



Non-financial Information Statement

AmRest Holdings SE Capital Group
27 February 2023





Non-financial Information Statement

According to the Royal Decree-Law 11/2018 of 28 December, relating to non-financial information and diversity, the Board of Directors of AmRest Holdings SE is issuing this Non-financial Information Statement (NFIS) for the 2022 Financial Year as part of the Consolidated Directors' Report, which is presented with Consolidated Annual Accounts. This statement has a public character and may be reviewed on following website: www.amrest.eu.

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 reporting scope is from 1 January 2022 to 31 December 2022. All the data is presented as of 31 December 2022 unless stated otherwise.

The statement is an independent part of the Consolidated Directors' Report for the 2022 and includes information concerning all the subsidiaries of AmRest Holdings SE. In the cases where the data presented does not apply to all AmRest units, the scope is specified exactly. As of 31 December 2022, AmRest operated 2 340 equity and franchised restaurants and coffee houses in 23 countries, and the Group's registered office was Paseo de la Castellana 163 (10th floor), 28046 Madrid, Spain. Although the franchised restaurants of AmRest are a part of its portfolio, the Group does not disclose information regarding these restaurants, as they are operated by third parties.

The following NFIS has been prepared in accordance with the GRI Sustainability Reporting Standards (used when appropriate to present quantitative information), which are listed in the table at the end of this statement. The material topics covered in the following document were diagnosed during the materiality analysis, as further explained in Section 2 (Materiality analysis) herein.

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AmRest's business model and operations in 2022

AmRest Group is Europe's leading listed restaurant operator with a portfolio of renowned brands in 23 countries of Europe and Asia: Austria, Belgium, Bulgaria, China, Croatia, Czech rep., France, Germany, Hungary, Italy, Luxembourg, Poland, Portugal, Romania, Russia, Saudi Arabia, Serbia, Slovakia, Slovenia, Spain, Switzerland, United Arab Emirates, United Kingdom. The Group operates the restaurants under franchised brands such as KFC, Starbucks, Pizza Hut and Burger King, as well as its own brands such as La Tagliatella, Sushi Shop, Blue Frog and Bacoa. In addition, AmRest also has several virtual brands in its portfolio. As of 31 December 2022, AmRest managed the network of 2 340 restaurants.

AmRest's operations are well-diversified across five main categories of the restaurant industry:

- Quick Service Restaurants ("QSR"), represented by KFC and Burger King
- Fast Casual Restaurants ("FCR"), represented by Pizza Hut Delivery and Express, Bacoa and Sushi Shop
- Casual Dining Restaurants ("CDR"), represented by Pizza Hut Dine In, La Tagliatella and Blue Frog
- Coffee category, represented by Starbucks
- Virtual brands.

AmRest operates its network of restaurants as a franchisee (for the brands of KFC, Pizza Hut, Starbucks and Burger King), as well as a brand owner and franchisor (for the brands of La Tagliatella, Blue Frog, Bacoa and Sushi Shop). In addition, within the concepts of Pizza Hut Delivery and Pizza Hut Express the Company acts as a master-franchisee, having the rights to sub-license these brands to third parties.

Table. Brands operated by AmRest

Proprietary brands		Franchise brands	
La Tagliatella	Sushi Shop	KFC	Starbucks
Blue Frog	Bacoa	Pizza Hut	Burger King

Table. Restaurant count

Brand	Restaurant count (total)	Self-owned restaurants	Franchise restaurants
KFC	991	991	-
Starbucks	395	369	26
Pizza Hut	348	197	151
Burger King	100	100	-
La Tagliatella	231	75	156
Sushi Shop	193	132	61
Blue Frog	80	69	11
Bacoa	2	-	2
Total number of restaurant and coffee houses	2 340	1 933	407

Materiality analysis

The opinions and recommendations of AmRest's key stakeholders as well as regular evaluation of AmRest performance in ESG are important part of Company's sustainability management. In 2020 AmRest conducted a comprehensive materiality analysis to identify the social, environmental and ethical issues relevant to defining its approach to sustainability. In 2022, AmRest conducted an internal review of the materiality matrix. Key representatives of the AmRest Management Team assessed and prioritized 21 material topics in 5 areas: business model, customer relationships, environment, good governance and Human Resources.

The topics that were evaluated to be material to AmRest, with relevant Key Performance Indicators, have been included in this statement.

Table. AmRest material topics assessment

Importance level	Topic
Very high	Customer orientation
	Employee health and safety
	Employment matters
	Food quality and safety
High	Adaptation to climate change
	Circular economy
	Corporate governance
	Diversity, inclusion and equal remuneration
	Energy and carbon footprint management
	Environmental management
	Ethics and compliance
	Food waste
	Human rights
	Responsible production, marketing and product labelling
	Responsible sourcing
	Risk management
	Social engagement
	Sustainable use of water
Talent development	
Important	Biodiversity
	Transparent taxation

Sustainability strategy and governance

In 2022 AmRest implemented its new Global Sustainability Strategy. The Company prioritized the initiatives and actions that needed to be implemented or relaunched and set specific objectives. The strategy is based on global sustainability standards (e.g. United Nations Sustainable Development Goals), benchmarks, and trends, and reflects the existing and forthcoming legislation applying to ESG (Environmental, Social, and Governance).

The strategy 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 in every geography where the Company is present.

Table. Areas covered in AmRest Global Sustainability Strategy

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

Responsibility for each pillar belongs to the respective members of the AmRest Management Team:

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

The pillar owners are responsible for delivering the goals and KPIs set under the strategy and for reporting progress to the Sustainability, Health and Safety Committee. AmRest Board of Directors is informed about the progress of the sustainability strategy on a regular basis.

Members of the AmRest Management Team, including the Chief Executive Officer and global heads of key functions, participate in dedicated sessions to oversee governance of the sustainability strategy.

Sustainability-related matters, as well as non-financial reporting, are coordinated globally by the External Communications and Corporate Affairs department, whose head reports directly to the Executive Chairman of the AmRest Board of Directors.

Risk management at AmRest

AmRest identifies, assesses, and monitors financial and non-financial risks to which the Group is exposed. The risk management system, internal control system and operating effectiveness of these systems, are supervised by Global Risk Owners in the Company, and the Chief Risk and Compliance Officer. At the Management Team level, responsibility lies with the Risk and Compliance Committee and at Board of Directors level, with the Audit and Risk Committee.

The AmRest Risk and Compliance Department is responsible for the risk management system and its operating efficiency, so that risks which may prevent the execution of the long-term objectives of AmRest are identified and managed. The Risk and Compliance Department is constantly analysing and reviewing risks to which the Group is exposed.

The key responsibilities of the department include:

- Promoting a culture of risk management, through appropriate communication, training and awareness building, among all AmRest employees;
- Periodically updating the risk catalogue and the risk map for the Group;
- Overseeing the effective functioning of the Enterprise Risk Management (ERM) System, specifically to identify, assess, respond to and report critical risks to which the Group is exposed, including emerging risks;
- Fostering the implementation of efficient and complete risk response strategies to mitigate or reduce critical risks to which the Group is exposed, within the risk appetite and tolerance levels approved by the Company;
- Reporting to the Audit and Risk Committee on the performance, functioning, and operating effectiveness of the Enterprise Risk Management system.

Risks are evaluated on a periodic basis and assessed for impact and likelihood. Their inherent risk is determined and prioritized in the annual risk map for the Group.

For risks identified as critical, the Management defines response strategies and risk monitoring plans, with the implementation of key risk indicators (KRI). This combines strategies for the risk monitoring, with the execution of control activities, which are assessed for operating effectiveness on a periodic basis.

The trends in critical risks performance and the effectiveness of the control activities are reported on a regular basis to the Risk and Compliance Committee and to the Audit and Risk Committee. When risks exceed the defined tolerance level, action plans are implemented and monitored with Global Risk Owners and Global Risk Delegates.

The main current risks and threats related to sustainability-related matters have been summarized in this section. AmRest reviews and improves its risk management and internal control systems on an on-going basis.

Table. Sustainability-related risks that may have a considerable adverse effect on operating areas of AmRest. Listed in alphabetical order. Other risks identified by AmRest are presented in the Directors' Report in section "Basic risks and threats the Group is exposed to"

Risks
Disruption in the business (Global/Local) due to events such as epidemics, economic crises, acts of terrorism, war, energy crises, natural disasters or any other critical crisis event that may impact the Group's operations.
Disruption to the supply of goods, or to logistics suppliers, resulting in limited access to essential supplies
Failure to provide effective security measures to protect information that is acquired, generated, or used by the Group, due to cyber-attack, breach, or system failure.
Failure to define and implement the response strategy and communication plan of the Group's Environmental, Sustainability and Governance (CO2 emission, use of plastic, waste management) resulting in an adverse impact on the Group's reputation and competitive position
Failure to identify and meet trends and expectations from the Group's main stakeholders including shareholders, workforce, creditors, customers, and regulators
Increases in the cost of commodities, raw materials and goods which can impact the Group's operating profit margins
Internal or external fraud committed by employees/customers/3rd parties which result in a loss of the Groups' revenue, operations, liquidity and/or reputation
Lack of a consistent and proper framework, to assure alignment with the ethical standards and Group values; including procedures, communication, training and awareness regarding culture and values of the Group, to secure a consistent understanding of obligations and responsibilities.
Loss of knowledge and expertise due to key personnel turnover and lack of succession plans
Non-compliance with internal regulations regarding Health & Safety, Data Protection, Tax, or other areas
Products and services offered at stores do not meet the Group's quality standards

The Board of Directors of AmRest believes that the factors listed below may have a significant effect on the Group's future development and results.

Table. Factors that may have impact on the Group's development

Category	Factors	
External	<ul style="list-style-type: none"> ■ competitiveness – in terms of prices, quality of service, location, and quality of food, ■ demographic changes, ■ consumer habits and trends, i.e., the number of people using the restaurants, ■ number and location of competitor restaurants, ■ changes in laws and regulations which impact the functioning of the restaurants and the employees employed, ■ changes in real estate rental costs and related costs, ■ changes in the prices of ingredients used to prepare meals and changes in the prices of packaging materials, ■ changes in the general economic and political environment in all countries where the business is run, ■ changes in consumer trust, consumers' disposable income and individual spending patterns, ■ changes in legal and tax determinants, ■ adverse changes in the financial markets, ■ impact of the COVID-19 pandemic* 	
	Internal	<ul style="list-style-type: none"> ■ acquiring and training the human resources necessary for the development of existing and new restaurant networks, ■ securing attractive restaurant locations, ■ effective launch of new brands and products, ■ building an integrated information system.

* AmRest implemented fully COVID-19 practices and continues to adapt as conditions change.

Our Food

AmRest identified the following key topics in the 'Our Food' area of its Global Sustainability Strategy:

Responsible sourcing	Nutrition and balanced choice	Food safety
Animal welfare Ethical practices Sustainable packaging	Ingredients Recipes and profile Transparency	Suppliers Logistics Central Kitchen Restaurants

Responsible sourcing

In 2022, the Food Services Sustainability Project Group, under the leadership of the Chief Food Services Officer, continued to regularly monitor and address crucial supply chain matters. The scope of the team's work included defining and monitoring progress on topics such as: responsible sourcing of raw materials, sustainable packaging, and cage free eggs.

Table. Main areas of focus of Food Services Sustainability Project Group

Area	Description
Cage free eggs	AmRest uses cage-free eggs in all brands across all EU markets where the Company operates.
Ethical practices	In 2022 the Company developed the AmRest Group Supply Code of Practices, which sets forth minimum standards related to ethics, environment, and social responsibilities, that all AmRest suppliers must achieve. The Supply Code of Practice is a part of Company's standard contracting policies, and all suppliers must sign the Code simultaneously with the supplier agreement and comply with it throughout the duration of our cooperation.
Palm oil	Starting from December 2022, AmRest sourced 100% RSPO (Roundtable on Sustainable Palm Oil) certified palm oil globally.
Sustainable packaging	Since 2021 single-use plastic products e.g., straws and cutlery are banned in all AmRest restaurants operating in EU markets.

Nutrition and balanced choice

In 2022, AmRest launched and implemented its Nutrition Group Policy. The document sets out AmRest's commitments to exceed customer expectations through varied menus that meet their well-being, nutrition, and pleasure needs. The most relevant nutritional topics covered by the Policy are:

- Enhancement of the nutritional content of the menus, focusing on recipe and menu reformulation;
- Food allergens management system;
- Fruit and vegetable programs;
- Children menus.

In line with the Nutrition Group Policy, every AmRest brand ensures that their menu offers a range of food and beverages, including, but not limited to:

- Lower calorie products and adequate portion sizes;
- Increased accessibility and promotion of seasonal fruit and vegetables;
- A range of non-meat offerings;
- Low/no sugar beverages.

Food safety at AmRest

Effective cooperation with suppliers is crucial to ensure brand protection, food safety and the highest product quality. All purchased products must be sourced from a supplier that has met the requirements detailed in the AmRest Food Safety Group Policy (implemented in 2022) and has been approved by the Quality Assurance Departments. These apply to all suppliers, contractors and third parties who provide ingredients, beverages, and packaging to all AmRest brands, both owned and franchised.

A robust food safety culture is core to AmRest's success. The Company develops skills, increases awareness and risk management of all its Personnel through development programs and training. The Group is constantly working to establish a food safety mindset and to ensure the right behaviours across the organization.

Quality and food safety audits

Quality and food safety audits are conducted by experienced and independent auditors to ensure follow-up of food safety procedures. The food safety audits are regularly run in each area of the AmRest supply chain: among suppliers, in Central Kitchens, Distribution, Logistics, and in the restaurants.

- All AmRest key suppliers are subject to audit schemes approved by the Quality Assurance Department (QA) based on the suppliers' risk assessment and/or provided by the franchisors. The audits are performed either by third-party auditors who have been selected by the Food Safety & QA Department or by the franchisors, or by a QA manager/team qualified as an auditor.
- Each distributor that delivers to AmRest restaurants is audited by a third-party expert that specializes in distribution audit covering warehouses, cross-dock facilities, and transportation. The distribution audit focuses on the evaluation of systems and procedures, as well as product and process controls during storage and the distribution of food.
- AmRest's restaurants and coffee houses are meticulously inspected for food safety. Individual inspection standards and schedules are applied across the different brands to account for their specific needs. All inspections are unannounced and carried out by independent auditors.

All audit reports with results are uploaded to an online system and analysed. If the results are not satisfactory, a Corrective Action Plan needs to be put in place. Development and implementation of corrective action plans are crucial and mandatory for all incidents of non-compliance raised during an audit.

The total number of audits conducted in restaurants and among suppliers in 2022 was 7 903 (and 7 687 in 2021).

Table. Summary of main documents at AmRest in terms of food-related matters

Name of the document	
Food Safety Policy	Procurement Procedure [SCM]
Food Safety Fundamentals (FSF)	Supplier Approval Procedure
Brand Protection Monitoring System	Supply Sourcing Code of Practice
Code of Ethics and Business Conduct	Global Procurement Procedure

Our People

Main areas of focus in “Our People” pillar of AmRest Global Sustainability Strategy are:

Fair employment practices	Diversity & Equality	Social engagement
Work ethics Occupational Health & Safety Talent Development	Diversity Pay Equality	Partnerships & social investment Saving food

Workplace ethics

AmRest is committed to conduct business to the highest ethical standards and in compliance with all relevant laws and regulations. This means ensuring compliance with all applicable labour regulations, in particular, those related to hygiene, health and safety at work, as well as working hours and rest periods, payment of wages according to law, and no minors at the workplace (except in cases provided by law). Basic employment matters, including internal organization, employee and employer rights and responsibilities are regulated by separate documents adopted by AmRest subsidiaries in accordance with the relevant national laws. The Group has put in place clear practices so that all employees live by consistent ethics while at work:

- Code of Ethics and Business Conduct – a set of guidelines and rules that all people who make up the Company must follow. The Code is an essential tool that serves as a cornerstone for AmRest, detailing actions and setting out the principles of conduct all employees must observe, both when performing their professional duties and in relationships with all stakeholders. The Code also addresses AmRest’s approach to Human Rights.
- Whistleblowing Policy – the document gives clear guidelines on how to report irregularities, how to conduct investigations and how to take remedial measures in a way that ensures the protection of a “whistleblower”. The number of records filed through the whistleblowing system in 2022 was 226 (and 107 in 2021)*. The number of the cases reported in 2022 increased as a result of the communication and awareness campaign directed to all groups of employees. Introduction of the new Code of Conduct and Business Ethics followed by obligatory training and certification helped to build strong understanding of the whistleblowing process in the organization.
- The Group has zero tolerance for any form of corruption, bribery, extortion, or kickbacks. AmRest employees must never receive, accept, provide, or offer any payments or anything of value for the purpose of obtaining any kind of benefit, advantage or undue consideration, when interacting with public officials or business partners. AmRest undertakes to comply with all applicable international legislation and provisions to fight against money laundering and terrorist financing.

* In 2022 there were 3 cases related to human rights area. In 2021 the number of cases from this area was 5.

Occupational health and safety

AmRest is committed to placing a high priority on health and safety in the workplace and therefore integrates the prevention of occupational risks into the general system of management of the Company, within all its activities and at all job levels. To build a Health & Safety at Workplace culture in all the countries where it operates, the Company implements and executes mandatory training and certifications for employees, runs preventative campaigns and deploys other forms of communication.

AmRest’s human resources strategy seeks to create an environment and working conditions that generate positive job satisfaction and well-being amongst the employees and that stimulate their motivation, commitment and involvement with the Company.

Talent Development

The Group promotes the development of its employees, fostering their skill and competency development, and informing them of the Company’s performance evaluation policies. AmRest bases the selection, training, and internal promotion of staff on clear criteria related to skills, competencies and professional merit.

Selected employee development initiatives at AmRest:

- Internal and External Training - internal training sessions dedicated to progressing employee development; opportunities to take part in external training sessions.
- Relocation - AmRest as a global Company creates opportunities for employees to work abroad and to continue the career in other markets.

Table. The total number of training hours of AmRest employees

	2021	2022
Restaurant employees	1 843 427	2 851 431
Office employees	21 024	81 297

Equality at AmRest

At AmRest, there is zero tolerance for any form of discrimination, harassment or intimidation based on gender, race, age, religion, sexual orientation, ideology, nationality, social origin, disability, or any other cause. AmRest offers stable, quality jobs and actively monitors equal pay between men and women, by comparing relative pay in positions of equal value. Following relevant law, all AmRest entities in Spain have equality plans implemented.

The remuneration area in AmRest is a part of the Global Compensation Strategy adopted by the Compensation Committee of the Board of Directors. According to the Global Compensation Strategy, AmRest strategic salary equalization goal is 95% of employees paid according to the market reference level. The strategy is realized via salary level analyses vs. market, conducted on departmental and country levels, and salary level adjustments and regulation, in particular within the annual salary increase process and internal promotion processes, within the boundaries of salary budgets as per annual operating plans.

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.

Group Pay Gap is established based on weighted average of gender wage gap by work classification for the same segment:

$$\frac{\sum_{x=1}^{n^{\circ} \text{ of work classification}} \text{Gender wage gap}_x \times \text{N}^{\circ} \text{ of employees}_x}{\text{N}^{\circ} \text{ total of employees}}$$

Table. 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. Total salary pay gap between men and women by position within the organization*

Due to data protection and confidentiality, AmRest does not disclose information about remuneration in some countries when there are two or less persons employed in a given position.

		Women		Men	
		2021	2022	2021	2022
Central Europe	Restaurant employees	6.9	7.4	6.8	6.8
	Office employees**	26.9	28.8	37.9	42.4
China	Restaurant employees	9.0	8.6	9.2	8.9
	Office employees**	30.6	28.4	45.1	42.0
Russia	Restaurant employees	3.4	3.7	3.0	3.7
	Office employees**	13.4	15.3	19.7	21.8
Western Europe	Restaurant employees	16.3	17.1	17.1	17.9
	Office employees**	47.4	47.8	58.5	62.0
				2021	2022
Group Pay Gap				-4.0%	-2.6%

* In 2022 the salaries and Group Pay Gap were calculated based on general professional categories: restaurant and office employees. Accordingly, 2021 data was recalculated in line with the same methodology.

** The office workers category represents 4.6% of the headcount in total.

Table. Average annual salary by age in thousand EUR

	2021	2022
<30	7.6	7.7
30-50	17.5	18.4
>50	16.0	16.2

Table. The average remuneration of directors and executives by gender*

Annual average remuneration	2021	2022
Board of Directors**		thousand EUR
women	100	106
men	85	90
Management Team		
women	n/a	n/a
men	302	396

* Jose Pares Gutierrez receives additional remuneration as a compensation package, this amount was not included in the numbers presented in the table, which only covers the directors' fixed remuneration in their capacity as such.

** The fixed remuneration of the Board of Directors Members is equal. The differences are related to the Board Committees where the directors are members.

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 of employees alongside the compliance to the respective labour law.

Table. Organization of dialogue and negotiating with staff in main markets applicable

Country	Description
France	All AmRest French entities are covered by Works Councils (French: "Comité Economique et Social"). The Company representatives must meet with the councils at least 12 times a year. Moreover, AmRest negotiates collective Company agreements with unions when required by law. The Company is represented by the HR department.
Germany	AmRest representatives in Germany (HR and Legal Departments) meet regularly with Unions and Works Councils. All Company projects and activities that may impact the employees must be discussed with the Councils.
Spain	Following the National Labour Law, each AmRest entity has the Convenio Colectivo (Collective agreement). The negotiations are held regularly between the works council and the labour law manager who represents the Company (with the support of other representatives if needed).

Table. Summary of main documents at AmRest governing personnel matters

Name of the document	
Code of Ethics and Business Conduct	External Communication Global Policy
Criminal Compliance Policy	Gender Equality Policy
Whistleblowing Policy	Global Health & Safety Guidelines

Community relations

The Group encourages employees to engage in activities where they can make a positive impact on their communities. The Company's commitment to society is embodied by donations to charities and non-profit organizations. It includes cash, and product donations. The social engagement agenda is managed on a brand level – by appointed brand representatives and overseen globally by External Communications and Corporate Affairs department.

AmRest contributions to non-profit organizations

The Group believes in the long-term impact of education to improve the lives of children. In partnership with local institutions, AmRest supports education programs designed to inspire children and develop their skills.

- In 2022 AmRest supported SIEMACHA Spot Wrocław (an educational facility run by SIEMACHA Association) by conducting voluntary projects, in-kind donations and regular financial support

AmRest recognizes its impact specifically on the communities where it operates and therefore the Company collaborates with non-governmental organizations caring for children and young people.

- In November 2022 AmRest conducted the Foodsharing Day. KFC, Pizza Hut and La Tagliatella in six countries delivered meals to 126 locations for children.
- Over the year 2022 Starbucks held the Doing Good grants program in all its AmRest markets. In total seven projects were conducted with the financial support from AmRest.

The Company is committed to reduce organic waste and food waste. AmRest collaborates with Food Banks to save and distribute surplus food from its restaurants.

- KFC, La Tagliatella, Starbucks, Pizza Hut and Burger King cooperated with Food Banks and saved 241 tons of food in total. The brands donated surplus products from their restaurants as well as Central Kitchen and warehouses.

Support for Ukraine refugees

In 2022 the war in Ukraine impacted millions of people's lives, causing massive migration from Ukraine to the neighbouring countries. In March 2022 AmRest prepared a package of aid initiatives:

- Matching the donations of employees to charitable organizations
A matching fund scheme was established which made it possible to double the amount of financial contribution made across AmRest markets by employees to humanitarian aid organizations.
- Employment program for Ukrainian refugees
Launching an employment program for Ukrainian refugees and the family members of our current Ukrainian employees to seek AmRest positions in CEE markets: Bulgaria, Czechia, Hungary, Poland, Romania and Slovakia. AmRest HR staff supported the refugees to obtain work permits and other necessary formalities. In total AmRest hired 1 201 Ukrainian people.
- Donating food with a long shelf life
AmRest worked with its suppliers to provide regular supplies of food and drink with a long shelf life to local NGO distribution centers and collection points.
- Hot meals & beverages in the refugee reception points
The Company delivered free food and drinks from AmRest restaurants and coffee stores to support Ukrainian refugee centers, railway stations, border towns and border crossings where the refugees gathered.

Relations with the customers

Customer feedback delivers valuable insights every day, which allow AmRest managers and staff to continuously improve their service. Guests can give their feedback via phone, e-mail, letter, online contact form, Customer Satisfaction Surveys (online), third party delivery service provider systems, and social media accounts. They can also voice their opinions directly to the staff at a restaurant, who may invite them to submit their comments in writing.

The complaint-handling processes are governed by separate procedures for different markets and are following local legislation. Each complaint is evaluated by the subject matter experts and a dedicated Customer Care representative. Based on its nature, the complaint is assigned an appropriate grid tier, which determines the necessary path to follow, and the maximum time allowed to solve it. The complaints are resolved by the AmRest restaurant managers and the whole process is carefully monitored.

In 2022 AmRest's equity restaurants and coffee houses handled approx. 261 million transactions (and 220 million in 2021). The total number of complaints received in 2022 was 234 728 (and 215 768 in 2021). The number of complaints reported in 2021 has been recalculated due to the changes in the methodology.

Data privacy

AmRest Group is an international company, headquartered in Spain, and is therefore directed by the European approach to the protection of the Personal Data. The Company considers EU GDPR data protection legislation as comprehensive and progressive and therefore uses it as a foundation for the whole Group, regardless of geographical location or jurisdiction of the concerned entity. If any local jurisdiction outside the European Economic Area, where AmRest Group processes personal data, has a more protective framework than the GDPR, then the local legislation prevails and consequently the Group commits to incorporate relevant rules for this region.

Table. Summary of AmRest documents governing social issues

Name of the document	
Code of Ethics and Business Conduct	Global Data Protection Policy
Gifts, Entertainment and Hospitality Policy	Internal Control Charter
Conflicts of Interest Policy	Global Compliance Group Policy

Our Environment

AmRest Global Sustainability Strategy is focused on the following environmental areas:

Circular economy	Climate change
Management of organic waste Waste recycling	Carbon footprint Energy efficiency

Environmental management

AmRest Group wants to balance growth with a coherent organization-wide understanding of the significance of environmental protection. Therefore, in accordance with the precautionary principle, the Company closely monitors its impact on the environment, assessing risks, taking opportunities, and implementing solutions that either prevent or mitigate the potential negative impact of AmRest operations on the environment. With regard to provisions and guarantees for environmental risks, AmRest has no specific environmental insurance.

AmRest respects all the applicable laws, standards, and environmental guidelines in each country where it operates. The Group has never applied for an environmental management assessment or certification.

Environmental risks are managed through a dedicated role in the Operations structure. Facility Management department is responsible for ensuring that the national environmental requirements are met.

In 2022 a special Value Added Program was launched with the purpose to identify, quantify and execute all feasible initiatives which could improve the management of utilities, waste and other areas. In 2022 AmRest implemented 30+ performance-driven initiatives (in multiple countries).

Management of organic waste

Fighting against food waste is the most essential part of Our Environment pillar in the AmRest Global Sustainability Strategy. As a restaurant company, AmRest aims to reduce food loss in every aspect of its operations. The Company has been implementing programs aimed at saving food: Harvest (since 2016) and Too Good To Go (since 2018).

Table. AmRest food waste prevention programs

Name of the project	Harvest	Too Good To Go
Short description	Donating surplus 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	Starbucks, Pizza Hut, La Tagliatella, Sushi Shop
Number of stores involved	379	519
Amount of food saved in 2022	241 448 kg	365 298 boxes saved (1 198 995 products saved)

Waste recycling

The Group's approach to waste management has been based on different legal requirements across individual countries and was designed to meet the needs of store type and location (such as shopping malls, drive-throughs, and in-line streets). Management of waste in specific categories is done in compliance with the relevant laws, standards, and good practices, specific to that type of restaurant.

In 2022, AmRest developed Customer Packaging Policy and launched work on the Waste Management Policy.

The Customer Packaging Policy aim is to shift from a linear material model of extraction, use and disposal of customer packaging towards a circular economy model. In the document AmRest states that all packaging must comply with local and international regulations, as well as with franchisor's and industry standards. The document has been approved and is now being implemented.

The purpose of the Waste Management Policy is to state and reinforce AmRest's commitments to mitigate its impact on the environment through sustainable management of waste generated in the supply chain and restaurants. It will set specific requirements and goals to minimize waste by reducing the use of materials, reusing, and recycling whenever possible and achieving the most efficient and environmentally friendly waste processing protocol.

Climate change

Climate change poses a global challenge that directly and indirectly impacts businesses worldwide. AmRest recognizes the scientific evidence and as a responsible company, has been striving to minimize its impact on climate.

Selected solutions implemented at AmRest to address climate change adaptation and mitigation:

- Training program for restaurant crew about environment protection
- Energy optimization audits to prevent energy “leaks”
- Variable air volume system, to reduce unnecessary air flow (resulting in less air to be heated or cooled)
- Heat recovery systems from the cooking hood (exhaust air)
- Heat recovery systems from cooling and freezing installations (to pre-heat water)
- Energy monitoring systems to optimize consumption
- Photovoltaic installations in selected stores
- Voltage optimisers in selected stores
- Temperature management system to optimize the ambient temperature in the stores
- On/off system to eliminate unnecessary operation of selected cooking equipment

AmRest is working on the development of BMS (Building Management System) to optimize energy consumption of its most important equipment and installations. by remote supervision. The BMS will provide more functionality to the currently used system (Media Readings). As of 31 December 2022 AmRest had more than 400 restaurants connected to BMS.

The Company is monitoring its carbon footprint on an annual basis. In 2022 AmRest calculated its direct and indirect emissions (Scope 1 and Scope 2).

Natural resource protection

The Group recognizes the importance of natural resource protection, and the water consumption at AmRest is strictly monitored. However, since water is only used for meal preparation water consumption is not considered a crucial aspect of AmRest's environmental impact. The Group strives to make every effort to achieve greater efficiency, implementing water-saving aerators and proximity sensors in newly built restaurants and coffee houses.

Although the Group has no direct operations in protected areas, it has been working closely with its suppliers to ensure the highest environmental standards across the whole supply chain regarding biodiversity protection.

AmRest 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 final goal of directing capital flows towards more sustainable activities and advancing the achievement of the European Union towards its environmental and social targets.

Scope of the Analysis

The first part of the analysis is carried out with the final purpose of identifying the percentage of AmRest's activities which can be defined as “eligible” under the Taxonomy criteria. The list of potential activities that may satisfy the conditions outlined in the Taxonomy Regulation have been retrieved from the data made available by the company itself. In practice, the various subsidiaries of AmRest have published their annual report, to provide information about their level of turnover, CapEx and OpEx.

To calculate the eligibility percentage of AmRest's activities, one has to follow the directives outlined in Annex I of the “COMMISSION DELEGATED REGULATION (EU) 2021/2178 of 6 July 2021”.

The second part of the analysis consists in obtaining the percentage of AmRest's turnover, CapEx and Opex that is “aligned” with the Taxonomy criteria (make a substantial contribution, do no significant harm and comply with minimum guarantees).

For the sake of clarity the directives of the 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 recognised pursuant to International Accounting Standard (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 Article 11(1), point (b) of 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 will include all revenues derived from products/services associated with economic activities that qualify as environmentally sustainable. In the second place, the denominator will cover the total revenues

presented in the Consolidated income statement for the year 2022. With regards to the denominator, its measure does not differ from any Alternative Performance Measures (APMs) as defined in ESMA.

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

Revenues from contracts with customers are recognized when the 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 has classified its activities in accordance with the criteria established by the most recent version 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 one hand, in this framework the denominator shall cover additions to tangible and intangible assets during the financial year considered before depreciation, amortisation and any re-measurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value changes. Furthermore, the denominator shall cover additions to tangible and intangible assets resulting from business combinations.

References to the Consolidated Financial Statements for the year 2022:

- Intangible assets – note 15
- Property, plant and equipment – note 13
- Right-of-use assets – note 14

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 non-financial undertakings applying IFRS. Leases that do not lead to the recognition of a right-of-use over the asset shall not be 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 or to lead to greenhouse gas reductions, notably activities listed in points 7.3 to 7.6 of Annex I to the Climate Delegated Act, as well as other economic activities listed in the delegated acts adopted pursuant to Article 10(3), Article 11(3), Article 12(2), Article 13(2), Article 14(2) and Article 15(2) 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-capitalised 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 will include 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 capitalising 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-capitalised 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 and to individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions 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	Code(s)	Absolute turnover	Proportion of turnover	Substantial contribution criteria										DNSH criteria (Does Not Significantly Harm)		Minimum guarantees	Taxonomy-aligned proportion of turnover, year 2022	Category (enabling activity)	Category (transitional activity)	
				Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					Y/N
		EUR	%	%	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	—	—
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%	—	—
Total (A.1 + A.2)		0	0%															0%	—	—
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Turnover of Taxonomy-non-eligible activities (B)		2 422 mln	100%																	
Total (A+B)		2 422 mln	100%																	

- CapEx

The process that has been carried out to outline the specific CapEx activities that could be identified as “eligible” and then “aligned” according to the Commission Delegated Regulation (EU) 2021/2139 will be accurately described in the following paragraphs.

First, an initial analysis was undertaken on AmRest's Enterprise Resource Planning extract (ERP extract) by an independent sustainability advisory firm. The final goal was to detect those CapEx entries that could potentially fulfil the eligibility criteria, mentioned above. In collaboration with various experts, in charge of different business units and departments within AmRest, it was possible to consolidate a list of company expenses, retrieved directly from the CapEx archives of 2022, that could be grouped as “eligible” under the Taxonomy Regulation criteria. According to the Commission Delegated Regulation (EU) 2021/2139, the eligible activities within AmRest's portfolio are the following:

- Installation and operation of electric heat pumps;
- Construction of new buildings;
- Installation, maintenance and repair of energy efficient equipment;
- Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings;
- Installation, maintenance and repair of renewable energy technologies.

The data retrieved from the current analysis for the year 2022 present an interannual variation in comparison to the eligible CapEx KPI of 2021. In practice, an additional type of activity has been included: Construction of new buildings. AmRest's team of experts has concluded that expenditures such as: (i) building architecture and construction; and (ii) recycling of waste from construction, could not be overlooked in the eligibility analysis, regardless of their alignment status.

Second, a transversal work team has established whether the list of eligible activities could be eventually regarded as aligned to the Taxonomy Regulation directives. To do that, in the first place it is necessary to demonstrate whether the eligible activities were complying with the specific “Technical Screening Criteria” laid out in the Commission Delegated Regulation (EU) 2021/2139. In the second place, in order to conclude the alignment evaluation, it is necessary to prove

that the activities were not causing significant harm to the other objectives and that they were adhering to a series of social safeguards. The alignment analysis, as already alluded in the introduction, has been conducted only in relationship with the climate change mitigation and adaptation objectives. In this regard, AmRest has worked on assessing whether their activities comply with these criteria and, in particular, to what extent their corporate processes are adequate to assure compliance with such criteria. While making the cost calculations of the activities listed in the table, AmRest took into account only the CapEx directly related to each one of these five activities. As a result, the risk of double counting was eliminated. The data employed to assess the alignment status of AmRest's activities has been retrieved from technical manuals, interpersonal meetings, and expert consultations.

The results of this examination are shown in the underlying table, and disclose the level of eligibility and alignment in percentage terms, of AmRest's CapEx according to the criteria set out in the Taxonomy Regulation. These percentages represent the proportion of AmRest's investments that, simultaneously, make a positive, substantial contribution to at least one of the two climate objectives currently provided in the Taxonomy (climate change mitigation and adaptation), and have been proven not to cause a significant harm on the other EU environmental objectives and to comply with a series of social safeguards. In this sense, the fact that there are eligible, non-aligned investments does not imply that AmRest's remaining internal activities are causing adverse impacts, but merely that, with regard to the climate objectives, they do not make a significantly positive impact. AmRest is still working to determine its compliance with Taxonomy criteria, both in an activity-by-activity level and in a corporate level.

As can be observed in the following table, after examining accurately AmRest's CapEx, one can conclude that none of the five activities considered eligible can be regarded as aligned to what prescribed in the Commission Delegated Regulation (EU) 2021/2139. Therefore, the alignment status of AmRest's eligible activities results in an alignment CapEx KPI equal to 0%.

Table. Presentation of CapEx [EUR, %]

Economic activities	Code(s)	Absolute CapEx	Proportion of CapEx	Substantial contribution criteria										DNSH criteria (Does Not Significantly Harm)	Minimum guarantees	Taxonomy-aligned proportion of CapEx, year 2022	Category (enabling activity)	Category (transitional activity)		
				Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy						Pollution	Biodiversity and ecosystems
		EUR	%	%	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	—	—
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Installation and operation of electric heat pumps		4.16	1.8 mln	0.9%																
Installation, maintenance and repair of energy efficient equipment		7.3	18.2 mln	8.8%																
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings		7.5	3.3 mln	1.6%																
Installation, maintenance and repair of renewable energy technologies.		7.6	0.4 mln	0.2%																
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		23.7 mln	11.5%																	
Total (A.1 + A.2)		23.7 mln	11.5%															0%	—	—
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
CapEx of Taxonomy-non-eligible activities (B)		182.8 mln	88.5%																	
Total (A+B)		206.5 mln	100%																	

■ OpEx

In 2022 total operating expenses of AmRest Group excluding amortization and depreciation amounted to EUR 2 056.9 million and are described in the note 7 of the Consolidated Financial Statements for the year 2022. Out of that amount, EUR 41.7 million (2.0%) 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 2022, 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. **2022 OpEx denominator: EUR 41.7 million.**

Key metrics

1. Table. Number of suppliers by type*

	2021	2022
Total suppliers	12 297	12 783
Food suppliers	1 183	1 306

* Starting from 2022 the data is reported globally based on extracts from financial systems across AmRest markets. Accordingly, 2021 data has been restated.

2. Table. Main raw material consumption [t]*

	2021	2022
Meat (incl. Fish)	59 766	63 135
Flour	16 626	19 415
Dairy	14 948	18 874
Fruits & Vegetables	11 270	12 000
Cold drinks	21 571	26 607

* Starting from 2022 AmRest reports data which covers 100% of equity business. 2021 data has been restated due to expanding the scope of reporting.

3. Table. AmRest energy consumption [GJ]*

	2021	2022**
Electricity	1 226 507	1 327 487
Heating	51 821	49 305
Natural gas	207 832	206 855

* Energy data has been calculated based on the invoices from the 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.

** In 2022 renewable energy covered 68 709 GJ.

4. Table. Fuel consumption of AmRest car fleet [l]*, **

	2021		2022	
	DIESEL	PETROL	DIESEL	PETROL
AmRest	655 742	1 609 495	800 815	1 448 209

* In previous years data reported by AmRest regarded only business cars. Starting from 2022 AmRest reports data which also covers the company's own delivery channel. Accordingly, 2021 data was restated due to expanding the scope of reporting.

** Fuel data has been calculated based on reports and invoices from the third-parties. Part of the data was estimated based on average fuel consumption.

5. Table. Scope 1 and Scope 2 for AmRest [tCO₂eq]*

Carbon footprint	2021	2022
AmRest	16 877	16 843
	154 253	161 259

* 2021 data restated due to the changes in the methodology. The standards used were: in 2021 Defra, Association of Issuing Bodies (AIB). In 2022 Defra, Association of Issuing Bodies (AIB), Climate Transparency Report, European Residual Mixes.

6. Table. Waste generation [tonnes, percentage]*,**

	Types of waste										
	Non-hazardous						Hazardous				
	Mixed waste	Paper and cardboard	Plastic	Glass	Organic	Used oil					
2021	39 484	42% recycled	26% recycled	99% recycled	8% segregated	100% reused					
2022	33 102	54% recycled	69% recycled	100% recycled	14% segregated	100% reused					

* The main hazardous waste for AmRest is used oil. The company recovers it by forwarding the oil to the biofuel producers. Other types of hazardous waste are considered non-material.

** For the stores where the waste generation data was not available (e.g. restaurants located in shopping malls) the numbers were estimated.

7. Table. Water consumption [m³]*

	2021	2022
AmRest	2 534 779	2 634 795

* For the stores where the water consumption data was not available (e.g. restaurants located in shopping malls) the numbers were estimated.

8. Table. AmRest employment and dismissals [headcount]

Employment	2021	2022
Total	48 539	50 933
Women	27 308	28 962
Men	21 231	21 971
<30	34 721	36 359
30-50	12 323	12 628
>50	1 495	1 946
Restaurant employees	46 328	48 606
Office employees	2 211	2 327
Permanent contract	33 075	35 786
Temporary contract	15 464	15 147
Full-time	21 891	22 450
Part-time	26 648	28 483
Dismissals*		
Total	3 508	4 476
Women	1 527	2 010
Men	1 981	2 466
<30	2 444	3 283
30-50	977	1 029
>50	87	164
Restaurant employees	3 439	4 398
Office employees	69	78

* 2021 data was recalculated due to applying different categorization of dismissals in 2022 vs 2021.

9. Table. AmRest employees covered by collective bargaining agreements [headcount, percentage]

	2021	2022
France	4 768	4 405
Germany	2 519	2 598
Italy	12	11
Luxembourg	81	66
Portugal	91	91
Spain	4 090	5 055
Switzerland	186	165
Percentage of total employment	24%	24%

10. Table. AmRest average annual employment [headcount]

	2021	2022
Average annual number of employees	46 480	50 139
Average annual number of men	20 414	21 709
Average annual number of women	26 066	28 430
Average annual number of permanent contract	32 797	34 867
Average annual number of temporary contract	13 683	15 272
Average annual number of full-time employees	21 348	22 393
Average annual number of part-time employees	25 132	27 746
Average annual number of employees <30	32 920	35 867
Average annual number of employees 30-50	12 132	12 599
Average annual number of employees >50	1 429	1 673
Average annual number of restaurant employees	44 301	47 852
Average annual number of office employees	2 180	2 287

11. Table. AmRest employees by country [headcount]

	2021*	2022
Austria	49	53
Belgium	155	72
Bulgaria	359	414
China	2 108	2 140
Croatia	171	125
Czech Republic	7 243	7 832
France	4 772	4 405
Germany	2 610	2 712
Hungary	2 274	2 643
Italy	12	11
Luxembourg	81	66
Poland	16 008	17 213
Portugal	91	91
Romania	794	965
Russia	6 768	6 366
Serbia	431	169
Slovakia	261	364
Slovenia	16	17
Spain	4 090	5 055
Switzerland	186	165
UK	60	55

* In 2021 the subcontractors (outsourced employees) were included in the headcount, where applicable, due to system features. 2022 headcount includes only employees with direct labour or civil relationship (employment) with AmRest.

12. Table. Indicator of diversity

	2021	2022
Number of employees with disabilities	1 100	1 109
Percentage of all employees	2%	2%

13. Table. Information about occupational health and safety in AmRest Holdings

Work related injuries*	2021	2022
women	337	298
men	375	316
Absenteeism among employees [hours]		
women	3 797 552	4 028 008
men	1 909 864	1 786 296
Types of injuries		
hot water, steam or chemical burns; internal injuries, broken hands and legs; bone fractures; dislocations or sprains or tears;		
Frequency rate**		
women	12.36	10.46
men	16.68	13.42
Severity rate***		
women	0.38	0.27
men	0.39	0.31

* Starting from 2022 the disclosure covers only injuries that lead to sick leaves. Accordingly, the 2021 data has been restated.

** Frequency rate calculated using the following formula: Total number of accidents that led to sick leaves *10⁶/Total number of working hours for a year.

*** Severity rate calculated using the following formula: Days lost due to the accidents that led to sick leaves *10³/Total number of working hours for a year.

14. Table. Expenditure on social causes [EUR]

	2021	2022
AmRest	177 502	247 017

15. Table. Membership of industry organization [EUR]

Country	Name of the organization	2021	2022
Bulgaria	Bulgarian Food and Restaurant Association		
	Shanghai GiftCard Association		
China	Shanghai JinQiao Economic and Technological Development Zone Enterprise Association		
	Shanghai Pudong Foreign Investment Enterprise Association		
	Shanghai Catering and Cooking Industry Association		
Croatia	Croatian Chamber of Economics		
Czech Republic	International Facility Management Association		
Germany	Bundesverband Systemgastronomie (The Federal Association of the System Catering)		
	Industrie- und Handelskammer (Chamber of Commerce and Industry)		
Hungary	Chamber of Commerce		
	Związek Pracodawców Hoteli, Restauracji i Cateringu (Association of HORECA Employers)		
Poland	Polska Rada Centrów Handlowych (Polish Council of Shopping Centers)		
	American Chamber of Commerce		
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		
	Comité Horeca de AECOC (HORECA Committee)		
	Asociación Empresarial de Marcas de Restauración-Fehrcarem (Business Association of Restaurant Brands)		
	Asociación Española del Franquiciado (Spanish Association of Franchisees)		
Spain	Asociación del Cluster Food Service de Cataluña (Association of the Food Service Cluster of Catalonia)		
		2021	2022
Total fees paid		193 558	185 380

16. Table. Profits earned by country*

Country	Profit/(loss) before tax		EUR
	2021	2022	2022
Austria	276 301		19 382
Belgium	(2 698 959)		(2 489 276)
Bulgaria	1 880 739		3 057 688
Croatia	946 036		1 279 122
Czech Republic	18 396 832		29 485 038
China	10 724 382		(3 239 977)
France	(29 393 299)		(35 843 029)
Germany	(10 535 299)		(3 410 979)
Hungary	13 472 524		9 124 779
Italy	(61 333)		(756 598)
Luxembourg	15 528		(329 368)
Malta	-		(3 343 511)
Poland	26 825 660		43 717 613
Portugal	(2 058 207)		(843 060)
Romania	224 908		2 495 996
Russia	10 032 706		17 922 206
Serbia	1 126 060		824 130
Slovakia	(95 902)		(236 701)
Slovenia	(210 599)		223 407
Spain	(5 917 965)		9 617 517
Switzerland	999 513		(1 270 480)
UK	620 283		531 045
USA	698 867		77 352

* Profit/(loss) before tax was prepared based on input data used for consolidation purposes before consolidation adjustments (intercompany elimination, IFRS16 adjustments and other).

17. Table. Income taxes paid (unearned)*

Country	Income taxes paid (unearned)		EUR
	2021	2022	2022
Austria	1 363		14 451
Belgium	1 289		57 553
Bulgaria	122 712		351 504
Czech Republic	2 386 488		5 115 910
China	2 347 099		2 373 444
France	369 877		2 638 000
Germany	13 181		(548)
Hungary	1 613 621		3 189 013
Italy	-		1 539
Luxembourg	30 987		66 485
Poland	1 239 188		5 414 473
Portugal	1 546		6 110
Romania	(2 908)		-
Russia	2 751 337		7 537 368
Serbia	-		74 067
Slovakia	(23 176)		-
Slovenia	-		22 092
Spain	654 575		(1 152 966)
Switzerland	-		167 949

* In order to ensure compliance with existing tax laws, regulations and principles, AmRest has put in place effective control mechanisms. AmRest's tax professionals 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).

18. Table. Public subsidies received [million EUR]

	2021*	2022
Government grants for payroll and employee benefits	10.5	0.4
Government grants for rent and other	26.7	1.6

* The other operating gains in year 2021 consisted mainly of various government assistance programs related to COVID-19 pandemic. The Group has taken numerous actions aimed at utilising government support related to cost of labour offered on all markets where the Group operates. Government programs implemented with regards to COVID-19 spread allow also to defer payments taxes, social securities and other public obligations. Group's policy is to present government grants related to income as other operating income.

GRI Standards content index

Non-financial Information Report, Contents index of the Law 11/2018

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General	Reporting framework	GRI 1	32
	Materiality principle	GRI 3-1 GRI 3-2	34
Management approach	Description of the applicable policies		38-39, 40-42, 43-44, 45-46
	The results of these policies	GRI 3-3	38-39, 40-42, 43-44, 45-46
	The main risks related to these issues involving the activities of the group		36-37
Environmental questions			
Environmental management	Current and predictable impacts of the company's activities on the environment and, if applicable, on health and safety,	GRI 3-3	35
	Environmental assessment or certification procedures	GRI 3-3	45
	Resources dedicated to the prevention of environmental risks	GRI 3-3	45
	Application of the precautionary principle	GRI 2-23	45
	Amount of provisions and guarantees for environmental risks	GRI 3-3	45
Contamination	Measures to prevent, reduce or offset air pollution emissions (including noise and light pollution)	GRI 3-3	45-46, 50
Circular economy and waste prevention and management	Prevention, recycling, reuse, other forms of recovery and types of waste disposal	GRI 3-3 GRI 306-1 GRI 306-2	45, 51
	Actions to combat food waste	GRI 3-3 GRI 306-1 GRI 306-2	45
Sustainable use of resources	Water consumption and water supply according to local constraints	GRI 303-5	46, 51
	Use of raw materials and measures taken to improve the efficiency of their utilisation	GRI 301-1 GRI 301-2 GRI 301-3	46, 50
	Energy use, direct and indirect	GRI 302-1	50
	Measures taken to improve energy efficiency	GRI 3-3 GRI 302-4	45-46
	Use of renewable energies	GRI 302-1	50
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 GRI 305-2	45-46, 50
	Measures taken to adapt to the consequences of climate change	GRI 3-3	45-46
	Reduction goals established voluntarily in the medium and long term to reduce greenhouse gas emissions and measures implemented for that purpose	GRI 305-5	46
Protection of biodiversity	Measures taken to protect or restore biodiversity	GRI 3-3	46
	Impacts caused by activities or operations in protected areas	GRI 3-3	n/a

Social and personnel questions

Employees	Total number and distribution of employees according to country, gender, age, country and professional classification	GRI 2-7 GRI 405-1	51, 53
	Total number and distribution of work contract modalities	GRI 2-7	51
	Annual average of work contract modalities (permanent, temporary and part-time) by sex, age, and professional classification	GRI 2-7	52
	Number of dismissals by sex, age, and professional classification	GRI 3-3	51
	Salary gap	GRI 3-3 GRI 405-2	41
	The average remunerations and their evolution disaggregated by sex, age, and professional classification or equal value	GRI 3-3 GRI 405-2	41
	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	42
	Implementation of employment termination policies	GRI 3-3	40
Work organization	Employees with disabilities	GRI 405-1	53
	Work schedule organization	GRI 3-3	40
	Number of hours of absenteeism	GRI 403-9	54
Health and safety	Measures aimed to facilitate the conciliation while encouraging the co-responsible performance by both parents	GRI 3-3 GRI 401-3	41
	Work health and safety conditions	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-7 GRI 403-8	40
	Work accidents, in particular their frequency and severity, disaggregated by gender	GRI 403-9 GRI 403-10	54
Social relationships	Occupational diseases, disaggregated by gender	GRI 403-9 GRI 403-10	54
	Organization of social dialog, including procedures to inform and consult staff and negotiate with them	GRI 3-3	42
	Percentage of employees covered by collective agreement by country	GRI 2-30	52
	The balance of collective agreements, particularly in the field of health and safety at work	GRI 403-3	42, 52
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	GRI 3-3	42
	Policies implemented for training activities	GRI 3-3 GRI 404-2	40-41
Universal accessibility for people with disabilities	The total amount of training hours by professional category	GRI 404-1	41
	Universal accessibility for people with disabilities	GRI 3-3	41
	Measures taken to promote equal treatment and opportunities between women and men	GRI 3-3	41
	Equality plans (Section III of Organic Law 3/2007, of March 22, for the effective equality of women and men)	GRI 3-3	41
Equality	Measures adopted to promote employment, protocols against sexual and gender-based harassment, integration, and the universal accessibility of people with disabilities	GRI 3-3	41
	Policy against any type of discrimination and, where appropriate, diversity management	GRI 3-3	41

Information about the respect for human rights

Human rights	Application of due diligence procedures in the field of human rights; prevention of the risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses committed	GRI 2-23 GRI 2-26 GRI 2-24	40
	Claims regarding cases of human rights violations	GRI 3-3 GRI 406-1	40
	Promotion and compliance with the provisions contained in the related fundamental Conventions of the International Labour Organization with respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; and the effective abolition of child labour	GRI 3-3 GRI 407-1 GRI 408-1 GRI 409-1	40

Information about anti-bribery and anti-corruption measures

	Measures adopted to prevent corruption and bribery		40
Corruption and bribery		GRI 3-2 GRI 2-23 GRI 2-26 GRI 205-2	
	Measures adopted to fight against anti-money laundering		40
	Contributions to foundations and non-profit-making bodies	GRI 2-28 GRI 201-1	54

Information about the society

	Impact of the company's activities on employment and local development	GRI 3-3 GRI 203-2 GRI 204-1	43-44, 53
Commitment by the company to sustainable development	The impact of company activity on local populations and on the territory	GRI 413-1 GRI 413-2	38-39, 43-44
	The relationships maintained with representatives of the local communities and the modalities of dialog with these	GRI 2-29 GRI 413-1	42, 43-44
	Actions of association or sponsorship	GRI 3-3 GRI 201-1	55
	The inclusion of social, gender equality and environmental issues in the purchasing policy	GRI 3-3	38
Subcontractors and suppliers	Consideration of social and environmental responsibility in relations with suppliers and subcontractors	GRI 2-6 GRI 308-1	38
	Supervision systems and audits, and their results	GRI 2-6 GRI 308-2	38-39
Consumers	Customer health and safety measures	GRI 3-3	40, 43-44
	Claims systems, complaints received and their resolution	GRI 3-3 GRI 418-1	43
Tax information	Benefits obtained by country		56
	Taxes on paid benefits	GRI 3-3 GRI 207-4	57
	Public subsidies received	GRI 201-4	57

Other indicators

AmRest Taxonomy disclosure	Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18th 2020 and its Delegated Acts	46-49
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