

AmRest Holdings SE

A statement on the company's compliance with the corporate  
governance principles contained in Best Practice for GPW  
Listed Companies 2021

AmRest Holdings SE makes every effort to apply the principles of corporate governance stipulated in "Best Practice for WSE Listed Companies 2021".

In March 2018 the statutory seat of AmRest Holdings SE had been moved from Wrocław (Poland) to Madrid (Spain) and AmRest became a Company operating under the laws of Spain. As a result, the corporate structure of AmRest has changed into one-tier board system. Currently, the only body which is in charge of governing the Company (except for the General Shareholders' Meeting) is the Board of Directors. The Board of Directors functioning and competences are regulated by the Statute of the Company, Council Regulation (EC) No 2157/2001 of 8 October 2001 on the Statute for a European company and the Spanish Capital Companies Law (Ley de Sociedades de Capital).

The Best Practice for WSE Listed Companies 2021 ("WSE Code") assumes that a company has separate Supervisory and Management Boards. Therefore, it should be noted that in assessing compliance with the recommendations and rules included in WSE Code, references to the Supervisory Board and the Management Board have been construed to refer to the Board of Directors. In addition, all questions referring to specific Polish regulations were answered "Principle is not applied" as the form did not provide for "Not applicable" response option.

The corporate governance recommendations and best practices of companies whose shares are listed on a Spanish stock exchanges are compiled into the Good Governance Code of listed companies (Código de Buen Gobierno de las sociedades cotizadas). Given that AmRest shares started trading on the Spanish Stock Exchanges on 21 November 2018, the Company started to prepare and include in its Annual Directors' Report the Annual Corporate Governance Report informing of the level of compliance with mentioned recommendations and practices.

According to the current status of compliance with the Best Practice, the Company does not apply 7 detailed principles: 1.3.1., 1.3.2., 2.7., 4.3., 4.5., 4.7., 4.9.2.

**1. DISCLOSURE POLICY, INVESTOR COMMUNICATIONS**

**In the interest of all market participants and their own interest, listed companies ensure quality investor communications and pursue a transparent and fair disclosure policy.**

- 1.1. Companies maintain efficient communications with capital market participants and provide fair information about matters that concern them. For that purpose, companies use diverse tools and forms of communication, including in particular the corporate website where they publish all information relevant for investors.  
*The principle is applied.*
- 1.2. Companies make available their financial results compiled in periodic reports as soon as possible after the end of each reporting period; should that not be feasible for substantial reasons, companies publish at least preliminary financial estimates as soon as possible.  
*The principle is applied.*
- 1.3. Companies integrate ESG factors in their business strategy, including in particular:

- 1.3.1. environmental factors, including measures and risks relating to climate change and sustainable development;  
*The principle is not applied.*  
**Comments of the Company:** AmRest is currently working on the new Sustainability Strategy and intend to address the strategy pillars (Food, People and Environment) with relevant KPIs and targets into daily operations. The company plans to implement the new strategy by the end of 2021.
- 1.3.2. social and employee factors, including among others actions taken and planned to ensure equal treatment of women and men, decent working conditions, respect for employees' rights, dialogue with local communities, customer relations.  
*The principle is not applied.*  
**Comments of the Company:** AmRest is currently working on the new Sustainability Strategy and intend to address the strategy pillars (Food, People and Environment) with relevant KPIs and targets into daily operations. The company plans to implement the new strategy by the end of 2021.
- 1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial. ESG information concerning the strategy should among others:  
*The principle is applied.*
- 1.4.1. explain how the decision-making processes of the company and its group members integrate climate change, including the resulting risks;  
*The principle is applied.*
- 1.4.2. present the equal pay index for employees, defined as the percentage difference between the average monthly pay (including bonuses, awards and other benefits) of women and men in the last year, and present information about actions taken to eliminate any pay gaps, including a presentation of related risks and the time horizon of the equality target.  
*The principle is applied.*
- 1.5. Companies disclose at least on an annual basis the amounts expended by the company and its group in support of culture, sports, charities, the media, social organisations, trade unions, etc. If the company or its group pay such expenses in the reporting year, the disclosure presents a list of such expenses.  
*The principle is applied.*
- 1.6. Companies participating in the WIG20, mWIG40 or sWIG80 index hold on a quarterly basis and other companies hold at least on an annual basis a meeting with investors to which they invite in particular shareholders, analysts, industry experts and the media. At such meetings, the management board of the company presents and comments on the strategy and its implementation, the financial results of the company and its group, and the key events impacting the business of the company and its group, their results and outlook. At such meetings, the management board of the company publicly provides answers and explanations to questions raised.  
*The principle is applied.*
- 1.7. If an investor requests any information about a company, the company replies immediately and in any case no later than within 14 days.  
*The principle is applied.*

## 2. MANAGEMENT BOARD, SUPERVISORY BOARD

To ensure top standards of the responsibilities and effective performance of the management board and the supervisory board of a company, only persons with the adequate competences, skills and experience are appointed to the management board and the supervisory board.

Management Board members act in the interest of the company and are responsible for its activity. The management board is responsible among others for the company's leadership, engagement in setting and implementing its strategic objectives, and ensuring the company's efficiency and safety.

Supervisory board members acting in their function and to the extent of their responsibilities on the supervisory board follow their independent opinion and judgement, including in decision making, and act in the interest of the company.

The supervisory board functions in the spirit of debate and analyses the position of the company in the context of the sector and the market on the basis of information provided by the management board of the company and via the company's internal systems and functions and obtained from external sources, using the output of its committees. The supervisory board in particular issues opinions on the company's strategy, verifies the work of the management board in pursuit of defined strategic objectives, and monitors the company's performance.

- 2.1. Companies should have in place a diversity policy applicable to the management board and the supervisory board, approved by the supervisory board and the general meeting, respectively. The diversity policy defines diversity goals and criteria, among others including gender, education, expertise, age, professional experience, and specifies the target dates and the monitoring systems for such goals. With regard to gender diversity of corporate bodies, the participation of the minority group in each body should be at least 30%.

*The principle is applied.*

**Comments of the Company:** *According to Spanish Law and Spanish Corporate Governance Code and other applicable Spanish regulation which govern AmRest Holdings corporate matters, the Company has in place a Directors' appointments policy approved by the Board of Directors of AmRest Holdings which establishes the principles for the appointment of members of the Board considering, among other topics, gender, diversity, qualifications, skills, etc. Gender diversity in AmRest's Board of Directors as of today is 2/7. That policy does not apply to high officers which are the Spanish equivalent to a Management Board in terms of composition although not in faculties and competences.*

- 2.2. Decisions to elect members of the management board or the supervisory board of companies should ensure that the composition of those bodies is diverse by appointing persons ensuring diversity, among others in order to achieve the target minimum participation of the minority group of at least 30% according to the goals of the established diversity policy referred to in principle 2.1.

*The principle is applied.*

**Comments of the Company:** *According to Spanish Law and Spanish Corporate Governance Code and other applicable Spanish regulation which govern AmRest Holdings corporate matters, the Company has in place a Directors' appointments policy approved by the Board of Directors of AmRest Holdings which establishes the principles for the appointment of members of the Board considering, among other topics, gender, diversity, qualifications, skills, etc. Gender diversity in AmRest's Board of Directors as of today is 2/7. That policy does not apply to high officers which are the Spanish equivalent to a Management Board in terms of composition although not in faculties and competences.*

- 2.3. At least two members of the supervisory board meet the criteria of being independent referred to in the Act of 11 May 2017 on Auditors, Audit Firms and Public Supervision, and have no actual and material relations with any shareholder who holds at least 5% of the total vote in the company.

*The principle is applied.*

**Comments of the Company:** AmRest's Board of Directors has 4 independent directors (no material relationships with significant or controlling shareholders) out of 7 members. Said directors comply with the Spanish legal provisions and corporate governance recommendations to be members of the Audit Committee. The provisions of Polish Act on Auditors do not apply to AmRest Holdings being a Spanish company.

- 2.4. The supervisory board and the management board vote in an open ballot unless otherwise required by law.

*The principle is applied.*

**Comments of the Company:** Voting at the Board of Directors of AmRest Holdings are conducted according to Spanish law, generally in open statements at the end of the meeting.

- 2.5. Members of the supervisory board and members of the management board who vote against a resolution may have their dissenting vote recorded in the minutes.

*The principle is applied.*

**Comments of the Company:** Applied when it comes to AmRest Holdings Board of Directors.

- 2.6. Functions on the management board of a company are the main area of the professional activity of management board members. Management board members should not engage in additional professional activities if the time devoted to such activities prevents their proper performance in the company.

*The principle is applied.*

**Comments of the Company:** AmRest Holdings does not have a Management Board but a single Board of Directors. High Officers (equivalent to the Management Board) normally have standard exclusivity commitments.

- 2.7. A company's management board members may sit on corporate bodies of companies other than members of its group subject to the approval of the supervisory board.

*The principle is not applied.*

**Comments of the Company:** AmRest Holdings does not have a Management Board. When it comes to High Officers (equivalent to the Management Board), that authorization is required although it does not necessarily have to come from the Board of Directors, unless it implies a related party transaction or there is a conflict of interest.

- 2.8. Supervisory board members should be able to devote the time necessary to perform their duties.

*The principle is applied.*

**Comments of the Company:** Applied when it comes to AmRest Holdings Board of Directors - as a matter of Spanish legal fiduciary duties of directors.

- 2.9. The chair of the supervisory board should not combine this function with that of chair of the audit committee of the supervisory board.

*The principle is applied.*

**Comments of the Company:** Applied when it comes to AmRest Holdings Board of Directors. Although there is no such prohibition in the Company's internal regulation, the head of the Audit Committee has to be an independent member. The Chairman of the Board of AmRest Holdings is a proprietary director.

- 2.10. Companies allocate administrative and financial resources necessary to ensure efficient functioning of the supervisory board in a manner adequate to their size and financial standing.

*The principle is applied.*

**Comments of the Company:** Applied when it comes to AmRest Holdings Board of Directors.

2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following:

2.11.1. information about the members of the supervisory board and its committees, including indication of those supervisory board members who fulfil the criteria of being independent referred to in the Act of 11 May 2017 on Auditors, Audit Firms and Public Supervision and those supervisory board members who have no actual and material relations with any shareholder who holds at least 5% of the total vote in the company, and information about the members of the supervisory board in the context of diversity;

The principle is applied.

**Comments of the Company:** Board of Directors prepares and submits for approval an Annual Report according to applicable Spanish legislation. There is no reference to the criteria of Act 11 May 2007 as it does not apply to AmRest Holdings. Information on members of the Board of Directors: diversity, material relationships with shareholders, etc. is provided in the Annual Corporate Governance Report which is included in the Annual Directors' Report.

2.11.2. summary of the activity of the supervisory board and its committees;

The principle is applied.

**Comments of the Company:** The Annual Corporate Governance Report which is part of the Annual Directors' Report includes a summary of all meetings held by the Board and its Committees, and members who attended the meetings. The Board of Directors, the Audit Committee and the Appointments and Remunerations Committee also prepare annually respective activity reports, of which the latter two are publicly available by virtue of Spanish Good Corporate Governance Recommendations.

2.11.3. assessment of the company's standing on a consolidated basis, including assessment of the internal control, risk management and compliance systems and the internal audit function, and information about measures taken by the supervisory board to perform such assessment; such assessment should cover all significant controls, in particular reporting and operational controls;

The principle is applied.

**Comments of the Company:** The assessment in the area of risk management, internal control and compliance forms part of the Spanish Corporate Governance Report which is appended to the Annual Directors' Report.

2.11.4. assessment of the company's compliance with the corporate governance principles and the manner of compliance with the disclosure obligations concerning compliance with the corporate governance principles defined in the Exchange Rules and the regulations on current and periodic reports published by issuers of securities, and information about measures taken by the supervisory board to perform such assessment;

The principle is applied.

**Comments of the Company:** It is required to disclose in the Annual Report the level of compliance with good corporate governance recommendations of the Spanish Corporate Governance Code issued by the Spanish Securities Market Regulator.

2.11.5. assessment of the rationality of expenses referred to in principle 1.5;

The principle is applied.

2.11.6. information regarding the degree of implementation of the diversity policy applicable to the management board and the supervisory board, including the achievement of goals referred to in principle 2.1.

*The principle is applied.*

**Comments of the Company:** *The Annual Corporate Governance Report requires to disclose information on diversity of the Board of Directors and level of compliance with law and good corporate governance recommendations. In addition to that, the Non-Financial Information Report mandatory by Spanish law to be part of the Annual Report requires to disclose extensive information on diversity at many levels of the Group, not just the highest management corporate body.*

### 3. INTERNAL SYSTEMS AND FUNCTIONS

Efficient internal systems and functions are an indispensable tool of exercising supervision over a company.

The systems cover the company and all areas of activity of its group which have a significant impact on the position of the company.

3.1. Listed companies maintain efficient internal control, risk management and compliance systems and an efficient internal audit function adequate to the size of the company and the type and scale of its activity; the management board is responsible for their functioning.

*The principle is applied.*

3.2. Companies' organisation includes units responsible for the tasks of individual systems and functions unless it is not reasonable due to the size of the company or the type of its activity.

*The principle is applied.*

3.3. Companies participating in the WIG20, mWIG40 or sWIG80 index appoint an internal auditor to head the internal audit function in compliance with generally accepted international standards for the professional practice of internal auditing. In other companies which do not appoint an internal auditor who meets such requirements, the audit committee (or the supervisory board if it performs the functions of the audit committee) assesses on an annual basis whether such person should be appointed.

*The principle is applied.*

3.4. The remuneration of persons responsible for risk and compliance management and of the head of internal audit should depend on the performance of delegated tasks rather than short-term results of the company.

*The principle is applied.*

**Comments of the Company:** *The remuneration of persons responsible for risk and compliance management and of the head of internal audit is composed of: - salary (major part of the remuneration) paid on monthly basis, which is not dependent on short term results of the company; - annual bonus, which is calculated based on individual results (assessed during the annual job performance appraisal process) and company financial results (EBIDTA vs. annual operating plan). Depending on the realization of EBIDTA assumed in operating plan, annual bonus resulting from annual job performance process, could be increased or decreased.*

3.5. Persons responsible for risk and compliance management report directly to the president or other member of the management board.

*The principle is applied.*

3.6. The head of internal audit reports organisationally to the president of the management board and functionally to the chair of the audit committee or the chair of the supervisory board if the supervisory board performs the functions of the audit committee.

*The principle is applied.*

3.7. Principles 3.4 to 3.6 apply also to members of the company's group which are material to its activity if they appoint persons to perform such tasks.

*The principle is applied.*

3.8. The person responsible for internal audit or the management board if such function is not performed separately in the company reports to the supervisory board at least once per year with their assessment of the efficiency of the systems and functions referred to in principle 3.1 and tables a relevant report.

*The principle is applied.*

3.9. The supervisory board monitors the efficiency of the systems and functions referred to in principle 3.1 among others on the basis of reports provided periodically by the persons responsible for the functions and the company's management board, and makes annual assessment of the efficiency of such systems and functions according to principle 2.11.3. Where the company has an audit committee, the audit committee monitors the efficiency of the systems and functions referred to in principle 3.1, which however does not release the supervisory board from the annual assessment of the efficiency of such systems and functions.

*The principle is applied.*

**Comments of the Company:** *The Audit Committee receives all Internal Audit reports, which include assessment of the efficiency of the systems and functions of the audited areas.*

3.10. Companies participating in the WIG20, mWIG40 or sWIG80 index have the internal audit function reviewed at least once every five years by an independent auditor appointed with the participation of the audit committee.

*The principle is applied.*

#### 4. GENERAL MEETING, SHAREHOLDER RELATIONS

The management board and the supervisory board of listed companies should encourage the engagement of shareholders in matters of the company, in particular through active participation in the general meeting, either in person or through a proxy.

The general meeting should proceed by respecting the rights of all shareholders and ensuring that passed resolutions do not infringe on legitimate interests of different groups of shareholders.

Shareholders who participate in a general meeting exercise their rights in accordance with the rules of good conduct. Participants of a general meeting should come prepared to the general meeting.

4.1. Companies should enable their shareholders to participate in a general meeting by means of electronic communication (e-meeting) if justified by the expectations of shareholders notified to the company, provided that the company is in a position to provide the technical infrastructure necessary for such general meeting to proceed.

*The principle is applied.*

**Comments of the Company:** *AmRest enables to its shareholders the remote voting through their respective depository entities in Iberclear, through postal correspondence and through electronic means, as well as the possibility to grant a proxy and delegate their votes through all those means. AmRest also takes a step further and for its GSMs it implements a system that allows ultimate beneficiaries, who are not formally identified in the shareholders' registry of Iberclear (the Spanish Central Depository) as AmRest shareholders, to attend and vote at the GSM if they wish to do so.*

4.2. Companies set the place and date and the form of a general meeting so as to enable the participation

of the highest possible number of shareholders. For that purpose, companies strive to ensure that the cancellation of a general meeting, change of its date or break in its proceedings take place only if justified and do not prevent or limit the exercising of the shareholders' rights to participate in the general meeting.

The principle is applied.

- 4.3. Companies provide a public real-time broadcast of the general meeting.

The principle is not applied.

**Comments of the Company:** *AmRest's shareholding structure doesn't justify enabling the real-time broadcasts of general meetings. To date, the Company has also not received any notifications from shareholders regarding their expectation to broadcast the general meeting of shareholders. The Company does not exclude the possibility that it will apply this rule in the future.*

- 4.4. Presence of representatives of the media is allowed at general meetings.

The principle is applied.

**Comments of the Company:** *AmRest Holdings is a Spanish Company and convening of its General Shareholders Meeting is subject to Spanish legal requirements. Allowing media representatives to be present is not mandatory according to Spanish law. Decision on whether media is allowed or not is decided by the Board of Directors for each GSM. In past General Shareholders' Meetings AmRest has not decided to forbid presence of representatives of the media.*

- 4.5. If the management board becomes aware a general meeting being convened pursuant to Article 399 § 2 – 4 of the Commercial Companies Code, the management board immediately takes steps which it is required to take in order to organise and conduct the general meeting. The foregoing applies also where a general meeting is convened under authority granted by the registration court according to Article 400 § 3 of the Commercial Companies Code.

The principle is not applied.

**Comments of the Company:** *Not applicable. AmRest Holdings is a Spanish Company and convening of its General Shareholders Meeting is subject to Spanish legal requirements, which are similar to the Polish regulations referred to in this principle.*

- 4.6. To help shareholders participating in a general meeting to vote on resolutions with adequate understanding, draft resolutions of the general meeting concerning matters and decisions other than points of order should contain a justification, unless it follows from documentation tabled to the general meeting. If a matter is put on the agenda of the general meeting at the request of a shareholder or shareholders, the management board requests presentation of the justification of the proposed resolution, unless previously presented by such shareholder or shareholders.

The principle is applied.

**Comments of the Company:** *Each item of the agenda is supplemented by the time the meeting is convened with a duly justified proposed resolution. In addition, when required by Spanish law, those resolutions are coupled with a Directors or Audit Committee report. To supplement the agenda of a GSM by shareholders (representing at least 3%), such proposal has to be filed within the next 5 days following the meeting notice and be justified. It is the shareholder, not the directors, who is obliged to justify the proposal. Directors are responsible for making that justification public to the knowledge of all shareholders*

- 4.7. The supervisory board issues opinions on draft resolutions put by the management board on the agenda of the general meeting.

The principle is not applied.

**Comments of the Company:** *Not applicable. AmRest Holdings does not have a Management Board. All resolutions are proposed by the Board of Directors and, when legally required (for instance, amendment*

of By-laws), a report on the proposal is issued.

- 4.8. Draft resolutions of the general meeting on matters put on the agenda of the general meeting should be tabled by shareholders no later than three days before the general meeting.

The principle is applied.

**Comments of the Company:** Draft resolutions are public since the day the meeting is convened (30 days notice as a general rule). Shareholders can request a supplement to the Agenda of an AGM within the 5 days following the meeting notice. Sole exception by virtue of law is the removal of Directors and the exercise of the Corporate Liability Action, which can be exercised at any moment even during the GSM.

- 4.9. If the general meeting is to appoint members of the supervisory board or members of the supervisory board for a new term of office:

- 4.9.1. candidates for members of the supervisory board should be nominated with a notice necessary for shareholders present at the general meeting to make an informed decision and in any case no later than three days before the general meeting; the names of candidates and all related documents should be immediately published on the company's website;

The principle is applied.

**Comments of the Company:** Information on candidates is public since the day the meeting is convened (30 days notice as a general rule). If a candidate is proposed by shareholders through a supplement of the Agenda (to be filed within the 5 days following the Meeting notice), all information regarding that request will be available well in advance the meeting is held.

- 4.9.2. candidates for members of the supervisory board make a declaration concerning fulfilment of the requirements for members of the audit committee referred to in the Act of 11 May 2017 on Auditors, Audit Firms and Public Supervision and having actual and material relations with any shareholder who holds at least 5% of the total vote in the company.

The principle is not applied.

**Comments of the Company:** Not applicable because said Polish law does not apply to AmRest Holdings. Directors make the required statements (specially on conflict of interest and independence) when taking position, but not related to Polish law on Auditors.

- 4.10. Any exercise of the rights of shareholders or the way in which they exercise their rights must not hinder the proper functioning of the governing bodies of the company.

The principle is applied.

- 4.11. Members of the management board and members of the supervisory board participate in a general meeting, at the location of the meeting or via means of bilateral real-time electronic communication, as necessary to speak on matters discussed by the general meeting and answer questions asked at the general meeting. The management board presents to participants of an annual general meeting the financial results of the company and other relevant information, including non-financial information, contained in the financial statements to be approved by the general meeting. The management board presents key events of the last financial year, compares presented data with previous years, and presents the degree of implementation of the plans for the last year.

The principle is applied.

**Comments of the Company:** AmRest does not have a Management Board. Annual Report is presented for approval of shareholders by the Board of Directors. Members of the Board of Directors have a duty to be present, but excusable when there is a valid reason. Remote participation in GSM is not enabled. The Annual Report which is mandated by Spanish law includes a non-financial information report which is submitted for approval at the AGM.

- 4.12. Resolutions of the general meeting concerning an issue of shares with subscription rights should specify the issue price or the mechanism of setting the price or authorise the competent body to set the price prior to the subscription right record date within a timeframe necessary for investors to make decisions.

The principle is applied.

**Comments of the Company:** Required as a matter of Spanish law.

- 4.13. Resolutions concerning a new issue of shares with the exclusion of subscription rights which grant pre-emptive rights for new issue shares to selected shareholders or other entities may pass subject at least to the following three criteria:

a) the company has a rational, economically justified need to urgently raise capital or the share issue is related to rational, economically justified transactions, among others such as a merger with or the take-over of another company, or the shares are to be taken up under an incentive scheme established by the company;

b) the persons granted the pre-emptive right are to be selected according to objective general criteria;

c) the purchase price of the shares is in a rational relation with the current share price of the company or is to be determined in book-building on the market.

The principle is applied.

**Comments of the Company:** Shares issue with the exclusion of pre-emptive rights are subject to Spanish requirements which require a report from the Board of Directors on the share capital increase being it duly justified by equivalent criteria from a corporate interest perspective as in letter a). The criteria in item b) are met by virtue of law and the legal obligation to provide equal treatment to all shareholders. As to letter c), it is applied also by virtue of law which requires the issue price to be a "fair price" (being considered market/trading price with a maximum discount of 10%). In addition to that the issue might also require an independent expert report on the value of the pre-emptive rights excluded but depending on the size of the issue and/or on the issue price.

- 4.14. Companies should strive to distribute their profits by paying out dividends. Companies may retain all their earnings subject to any of the following criteria:

a) the earnings are minimal and consequently the dividend would be immaterial in relation to the value of the shares;

b) the company reports uncovered losses from previous years and the earnings are used to reduce such losses;

c) the company can demonstrate that investment of the earnings will generate tangible benefits for the shareholders;

d) the company generates insufficient cash flows to pay out dividends;

e) a dividend payment would substantially increase the risk to covenants under the company's binding credit facilities or terms of bond issue;

f) retention of the company's earnings follows recommendations of the authority which supervises the company by virtue of its business activity.

The principle is applied.

**Comments of the Company:** Distribution of dividends is subject to GSM decision and company's strategy as defined by the Board of Directors. There are no specific restrictions in applicable law (other than the availability of distributable benefits to pay dividends) and internal regulations. As of today, AmRest Holdings has never distributed dividends mainly because of the criteria described in letter d).

## 5. CONFLICT OF INTEREST, RELATED PARTY TRANSACTIONS

For the purpose of this section, 'related party' is defined within the meaning of the International Accounting Standards approved in Regulation No (EU) 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards.

Companies and their groups should have in place transparent procedures for managing conflicts of interest and for related party transactions where a conflict of interest may occur. The procedures should provide for ways to identify and disclose such cases and the course of action in the event that they occur.

Members of the management board and members of the supervisory board should refrain from professional or other activities which might cause a conflict of interest or adversely affect their reputation as members of the corporate body, and where a conflict of interest arises, they should immediately disclose it.

- 5.1. Members of the management board and members of the supervisory board notify the management board or the supervisory board, respectively, of any conflict of interest which has arisen or may arise, and refrain from discussions on the issue which may give rise to such a conflict of interest in their case.

*The principle is applied.*

**Comments of the Company:** *Applied when it comes to AmRest Holdings Board of Directors - as a matter of Spanish legal fiduciary duties of directors.*

- 5.2. Where a member of the management board or a member of the supervisory board concludes that a decision of the management board or the supervisory board, respectively, is in conflict with the interest of the company, he or she should request that the minutes of the management board or supervisory board meeting show his or her dissenting opinion.

*The principle is applied.*

**Comments of the Company:** *Applied when it comes to AmRest Holdings Board of Directors - as a matter of Spanish legal fiduciary duties of directors.*

- 5.3. No shareholder should have preference over other shareholders in related party transactions. The foregoing also concerns transactions concluded by the company's shareholders with members of the company's group.

*The principle is applied.*

- 5.4. Companies may buy back their own shares only in a procedure which respects the rights of all shareholders.

*The principle is applied.*

- 5.5. If a transaction concluded by a company with its related party requires the consent of the supervisory board, before giving its consent the supervisory board assesses whether to ask a prior opinion of a third party which can provide valuation of the transaction and review its economic impact.

*The principle is applied.*

**Comments of the Company:** *Related party transactions are conducted according to Spanish law and depending on their size have to be authorized by the GSM, the Board of Directors with the report of the Audit Committee, or by a person authorized by the Board as long as certain criteria is met (transactions concluded on an arm's length basis and related to ordinary activities). The Board of Directors is always free to request external advice in the manner of fairness opinions and has done so in the past in transactions which did not even qualify as related party transactions or involve a conflict of interest.*

- 5.6. If a related party transaction requires the consent of the general meeting, the supervisory board issues an opinion on the rationale of such transaction. In that case, the supervisory board assesses whether to ask a prior opinion of a third party referred to in principle 5.5.

*The principle is applied.*

**Comments of the Company:** *Such related party transaction that requires the general meeting's approval by surpassing the relevant threshold, requires a report of the Audit Committee, not the Board of Directors, which is a higher standard as the Audit Committee has to be formed by a majority of*

*independent members and chaired by an independent director.*

- 5.7. If a decision concerning the company's significant transaction with a related party is made by the general meeting, the company should give all shareholders access to information necessary to assess the impact of the transaction on the interest of the company before the decision is made, including an opinion of the supervisory board referred to in principle 5.6.

*The principle is applied.*

**Comments of the Company:** *Spanish Capital Companies law states about the content of the Audit Committee report that "In its report, the committee must assess whether the operation is fair and reasonable from the point of view of company and, where appropriate, shareholders other than the party linked, and account for the assumptions on which the evaluation and the methods used. In the elaboration of the report the affected directors will not be able to participate".*

## 6. REMUNERATION

**Companies and their groups protect the stability of their management teams, among others by transparent, fair, consistent and non-discriminatory terms of remuneration, including equal pay for women and men.**

**Companies' remuneration policy for members of corporate bodies and key managers should in particular determine the form, structure, and method of determining and payment of the remuneration.**

- 6.1. The remuneration of members of the management board and members of the supervisory board and key managers should be sufficient to attract, retain and motivate persons with skills necessary for proper management and supervision of the company. The level of remuneration should be adequate to the tasks and responsibilities delegated to individuals and their resulting accountability.

*The principle is applied.*

- 6.2. Incentive schemes should be constructed in a way necessary among others to tie the level of remuneration of members of the company's management board and key managers to the actual long-term standing of the company measured by its financial and non-financial results as well as long-term shareholder value creation, sustainable development and the company's stability.

*The principle is applied.*

- 6.3. If companies' incentive schemes include a stock option programme for managers, the implementation of the stock option programme should depend on the beneficiaries' achievement, over a period of at least three years, of pre-defined, realistic financial and non-financial targets and sustainable development goals adequate to the company, and the share price or option exercise price for the beneficiaries cannot differ from the value of the shares at the time when such programme was approved.

*The principle is applied.*

- 6.4. As the supervisory board performs its responsibilities on a continuous basis, the remuneration of supervisory board members cannot depend on the number of meetings held. The remuneration of members of committees, in particular the audit committee, should take into account additional workload on the committee.

*The principle is applied.*

**Comments of the Company:** *Members of the Board of Directors do not receive additional remuneration depending on the number of Committees held, and only independent directors receive additional remuneration when they form part of additional delegated Committees.*

- 6.5. The level of remuneration of supervisory board members should not depend on the company's short-term results.

*The principle is applied.*

***Comments of the Company:*** *Applied when it comes to AmRest Holdings Board of Directors.*