



Statement of Non-financial Information

AmRest Group
27 February 2024





Statement of Non-financial Information

This report is a Statement of Non-financial Information ("SNFI") prepared by AmRest Holdings SE according to the Royal Decree-Law 11/2018 of 28 December, relating to non-financial information and diversity. It also contains EU Taxonomy disclosures. Reporting on the EU Taxonomy is mandatory under Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020. This statement is of a public nature and may be reviewed on the following website: www.amrest.eu.

The statement is an independent part of the Consolidated Directors' Report for 2023 and includes information concerning all the subsidiaries of AmRest Holdings SE. In cases where the data presented does not apply to all AmRest units, the scope is specified accordingly. As of 31 December 2023, AmRest operated 2 188 equity and franchised restaurants and coffee houses in 21 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 those restaurants, as they are operated by third parties.

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 2023 to 31 December 2023. All the data is presented as of 31 December 2023 unless stated otherwise.

The following SNFI has been prepared in line with the Global Reporting Initiative ("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 this document were identified during the double-materiality analysis process, as further explained in Section 3 (Material topics assessment)

The qualitative and quantitative information included in the report have undergone external assurance conducted by an independent entity, PricewaterhouseCoopers Auditores, S.L. This has been executed in line with International Standards on Assurance Engagements ("ISAE") 3000 Revised and Action Guide on the verification of Non-Financial Statement engagements issued by the Instituto de Censores Jurados de Cuentas de España. The Independent verification opinion can be found in Annex I.

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Business-related information

AmRest Group is Europe's leading publicly listed restaurant operator, with a portfolio of renowned brands in 21 countries of Europe and Asia*: Austria, Belgium, Bulgaria, China, Croatia, Czech Republic, France, Germany, Hungary, Luxembourg, Poland, Portugal, Romania, 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 through its own brands such as La Tagliatella, Sushi Shop, Blue Frog and Bacoa. As of 31 December 2023, AmRest managed a network of 2 188 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.

AmRest operates a 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	840	840	-
Starbucks	415	389	26
Pizza Hut	326	184	142
Burger King	99	99	-
La Tagliatella	229	74	155
Sushi Shop	189	126	63
Blue Frog	88	78	10
Bacoa	2	-	2
Total number of restaurant and coffee houses	2 188	1 790	398

* During second quarter of 2023 AmRest sold the KFC business in Russia, ceased operations and ended its corporate presence in this country. Consequently, the cumulative figures for 2023 in this report include estimates for Russia, covering 4.5 months (from 1 January to 15 May 2023).

Corporate Governance

AmRest Holdings SE shares are listed on both the Spanish Stock Exchanges and on the Warsaw Stock Exchange ("WSE"). The Group applies the principles of corporate governance specified in the Good Governance Code of Spanish listed companies (Código de Buen Gobierno de las sociedades cotizadas) and the Code of Best Practice for WSE Listed Companies.

The Company is managed by the Board of Directors. Members of the Board of Directors are appointed by the General Shareholders' Meeting. Directors exercise their office for a four-year term and may be re-appointed for one or more additional periods of the same duration.

The Board of Directors operates under the regulations of the Bylaws and the Regulations of the Board of Directors 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 list of the Members of the Board of Directors of AmRest Holdings is included in the Directors' Report, in section "Changes in the Parent Company's Governing Bodies".

The Board of Directors has established an Executive Committee, an Audit and Risk Committee, an Appointments, Remuneration and Corporate Governance Committee, and a Sustainability, Health, and Safety Committee. Their respective responsibilities and governance are detailed in the Regulations of the Board of Directors which may be viewed on the following website: www.amrest.eu.

Material topics assessment

In 2023 AmRest conducted a double-materiality assessment, which is a comprehensive stakeholder dialogue aimed at defining priorities in the environmental, social and governance areas. The aim of this process was to integrate the key considerations into the reporting, risk management, strategic planning, and decision-making processes.

Double materiality refers to two perspectives: impact materiality (positive and negative impacts of the company on the environment and society) and financial materiality (financial risks and opportunities that may affect the company economically). This assessment is conducted to determine which sustainability topics are most important to AmRest and its stakeholders.

Table. AmRest material topics assessment results

Topic	Materiality Impact Indicator	Financial Materiality Indicator	Material topic evaluation
Business conduct	■	■	■
Food and Customers	■	■	■
Own workforce	■	■	■
Workers in the value chain	■	■	■
Affected communities	■	■	■
Climate Change	■	■	■
Circular Economy	■	■	■
Water and Marine resources	■	■	■
Biodiversity and ecosystems	■	■	■
Pollution	■	■	■

Sustainability strategy

AmRest believes that continued success can only be achieved if the Company operates in a sustainable way. That is why AmRest Group has been integrating the responsible practices into daily operations.

In 2015 the Company developed the Corporate Social Responsibility ("CSR") Strategy. In 2022 AmRest revised the CSR Strategy. The new document, AmRest Global Sustainability 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 Environmental, Social, and Governance aspects ("ESG").

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 and in every market where the Company is present.

Responsibility for implementation of the Sustainability Strategy belongs to the respective members of the AmRest Management Team (Pillar Owners):

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

Table. Key pillars of AmRest Global Sustainability Strategy

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

Progress in the implementation of the AmRest Sustainability Strategy is reported by Pillar Owners on a regular basis to the Members of the Management Team, Sustainability, Health and Safety Committee (Board of Directors level), and to the Board of Directors.

Risk management at AmRest

AmRest has a Risk Management Framework implemented consistently throughout the Group, inspired by best practices and, based on the Committee of Sponsoring Organizations ("COSO"), best industry external framework.

AmRest monitors, identifies and assesses the financial and non-financial risks the Group is exposed to.

AmRest established a Global Risk Inventory including the following 5 risk taxonomies: Operations/Infrastructure, Compliance, Strategy and Planning, Governance and Reporting. Under these taxonomies, the AmRest Global Risk Inventory considers different categories of risk.

This catalogue is updated periodically, considering the current context in which AmRest operates and the increasing relevance of risks that relate to intangibles and are of global significance, such as sustainability, the geopolitical environment, supply chain risks and inflation, among others.

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

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

This Risk Management System and its operating efficiency is the responsibility of the Global Risk and Compliance Department. The Global Risk and Compliance Department is constantly analyzing and reviewing risks that the Group may be exposed to. As the entire organization has the responsibility to contribute to the identification and management of risks, the Global Risk and Compliance Department also plays an important role in training and involving employees in the culture of risk management. Employees are asked to consider risk management as part of the culture at AmRest, to identify risks and actively participate in their mitigation.

The critical risk performance and the effectiveness of the control activities are reported on a regular basis to the Risk and Compliance Committee (Management level) and to the Audit and Risk Committee (Board level). When risks are identified as exceeding the defined tolerance level, action plans are implemented and monitored by Risk Owners and Risk Delegates. Risk Owners actively participate both in the risk strategy and the important decisions regarding their assurance and control.

The Risk and Compliance Committee oversees the appropriate functioning of the Enterprise Risk Management system and fosters the implementation of complete risk response strategies to mitigate or reduce critical risks within the approved Risk Appetite and Risk Tolerance levels approved by the Board of Directors. The Audit and Risk Committee is responsible for overseeing the effectiveness of the Enterprise Risk Management system in the Company.

Risk Management System Governance Model

Roles and responsibilities are based on a three line of defence model:

- **First Line of Defence:** includes Risk Owners and Risk Delegates who are responsible for day-to-day ownership and management of risks and controls. Risk identification includes analysis of the internal/external factors that may affect the Group, updating the risks in each area and, where appropriate, collaborating with the different areas to monitor the risks. Risk owners are responsible for identifying, assessing, and managing risks within their respective areas of responsibility and reporting the Key Risk Indicators to the Global Risk and Compliance Department.

- **Second Line of Defence:** includes the Global Risk and Compliance Department which is responsible for developing and implementing the company's risk management framework, policies, and procedures. The Global Risk and Compliance Department also ensures that the Enterprise Risk Management ("ERM") functions correctly and provides guidance and support to the Risk Owners/Risk Delegates. It also ensures that risks and controls are properly managed, regularly monitored and reported to the Risk and Compliance Committee and Risk and Audit Committee.
- **Third Line of Defence:** includes the Internal Audit and Control Department, which supervises the effectiveness of the Enterprise Risk Management system. Its role is to analyze and evaluate the Risk Management process, Internal Controls and Corporate Governance and provide recommendations to mitigate risks, and also to focus on increasing the efficiency of business processes and the optimization of control mechanisms. This line of defence provides assurance to the Audit and Risk Committee that the efforts of the first and second lines are consistent with expectations.

The main current risks and threats related to sustainability-related matters have been summarized in the following tables. AmRest considers 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"> ■ competitors – in terms of prices, ■ demographic changes, ■ consumer habits and trends, i.e., the number of people using the restaurants, changes in consumer trust, consumers' disposable income and individual spending patterns, ■ changes in laws and regulations which impact the functioning of the restaurants and the employees, ■ 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 legal and tax determinants, ■ adverse changes in the financial markets.
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.

Table. Sustainability-related risks that may have a considerable adverse effect on operating areas of AmRest. Listed in alphabetical order

Risks
Adverse macroeconomic conditions or trends can lead to a decrease in consumption levels including economic slowdowns, recessions, adverse changes in personal income or consumer spending, increases in the unemployment rate, and adverse changes in income.
Disruption to the supply of goods, or to logistics suppliers, resulting in limited access to essential supplies
Failure to anticipate, identify and respond to new regulations that may result in fines, litigations, and/or the loss of operating licenses or other restrictions such as inadequate identification/monitoring of the legislation changes related to the Group's business, new regulation enacted that threatens the current business model in a specific country, and the organization not being prepared to comply with the requirements of the new regulation.
Failure to define and implement the response strategy and communication plan of the Group regarding ESG (CO2 emission, use of plastic, waste management) resulting in an adverse impact on the Group's reputation and competitive position
Failure to have relevant security measures to protect information acquired, generated, or used by the Group due to cyber-attack, breach, unintentional disclosure or system failure
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.

Risks

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 potential occurrence of global disasters, such as health epidemics, economic crises, energy crises, extreme weather events, or other critical events creates a risk of disruption the Group's business, industry and economies where the Group operates and could impact the Group's day to day business concerns. Likewise, a potential adverse impact on the Group's image or brands may deteriorate its perception by different stakeholders.

** Other risks identified by AmRest are presented in the Directors' Report in section "Basic risks and threats the Group is exposed to".*

Our Food

Food Services Excellence

AmRest operates more than 2 100 restaurants, manages daily supplies, negotiates contracts, and supervises the distribution and quality control of food and packaging. The Group is working towards creating a secure, more sustainable future for food, by advancing safety and quality, prioritizing animal health and welfare, and increasing the availability of balanced meals.

“Our Food” pillar mission is to provide the highest quality, safe products, while maintaining competitive prices and excellent operational and service levels. The main goal is to create a sustainable competitive advantage by leveraging the business scale, investing in long-term relationships with strategic suppliers, proactively analyzing market opportunities and threats, and utilizing the know-how and experience.

A robust Food Safety action plan is the cornerstone of AmRest's food strategy. Another key focus area is the Nutrition Program and the transparency of nutrition content. AmRest's goal is to satisfy customers' needs by offering ingredients such as the plant-based proteins they expect to see on AmRest menus. The Company is also making continuous improvements in animal welfare standards.

Responsible sourcing

AmRest has introduced the Supply Code of Practice which suppliers must sign as part of agreement. This document sets out the ethical, environmental, and social responsibilities that AmRest suppliers must comply with. The Code covers four key areas: Ethical Business Practice, Quality Assurance, Responsible Sourcing and Animal Welfare. It ensures that these topics have full visibility of and traceability, throughout the supply chain.

AmRest's relationships with business partners extend beyond quality, price and capability. Supplier policies and values are assessed across a range of ethical aspects, from human rights and working conditions to animal welfare and the environment. AmRest values long-term cooperation with its suppliers, the majority of whom are appointed on multi-year contracts.

Nutrition and balanced choice

In 2023 AmRest continued the implementation of its Nutrition Group Policy, setting out commitments to exceed customer expectations by providing varied menus that enhance consumers' well-being, nutrition, and enjoyment 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's menus.

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

- Lower calorie products and adequate portion sizes;
- A range of non-meat offerings;
- Low/no sugar beverages.

Food safety at AmRest

AmRest's priority is to ensure food safety and the highest product quality. The Company only sources from suppliers that meet the requirements outlined in the Food Safety Group Policy, implemented since 2022, and all must be approved by the Quality Assurance and Food Safety Department. These requirements apply to all suppliers, contractors, and third parties who provide ingredients, beverages, and packaging to AmRest brands, whether owned or franchised. AmRest has also established a robust Hazard Analysis and Critical Control Point ("HACCP") plan to assure product safety for the customers.

AmRest continually strives to foster a food safety mindset and promote a strong Food Safety Culture throughout the organization. This includes enhancing the skills, awareness, and risk management of personnel through development programs and training.

Quality and food safety audits

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

- All AmRest suppliers are subject to audit schemes approved by the Quality Assurance and Food Safety Department based on the risk assessment of the suppliers and/or provided by the franchisors. The audits are performed either by third-party auditors who have been selected by the Quality Assurance and Food Safety Department or by the Franchisors, or by AmRest Quality Assurance Managers/team, qualified as auditors.
- Each distributor that delivers to AmRest restaurants is audited by a third-party expert that specializes in the audit of warehouses, cross-dock facilities, and transportation. The main purpose of the audit is to evaluate the systems and procedures, as well as product and process controls, involved in storing and distributing food.
- Independent auditors conduct unannounced inspections of AmRest restaurants and coffee houses to ensure strict adherence to food safety standards. These inspections are tailored to meet the specific needs of each brand and are carried out on a regular basis.

All audit reports are uploaded to an online system and the results analyzed. If the results are not satisfactory, a Corrective Action Plan will be put in place. AmRest has rigorous processes to identify food quality issues. All incidents of non-compliance raised during an audit require a mandatory corrective action to be developed and implemented. Additionally, AmRest has special systems which ensure suppliers' certifications are up to date and meet the necessary food safety guidelines.

The total number of audits conducted in restaurants and among suppliers in 2023 was 7 249 (and 7 903 in 2022).

Human rights in the supply chain

AmRest recognizes its responsibility to ensure compliance with human rights within its supply chains. AmRest employs customized risk analysis to consistently identify, assess, and take specific preventive actions against the risks of human rights violations.

In 2023, AmRest issued the Declaration of Principles on Human Rights Strategy and Environmental Risks in accordance with the Supply Chain Due Diligence Act ("SCDDA")*. The document can be viewed on the Company's corporate website: www.amrest.eu.

* As of 1 January 2024 Supply Chain Due Diligence Act ("SCDDA") came into force in Germany, where AmRest operates.

Table. Summary of main documents at AmRest in terms of supply chain matters

Name of the document	
Food Safety Policy	Procurement Procedure [SCM]
Nutrition Policy	Supplier Approval Program
Supply Code of Practice	Global Procurement Procedure
Declaration of Principles on Human Rights Strategy and Environmental Risks	

Our People

AmRest strives to create an environment and working conditions that generate high job satisfaction and employee well-being. The Group human resources strategy aims to stimulate employees' motivation, commitment, and involvement with the Company.

Workplace ethics and human rights

AmRest conducts business in compliance with all relevant laws and regulations and maintains the highest ethical standards. This means the Company acts in accordance with all applicable labour regulations, including those related to hygiene, health and safety at work, working hours and rest periods, and payment of wages according to law. Respect for human rights is a fundamental pillar of AmRest's business conduct and corporate responsibility commitments. The Company has established an HR Compliance Senior Manager role to safeguard human rights, ensuring strict adherence to all relevant regulations and policies.

Basic employment matters, including internal organization, employee and employer rights and responsibilities, are governed by separate documents adopted by AmRest subsidiaries, in accordance with the relevant national laws. On a global level, the Group has put in place clear practices so that all employees can live by consistent ethics while at work:

- Code of Ethics and Business Conduct – a set of guidelines and rules for all employees. The Code 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. To ensure the alignment with the principles, all new employees are required to complete mandatory training, which concludes with certification. Additionally, all employees must undergo annual recertification to assess their knowledge of the company's rules.
- 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 2023 was 498 (and 226 in 2022)*.
- 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 against money laundering and financing of terrorism. To build awareness of these issues, AmRest has introduced a Gifts, Entertainment and Hospitality Policy and Conflict of Interests Group Policy, both requiring obligatory training for all employees.

* In 2023 there were 2 discrimination cases at the restaurant level. In 2022 the number of cases from this area was 3.

Occupational health and safety

AmRest places a high priority on health and safety in the workplace and therefore integrates the prevention of occupational risks into its general management systems, across all activities and at all job levels. The Company implements and executes mandatory Health & Safety at Workplace culture training and certifications in every country where it operates, and runs preventative campaigns supported with other forms of communication.

Talent Development

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

Selected employee development initiatives at AmRest:

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

Table. The total number of training hours of AmRest employees*

	2022	2023
Restaurant employees	2 851 431	3 458 070
Office employees	81 297	24 130

* In 2022 AmRest introduced a set of new policies and procedures that required employees to undertake a set of additional trainings.

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 reason. AmRest offers stable, quality jobs and actively monitors equal pay between men and women, by comparing relative pay in positions of equal responsibility. In particular in Spain, as directed by local legislation, all AmRest Spanish entities have equality plans implemented.

The company has taken a significant step to promote diversity and inclusion by establishing a Global Diversity and Inclusion Manager ("D&I") position. This role will play a pivotal part in advancing D&I initiatives by leveraging its expertise to develop and execute strategies to enhance diversity, equity, and inclusion, across the organization.

To create a more inclusive workplace, the company partnered with an external provider to conduct employee engagement surveys. The New AmRest Barometer was distributed to 37 372 employees across 15 countries, translated into local languages for accessibility. The survey included questions about fair treatment, the freedom to express oneself, and the Company's approach to diversity in recruitment.

The remuneration area in AmRest is part of the Global Compensation Strategy, adopted by the Appointments, Remuneration and Corporate Governance Committee of the Board of Directors. The strategy is executed through salary level analyses vs. market and salary increase governance model. The analyses are conducted at departmental and country levels, taking into account market benchmarking data, salary budgets and local considerations (government minimum salary levels, remuneration regulations and agreements with workers councils). The governance model includes the annual salary increase process, internal promotion process and salary increase approval matrix.

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

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

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

	2022	2023
Group Pay Gap	-2.6%	-1.9%

* As of 31 December 2023 AmRest had no equity restaurants in Belgium, and conducted no operations in Italy and Russia, therefore, the data from these countries have not been included in the calculation of Pay Gap.

The tables below present the average annual salaries by gender and age, considering base salary, fixed and variable. The salaries are calculated based on real-time FTE remuneration.

Table. Average annual salary by gender and professional category, in thousand EUR, presented by segments. The segments are defined in note number 6 of Consolidated Financial Statements*

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

		Women		Men	
		2022	2023	2022	2023
Central Europe	Restaurant employees	7.4	8.8	6.8	8.2
	Office employees**	28.8	35.0	42.4	48.3
Western Europe	Restaurant employees	17.1	16.5	17.9	17.8
	Office employees**	47.8	48.9	62.0	63.9
Russia	Restaurant employees	3.7	-	3.7	-
	Office employees**	15.3	-	21.8	-
China	Restaurant employees	8.6	8.0	8.9	8.1
	Office employees**	28.4	21.6	42.0	36.9

* As of 31 December 2023 AmRest had no equity restaurants in Belgium, and conducted no operations in Italy and Russia, therefore, the data from these countries have not been included in the calculation of average annual salary.

** The office workers category represents 5% of the headcount in total.

Table. Average annual salary by age in thousand EUR*

	2022	2023
<30	7.7	9.1
30-50	18.4	20.3
>50	16.2	18.9

* As of 31 December 2023 AmRest had no equity restaurants in Belgium, and conducted no operations in Italy and Russia, therefore, the data from these countries have not been included in the calculation of average annual salary.

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

Annual average remuneration	2022	2023
Board of Directors**		
		thousand EUR
women	106	101
men	90	94
Senior Management Personnel***		
women	n/a	n/a
men	396	408

* The remuneration of the Board of Directors derives only from the exercise of the position of director. More information is included in the 2023 Annual Report on Director Remuneration available on the corporate website www.amrest.eu.

** The fixed remuneration of the Board of Directors Members is equal. The differences are related to the membership in the Board Committees. Due to changes in the composition of the Board during 2023, average remuneration was calculated on annualized basis.

*** Senior Management Personnel as defined in note 31 of the Consolidated Financial Statements for the year ended 31 December 2023.

Collective bargaining

The Group respects the 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 compliance with 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 ("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 ("Comité de empresa") 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	Conflict of Interests Group Policy
Anti-Corruption Group Policy	Gender Equality Policy
Whistleblowing Policy	Global Health & Safety Guidelines
Gifts, Entertainment and Hospitality Policy	

Community relations

The Group encourages its employees to participate in activities that can have a positive impact on their communities. The Company also makes direct contributions to charitable and non-profit organizations, which include both cash and product donations. The social engagement agenda is managed at the brand level by appointed brand representatives and overseen globally by the External Communications and Corporate Affairs department.

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

Initiative	Scope	Description
Cuore Felice	Spain	In 2023, La Tagliatella brand collaborated with Cima Universidad de Navarra to create a heart-healthy menu and donated a percentage of profits from the products' sales to support the research of cardiovascular diseases.
Food Sharing Day	Global	In November 2023, AmRest conducted its annual "Food Sharing Day". Burger King, KFC, La Tagliatella, Pizza Hut and Starbucks in nine countries, delivered meals to children in 150 locations.
Saving food – Harvest program	Global	AmRest donated surplus products from its restaurants, Central Kitchen and warehouses. KFC, La Tagliatella, Starbucks, Pizza Hut and Burger King cooperated with Food Banks and saved 250 tons of food in total.
Strategic partnership with SIEMACHA Association	Poland	In 2023, AmRest continued to support SIEMACHA Spot Wrocław, an educational facility for young people run by SIEMACHA Association, by providing in-kind and financial donations.

Customer Relations

For AmRest, service is the recipe for winning. The Company values customer feedback and uses it to improve guest satisfaction. Customers can share their opinions through various channels such as phone, e-mail, letter, online contact form, Customer Satisfaction Surveys (online), third party delivery service provider systems, and social media accounts. They can also give their feedback directly to the restaurant staff.

Complaints are handled according to procedures for specific markets and the local legislation. Each complaint is evaluated by subject matter experts and a dedicated Customer Care representative. Based on its nature, each complaint is assigned an appropriate grid tier, which determines the necessary resolution path and the maximum time allowed to solve it. The entire process is carefully monitored.

In 2023 the complaint ratio per 10 000 transactions in AmRest was 11.15 (and 12.65 in 2022). The total number of complaints received in 2023 was 216 869 (and 234 728 in 2022).

Data privacy

AmRest Group, as an international company headquartered in Spain, is bound by the EU General Data Protection Regulation ("GDPR"). Therefore, the GDPR serves as the foundation for the entire group, regardless of the geographical location or jurisdiction of the entity. Outside the European Economic Area, if AmRest Group processes personal data and that jurisdiction has a more protective framework than GDPR, the local legislation prevails. Consequently, the group is committed to incorporating 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 aims to balance growth with an organization-wide understanding of the importance of managing environmental impact. In line with the precautionary principle, the Company monitors environmental performance, evaluates risks, seizes opportunities, and implements measures to prevent or mitigate potential negative effects on the environment.

Environmental management*

Environmental aspects of AmRest restaurants are handled by a dedicated team within the Operations structure. The Facility Management department is responsible for ensuring compliance with national environmental requirements. The Group adheres to relevant laws, standards, and environmental guidelines in the countries where it operates.

In 2023, AmRest continued its annual Value Added Program ("VA") – a coordinated, structured and analytical process, involving multi-disciplinary and multifunctional teams. The main goals are to increase operational efficiency through implementation of the "Open the Gap" approach, continuous improvement and sharing best practices. The team is now identifying initiatives that deliver a sustainability impact. For example, in Facility Management, AmRest seeks to limit resource consumption (electricity, gas, heat, water) or to optimize their use, whenever possible.

Value Added initiatives in 2023 included:

- Waste Management, including waste monitoring - a methodology for applying an operational benchmark based on waste data, to share and implement best practices to improve waste management.
- Energy Efficiency - for example, reducing electricity consumption by recovering the energy used in Heating, Ventilation, Air Conditioning ("HVAC") systems.
- Cooking oil waste - for example, reducing the oil waste in the production process through implementation of additional draining and cleansing routines.

** The Company does not have specific environmental insurance provisions or guarantees. AmRest has never applied for an external environmental management assessment or certification.*

Climate change

AmRest strives to minimize its impact on climate change, recognizing it as a global challenge directly and indirectly affecting businesses worldwide. In 2023 AmRest began to develop its approach to climate risk management through consultations with climate change experts and dedicated training for employees.

The Company is monitoring its carbon footprint on an annual basis. In 2023 AmRest calculated its direct and indirect emissions (Scope 1 and Scope 2).

AmRest is implementing numerous solutions to adapt and mitigate climate change:

- Monitoring systems to optimize energy consumption
- Energy optimization audits to prevent energy "leaks"
- Installing heat recovery systems from cooling and freezing installations (to pre-heat water)
- Installing heat recovery systems from the cooking hood (exhaust air)
- Photovoltaic installations in selected stores
- Temperature management systems to optimize the ambient temperature in the restaurants
- Training programs for restaurant crew to implement environment protection and optimized use of cooking equipment
- Installing variable air volume systems, to reduce unnecessary air flow (resulting in less air to be heated or cooled)
- Voltage optimizers in selected restaurants

AmRest is rolling out the Building Management System (BMS) to optimize energy consumption of its most important equipment and installations, by remote supervision. The BMS provides more functionality to the currently used system (Media Readings). As of 31 December 2023 AmRest had more than 900 restaurants connected to BMS.

Waste management

The Group's approach to waste management is based on legal requirements in individual countries. It is customized according to the type and location of stores (such as shopping malls, drive-throughs, and in-line streets). Waste management for each restaurant category is carried out in accordance with the applicable laws, standards, and best practices, specific to each type of establishment.

Waste streams identified at AmRest:

- Mixed waste is a combination of different types of waste materials that cannot be easily separated. It includes a combination of organic waste, recyclable materials, and non-recyclable materials.
- Paper and cardboard waste refers to any form of paper packaging, or cardboard commonly used for shipping.
- Plastic waste refers to packaging, containers, bottles, bags, or other plastic products, used in AmRest restaurants.
- Glass waste at AmRest refers mostly to empty soft drink bottles.
- Organic waste is primarily food scraps and ground coffee.
- Used oil is oil from fryers. It is collected from AmRest restaurants by authorized facilities to be processed into biofuel.

Packaging commitments

Packaging waste (either paper or plastic) is a significant environmental matter for AmRest due to its scale of use in AmRest restaurants. Therefore, AmRest developed the Customer Packaging Group Policy which describes the Company's commitments:

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

Saving food

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

Table. AmRest food waste prevention programs*

Name of the project	Harvest	Too Good To Go
Short description	Donating surplus of ready to eat products to people in need. Cooperation with Food Banks	Selling food products with short expiry date via mobile app . Partnership with Too Good To Go company
AmRest brands involved	KFC, Pizza Hut, Burger King, La Tagliatella	Starbucks, Pizza Hut, La Tagliatella, Sushi Shop
Number of stores involved	414	483
Amount of food saved in 2023	250 349 kg	397 643 boxes saved (1 273 761 products saved)

* In 2022 the numbers of stores participating in the program were: 379 for Harvest and 519 for Too Good To Go. The amount of food saved in 2022 was: 241 448 kg via Harvest and 365 298 boxes (1 198 995 products saved) via Too Good To Go.

Pollution

While the operational activities of a single restaurant may not have a significant impact on air, noise, or light pollution, the industry needs to be proactive in implementing measures to minimize or reduce its environmental footprint. AmRest has adopted energy-efficient practices, such as using low-emission cooking equipment, investing in energy-efficient lighting sources, and properly maintaining ventilation systems, to ensure optimal air quality. AmRest also provides used oil from its cooking fryers for biofuel processing.

Natural resource protection

The Group acknowledges the significance of safeguarding natural resources, and closely monitors the water usage at AmRest. However, as water is mainly utilized for meal preparation, its consumption is not regarded as having a critical environmental impact. The Group is dedicated to maximizing efficiency and has introduced water-saving aerators and proximity sensors in newly constructed restaurants and coffee houses.

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

Table. Summary of main documents at AmRest governing environmental matters

Name of the document
Code of Ethics and Business Conduct
Customer Packaging Group Policy

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

Scope of the analysis

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

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

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

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

Calculation of turnover %

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

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

In the case of AmRest, the turnover covers the revenue recognized pursuant to International Accounting Standard IAS 1. In the first place, the numerator includes all revenues derived from products or services associated with economic activities that qualify as environmentally sustainable. In the second place, the denominator covers the total revenues presented in the Consolidated Income Statement for the year 2023. With regards to the denominator, its measure does not differ from any Alternative Performance Measures ("APMs") as defined in the European Securities and Markets Authority ("ESMA").

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

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

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

Calculation of CapEx %

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

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

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

References to the Consolidated Financial Statements for the year 2023:

- Intangible assets – note 14
- Property, plant and equipment – note 12
- Right-of-use assets – note 13

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 and are not counted as CapEx.

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

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

- related to assets or processes that are associated with Taxonomy-aligned economic activities;
- part of a plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned ('CapEx plan') under the conditions specified in the second subparagraph of this point 1.1.2.2;
- related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon, lead to greenhouse gas reductions or contribute to one of the other four environmental objectives, notably activities listed in points 7.1, 7.3, 7.5 and 7.6 of Annex I of the Climate Delegated Act, as well as activities 3.2, 4.1, 5.1, 5.3, 5.4, 5.5 and 5.6 of Annex II to the transition to a circular economy objective of Regulation (EU) 2020/852 and provided that such measures are implemented and operational within 18 months.

Calculation of OpEx %

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

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

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

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

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

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

Results

Table. Presentation of turnover [EUR, %]

Financial year 2023		Year 2023		Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Economic Activities	Code	Turnover	Proportion of Turnover, year 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1) or -eligible	Category enabling activity	Category transitional activity
		M€	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	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	0	0	0	0	0	0	N	N	N	N	N	N	N	0%		
Of which enabling	0	0%	0	0	0	0	0	0	0	N	N	N	N	N	N	N	0%	E	
Of which transitional	0	0%								N	N	N	N	N	N	N	0%		T

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

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

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy non-eligible activities	2 432	100%																	
TOTAL A + B	2 432	100%																	

	Proportion of turnover / Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate Change Mitigation	0%	0%
Climate Change Adaptation	0%	0%
Water	0%	0%
Pollution	0%	0%
Circular Economy	0%	0%
Biodiversity	0%	0%

■ CapEx

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

Eligibility Analysis

An initial analysis was undertaken on AmRest’s Enterprise Resource Planning extract ("ERP extract") by an independent sustainability advisory firm. The goal was to detect those CapEx entries related to AmRest’s activities that could potentially fulfil the eligibility criteria mentioned above.

In the next step, the company experts from relevant departments (listed above in the second paragraph of Taxonomy Chapter) were involved to provide technical information and collect from their internal systems supporting evidence such as company’s expenses related to the financial year 2023.

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

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

Activity	Description
Installation and operation of electric heat pumps	Includes all expenses related to refrigeration systems that are either delivered or installed within AmRest’s buildings.
Construction of new buildings	Includes all expenses related to the construction of new buildings, and in particular restaurants, to ensure the expansion of AmRest business activities.
Installation, maintenance, and repair of energy efficient equipment	Includes all expenses related to the installation, repairment and maintenance of specific kitchen equipment used within AmRest restaurants, to increase the internal level of energy efficiency and therefore to reduce the footprint of the company.
Installation, maintenance, and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Includes all expenses related to the installation, reparation or maintenance of electrical control systems to help monitor and analyse the energy performance of AmRest’s restaurants.
Installation, maintenance, and repair of renewable energy technologies	Includes all the expenses carried out by AmRest to install, maintain and repair renewable technologies that are essential to support the energy transition.

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

Activity	Description
Provision of IT/OT data-driven solutions and software	Includes all expensed linked to the manufacturing, development, installation, deployment, maintenance, reparation or provision of professional services that improve the efficiency of the activity carried out by AmRest through the implementation of data automation systems.
Repair, refurbishment, and remanufacturing	Includes all expenses that result from the reparation of items that are essential for the proper functioning of AmRest’s business, with the final objective of extending their useful life.

In 2023 AmRest increased the financial resources allocated to the installation, maintenance, and repair of electric heat pumps as well as renewable energy technologies. Therefore, in comparison to the Taxonomy analysis carried out in 2022, the current assessment reveals that the contribution of AmRest to the climate change mitigation and adaptation objectives in 2023 has increased by 0.55 percentage points (4.76%).

Additionally, with the extension of the Taxonomy Regulation analysis to the remaining four environmental objectives outlined in the 2020/852 Delegated Act Annex I, II, III, IV and V, two new activities were added to the eligibility scope (see: Table. List of AmRest Taxonomy-eligible activities (in accordance with Commission Delegated Regulation (EU) 2023/2486). These activities are strictly related to the achievement of the circular economy target, included in the 2020/852 delegated Act Annex II, and have contributed to a 4.82 percentage points (41.92%) increase in the final eligibility percentage.

It is important to note that in the initial phases of the analysis a broader range of activities was considered due to the potential relevance for AmRest’s business, specifically including Construction of new buildings; Preparation for re-use of end-of-life products and product components; Sale of second-hand goods and Marketplace for the trade of second-hand goods for reuse. After thorough internal evaluation, the conclusion was that at this stage these activities lacked relevance for the inclusion in the eligibility percentage and therefore they were not further included in the analysis.

Alignment Analysis

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

The alignment analysis was conducted in all six objectives. In this regard, AmRest assessed whether its activities complied with these criteria and to what extent its corporate processes were adequate to assure compliance with such criteria. While making the cost calculations of the activities listed in the table, AmRest considered only the CapEx directly related to each one of these activities. As a result, the risk of double counting was eliminated. The data employed to assess the alignment status of AmRest’s activities was retrieved from technical manuals, interpersonal meetings, and expert consultations.

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

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

Table. Presentation of CapEx [EUR, %]

Financial year 2023		Year 2023		Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Economic Activities	Code	CapEx M€	Proportion of CapEx, year 2023 %	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1.) or - eligible (A.2.) CapEx, year 2022 %	Category enabling activity	Category transitional activity
				Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0	0	0	0	0	0	N	N	N	N	N	N	N	0%		
Of which enabling		0	0%	0	0	0	0	0	0	N	N	N	N	N	N	N	0%	E	
Of which transitional		0	0%							N	N	N	N	N	N	N	0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Installation and operation of electric heat pumps	CCM 4.16 / CCA 4.16	5	2%	EL	EL	N/EL	N/EL	N/EL	N/EL								1%		
Installation, maintenance and repair of energy efficient equipment	CCM 7.3 / CCA 7.3	24	8%	EL	EL	N/EL	N/EL	N/EL	N/EL								9%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5 / CCA 7.5	4	1%	EL	EL	N/EL	N/EL	N/EL	N/EL								2%		
Installation, maintenance and repair of renewable energy technologies.	CCM 7.6 / CCA 7.6	2	1%	EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
Provision of IT/OT data-driven solutions and software	CE 4.1	1	0%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								N/A		
Repair, refurbishment and remanufacturing	CE 5.1	11	4%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								N/A		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		48	16%	12%	0%	0%	0%	4%	0%								12%		
A. CapEx of Taxonomy eligible activities (A.1+A.2)		48	16%	12%	0%	0%	0%	4%	0%								12%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
A. CapEx of Taxonomy eligible activities (A.1+A.2)		248	84%																
TOTAL A + B		295	100%																

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

Table. Presentation of CapEx [EUR, %]

	Proportion of CapEx / Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate Change Mitigation	0%	16%
Climate Change Adaptation	0%	0%
Water	0%	0%
Pollution	0%	0%
Circular Economy	0%	0%
Biodiversity	0%	0%

■ OpEx

In 2023 total operating expenses of AmRest Group excluding amortization and depreciation amounted to EUR 2 059.5 million and are described in the note 8 of the Consolidated Financial Statements for the year 2023.

Out of that amount, EUR 39.9 million (1.9%) 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 2023, 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. 2023 OpEx denominator: EUR 39.9 million.

Table. Presentation of OpEx [EUR, %]*

Financial year 2023	Year 2023		Substantial contribution criteria							DNSH criteria ("Does Not Significantly Harm")									
Economic Activities	Code	OpEx	Proportion of OpEx, year 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1.) or -eligible (A.2.) OpEx, year 2022	Category enabling activity	Category transitional activity
		M€	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	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)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Of which enabling		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	E	
Of which transitional		N/A	N/A	N/A						N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A								N/A		
A. OpEx of Taxonomy eligible activities (A.1+A.2)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A								N/A		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy non-eligible activities		N/A	N/A																
TOTAL A + B		40	100%																

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

	Proportion of OpEx / Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate Change Mitigation	0%	0%
Climate Change Adaptation	0%	0%
Water	0%	0%
Pollution	0%	0%
Circular Economy	0%	0%
Biodiversity	0%	0%

Table. Activities related to nuclear energy

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

Key metrics

1. Table. Number of suppliers by type

	2022	2023
Total suppliers	12 783	13 537
Direct suppliers*	1 095	1 299
Indirect suppliers**	11 688	12 238

* Direct suppliers are those who provide food products, packaging products, as well as warehouses and transportation services.

** Indirect suppliers are those who provide goods or services other than food products and direct food packaging.

2. Table. Main raw material consumption [t]

	2022	2023
Meat (incl. Fish)	63 135	55 965
Flour	19 415	16 796
Dairy	18 874	21 566
Fruits & Vegetables	12 000	12 128
Cold drinks	26 607	25 811

3. Table. AmRest energy consumption [GJ]*, **

	2022	2023
Electricity	1 327 487	1 157 948
Heating	49 305	18 570
Natural gas	206 855	185 964

* Energy data has been calculated based on the invoices from third parties. For the stores where the consumption data was not available (e.g. restaurants located in shopping malls) the numbers were estimated based on average consumption.

** In 2023 renewable energy covered 37 887 GJ (68 709 GJ in 2022). AmRest do not consider nuclear power as renewable, however, due to the lack of identification of the specific energy mix (not provided by the supplier) in France nuclear power was included.

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

	2022		2023	
	DIESEL	PETROL	DIESEL	PETROL
AmRest	800 815	1 448 209	593 178	1 140 874

* Fuel data has been calculated based on reports and invoices from 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	2022	2023	
AmRest	Scope 1	16 843	14 347
	Scope 2	161 259	155 981

* The standards used in 2023 were 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		
2022	33 102	54%	recycled	69%	recycled	100%	recycled	14%	segregated	100%	reused	
2023	27 088	70%	recycled	97%	recycled	79%	recycled	13%	segregated	99%	reused	

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

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

7. Table. Water consumption [m³]*

	2022	2023
AmRest	2 634 795	2 130 029

* For stores where 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	2022	2023
Total	50 933	45 464
Women	28 962	25 612
Men	21 971	19 852
<30	36 359	31 270
30-50	12 628	12 421
>50	1 946	1 773
Restaurant employees	48 606	43 187
Office employees	2 327	2 277
Permanent contract	35 786	29 503
Temporary contract	15 147	15 961
Full-time	22 450	16 511
Part-time	28 483	28 953
Dismissals*		
Total	4 476	2 632
Women	2 010	1 149
Men	2 466	1 483
<30	3 283	1 843
30-50	1 029	708
>50	164	81
Restaurant employees	4 398	2 586
Office employees	78	46

* Changes in the legislation regarding temporary contracts in some markets impacted the definition of dismissals between 2022 and 2023.

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

	2022	2023
France	4 405	4 115
Germany	2 598	2 828
Italy	11	-
Portugal	91	92
Spain	5 055	5 110
Switzerland	165	160
Percentage of total employment	24%	27%

* As of 31 December 2023 AmRest conducted no operations in Italy.

** Restating of the data for 2022 and previous reports. In Luxembourg there are no collective bargaining agreements.

10. Table. AmRest average annual employment [headcount]

	2022	2023
Average annual number of employees	50 139	46 162
Average annual number of women	28 430	26 114
Average annual number of men	21 709	20 048
Average annual number of employees <30	35 867	31 912
Average annual number of employees 30-50	12 599	12 502
Average annual number of employees >50	1 673	1 749
Average annual number of restaurant employees	47 852	43 831
Average annual number of office employees	2 287	2 331
Average annual number of permanent contract	34 867	30 554
Average annual number of temporary contract	15 272	15 608
Average annual number of full-time employees	22 393	17 778
Average annual number of part-time employees	27 746	28 384

11. Table. AmRest employees by country [headcount]*

	2022	2023
Austria	53	65
Belgium	72	-
Bulgaria	414	506
China	2 140	2 107
Croatia	125	150
Czech Republic	7 832	8 403
France	4 405	4 115
Germany	2 712	2 961
Hungary	2 643	2 858
Italy	11	-
Luxembourg	66	49
Poland	17 213	17 120
Portugal	91	92
Romania	965	1 049
Russia	6 366	-
Serbia	169	194
Slovakia	364	446
Slovenia	17	18
Spain	5 055	5 110
Switzerland	165	160
UK	55	61

* As of 31 December 2023 AmRest had no equity restaurants in Belgium, and conducted no operations in Italy and Russia.

12. Table. Indicator of diversity

	2022	2023
Number of employees with disabilities	1 109	1 052
Percentage of all employees	2%	2%

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

Work related injuries	2022	2023
women	298	315
men	316	266
Absenteeism among employees [hours]		
women	4 028 008	1 898 390
men	1 786 296	864 411
Types of injuries		
	hot water, steam or chemical burns; internal injuries; bone fractures; dislocations or sprains;	
Frequency rate**		
women	10.46	12.70
men	13.42	13.30
Severity rate***		
women	0.27	0.42
men	0.31	0.37

* In 2023 AmRest reported the data from the information system used by local Payrolls, taking into account the FTE and/or hours worked by the employees. This method ensures better accuracy. Previously, the data had been estimated.

** Frequency rate calculated using the following formula: Total number of accidents that led to sick leave $\times 10^6$ / Total number of working hours for a year.

*** Severity rate calculated using the following formula: Days lost due to accidents that led to sick leave $\times 10^3$ / Total number of working hours for a year.

14. Table. Expenditure on social causes [EUR]

	2022	2023
AmRest	247 017	109 460

15. Table. Membership of industry organization [EUR]

Country	Name of the organization	2022	2023
Bulgaria	Bulgarian Food and Restaurant Association		
	Shanghai GiftCard Association		
China	Shanghai JinQiao Economic and Technological Development Zone Enterprise Association		
	Shanghai Catering and Cooking Industry Association		
Croatia	Croatian Chamber of Economics		
Czech Republic	International Facility Management Association		
France	Syndicat National de L'alimentation et de la Restauration Rapide (National Union of Food and Fast-Food Services)		
Germany	Bundesverband Systemgastronomie (The Federal Association of the System Catering)		
	Industrie und Handelskammer (Chamber of Commerce and Industry)		
Hungary	Chamber of Commerce		
Poland	Związek Pracodawców Hoteli, Restauracji i Cateringu (Association of HORECA Employers)		
	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		
Slovenia	GS 1 Slovenija		
Spain	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)		
	Asociación del Cluster Food Service de Cataluña (Association of the Food Service Cluster of Catalonia)		
		2022	2023
Total fees paid		185 380	261 845

16. Table. Profits earned by country*, **

Country	Profit/(loss) before tax		in thousands of EUR	
	2022	2023	2022	2023
Austria	19.4			(45.2)
Belgium	(2 489.3)			(550.8)
Bulgaria	3 057.7			4 308.7
Croatia	1 279.1			1 255.6
Czech Republic	29 485.0			37 497.4
China	(3 240.0)			2 976.0
France	(35 843.0)			(21 099.1)
Germany	(3 411.0)			7 241.4
Hungary	9 124.8			16 884.3
Italy	(756.6)			420.7
Luxembourg	(329.4)			(423.3)
Malta	(3 343.5)			(24 693.8)
Poland	43 717.6			77 007.1
Portugal	(843.1)			(675.2)
Romania	2 496.0			3 218.6
Russia	17 922.2			4 758.1
Serbia	824.1			1 079.2
Slovakia	(236.7)			194.9
Slovenia	223.4			129.5
Spain	9 617.5			36 174.4
Switzerland	(1 270.5)			2 497.7
UK	531.0			(1 490.0)
USA	77.4			(16.5)

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

** The Group structure with the registered office and type of activity is presented in note 31 of the Consolidated Financial Statements for the year ended 31 December 2023.

17. Table. Income taxes paid (unearned)*

Country	Income taxes paid (unearned)	
	2022	2023
Austria	14.5	18.2
Belgium	57.6	-
Bulgaria	351.5	337.0
Czech Republic	5 115.9	8 594.7
China	2 373.4	413.6
France	2 638.0	(1 433.1)
Germany	(0.5)	1.4
Hungary	3 189.0	3 207.6
Italy	1.5	0.3
Luxembourg	66.5	(63.4)
Poland	5 414.5	4 948.7
Portugal	6.1	13.0
Romania	-	162.0
Russia	7 537.4	1 193.8
Serbia	74.1	218.8
Slovakia	-	338.7
Slovenia	22.1	1.4
Spain	(1 153.0)	162.3
Switzerland	167.9	333.3

* In order to ensure compliance with existing tax laws, regulations and principles, AmRest has put in place effective control mechanisms. AmRest's tax professionals and external advisors monitor the tax situation of the Group and changes in tax laws and practices which may impact the business and its growth. AmRest makes significant investments in people, material resources and technology to ensure that this tax strategy is applied throughout the organization. Apart from Corporate Income Tax, some entities of AmRest Group are subject to local taxes levied on income earned such as Hungary (HIPA-Helyi Iparüzési Adó) and France (CVAE or Cotisation sur la Valeur Ajouté des Entreprises).

18. Table. Public subsidies received [million EUR]

	2022	2023
Government grants for payroll and employee benefits	0.4	0.1
Government grants for rent and other	1.6	0.5

Index of the contents required by Law 11/2018

Non-financial Information Report, Contents index of the Law 11/2018			
General information		GRI selected/Reporting criteria	Pages
Business model	Brief description of the group's business model	GRI 2-1	37
	Geographical presence	GRI 2-6	37
	Objectives and strategies of the organization	GRI 2-22	39
	Main factors and trends that may affect future evolution	GRI 2-22 GRI 3-3	39-41
General	Reporting framework	GRI 1	35
	Materiality principle	GRI 3-1 GRI 3-2	38
Management approach	Description of the applicable policies		43, 46, 47, 50
	The results of these policies	GRI 3-3	42-43, 45-46, 47, 48-50
	The main risks related to these issues involving the activities of the group		39-41
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	48
	Environmental assessment or certification procedures	GRI 3-3	48
	Resources dedicated to the prevention of environmental risks	GRI 3-3	48
	Application of the precautionary principle	GRI 2-23	48
	Amount of provisions and guarantees for environmental risks	GRI 3-3	48
Contamination	Measures to prevent, reduce or offset air pollution emissions (including noise and light pollution)	GRI 3-3	48-49, 59
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	48-49, 60
	Actions to combat food waste	GRI 3-3 GRI 306-1 GRI 306-2	49
Sustainable use of resources	Water consumption and water supply according to local constraints	GRI 303-5	60
	Use of raw materials and measures taken to improve the efficiency of their utilisation	GRI 301-1 GRI 301-2 GRI 301-3	59
	Energy use, direct and indirect	GRI 302-1	59
	Measures taken to improve energy efficiency	GRI 3-3 GRI 302-4	48
	Use of renewable energies	GRI 302-1	59
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	60
	Measures taken to adapt to the consequences of climate change	GRI 3-3	48
	Reduction goals established voluntarily in the medium and long term to reduce greenhouse gas emissions and measures implemented for that purpose	GRI 305-5	48
Protection of biodiversity	Measures taken to protect or restore biodiversity	GRI 3-3	49
	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	60, 62
	Total number and distribution of work contract modalities	GRI 2-7	60
	Annual average of work contract modalities (permanent, temporary and part-time) by sex, age, and professional classification	GRI 2-7	61
	Number of dismissals by sex, age, and professional classification	GRI 3-3	60
	Salary gap	GRI 3-3 GRI 405-2	45
	The average remunerations and their evolution disaggregated by sex, age, and professional classification or equal value	GRI 3-3 GRI 405-2	45
	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	46
	Implementation of employment termination policies	GRI 3-3	44
	Employees with disabilities	GRI 405-1	62

Work organization	Work schedule organization	GRI 3-3	44
	Number of hours of absenteeism	GRI 403-9	63
	Measures aimed to facilitate the conciliation while encouraging the co-responsible performance by both parents	GRI 3-3 GRI 401-3	44-45
Health and safety	Work health and safety conditions	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-7 GRI 403-8	45, 64
	Work accidents, in particular their frequency and severity, disaggregated by gender	GRI 403-9 GRI 403-10	63
	Occupational diseases, disaggregated by gender	GRI 403-9 GRI 403-10	63
Social relationships	Organization of social dialog, including procedures to inform and consult staff and negotiate with them	GRI 3-3	46
	Percentage of employees covered by collective agreement by country	GRI 2-30	61
	The balance of collective agreements, particularly in the field of health and safety at work	GRI 403-3	46
	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	46
Training	Policies implemented for training activities	GRI 3-3 GRI 404-2	44
	The total amount of training hours by professional category	GRI 404-1	44
Universal accessibility for people with disabilities	Universal accessibility for people with disabilities	GRI 3-3	44-45
Equality	Measures taken to promote equal treatment and opportunities between women and men	GRI 3-3	44-45
	Equality plans (Section III of Organic Law 3/2007, of March 22, for the effective equality of women and men)	GRI 3-3	44-45
	Measures adopted to promote employment, protocols against sexual and gender-based harassment, integration, and the universal accessibility of people with disabilities	GRI 3-3	44-45
	Policy against any type of discrimination and, where appropriate, diversity management	GRI 3-3	44-45
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	44-45
	Claims regarding cases of human rights violations	GRI 3-3 GRI 406-1	44
	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	44-45
Information about anti-bribery and anti-corruption measures			
Corruption and bribery	Measures adopted to prevent corruption and bribery	GRI 3-2 GRI 2-23 GRI 2-26	44
	Measures adopted to fight against anti-money laundering	GRI 205-2	44
	Contributions to foundations and non-profit-making bodies	GRI 2-28 GRI 201-1	63
Information about the society			
Commitment by the company to sustainable development	Impact of the company's activities on employment and local development	GRI 3-3 GRI 203-2 GRI 204-1	47
	The impact of company activity on local populations and on the territory	GRI 413-1 GRI 413-2	47
	The relationships maintained with representatives of the local communities and the modalities of dialog with these	GRI 2-29 GRI 413-1	46-47
	Actions of association or sponsorship	GRI 3-3 GRI 201-1	64
Subcontractors and suppliers	The inclusion of social, gender equality and environmental issues in the purchasing policy	GRI 3-3	42
	Consideration of social and environmental responsibility in relations with suppliers and subcontractors	GRI 2-6 GRI 308-1	42
	Supervision systems and audits, and their results	GRI 2-6 GRI 308-2	43-44

Consumers	Customer health and safety measures	GRI 3-3	47
	Claims systems, complaints received and their resolution	GRI 3-3 GRI 418-1	47
Tax information	Benefits obtained by country	GRI 3-3	65
	Taxes on paid benefits	GRI 207-4	66
	Public subsidies received	GRI 201-4	66
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	50-58

Annex 1. Independent verification opinion



Independent verification report

To the shareholders of AmRest Holdings, SE:

Pursuant to article 49 of the Code of Commerce, we have verified, with the scope of a limited assurance engagement, the accompanying Consolidated Statement of Non-Financial Information ("SNFI") for the year ended 31 December 2023 of AmRest Holdings, SE (Parent company) and subsidiaries (hereinafter "AmRest Group" or the Group) which forms part of the AmRest Group's consolidated management report.

Responsibility of the directors of the Parent company

The preparation of the SNFI included in AmRest Group's consolidated management report and the content thereof, are the responsibility of the directors of AmRest Holdings, SE. The SNFI has been drawn up in accordance with the provisions of current mercantile legislation and following the criteria of the *Sustainability Reporting Standards* of the *Global Reporting Initiative* ("GRI Standards") selected as per the details provided for each matter in the "Index of the contents required by Law 11/2018" of the aforementioned Statement.

This responsibility also includes the design, implementation and maintenance of the internal control considered necessary to allow the SNFI to be free of material misstatement due to fraud or error.

The directors of AmRest Holdings, SE are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the SNFI is obtained.

Our independence and quality management

We have complied with the independence requirements and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code of Ethics) which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management (ISQM) 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team consisted of professionals specialising in Non-financial Information reviews, specifically in information on economic, social and environmental performance.

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R. M. Madrid, hoja M-63.988, folio 75, tomo 9.267, Libro 8.054, sección 3ª
Inscrita en el R.O.A.C. con el número S0242 - NIF: B-79031290



Our responsibility

Our responsibility is to express our conclusions in a limited assurance independent report based on the work we have performed. We carried out our work in accordance with the requirements laid down in the current International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and in the Guidelines for verification engagements of the Statement of Non-Financial Information issued by the Spanish Institute of Auditors ("Instituto de Censores Jurados de Cuentas de España").

In a limited assurance engagement, the procedures performed vary in nature and timing of execution, and are less extensive, than those carried out in a reasonable assurance engagement and accordingly, the assurance provided is also lower.

Our work consisted of posing questions to management as well as to the various units of AmRest Group that were involved in the preparation of the SNFI, of the review of the processes for compiling and validating the information presented in the SNFI, and in the application of certain analytical procedures and review procedures on a sample basis, as described below:

- Meetings with the AmRest Holdings, SE personnel to understand the business model, policies and management approaches applied, principal risks relating to these matters and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the content of the SNFI for the year 2023, based on the materiality analysis carried out by AmRest Group and described in section "Materiality Analysis", taking into account the content required by current mercantile legislation.
- Analysis of the procedures used to compile and validate the information presented in the SNFI for the year 2023.
- Review of information relating to risks, policies and management approaches applied in relation to material matters presented in the SNFI for the year 2023.
- Verification, by means of sample testing, of the information relating to the content of the SNFI for the year 2023 and that it was adequately compiled using data provided by the sources of the information.
- Obtaining a management representation letter from the directors and management of the Parent company.

Conclusion

Based on the procedures performed in our verification and the evidence we have obtained, nothing has come to our attention that causes us to believe that the SNFI of AmRest Holdings, SE and its subsidiaries, for the year ended 31 December 2023 has not been prepared, in all material respects, in accordance with the provisions of current mercantile legislation and following the criteria of GRI selected as per the details provided for each matter in the "Index of the contents required by Law 11/2018" of the aforementioned Statement.


Emphasis of matter

Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 relating to the establishment of a framework to facilitate sustainable investments, as well as the Delegated Acts promulgated in accordance with the provisions of the aforementioned Regulation, establish the obligation to disclose information on the manner and extent to which the company's activities are associated with eligible economic activities in relation to the environmental objectives of sustainable use and protection of water and marine resources, transition to a circular economy, prevention and control of pollution and protection and restoration of biodiversity and ecosystems (the rest of the environmental objectives), and with respect to certain new activities included in the objectives of mitigation and adaptation to climate change, for the first time for the 2023 financial year, in addition to the information referring to eligible and aligned activities already required in the 2022 financial year in relation to the objectives of climate change mitigation and climate change adaptation. Consequently, comparative information on eligibility in relation to the rest of the environmental objectives indicated above or on new activities included in the objectives of climate change mitigation and climate change adaptation, has not been included in the accompanying SNFI. Furthermore, to the extent that the information relating to the 2022 financial year was not required with the same level of detail as in the 2023 financial year, the information disclosed in the accompanying SNFI is not strictly comparable either. In addition, it should be noted that AmRest Holdings, SE's directors have incorporated information on the criteria that, in their opinion, allow for improved compliance with the aforementioned obligations and which have been defined in section "AmRest Taxonomy disclosure" of the accompanying SNFI. Our conclusion has not been modified in relation to this matter.

Use and distribution

This report has been drawn up in response to the requirement established in current Spanish mercantile legislation and therefore may not be suitable for other purposes and jurisdictions.

PricewaterhouseCoopers Auditores, S.L.


Joaquín Guérola González
28 February 2024

