



**DO & CO AKTIENGESELLSCHAFT**  
THE GOURMET ENTERTAINMENT COMPANY

BUSINESS YEAR  
**2021|2022**  
ANNUAL GENERAL MEETING

VIENNA, 14 JULY 2022

# Annual General Meeting

Business Year 2021/2022

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## Agenda

1. Annual financial statements for the business year 2021/2022
2. Discharge of the Management Board for the business year 2021/2022
3. Discharge of the Supervisory Board for the business year 2021/2022
4. Remuneration of the Supervisory Board for the business year 2021/2022
5. Election of the auditor and group auditor for the business year 2022/2023
6. Resolution on the remuneration report
7. Appointments to the Supervisory Board

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 1:

Presentation of the **annual financial statements, including the management report and corporate governance report, the consolidated financial statements, the group management report** and the **report on the 2021/2022 business year submitted by the Supervisory Board.**

**DO & CO**

The Gourmet Entertainment  
Company

—  
Report of the Management Board  
Business Year 2021/2022



**#comingbackstronger**

**The Leading Luxury Hospitality Group**

# Highlights

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## 1 Highlights

2 Airline Catering

3 International Event Catering

4 Restaurants, Lounges & Hotels

5 Sustainability



**Turnaround  
accomplished !**

despite difficult market  
environment

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**Business Year 2021/2022**

**Revenue** € 705.2m

**EBITDA** € 96.3m

**EBIT** € 42.4m

**Net Result** € 11.0m

## Our highlights

at a glance

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### Business Year 2021/2022

- **high demand**
- **highest EBITDA in the company's history**
- **positive net result** despite challenging market environment
- **substantial reduction of the net debt to EBITDA from 8.24 to 3.31**
- **new gourmet kitchen in Boston : second Delta Air Lines hub** (approx. 270 flights p.d.)
- **JetBlue Airways hub in New York JFK opened** (approx. 200 flights p.d.)
- **two restaurants and a boutique-hotel in a top location in Munich opened**
- **more than 1,700 new jobs created**



## Our key figures

## Business Year 2021/2022

<b>Group</b>		<b>Business Year 2021/2022</b>	<b>Business Year 2020/2021</b>
<b>Revenue</b>	<b>m€</b>	<b>705.2</b>	<b>253.5</b>
<b>EBITDA</b>	<b>m€</b>	<b>96.3</b>	<b>45.0</b>
<b>EBIT</b>	<b>m€</b>	<b>42.4</b>	<b>-27.3</b>
<b>Net result</b>	<b>m€</b>	<b>11.0</b>	<b>-38.3</b>
<b>EBITDA margin</b>	<b>%</b>	<b>13.7%</b>	<b>17.8%</b>
<b>EBIT margin</b>	<b>%</b>	<b>6.0%</b>	<b>-10.8%</b>
<b>Net Result margin</b>	<b>%</b>	<b>1.6%</b>	<b>-15.1%</b>
Earnings per share	€	1.13	-3.93
PER	€	67.71	-17.49
Cash flow from operating activities	m€	66.5	27.5
Cash flow from investing activities	m€	-13.8	-19.9
Free cash flow	m€	52.7	7.6
<b>Equity ratio</b>	<b>%</b>	<b>15.6%</b>	<b>17.0%</b>
<b>Cash and cash equivalents</b>	<b>m€</b>	<b>207.6</b>	<b>207.6</b>
Net debt (net financial liabilities)	m€	318.5	371.1
Enterprise value at the end of the period	m€	1,062.9	1,041.5
Market capitalization at the end of the period	m€	744.4	670.4
Price at the end of the period <sup>1</sup>	€	76.40	68.80

1... closing rate

# Airline Catering

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## Our mission

the best restaurant and  
hospitality customer  
experience at 39,000 feet



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## Business Year 2021/2022

**Revenue** € 518.7m

**EBITDA** € 68.6m

**EBIT** € 27.1m

- new revenue record → highest Q4 in the company's history, despite COVID-19
- various wins of significant airline catering customers
- strong expansion in the US

## A bigger bite out of the Big Apple

successful start as sole hub caterer for JetBlue Airways in JFK

- takeover successfully completed
- 3-years contract
- more than 200 daily short- and long-haul flights
- no additional CAPEX needed
- role model for development of a strategic partnership



## JetBlue – DO & CO

a role model for  
development of a strategic  
partnership



### **DEC. 2021**

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**HUB CATERING** ex JFK  
all long- and short-haul  
flights  
food and handling

### **AUG. 2021**

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**LONG-HAUL flights**  
ex LHR and LGW  
catering for all classes  
transatlantic flights  
food and handling

### **APR. 2021**

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**BUSINESS CLASS food only**  
ex LAX, SAN, PSP  
food supplier for Mint Class

### **NOV. 2018**

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**BUSINESS CLASS food only**  
ex JFK  
food supplier for Mint Class

## Delta Air Lines – DO & CO

after Detroit now also new customer in Boston

- relationship with Delta Air Lines further strengthened
- since Jan. 2022 exclusive hub-caterer for Delta Air Lines in Boston
- more than 270 daily long- and short-haul flights
- full gourmet entertainment by DO & CO
- fresh menus in economy class by DO & CO – no more bought-in frozen products !
- more than 350 employees



## Further wins of significant airline catering customers

at various locations around the world

### Business Year 2021/2022

- **KLM Royal Dutch Airlines** ex New York-JFK, Chicago and Los Angeles
- **Delta Air Lines** ex Incheon / South Korea → first station outside US
- **Etihad Airways** ex Vienna, Frankfurt, Munich and London Heathrow
- **Etihad Airways** ex New York-JFK, Chicago and Los Angeles
- **Saudi Royal Aviation** at all DO & CO locations around the world
- **British Airways**
  - freshly prepared DO & CO menus on all flights now also in economy class
  - fresh, local ingredients !
  - possible trend reversal in the airline industry ! significant increases in production volumes are to be expected at existing locations

NEW in Q4 !

NEW in Q4 !

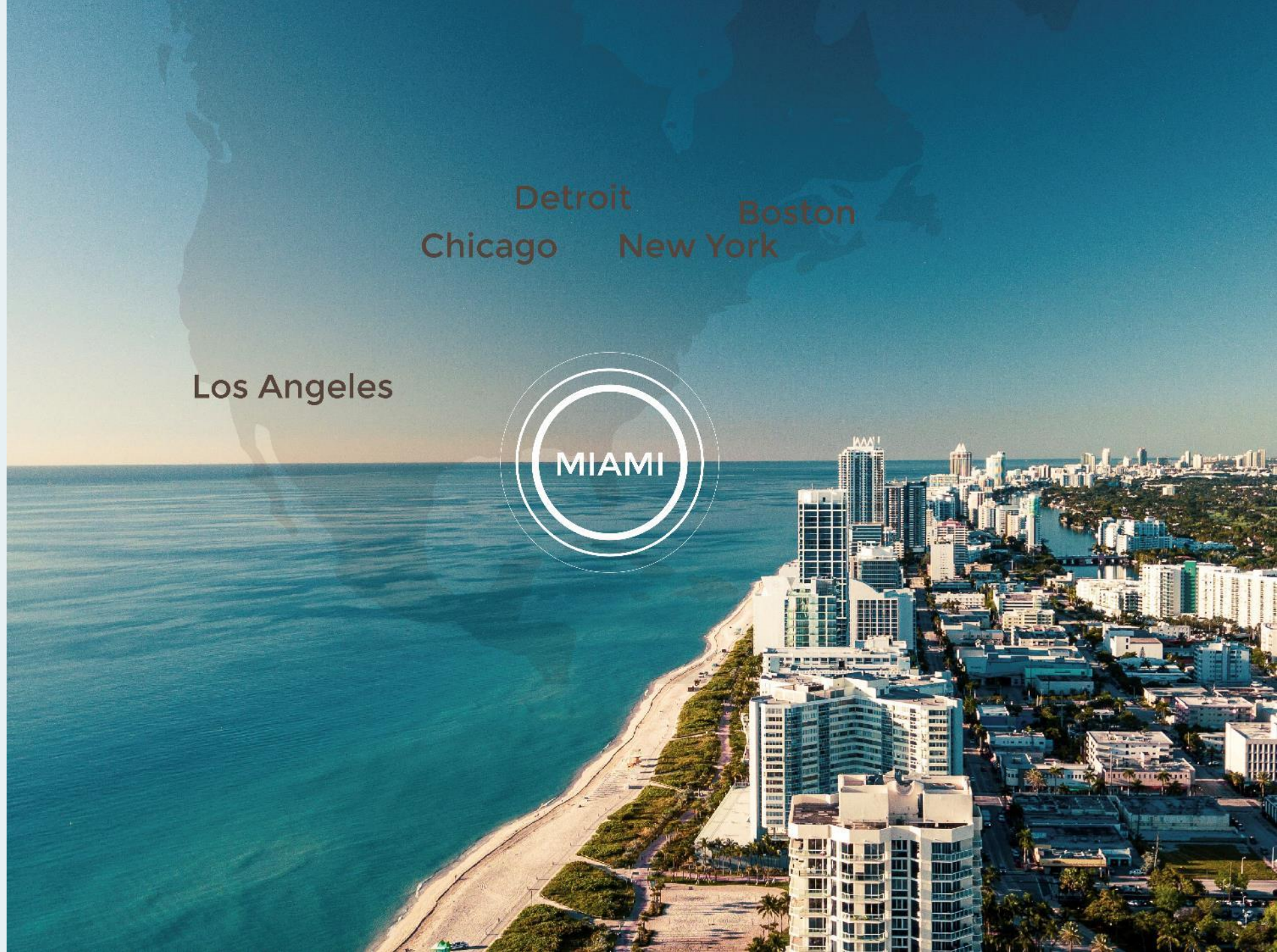
NEW in Q4 !

NEW in Q4 !

## DO & CO goes MIAMI

opening of the 33<sup>rd</sup>  
gourmet kitchen at the  
end of 2022

- both catering for airlines and events, as well as a logistics centre for international event catering for the Americas region
- property of 20,000 m<sup>2</sup> in top condition secured
- state of the art gourmet kitchen and logistics centre in the making
- already the 6<sup>th</sup> US location after **New York, Chicago, Los Angeles, Detroit and Boston**





# International Event Catering

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5 Sustainability



## Our mission

the world's leading  
hospitality and gourmet  
entertainment company

innovative concepts and  
the best personal service



## Business Year 2021/2022

**Revenue** € 117.2m

**EBITDA** € 20.9m

**EBIT** € 16.1m

- business is back !
- strong demand in Formula 1 and other major sport events
- 2<sup>nd</sup> half year with the highest turnover in the company's history

## The best sport events in the world

Gourmet Entertainment  
by DO & CO



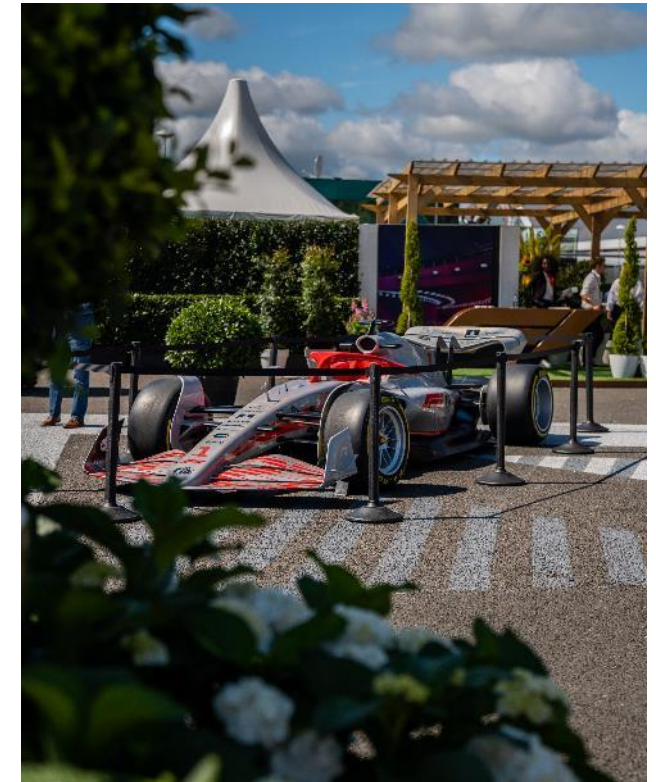
### Business Year 2021/2022

- **F1** – Paddock Club – worldwide – full year
- **FOOTBALL** – UEFA Champions League Final – Porto – 05/2021
- **FOOTBALL** – UEFA EURO 2020 – London, Munich – 06-07/2021
- **FOOTBALL** – FC BAYERN MUNICH – Munich – 2021/2022
- **TENNIS** – ATP Masters 1000 – Madrid – 05/2021
- **TENNIS** – Erste Bank Open – ATP Tour 500 – Vienna – 10/2021
- **GOLF** – Acciona Open de España – Madrid – 10/2021
- **EQUESTRIAN SPORT** – CHIO tournament – Aachen – 09/2021
- **BEACH VOLLEYBALL** – European Champions. – Vienna – 08/2021

## FORMULA 1

DO & CO has been a partner for the Formula 1 for 30 years

- 22 races in 20 countries
- great interest in Formula 1 worldwide and strong customer demand
- new, innovative hospitality concept already being implemented
- unique „money cannot buy” experience – developed together with Formula 1



## FOOTBALL

### UEFA Champions League Final 2022 in Paris

- most important football event in Europe, if not in the world
- approx. 5,000 VIP guests
- VVIP guests and sponsors
- extremely positive customer feedback

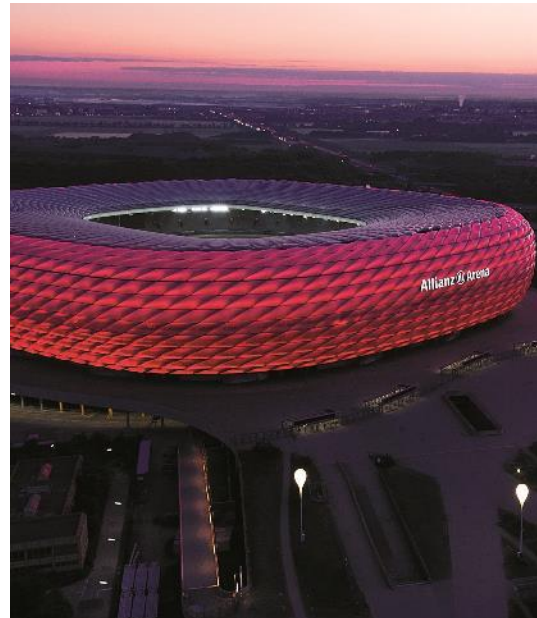


## FOOTBALL

### FC Bayern Munich at the Allianz Arena

for each game:

- 76,000 guests
- including 6,000 VIP guests
- both VIP and public catering
- successful and long partnership with FC Bayern Munich



## TENNIS

**ATP Masters 1000 – Madrid**  
one of the most successful  
premium tennis events in  
the world

- unique hospitality concept from DO & CO
- more than 34,000 guests in 10 days
- very positive feedback from guests, sponsors and players



## BEACH VOLLEYBALL

### European Championship Vienna

- great location in the centre of Vienna
- cool hospitality concept from DO & CO
- 2,000 VIP-guests





# Restaurants, Lounges & Hotels

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  - 5 Sustainability



## Our mission

best tastes from the world  
and the region

- market-fresh ingredients
- from the region
- authentic preparation
- personal service
  
- innovation
- experience
- brand
  
- our origin !



## Business Year 2021/2022

**Revenue** € 69.3m

**EBITDA** € 6.9m

**EBIT** € -0.7m

- all restaurants, cafés, airport gastronomy and gourmet retail reopened

- strong demand, pleasing occupancy rates

- two restaurants and a boutique-hotel in a top location in Munich opened

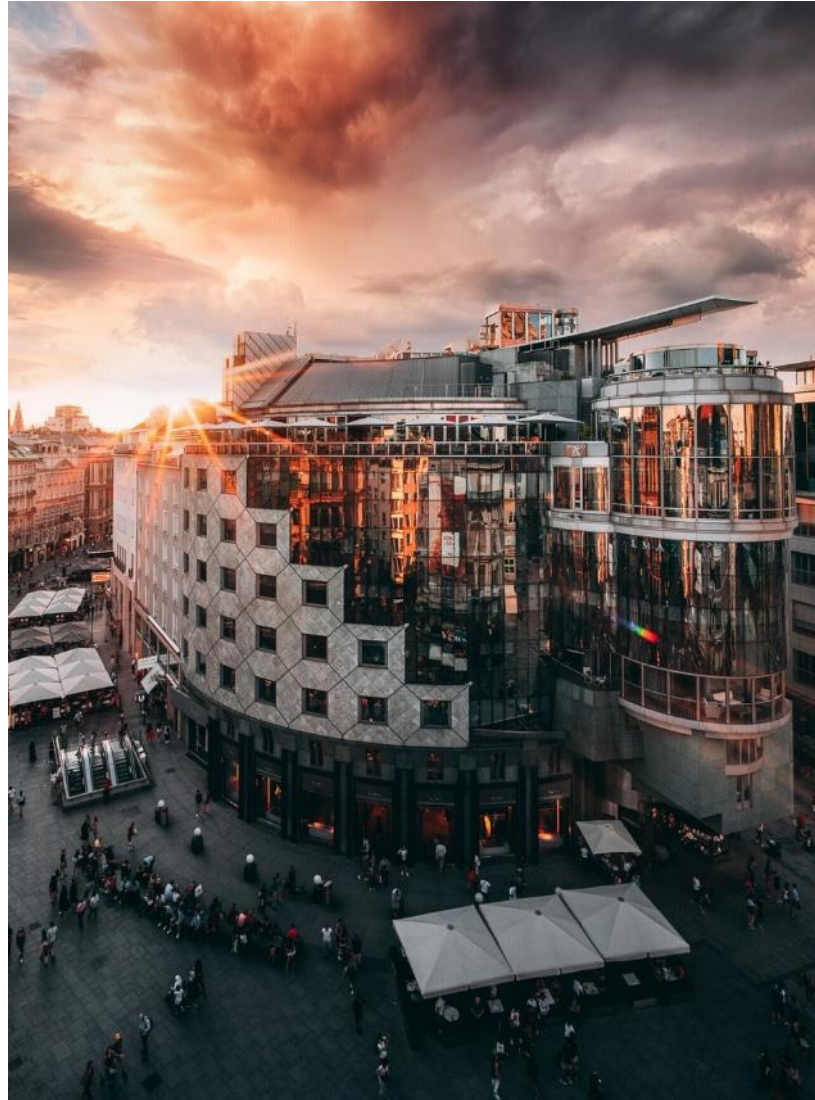
- airport gastronomy : contract extension with Vienna International Airport until 2029

4 Restaurants, Lounges & Hotels

## Our restaurants

### DO & CO Stephansplatz Vienna

- best tastes of the world



## Our restaurants

### ONYX Vienna

- contemporary Asian cuisine

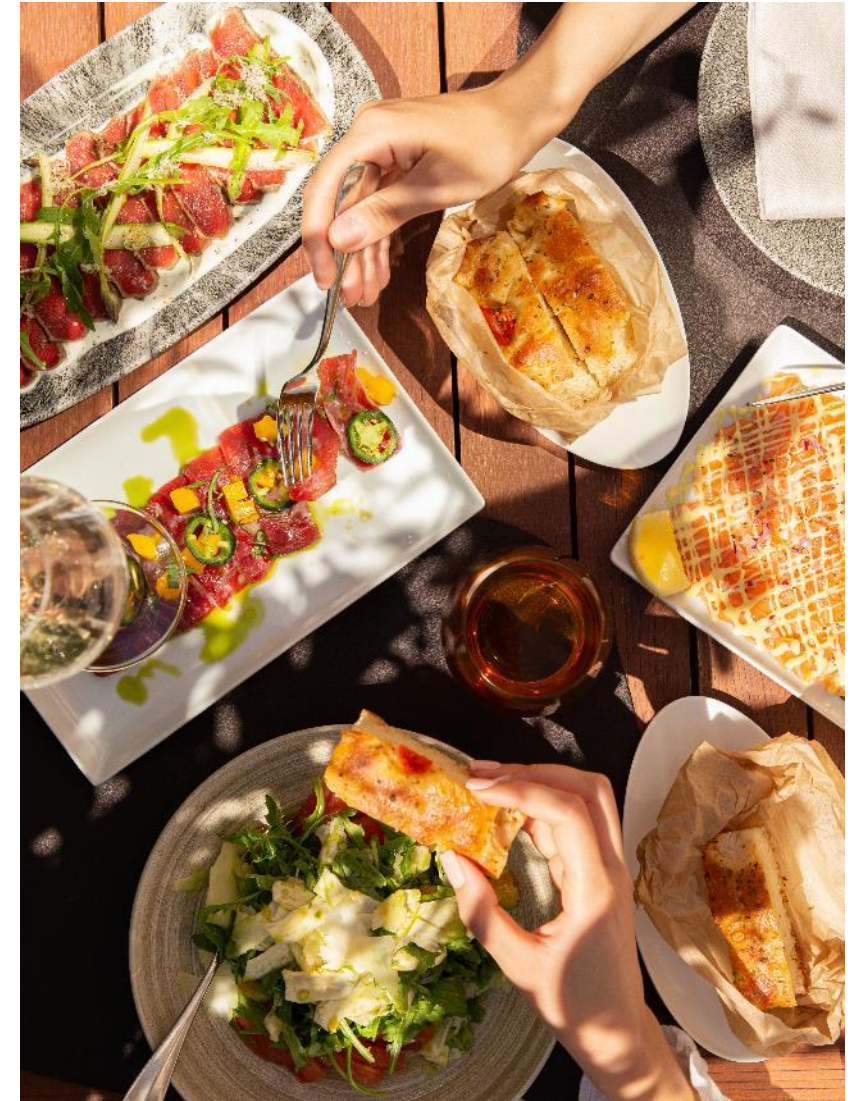


4 Restaurants, Lounges & Hotels

## Our restaurants

### DO & CO ALBERTINA Vienna

- Mediterranean sharing concept and Austrian classics



4 Restaurants, Lounges & Hotels

## Our restaurants

### two DO & CO restaurants Munich

- contemporary Asian cuisine
- and
- Mediterranean sharing concept



## Our hotels

### DO & CO Hotel Vienna

- premium location at St. Stephen's Cathedral



4 Restaurants, Lounges & Hotels

## Our hotels

### DO & CO Hotel Munich

- premium location directly at Marienplatz



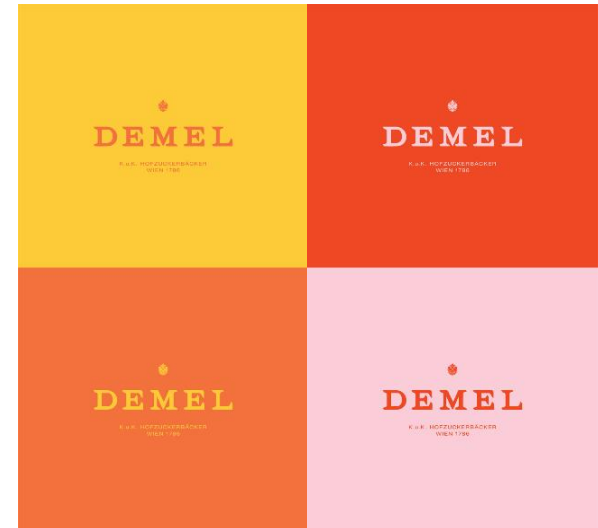


4 Restaurants, Lounges & Hotels

# DEMEL K & K Hofzuckerbäcker

founded 1786  
Vienna

- best confectionery craftsmanship
- tortes
- swirl
- cakes
- chocolates
- sweets
- ice cream
- coffee
- tea
- gift items
- wedding cakes



## Airport gastronomy

### at the Vienna International Airport

- a long-term partnership for more than 10 years
- partnership further strengthened
- new gastronomy and retail concepts in process



# Sustainability

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## What we have achieved

Sustainability Report  
2021/2022

### Business Year 2021/2022

- **1,736 new jobs created**
- **100% pay and salary equality** between women and men
- **reduction of CO2 emissions per flight by 11%** compared to 2020/2021
- **100% CO2 free electricity** at all Austrian locations
- **83% of all ingredients locally sourced**
- **16,348 food analyses** in laboratories **with 99.8% success rate** carried out

## What we have achieved

Sustainability Report  
2021/2022

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### Business Year 2021/2022

- **zero cases of corruption**
- **zero data** protection **breaches** or breaches of the privacy of customers
- establishment of a **whistleblowing platform**
- **20% of executive salaries** in all countries **linked to ESG targets**
- **introduction of an ESG Committee** in the Supervisory Board
- **introduction of VYTAL reusable containers** in our Henry gourmet shops

## OUR SUCCESS

special personalities

unique quality and service-oriented company culture

teamwork



**Thank you for your attention !**

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 2:

Resolution on granting **discharge** to the members of the **Management Board** for the business year 2021/2022.



# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 2:

The Management Board and the Supervisory Board propose to resolve on granting discharge to the current members of the Management Board in the business year 2021/2022 for the same period.

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 3:

Resolution on granting **discharge** to the members of the **Supervisory Board** for the business year 2021/2022.

# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 3:

The Management Board and the Supervisory Board propose to resolve on granting discharge to the current members of the Supervisory Board in the business year 2021/2022 for the same period.

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 4:

Resolution on the **remuneration** for the members of the **Supervisory Board** for the business year 2021/2022.

# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 4:

The Management Board and the Supervisory Board propose to resolve on an amount of EUR 140,000.00 as remuneration for members of the Supervisory Board for the business year 2021/2022, with the Supervisory Board being responsible for the allocation.

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 5:

**Election of the auditor and group auditor** for the business year 2022/2023.

# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 5:

The Supervisory Board proposes to appoint CENTURION Wirtschaftsprüfungs- und Steuerberatungs GmbH, Vienna, as auditor of the financial statements and consolidated financial statements for the business year 2022/2023. This proposed resolution by the Supervisory Board is based on a proposal by the Audit Committee.

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 6:

Resolution on the **remuneration report**.



# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 6:

The Management Board and the Supervisory Board propose to approve the remuneration report for the business year 2021/2022 as published on the website registered with the Austrian Company Register.

# Annual General Meeting

Business Year 2021/2022

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## Agenda item 7:

**Appointments to the Supervisory Board.**

# Annual General Meeting

Business Year 2021/2022

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## Resolution to agenda item 7:

The Supervisory Board proposes to appoint Peter Hoffmann-Ostenhof (reelection), born in 1955, to the Supervisory Board with effect from the conclusion of this General Meeting of Shareholders, and until conclusion of the General Meeting of Shareholders resolving on the discharge for the business year 2026/2027.

# Annual General Meeting

Business Year 2021/2022

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## Contributions/Proposals by the special proxies

# Annual General Meeting

Business Year 2021/2022

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## General debate with

**Attila Dogudan**  
CEO

**Mag. Gottfried Neumeister**  
Co-CEO

# Annual General Meeting

Business Year 2021/2022

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## Contributions/Proposals by the special proxies

# Annual General Meeting

Business Year 2021/2022

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## Vote on agenda item 2:

Resolution on granting **discharge** to the members of the **Management Board** for the business year 2021/2022.

# Annual General Meeting

Business Year 2021/2022

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## Vote on agenda item 3:

Resolution on granting **discharge** to the members of the **Supervisory Board** for the business year 2021/2022.



# Annual General Meeting

Business Year 2021/2022

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## Vote on agenda item 4:

Resolution on the **remuneration** for the members of the **Supervisory Board** for the business year 2021/2022.

# Annual General Meeting

Business Year 2021/2022

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## Vote on agenda item 5:

**Election of the auditor and group auditor** for the business year 2022/2023.

# Annual General Meeting

Business Year 2021/2022

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## Vote on agenda item 6:

Resolution on the **remuneration report**.

# Annual General Meeting

Business Year 2021/2022

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**Vote on agenda item 7:**

**Appointments to the Supervisory Board.**

**Thank you !**  
**See you**