-style-type: none"> ■ Cooperation with suppliers and franchisors ■ Traceability of products ■ Legal monitoring 	Taken	Global	No specific targets set
Include products that adjust to consumer preferences without changing the business model (e.g. vegan/gluten free products).	<ul style="list-style-type: none"> ■ Diversification of the menu offerings 	Taken	Global	No specific targets set

E4-2 Policies related to biodiversity and ecosystems [22, 23a, 23b, 23c, 23d, 23e, 23f, AR12, AR12a, AR12b, AR12c, AR16, AR17a, AR17b, AR17c, AR17d, AR17e, 24a, 24b, 24c, 24d, 62 MDR-P]

E4-3 Actions and resources related to biodiversity and ecosystems [27, 28a, 28b, 28bi, 28bii, AR18a, AR18b, AR18c, 28biii, 28c, AR20a, AR20b, AR20c, AR20d, AR20e, AR20f, 62 MDR-A]

E4-4 Targets related to biodiversity and ecosystems [29, 31, 32a, 32ai, 32aii, 32aiii, 32b, 32c, 32d, 32e, 32f, AR22, 81 MDR-T]

E4-5 Impact metrics related to biodiversity and ecosystems change [35, 36, 38, 38a, 38b, 38c, 38d, 38e, AR28, AR34a, AR34b, AR34c, AR34d, 39, AR32, 40, 40a, 40b, 40c, 40d, 40di, 40dii, 41a, 41bi, 41bii, 41biii]

As detailed above, given the nature of the Company's operations, AmRest is implementing actions related to the identified material topics concerning biodiversity and ecosystems, which are more directly associated with the supply chain.

[E4 SBM-3/16ac, E4 IRO-1/19a, E4-5/35] The Company's own operations have no direct impact on ecosystems as its stores are located mainly in urban areas or along highways. Specifically, AmRest does not directly contribute to the impact drivers of land-use change, freshwater-use change and/or sea-use change. However, a location analysis will be conducted to assess the spatial distribution of the Company's assets in relation to sensitive areas and the presence of threatened species.

[E4-3/28a-c] AmRest, within the scope of the direct operations, implements practices of responsible management of waste generated by asset locations, aimed at mitigating the contamination of water and soil, one of the main drivers of biodiversity loss. More information on AmRest waste management can be found in the section Resource use and Circular Economy. No specific biodiversity offset measures are required.

[E4-1/ 11, 13] AmRest has prioritized the development of its climate transition plan, acknowledging climate change as a key driver of biodiversity loss. As part of its long-term strategy, the Company will advance in the coming years with the development of a transition plan.

[E4-2/ 22, 23, 24, E4-4/31-32] AmRest has no specific policy nor targets in place that cover the biodiversity and ecosystems topic. However, as outlined in the Supplier Code of Practice, AmRest expects its suppliers to apply environmental care standards, such as reducing water consumption and carbon emissions, and year-over-year improvement on biodiversity where applicable. While the Code does not specifically address the social consequences on ecosystems, its emphasis on traceability and responsible resource management encourages the suppliers to minimize negative environmental and social impacts.

ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY

E5 ESRS 2 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities [11a, 11b]

E5-2 Actions and resources related to resource use and circular economy [19, 20a, 20b, 20c, 20d, 20e, 20f, AR11, AR12a, AR12b, AR12c, 62 MDR-A]

Resource use and Circular Economy are the highest ranked topics in AmRest double-materiality analysis. The management of raw materials and packaging are central to AmRest's commitment to sustainability and the principles of circular economy. By sourcing responsibly, the Company reduces its environmental impact, supports biodiversity, and promotes ethical supply chains. Sustainable materials—such as organic, locally sourced, or regeneratively farmed ingredients— result in lower carbon emissions and enhance resource efficiency.

Packaging is equally critical, as single-use materials contribute to waste and pollution. AmRest is transitioning to recyclable, compostable, and reusable solutions to minimize its footprint and with suppliers, to close the loop, and ensure that material are used for other purposes rather than discarded.

The details on the double-materiality assessment related to this topic can be found in chapter General Information, section "Materials impacts, risks and opportunities".

The Company has implemented various measures to optimize resource efficiency, focusing on reducing packaging input and enhancing recycling efforts. AmRest identifies the following waste and packaging categories:

[E5 IRO/A7b] Table. Packaging and waste generated in AmRest's restaurants and the Group's approach for these issues

Waste and packaging categories	Definition	Value chain stage	Examples	AmRest management technique
Kitchen food waste	Waste generated during food preparation	Own operations & Downstream	Food scraps	<ul style="list-style-type: none"> ■ Efficient food preparation ■ Waste segregation ■ Educational campaigns for employees
			Overproduction	<ul style="list-style-type: none"> ■ Production planning ■ Food saving programs (Harvest, Too Good To Go, etc.)
			Spoiled products	<ul style="list-style-type: none"> ■ First In, First Out method - proper inventory management
Customer food waste	Waste generated during customer consumption	Downstream	Food scraps	<ul style="list-style-type: none"> ■ Waste segregation ■ Communication campaigns for customers to raise awareness and reduce food leftovers.
Primary packaging	Packaging directly protecting the food products	Upstream, Own operations & Downstream	Food and beverage containers, paper wraps	<ul style="list-style-type: none"> ■ Waste segregation ■ Sustainable packaging such as packaging with recycled content and/or recyclable materials. ■ Reusable/returnable packaging ■ Communication campaigns for customers, e.g. Bring Your Own Tumbler in Starbucks, to minimize use of primary packaging and potential littering
Secondary packaging	Protection of groups of products during transportation	Upstream & Own Operations	Cartons Shrink wrap	<ul style="list-style-type: none"> ■ Waste segregation ■ Reusable containers ■ Collaboration with suppliers to optimize the materials used
Tertiary packaging	Protection of large quantities of products	Upstream & Own Operations	Pallets Stretch wrap	<ul style="list-style-type: none"> ■ Waste segregation ■ Reusable containers ■ Collaboration with suppliers to optimize the materials used

In the table below, AmRest presents selected actions (planned or undertaken) in relation to Resource Use and Circular Economy. **[E5 IRO/11ab]** AmRest's approach to double materiality assessment in general and identification of impacts risks and opportunities, including those regarding circular economy and use of resources, is described in the General Information chapter, alongside the stakeholder consultation process.

Table. IROs identified in the Resource use and Circular Economy topic

IROs	Selected actions	Targets
Implementation of the Packaging and Waste Management Policies based on the circular economy model.	<ul style="list-style-type: none"> ■ Customer Packaging Group Policy ■ Waste Management Policy 	<ul style="list-style-type: none"> ■ Taken ■ Planned ■ Global <p>Targets of Customer Packaging Policy described in section below the table</p>
Reduction in the use of packaging due to the collaboration with logistics suppliers to reduce the packaging used in AmRest.	<ul style="list-style-type: none"> ■ Minimizing the primary packaging 	<ul style="list-style-type: none"> ■ Taken ■ Global <p>No specific targets set</p>
Cost savings by using the food saving programs.	<ul style="list-style-type: none"> ■ Harvest ■ Too Good To Go 	<ul style="list-style-type: none"> ■ Taken ■ Selected brands and restaurants <p>No specific targets set</p>
Reduction of landfill waste.	<ul style="list-style-type: none"> ■ Waste segregation 	<ul style="list-style-type: none"> ■ Taken ■ Global <p>No specific targets set</p>
Increasing consumer and employee awareness of waste segregation.	<ul style="list-style-type: none"> ■ Educational campaigns for customers and employees 	<ul style="list-style-type: none"> ■ Taken ■ Brands specific <p>No specific targets set</p>

E5-1 Policies related to resource use and circular economy [14, 15a, 15b, 16, AR9a, AR9b, 62 MDR-P]

AmRest has the Customer Packaging Group Policy which describes the Company's commitments regarding sourcing of packaging products, managing upstream environmental issues for packaging throughout its supply chain in line with the following requirements for suppliers: [\[E5-1/16\]](#)

- AmRest commits to source customer packaging from certified Certificate Highest Grade ("GFSI") or audited suppliers. [\[E5-1/15b\]](#)
- AmRest will give preference to suppliers who provide paper-packaging with fiber from responsibly managed forests or recycled sources and who avoid sourcing from non-sustainable sources. These should be certified by a third-party applying the most rigorous forest management standards, including The Forest Stewardship Council ("FSC") standard, The Program for the Endorsement of Forestry Certification ("PEFC"), The Sustainable Forestry Initiative ("SFI"), [\[E5-1/15b\]](#)
- AmRest is committed to using recyclable or reusable plastic-based packaging and not to use single-use plastic (straws, cutlery, plates, drink stirrers). [\[E5-1/15a\]](#)
- AmRest does not use Styrofoam and expanded polystyrene ("EPS") packaging.
- All packaging must comply with local and international regulations, franchisor's and industry standards. AmRest will comply with whichever standards, levels and norms are the most rigorous. [\[E5-1/15b\]](#)

This policy indirectly supports the promotion of waste segregation and waste reduction by encouraging sustainable practices across the supply chain, including cooperation with suppliers where feasible. This entails improved waste management efficiency, better quality recycled waste for secondary raw materials, and minimization of environmental impact of packaging waste.

Regarding food waste, AmRest, as a restaurant company, aims to reduce food loss in its operations. The Company has been implementing the Harvest food saving program since 2016 and participating in Too Good To Go scheme since 2018.

- The main focus of Harvest program is to save food by donating it. The Company partners with food banks, charities, and other organizations that distribute food to those in need. By redirecting surplus food the Harvest program helps reduce the amount of food going to landfills thus lowering greenhouse gas emissions associated with food waste. Additionally, it aligns with AmRest's mission to promote environmental sustainability by focusing on responsible resource management. The program is active across several AmRest brands in several markets where the Company operates.
- Too Good To Go is a mobile app that connects consumers with restaurants, cafes, and stores and enables them to buy surplus food at a reduced price rather than letting it go to waste. Through the partnership, AmRest has been able to offer unsold food products from its restaurants and coffee stores to local consumers allowing them to make use of good food that might otherwise be discarded. Since 2018, AmRest's involvement in the program has been growing, and it now includes a variety of brands across different countries.

Currently, the Company is in the process of preparing its Waste Management Policy. The document will address waste segregation, the use of mechanisms to reduce the amount of waste (especially from mixed fractions, not suitable for

recycling) and the proper processing of waste materials (according to the hierarchy: reduction, reuse, recycling, composting, recovery or elimination).

Table. AmRest policies in Resource Use and Circular Economy area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Customer Packaging Group Policy	Global	Outlines AmRest's commitment to responsible sourcing of packaging	Food Services President	-	<ul style="list-style-type: none"> ■ Employees ■ Suppliers ■ Customers 	AmRest internal library

E5-3 Targets related to resource use and circular economy [23, 24, 24a, 24b, 24c, 24d, 24e, 24f, AR18, 25, 26a, 26b, 26c, 27, 81 MDR-T]

AmRest focuses on proper waste collection in stores to allow further processing (including recycling) of paper and cardboard, plastic and metal, glass, organic waste and used oil. In 2024, the Company did not establish specific goals regarding resource use and circular economy. AmRest aims to enable the recovery of resources from the waste it generates by improving its waste segregation and therefore improving the recyclability of the different waste streams and thus minimizing the waste that needs to be landfilled.

E5-4 Resource inflows [30, 31a, 31b, 31c, 32, AR22, AR25]

[30] AmRest serves a wide range of meals and food products throughout its network of restaurants and coffee stores under different brands. The Company works with a well-integrated supply chain to source quality ingredients used to prepare tasty and affordable dishes. Its resource inflows include mainly food products, e.g. meat, fruits and vegetables and dairy.

Other resources include restaurant equipment, e.g. kitchen equipment and electronic devices.

[31b] The packaging used in the Company's restaurants must be safe, certified, and compliant with specific requirements, including FSC, PEFC, or SFI standards, as well as being made from recycled materials or being recyclable. AmRest's suppliers must ensure that 100% of packaging is reusable, recyclable, or compostable; eliminate plastic from packaging and remove unnecessary plastic from the system. AmRest's packaging features clear and accurate labelling in regards to recyclability and other environmental issues.

Table. Material resources

ESRS data point	Current reporting period
31a	Overall total weight of food products used during the reporting period [tons] 129,919
31a	Overall total amount of customer packaging used during the reporting period [pieces] 1,315,301,705
31b	[%] Percentage of biological materials (and biofuels used for non-energy purposes) used to manufacture the undertaking's products and services (including packaging) that are sustainably sourced 0%
31c	Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services (including packaging) [tons / kg] n/a
31c	[%] Percentage, of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services (including packaging) n/a

Methodology: The data covers 100% of AmRest equity business. Food products are meat, dairy, fruits and vegetables, flour and drinks. The Company is currently unable to report the weight data on the equipment it purchases [31a], however, it has been actively monitoring the financial value of these purchases as part of the taxonomy reporting. Regarding packaging, AmRest has been tracking the usage through Point of Sale (POS) system, which makes it possible to provide data on the number of pieces of packaging used rather than on the weight value.

E5-5 Resource outflows [35, 36a, 36b, 36c, 37a, 37b, 37bi, 37bii, 37biii, 37c, 37ci, 37cii, 37ciii, 37d, 38, 38a, 38b, 39, 40, AR28]

[35, 36a-c] AmRest does not produce non-consumable goods or durable goods. The product of the Company's own operations are solely perishable goods, therefore, reporting on durability, reusability, repairability, disassembly, remanufacturing, refurbishment, recycling, and optimization of the use of the product or material through other circular business models, is not applicable.

Table. Amount of waste generated

Waste generated in AmRest's activities originates mainly in its food service operations consisting in serving meals in its restaurants and is composed of food waste and packaging waste.

ESRS Data point	Current reporting period
37a	Total amount of waste generated [tons] 47,510
37b	Non-hazardous waste diverted from disposal [tons] 19,430
37bi	Non-hazardous waste withdrawn from disposal due to preparation for reuse [tons] -

ESRS Data point		Current reporting period
37bii	Non-hazardous waste withdrawn from disposal through recycling [tons]	14,907
37biii	Non-hazardous waste withdrawn from disposal as a result of other recovery operations [tons]	4,523
37b	Hazardous waste diverted from disposal [tons]	20
37bi	Hazardous waste withdrawn from disposal due to preparation for reuse [tons]	-
37bii	Hazardous waste withdrawn from disposal through recycling [tons]	-
37biii	Hazardous waste withdrawn from disposal as a result of other recovery operations [tons]	20
37c	Hazardous waste directed to disposal [tons]	-
37ci	Hazardous waste directed to disposal by incineration [tons]	-
37cii	Hazardous waste directed to disposal by landfilling [tons]	-
37cii	Hazardous waste directed to disposal by other disposal operations [tons]	-
37c	Non-hazardous waste directed to disposal [tons]	25,836
37ci	Non-hazardous waste directed to disposal by incineration [tons]	2,214
37cii	Non-hazardous waste directed to disposal by landfilling [tons]	11,862
37cii	Non-hazardous waste directed to disposal by other disposal operations [tons]	11,760
37d	Non-recycled waste [tons]	32,603
37d	Percentage of non-recycled waste [%]	69 %
39	Total amount of hazardous waste	20
39	Total amount of radioactive waste	-

Methodology: Data as of 31 December 2024, covering all equity restaurants. AmRest does not generate radioactive waste in its own operations. The only hazardous waste generated by AmRest are pressure containers, recognized as Hazardous by Polish law. AmRest subcontracted pressure containers collection in Poland to ensure its proper handling and 100% recycling rate. Non-hazardous waste generated by AmRest is mainly food waste and single use packaging waste, therefore, 'preparation for reuse' does not apply. Non-hazardous waste withdrawn from disposal through recycling [tons / kg] applies solely to packaging waste. Non-hazardous waste withdrawn from disposal as a result of other recovery operations [tons / kg] applies to composting of food waste. Information on the methods of processing of waste directed to disposal comes from third parties: 1) waste collecting companies with whom AmRest has direct agreements, 2) landlords or 3) municipalities, in the case where the landlord or municipality is a party to waste collecting agreement. For remaining cases AmRest uses "Other disposal operations" category. Non-recycled waste refers to packaging waste that has not been recycled and food waste that has not been composted. This amount has been estimated based on the amount of waste generated by AmRest and the average rates of composting and recycling in the different countries AmRest operates in.[40]

Social Information



Impacts, risks and opportunities identified in Social area

OWN WORKFORCE WORKING CONDITIONS

Impact

- ▶ The Company's business model allows flexible working hours and different types of work contracts that respond to the needs of employees.

Risks

- ▶ Loss of knowledge and expertise due to key personnel turnover.
- ▶ Increased cost of labour resulting from staff turnover.
- ▶ Risk of accidents generated in kitchen.
- ▶ Strikes and protests generated by reasons that are outside AmRest's control (geopolitical instability, human rights violation, national concerns, local discontent).

Opportunities

- ▶ Increasing employee well-being at work positively impacts employee retention and talent attraction.
- ▶ Due diligence implementation across ESG areas increases transparency.

OWN WORKFORCE EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

Impact

- ▶ Increased labour inclusion of people without the minimum qualification.
- ▶ Adaptation of HR processes in multiple languages, which allows hiring people from different countries or diverse national backgrounds.

Risks

- ▶ Reputational loss resulting from lack of women in the top management and executive positions.

Opportunity

- ▶ Well-designed diversity strategy increases Company's position as Employer of Choice.

WORKERS IN THE VALUE CHAIN WORKERS IN THE VALUE CHAIN

Impact

- ▶ Improving working conditions for employees in the value chain by implementing stricter supplier approval measures.

Risk

- ▶ Delays and disruption in the supply chain due to workers' strikes as a result of poor working conditions.

Opportunity

- ▶ Increased access to sustainable financing for demonstrating ESG/Social criteria throughout the Company's value chain.

Impacts, risks and opportunities identified in Social area

AFFECTED COMMUNITIES
COMMUNITIES ECONOMIC, SOCIAL AND CULTURAL RIGHTS AND DEVELOPMENT

Impact

- ▶ Improve the well-being of underprivileged groups through global social programs.

Risks

- ▶ Resistance and activism in favour of small local businesses and against global brands.
- ▶ Local legislation limiting business expansion or opening of new stores.

Opportunity

- ▶ Increase social investment in countries or areas where AmRest operates.

CONSUMERS
CONSUMER EXPERIENCE AND INFORMATION

Impact

- ▶ Improve customers' well-being, enabling them to make more informed and healthier choices in their daily diet.

Risks

- ▶ System breakdowns and temporary interruptions in serving customers in restaurants.
- ▶ Legal or reputational consequences due to failures in operational excellence.

Opportunity

- ▶ Strengthen the accessibility of products and services for groups at risk of exclusion.

CONSUMERS
FOOD SERVICES EXCELLENCE

Impact

- ▶ -

Risk

- ▶ Non-compliance with food safety standards and measures in AmRest operations (restaurants, franchisees, central kitchens).

Opportunity

- ▶ Improvement of recipes and product offer through the implementation of Nutrition Group Policy.

Own workforce

S1 SBM-2 Interests and views of stakeholders [12]

S1-2 Processes for engaging with own workers and workers' representatives about impacts [27, 27a, 27b, 27c, 27d, 27e, 28] [S1 SBM-2/12]

Safe and fair workplace

AmRest conducts business in compliance with all relevant laws and regulations and maintains the highest ethical standards. The Company follows all applicable labour regulations including human rights, occupational health and safety, working hours and rest periods, and wage payment. Basic employment matters, such as internal organization, employee and employer rights and responsibilities, are governed by separate documents adopted by AmRest subsidiaries in accordance with the applicable laws.

AmRest offers flexible working hours to help employees balance their personal needs with their professional responsibilities. This approach is part of the Company's broader human resources strategy. The Company engages with its workforce to gain insights, views, and opinions that can enhance the effectiveness of its strategy, and operational and management practices.*

Employee Engagement

The Group's Employee Engagement mission is to create a positive employee experience and strengthen Company loyalty. Several tools and processes were developed to facilitate active listening and response to people's needs, recognize and reward achievements, and enhance global connectivity among AmRest's employees.

The Key Employee Engagement Programs include:

- **AmRest Barometer:** A global survey that measures work satisfaction, sense of belonging, and cooperation level within teams and the organization. The employees rate simple, one-sentence statements on a scale from 1 to 5, indicating their level of agreement. The survey is confidential, and all responses are shared in an aggregated form. The global results are presented to the entire organisation at the AmRest Global Meeting, as well as during dedicated local meetings and in an online form. The online material available on the intranet showcases the key results in the form of a one-pager. Based on the findings, the respective managers develop action plans that form part of their annual goals.
- **Collective bargaining:** The Group respects the right to freedom of association and the employees' right to organize. AmRest recognizes membership in organizations whose purpose is to promote employees' interests and the Company will refrain from any intervention that seeks to limit or hinder their legal exercise. Collective bargaining agreements (where applicable) regulate the working time organization and health and safety matters of employees alongside compliance with the respective labour law.

*More information about the Company's stakeholder dialogue can be found in chapter General Information, section "Stakeholder dialogue".

Table. Engagement with own workforce

		Frequency	Process/Stages	Effectiveness	Responsibility
<p>AmRest Barometer The process is to gain insights, opinions, and feedback from the workforce regarding well-being, motivation, working conditions, and collaboration.</p>	Survey	Annual	<ul style="list-style-type: none"> ■ Conducting full survey (open for 3 weeks) ■ Opening results and dashboards for managers with teams consisting of 5+ employees ■ Preparing a global results overview and communicating globally via internal communication tools ■ Organizing dedicated sessions for all functions to offer support in understanding results ■ Creating team's specific action plans ■ Monitoring Action Plans creation and following up on the Action Plans statuses 	<p>In the corporate balance scorecard, the Company tracks year-to-year:</p> <ul style="list-style-type: none"> ■ Response rate ■ Engagement Index ■ Culture Index 	<ul style="list-style-type: none"> ■ Business Owner – Chief People Officer ■ Responsible – Engagement, Diversity & Inclusion Senior Manager
<p>Germany Workers council</p>	<ul style="list-style-type: none"> ■ Workplace organization: monitoring compliance with laws, collective agreements and the Company agreements; organization of workplaces, working hours, break regulations; introduction of new technologies ■ Organizational changes: operational planning, routines, personnel planning ■ Equality and integration: integration of foreigners and disabled people ■ Occupational Health and Safety: measurements and monitoring, workplace integration ■ People Development: training programs, job maps and responsibilities 	<p>Meetings are conducted on a monthly basis with individual agenda</p> <p>Health and Safety Meetings are conducted on a quarterly basis with the external company</p>	<p>Regulated in the Works Constitution Act, which defines the rights and duties of works councils.</p>	<ul style="list-style-type: none"> ■ 11 meetings per year; ■ 30 main topics discussed, ■ 4 new agreements, ■ 3 updated agreements, <p>23 approvals for main topics within the meeting</p>	<ul style="list-style-type: none"> ■ HR Services Senior Manager ■ Legal Cooperate Council ■ HR Compliance Manager

	Frequency	Process/Stages	Effectiveness	Responsibility	
France Workers council	<ul style="list-style-type: none"> ■ Wage negotiations (benefits and increases, gender equity) ■ Working conditions (changes in working hours, significant policy shifts , annual training program, implementation of new software) ■ Health and safety standards (providing all KPI's related to social data: absences, accidents, turnover ■ Workplace policies and new organisation (global new policies, internal organisation) ■ Comprehensive review of the past year's performance, setting the agenda for the upcoming year, and major decision-making 	<p>Monthly and/or annual meeting</p>	<p>Requested by the regulation and the jurisprudence as well as the new legislation or governmental decision</p>	<ul style="list-style-type: none"> ■ 100 meetings (20 consultation processes conducted) for all brands 	<ul style="list-style-type: none"> ■ HR Director ■ Legal manager ■ Workers Council representatives
Spain Workers council	<ul style="list-style-type: none"> ■ Collective bargaining (wages, working conditions, and benefits). ■ Workplace policies (safety, health, and equality measures). ■ Employee development (training programs and career progression). ■ Conflict resolution and grievance handling. ■ Organizational changes (restructuring, layoffs, or mergers). 	<p>Depending on the terms of the respective agreements, the need to update the existing agreements or business circumstances.</p>	<p>All these processes are determined by the law, jurisprudence or custom existing in the legal entity or within the workplace.</p>	<p>Each update of the agreement contemplates the term and effective date of the agreement.</p> <p>The agreements were reached on the following topics:</p> <ul style="list-style-type: none"> ■ Monitoring CBA (Collective Bargaining Agreements) implementation. ■ Health and safety improvements. ■ Equality Plan ■ ERTE* ■ Training and upskilling initiatives. 	<ul style="list-style-type: none"> ■ HR Services Director

* ERTE - Expediente de Regulación Temporal de Empleo – a specific legal mechanism used in Spain in relation to temporary employment.

Communication Channels

AmRest is committed to building a transparent environment for information flow across all countries and brands. The Company's internal mass communication strategy has been based on four core digital channels.

Table. AmRest communication channels

Channel	Description
Mailbox News and News Local	The primary channel for essential mass communication, including business, organizational, and other announcements. The Global Culture & Communication team manages the distribution and cascading of global messages, while local Employee Engagement teams manage national and local communication.
Square	Square is a network of communication sites powered by SharePoint Online. The platform features a global homepage and localized pages tailored to specific countries. It houses up-to-date announcements and a comprehensive knowledge base with resources from all departments and processes.
MS Teams	MS Teams is a tool for real-time interpersonal and group communication accessible to all employees, including crew members. It supports communication across various forums within the national brand teams, local teams, and project teams. The Global Culture & Communication team can facilitate PUSH communication through MS Teams.
Communities	Communities, built on Microsoft Viva Engage, is an inclusive social platform designed to create and nurture communities, interest groups, and facultative groups. It enables information sharing among all employees and supports non-mandatory communication to enhance awareness of diverse topics. This platform helps effectively promote the Company's organizational culture.

No specific measures are implemented to gain insights from vulnerable groups of employees. The Company's communications channels are open to all its workforce, including vulnerable groups of employees. [S1-1 28]

Material impacts, risks and opportunities and their interaction with strategy and business model

S1 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [13 a, 13 b, 14, 14a, 14c, 14d, 14fii, 14gi, 14gii, 15, 16]

AmRest employees are the Company's key stakeholders. To better understand the needs and perspectives of its employees, AmRest classifies its workforce into three groups.

Employee groups at AmRest based on the tasks performed for the Company: [S1 SBM3/14a]

- **Restaurant employees:** This category includes chefs, cooks, waiters, hosts, and other personnel who ensure the seamless functioning of restaurants.
- **Central Kitchen employees:** These employees prepare semi-finished food products, which are then sent to various restaurant locations. AmRest has two central kitchens, one in Spain for the La Tagliatella and Sushi Shop brand and the other in China for the Blue Frog brand.
- **Office employees:** also called Restaurant Support Team ("RST") - people who work in an office environment. This group includes administrative personnel and other supporting functions who handle the business's operational, financial, and strategic aspects.

From the employment perspective, there are three main categories of own workforce at AmRest:

Own employees:

- **Employment contracts** direct contract relationship with AmRest, as defined by local labour legislation. This includes people employed either on a full-time or a part-time basis.
- **Non-guaranteed hours contracts** – employment based on country-specific laws. These types of contracts enable the Company to offer flexible work schedules. It is especially important for young people who value the ability to adjust work to their educational or other commitments. Examples of the countries where these contracts are used: Czechia and Poland.

Non-employees:

- **Agency workers** – Employment is arranged via employment agencies. The agency workers are formally employed by the agency and are contracted by the Company based on resource needs. As the restaurant business is often impacted by fluctuating customer traffic depending on the day or season, contracting agency workers helps AmRest adjust better staff numbers to current needs, increasing operational efficiency.

[S1 SBM3/13a-b, 14] All own workforce categories were included in the scope of the double materiality assessment and were subject to impact analysis, considering the nature of the business model. Impacts, risks, and opportunities related to the Company's own workforce, identified in the result, are described in the table below.

As the AmRest Global Sustainability Strategy is not fully aligned with the results of the double-materiality process, only selected policies and actions related to the management of the identified IROs in the own workforce area are disclosed.

There are no specific targets set in any of the areas. Following the AmRest Global Sustainability Strategy revision, AmRest will develop the action plans and targets related to the topics currently not covered.

More information on the methodology of the double-materiality analysis process is available in the section "Material impacts, risks and opportunities" in General Information chapter.

Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions [37,38b, 38c, 38d, 40a, 40b, 43]

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [46, 47a, 47v, 47c]

Table. Impacts, risks and opportunities identified in Own Workforce area [S1 SBM3/14c/14d/15/16] [S1-1/19] [S1-5]

IROs	Action	Status (taken/ planned)	Scope (global/ countries/ selected groups)
Diversity Impact	The recruitment process has been adapted to accommodate candidates from a range of linguistic and national backgrounds, enabling the hiring of individuals from diverse countries and communities.	Global Office Recruitment Procedure	Taken
		Set the standard for translations of the internal manuals /trainings - Internal Communication Manual	Taken
		Restaurant Recruitment Global Procedure	In progress (time horizon 2025)
Diversity Impact	Increased labour inclusion of people without the minimum qualification.	Free Access to Global Language Learning Platform / Global Languages Learning Policy	Taken
		Access to Internal LMS Platforms and training in local languages	Taken
Turnover Risk	Increased cost of training of new employees due to staff turnover	Initiatives for engaging and motivating employees	Taken
		Employee Development Programs	Taken
		Internal Promotion Process	Taken
		Dedicated Benefits	Taken
Occupational Health and Safety ("OHS") Risk	Increased risk of accidents generated in kitchens	Mandatory OHS training and certification	Taken
		Communication campaigns	Taken
		OHS Audits	Taken
		Monitoring of accidents at work	Taken
		Comprehensive insurance for all employees	Taken
Uncertainty on the labour market Risk	Strikes and protests generated by reasons that are outside AmRest's control	Ensuring Legal Compliance	Taken
		Cooperating with workers' councils	Taken
Employees' well-being Impact	Employees' well-being at work impacts retention and talent attraction	Well-being initiatives to promote work-life balance	Taken
		Life Compass – Employee Assistance Program	Taken

The Company does not have a standardized global policy concerning the rights of employees who leave the company nor any common approach to labour disconnection, but it strictly follows the requirements of local labour legislation.

In Spain, as directed by local legislation, all AmRest Spanish entities have equality plans implemented. The Company encourages the co-responsible exercise of both parents in Spain by implementing actions such as: ensuring the employees are informed of the legal possibilities of conciliation, ensuring options such as the adaptation of the working timetable instead of reducing working day to avoid changes in salaries, monitoring of the equality plans established by the Company.

Human rights

S1-1 Policies related to own workforce [19, 20, 20a, 20b, 20c, 21, 22, 23, 24a, 24b, 24c, 24d]

S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns [32b, 32c, 32d, 32e, 33]

AmRest recognizes its responsibility to ensure human and labour rights compliance, adhering to both international principles and local legislation.

Respect for human rights is a fundamental pillar of business conduct at AmRest and Company's corporate responsibility, as stated in the Company's Code of Ethics and Business Conduct. The document applies to all stakeholders of the Group. The Code is not directly aligned with relevant internationally recognized instruments such as the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. The Company does not have a policy dedicated to human rights and does not conduct global due diligence processes.

[S1 SBM-3/14fii, 14gi, 14gii] [S1-1/19, 20, 21, 22] The Speak Openly platform, the Company's whistleblowing tool, is used to collect information i.e. about irregularities and reports on human rights breaches, regarding any of the stakeholders in the value chain. Processing of the related complaints, including investigation, and remedy measures are implemented on an individual basis appropriately to the nature of each reported incident. More information about how the Speak Openly platform operates can be found in Governance Information chapter, section "Whistleblowing Program".

Since the majority of AmRest business is located on the territory of the European Economic Area ("EEA"), where human rights are highly protected by EU and national legislation, the risks of trafficking in human beings, forced or compulsory labour, or child labour, are considered very low. In all the markets (including countries outside EEA), the Company uses a Code of Ethics and Business Conduct to minimize exposure to human rights-related risks.

[S1-1/22] As outlined in the Company's Code of Ethics and Business Conduct, AmRest forbids any form of forced labour and child labour in every geography where it operates. The Company does not specifically address the human trafficking in its internal regulations.

In some countries, individuals aged 16 and above are legally permitted to engage in employment. In such instances, AmRest adheres to the relevant legislation and implements comprehensive measures to safeguard the rights of these employees.

Safety at workplace

[S1-1/23] Due to the type of work performed in the restaurant business, certain groups of employees may be exposed to a higher risk of accidents. AmRest is committed to guaranteeing the safety of all employees. For this purpose, the Group has implemented Global Health and Safety Guidelines and a Physical Security Policy. Each entity is responsible for analysing potential emergencies and implementing measures in first aid, fire control, and evacuation procedures. The relevant personnel are designated and trained to carry out these measures. First aid materials are made available and adequate for the workplace and personnel in question.

In line with the local legal regulations, the employees are offered regular medical check-ups. Under the specific requirements of a given position, the Company may also implement specialised health surveillance for the employees occupying such positions. Furthermore, the employees receive comprehensive information on the occupational risks inherent to their role. This includes details of the measures and activities implemented to address the identified risks, as well as emergency procedures and sufficient practical training on the prevention of occupational risks.

Diversity and inclusion

AmRest has a zero-tolerance approach towards any form of discrimination, as set out in the Code of Ethics and Business Conduct. All individuals are treated with respect and dignity. The Company is dedicated to cultivating a work environment where everybody feels valued, respected, and empowered. The Group aims to ensure an awareness of the principles of equal treatment in the workplace. This means prohibiting discrimination in any way, whether directly or indirectly, based on, but not limited to age, disability, gender identity, ethnic origin, sexual orientation, religious beliefs, cultural background, political opinion. There is no permission for harassment either. In addition to the global approach, the Company observes local regulations and enters agreements with the Country Workers Councils and Employee Representatives in the countries where such laws apply. *[S1-1/24a] [S1-1/24b] [S1-1/24c]*

[S1-1/24c] AmRest has no policy commitments for underrepresented groups; however, the Company is actively seeking solutions to include and support people from different diversities through dedicated actions and programs conducted in different countries.

■ Support for people with disabilities

AmRest is committed to ensuring universal accessibility by addressing both infrastructure and work processes.

- o France – The Sushi Shop Group disability Mission FORCE(s) is a wide-reaching project that raises awareness and helps understand disabilities. It has already adapted over 150 jobs to meet the unique needs of people with disabilities and trained over 200 AmRest employees to recruit, hire, welcome, and seamlessly integrate people with disabilities.
- o Bulgaria - Barista Academy for hearing-impaired people in partnership with the Jamba Foundation and with support from Starbucks Global Foundation, this project helps hearing-impaired youth on their journey toward becoming skilled baristas. By participating in a dedicated development program, they

improve their qualifications, acquire fresh knowledge, and develop new skills to enter the labour market with confidence.

- o Poland - supporting activities of the Association of Friends of the Blind and Visually Impaired People.
- o Spain - recruitment campaigns conducted in cooperation with several organizations supporting people with disabilities.

■ **Support for young people**

- o International scope: Launched in 2021, Food Sharing Day is a global initiative where AmRest shares meals with non-profit organizations that care for children. Through this action AmRest encourages its employees to act as volunteers.
- o Poland: Through cooperation with the “Opiekuńcze skrzydła” foundation and with grants from Starbucks Global Foundation and AmRest Coffee who operates Starbucks in Poland, this project aims to aid financially children in need.
- o Romania: Project Hope which addresses high school dropout rates in less privileged environments. Developed in collaboration with Hope&Homes for Children Association, it helps children improve their study conditions, supports their educational process, and, equally importantly, gives them hope for a brighter future.

■ **Support for women**

- o AmRest is committed to fostering a workplace that supports women and promotes equal opportunities. To understand the current perception of gender equality, the Company conducted a comprehensive Gender Equality Study among employees. This was followed by 22 focus groups with women and individual meetings to explore the identified challenges in depth. The insights gathered informed the development of targeted actions aimed at addressing potential inequalities and empowering women to grow and thrive within the organization.

The Company takes a strategic approach to diversity management, encompassing a comprehensive understanding of the diverse perspectives and characteristics of its employees.

[S1-1/24d] AmRest's commitment includes:

- **Promoting Open Communication:** Encouraging an open-door policy where employees feel comfortable discussing any issues or suggestions directly with leadership.
- **Upholding Values:** Ensure that the values are reflected in all interactions and organizational practices, creating a foundation of mutual respect.
- **Appropriate Language Standards:** Promoting a culture of respect by encouraging the use of appropriate and inclusive language in all interactions. (Best Communication Practices)
- **Whistleblowing Platform:** Providing a confidential whistleblowing platform that allows employees to report issues without fear of retaliation, ensuring all concerns are addressed promptly and fairly.
- **Training on Respectful Behaviours:** Regular training sessions on respectful communication, non-harassment, and anti-mobbing practices to promote a positive and inclusive workplace culture.

Any instances of discrimination or mobbing in the workplace related to diversity can be reported and addressed through the Speak Openly platform. The Company conducts a formal investigation of the cases reported, more details can be found in section "Whistleblowing Program" in Governance Information chapter. Additionally, the HR team conducts audits in restaurants, that utilize relevant questionnaires and dedicated meetings with staff to ensure active counteraction against any form of discrimination.

The Code of Ethics and Business Conduct governs equality in access to promotions, training and benefits. The document provides guidance in diversity management within AmRest Group. AmRest also guarantees equal employment opportunities and prohibits discrimination during the recruitment process. All employment decisions are based solely on merit.

Every AmRest employee is expected to contribute to creating an inclusive and respectful workplace. This entails refraining from actions that may result in exclusion. Employees are encouraged to address inappropriate behaviour, and report it via the Speak Openly platform. AmRest leaders are expected to be role models in this respect, holding themselves accountable for fostering a diverse and inclusive environment. They are responsible for promoting diversity in recruitment, decision-making, and team management, ensuring that all voices are heard.

To prevent and mitigate exclusion, harassment, or marginalization of vulnerable groups, AmRest requires all employees to undergo mandatory training on the Code of Ethics and Business Conduct, including a separate module about Respect in Our Workplace.

Table. AmRest policies in the Own Workforce area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Global Health and Safety Guidelines	Global	Sets the principles for occupational risk prevention across the organization	Chief People Officer	-	■ Employees	Available to a limited group of employees
Global Languages Learning Policy	Global	Sets guidelines for having access to different languages learning resources offered by AmRest	Global HR Planning and Development Director	-	■ Employees	AmRest internal online library
Physical Security Policy	EEA countries and Serbia	Sets the principles and security measures to ensure the protection of health and life of AmRest's employees, clients, building sites and equipment from physical security risks	Chief Risk and Compliance Officer	-	■ Employees ■ Customers	AmRest internal online library

Talent Development

The Group promotes the development of its employees by fostering their skills and competencies development and transparently communicating performance evaluation policies. AmRest uses clear criteria related to skills, competencies and professional merit in the selection, training and internal promotion of staff.

Selected employee development initiatives at AmRest:

- Internal and External Training – the most crucial part of the training is focusing on providing solutions for job effectiveness.
- International Career – AmRest, as a global Company, creates opportunities for employees to work abroad and to continue their career in other markets.

Employee metrics

S1-6 Characteristics of the undertaking's employees [50a, 50b, 50bi, 50bii, 50biii, 50c, 50di, 50dii, 50e, 50f]

Table. Number of employees by gender

Gender	Number of employees
Male	20,283
Female	24,976
TOTAL	45,259

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees. AmRest collects the information regarding the number of employees by gender based on the national laws and regulations applying to this area and the data available in the Company's system.

Table. Number of employees by geographical areas

Country	Number of employees
Austria	66
Bulgaria	520
China	1,848
Croatia	229
Czech Republic	8,472
France	3,838
Germany	2,902
Hungary	2,893
Luxembourg	47
Poland	17,682
Portugal	77
Romania	964
Serbia	209
Slovakia	446
Slovenia	18
Spain	4,864
Switzerland	138
UK	46
TOTAL	45,259

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees.

Table. Number of employees by contract type and gender

	FEMALE	MALE	TOTAL
Number of employees (headcount)			
	24,976	20,283	45,259
Number of permanent employees (headcount)			
	16,837	13,095	29,932
Number of temporary employees (headcount)			
	8,139	7,188	15,327
Number of non-guaranteed hours employees (headcount)			
	7,212	6,257	13,469

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees.

Table. Turnover rate

DEPARTURES / TURNOVER	Current reporting period
Number of departures	27,490
Turnover rate	61 %

Methodology: Data as of 31 December 2024. Number of departures covers all cases where own employees left AmRest, either on a voluntary basis or as a result of a dismissal. Turnover rate is expressed as the number of departures divided by the average annual employment.

S1-8 Collective bargaining coverage and social dialogue [60a, 60b, 60c, 63a, 63b]

Table. Collective Bargaining Coverage and Social dialogue

Coverage Rate	Collective Bargaining Coverage		Social dialogue
	Employees – EEA (for countries with >50 empl. representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 empl. representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl.)
0–19 %	Austria, Bulgaria, Croatia, Czech Republic, Hungary, Luxembourg, Poland, Romania, Slovakia, Slovenia	China, Serbia, United Kingdom	n/a
20–39 %	-	-	n/a
40–59 %	-	-	n/a
60–79 %	-	-	n/a
80–100 %	France, Germany, Portugal, Spain	Switzerland	n/a

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees. In countries listed in 0-19% category, there is no collective bargaining in place.

Table. Number of employees at Senior Management level by gender [S1-9 66a]

	Female	Male
Number of employees at Senior Management level	-	9
Percentage of employees at Senior Management level	-	100 %

Methodology: Data as of 31 December 2024. The collected data covered Senior Management as defined in section Governance bodies in General Information chapter.

Table. Number of employees by age [S1-9 66b]

Number of employees aged under 30	31,307
Percentage of employees under 30 years of age	69 %
Number of employees aged between 30 and 50	12,166
Percentage of employees aged between 30 and 50	27 %
Number of employees aged over 50	1,786
Percentage of employees aged over 50	4 %
TOTAL	45,259

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees.

S1-10 Adequate wages [69, 70]

S1-16 Compensation metrics (pay gap and total compensation) [97a, 97b, 97c, 98]

AmRest ensures that all employees receive wages and salaries that align with applicable standards and regulations. To guarantee that all remuneration complies with local legislation, regular consultations with local payroll departments verify compliance with the minimum interprofessional salary.

The salaries are also subject to regular review and adjustment in line with the current market benchmarks, as set out in reports from comprehensive benchmarking services. Additionally, an annual assessment of wages against market standards is conducted to ensure competitiveness in the job market by enabling salary adjustments where necessary. The annual salary review process is based on an approach that considers the position of the salary in the market and the employee's performance, as well as an analysis of potential links (People Potential Assessment and Organization & Talent Review).

AmRest's Global Compensation Model encompasses not only a review of the minimum interprofessional salary with local payroll departments but also a benchmarking of base salaries to market levels (target 90-110% of the market median for the position), ensuring internal alignment and gender equality. Additionally, it incorporates the standard allocation of total salary (base salary and variable pay) to market levels. This is achieved through the implementation of a consistent position grading matrix and up-to-date benchmarking data, as well as the establishment of a salary change approval matrix, controls, and workflows to facilitate the execution of salary general and administrative ("G&A") Enforcement.

Table. Pay gap [S1-16/97a]

Current reporting period	
Pay gap %	7.3%

Methodology: Data as of 31 December 2024, contract Base Salary from December, Variable and Fixed - data for the whole year 2024. The scope of the data covered all equity restaurants and all own employees. Payment and hours data was sourced from the local payroll systems or SyncPeople where possible.

Table. Annual total remuneration ratio of the highest-paid individual [S1-16/97b]

Total remuneration ratio	97
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Methodology: Data as of 31 December 2024. The ratio is defined as the annual total remuneration of the highest-paid full-time individual compared to the median annual total remuneration of all other employees. It is important to note that approximately 60% of employees work part-time.

Table. Employees with disabilities [S1-12 79, AR76]

Current reporting period	
Percentage of employees with disabilities	2.3 %

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees.

Table. Training and skills development metrics [S1-13 83b]

	Female	Male
Average number of training hours per employee	33	29

Methodology: Data as of 31 December 2024, sourced from Company's global IT system. The collected data covered all equity restaurants and all own employees.

Table. Employee evaluations [S1-13 83a]

	Female	Male
Percentage of employees who participated in regular evaluations	35 %	30 %

Methodology: Data as of 31 December 2024. The internal evaluation program is mandatory only for selected groups of employees.

S1-14 Health and safety metrics [88a-e]**Table. Employees covered by a health and safety management system**

Percentage of employees covered by a health and safety management system based on legal requirements and (or) recognised standards or guidelines	80 %
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Methodology: Data as of 31 December 2024. Apart from Poland, in all AmRest countries 100% of headcount is covered by health & safety management system derived from country specific legal requirements. In Poland only employees on permanent contracts are covered by obligatory health & safety management system.

Table. Accidents and injuries

Current reporting period	
Accidents and injuries among employees	
Accidents	549
Fatalities	0
TOTAL	549

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees.

Table. Accident rate at work

Current reporting period	
Employees	
Number of cases of recordable work-related ill health registered	549
Number of days of work incapacity due to work injury/illness at work	55,196,733
Accident rate at work	9.95

Methodology: Data as of 31 December 2024. The collected data covered all equity restaurants and all own employees. The accident rate is calculated by dividing the numbers of cases of recordable work-related ill health registers by the number of days of work incapacity due to work injury/illness at work.

S1-17 Incidents, complaints and severe human rights impacts [102, 103a, 103c, 103d, 104a, 104b]

Table. Human rights violations

	Current reporting period
Cases related to vulneration of human rights	10
Number of cases of discrimination including harassment	10
Number of complaints filed through channels designed for people in the undertaking's own workforce to raise concerns	203
Number of complaints filed through the National Contact Points for OECD Multinational Enterprises	0
Number of severe human rights incidents connected to the undertaking's workforce	6
Number of severe human rights issues and incidents related to own workforce that constitute non-compliance with the UN Guiding Principles and the OECD Guidelines for Multinational Enterprises	6
Number of severe human rights cases in which the Company played a role in securing remedies for those affected	6
Amount of significant fines, penalties and compensation for serious human rights issues and incidents related to own workforce	0
Amount of material penalties, fines and reparations for damage caused by violations of social and human rights factors	0
Number of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve value chain workers along the value chain	0
Number of severe human rights issues and incidents connected to its upstream and downstream value chain	0
Number of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve affected communities	0
Number of severe human rights issues and incidents connected to affected communities	0
Number of cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve consumers	0

Methodology: Data as of 31 December 2024, source: the Whistleblowing reports. Severe human rights cases as defined by CSRD.

Workers in The Value Chain*

S2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [10a, 10b, 11, 11a-aiii, 11b, 11d, 11e]

The content of this sub-chapter is based on the IROs identified during the double-materiality analysis process, which are presented at the beginning of this chapter. At this stage, the Company uses only information available in-house without external input. *[S2 SBM-3/11d]*

S2-2 Processes for engaging with value chain workers about impacts [22, 22a, 22b, 22c, 22d, 22e, 23]

S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action [32a, 32b, 32c, 32d, 34b, 36, 38]

Each new restaurant opened by AmRest generates employment opportunities within the whole value chain. This includes employees of business partners, such as franchisees or aggregators, as well as workers in the supply chain.

[S2 SBM-3/10a, b] The supply chain is a critical component of the Company's business model. AmRest's restaurants depend on cooperation with suppliers, who ensure the timely delivery of high-quality ingredients and products. The workers in this segment play a pivotal role in maintaining the efficiency, reliability, and sustainability of the Company's operations. Inadequate working conditions for the workers in the value chain could result in strikes and delays in the provision of resources.

To gain a deeper insight into the impact of value chain workers, the Company conducted a comprehensive review and a categorisation process, defining three core categories crucial to AmRest's operations and sustainability. The double materiality assessment identified the workforce of the Group's suppliers as the most significant stakeholder in the value chain. *[S2 SBM-3/11ai-aiii] [S2 SBM-3/11]* However, all value chain workers were included in the scope of the double materiality assessment.

The three categories are represented by:

- the employees within the supply chain, including distribution and logistics (upstream),
- the employees engaged in internal operations but employed through external agencies or third-party entities, such as delivery drivers and maintenance staff (downstream),
- the workforce employed by the franchisees (downstream).

[S2 SBM-3/10b] [S2 SBM-3/11e] [S2 SBM-3/11] No significant negative impacts on the employees in the value chain were identified. Regarding positive impact, AmRest has an opportunity to improve their working conditions by implementing stricter supplier approval measures. More information about the practices of cooperation with the suppliers can be found in the Governance Information chapter. The section "Material impacts, risks, and opportunities," in General Information chapter, provides more information on the identified impacts, risks, and opportunities, as well as the methodology of the double materiality analysis.

Human rights

S2-1 Policies related to value chain workers [15, 16, 17, 17a, 17b, 17c, 19, 36]

[S2-1/15] [S2-4/38] [S2-1/17a, c] AmRest recognizes the importance of respecting human rights within the entire value chain. All workers in the value chain must be fairly treated regardless of their role, which aligns with the Company's values. AmRest has no specific Human Rights Policy in place. This area is addressed by two documents:

As stated in the **Code of Ethics and Business Conduct** (described in chapter Governance Information), the Group will not engage with companies that employ minors or whose labour practices fail to comply with applicable legislation or human rights standards. *[S2-1/17/17a]* This rule applies not only to suppliers and their workforce, but to all workers in the value chain. *[S2-1/15]* The Company has not conducted an analysis of the child labour and forced labour among its value chain workers.

The Supplier Code of Practices (described in chapter Governance Information) plays an important role in strengthening the positive impact and mitigating the potential risk explicitly related to workers in the supply chain. All suppliers are expected to align with the Company's principles and contribute to the Company's ethical standing.

They must acknowledge and sign the Code before launching business activities in cooperation with AmRest. Additionally, they are required to develop and implement management systems that ensure compliance with the rules outlined in the document. As part of that, they must ensure that all their relevant employees are aware of the Code and receive regular related training to observe the following:

- ensuring equal opportunities and prohibition of discrimination concerning hiring and employment,
- providing the employees with safe and healthy working conditions in compliance with all applicable laws and regulations,
- respecting the rights of the employees to associate, organize and bargain collectively lawfully and peacefully without penalty or interference,

* No material negative impact was identified during the DMA process. *[11c, 12, 13, 32b, 33 a, 33b, 33c, 33d, 35]*

- maintaining compliance with all applicable laws and regulations regarding remuneration with respect to minimum wages, overtime, maximum hours, commissions, bonuses, piece rates, and other elements of compensation, as well as legally mandated benefits.

The same requirements apply to the suppliers' value chain.

Furthermore, during the vendor selection process, suppliers are made aware of the requirement to adhere to the rules in the Code of Ethics and Business Conduct. By adhering to the rules of fair competition and the relevant legislation in each country, the Company maintains its integrity in terms of its conduct and procedures.

AmRest recognizes the importance of collaboration and supplier insight in optimizing the Company's processes and achieving mutual benefit. The Food Services Team, which manages supplier relations and business contacts, ensures that all processes involving suppliers are conducted in accordance with the relevant legislation. [\[S2-4/38\]](#)

[\[S2-4/36\]](#) There were no human rights violations related to value chain workers in 2024. The section "Whistleblowing Program", in the Governance Information chapter provides more information about AmRest's grievance mechanism.

S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [41, 42, 42a, 42b, 42c]

[\[S2-5/41, 42\]](#) The Food Services department established goals in supply chain management. The main one concerns the percentage of suppliers who are signatories to the Supplier Code of Practice, as described in chapter Governance Information. AmRest agrees on the business conduct principles with legal representatives of its business partners, who represent the interests of the workers in the value chain.

The Company monitors the progress made toward the targets regularly and provides updates to designated corporate bodies, including the Sustainability, Health and Safety Board Committee, and the Management Team. By pursuing these goals, AmRest aims to develop a robust, sustainable, and innovative supply chain that will support its long-term growth and enhance its reputation as a reliable partner.

S2 SBM-2 Interests and views of stakeholders [9, AR4, AR5]

S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns [27a, 27b, 27c, 27d, 28, 29]

The Group did not conduct an active dialogue with its value chain workforce. [\[S2 SBM-2/9\]](#) However, the Speak Openly platform is available to all who wish to raise their concerns. [\[S2-3/29\]](#) All related notifications are treated with the utmost care, and if necessary, corrective action is taken (see Governance Information chapter). [\[S2-3/27a\]](#) At present, AmRest does not evaluate whether the value chain workers are aware of and have confidence in this process. Nevertheless, the Company recognises the potential value of this approach and is open to its implementation in the future. [\[S2-3/28\]](#) [\[S2-1/17c\]](#)

Affected Communities

ESRS S3 Affected Communities

S3 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [8a, 8b, 9, 9a, 9c, 9d, 10, 11]

[S3 SBM-3/8a] AmRest's business model is based on operating restaurants in a number of countries. Consequently, the primary communities affected by this situation are the residents of the cities where the Group's restaurants are located. Affected communities include also the locations of two central kitchens: one in Lleida, Spain, and the second one in Shanghai, China.

The Group's other sites comprise office spaces, which are mainly located in urban centres. However, the impact on these areas is considered negligible.

The following groups may potentially be affected by AmRest operating sites: *[S3 SBM-3/9a] [S3 SBM-3/10]*

- **Local communities** – the residents in the immediate vicinity of the AmRest stores and representatives of local restaurant businesses.
- **Users** – the customers of the restaurants.
- **Employees** – the people employed by the Company in the restaurants and coffee stores.
- **Local authorities** – the local government entities in the areas where AmRest operates.

Each category presents a distinct set of risks and opportunities, although some apply to all. No significant negative impacts on the local communities were identified during the double-materiality process.

The section "Material impacts, risks and opportunities" in General Information chapter, provides more information on the identified impacts, risks, and opportunities as well as the methodology of the double materiality assessment.

[S3 SBM-3/7, 8b] AmRest does not operate in areas inhabited by Indigenous people. No groups that may be particularly vulnerable to impacts or marginalized have been identified.

AmRest focuses on strengthening its positive impacts and opportunities, which include integrating communities through continuous dialogue and improving the well-being of underprivileged groups through local and global social programs. By amplifying its philanthropic efforts and increasing charitable contributions, the Company can enhance its positive image and deepen its connection with the communities it serves. *[S3 SBM-3/9a] [S3 SBM-3/9c, 11]* The framework for AmRest charitable activities is described in the Gifts, Entertainment and Hospitality Group Policy. *[S3-1/16b] [S3-2/21b] [S3-4/32c] [S3-4/34b]*

The Company makes direct contributions to charitable and non-profit organizations, including both cash and product donations. The Group also encourages its employees to volunteer in activities that can have a positive impact on their communities. *[S3-1/8a]*

Table. Selected AmRest social engagement initiatives. Listed in alphabetical order

Actions	Scope	Frequency	Description
Cuore Felice	Spain	Annual	In 2024, La Tagliatella brand collaborated with Cima Universidad de Navarra donating a percentage of profits from the products' sales to support the research of cardiovascular diseases.
Disaster relief	Spain	One-time	In 2024 AmRest made a donation to Red Cross in Spain to support the victims of the floods in Valencia.
Food Sharing Day	Global	Annual	In November 2024, AmRest conducted its annual "Food Sharing Day". KFC, Starbucks, Pizza Hut, Burger King, and La Tagliatella delivered meals to children in 170 locations in nine countries.
Saving food – Harvest program	Global	Ongoing	AmRest donated surplus products from its restaurants, Central Kitchen and warehouses. KFC, La Tagliatella, Starbucks, Pizza Hut and Burger King cooperated with Food Banks and saved 250 tons of food in total.
Strategic partnership with SIEMACHA Association	Poland	Ongoing	In 2024, AmRest continued to support SIEMACHA Spot Wrocław, an educational facility for young people run by SIEMACHA Association, by providing in-kind and financial donations.

S3 SBM-2 Interests and views of stakeholders [7]

S3-2 Processes for engaging with affected communities about impacts [21, 21a, 21b, 21c, 21d, 24]

S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns [27b-d, 28]

AmRest places great importance on an open communication with local communities. The Group recognises the value of understanding the needs and concerns of people around and is dedicated to responding in an appropriate manner by integrating them into the ongoing dialogue with the stakeholders.

It is essential to monitor local legislation closely, as it may impose restrictions on business expansion or limit the opening of new outlets. The regulatory environment varies from region to region, and changes in legislation or policy could present challenges to AmRest's growth strategy. *[S3 SBM-2] [S3 SBM-3/9a] [S3 SBM-3/9d] [S3 SBM-3/11]* AmRest does not consult its strategic plans or business model with affected communities. However, the opinions and concerns of local communities are particularly important during the planning and construction phases of building projects. The responsibility for these activities in this area falls upon AmRest's Construction and Development Department employees. Their role is to consult and obtain the necessary permits from the local authorities who officially represent the affected communities. Other methods of engaging with local communities include direct contact with the Company's representatives, information published on AmRest's website as well as information in traditional and online media. *[S3-2/21a] [S3-2/21b] [S3-3/27d]*

Maintaining positive relationships with local communities is vital for the Company's growth. However, there are also risks that could have a negative impact on the business. Therefore, any challenges that arise must be addressed and considered with due care. In some communities, there is a strong preference for supporting local enterprises. Consequently, global chains like AmRest may encounter criticism on this front. Potential resistance and activism in favour of small businesses or against global brands could result in protests, campaigns, or public backlash, causing harm to AmRest's reputation and market presence.

In many countries AmRest is a member of national and local industry associations, representing hospitality, restaurants, and catering ("HORECA") businesses. In this role, the Company participates in programs and initiatives aimed at protecting the interests of restaurant operators including local companies.

The External Communications and Corporate Affairs department manages this area and ensures appropriate measures are taken. *[S3-2/21c]* The Group monitors its performance in community engagement by tracing employee volunteerism and level of donations to charitable and social causes, which is reported annually as a consolidated figure in the Group's Consolidated Statement of Non-Financial Information and Sustainability Information.

Furthermore, AmRest monitors its engagement with the affected communities through media monitoring platforms. Local press and online publications are regularly reviewed and analysed to identify and address potential issues as well as to identify opportunities for cooperation. Information on the effectiveness of engagement with local communities is also obtained from communication channels such as the Customer Care line (online, phone, direct contact) and the Speak Openly platform (available for all on AmRest website). Any complaints or suggestions submitted through these channels are processed under the relevant procedures and addressed by the business owners responsible for the affected area. *[S3-2/21d] [S3-3/27b] [S3-3/27c] [S3-3/27d]* All whistleblowers are protected against any form of retaliation. More information on the whistleblowing channel is available in section Whistleblowing Program in chapter Governance Information. *[S3-3/28] [S3-4/32d] [S3-4/33a]* The Customer Care description can be found within the Social Information chapter, in section Customers engagement and Customer Care.

AmRest has not implemented processes or procedures for determining whether affected communities are aware of the channels through which they can raise concerns.

S3-1 Policies related to affected communities [14, 16, 16b, 16c, 18]

S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and the effectiveness of those actions [32c, 32d, 33a, 34b, 36, 38]

The Company ensures compliance with human rights at every stage of its value chain and guarantees that the human rights of all affected communities are safeguarded through compliance with the law. Furthermore, AmRest assures its activities do not violate human rights and takes preventive measures to avoid such infringements. *[S3-1/14] [S3-1/16c] [S3-1/18]* There is no specific policy addressing human rights related to Affected Communities. AmRest approach to managing and respecting human rights is described in the Code of Ethics and Business Conduct.

[S3-4/36] In the reporting period, there were no cases of human rights violations related to affected communities.

S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [41, 42, 42a, 42b, 42c]

AmRest has not established any specific targets in relation to engagement with the affected communities.

Consumers And End-Users

S4 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model [9a, 9 b, 10, 10a, 10c, 10d, 11, 12]

S4-1 Policies related to consumers and end-users [15, 16, 16a, 16b, 16c, 17]

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [30, 31c, 31d, 32a, 32b, 32c, 33a, 33b, 35, 37]

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [40, 41, 41a, 41b, 41 c]

Customer preferences play a pivotal role in AmRest's business model, influencing the popularity and scope of products and services offered. In this context, the customers are regarded as the key stakeholders. The Group places great value on customer feedback, as it enables the Company to meet its customers' needs and preferences, as well as address any concerns they may have. The systematic collection and analysis of feedback facilitates accurate adjustments to the Group's strategy and business model. By maintaining continuous engagement with the customers, AmRest can enhance the quality of its services and demonstrate its dedication to providing outstanding dining experiences. *[S4 SBM3/9a] [S4 SBM3/9b]*

Nutrition

One of AmRest's primary objectives is to offer customers food that meets the highest quality and safety standards. All brands owned and operated by the Company are subject to rigorous requirements regarding prohibited ingredients, with the objective of eliminating or reducing artificial additives. This approach aligns with the wider AmRest Nutrition Commitments to reformulate products in terms of nutritional value, making them more suitable for customers with specific dietary requirements, including those with conditions such as diabetes or hypertension. *[S4 SBM3/9a] [S4 SBM3/9b] [S4 SBM3/12]*

The customers with special health needs are considered vulnerable groups:

- Consumers with food allergies.
- Consumers with diabetes.
- Customers with low-calorie diet.
- Consumers with lactose intolerance.

[S4-4/31d] [S4-5] Between 2021 and 2024 all AmRest brands were implementing nutrition plans with annual goals specified. The status and results were presented to the AmRest Sustainability, Health and Safety Board Committee. In 2025 the Company will conduct a comprehensive revision of the nutrition strategy, followed by creating related actions and targets in the medium term time horizon.

According to the nutrition strategy, the Company pursues to achieve the following goals with related actions (listed below). They are being reviewed within the framework of annual nutrition roadmap. Since these actions are part of AmRest's daily activities, the quantification of their implementation is taken into account in each year's budget. *[S4 SBM3/10c] [S4 SBM3/10d] [S4 SBM3/11] [S4-4/30] [S4-4/31a] [S4-4/33b] [S4-5/40]*

- Ingredients' improvements:
AmRest prioritizes the use of high-quality, and sustainable ingredients to enhance menu items by:
 - using ingredients rich in essential nutrients,
 - implementing a Clean Label approach by reducing artificial preservatives, colours, and flavours,
 - sourcing sustainable ingredients, such as cage-free eggs and RSPO-certified* palm oil, while supporting ethical and environmentally responsible practices.
- Recipe enhancement:
To improve the nutritional profile of its menu, AmRest is reformulating recipes while maintaining taste, texture, and customer satisfaction by:
 - reducing calories, sugar, salt, and unhealthy fats across menu items,
 - adopting innovative cooking methods to preserve nutrients and minimize the need for added fats,
 - diversifying menu options to include balanced meals with high protein, fibre, and other essential nutrients
- Customer health:
AmRest empowers customers to make informed dietary decisions by offering transparent nutritional information and tailored programs:

*AmRest considers customers as end-users. AmRest defines its consumers as individuals who acquire, consume or use AmRest goods for personal use, either for themselves or for others.

*RSPO stands for the Roundtable on Sustainable Palm Oil.

- clearly marking healthy menu options
- providing detailed nutritional information
- developing tailored programs such as gluten-free options, heart-health-focused low-sodium meals, and high-protein alternatives
- Nutrition culture:
 - Planning to offer mandatory nutrition training for customer-facing employees to ensure they can provide informed advice
 - Promoting “Wellness Days” and sharing success stories
 - Celebrating milestones like achieving sustainability goals, launching new healthy menu items, and providing staff training in nutrition.

Additionally, the customers have the option to customize their meals, with a range of choices available to suit special dietary needs, such as food allergies or coeliac disease, and customer preferences, including vegan, vegetarian, and plant-based diets. [S4-4/31c]

[S4-4/30] [S4-3/31 c] [S4-1/15] AmRest’s efforts regarding the mitigation of any potential negative impacts on the customers are focused on food and nutrition, as the key areas of possible material impact. These objectives are overseen by the Nutrition Group Policy, which aims to exceed the customers’ expectations by offering a varied gastronomic selection that meets their health, well-being, nutrition, and pleasure needs. The Policy has been developed in accordance with the health and nutritional guidelines and recommended practices prevailing in the countries where AmRest operates.

[S4-4/33b] The Company also identified an opportunity to strengthen the accessibility of products and services for groups at risk of exclusion. Integrating people with disability through e. g. the creation of Braille or audio menus can enhance their independence and foster new opportunities for social interaction and employment. This approach guarantees that individuals with visual impairments can independently navigate menus and make choices, thereby fostering a more inclusive environment.

All types of customers were included in the scope of double materiality assessment. [S4 SBM3/10] More information on the identified impacts, risks and opportunities as well as the methodology of the double materiality analysis is available in the section “Material impacts, risks and opportunities” in General Information chapter.

Food Services Excellence

AmRest prioritizes food safety and the highest quality standards across its operations. The Company adheres to its comprehensive Food Safety Group Policy, implemented since 2022, which mandates that all suppliers, contractors, and distributors providing food ingredients, beverages, or packaging meet stringent safety and quality requirements. This includes approval by the Quality Assurance, Food Safety and Supply Sustainability Department.

To ensure product safety, AmRest has established a robust Hazard Analysis and Critical Control Point (“HACCP”) plan and continuously fosters a string food safety culture within organization. This effort includes enhancing employee skills, raising awareness, and improving risk management through targeted training programs.

Table. Key actions and targets in food safety area

Action	Scope	Time horizon	Owner	Target
<ul style="list-style-type: none"> ■ Food safety audits ■ Supplier Approval 	Global	Annual auditing plan	Food Services President	<ul style="list-style-type: none"> ■ Minimum 80% of audits passed ■ Minimum 75% of class A and B suppliers in Europe that have GFSI-recognized (Global Food Safety Initiative) certification

Methodology: Target no. 2 is calculated as the total number of Class A and B suppliers in Europe with Global Food Safety Initiative certification divided by the total number of Class A and B suppliers in Europe. The scope of this KPI covers European suppliers from AmRest’s KFC, Pizza Hut, Burger King, Starbucks, SushiShop and La Tagliatella restaurants. Class A and B suppliers are defined by critical and medium quality risk levels based on AmRest’s internal quality risk matrix criteria. This KPI excludes Class C suppliers. The Global Food Safety Initiative certification is a recognized global standard for ensuring that suppliers adhere to responsible and safe production practices, reducing the risk of contamination. The certification acts as the best market standard to assess the food safety performance of suppliers. As of 2024, the percentage of GFSI-certified Class A and B suppliers is 95.

At AmRest, quality and food safety audits are carried out by experienced and independent auditors to ensure compliance with food safety standards. These audits are regularly conducted in every stage of the supply chain, including suppliers, central kitchens, distribution and logistics, and restaurants.

- AmRest suppliers are subject to audit schemes approved by the Quality Assurance and Food Safety Department based on the risk assessment of the suppliers and/or provided by the franchisors. The audits are performed either by third-party auditors selected by the Quality Assurance and Food Safety Department or by the Franchisors, or by AmRest Quality Assurance Managers/team members qualified as auditors.
- Distributors that deliver to AmRest restaurants are audited by a third-party expert who specializes in the audit of warehouses, cross-dock facilities, and transportation. The main purpose of the audit is to evaluate the systems and procedures, as well as product and process controls, involved in storing and distributing food.

- Independent auditors conduct unannounced inspections and/or audits of AmRest restaurants and coffee houses to ensure strict adherence to food safety and quality standards. These inspections are tailored to meet each brand's specific needs and are carried out regularly.

Audit reports are shared with the Quality Assurance and Food Safety Department, and the results are analysed. If the results are not satisfactory, a Corrective Action Plan will be put in place. AmRest has rigorous processes to identify food quality issues. All incidents of non-compliance raised during an audit require mandatory corrective actions to ensure compliance.

The total number of audits conducted in restaurants and among suppliers in 2024 was 6,992 (and 7,249 in 2023).

Table. AmRest policies in the Customer Area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Nutrition Group Policy	Global	AmRest commitments to exceeding customers' expectations through a diverse gastronomic offer	Food Services President	-	<ul style="list-style-type: none"> ■ Employees ■ Customers 	AmRest internal online library
Food Safety Group Policy	Global	Sets requirements and specific goals to ensure the highest food safety standards throughout the entire AmRest food chain	Food Services President	-	<ul style="list-style-type: none"> ■ Employees ■ Customers 	AmRest internal online library

Customers engagement and Customer Care

[S4 SBM-2/8] S4-2 Processes for engaging with consumers and end-users about impacts. [20, 20a, 20b, 20c, 20d, 21]

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns.[25a, 25b, 25c, 25d, 26]

AmRest recognises the importance of meaningful customer engagement for the Company's business and sustainability efforts. At various stages of the process, customers' opinions and feedback are taken into account, influencing the development of new offers and the actions taken.

Customers play an active role in the development of customer-facing propositions that can impact their everyday lives. While there is no official AmRest policy covering customer engagement, it is embedded in the brand's best practices.

[S4-2/20]

The Group engages with its customers on an ongoing basis at various stages of the product development process, including the introduction of new products and the improvement of the existing ones. This also encompasses the ideation, development, and testing phases, during which the customers' needs are considered through various market research and consultation methods. Firstly, qualitative and quantitative research recognizes customers' needs and expectations. This allows the Company to develop product propositions that will have a positive impact on the customers' lives. The next stage is the testing phase, during which new products are presented to customers. The customer feedback gathered during market tests provides insights into the potential impact on consumption patterns. This phase also encompasses communication testing to guarantee that the message is engaging, transparent, and appealing to end users. Furthermore, it enables the assessment of the usability of digital services. Other methods of considering the customers' opinions include the analysis of reviews on social media and collating data from customer care surveys. *[S4-2/20] [S4-2/20a] [S4-2/20b] [S4-2/20d]*

Since the customers constitute the key stakeholder group, it is crucial not only to include them in relevant processes but also to recognize and manage their perspectives and concerns. All AmRest brands that operate in the European Union offer online contact forms and email addresses for the customers to submit claims. Furthermore, the customers are invited to share their opinions via several alternative channels, including telephone, letters, online customer satisfaction surveys, systems provided by third-party deliverers, and social media accounts. They can also give their feedback directly to the restaurant staff. *[S4-3/25b] [S4-2/20a]*

The complaints are addressed in accordance with the established procedures for each market and in compliance with the relevant local legislation. Each complaint is evaluated by a subject matter expert and a dedicated Customer Care representative. The nature of each complaint determines the appropriate grid tier, which determines the necessary resolution path and the maximum time allowed for its resolution. The entire process is carefully monitored. *[S4 SBM3/9a] [S4 SBM3/9b]*

The Customer Care Department is primarily responsible for identifying and addressing significant impacts on individual customers. Its responsibility is to identify and categorise customer reports and provide a response. The way reports are managed depends on the priority level assigned to the issue in question. The Customer Care Director, oversees the

Customer Care Team who are split into diverse European markets and brands. Some markets are additionally supported by external Contact Centres due to the high volume of customer contacts. [\[S4-3/25a\]](#) [\[S4-4/37\]](#) [\[S4-2/20c\]](#)

For instance, if a report relates to a particular visit to a restaurant, the response is discussed with the manager of the restaurant in question. When the report requires significant input from other departments, the response is consulted with them. Once all opinions have been obtained, the Customer Care Department formulates a response containing a solution to the problem and sends it to the customer. The customer then receives a satisfaction survey, which requests feedback on the proposed solution to the problem. [\[S4-3/25d\]](#)

In contrast, reports that contain incidents of a severely concerning nature with the potential for a significant impact on the customers are defined as critical. Such cases may include issues related to privacy violations, animal rights violations, environmental protection violations, harassment of a customer or an employee, food poisoning, foreign objects in food, discrimination, the need for a medical visit, inappropriate behaviour of staff towards the customer, requests for insurance protection, media requests for comments on the incident or reports from customer protection offices. The reports are then forwarded to the relevant departments, which are responsible for ensuring the management of the area in question. Based on the opinions of the relevant departments, the Customer Care Department formulates the response and directs it to the affected customers. Should the customers remain unsatisfied with the responses, the matters are referred back to the Customer Care Department and expert departments for further consultation. If the customers do not raise any objections within seven days, the matters are considered closed. [\[S4-3/25d\]](#) The effectiveness and customer satisfaction relating to each handled case are measured by “after contact” surveys sent to all feedback submitters via the contact form, email, or Facebook direct message. [\[S4-3/26\]](#) [\[S4-2/20d\]](#)

Furthermore, the customers’ satisfaction is measured in two types of customer research. The first one is conducted at the brand level and refers to the customers’ satisfaction with the brand. The survey is directed at the customers who declared having recently visited AmRest or competitive brands. It concentrates on various brand KPIs, including awareness, penetration, and brand associations. The research is conducted in six markets: Poland, the Czech Republic, Hungary, France, Germany, and Spain. The second type of research is conducted at the visitation level, with the invitation to participate in the survey distributed together with the bill. The customers willing to give feedback are directed to an online survey which contains satisfaction questions relevant for each brand, sales channel and market (the content differs by business unit). The results of the research are collected in online dashboards and shared with brand teams and the managers of the restaurants. [\[S4-3/26\]](#) [\[S4-2/20b\]](#)

Since AmRest is committed to the highest ethical standards, by taking these measures, the Company ensures that human rights are respected also regarding the customers. In the reporting period, there were no cases of human rights violations related to the customers of the organisation. More information about the Group’s approach to managing and respecting human rights is available in the Code of Ethics and Business Conduct, available on AmRest website. There is no specific policy on human rights related to consumers. [\[S4-1/16, 16a, 16b, 16c, 17\]](#) [\[S4-4/35\]](#)

In 2024 the complaint ratio per 10 000 transactions in AmRest was 10.78 (and 11.15 in 2023). The total number of complaints received in 2024 was 221,688 (and 216,869 in 2023).

Marketing Communication

[S4-1/15] Marketing communications directed to the customers are regulated by the Marketing Communications Policy, as well as global and regional policies created by AmRest franchisors. To ensure a responsible and ethical approach to marketing and advertising the Marketing Communications Policy emphasizes the protection of the customers' interests as well as states that the Company's communication activities should not target children under the age of 13 or any vulnerable groups.

The vulnerable target groups are defined as persons facing specific physical, social, political, or economic conditions or characteristics that place them at a higher risk of suffering a burden, or at a risk of suffering a disproportionate burden of the social, economic, or environmental impacts of the organization's operations. The vulnerable groups may include children and young people, the elderly, people with disabilities, refugees or returning refugees, and ethnic minorities.

The Policy applies to all members of the Marketing Department and all employees responsible for managing brands within the AmRest Group, both globally and locally. Furthermore, it encompasses external partners providing marketing, media, and advertising services. The Policy covers all marketing channels, including media outlets, digital platforms, PR activities, in-store materials, product packaging, sponsorships, and promotional materials. By adhering to this document, AmRest guarantees that its marketing communications are ethical, consistent across all brands and markets, and aligned with both internal and external standards.

Table. AmRest policies in the Customer Area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected Stakeholders	Available on
Marketing Communication Policy	Global	Principles of marketing communication	Chief Marketing Officer	-	<ul style="list-style-type: none"> ■ AmRest Marketing Departments ■ Third-parties cooperating with AmRest (PR and communication agencies etc.) ■ Customers 	AmRest internal online library

Governance Information



Impacts, risks and opportunities identified in Governance area

BUSINESS CONDUCT ANIMAL WELFARE

Impact

- ▶ Improving animal husbandry.

Risks

- ▶ Financial or reputational losses related to failures in the identification and monitoring of regulatory changes related to animal welfare.
- ▶ Resistance to company's brands and activism in favour of animal welfare.

Opportunity

- ▶ Execution of Animal Welfare Policy in supply chain.

BUSINESS CONDUCT CORPORATE GOVERNANCE

Impact

- ▶ Insufficient controls in corruption and bribery areas.

Risks

- ▶ Failure of franchisees to adhere to policies and measures established by AmRest.
- ▶ Possible sanctions due to violations of human rights and ethics, and cases of bribery and corruption across value chain.

Opportunities

- ▶ Strengthen the cooperation with trade and industry and non-governmental organizations.
- ▶ Development of a global whistleblowing channel accessible to external and internal stakeholders.

BUSINESS CONDUCT RESPONSIBLE SOURCING

Impact

- ▶ Ensure a responsible use of resources by implementation of ethical standards and practices across the value chain.

Risk

- ▶ Lack of a general framework addressing human rights in the value chain.

Opportunities

- ▶ Enhance long-term relationships with suppliers by implementing supplier engagement programs.
- ▶ Define ESG criteria for suppliers selection in procurement purchases (such as raw materials, machinery, uniforms).

BUSINESS CONDUCT DATA PROTECTION AND CYBERSECURITY

Impact

- ▶ Lack of integration of multiple IT systems affects management and processing of personal and business data.

Risks

- ▶ Financial or reputational consequences of cybersecurity breaches.
- ▶ Security breaches in the company's systems leading to loss of customers trust.

Opportunities

- ▶ Strengthen cybersecurity strategy to improve data security.
- ▶ Increase the security of AmRest mobile applications related to compliance with General Data Protection Regulation.

Corporate culture

G1-1 Business conduct policies and corporate culture*

AmRest is a listed company with shares in all four Spanish stock exchanges through the Spanish Automated Quotation System (Sistema de Interconexión Bursátil – “SIBE”) and on the Warsaw Stock Exchange (“WSE”). The corporate governance system of AmRest is based on the best corporate governance practices and, in particular, on the principles and recommendations of the Good Governance Code for listed companies approved in Spain by the National Securities Market Commission. In addition, and since the Company's shares are listed in both Spain and Poland, AmRest declares its degree of compliance with the Code of Best Practices for Warsaw Stock Exchange Listed Companies, drawn up by the Warsaw Stock Exchange Council.

[G1-1/ 9] AmRest's culture is founded upon the Group's purpose, mission, and vision which serve as the guiding principles for all employees. The Company's purpose is centered on service. The dedication to exceptional service drives the Group's mission - to win the guests' hearts through unique service, products, and experiences delivered by enthusiastic employees.

AmRest Group's vision is to become a European leader who inspires the global restaurant industry.

Together, these elements provide a clear framework that motivates AmRest employees to contribute effectively towards the shared goals presented in “Our Culture Guidebook.”

Infographic. Values – AmRest's Compass



* A comprehensive description of double-materiality process is included in chapter General Information, section "Material impacts, risks and opportunities".

Governance Structure of Global Compliance Model

The governance structure of AmRest Holdings in terms of business conduct is based on the company's Global Compliance Model, including several key elements: (i) Risk & Compliance Committee; (ii) Global Risk and Business Continuity function; and (iii) Global Compliance function. Additionally, other internal bodies and departments provide support to the governing bodies.

Board of Directors

The Board of Directors is the highest governing body. In accordance with regulatory requirements, it oversees the determination, management, and administration of AmRest's general policies and strategies. The Board of Directors is ultimately responsible for the Global Compliance Model, ensuring that the Group's values and principles of ethics and compliance are upheld.

Audit and Risk Board Committee

The Audit and Risk Board Committee is a permanent internal informative and consultative body established by the Board of Directors, without executive duties. The Board has delegated its functions and powers in matters of control, ethics, and compliance to this committee to ensure the Group's risk control and management system is sufficient and effective. The Audit and Risk Board Committee also supervises the operation of and compliance with the Spanish compliance model, in accordance with applicable legislation for AmRest Holdings.

Senior Management

The Senior Management, acting as the first line of defense, is responsible for observing the policies and procedures established by the Group and for acting ethically and responsibly. They are tasked with maintaining an effective control environment, ensuring that their areas of responsibility comply with applicable legislation and regulations, and implementing controls optimally in every area.

Risk & Compliance Committee ("R&CC")

The Risk & Compliance Committee is responsible for implementing the Global Compliance Model, supervising its correct functioning, and establishing and overseeing whistleblowing mechanisms within AmRest. It also ensures consistent communication and training to foster a Risk and Compliance culture throughout the organization. The R&CC supervises the approval, updating, and observance of regulations and their coherence. The committee is composed of the following members:

- Chief Risk and Compliance Officer (Chairman)
- Chief Executive Officer
- Chief Operations Officer
- Chief People Officer
- Chief Finance Officer
- General Counsel
- Chief Information Officer
- Food Services President
- Global Indirect Procurement Director

Global Ethics Committee

The Global Ethics Committee provides guidance and consultation on ethical standards at the AmRest Group level. It consists of at least four members from Senior Management, proposed by the Risk and Compliance Committee and approved by the Audit and Risk Board Committee. This committee is also responsible for deciding on necessary remedies and next steps following an investigation into a case indicated in the Whistleblowing Group Policy.

Local Ethics Committees

The Local Ethics Committees provide guidance and consultation on ethical standards at a regional or country level. They consist of at least three members appointed by the Global Ethics Committee and are responsible for deciding on necessary remedies and required next steps following an investigation.

Trainings and Development

Members of AmRest Holdings' Board of Directors participate in various training courses and seminars to gather information relevant to their competences. These include meetings with auditors, private forums, and events organized by law firms and consultants on topics important to the Company and the Board. The Audit and Risk Committee and the Appointments, Remuneration, and Corporate Governance Committees receive information from independent external advisors (when required) and regular updates from Senior Managers and subject matter experts.

Senior Managers and employees responsible for business conduct and compliance matters participate in the Board Committees session regularly, updating the Committees' members on the compliance legal requirements and the latest trends in business conduct area.

The Company has established a unique training program for its Board members, which varies annually based on global trends, regulatory changes, and business challenges. The Appointments, Remuneration, and Corporate Governance Board Committee designs and approves this program, including both compulsory and strategic trainings. Board members participate in these trainings when required.

The Senior Management, as well as the members of the Global and Local Ethics Committees, receive relevant training including recertification of the Code of Ethics and Business Conduct if necessary. Furthermore, they must participate in mandatory annual training on Conflicts of Interest and the Gift, Entertainment, and Hospitality Policy. The training courses are typically conducted online. None of the members of these bodies has official external certification in the business conduct area. However, their long-term exposure to the management of ethical issues makes them adequately equipped for this role.

The Local Ethics Committees receive tailored training on the Code of Ethics and Business Conduct matters in dedicated sessions led by the Compliance function. The training covers various topics, including internal Group policies, anti-corruption, conflicts of interest, gifts, and whistleblowing processes.

In 2024, the Group implemented charters for Global and Local Ethics Committees. These charters include specific rules and guidelines regarding the main responsibilities of those bodies regarding the Code of Ethics and Business Conduct.

Table. List of training courses with details of features and functions [GOV-1/5a, 5b, G1-3/21c]

Training title	Code of Ethics and Business Conduct	Conflict of Interest ("COI") Training	Gifts, Entertainment and Hospitality ("G, E, H")	Local Ethics Committee ("LEC") Training	Local roadshows
Target audience	All Employees	Managers Lvl 4+	Managers Lvl 4+	Local Ethics Committee members	Market Leaders
Training coverage (completion)	87%	66%	56%	100%	80%
Delivery method	Online	Online	Online	Online	On-site
Duration	1 hour	1 hour	1 hour	3 hours	3 hours
Frequency	Annually	Annually	Annually	Every 2 years	Annually
Topics covered					
Compliance model	✓	✓	✓	✓	✓
Policy and definitions	✓	✓	✓	✓	✓
Prevention	✓	✓	✓	✓	✓
Detection and reporting	✓	✓	✓	✓	✓
Anticorruption	✓	✓	✓	✓	✓

Business conduct policies and corporate culture

[G1-1/10 g] The mandatory annual recertification for the Code of Ethics and Business Conduct is a vital part of AmRest compliance and ethics program, ensuring that all employees remain consistently aware of and adhere to the ethical standards and business conduct guidelines. At the beginning of each year, a notification campaign is launched to inform all employees about the mandatory recertification requirement.

The training is available in multiple languages. For new employees, a full, obligatory version is assigned during onboarding, providing an in-depth understanding of the Code of Ethics and Business Conduct. For current employees, an annual recertification version is assigned, offering the option to either take the full course or skip directly to the knowledge verification test. The full course lasts approximately 25 minutes and includes interactive elements that engage employees through tasks and scenarios. The training covers basic information about the Code of Ethics, its importance, and its application in daily work, addressing various workplace situations such as:

- Conflict of interest
- Bribery & Corruption
- Respect in Our Workplace (employee)
- Protection of Sensitive Information
- Using IT Systems
- Insider Trading
- Political or Associative Activities
- External Communication

To complete the training, employees must pass a test consisting of 15 questions, with a minimum of 12 correct answers required to pass. The final step involves reading the Code of Ethics and Business Conduct document and confirming it has been read.

Additionally, there are separate training courses for deeper understanding of specific topics such as Conflict of Interests, External Communication (Social Media), GDPR, and Gifts, Entertainment & Hospitality.

This comprehensive approach ensures that all employees are well-informed about ethical standards and are equipped to apply them in their daily work. It also reinforces AmRest commitment to maintaining a culture of integrity and accountability within the organization.

Table. AmRest policies in the area of business conduct

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Code of Ethics and Business Conduct	Global	Establishing guidelines and rules of conduct to be followed by all those who form part of the Group.	Board of Directors	-	<ul style="list-style-type: none"> ■ Employees ■ Third parties that collaborate or establish relations with AmRest Group 	AmRest corporate website and internal online library

Prevention and detection of corruption and bribery

G1-3 Prevention and detection of corruption and bribery [18a, 18b, 18c, 20, 21a, 21b, 21c]

G1-4 Incidents of corruption or bribery [24 a, 24b]

AmRest has a "zero tolerance" approach toward any form of corruption and money-laundering, or any other acts that may be unlawful or against the ethical principles stated in the Group's Code of Ethics and Business Conduct. Additionally, as a public interest company, with headquarters on the European Union territory and operating in many countries, AmRest must comply with specific anti-corruption legislation, including the United Nations Convention against Corruption ("UNCAC").

To ensure full compliance in this area, the Group established three policies: the Global Anti-corruption Policy, the Conflict of Interest Group Policy, and the Global Gifts, Entertainment, and Hospitality Policy.

Table. AmRest policies in the area of anti-corruption and anti-bribery

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Global Anti-Corruption Policy	Global	Setting the rules and standards of conduct to prevent and counteract corruption in the Company	Chief Risk & Compliance Officer	Aligned with United Nations Convention against Corruption	<ul style="list-style-type: none"> ■ Employees ■ Third parties that collaborate or establish relations with AmRest Group. 	AmRest internal online library
Conflict of Interest Group Policy	Global	Setting the principles and rules to prevent and manage conflicts of interest or even the appearance thereof	Chief Risk & Compliance Officer	-	<ul style="list-style-type: none"> ■ Employees ■ Third parties that collaborate or establish relations with AmRest Group. 	AmRest internal online library
Global Gifts, Entertainment and Hospitality	Global	Setting the rules and guidelines for offering and accepting gifts, entertainment, and hospitality in the work environment	Chief Risk & Compliance Officer	-	<ul style="list-style-type: none"> ■ Employees ■ Third parties that collaborate or establish relations with AmRest Group. 	AmRest internal online library

AmRest has not identified any employee groups as at a greater risk of exposure to corruption; hence, there is no specific program dedicated to such a group.

All employees and all members of the supervisory and management bodies undergo general anti-corruption training at least once a year.

The staple of the Company’s business conduct training program is training on the Group’s Code of Ethics and Business Conduct, which contains a section on anti-corruption. The course is mandatory for new employees and must be completed during onboarding. Additionally, a recertification for all current employees is required once a year. To complete it each employee must pass a test at the end. [\[G1-1/10g\]](#)

To prevent corruption or bribery, AmRest has established rules regarding offering and accepting gifts, entertainment or hospitality to and from third parties. Exceptions must be approved by the Local Ethics Committee. Furthermore, gifts, entertainment, or hospitality must be registered in the Gifts and Hospitality Register. The Gifts and Hospitality Register is maintained by the HR teams at the country level and is supervised by the Global Compliance Team. To ensure proper execution of the requirements related to gift management, HR team members undergo special training on the Gifts, Entertainment and Hospitality Policy. [\[G1-3/18 a\]](#) [\[G1-4/24 b\]](#)

Apart from that, general training on the Gifts Policy is required from all other AmRest employees, including the members of the Risk and Compliance Committee and Senior Management. Additionally, the entire AmRest population must take a Global Conflict of Interest Policy course. [\[G1-3/21 a\]](#) The training aims to help employees identify situations that may qualify as a conflict of interest and guide them on how to withdraw from such situations. They also learn how to disclose and where to report such incidents. The course includes a section on completing an annual conflict-of-interest declaration. [\[G1-3/21 a\]](#)

AmRest Group requires all employees and individuals entrusted with fiduciary duties to self-disclose any conflict of interest in the format provided in the Conflict of Interest Policy. [\[G1-3/18 a\]](#) In such cases, the matter should be disclosed to the supervisor of the person identified as having a conflict and to the Compliance Team. The aim is to assess the situation and define adequate mitigation measures objectively. [\[G1-3/18 b\]](#) In addition to this, on an annual basis, all L4+ employees – restaurant managers and office workers with significant responsibility, managing teams, and contributing to strategic decisions—are required to sign a conflict-of-interest declaration.

All AmRest courses run as part of the anti-corruption program end with a test assessing the acquired knowledge, which requires achieving a minimum score to be passed.

Regarding external partners, the Company asks its key suppliers to sign the AmRest Supply Code of Practice, which includes a section on corruption and bribery. To guarantee objectivity in vendor selection, the sourcing procedure implemented at AmRest establishes the obligation to secure and consider a minimum of three offers in the bidding process.

The Compliance Department monitors and oversees the updating of Global Policies and manages the Global Library of all internal regulations to ensure they are accessible to the target audience. The team also periodically assesses the Maturity Level of the Global Policies approved by the Board of Directors. The process includes an evaluation of the communication and awareness initiatives to confirm whether all employees within the scope of the policies have been adequately covered. [\[G1-3/18 a\]](#) [\[G1-4/ 24 b\]](#)

Furthermore, the owners of the internal regulations are responsible for determining the method and means of communication with all target persons and areas, defining the scope of the necessary training, supervising the execution of the training process concerning each internal regulation, determining the need for and manner of training of the employees and confirming the commitment of the relevant employees to follow the internal regulations. [\[G1-3/18 a\]](#)

The Compliance Department analysed the communication and awareness needs related to the Anti-Corruption Policy and other related policies, such as Gifts, Entertainment and Hospitality Policy, and Conflicts of Interest Policy. [\[G1-3/20\]](#)

Table. Specific initiatives performed to ensure all relevant functions receive adequate knowledge on relevant policies

	COI 2024 Awareness & Training KPIs:	GEH 2024 Awareness & Training KPIs:	Anti-corruption 2024 Awareness & Training KPIs:
Email Policy Communication:	Globally and 93% Locally	Globally and 93% Locally	Globally and 86% Locally
Policy available Translations:	15 (100%)	14 (93%)	13 (86%)
Additional announcements:	Globally	Globally	Globally
Awareness site:	Yes	Yes	Yes
Communication through other channels:	None	Yes	Yes
Training initiatives:	Yes (global e-course)	Yes (global e-course)	No
Awareness initiatives:	Compliance Roadshows (Czech, France, Germany, Hungary, Poland)	Compliance Roadshows (Czech, France, Germany, Hungary, Poland)	Compliance Roadshows (Czech, France, Germany, Hungary, Poland)

Whistleblowing Program

[\[G1-1/10 a, 10 ci, 10 cii, 10 e, 10f, 10g\]](#), [\[G1-3/18 a\]](#)

The Company recognizes the importance of reporting irregularities and protecting the Whistleblowers. [\[G1-3/18 a\]](#)

In observance of the EU regulation on Whistleblowing (Directive (UE) 2019/1937), AmRest encourages its employees to report any unethical behaviour or violations confidentially and without fear of retaliation. This process is governed by the Whistleblowing Group Policy and follows a detailed Investigation Procedure. [\[G1-1/10ci\]](#)

The Speak Openly platform is the Company's whistleblowing tool designed to collect information about irregularities which can be submitted by people who might witness breaches of regulations or want to express other concerns or grievances in these categories:

- Business Integrity
- Human Resources/Diversity and workplace respect
- Accounting, Auditing, Financial Fraud
- Environmental, Health & Safety
- Public Relations

[\[S1-3/32c\]](#) The platform is available to all AmRest's stakeholders, both internal and external, and can be accessed by all concerned parties on a corporate website. An assigned Global Coordinator regularly monitors the tool to ensure each reported case is handled promptly and efficiently.

A formal procedure for managing the reports received has been established to ensure transparency, integrity, and compliance with the law. The local and Global Compliance teams supervise the process continuously. In line with the Company's dedication to continuous improvement, AmRest has been working to enhance the employee feedback mechanisms and to provide additional communication channels in the near future. [\[G1-1/10ci, e\]](#) AmRest has implemented and continuously measures the level of awareness and confidence in the whistleblowing mechanism. Quarterly, in each compliance report provided to the Audit and Risk Board Committee, AmRest measures the number of

reported cases per 100 employees as well as “Substantiation Rates”, and benchmark them against the Navex report. The Navex report is published every year and is based on more than 3,400 organisations and 52 million employees. This is an independent and objective approach to assess whether employees and other stakeholders have confidence and are aware of our whistleblowing mechanism. [S1-3/33]

To ensure that all whistleblowing cases are tracked and monitored regularly, the Human Resources Department prepares a detailed monthly report restricted only to authorized HR Department members. The report includes such data as the number of open and closed cases, the number of cases per country/brand, categorization depending on the nature of the cases, and initiatives taken on the substantiated whistleblowing cases.

Furthermore, a comprehensive quarterly report that includes corresponding information in a year-to-date format is submitted to the Risk and Compliance Committee on the Senior Management level, and presented regularly to the Audit and Risk Board Committee. The report contains the number of relevant cases, the number of open cases, the number of closed cases, and categorization depending on the nature of the report (Business Integrity, Human Resources/Diversity and workplace respect, Accounting, Auditing, Financial Fraud, Environmental, Health & Safety), number of cases per country/brand. [G1-1/10e]

Table. Details on the Speak Openly, AmRest whistleblowing tool

	Description
Complaint Form	Employees, business partners, and customers can access a complaint form on the online platform, available on AmRest official website www.amrest.eu . This form allows them to detail the nature of the complaint and provide any relevant evidence. The classification of cases is the same for all reports, regardless of whether they are internal or external customers or third parties.
No retaliation rule	Speak Openly ensures that complaints can be submitted anonymously, protecting the employee's identity and ensuring their concerns are handled confidentially.
Complaint Tracking	Any employee who reports a concern or is under investigation is assured of confidentiality and protection against any form of retaliation, in line with the European Directive (UE) 2019/1937. The people under investigation without a substantiated complaint are also covered by support and protection from the HR department to guarantee that their employment rights are respected. The Company seeks to maintain a safe and supportive environment for all employees and ensure they can report concerns without fear of any negative consequences. [G1-1/10cii]
Communication and awareness campaigns	Once the complaint is submitted, a person can track the status of their complaint through the platform, receiving updates on the actions taken and the resolution of the issue.
	Speak Openly is advertised in AmRest internal channels. The Company provides direct access to the Whistleblowing platform on the intranet. The Whistleblowing Policy and Speak Openly landing pages are available in all local intranets and Global SharePoint. The information is available in English and 14 other languages.
	Additionally, posters and stickers with QR codes are available in multiple corners and common areas of our offices and restaurants, such as restrooms and eating areas. The QR codes direct the employee or anyone scanning the code to the landing page of Speak Openly (Whistleblowing Form), where they can submit the complaint, as explained above.

Table. Speak Openly process flow

Phase	Description
Submission of Complaints	Online site used for submitting complaints.
Initial Review and Categorization	Global Coordinator receives the submitted reports. Each complaint is reviewed and classified as Relevant (criteria based on Whistleblowing Group Policy) or Not Relevant (general complaints).
Assignment of Complaints	Relevant complaints are assigned to the appropriate team or department for further investigation and correction actions where / when required.
Investigation	<ul style="list-style-type: none"> ■ Receiving Complaints: Local SMEs take over the investigation of relevant complaints. They conduct thorough investigations to determine the validity and severity of the reported issues. ■ Confirming or Not Confirming Complaints: After the investigation, SMEs confirm whether the complaint is substantiated or not. ■ Informing Global Coordinator and Global Risk and Compliance Department: The outcomes of the investigations are communicated via the tool in a specific summary.
Case Closure	Global Coordinator: Must receive a list of cases ready to be closed to perform quality checks before closing.
Data Reporting	<ul style="list-style-type: none"> ■ Internal Reporting: <ul style="list-style-type: none"> ■ Monthly Reports to HR Department ■ Quarterly Reports to Risk & Compliance Committee ■ Company's External Reporting

During the reported period, all Subject Matter Experts in HR, Compliance, and Internal Control Departments who are directly involved in handling whistleblowing investigations and reports were obliged to take part in External Investigation Training. The covered material included the latest best practices in handling and evaluating whistleblowing reports, ensuring that the employees are well-equipped to manage these sensitive matters effectively. The training is planned to be repeated in 2025. [G1-1/10cij] [G1-3/18 b]

Investigators assigned to cases must follow the rules in the Procedure for handling whistleblowing cases. In this procedure, it is specified which investigating team should be assigned depending on:

- Case Categorization (fraud, corruption, human rights: harassment, discrimination, etc.)
- Case Risk assessment: as a first stage of the investigation upon reception of the report.

To avoid conflicts of interest, in cases concerning an employee belonging to the same function as the investigation team, the investigation is assigned to a different team or an external investigation team, as detailed in the Procedure for handling whistleblowing cases. [G1-3/18 c]

The members of the Global Ethics Committee and Local Ethics Committees who decide on action plans after an investigation is concluded may be excluded from certain discussions, particularly around whistleblowing cases where it is believed they cannot be impartial due to potential, actual, or perceived Conflict of Interest situation e.g. when they or members of their team are involved.

Following the Conflict of Interest Group Policy, The Global and Local Ethics Committee members are obliged to declare any Conflict of Interest as soon as they become aware of it.

Finally, in the investigation stage of the process, remedial measures are applied. Depending on the case, they may include implementing procedures or policies concerning a specific area, conducting training sessions or workshops as well as information campaigns, or, if necessary, applying or recommending disciplinary actions. [G1-1/10ci]

Table. Number of convictions for violation of anti-corruption and anti-bribery laws. Amount of fines for violation of anti-corruption and anti-bribery laws [G1-4/24 a]

Current reporting period 2024	
Number of convictions for violations of anti-corruption laws	0
Amount of fines for violation of anti-corruption legislation	0
Number of confirmed cases of corruption or bribery	0
Number of confirmed cases of own employees being dismissed or punished for incidents involving corruption or bribery	0
Number of confirmed incidents related to contracts with business partners that were terminated or not renewed due to breaches related to corruption or bribery	0

The incidents involving participants in the Company's value chain in which the Company or its employees are directly involved.

Table. AmRest policies in the whistleblowing area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Whistleblowing Group Policy	Global	Specifies the rules about reporting Irregularities, conducting Investigations, taking remedial measures, protecting the Reporting Person.	Chief People Officer	-	■ Employees	AmRest internal online library
Procedure on Handling Whistleblowing Cases	Global	Sets instructions on how to proceed when accepting and following up on Submissions in accordance with the Whistleblowing Group Policy	Chief Risk and Compliance Officer	-	■ Employees	AmRest internal online library

Data privacy and cybersecurity

[ESRS 1/11] AmRest Group applies strong Data Protection Standards to ensure that the freedom of all individuals, their right to privacy, and the protection of their personal data are respected. By maintaining rigorous data privacy and security standards, the Company aims to foster a culture of trust and accountability that supports long-term business objectives and societal responsibilities.

The role of the Information Security and Data Privacy Team within the AmRest Group is multifaceted and crucial for ensuring that the organisation adheres to data protection laws and best practices. Their responsibilities include

monitoring compliance with a range of privacy regulations, conducting privacy impact assessments, and overseeing the management of data access requests and incidents involving personal data.

The Information Security and Data Privacy Team members have in-depth knowledge of the legal and technical aspects of data protection. To ensure that expertise is maintained, continuous education is provided. As a result, privacy professionals frequently engage in ongoing learning to ensure they are aware of new regulations, technologies, and best industry practices. This includes attending workshops, obtaining certifications, and participating in professional development programs. Furthermore, the members of the Information Security and Data Privacy Team regularly contribute to the wider privacy community by acting as speakers at industry events and conferences. These events provide a valuable opportunity for knowledge sharing, discussions on emerging privacy challenges, and networking with peers. Participation in such events enhances the individuals' expertise and raises the Company's profile in the domain of privacy. [S4-4/31c]

Personal data protection training ensures that all employees who process personal data receive proper guidance, extend their knowledge, and learn about the principles and rules that govern this area. Moreover, the training helps them better understand and apply data protection regulations. AmRest Group has introduced mandatory General Data Protection Regulation (GDPR) training for all new employees who will process personal data as a part of their onboarding process. Furthermore, a recertification process which takes place every year has been implemented. The training provides the employees with the knowledge and guidance they need to understand and implement the key principles for data protection based on the General Data Protection Regulation (GDPR). It covers the concept of personal data and its significance, as well as how to recognise and respond to personal data breaches. It also explains the roles and responsibilities of the employees in protecting personal data. The training is conducted in an interactive format, incorporating case studies and real-life scenarios to facilitate the practical application of the data protection principles. The training concludes with a quiz, with a minimum of 80% correct responses required to complete it successfully.

Table. Key actions and targets in data privacy area

Action	Audience group	Time horizon	Owner	Target	Results for 2024
Personal data training for new employees	All office employees Restaurant employees from level 2 in the organizational structure	Annual training plan	Chief Risk of Compliance Officer	80% passed	91%
Personal data re-certification training	All office employees Restaurant employees from level 2 in the organizational structure	Annual training plan	Chief Risk of Compliance Officer	80% passed	96%

Methodology: Data collected from internal system of the Company covering all AmRest equity restaurants. It has not been validated externally.

As an international Company with headquarters based in the European Union, AmRest Group follows the European approach to the protection of personal data. The Group, therefore, takes the General Data Protection Regulation account as comprehensive and progressive data protection legislation and the main foundation that should apply to the entire Group, regardless of geographical location or the jurisdiction of the entity concerned. If any local jurisdiction outside the European Economic Area where AmRest Group processes personal data has a more protective framework than the General Data Protection Regulation (GDPR), the local legislation prevails.

AmRest conducts regular risk assessments to identify potential weaknesses in data protection practices. The risk management process includes continuous monitoring, incident response plans, and employee training programs to mitigate the risk of data breaches. Further technical and organisational measures which have been implemented across the Group include, but are not limited to:

- appointment of Data Protection Officers/Managers and/or persons responsible for data protection matters,
- implementation of ID-based and second-factor access control to infrastructure, applications, and databases (MFA - Multi Factor Authentication),
- measures to protect information systems, including anti-virus programs, firewalls and network segmentation, mechanisms of system access control based on the unambiguous identification of users or devices, event logging mechanisms, central computer management system, and encrypted data transmission,
- implementation of physical security measures,
- system record and assignment of responsibilities to business systems owners,
- change management procedures in information systems,
- procedures for detecting security weaknesses, updating software, and installing security patches,
- installation of anti-malware programs,
- implementation of procedures for managing personal data breaches,
- implementation of measures to prevent the effects of violations or disasters, such as alarms, fire protection, and backup systems.

Effective management of personal data breaches is crucial for AmRest to protect the rights of individuals and maintain trust in an organization's data handling practices. Therefore, in the event of an incident, the relevant Data Protection Officer or Data Privacy Manager is immediately informed, and the matter is dealt with as a priority. The process typically commences with prompt detection and categorisation of any personal data that may have been compromised. Subsequently, an assessment of the risks associated with the personal data breach is conducted, including evaluating the potential harm to the individuals whose data may have been exposed. A forensic analysis is conducted to identify the source of the breach and gather evidence required for legal proceedings or regulatory compliance. The relevant data protection authority, as well as the individuals affected, are informed promptly. Next steps are taken to prevent any further unauthorized access or distribution of personal data. This involves, among others, implementing additional security measures or fixing the existing ones.

Table. Significant complaints and data breaches during the reporting period

Total number of identified data protection incidents	154
of which reported to the local supervisory authority	18

Methodology: Data protection incident means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, personal data transmitted, stored or otherwise processed.

Table. AmRest policies and procedures in Data Privacy area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Global Data Protection Policy	Global	Basic principles and the general operating framework for privacy matters.	Chief Risk and Compliance Officer	-	■ Employees	AmRest internal online library
Procedure on Privacy Third Party Assessment	Global	Requirements to analyse and assess the security and privacy risks raised from the Third Party cooperation and define adequate measures.	Chief Risk and Compliance Officer	-	■ Employees ■ Third parties	AmRest internal online library
Procedure on Data Subject Request (Customers)	Employees handling the Data Subject Requests at the AmRest Group.	The Procedure ensures compliance with respective laws, promotes good practices and protects the rights of the Data Subject Request which comes from Customers of the AmRest Group.	Chief Risk and Compliance Officer	-	■ Employees	AmRest internal online library
Procedure on Data Subject Request (Employees)	Employees of any entity of the AmRest Group located in the European Economic Area ('EEA') handling the Data Subject Requests.	The Procedure ensures compliance with respective laws, promotes good practices and protects the rights of the Data Subjects Data Subject Request which comes from Employees of an AmRest Group entity located in the EEA.	Global Information Security & Data Privacy Senior Manager	-	■ Employees	AmRest internal online library
Procedure on Privacy by Design and Default	All Personnel and all entities within AmRest Group established on the European Economic Area.	The Procedure ensures compliance with data protection regulation and, in particular, with GDPR as well as enhances the protection of the rights and freedoms of Data Subjects and applies to all Data Processing and New Projects performed within the Group.	Global Information Security & Data Privacy Senior Manager	-	■ Employees	AmRest internal online library
Global Policy on IT Acceptable Use	All Personnel. It applies equally to third parties who perform functions on behalf of AmRest.	The policy describes the acceptable use of IT systems and services at AmRest. These rules are in place to protect the Employees and AmRest. Inappropriate use exposes AmRest to risks including malware/virus attacks, compromise of network systems and services, data leakage and legal issues.	IT Strategy & Compliance Global Director	-	■ Employees / Third Parties	AmRest internal online library

Political influence and lobbying activities

G1-5 Political influence and lobbying activities [29a, 29b]

The Group is committed to maintaining neutrality and integrity and focusing on the core business objectives. This approach ensures that the business decisions are based solely on merit and the best interests of the Group's stakeholders. Consequently, the Company does not engage in lobbying or advocacy efforts aimed at influencing legislation or government policy.

AmRest administrative, management, and supervisory bodies ensure that the Company adheres to the ethical and objective standards of conduct outlined in the Anti-Corruption Group Policy and the Code of Ethics and Business Conduct which set the principles of political neutrality.

The Company prohibits the use of its resources, including financial assets, facilities, and communication channels, for any political purposes. Consequently, in the reporting period, AmRest did not engage in any political contributions, either financial or in-kind. *[G1-5/29b]* In addition, none of the appointed members of the administrative, management and supervisory bodies have held comparable position in public administration within two years preceding the current reporting period.

Management of relationships with suppliers

G1-2 Management of relationships with suppliers [15a, 15b]

AmRest's suppliers are critical partners to the business, influencing the quality of the products offered to the customers. Therefore, the Company seeks to select and manage the relationships with its suppliers properly. The environmental and social criteria are not considered during the selection process (tendering), but once the supplier is chosen, the principles followed in this regard are covered in the Supplier Code of Practice which is an integral part of AmRest's contracting policies. By implementation of the Code, AmRest ensures that all suppliers adhere to ethical, environmental and social standards throughout the cooperation. *[G1-2/15b]*

The Code sets the minimum requirements across several key areas, emphasizing responsible business practices, quality assurance, and sustainable sourcing. It covers four main sections: *[G1-2/15b]*

- **Ethical Business Practices** – AmRest's suppliers must comply with ethical standards and health and safety requirements, take anti-bribery measures, and manage conflicts of interest. The Company also prohibits child labour, coercion, harassment, and discrimination.
- **Quality Assurance** – This process applies to food and packaging suppliers, ensuring that high standards for food quality and safety are maintained throughout the supply chain.
- **Responsible Sourcing** – The Group's suppliers are required to follow responsible sourcing guidelines, with details determined upon signing the agreement. This includes compliance with local and international regulations, e.g., ensuring sustainable practices in areas such as RSPO-certified palm oil for food suppliers using palm oil.
- **Animal Welfare** – The suppliers must demonstrate humane animal treatment across various areas, including farm management, health, feeding, transport, and slaughtering practices, assessed through AmRest's internal programs.

To ensure effective management of the supply chain AmRest established dedicated departments:

- **Direct Sourcing and Logistics** – which handles the process of planning, managing, and controlling the areas related to strategic food cost management, comprehensive sourcing & distribution process of food and packaging, as well as achieving maximum efficiency by optimizing logistics.
- **The Food Safety, Quality, and Supply Sustainability** – responsible for ensuring compliance with the highest standards of food safety and quality across all brands and regions of AmRest on an end-to-end basis, covering the suppliers, distribution, central kitchens, and restaurants. This includes overseeing the sourcing of sustainable and ethical ingredients, implementing robust safety and quality assurance processes, and collaborating with suppliers to maintain consistency across all brands. Additionally, the department drives initiatives to optimize sustainability, reduce environmental impact, and promote innovative practices in food quality and supply chain management.
- **Indirect Procurement** – responsible for managing indirect purchasing activities in AmRest (non-food related), securing the optimal quality of indirect products and services in the best market conditions.
- **Product Development and Production** – responsible for the entire new product development cycle, from generating ideas for new menus to leading the new product development processes for all AmRest brands, making sure that ideas are aligned with customer needs and brand requirements.

AmRest uses a supplier classification system which helps to identify which suppliers require the most attention in terms of compliance monitoring, based on their risk level and contribution to AmRest's core business.

Table. Suppliers categorization

Supplier Class	Description	Specialization	Risk Level
Class A	Critical for the Business – the Company cannot continue sales without this supplier	Core products and services, directly impacting the strategy	High
Class B	Limited substitutes available – the Company can continue sales with adjustments	Specialized products and services impacting the strategy	Medium
Class C	Multi substitutes available – the Company can continue sales without significant disruption	Standardized products, a variety of alternatives on the market	Low
Others (Class D)	Other suppliers with a low-value transaction – below €10k annual spend	Standardized products, variety of alternatives on the market, not impacting the strategy	Very low

To enhance transparency and risk management, the Group’s suppliers are also required to join the Supplier Ethical Data Exchange Platform (“Sedex”), where they must complete a Self-Assessment Questionnaire. This enables AmRest to identify risks within the supply chain and collaborate on mitigation strategies. Minimum 70% of direct suppliers categorized as high and medium risk supplier in Class A and B were required to join Sedex in Germany by the end of 2024, in Hungary by the end of 1H2025, and across the EU by 2026.

The requirements for the suppliers include: [\[G1-2/15b\]](#).

- Suppliers with a spend of more than €100k and identified as high risk must join Sedex by 2024 in Germany, in Hungary by Q1 2025, and across the EU by 2026.
- All suppliers who meet above mentioned conditions must also complete a Self-Assessment Questionnaire (SAQ) on the Sedex platform.
- The Supplier Code of Practice also contains the key compliance targets: a minimum 80% of Class A and B suppliers must sign the Supplier Code of Practice by 2025, and a minimum of 90% compliance must be achieved by the end of 2026.

In the event of non-compliance with the Supplier Code, suppliers must submit a detailed action plan, including timelines for meeting the required standards. AmRest monitors compliance and works closely with suppliers to ensure continuous ethical practices, environmental impact, and product quality improvements. [\[G1-2/15a\]](#)

More information on the food quality and safety management, can be found in the chapter Social Information, section Food Services Excellence.

Payment practices

[G1-6 Payment practices \[14, 33a, 33b, 33c, 33d, AR16\]](#)

AmRest’s Liability Management Policy defines the minimum recommended payment term as 30 days, ensuring compliance with applicable local regulations. So far, related supplier categories have not been defined in AmRest systems. Once they are defined and a global supplier database is implemented, AmRest will begin assigning vendors to these categories. The process will start with new suppliers and be followed by categorizing the existing supply base. AmRest will define a standard payment term for each purchase category and market after observing payment practices to suppliers within the assigned categories in a given market for several months. For some of the defined categories and markets, AmRest will report payment practices in the short term time horizon. The Company expects to provide comprehensive reporting in the medium term.

In the short term, AmRest intends to complement its Liability Management Policy to address potential enhancements to its payment practices aimed at further mitigating the risk of late payments to SMEs. [\[G1-6/14\]](#)

AmRest has not been collecting information about its vendors' SME status thus far. The Company is now working to collect such data and will be able to report payment practices to SME and non-SMEs once the data collection process is finalized.

Table. Number of outstanding legal proceedings for late payments [\[G1-6/33 b, c\]](#)

Number of outstanding legal proceedings for late payments	1 (initiated in 2021 for FY2020)
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Methodology: Countries analysed: Austria, Bulgaria, China, Croatia, Czech Republic, France, Germany, Hungary, Luxembourg, Malta, Poland, Portugal, Romania, Serbia, Slovakia, Spain, Switzerland, UK.

According to internal definition, legal proceedings arising from late payments are ongoing litigations in which AmRest companies are involved in the context of payment disputes with its vendors in commercial transactions. Reporting obligation starts after a company: (i) is sued or (ii) faces legal action for not paying its debts or invoices on time (debt enforcement without a court case). Tax, social security, and administrative proceedings (fines imposed by authorities) are excluded from the scope of reporting. Any proceedings initiated by administrative authorities (including competition authorities) related to a separate late payment procedure should also be tracked and reported.

For 2024, the average time for payment of invoices is calculated for the Spanish market – details can be found in note 26 in Financial Statement. The Company intends to expand its reporting capability in future years in line with a single, unified database and reporting format for all markets. The process will start in medium term for entities using SAP ERP and will be extended to entities using other ERP systems, including those with outsourced accounting services in subsequent years.

Animal Welfare

[G1-1/10] AmRest is dedicated to upholding the highest animal welfare standards in its global supply chain. AmRest's Animal Welfare Group Policy outlines the Company's dedication to ensuring the ethical treatment of animals and is the key component of the Group's responsible sourcing and sustainability practices. This Policy applies to the suppliers of meat (chicken, beef and pork) and fish (salmon) products across all brands and markets, ensuring that the Group's operations comply with all applicable European and local regulations.

AmRest works closely with its suppliers, industry experts, and franchisors to continuously improve animal care standards. The Company's approach is rooted in collaboration, focusing on the outcomes that prioritise the health and well-being of the animals in the protein supply chain. To support this, AmRest Group has developed specific internal programs for chicken, fish (salmon), beef, and pork, all aligned with the rigorous requirements and standards of the franchisors and applicable regulations. These programs focus on ensuring humane practices at all supply chain stages.

The Company supports transparency and continuous improvement by collaborating with the suppliers to assess and enhance their practices. Additional third-party audits are conducted throughout the chicken supply chain for KFC to ensure compliance with AmRest's Animal Welfare Group Policy and also the Franchisor's standards.

AmRest's Animal Welfare Group Policy is regularly reviewed and updated to reflect the latest scientific developments, regulatory requirements, and consumer expectations. This process ensures that animal welfare remains a priority as the Company grows and evolves its business.

Table. AmRest policies in the supply chain area

Policy	Scope	Key contents	Regulation owner	Third-party standard addressed	Affected stakeholders	Available on
Animal Welfare Policy	Global	Outlines AmRest's commitment to ethical animal treatment	Food Services President	–	<ul style="list-style-type: none"> ■ Employees ■ Suppliers 	Available to a limited group of employees
Supplier Code of Practice	Global	Establishes standards for suppliers, ensuring adherence to ethical, environmental, and social principles during their partnership with AmRest.	Food Services President	–	<ul style="list-style-type: none"> ■ Employees ■ Suppliers 	Available for suppliers as part of the contracting
Liability Management Policy	Global	Establishes a framework around the process of undertaking Financial or Other Economic Commitments	Chief Financial Officer	–	<ul style="list-style-type: none"> ■ Employees 	AmRest internal online library

ANNEX I. Law 11/2018 indicators

Environmental questions

1. Circular economy and waste prevention and management

a) Prevention, recycling, reuse, other forms of recovery and types of waste disposal

Table. Waste generation [tonnes, percentage]*, **, *, ******

	Types of waste					
	Mixed waste	Non-hazardous				Hazardous
		Paper and cardboard	Plastic	Glass	Organic	Used oil
2023	27,088	70% recycled	97% recycled	79 % recycled	13% segregated	99% reused
2024	28,188	90% recycled	100% recycled	100 % recycled	17% segregated	100% reused

* The main hazardous waste for AmRest is the used cooking oil. The company recovers the oil and forwards it to the biofuel producers. Other types of hazardous waste are considered non-material.

** For stores where the waste generation data was not available (e.g. restaurants located in shopping malls) the numbers were estimated.

*** Czech Republic, France, Germany, Hungary, Poland, Serbia and Spain represent 23,947 tons of total mixed waste.

**** For the fiscal year 2024, AmRest has improved its mechanisms for data collection in China through comprehensive and frequent inventory counts. Consequently, the volume of waste data in China has increased, reflecting the availability of more accurate and realistic data.

b) Actions to combat food waste. (Saving food)

Table. AmRest food waste prevention programs*

Name of the project	Harvest	Too Good To Go
Short description	Donating surplus of ready to eat products to people in need. Cooperation with Food Banks	Selling food products with short expiry date via mobile app . Partnership with Too Good To Go company
AmRest brands involved	KFC, Pizza Hut, Burger King, La Tagliatella	Starbucks, Pizza Hut, La Tagliatella, Sushi Shop
Number of stores involved	354	470
Amount of food saved in 2024	273,505 kg	1,382,296 products saved

* In 2023 the numbers of stores participating in the program were: 414 for Harvest and 483 for Too Good To Go. The amount of food saved in 2023 was: 250,349 kg via Harvest and 1,273,761 products saved via Too Good To Go.

2. Sustainable use of resources

a) Water consumption and water supply according to local constraints

Table. Water consumption [m³]*

	2023	2024
AmRest	2,130,029	1,791,272

* For stores where water consumption data was not available (e.g. restaurants located in shopping malls) the numbers were estimated.

b) Use of raw materials and measures taken to improve the efficiency of their utilization.

Table. Main raw material consumption [t]

	2023	2024
Meat (incl. Fish)	55,965	54,096
Flour	16,796	16,616
Dairy	21,566	20,874
Fruits & Vegetables	12,128	11,247
Cold drinks	25,811	27,086

c) Energy use, direct and indirect, Measures taken to improve energy efficiency, Use of renewable energies

Table. AmRest energy consumption [GJ]*

	2023	2024
Electricity	1,157,948	1,155,011
Heating	18,570	6,772
Natural gas	185,964	155,743
Renewable energy	37,887	-

* Energy data has been calculated based on the invoices from third parties. For the stores where the consumption data was not available (e.g. restaurants located in shopping malls) the numbers were estimated based on average consumption.

Table. Fuel consumption of AmRest car fleet [l]*

	2023		2024	
	DIESEL	PETROL	DIESEL	PETROL
AmRest	593,178	1,140,874	348,189	1,384,427

* Fuel data has been calculated based on reports and invoices from third parties. Part of the data was estimated based on average fuel consumption.

3. Climate change

a) The important elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces.

Table. Scope 1 and Scope 2 for AmRest [tCO₂eq]*

Carbon footprint	2023	2024
AmRest	14,347	105,422
Scope 2	155,981	125,991

* The standards used in 2024 were Defra, Association of Issuing Bodies (AIB), Ecoinvent 3.11, Exiobase 3.8. Calculations for Scope 1 in 2024 include additional data for refrigerants that were not included in calculations in the previous year.

Social and personnel questions

1. Employees

- a) Total number and distribution of employees according to gender, age, country and professional classification
- b) Total number and distribution of work contract modalities
- c) Number of dismissals by sex, age, and professional classification

Table. AmRest employment and dismissals [headcount]*

Employment	2023	2024
Total	45,464	45,259
Female	25,612	24,976
Male	19,852	20,283
<30	31,270	31,307
30-50	12,421	12,166
>50	1,773	1,786
Restaurant employees	43,187	42,904
Office employees	2,277	2,355
Permanent contract	29,503	29,932
Temporary contract	15,961	15,327
Full-time	16,511	16,384
Part-time	28,953	28,875
Dismissals		
Total	2,632	2,717
Female	1,149	1,195
Male	1,483	1,522
<30	1,843	1,945
30-50	708	673
>50	81	99
Restaurant employees	2,586	2,663
Office employees	46	54

* Employment information are also included in note 24 Employee information in the Consolidated Financial Statements.

d) Total number and distribution of employees according to country.

Table. AmRest employees by country [headcount]

	2023	2024
Austria	65	66
Bulgaria	506	520
China	2,107	1,848
Croatia	150	229
Czech Republic	8,403	8,472
France	4,115	3,838
Germany	2,961	2,902
Hungary	2,858	2,893
Luxembourg	49	47
Poland	17,120	17,682
Portugal	92	77
Romania	1,049	964
Serbia	194	209
Slovakia	446	446
Slovenia	18	18
Spain	5,110	4,864
Switzerland	160	138
UK	61	46

e) Annual average of work contract modalities (permanent, temporary and part-time) by sex, age, and professional classification.

Table. AmRest average annual employment [headcount]

	2023	2024
Average annual number of employees	46,162	45,034
Average annual number of female employees	26,114	25,098
Average annual number of male employees	20,048	19,934
Average annual number of employees <30	31,912	30,967
Average annual number of employees 30-50	12,502	12,261
Average annual number of employees >50	1,749	1,807
Average annual number of restaurant employees	43,831	42,666
Average annual number of office employees	2,331	2,369
Average annual number of permanent contract	30,554	29,597
Average annual number of temporary contract	15,608	15,437
Average annual number of full-time employees	17,778	16,305
Average annual number of part-time employees	28,384	28,729

f) Salary gap

Group Pay Gap is established based on a weighted average of gender wage gap by work classification for the same segment:

$$\frac{\sum_{x=1}^{\text{n}^\circ \text{ of work classification}} \text{Gender wage gap}_x \times \text{n}^\circ \text{ of employees}_x}{\text{n}^\circ \text{ total of employees}}$$

Table. Total salary pay gap between men and women by position within the organization

	2023	2024
Total salary pay gap between men and women by position within the organization	-1.9%	-5.2%

g) The average remunerations and their evolution disaggregated by sex, age, and professional classification or equal value

The tables below present the average annual salaries by gender and age, considering base salary, fixed and variable. The salaries are calculated based on real-time FTE remuneration.

Table. Average annual salary by gender and professional category, in thousand EUR, presented by segments. The segments are defined in note number 5 of Consolidated Financial Statements*

Due to data protection and confidentiality, AmRest does not disclose information about remuneration in some countries where there are two or less persons employed in a given position.

		Female		Male	
		2023	2024	2023	2024
Central Europe	Restaurant employees	8.8	9.5	8.2	8.5
	Office employees	35.0	38.5	48.3	51.5
China	Restaurant employees	8.0	9.2	8.1	9.7
	Office employees	21.6	31.0	36.9	43.9
Western Europe	Restaurant employees	16.5	17.7	17.8	18.0
	Office employees	48.9	54.9	63.9	77.8

* The office workers category represents 5% of the headcount in total.

h) Average annual salary by age in thousand EUR

Table. Average annual salary by age in thousand EUR

	2023	2024
<30	9.1	9.5
30-50	20.3	22.0
>50	18.9	21.5

i) The average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term forecast savings and any other perception broken down by gender

Table. The average remuneration of directors and executives by gender*

Annual average remuneration	2023	2024
Board of Directors**	thousand EUR	
Female	101	101
Male	94	97
Senior Management Personnel***		
Female	n/a	n/a
Male	408	531

* The remuneration of the Board of Directors derives only from the exercise of the position of director. More information is included in the 2024 Annual Report on Director Remuneration available on the corporate website www.amrest.eu.

** The fixed remuneration of the Board of Directors Members is equal. The differences are related to the membership in the Board Committees. Due to changes in the composition of the Board during 2023, average remuneration was calculated on annualized basis.

*** Senior Management Personnel as defined in note 31 of the Consolidated Financial Statements for the year ended 31 December 2024. 2024 data contains share-based payment plans.

j) Employees with disabilities (Indicator of diversity)

Table. Indicator of diversity

	2023	2024
Number of employees with disabilities	1,052	1,028
Percentage of all employees	2.3 %	2.3 %

2. Information about occupational Health and safety in AmRest Holdings

a) Absenteeism among employees (hours)

b) Work related injuries, types of injuries, frequency rate and severity rate.

Table. Information about occupational health and safety in AmRest Holdings

Work related injuries	2023	2024
Female	315	269
Male	266	242
Absenteeism among employees [hours]		
Female	1,898,390	1,844,243
Male	864,411	866,209
Types of injuries	hot water, steam or chemical burns; internal injuries; bone fractures; dislocations or sprains;	
Frequency rate*		
Female	12.70	8.99
Male	13.30	9.58
Severity rate**		
Female	0.42	0.17
Male	0.37	0.24

* Frequency rate calculated using the following formula: Total number of accidents that led to sick leave *10⁶/Total number of working hours for a year.

** Severity rate calculated using the following formula: Days lost due to accidents that led to sick leave *10³/Total number of working hours for a year.

3. Social relations

a) AmRest employees covered by collective bargaining agreements [headcount, percentage]

Table. AmRest employees covered by collective bargaining agreements [headcount, percentage]

	2023	2024
France	4,115	3,838
Germany	2,828	2,762
Portugal	92	77
Spain	5,110	4,864
Switzerland	160	138
Percentage of total employment	27 %	26 %

4. Training

a) The total amount of training hours by professional category

Table. The total amount of training hours by professional category

	2023	2024
Restaurant employees	3,458,070	2,410,820
Office employees	24,130	23,504

5. Human Rights

In 2024 there were **10 cases** related to human rights area (2 cases in 2023).

6. Corruption and bribery

a) Expenditure on social causes [EUR]

Table. Expenditure on social causes [EUR]

	2023	2024
AmRest	109,460	286,612

7. Commitment by the company to sustainable development (Actions of association or sponsorship)

a) Membership of industry organization [EUR]

Table. Membership of industry organization [EUR]

Country	Name of the organization
Bulgaria	Bulgarian Food and Restaurant Association
	Foreign Investment Association
China	Shanghai Catering and Cooking Industry Association
	Shanghai GiftCard Association
Croatia	Croatian Chamber of Economics
	Tourist Board
Czech Republic	Czech Chamber of Commerce
	International Facility Management Association
France	Association of Merchants (Plan de Campagne, Huveaune Valley)
	Syndicat National de L'alimentation et de la Restauration Rapide (National Union of Food and Fast-Food Services)

Country	Name of the organization	
Germany	Bundesverband Systemgastronomie (The Federal Association of the System Catering)	
	Federal Association of Communicators	
	German Council of Shopping Places	
	Hamburg Chamber of Architects	
	Industrie und Handelskammer (Chamber of Commerce and Industry)	
KFC Franchisees Germany Association		
Hungary	Chamber of Commerce	
Poland	American Chamber of Commerce	
	Association of Business Service Leaders	
Portugal	Associação da hotelaria, restauração e similares de Portugal (Association of HoReCA in Portugal)	
Romania	Organizația Patronală a Hotelurilor și Restaurantelor din România - HORA (Organization of Hotel and Restaurant Operators in Romania)	
Serbia	Chamber of Commerce	
Slovenia	GS 1 Slovenija	
Spain	Asociación del Cluster Food Service de Cataluña (Association of the Food Service Cluster of Catalonia)	
	Asociación Española del Franquiciado (Spanish Association of Franchisees)	
	Comité Horeca de AECOC (HORECA Committee)	
Total fees paid	2023	2024
	261,845	230,332

8. Subcontractors and suppliers (Supervision systems and audits, and their results)

a) Number of suppliers by type

Table. Number of suppliers by type

	2023	2024
Total suppliers	13,537	12,717
Direct suppliers*	1,299	1,205
Indirect suppliers**	12,238	11,512

* Direct suppliers are those who provide food products, packaging products, as well as warehouses and transportation services.

** Indirect suppliers are those who provide goods or services other than food products and direct food packaging.

9. Tax Information

a) Benefits obtained by country (Profits earned by country)

Table. Profits earned by country*, **

Country	Profit/(loss) before tax		in thousands of EUR	
	2023	2024	2023	2024
Austria	(45.2)		(103.8)	
Belgium	(550.8)		(231.1)	
Bulgaria	4,308.7		4,468.2	
Croatia	1,255.6		1,678.0	
Czech Republic	37,497.4		32,738.5	
China	2,976.0		(1,643.2)	
France	(21,099.1)		(98,673.3)	
Germany	7,241.4		(1,660.3)	
Hungary	16,884.3		17,510.9	
Italy	420.7		678.9	
Luxembourg	(423.3)		119.7	
Malta	(24,693.8)		1,569.6	
Poland	77,007.1		116,109.3	
Portugal	(675.2)		(278.4)	
Romania	3,218.6		1,022.5	
Russia	4,758.1		-	
Serbia	1,079.2		940.9	
Slovakia	194.9		905.8	
Slovenia	129.5		178.8	
Spain	36,174.4		(37,858.4)	
Switzerland	2,497.7		(8,414.9)	
UK	(1,490.0)		(2,566.2)	
USA	(16.5)		330.9	

* Profit/(loss) before tax was prepared based on input data used for consolidation purposes before consolidation adjustments (intercompany elimination, IFRS16 adjustments and other).

** The Group structure with the registered office and type of activity is presented in note 2 of the Consolidated Financial Statements for the year ended 31 December 2024.

b) Taxes on paid benefits (Income taxes paid (unearned)*)

Table. Income taxes paid (unearned)*

Country	Income taxes paid (unearned)		in thousands of EUR	
	2023		2024	
Austria	18.2		23.1	
Belgium	-		40.8	
Bulgaria	337.0		435.1	
Czech Republic	8,594.7		9,403.7	
China	413.6		198.1	
Croatia	-		53.1	
France	(1,433.1)		601.7	
Germany	1.4		1.0	
Hungary	3,207.6		4,373.1	
Italy	0.3		(105.9)	
Luxembourg	(63.4)		(26.6)	
Malta	-		683.9	
Poland	4,948.7		12,163.7	
Portugal	13.0		(6.5)	
Romania	162.0		125.5	
Russia	1,193.8		-	
Serbia	218.8		187.5	
Slovakia	338.7		370.6	
Slovenia	1.4		16.7	
Spain	162.3		1,010.0	
Switzerland	333.3		(3.6)	

* In order to ensure compliance with existing tax laws, regulations and principles, AmRest has put in place effective control mechanisms. AmRest's tax professionals and external advisors monitor the tax situation of the Group and changes in tax laws and practices which may impact the business and its growth. AmRest makes significant investments in people, material resources and technology to ensure that this tax strategy is applied throughout the organization. Apart from Corporate Income Tax, some entities of AmRest Group are subject to local taxes levied on income earned such as Hungary (HIPA-Helyi Iparüzési Adó) and France (CVAE or Cotisation sur la Valeur Ajouté des Entreprises).

c) Public subsidies received (Public subsidies received [million EUR])

Table. Public subsidies received [million EUR]

	2023	2024
Public subsidies received	0.6	1.0

Index of the contents required by Law 11/2018

Contents index of the Law 11/2018				
Aspect	Requirements	Reporting criteria	Section	Pages
Taxonomy		Methodology based on compliance with Regulation EU 2020/852.	Environmental Information/ Section: Taxonomy Information	78-86
General information				
		ESRS 2, MDR-P; E1-2, E1-4 E2-1, E2-3 E3-1, E3-3 E4-2, E4-4 E5-1, E5-3 S1-1, S1-5	General information/ Section: Strategy and Business Model	39-41
	Brief description of the group's business model including:			
	Business environment	S2-1, S2-5	General information/ Section: Strategy and Business Model	39-41
Business model	Organization and structure	S3-3, S3-5	General information/ Section: Strategy and Business Model	39-41
	Markets in which it operates	S4-1, S4-5	General information/ Section: Strategy and Business Model; Table: AmRest geographical presence	39
	Objectives and strategies of the organization	G1-1	Along the Consolidated Statement of Non-Financial Information and Sustainability Information within each section	
	Main factors and trends that may affect future evolution		General information/ Section: Stakeholders Dialogue	43-46
	A description of the policies which the Group applies with regard to those issues, which will include:	ESRS 2- Policies MDR-P;		
Policies	1.) the due diligence procedures applied for the identification, evaluation, prevention and mitigation of risks and significant impacts.	ESRS G1-1	Along the Consolidated Statement of Non-Financial Information and Sustainability Information within each section (MDR-P)	
	2.) the verification and control procedures, including which measures have been adopted.			
	The main risks related to these issues regarding the Group's activities, including, where relevant and proportionate, its commercial relations, products or services which could have negative effects in those areas, and	ESRS 2 GOV 5		
	* how the Group manages those risks,	ESRS 2 IRO-1		
Main non-financial risks	* explaining the procedures used to detect them and evaluate them in accordance with the national, European and international reference frameworks for each issue.	ESRS 2 SBM-3	General information/ Section: Material impacts, risks and opportunities	47-57
	* It must include information about the impacts which have been identified, giving a breakdown of them, in particular the main risks in the short, medium and long term.			

Environmental dimension

Environmental management	Detailed information about the current and foreseeable effects of the Company's activities on the environment and, where applicable, health and safety, the environmental evaluation or certification procedures;	ESRS SBM-3; E1-9; E3-5; E4-6; E5-6.	General information/ Section: Material impacts, risks and opportunities	47-57
	Environmental evaluation or certification procedures.	GRI 3-3	Environmental Information/ Section: ESRS E1 Climate Change / ESRS E3 Water and marine resources/ ESRS E4 Biodiversity and ecosystems /ESRS E5 Resource use and circular economy	101-102
	Resources dedicated to the prevention of environmental risks	E1-3; E3-2; E4-3; E5-2; GOV-1.	Environmental Information/ Section: ESRS E1 Climate Change	90-111
	The application of the precautionary principle, the quantity of provisions and guarantees for environmental risks (e.g. arising from environmental liability legislation).	E1-1; E1-3; E3-2; E4-3; E5-2	Environmental Information/ Section: ESRS E1 Climate Change / ESRS E3 Water and marine resources/ ESRS E4 Biodiversity and ecosystems /ESRS E5 Resource use and circular economy	91-102
Pollution	Measures to prevent, reduce or repair carbon emissions which seriously affect the environment	ESRS E1-1, E1-3	General Information/ Section: Material impacts, risks and opportunities; Double materiality section (not material)	90-111
	Taking into account any form of specific atmospheric pollution of an activity, including noise and light pollution.	ESRS E2-2	General Information/ Section: Material impacts, risks and opportunities; Double materiality section (not material)	47-57
Circular economy, prevention and waste management	Circular economy	ESRS E5-2	Environmental Information/ Section: ESRS E5 Resource Use and Circular Economy	108-111
	Waste: prevention measures, recycling, re-use, other forms of recovery and disposal of waste.	GRI 306-1 GRI 306-2	Annex Law 11/2018	153
	Actions to combat food waste	GRI 3-3	Annex Law 11/2018	153
Sustainable use of resources	The consumption of water and the supply of water in accordance with local limitations.	GRI 303-5, ESRS E3-4	Annex Law 11/2018, Environmental Information/ Section: ESRS E3 Water and marine resources	153
	Consumption of raw materials and the measures adopted to improve efficiency in their use.	GRI 301-1 GRI 301-2 GRI 301-3	Annex Law 11/2018, General Information/Section ESRS E5 Resources use and circular economy	153
	Direct and indirect consumption, of energy,	GRI 3-3	Environmental Information/ Section: ESRS E1 Climate Change/ E1-3 Actions and resources in relation to climate change policies/ E1-5 Consumption and Mix	96, 97
	measures taken to improve energy efficiency and the use of renewable energies.	GRI 302-1 GRI 302-4 ESRS E1-1, E1-3, E1-5	Annex Law 11/2018	154
Climate change	The important elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces	GRI 305-1, ESRS E1-6 GRI 305-2	Annex Law 11/2018, Environmental Information/ Section: ESRS E1 Climate Change	154, 91-102
	The measures adopted in order to adapt to the consequences of climate change.	ESRS E1-1, E1-3	Environmental Information/ Section: ESRS: E1 Climate Change/ E1-3 Actions and resources in relation to climate change policies	96
	The reduction targets voluntarily established in the medium and long term to reduce GHG emissions and the measures implemented to that end.	ESRS E1-4	Environmental Information/ Section: ESRS: E1 Climate Chang/ E1-4 Targets related to climate change mitigation and adaptation	96
Protection of biodiversity	Measures taken to protect or restore biodiversity	ESRS E4-3	Environmental Information/ Section: ESRS E4 Biodiversity and Ecosystems/ E4-3 Actions and resources related to biodiversity and ecosystems	106-107
	Impacts caused by activities or operations in protected areas	ESRS 2 SBM-3	General Information/ Section: Material impacts, Risks, and Opportunities	47-57
			Environmental information/ Section: ESRS E4 Biodiversity and Ecosystems / IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	106

Social and personnel dimension

Employees	Total number and distribution of employees according to country, gender, age, country and professional classification	GRI 2-7 ESRS S1-6 GRI 405-1	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	155-156, 123-127
	Total number and distribution of work contract modalities	GRI 2-7, ESRS S1-6	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	155-156, 123-127
	Annual average of work contract modalities (permanent, temporary and part-time) by sex, age, and professional classification	GRI 2-7	Annex Law 11/2018	156
	Number of dismissals by sex, age, and professional classification	GRI 3-3	Annex Law 11/2018	155
	Salary gap	GRI 3-3, ESRS S1-16 GRI 405-2	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	157, 123-127
	The average remunerations and their evolution disaggregated by sex, age, and professional classification or equal value	GRI 3-3, ESRS S1-16 GRI 405-2	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	157, 123-127
	The average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term forecast savings and any other perception broken down by gender	GRI 3-3 GRI 405-2	Annex Law 11/2018	158
Implementation of disconnection policies	ESRS S1-1	Social Information/ Section: ESRS S1 Own Workforce / S1-1 Policies related to own workforce / SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model / S1-5 Targets related to managing material negative impacts, promoting positive impacts, and managing material risks and opportunities.	120-122, 118-119,	
Employees with disabilities	GRI 405-1, ESRS S1-12	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	158, 126	
Work organization	Organization of work time	ESRS S1-1, S1-15	ESRS S1 Own Workforce/ S1-2 Processes for collaborating with own workers and worker representatives on incidents.	115-118
	Number of hours of absenteeism	GRI 403-9	Annex Law 11/2018 Social Information/ Section:	158
	Measures aimed to facilitate the conciliation while encouraging the co-responsible performance by both parents	ESRS S1-1	ESRS S1 Own Workforce/ S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	119
Health and safety	Work health and safety conditions	ESRS S1-14	Social Information/ Section: ESRS S1 Own Workforce/ S1-2: Processes for collaborating with own workers and worker representatives on incidents	115-117, 120
	Work accidents, in particular their frequency and severity, disaggregated by gender	GRI 403-9, ESRS S1-14 GRI 403-10	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	158, 126
	Occupational diseases, disaggregated by gender	GRI 403-9 GRI 403-10, ESRS S1-14	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	158, 126
Social relationships	Organization of social dialogue, including procedures to inform and consult staff and negotiate with them	ESRS S1-2, S1-8	Social Information/ Section: ESRS S1 Own Workforce/ S1-2: Processes for collaborating with own workers and worker representatives on incidents	115-118
	Percentage of employees covered by collective agreement by country	GRI 2-30, ESRS S 1-8	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	159, 124
	The balance of collective agreements, particularly in the field of health and safety at work	ESRS S1-8, S1-14	Social Information/ Section: ESRS S1 Own Workforce/ S1-2: Processes for collaborating with own workers and worker representatives on incidents	115-118
Training	Mechanism and procedures that the company has in place to promote the involvement of workers in the management of the company, in terms of information, consultation and participation	ESRS S1-2, S1-8, S1-13	Social Information/ Section: ESRS S1 Own Workforce/ S1-2: Processes for collaborating with own workers and worker representatives on incidents	115-118
	The policies implemented in the field of training.	ESRS S1	Social Information/ Section ESRS S1 Own Workforce/ S1-1: Policies related to own workforce	122
	The total amount of training hours by professional category	GRI 404-1, ESRS S1-13	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	159
Universal accessibility for people with disabilities	ESRS S1-4, S1-12	Social Information/ Section ESRS S1 Own Workforce/ S1-1 Policies related to own workforce.	120-121	

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	Equality plans (Section III of Organic Law 3/2007, of March 22, for the effective equality of women and men)	ESRS S1-1, S1-4, S1-9	Social Information/ Section: ESRS S1 Own Workforce/ S1-5 Targets related to managing material negative incidents, promoting positive incidents, and managing material risks and opportunities.	119
	Measures adopted to promote employment, protocols against sexual and gender-based harassment, integration, and the universal accessibility of people with disabilities	ESRS S1-1, S1-4, S1-9	Social Information/ Section: ESRS S1 Own Workforce/ S1-1 Policies related to own workforce;	120-121
	Policy against any type of discrimination and, where appropriate, diversity management	ESRS S1-1	Social Information/ Section: ESRS S1 Own Workforce/ S1-1 Policies related to own workforce	120-121

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			Social Information/ Section: ESRS: S3 Affected Communities/ S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	131
	Reports of cases of violation of human rights.	GRI 406-1, ESRS S1-17	Annex Law 11/2018, Social Information/ Section: ESRS S1 Own Workforce/Employee metrics	159
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			Social Information/ Section: ESRS: S2 Workers in the value chain/ Human Rights	128-129
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			Social Information/ Section: ESRS: S2 Workers in the value chain/ Human Rights	128-129
	The elimination of forced or compulsory labour	ESRS S1-1, S2-1	Social Information/ Section: ESRS S1 Own Workforce/ S1-1 Policies related to own workforce/ S1-2 Processes for collaborating with own workers and worker representatives on incidents	115-118, 120-122
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ANNEX II. Independent verification opinion



Limited assurance report issued by a practitioner on the Consolidated Statement of the Non-Financial Information and Sustainability Information

To the shareholders of AmRest Holdings, SE

Limited assurance conclusion

Pursuant to article 49 of the Code of Commerce, we have conducted a limited assurance engagement on the accompanying Consolidated Statement of Non-Financial Information (hereinafter "SNFI") for the year ended 31 December 2024 of of AmRest Holdings, SE (hereinafter the Parent company) and its subsidiaries (hereinafter the Group), which forms part of the Group's consolidated management report.

The SNFI includes information in addition to that required by current commercial regulations on non-financial information, specifically, it includes the Sustainability Information prepared by the Group for the year ended 31 December 2024 (hereinafter, the sustainability information) in accordance with the Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022, as regards corporate sustainability reporting (CSRD). This sustainability information has also been subject to limited assurance procedures.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that:

- a) the Group's Statement of Non-Financial Information for the year ended 31 December 2024 is not prepared, in all material respects, in accordance with current commercial regulations and in accordance with the selected criteria of the European Sustainability Reporting Standards (ESRS), as well as with those other criteria described as mentioned for each topic in the table "Index of the contents required by Law 11/2018" of the aforementioned Statement;
- b) the sustainability information as a whole is not prepared, in all material respects, in accordance with the sustainability reporting framework applied by the Group and which is identified in the accompanying section "Basis for preparation", including:
 - That the description provided of the process for identifying the sustainability information included in sections "Material Impacts, Risks and Opportunities" and "Processes to identify and assess material impacts, risks, and opportunities" are consistent with the process in place and enables the identification of the material information to be disclosed in accordance with the requirements of ESRS.
 - Compliance with ESRS.
 - Compliance with the disclosure requirements, included in subsection "Taxonomy disclosure" of the environment section of the sustainability information with the provisions of article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investments

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Basis for conclusion

We conducted our limited assurance engagement in accordance with generally accepted professional standards applicable in Spain and specifically in accordance with the guidelines contained in Guides 47 Revised and 56 issued by the *Instituto de Censores Jurados de Cuentas de España* on assurance engagements regarding non-financial information and considering the contents of the note published by the *Instituto de Contabilidad y Auditoría* (ICAC) dated 18 December 2024 (hereinafter, generally accepted professional standards).

In a limited assurance engagement, the procedures applied are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under these standards are further described in the *Practitioner's responsibilities* section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the parent company's directors

The preparation of the SNFI included in the Group's consolidated management report, as well as its content, is the responsibility of the directors of AmRest Holdings, SE. The SNFI has been prepared in accordance with prevailing commercial regulations and in accordance with the ESRS criteria selected, as well as those other criteria described in accordance with the aforementioned for each topic in the table "Index of the contents required by Law 11/2018" in the aforementioned Statement.

This responsibility also encompasses designing, implementing and maintaining such internal control as is determined to be necessary to enable the preparation of the SNFI that is free from material misstatement, whether due to fraud or error.

The directors of AmRest Holdings, SE are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the SNFI is obtained.

With regard to the sustainability information, the Parent company's directors are responsible for developing and implementing a process to identify the information that should be included in the sustainability information in accordance with the CSRD, ESRS and as set out in article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020, and for disclosing information about this process in the sustainability information itself in sections "Material impacts, risks and opportunities" and "Processes to identify and assess material impacts, risks, and opportunities". This responsibility includes:

- understanding the context in which the Group's business activities and relationships are conducted, as well as its stakeholders, with regard to the Group's impacts on people and the environment;

- identifying the actual and potential impacts (both negative and positive), as well as the risks and opportunities that could affect, or could reasonably be expected to affect, the Group's financial position, financial results, cash flows, access to finance or cost of capital over the short, medium or long term;
- assessing the materiality of the impacts, risks and opportunities identified; and
- making assumptions and estimates that are reasonable under the circumstances.

The Parent company's directors are also responsible for the preparation of the sustainability information, which includes the information identified by the process, in accordance with the sustainability reporting framework applied, including compliance with the CSRD, compliance with ESRS and compliance with the disclosure requirements included in subsection "Taxonomy disclosure" of the environment section of the sustainability information in accordance with the provisions of article 8 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment.

This responsibility includes:

- Designing, implementing and maintaining such internal control as the Parent company's directors consider to be relevant to enable the preparation of sustainability information that is free from material misstatement, whether due to fraud or error.
- Selecting and applying appropriate methods for the presentation of sustainability information and making assumptions and estimates that are reasonable in the circumstances about specific disclosures.

Inherent limitations in preparing the information

In accordance with ESRS, the Parent company's directors are required to prepare prospective information based on assumptions and hypotheses, which should be included in the sustainability information, regarding events that could occur in the future, as well as possible future actions, where appropriate, that the Group could take. Actual results may differ significantly from estimated results since they refer to the future and future events often do not occur as expected.

In determining disclosures relating to sustainability information, the Parent company's directors interpret legal and other terms that are not clearly defined and could be interpreted differently by others, including the legality of such interpretations and, consequently, they are subject to uncertainty.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the SNFI and sustainability information are free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of this information.

As part of a limited assurance engagement, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Design and perform procedures to assess whether the process for identifying the information included in both the SNFI and the sustainability information is consistent with the description of the process followed by the Group and enables, where appropriate, the identification of the material information to be disclosed in accordance with ESRS requirements.

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify the disclosures in respect of which material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the disclosures included in the SNFI and sustainability information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence to support our conclusions. The nature, timing and extent of procedures selected depend on professional judgement, including the identification of the disclosures where material misstatements are likely to arise, whether due to fraud or error, in the SNFI and in the sustainability information.

Our work consisted of enquiries of management as well as of various units and components of the Group that were involved in the preparation of the SNFI and sustainability information, of the review of the processes for compiling and validating the information presented in the SNFI and sustainability information and of the application of certain analytical procedures and review procedures on a sample basis, as described below:

In relation to the process of verifying the SNFI:

- Meetings with Group personnel to understand the business model, policies and management approaches applied and the main risks related thereto, and obtaining the information required for the external review.
- Analysis of the scope, relevance and completeness of the content of the SNFI for the 2024 year based on the materiality analysis performed by the Group and described in sections "Material impacts, risks and opportunities" and "Processes to identify and assess material impacts, risks, and opportunities", taking into account the content required under prevailing commercial legislation.
- Analysis of the processes to compile and validate the information presented in the SNFI for the 2024 year.
- Review of information concerning risks, policies and management approaches applied in relation to material matters presented in the SNFI for the 2024 year.
- Verification, by means of sample testing, of the information relating to the content of the SNFI for the 2024 year and its adequate compilation using data obtained from the information sources.

In relation to the process of verifying the sustainability information:

- Making enquiries of the Group's personnel:
 - in order to understand the business model, policies and management approaches applied and the main risks related thereto, and obtaining the information required for the external review.

- in order to understand the source of the information used by management (for example, engagement with stakeholders, business plans and strategy documents); and the review of the Group's internal documentation on its process;
- Obtaining, through enquiries of Group personnel, an understanding of the entity's relevant processes for collecting, validating and presenting information for the preparation of its sustainability information.
- Evaluating the consistency of the evidence obtained from our procedures on the process implemented by the Group for determining the information that should be included in the sustainability information with the description of the process included in such information, as well as the evaluation of whether the aforementioned process implemented by the Group enables the identification of material information to be disclosed according to ESRS requirements.
- Evaluating whether all the information identified in the process implemented by the Group for determining the information that should be included in the sustainability information is in fact included.
- Evaluating the consistency of the structure and presentation of the sustainability information with the requirements of ESRS and the rest of the regulatory framework on sustainability information applied by the Group.
- Making enquiries of relevant personnel and performing analytical procedures on the information disclosed in the sustainability information, considering such information in respect of which material misstatements are likely to arise, whether due to fraud or error.
- Performing, where appropriate, substantive procedures on a sample basis on the information disclosed in the selected sustainability information, considering such information in respect of which material misstatements are likely to arise, whether due to fraud or error.
- Obtaining, where applicable, the reports issued by accredited independent third parties appended to the consolidated management report in response to the requirements of European regulations and, in relation to the information to which they refer and in accordance with generally accepted professional standards, verifying only the practitioner's accreditation and that the scope of the report issued is aligned with the requirements of European regulations.
- Obtaining, where appropriate, the documents that contain the information incorporated by reference, the reports issued by auditors or practitioners on such documents and, in accordance with generally accepted professional standards, verifying only that the document to which the information incorporated by reference refers meets the conditions described in ESRS for the incorporation of information by reference in the sustainability information.
- Obtaining a representation letter from the Parent company's directors and management in relation to the SNFI and sustainability information.

Other information

The Parent company's directors are responsible for the other information. The other information comprises the consolidated annual accounts and the rest of the information included in the consolidated management report, but does not include either the auditors' report on the consolidated annual accounts or the assurance reports issued by accredited independent third parties as required by European Union law on specific disclosures contained in the sustainability information and appended to the consolidated management report.



AmRest Holdings SE

Our assurance report does not cover the other information, and we do not express any form of assurance conclusion thereon.

With regard to our assurance engagement regarding the sustainability information, our responsibility consists of reading the other information identified above and, in doing so, considering whether the other information is materially inconsistent with the sustainability information or the knowledge we have obtained during the assurance engagement, which may be indicative of the existence of material misstatements in the sustainability information.

PricewaterhouseCoopers Auditores S.L.



Esteban Cobo Vallés

27 February 2025

