Climate Transition Plan 1.0

Taskforce on Climate-related Financial Disclosures (TCFD) Report – June 2023

Contents

INTRODUCTION 2
GOVERNANCE 5
STRATEGY 7
SCENARIO ANALYSIS – POTENTIAL TRANSITION & PHYSICAL IMPACT 11
RISKS AND OPPORTUNITIES 14
METRICS AND TARGETS 29
SUMMARY 37
TCFD INDEX 38

DO & CO | THE GOURMET ENTERTAINMENT COMPANY

Introduction

Sustainability at DO & CO always uses the term “sustainability” when it refers to ethical, social, or environmental aspects in their entirety which are connected to its business activities. As one of the Company’s core values, sustainability also defines the framework for business activities, thus also characterising the Group strategy. Highlights of the business year 2022/2023 include the creation of over 3,000 new jobs, 100% equal pay for men and women, the transition of all DO & CO locations in Spain to carbon-free electricity, linking 20% of variable remuneration of all country managers to ESG objectives, and the use of new packaging concepts, such as reusable packaging in Henry shops. DO & CO’s long-term objectives are carbon neutrality, a maximum of 5% food waste, full transparency across the entire supply chain as well as the use of at least 90% of locally sourced products by 2030.

As part of our journey of continual improvement, DO & CO has decided to align with the recommendations put forth by the Taskforce on Climate-related Financial Disclosures (TCFD). Our objective is to develop a comprehensive Climate Transition Plan that addresses the following inquiries:

1. Examining climate-related risks and opportunities.

2. Comprehending the potential magnitude of climate risks and their impact on DO & CO's financial performance.

3. Evaluating the effects of various climate risks on our supply chain and identifying potential risk hotspots.

In our analysis, we have considered the short, medium, and long-term perspectives, utilising the climate scenarios based on the reports by the Intergovernmental Panel on Climate Change (IPCC). By employing different scenarios, we aim to enhance our understanding of the significant disparities in financial impact, risks, and opportunities associated with different climate change scenarios. This exercise enables us to assess the relevance of our Climate Change strategy effectively. This helps us incorporate climate-related risks and opportunities into our business strategies in a resource-efficient way. As more data and insights become available, we will continue to refine our approach and assessment methodologies.

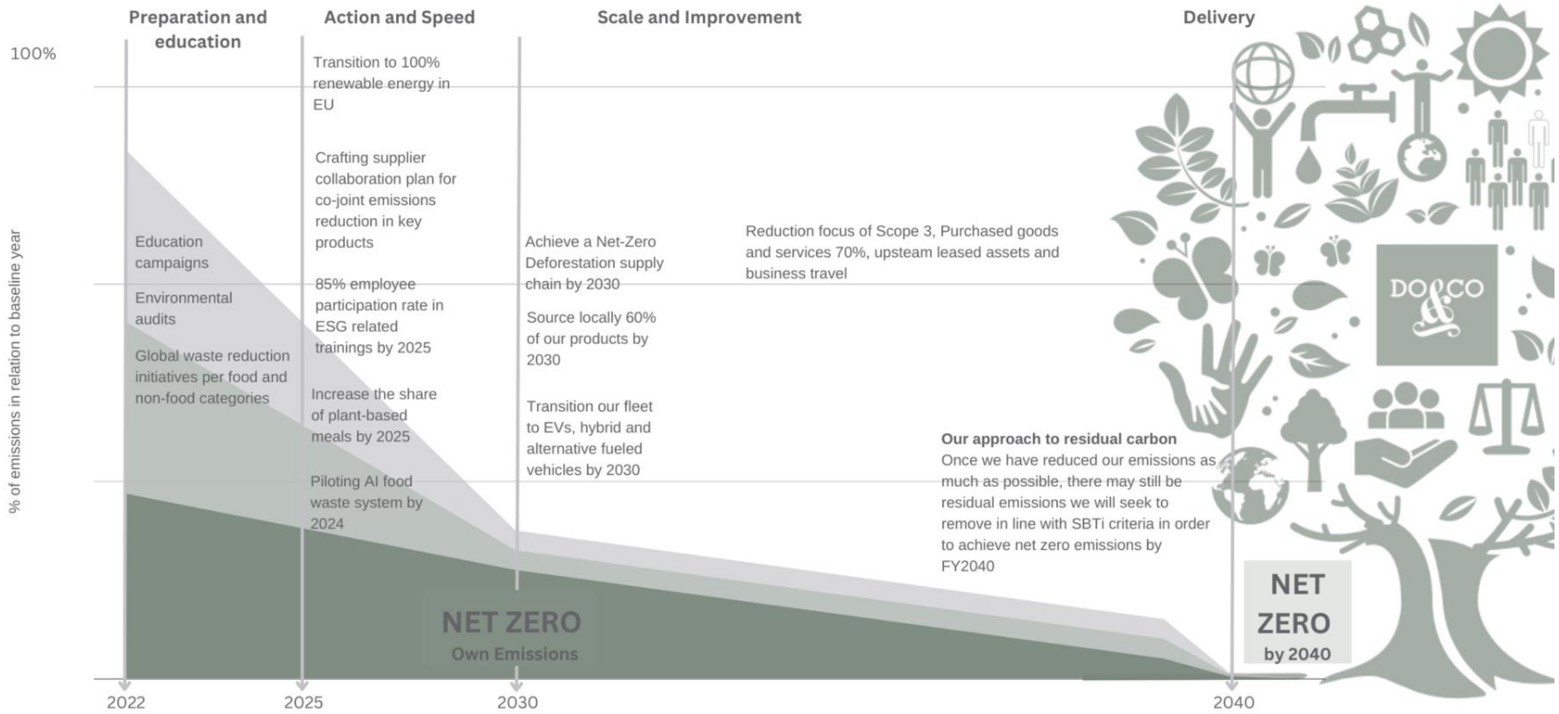
This report has been structured to follow the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) including:

- Governance
- Strategy and risk management
- Metrics and targets
- Summary

Throughout this document, we describe how climate change scenarios may impact our business and outline our strategy to mitigate those potential impacts and ensure our resilience. Our understanding of the challenges associated with climate change is evolving and we adapt our plans and strategy accordingly.

We recognise the deep and intricate connections between food systems and the planet's health, as well as the importance of changing climate for our future. We also recognise the risk of climate change to our business and are creating opportunities to ensure a strong business as well as a strong planet. Extending our quality without compromising our planet.

Do & Co is committed to reducing its carbon footprint and minimizing waste on a journey to net zero.
Within the DO & CO Use of Natural Resources Policy (link) we have set targets to reduce our carbon emissions, striving for a 2040 Net Zero status, by increase the percentage of renewable energy we use, phase out fossil fueled cars and keep improving our waste management.



While this report focuses on DO & CO's strategy to mitigate transition and physical risks of climate to our business, we also are taking actions to tackle climate change in areas under our control. We are improving our operations and programs to ensure a specifically targeted reduction of our greenhouse gas (GHG) emissions and transitioning to Net Zero.

DO & CO | THE GOURMET ENTERTAINMENT COMPANY

Governance

We are committed to pursuing sustainability excellence and integrating commitments into our operations at all levels of the organisation, ensuring continuous progress towards our goals.

Board Level Accountability: The sustainability department defines the company's sustainability roadmap in close coordination with the Management Board. Our Co-CEO, Gottfried Neumeister, bears accountability and responsibility for the operationalisation of initiatives that mitigate climate-, societal, and governance risks and maximise our opportunities. All sustainability efforts are aligned in coordination with the CEO, Attila Dogudan, and business unit leaders in a co-creational approach. The Management Board receives tailored reports on DO & CO's progress and key issues periodically. Key personnel include our centralised Sustainability Department are tasked with delivering our roadmap. The expansion of the role of the Sustainability Department solidifies DO & CO's commitment to drive both internally and externally the ESG agenda, across all three of its divisions.

Management Level Accountability: The effectiveness of corporate governance is continually enhanced by including ESG-specific topics in Management Board meetings, Also, we continue our remuneration system for our business unit managers, whereby 20% of their variable remuneration is linked to the achievement of ESG targets. This incentivises managers to prioritise sustainability considerations in their decision-making processes and reinforces our commitment to sustainable practices.

Board & Management Training: To strengthen our governance processes, the Management Board has undergone training to enhance their understanding of sustainability issues, specifically concerning the strategic pillars of the company, i.e., Emissions & Energy, Waste & Circularity, Sustainable Sourcing, Consumer Nutrition & Wellbeing and Employee Development. The training was conducted over an interactive 6-week period and has equipped the Board with the knowledge necessary to integrate sustainability considerations into all decision-making processes. As a result of this training, the Board is better positioned to identify and manage sustainability risks and opportunities, and to drive positive impact across the organisation. Already 100% of our governing body members have received anti-corruption training.

Capital Markets: Furthermore, we have recently been listed on the Sustainability Index of Borsa Istanbul, which is a testament to our dedication to sustainability. We recognise the importance of aligning our capital market presence with our sustainability vision, and being listed on this index is a significant milestone in this regard.

"Sustainability is in our DNA, and it drives our growth and shapes our future. With our Net Zero commitment, we're not just mitigating short-term issues, but propelling us closer to secure a sustainable future." *Attila Dogudan, Founder of DO & CO AG and Chairman of the Board*

Strategy

Who we are and what we do:

Our Purpose is to serve food to the highest standards – culinarily, environmentally, and socially.

Our Vision is to become a regenerative company by minimising our environmental impact and promoting social practices wherever we serve our customers.

Business as usual does not exist at DO & CO. Instead, not a day goes by that we're not asking ourselves how we can do more and do better. DO & CO takes a shared value, whole-system approach to ESG going beyond mitigating business risk. We aim to create value for both society and shareholders. We achieve this by delivering gourmet entertainment globally and providing excellent job and development opportunities. DO & CO seeks to transform underlying systems (such as catering workforce development and food industry supply chains) for long-term social, environmental, and economic sustainability. We provide growth opportunities to suppliers, strengthen the communities where we live and operate and try to bring change on central issues affecting the planet like climate change and waste management.

DO & CO's business strategy focuses on culinary excellence and consists of three divisions: Airline Catering, International Event Catering, and Lounges, Restaurants & Hotels. The company aims to build strong relationships, anticipate customer needs, and provide a seamless experience. In Airline Catering, DO & CO strives to be a premium supplier with a unique product portfolio and sustainable partnerships. In our Event Catering division, the goal is to enhance its role as a one-stop partner, offering distinct premium products. In Restaurants & Hotels, DO & CO prioritises quality, innovation, and a strong brand to exceed customer expectations. The company's sustainability strategy emphasises premium quality and customer empowerment. DO & CO aims to deliver value and differentiate itself through core competencies, innovation, and traditional values while embracing flexibility and continuous improvement.

DO & CO recognises the significance of adapting our practices to the ever-evolving environmental and societal landscape. Our Sustainability Department has diligently revised our policies and surrounding education to align with our unwavering commitment to the international ESG agenda and thus our journey to Net Zero. These policies not only serve as internal guidelines but also demonstrate our public dedication to upholding sustainability standards within our industry. We have set ambitious climate targets and proactively engage with stakeholders to achieve them. Figure 4 presented below provides an overview of our implemented action plan and outlines DO & CO's targets.

Stakeholder engagement

As part of our transition to net zero and to reinforce our commitment to sustainability, we are proactively engaging with our suppliers to educate them on how they can improve their carbon footprint, plastics use, deforestation practices, animal welfare approach etc. Together with our procurement team we have adjusted and strengthened our Supplier Code of Conduct. In this document, we cover a range of sustainability criteria, including carbon emissions, energy, waste, water, human rights, and labour practices. We request all our suppliers sign this code of conduct to demonstrate their commitment to sustainability and responsible business practices.

The success of this transition heavily relies on the engagement of all our internal stakeholders, not just limited to management level. To ensure that every employee is equipped with the necessary knowledge, we are committed to providing comprehensive sustainability education. As part of this education, particular emphasis is on climate change and our journey to achieve Net Zero. This core focus on climate change and sustainability will be integrated into the training and development programs rolled out company-wide, ensuring that every individual throughout the organisation is well-informed and actively involved in our transition towards a sustainable future.

Continuous audits

While we have already been conducting on-site and off-site audits of our suppliers for hygiene and safety, we are now incorporating sustainability criteria to ensure that our suppliers meet our high sustainability standards. This will involve evaluating suppliers on their environmental impact, social responsibility, and ethical business practices. By doing so, we can ensure that our suppliers are aligned with our climate goals and are helping us move towards a more responsible and sustainable supply chain.

Our commitment to sustainability goes beyond mere compliance with regulations. At all levels of the company, we are committed to constructing a sustainable value chain that seamlessly integrates environmental, social, and economic considerations into our everyday operations. We believe that this is the only way to ensure the long-term viability of our business, while also doing our part to protect the planet and its people. Our Sustainable Sourcing Policy provides a roadmap for achieving this goal, outlining the specific measures we are taking to ensure that our suppliers meet our high sustainability standards.

Commitment and incentives

To drive sustainable corporate development and mitigate disproportionate risks, our company has implemented a robust incentive program at the management level. This program aims to accelerate sustainable practices and motivate employees to prioritise climate-related goals.

DO & CO | THE GOURMET ENTERTAINMENT COMPANY

Governance & Compliance	Emissions	Waste & Circularity	Sustainable Sourcing	Customer Nutrition & Well-being	Employee Development & Engagement
Airlines Events Restaurants	We are committed to increasing our engagement in sustainable practices, respecting the +1,5 Celcius threshold, by decreasing our GHG emissions and our carbon footprint.	We are committed to reducing our waste output, use the Waste Hierarchy as our principal guideline to prevent, reuse, recycle our waste, or otherwise process it in a way that promotes our sustainable waste management objectives.	We are committed to sourcing our products in a responsible and sustainable manner. We aim to minimize our environmental and impact, review and monitor our supply chain to ensure our sustainable sourcing targets are met.	We are committed to continue supplying our customers with nutritious health meals and strive to constantly improve their nutritional value based on WHO guidelines for a healthy diet, in addition to safeguarding our customers health by rigorous quality checks and audits.	We are committed to continue our efforts to safeguard the well-being of our employees and job satisfaction by providing them with a supportive and engaging workplace culture.
Targets	» Net zero 2030 in Scope 1 & 2, 2040 Scope 3 » 100 % renewable energy in Europe by 2025 » Phase out fossil fueled vehicles by 2030	» No food waste landfilling by 2030 » Pilot AI food waste system by 2024 » No single-use plastic in our operations by 2030* *where feasible within regulatory limits	» Deforestation-free supply chain by 2030 » Source 60 % locally by 2030* *based on new methodology	» Reformulate 80 % of our menu based on WHO guidelines » Increase share of plant-based meals by 2025	» Recruit 50 % women in management by 2030 » 80 % of employees trained in ESG topics

Our incentive program encompasses various components, including both monetary and non-monetary rewards. In addition to financial incentives, we have emphasised the importance of non-monetary recognition for management-level employees. Annual recognition is a key element of this program, where achievements are evaluated based on a set of sustainability indicators established by our organisation. These indicators cover a range of factors such as energy consumption, waste reduction, water conservation, and greenhouse gas emissions.

Moreover, to further incentivise sustainable performance, we have made the strategic decision to link 20% of senior management remuneration directly to these targets. This ensures that our leaders are actively engaged in driving sustainable outcomes. To achieve these targets, we have developed specific short-term and long-term strategies that will progressively enhance DO & CO's sustainability efforts throughout the upcoming year.

By implementing a long-term incentive plan (LTIP) aligned with the company's strategic focus and a short-term incentive plan (STIP) that supports the achievement of immediate targets, we ensure a holistic approach to sustainable development. These plans provide a framework for continuous improvement and progress toward our sustainability goals.

Scenario Analysis – Potential Transition & Physical Impact

Likelihood (Follow IPCC recommendations)	**Medium-High**	**Medium**	**Low**
Increase	1.5 *Increased water stress, heat stress, desertification and exposure to flooding will rise by 25%, impacting crops and food security and extinction.*	2 – 2.5 *Sea level rise, maise production failures will be frequent. Flooding in key regions and drought in others. Increased diverse and irregular weather.*	5 *Dangerously high heat threatens health in many regions and several key locations in which we operate, water shortages and disruptions to global food supply and production are the norms.*
Policy & Legal	• Nations worldwide adopt the Paris Agreement, guaranteeing that worldwide emissions remain within the mandated thresholds. • Implement carbon pricing mechanisms, such as carbon taxes or cap-and-trade systems, to encourage reductions in emissions and foster investment in low-carbon technologies. • Create and enforce regulations that encourage sustainable practices. • Growing demand for reporting proficiency leads to higher labour costs and the integration of new systems. • Increased compliance and detailed expectations at gov and customer levels.	• National climate action plans and policies are not aligned with the goals of the Paris Agreement. • Inadequate cooperation in developing comprehensive policies and legal frameworks essential for mitigating greenhouse gas emissions and adapting to the consequences of climate change. • Effective enforcement of existing climate-related policies and regulations has been lacking, rendering them ineffective. • The adoption of strong and inclusive carbon pricing mechanisms, such as carbon taxes or cap-and-trade systems, falls short or lacks sufficient coverage.	• Ineffective implementation of emission reduction policies. • Inadequate collaboration and coordination among nations to collectively address the problem. • Legal frameworks are insufficient in effectively tackling the climate crisis. • Existing legal frameworks fall short of effectively addressing the climate crisis. • Decreasing complexity and action fatigue. • Decreasing expertise in ESG KPI measurement.
Technology	• Investment in research and development to improve the efficiency and cost-effectiveness of renewable energy technologies.	• Failure to successfully transition from fossil fuels to renewable energy sources at a scale necessary to significantly reduce greenhouse gas emissions.	• Failure in the development and deployment of effective carbon capture and storage technologies on a large scale.

	• Reduction in the utilisation of non-renewable energy sources. • Support for the development of energy storage solutions. • Investment in the advancement of CCS technologies to capture and store carbon emissions from power plants and industrial facilities. • High prices of fossil-fuelled energy, lead to increased shift to renewable, carbon-free energy. • Too slow adoption of renewable energy generation opportunities, e.g., solar power, increased need for immediate investments.	• Lack of achievement in the development and deployment of effective carbon capture technologies at the required scale. • Absence of widespread adoption of low-carbon transportation systems, such as electric vehicles (EVs) and advanced public transportation systems. • Limited progress in the adoption of climate-smart agriculture practices and sustainable land use.	• Lack of transition from fossil fuels to renewable energy sources. • Inadequate implementation of energy efficiency measures. • Shortcomings in advancements of sustainable transportation technologies. • Deficiencies in advancements of sustainable transportation technologies. • Renewable energy uptake is slow and too expensive for scale. • The cost of energy is still a significant factor in overall operational expenses.
Market Shift	• Strong interest in sustainable food options and sustainable packaging for the complete product line-up • High preference for local, fresh, and minimally processed food. • Actively incorporating eco-friendly practices into their daily lives. • Customers shifting to caterers with even higher sustainability profiles. • Ensuring high-quality sustainable foods may affect prices.	• Lack of adoption of eco-friendly and sustainable consumption behaviours and habits. • Underestimation of the repercussions of climate change.	• The severity of the climate crisis fails to motivate consumers to opt for a sustainable way of living and consuming. • Failure to advocate for or support policies aimed at mitigating climate change. • Customers are maybe not so interested in the sustainable menu choices (that may come with a higher price tag) that customers shift to unsustainable, cheap suppliers. • Increased food prices and lower availability of certain foods.
Physical	• Increased frequency and intensity of heat waves, especially in urban areas. • Sea-level rise leads to coastal flooding and erosion, threatening low-lying areas and small island nations. • Changes in precipitation patterns potentially lead to more frequent droughts in some regions.	• Further intensification of heatwaves leads to increased risks to human health and agriculture. • Accelerated melting of ice sheets, contributing to more substantial sea-level rise, and increased coastal flooding. • Changes in rainfall patterns potentially lead to more frequent and severe droughts and floods.	• Extreme heatwaves becoming more frequent, with severe implications for human health, agriculture, and ecosystems. • Substantial sea-level rise, resulting in widespread coastal flooding and displacement of populations. • Increased intensity and frequency of extreme weather events, including hurricanes, cyclones, and heavy rainfall.

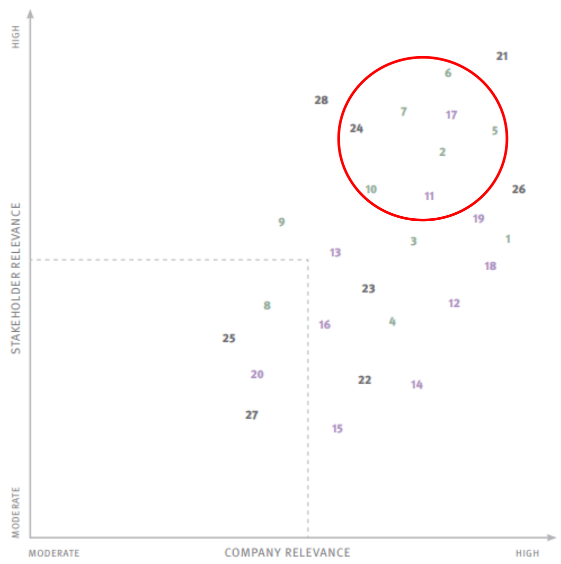
	• Disruption of ecosystems and loss of biodiversity, impacting ecosystem services and species survival.		• Large-scale disruptions to ecosystems lead to widespread biodiversity loss and habitat destruction.
Impact on business based on this scenario	• Heightened risk of event cancellation due to severe weather • Escalated expenses associated with sourcing high-quality food. • Growing pressure on the aviation industry to lower emissions that impact our operations and necessitate the adoption of more sustainable practices. • Changing consumer preferences favouring sustainable and low-carbon alternatives.	• Risks to food security, with impacts on crop productivity and changes in agricultural suitability in some regions. • Unable to source local products, issues with the supply of raw materials increase. • Extreme weather events, water scarcity, and changes in growing conditions can affect the availability and quality of ingredients.	• Severe impacts on global food production, with reduced yields, crop failures, and challenges to food security. • Unable to host outdoor events due to heat and weather risks. • Closure and uncertainty of certain events for periods due to weather. • Unable to source quality materials.
Mitigation based on impact	• Quantitatively defining the sustainability of our products. • Encouraging responsible consumption and production. • Ensuring transparency and accountability in sustainability reporting. i	• Promoting environmental consciousness throughout our operations. • Seeking innovative solutions for sustainable development within the industry. • Participating in industry-wide sustainability initiatives. • Engaging with local communities to promote environmental awareness. • Collaborate with suppliers and partners to develop actionable robust sustainability strategies and policies.	• Develop innovative food procurement strategies. • Establish new operational protocols and discontinue. engagement with countries facing high climate-related risks. • Establish new benchmarks for food quality standards. • Collaborating with the supply chain to work on a common strategy.

Risks and Opportunities

In line with our commitment to sustainability and the journey towards Net Zero, DO & CO has conducted a comprehensive materiality analysis to identify and address climate-related risks and opportunities. We understand the importance of aligning stakeholder interests with our sustainability strategy, which led us to select 28 material topics across environmental stewardship, people values & social engagement, and governance & compliance. To ensure a robust and inclusive process, we engaged with various stakeholders, including management, staff, customers, investors, and ESG rating agencies, through surveys, interviews, and other forms of engagement.

The conducted sustainability materiality analysis is of utmost importance in our pursuit of responsible business practices and long-term success. We identified environmental, social and governance risks that may affect our reputation, regulatory compliance, and financial performance. By addressing these risks proactively, we safeguard our brand, enhance stakeholder trust, and ensure the longevity of our business. It is worth noting that 5 of the high-priority points are all climate-related. These are:

2. **Transport** emissions: Scope 1 direct emissions from our logistics operations regarding product transfer and service provision.
5. Packaging **waste**: Packaging stemming from catering operations, purchased items and items disposed of by customers.
6. **Food waste**: Waste from food preparation, spoilage, spillage, over-production, or over-ordering.
7. **Sustainable packaging materials**: Sustainable origin, manufacturing (recycled, reused) and disposal method (recyclable, biodegradable), of material used for packaged DO & CO products.



10. **Environmentally friendly sourcing:** Environmental criteria for suppliers, including locality, seasonality and organic production.

	Topics	Description	Strategic Pillar
Environmental Stewardship	1. Energy consumption	Impact from energy use, energy efficiency and emissions related to energy consumption.	Emissions
	2. Transport emissions	Scope 1 direct emissions from our logistics operations for regarding product transfer and service provision.	Emissions
	3. Supply chain emissions	Scope 3 indirect downstream emissions from our supply chain.	Emissions
	4. Climate change	The effect of chronic and acute physical climate change risks on our business, and how we contribute to its exacerbation or mitigation.	Emissions
	5. Packaging waste	Packaging stemming from catering operations, purchased items and items disposed by customers.	Waste & Circularity
	6. Food waste	Waste from food preparation, spoilage, spillage, over-production, or over-ordering.	Waste & Circularity
	7. Sustainable packaging materials	Sustainable origin, manufacturing (recycled, reused) and disposal method (recyclable, biodegradable), of material used for packaged DO & CO products.	Waste & Circularity
	8. Biodiversity protection	Protection of biodiversity hotspots adjacent to our operation sites and affected by our sourcing behaviour.	Topic under monitoring
	9. Water consumption & chemicals use	Water management as well as pollution prevention and control.	Topic under monitoring
	10. Environmentally friendly sourcing	Environmental criteria for suppliers, including locality, seasonality, and organic production.	Sustainable Sourcing
Social Engagement	11. Socially responsible sourcing	Social criteria for suppliers, relating to human rights, labour standards, measures against child and forced labour, and respect for rights of indigenous people.	Sustainable Sourcing
	12. Healthy Diet	Nutritional effects on our consumers' diets, providing a diverse line of healthy and nutritious food and beverage products.	Customer Nutrition & Wellbeing
	13. Product labelling	Transparent product labelling provides our consumers with accurate and adequate information as well as responsible advertisement.	Customer Nutrition & Wellbeing
	14. Diverse and inclusive meal choices	Providing meal choices suitable for different religious, cultural, or dietary requirements.	Customer Nutrition & Well-being
	15. Local presence and inclusive growth	Prioritising opportunities for local communities and businesses.	Employee Development & Engagement
	16. Labour practices	Uphold responsible labour standards within own operations, incl. freedom of association, collective bargaining agreements and the provision of adequate working hours and living wages.	Employee Development & Engagement
	17. Occupational health & safety	Mitigate any risks or negative health and mental health effects related to stress, working hours, night shifts and occupational accidents.	Employee Development & Engagement
	18. Employee training & career development	Provide training modules related to career, skill, performance, and personal development across all employee levels, including the Board, management, and departmental employees.	Employee Development & Engagement
	19. Diversity & Inclusion	Promote and underline the importance of diversity and inclusivity in the workforce, creating a safe and equitable work environment.	Employee Development & Engagement
	20. Soft and hard legacies of events	Raise awareness, share knowledge, and best practices, by implementing sustainability initiatives during events.	Topic under monitoring
Governance & Compliance	21. Food safety	Uphold the highest standards of food quality, hygiene standards and food cooling practices to ensure our products' integrity.	Governance & Compliance
	22. Guest security	Ensuring high levels of security in airports, planes, lounges, and events.	Governance & Compliance
	23. Data security and protection	Compliance with existing privacy laws or voluntary standards regarding the protection of customer and employee data.	Governance & Compliance
	24. Anti-corruption	Compliance with all applicable laws, as well ensure the provision of anti-corruption awareness training and regulate related behavioural patterns.	Governance & Compliance
	25. Expenditure and investment for environmental protection	Expenses taken up by DO & CO to protect the environment from effects and risks arising.	Governance & Compliance
	26. Compliance with environmental law	Compliance with international declarations, conventions, treaties, in addition to international, national, and regional regulations.	Governance & Compliance
	27. Anti-competitive behaviour	Detect and prevent any efforts to fix prices, coordinate bids, resulting in market restrictions or customer/geographic quotas.	Governance & Compliance
	28. Taxation and financial transparency	Ensure the compliance and transparency of our tax records across our international and public financial presence.	Governance & Compliance

Additionally, this materiality analysis helps us identify opportunities to innovate and develop sustainable solutions, positioning us as a leader in the industry. By aligning our business strategy with the most material sustainability issues and following UNSDG Goal Alignment, we enhance operational efficiency, reduce costs, attract socially conscious investors, and meet the evolving expectations of our customers and employees.

MATERIALITY TOPIC	GRI TOPIC	SDG MAPPING
Energy consumption	GRI 204 GRI 301 GRI 302 GRI 303 GRI 304 GRI 305 GRI 306 GRI 308 GRI 414	6, 7, 13, 14, 15
Transport emissions		
Supply chain emissions		
Climate change		
Packaging waste		
Food waste		
Sustainable packaging materials		
Biodiversity protection		
Water consumption & chemicals use		
Environmentally friendly sourcing		
Socially responsible sourcing	GRI 401 GRI 402 GRI 403 GRI 404 GRI 405 GRI 406 GRI 407 GRI 408 GRI 409 GRI 410	2, 3, 4, 5, 8, 9, 12
Healthy Diet		
Product labelling		
Diverse and inclusive meal choices		
Local presence and inclusive growth		
Labour practices		
Occupational health & safety		
Employee training & career development		
Diversity & inclusion		
Soft and hard legacies of events		
Food safety	GRI 205 GRI 206 GRI 207 GRI 410 GRI 413 GRI 415 GRI 416 GRI 417 GRI 418	8, 9, 12, 16, 17
Guest security		
Data security and protection		
Anti-corruption		
Expenditure and investment for environmental protection		
Compliance with environmental law		
Anti-competitive behaviour		
Taxation and financial transparency		

Addressing climate-related risks and opportunities is at the core of our risk management approach. We have fully integrated the TCFD (Task Force on Climate-related Financial Disclosures) Risk framework into our Enterprise Risk Management Framework, enabling us to evaluate and prioritise climate change risks and opportunities across short, medium, and long-term timeframes. Oversight and guidance are provided by our Management and Supervisory Boards, with periodic reports, bi-annual assessments, and active involvement of stakeholders, including investors and external parties, in sustainability and climate change discussions.

Regulation

Incorporating current regulations is vital for DO & CO's climate-related risk assessment. As global regulations and laws pertaining to climate change are rapidly evolving, staying updated is essential. Governments worldwide are placing increasing importance on addressing climate change, resulting in stricter regulations for businesses and industries to reduce greenhouse gas emissions and mitigate its impact. Non-compliance with these regulations can lead to fines, penalties, and legal repercussions. Neglecting the seriousness of climate change can also harm the company's reputation, cause customer losses, and limit access to capital as investors and lenders prioritise environmental sustainability. Hence, integrating current regulations into the organisation's climate-related risk assessment is crucial to identify and mitigate potential legal and financial risks associated with non-compliance.

As a global company, listed on the stock markets in Vienna and Istanbul, we are subject to a diverse range of regulations regarding capital markets, financial reporting, risk management, data protection, audit, accounting, tax, and ESG compliance. In addition, we are subject to regulation regarding our people and our production processes (e.g., hygiene). A practical example of a type of current regulation risk is the Plastic Packaging Tax (PPT) that became effective in the UK on April 1, 2022. This tax applies to plastic packaging with less than 30% recycled plastic that is manufactured or imported into the UK, including packaging on imported goods, at a rate of £200 per tonne. Another relevant regulation is the EU taxonomy, which requires accounting for CapEx, OpEx, and Revenue in terms of their contribution to climate change regulation and adaptation. The Taxonomy has the potential to finance environmentally sustainable projects through the issuance of "green tranches", that are created by securitising green assets or issuing green bonds, which are then sold to investors interested in supporting sustainable initiatives.

Emerging regulations related to climate change can have a significant impact on our business's climate-related risks. Governments and regulatory bodies worldwide are taking steps to address climate change, which can lead to changes in policy, regulations, and legislation that could affect our operations, supply chain, and financial performance. Incorporating emerging regulations into our climate-related risk assessments can help us identify potential risks and opportunities associated with regulatory changes. Considering emerging regulations can also help us identify potential market opportunities related to the transition to a low-carbon economy, such as investments in clean energy, energy-efficient technologies, and sustainable products and services.

Our Sustainability Team is closely monitoring the Corporate Sustainability Reporting Directive (CSRD) to ensure compliance with the European Sustainability Reporting Standards (ESRS). The ESRS requires us to identify climate risks within our operations and supply chain. Along with this, we are keeping a close eye on other regulations, such as the Carbon Border Adjustment Mechanism and the ETS Emission Trading System, even though they may not directly apply to our operations. Our dedication to staying informed empowers us to effectively navigate any potential impacts, identify the opportunities and maintain compliance with emerging sustainability requirements.

Legal

Managing legal risks is crucial for protecting our business, especially since we operate in multiple jurisdictions. As part of our Enterprise Risk Management approach, we implement compliance programs, engage in dialogue with regulators, address litigation and contractual risks, and manage legal structural risks. We consider this risk as part of our climate-related risk assessments, recognising that non-compliance with laws and regulations could harm DO & CO's reputation, result in litigation and disputes, and lead to financial penalties that may negatively impact our performance and credibility.

DO & CO AG is committed to complying with environmental laws and regulations and prioritises protecting the environment and preserving natural resources. The company's efforts to minimise its environmental impact often exceed the requirements of current legislation and anticipate new guiding principles arising from the EU Green Deal (COM/2020/563). To ensure that DO & CO AG's specialists have the resources and support to assess and monitor the legal environment accurately, the company has implemented a compliance system and utilises external advisors. Additionally, the company communicates the importance of integrity and compliance with environmental regulations to its employees and provides training and supervision to qualified individuals.

DO & CO AG has maintained a record of zero fines or sanctions for non-compliance related to environmental laws, reflecting the company's commitment to legal compliance and environmental stewardship.

Technology

As a gourmet catering company, technology plays a crucial role in our business. With ongoing growth and expanding technological capabilities, the associated risks are ever-changing. To effectively mitigate these evolving risks, we adapt our processes and strategies accordingly. Monitoring technology risk is a priority, and we have dedicated programs and measurable indicators in place. Conducting regular internal tech audits is vital for identifying and anticipating these risks. Our Audit Team performs these audits to ensure the security and currency of our systems. Effective reporting on technology and cyber risks to the Board and Senior Management provides visibility on the success of our technology risk strategy.

Considering the urgency of the climate crisis, we carefully assess the risks and opportunities presented by various technological solutions. Recognising transportation as a significant source of greenhouse gas emissions, we have implemented measures to address this issue. Transitioning our fleet to more sustainable modes, such as adopting electric vehicles, is one step we have taken. Additionally, we have optimised the temperature control of our refrigerated vehicles using technological instruments, reducing energy consumption, and minimising exposure to climate-related risks.

To address the rising cost of energy and contribute to our Net Zero Targets, we have taken proactive steps to invest in solar panel production, starting at our UK location. We aim to become 100% dependent on renewable energy sources by 2025 in our European units. Given this ambitious goal, we are focusing our efforts towards turning to renewable energy sources, whether in the form of central grid lines or producing energy in-house throughout our units, whilst constantly promoting energy efficiency throughout our operations. This move towards our energy generation is essential. Additionally, we have made a strategic decision to store our data in the cloud instead of relying on a centralised server. This choice has resulted in a significant reduction in emissions, both from our servers and overall data usage. Our cloud server partner is also committed to a path of Net Zero by 2040.

CASE EXAMPLES

DO & CO London Heathrow Unit has moved forward with the installation of solar panels on its rooftop to increase the share of renewable energy used for its operations.

Although the energy produced cannot cover the entirety of the Unit's consumption yet, this year the solar panels were responsible for the production of 303,737.6 KWH. Additionally, through its energy recovery programme our London Unit provided 130 houses with electricity and 77 houses with biogas for heating that was produced from a bio-whale on site for food waste and effluent waste.

We are not only exploring how to cover our energy consumption by self-generation but also changing our energy agreements to increase the use of renewable grid energy. Our DO & CO Madrid Unit has adapted its energy contracts to cover all its needs for electricity from a mix of renewable energy sources, including solar and wind.

In our commitment to further reduce emissions, we are leveraging technology and developing programs to estimate the greenhouse gas (GHG) emissions associated with individual dishes. As part of our standard tender submission process, we are integrating this approach to provide transparency and empower our clients to make informed decisions. Currently, we are piloting this initiative during several client events, where the menu includes information on the GHG emissions of each specific dish. This enables our clients to understand the environmental impact of their choices and make sustainable selections.

Markets

We operate in three distinct market segments: Airline Catering, Event Catering, and Hotels and Restaurants. In terms of managing market risk, we consider the impact of changing market conditions on our assets, liabilities, financial instruments, and investments, particularly interest rates. We also consider the commercial markets in which we operate. Furthermore, we adopt a proactive approach to identifying and managing industry risks and opportunities within our three markets. As an example, our market is closely linked to the aviation industry, and we closely monitor emerging trends in onboard customer experience and sustainability to identify any potential risks or opportunities.

At DO & CO, we understand the importance of the potential risks related to food consumption patterns and we have taken proactive steps to improve our offerings. Therefore, we prioritise the use of the highest quality ingredients and strictly adhere to safety procedures to ensure the safety of our consumers. Additionally, we recognise the significance of meal diversification as customer preferences shift. Hence, we cater to various dietary restrictions, including vegetarian, vegan, halal, meat, and fish dishes. Furthermore, overconsumption is a significant concern in the food service industry, and we understand the potential climate-related risks associated with it. We acknowledge that emissions from ingredient preparation and waste are critical in this context. To mitigate these risks, we are working closely with our chefs to reformulate our dishes, with a particular focus on becoming more plant-based. This is because plant-based dishes generally have a lower climate impact compared to meat-based dishes. Our commitment to increasing the proportion of plant-based and plant-forward meals is aimed at mitigating the potential risks associated with the consumption of meat-based dishes. While we are not removing meat from our menu entirely, we are taking a step towards decreasing its share by 2025. This goes hand in hand with our sustainable sourcing policy, where we will be working with our suppliers to review and improve the sustainability of the meat products. By doing so, we aim to adapt to the climate-related market risks, where consumers are increasingly concerned about the environmental and health risks associated with the overconsumption of meat-based dishes.

Reputation

At DO & CO, we understand the significance of reputation risks, which reflect how our stakeholders perceive our business. The impact of climate change has become increasingly apparent to consumers, who now hold companies accountable for their environmental practices. Neglecting to address these concerns could result in a consumer backlash, damaging our company's reputation.

In addition, investors have shown a heightened interest in a company's environmental practices. Companies that fail to take climate risks seriously may struggle to attract investment or witness a decline in their stock prices. To avoid facing accusations of greenwashing, DO & CO thoroughly evaluates climate-related claims before publication as part of our climate-related risk assessments.

Ensuring effective governance and transparency regarding climate-related risks is paramount for our company. Stakeholders are growing more concerned about sustainability and corporate responsibility. To enhance transparency and reliability for our clients, customers, and stakeholders in general, we are committed to investing more in our Sustainability Team. Moreover, have introduced a dedicated ESG Committee to our supervisory board. This committee plays a crucial role in addressing sustainability and environmental concerns, improving our performance, and fostering trust with our stakeholders.

Acute Physical

Although we typically do not operate in areas with acute physical risks, our Miami (U.S.A.) location is an exception as it is in a tornado Area. Nonetheless, DO & CO must consider climate-related acute physical risks since our suppliers may operate in such areas. Extreme weather events can disrupt our supplier's and/or clients' businesses, which, in turn, affects the services we provide.

A timely example is the recent cancellation of the Imola Formula One race due to severe flooding served as a stark warning of a significant physical risk. This unforeseen event not only brought business operations to a temporary halt but also complicated the usual course of business. Extraction of teams became necessary, leading to subsequent cancellations of goods and services. Currently, thorough investigations are underway to assess the extent of losses incurred and determine the associated costs.

Severe droughts can pose another significant physical risk that may temporarily halt business operations, even if only for a brief period. This could cause a scarcity of vegetables used in our meals, leading to a rise in the cost of goods. To minimise such risks, we have chosen to diversify our suppliers in terms of origin and typology. Although we are confident that we are correctly approaching this risk, we continue to monitor it at least twice a year during our risk assessment to ensure that we are managing it effectively.

Chronic Physical

At DO & CO, we recognise the significance of evaluating and addressing chronic physical climate-related risks as part of our Risk Assessments. We understand the potential impact of climate change on our operations, especially considering our strong dependence on agricultural products to provide food services to our clients and consumers. We recognise that climate-related disruptions to key food supplies can significantly impact our ability to guarantee stable supplies, both in terms of price and availability.

To effectively manage these risks, we prioritise wide-ranging risk assessments that consider the long-term implications of climate change. This includes assessing potential changes in temperature patterns, precipitation levels, extreme weather events, and other relevant factors that could affect agricultural production and food supply chains. For example, increased temperatures can directly affect agricultural yields, leading to reduced productivity and potentially higher costs. As a company that is directly related to nature and agriculture, we are acutely aware of the negative impacts that climate change can have on natural water cycles, soil, biodiversity, and ecosystems.

These impacts have the potential to affect not only our suppliers but also our customers, which could therefore impact our business operations. As such, we consistently include chronic physical climate-related risks in our climate-related risk assessments to ensure that we are well-prepared to mitigate these risks and continue providing high-quality food services to our clients and consumers. Diversification of our supply chain and reducing energy dependency are the main actions we are taking in place to anticipate these types of risks.

Transitional Risk	Value Chain	Impacts *(Assuming no mitigation)*	Opportunities	Mitigation strategy
Policy Action to constrain emission–intensive activities	Operations	Untapped energy efficiency potential in production sites increases the cost burden in the face of increasing energy prices, leading to significant financial risk.	Upgrading to energy-efficient equipment and lighting to reduce energy costs and promote sustainability. Use of more efficient production and distribution processes	**(MT)** Switch to 100% renewable energy sources in all our operations in EU 2025. **(ST)** Climate change and impact education programs. Incl. of energy management. **(ST)** Science Based Targets (SBT) have been submitted and are awaiting confirmation.
	Raw materials	Proliferation of pests and diseases that thrive in warmer environments. These outbreaks can devastate crops and livestock, leading to significant losses and reduced availability of key food items. Consequently, the limited supply and increased demand for resilient and disease-resistant crops further contribute to the rising cost of procuring food for our kitchens.	Incorporating sustainable practices to minimise food waste and reduce operational costs.	**(ST)** Work with suppliers to diversify selection. Sustainable sourcing awareness (Sustainable Sourcing Policy). Food waste management. **(MT)** Full compliance with our Sustainable sourcing and Supplier code of conduct policies by 2025. **(LT)** Sourcing 60%[1] of our products locally by 2030

[1] This number has recently been adjusted in line with more stringent reporting and sourcing policies.

				(LT) Develop and adopt rigorous traceability processes by 2030. **(ST)** Utilise AI food waste measuring systems to reach 0% of food waste to landfill by 2030.
	Packaging	Increase costs of packaging materials. Change of regulations in regions. Increased costs in waste fees to landfill and handling of waste poses a financial risk.	Partnering for material recycling of aluminium, plastic, cardboard, and grey water, generating additional revenue and decreasing associated environmental impact. Sustainable packaging offers a reduction in scope 3 emissions and can improve brand and company reputation.	**(ST)** Packaging, waste innovation projects, and circular initiatives underway. **(LT)** Abolish single-use plastic throughout our operations by 2030 [2] By encouraging business customers to adopt sustainable practices by 2030 through the offering of sustainable packaging solutions. Further, we will make all our takeaway packaging 100% sustainable. In line with our SDG agenda. **(ST)** Increase supplier engagement regarding the use of sustainable packaging material. **(ST)** Regularly monitor, generate, and update baselines and reports related to the ecological footprint of the use of packaging across all our operations. **(ST)** Procurement, production process improvements, and engagements with suppliers and customers.
Technology Use of emerging technology to	Operations	Fall in asset value due to lack of investment. Such as buildings that haven't been updated for market best practices. Investments in low-emission tech to meet regulations.	Upgrading to energy-efficient equipment and lighting to reduce energy costs and promote sustainability.	**(ST)** Implementation of new emission reporting tooling. Coordinated activities to drive reporting. **(ST)** Switching to low emission technologies Investing in energy management training.

[2] Where viable according to food safety regulations.

support our journey to Net Zero				
Markets	Brand and business development	Revenue Risk - Sustainability requirements from clients become part of tender conditions (e.g., IAG, Albertina) and will increasingly be added to future tenders. Poor ESG rating performance decreases access to the capital market, limiting investor profiles that can buy our stocks. Missed business growth opportunities.	Offering sustainable food options: Increasing revenue by attracting a wider customer base (and strengthening current relations) through the development and/or expansion of low emission product range. Green-certified events/initiatives. Differentiating from competitors and appealing to environmentally conscious customers by hosting green-certified events or implementing green initiatives	**(ST)** Sustainability measurement of our products presented to the customers. Close and coordinate dialogue with all our stakeholders to understand their sustainability drivers. **(ST)** Offering sustainable and environmentally friendly products and services. Through menu reformulation, increased local sourcing, and emissions evaluation, we actively contribute to addressing climate change and fostering a healthier planet. **(ST)** Changing consumer demands and awareness of low carbon emissions can drive growth for those who will adapt. Committed to increasing our plant-based meal options and informing customers of the carbon impact. (Consumer Health & Nutrition Policy)
Resilience		Increased insurance premiums or difficulty obtaining insurance due to climate-related risks such as flooding, hurricanes, or heatwaves in our Miami Unit. Decreased asset values or stranded assets due to climate policy or market changes, such as carbon taxes or a shift towards electric vehicles.	Prepare climate adaptation and insurance risk solutions. Move to more efficient buildings – Reduced water usage and consumption. Adapting to climate change by adopting sustainable practices and offering eco-friendly options to avoid negative impacts from shareholders and banks.	**(MT)** Switch to 100% renewable energy sources 100% in all our operations in EU 2025. **(MT)** Company Owned fleet phased out fossil-fuelled vehicles and actively added electric and hybrid, and alternative-fuelled vehicles to our fleet by 2030. And team trained in relevant training. **(ST)** Changing consumer demands and awareness of low carbon emissions can drive growth for those who will adapt. Committed to increasing our plant-based meal options and informing

				customers of the carbon impact. (Consumer Health & Nutrition Policy)
Reputation		Reputational damage from ignoring climate change concerns. Decreased investor interest and decrease access to investment funds. Greenwashing allegations for misrepresenting environmental practices.	Reputation enhancement by addressing climate change concerns and demonstrating a commitment to environmental practices. Increased investment potential from environmentally conscious investors. Competitive advantage through investment in a dedicated Sustainability Team and introduction of an ESG Committee.	**(ST)** Transparent communication to avoid misleading claims and build trust. **(ST)** Engage stakeholders to understand concerns and involve them in sustainability decision-making. **(ST)** Continuously review and update environmental practices and risk mitigation strategies.

Definitions of short-term, mid-term, and long-term.

Short-term 0-1 *The organisation's definition of short-term time horizons encompasses a timeframe of up to one year, which is deemed critical for executing immediate actions, such as meeting regulatory requirements, fulfilling customer demands, or addressing operational issues. With regard to sustainability and climate change, short-term planning pertains to actions that will occur within the next year and are specifically aimed at meeting the Science-Based Target Criteria. Additionally, short-term planning considers current business dynamics, financial constraints, and operational feasibility to ensure optimal execution of actions.*

Medium-term 1-3 *Medium-term time horizons, as defined by the organisation, span a period of 1 to 3 years, and provide an opportunity to undertake strategic planning initiatives, such as developing and implementing sustainability programs or climate adaptation measures. This timeframe enables a more comprehensive approach to planning and executing actions that can produce measurable outcomes. Medium-term planning plays a pivotal role in aligning the company's* *sustainability goals with evolving market trends and demands. This timeframe has been chosen since it can consider various factors, including current and future business dynamics.*

Long-term 3-10 *Long-term time horizons, as defined by the organisation, extend beyond three years. Long-term planning necessitates the consideration of future trends, uncertainties, and potential risks, such as climate change impacts, technological advancements, and regulatory changes. Our organisation defines long-term time horizons based on our strategic vision and sustainability objectives, as well as market and societal trends that can shape our business operations in the coming decades. This approach enables our company to remain on track toward meeting our Science Based Target and regularly define plans to meet the established timeline.*

Metrics and Targets

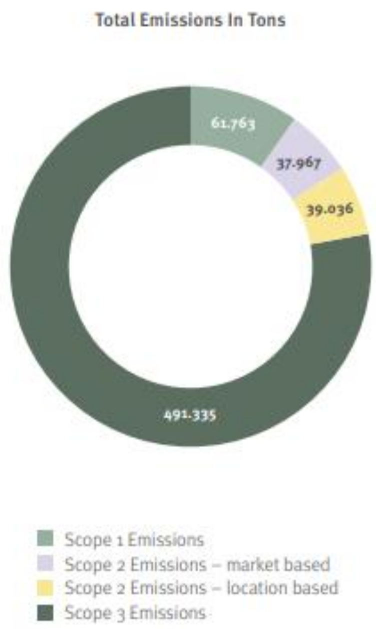
Intuitively since our conception sustainability has been at the heart of our values. This year we are improving our commitment to transparency through the development and extension of a new sustainability team and a new reporting system. we have joined the Science-Based Targets initiative (SBTi) and are developing science-based long-term and short-term targets for reducing GHG emissions. These metrics and targets serve to monitor the progress of our climate goals at the management and board level.

*Table 1 * New baseline measurements to include all international units.*

Metrics	Unit	2022*	Target 2040
Scope 1 Emissions	Ton	61,763	Net Zero by 2030
Scope 2 Emissions Market-Based	Ton	37,967	Net Zero by 2030
Scope 2 Emissions Location based	Ton	39,036	Refer to market-based target
Scope 3 Emissions	ton	491,335	45% reduction by 2030
Renewable Electricity	%	21	100% in the EU by 2025
Total Energy consumed	mn kwh	133	*In progress*
Recycled single-use plastic	%	9	*In progress*
Virgin single-use plastic	%	42	*In progress*
Other materials	%	49	*In progress*

Scope 1,2 and 3 Emissions

Green House Gas (GHG) emissions have been recognised by the global scientific community as the main driver of climate change. The Intergovernmental Panel on Climate Change (IPCC) has officially stated that human-induced emissions are actively contributing to changes in temperature, air quality and other adverse effects on Earth's ecosystems. Given our global outreach, we are aware of the potential contribution our operations can have on the exacerbation or mitigation of these adverse effects, and as such aim to re-evaluate our modus operandi to uphold the standards set by the 2016 Paris Agreement, to contribute to the efforts to limit the temperature increase to 1.5ºC. To show our commitment, we have joined the Science-Based Targets initiative (SBTi) and are developing science-based long-term and short-term targets for reducing GHG emissions. Our primary objective is to achieve net zero GHG emissions within Scopes 1 and 2 by the year 2030. This means that we are resolute in our commitment to balancing the total GHG emissions we generate from our operations (Scope 1) as well as those associated with the energy we procure (Scope 2) by the specified deadline. Furthermore, we recognise the importance of accounting for the entire value chain in our pursuit of sustainability. As such, we have set a target to achieve net zero GHG emissions across Scopes 1, 2, and 3 by 2040. This commitment encompasses not only our direct emissions and energy usage but also the indirect emissions resulting from activities such as procurement, transportation, and disposal. To make significant progress in reducing our Scope 3 emissions, we have established an intermediate milestone. By 2030, we are dedicated to reducing absolute Scope 3 GHG emissions by 45% compared to our 2022 baseline. In parallel with our emissions reduction efforts, we acknowledge the pivotal role of renewable energy in mitigating climate change. As part of our sustainability agenda, we have committed to augmenting our sourcing of renewable electricity. Starting from 21% in 2022, our goal is to steadily enhance our reliance on renewable electricity. We aim to achieve 100% utilisation of renewable energy by 2030 at our European Union and United States facilities.

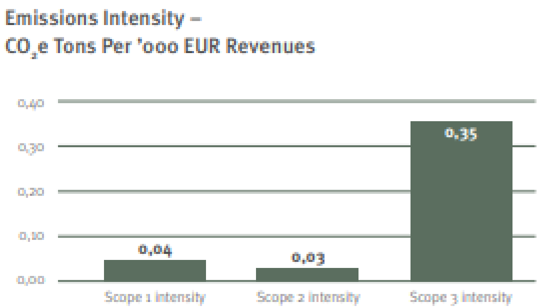


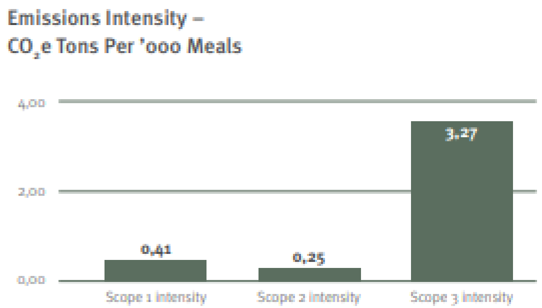
We are proud to announce that we have calculated our full scope 1, 2, and a significant part of our 3 emissions for the first time. Our emissions have been calculated according to the GHG Protocol, which is the industry standard for measuring greenhouse gas emissions.

To enhance the precision of our results, we have adopted a hybrid approach for our calculations. Around 80% of our emissions have been computed using a consumption-based methodology, which factors in elements such as fuel consumption, actual energy usage, and product procurement. We firmly believe that this approach offers the utmost accuracy when calculating emissions.

The remaining 20% of our emissions were calculated using a spend-based approach. This involves determining the amount of money spent on a product and using an emission factor to calculate the associated emissions. While this approach can be less accurate than the consumption-based method, due to price volatility of commodities, it provides valuable insights into our emissions and allows us to identify improvement areas.

The solid baseline of our full emissions inventory enables us to report our emissions reduction progress on an annual basis. To ensure that we stay on track with our sustainability goals, we will be monitoring our emissions reduction progress quarterly and setting targeted initiatives to address any gaps.
Our initiative includes:



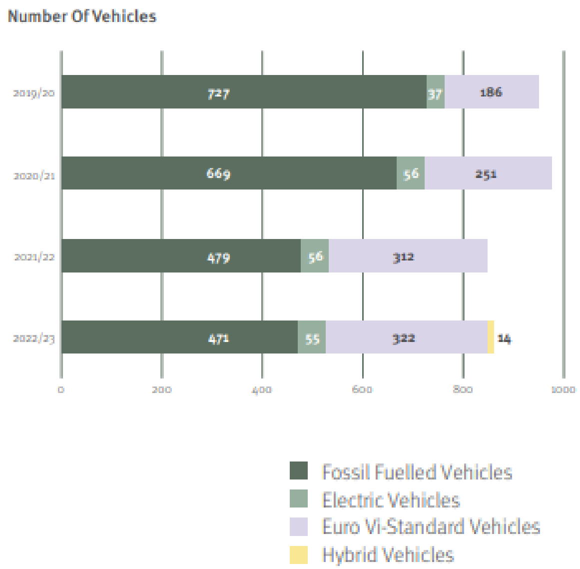


Fleet Management

We have committed to end the addition of any solely fossil-fuelled vehicles in our transportation fleet and phase them out entirely by 2030. Any newly purchased vehicles are to be electric, hybrid or alternatively fuelled, where technological alternatives exist.

Furthermore, we have reduced the idle time of our fleet when cooling food products by plugging the cooling module into an outlet, rather than relying on the engine to power the cooling system. This reduces unnecessary emissions and helps us to conserve fuel.

Finally, to maintain the fuel efficiency of our fleet we conduct regular maintenance checks, tire pressure checks, and driver training programs.



CASE EXAMPLES

At DO & CO we seek to lead in climate transition. We already significantly increased the electrification of our passenger vehicles in Spain and the UK.

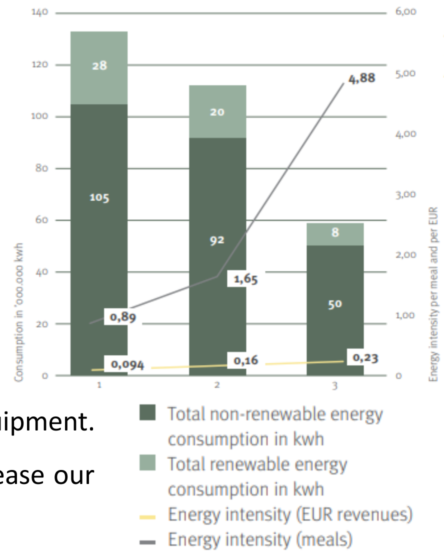
Finding carbon-free alternatives to our high-loaders poses the biggest challenge for reducing our scope 1 emissions.

However, we are taking the first steps DO & CO LAX Unit we acquired a fleet of propane-fuelled high-loaders for the airport operations. While not carbon-free, propane-fuelled vehicles have a lower carbon content than conventional gasoline and diesel-fuelled vehicles. This action demonstrates our commitment to innovate and exploring more sustainable alternatives for our operations

Energy Efficiency in Operations

As part of our constant efforts to reduce our carbon footprint, we address the efficiency of our buildings and operating equipment. Despite an increase in absolute energy consumption attributed to the rise in flight volume and subsequent growth in business operations, we have successfully reduced our energy intensity, measured as energy consumption per revenue and per meal, by a significant margin. Compared to the previous financial year, we have achieved an impressive 41% reduction in energy intensity when considering energy consumption relative to revenues.

Energy Consumption Performance



Our energy intensity, measured as energy consumption per meal served, even demonstrated a remarkable reduction of 46%. We achieved our efficiencies through rigorous energy management practices. As a first step, we conduct an energy audit of our facilities and operations. This helps us identify areas where energy is being used inefficiently and opportunities for improvement. We have already conducted energy audits in part of our Units and are working on expanding this process globally.

Based on the results of the energy audit, we set targets for reducing energy use. These targets are ambitious but achievable and align with our overall sustainability goals of reaching Net Zero across scope 1 and 2 by 2030. We actively seek to reduce our energy use by installing automatic lights in our Units' offices as well as investing in energy efficient-lighting and facility equipment. We are working on upgrading windows to double-glazed, insulating doors to minimise heating and cooling loss and thus increase our Units' buildings' efficiencies.

CASE EXAMPLES:

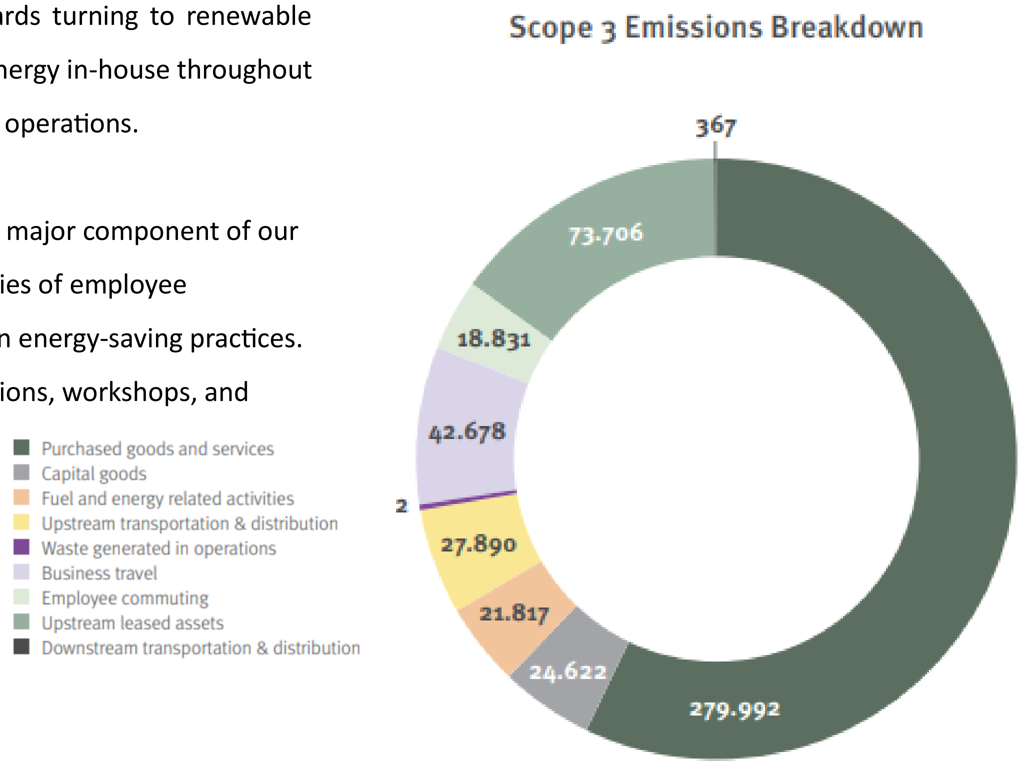
DO & CO London Heathrow Unit has moved forward with the installation of solar panels on its rooftop to increase the share of renewable energy used for its operations. Although the energy produced cannot cover the entirety of the Unit's consumption yet, this year the solar panels were responsible for the production of 303,737.6 KWH.

Additionally, through its energy recovery programme our London Unit provided 130 houses with electricity and 77 houses with biogas for heating that was produced from a bio-whale on site for food waste and effluent waste. We are not only exploring how to cover our energy consumption by self-generation but also changing our energy agreements to increase the use of renewable grid energy. Our DO & CO Madrid Unit has adapted its energy contracts to cover all its needs for electricity from a mix of renewable energy sources, including solar and wind.

Renewable Energy Use

One of our main energy initiatives is to reduce our dependence on energy derived from finite fossil fuels. This is a considerable step towards energy security as fossil-fuel prices increase and the mitigation of the adverse effects of climate change. Already over 20% of our consumed energy comes from renewable sources. Our overall goal for all our EU operations is to become 100% dependent on renewable energy sources by 2025. Given this ambitious goal, we are focusing our efforts towards turning to renewable energy sources, whether in the form of central grid lines or producing energy in-house throughout our units, whilst constantly promoting energy efficiency throughout our operations.

Employee Awareness Building: We believe that behavioural change is a major component of our successful climate transition. Therefore, we are planning to launch a series of employee awareness campaigns that aim to educate and engage our employees on energy-saving practices. These campaigns will include a variety of activities, such as training sessions, workshops, and awareness programs. We will also provide our employees with energy-saving tips and encourage them to adopt sustainable practices in their daily work routines. By creating employee awareness for energy efficiency, we hope to not only reduce our carbon footprint but also foster a culture of sustainability across our organisation.



Customer Engagement

We recognise the importance of engaging with our customers to help them make more sustainable choices. As part of this, we have piloted a new menu presentation style that shows the emissions associated with each ready meal option, to encouraging customers to choose lower carbon options, such as plant-based meals. By providing this information upfront, we hope to empower our airline and event clients to make more informed decisions about the meals they offer to their customers, ultimately contributing to our shared goal of reducing greenhouse gas emissions.

Change in Product Portfolio

Our purchased goods and service make up our largest share of scope 3 emissions. Hence, we are exploring ways to shift our product offerings towards more sustainable options. One approach we are taking is to increase the proportion of locally sourced ingredients in our products. By purchasing locally, we can reduce the carbon emissions associated with transportation and distribution. In addition, we are also exploring the potential for plant-based or plant-forward products in our portfolio. Currently, nearly 280,000 tons of our scope 3 emissions come from our purchased goods & services, most of which are emissions related to meat and dairy products. In this respect, shifting towards a more plant-based and plant-forward menu has the potential to significantly reduce our scope 3 emissions and support our customers in making more sustainable food choices.

Supplier Engagement

This year we have started to engage deeply with our suppliers regarding our Net Zero ambitions. We are in the process of educating some of our suppliers about the importance of emissions tracking and energy prudence. We encourage our suppliers to set their emission reduction targets and are looking to implement a system where top suppliers can report their progress to DO & CO annually.

Summary

To ensure our continued growth and success as a business, achieving Net Zero emissions is imperative. Additionally, we recognise the need to adapt our strategic response to identified climate-related risks and opportunities. We will establish effective governance, risk management, and measurement systems to enhance our resilience. Our sustainability commitments are ambitious: by 2030, DO & CO aims to achieve net zero emissions in our scope 1 and 2 activities, as well as establish a deforestation-free supply chain. These efforts will make a significant contribution to environmental preservation.

Governance

At the highest levels of DO & CO, the ESG committee is responsible for activating and monitoring the Net Zero commitments. This is reinforced by the DO &CO management team, for whom success is linked to remuneration.

Strategy & Risk management

We continue to review and update policies and procedures based on every growing and present list of risks and opportunities posed by climate change. Our assessment process has evolved and is now more robust than ever before. In the short to medium term, we must navigate climate transition risks and adapt based on our assessments.

Metrics and targets

In line with TCFD Guidance on Metrics, Targets, and Transition Plans, this is our first full disclosure. With 2023 as our benchmark and we will continue to release updates on our relevant climate-related metrics. Initiatives focusing on reducing emissions, increasing energy efficiency and transitioning to renewable energy sources to reach Net Zero are now in place and related metrics have been assigned.

TCFD INDEX

TCFD DISCLOSURE	DISCRIPTION	LOCATION OF DISCLOSURE
	Governance	
a) Board's oversight of climate-related risks	i)Processes and frequency by which the board are informed about climate-related issues	TCFD p. 4
	ii) Integrating climate-related issues into corporate strategy, policy, & business planning	TCFD Report; DO & CO ESG Policies
	iii) Monitoring progress against climate-related goals & targets	Sustainability Report 2022/23 , p.20-23
b) Management's role in assessing and managing climate risks and opportunities	i) Assignment of climate-related responsibilities and board reporting processes	TCFD Report, p.4; DO & CO Natural Resource Policy, p.11
	ii) Description of the associated structure	TCFD Report, p.4
	iii) How management is informed	TCFD Report, p. 4
	iv) How management monitors climate-related issues	TCFD Report, p. 4, p.22
	Strategy	
a) Climate-related risks and opportunities the organisation has identified over the short/medium & long-term	i) Short/medium/long-term time horizons, considering the life cycle of assets	TCFD Report, p.19-21
	ii) Specific climate-related issues arising in each time horizon that could have a material financial impact on the organisation	TCFD Report, p.19; CDP Questionnaire
	iii) Processes used to determine risks and opportunities that could have a material financial impact on the organisation	TCFD Report, p. 19
b) Impact of climate-related risks & opportunities on the organisation's strategy, business & financial planning	i) Impact on products & services, supply chain, operations, acquisitions & access to capital	DO & CO Natural Resource Policy, p.2

	ii) Climate-related issues serving as a planning input & the prioritization of risks & opportunities	TCFD Report, p. 19-21; DO & CO Sustainable Sourcing Policy, p.2-4
	iii) Impact of climate-related issues on financial performance & financial position	We assess changes in commodity prices, among others, also due to climate-related risks. Examples of high-risk commodities include tomatoes and olive oil.
	iv) Plans for transitioning to a low-carbon economy	TCFD Report, p.3; DO & CO Natural Resource Policy: p. 4-7
c) Resilience of the organisation's strategy, considering climate scenarios, including a 2°C or lower scenario	i) Where strategies may be affected by climate-related risks and opportunities	TCFD Report, p.11-21; DO & CO Natural Resource Policy: p. 2
	ii) How strategies might change to address such potential risks and opportunities	TCFD Report, p.11-21; DO & CO Natural Resource Policy: p. 4
	iii) Potential impact of climate-related issues on financial performance & position	TCFD Report, p. 19-21
	iv) Climate-related scenarios & associated time horizons	TCFD Report, p.9-11
Risk Management		
a) Organisation's processes for identifying & assessing climate-related risks	i) How is the relative significance of climate-related risks concerning other risks	TCFD Report, p.11-21; Sustainability Report 2022/23, p.14
	ii) Consideration of existing & emerging regulatory requirements related to climate change & and other factors	TCFD Report, p.14-15
	iii) Assessment processes of the size & scope of identified climate-related risks	TCFD Report, p.11-21; Sustainability Report 2022/23, p.14
	iv) Definition of risk terminology or reference to existing risk classification	Sustainability Report 2022/23, p.14

b) Organisation's processes for managing climate-related risks	i) Decisions to mitigate risks, prioritising risks and how materiality determinations are made	TCFD Report, p.19-21; Sustainability Report 2022/23, p.14
c) Integrating processes for identifying, assessing, and managing climate-related risks to the organisation's overall risk management	i) Description of how processes for identifying, assessing, and managing climate-related risks are integrated into their overall risk management.	TCFD Report, p.19-21; Sustainability Report 2022/23, p.14
Metrics & Targets		
a) Metrics used by the organisation to assess climate-related risks & opportunities in line with its strategy & risk management process	i) Provide the key metrics used to measure and manage climate-related risks and opportunities	TCFD Report, p.22-23
b) Disclose Scope1/2/3 GHG Emissions and the related risks	i) Provide their Scope 1, Scope 2 and Scope 3 GHG emissions independent of a materiality assessment. In line with the GHG Protocol	TCFD Report, p.22-23
c) Targets used by the organisation to manage climate-related risks, opportunities & performance against targets.	i) Describe key climate-related targets in line with climate-related metrics.	TCFD Report, p.22-23

Disclaimer

This report focuses on climate-related risks and opportunities in accordance with the recommendations of the TCFD. For information on other environmental, social, and governance topics, please refer to the DO & CO Sustainability Report 2022/23 and our website, where you can find our policy and codes of conduct.

The report includes forward-looking statements based on current expectations and assumptions about anticipated developments and other factors. These statements are not historical facts and do not guarantee future performance, as they are influenced by various assumptions, risks, and uncertainties that can change over time. Forward-looking statements are valid only as of their date of publication, and actual performance may differ significantly from what is expressed or implied in these statements. DO & CO does not have an obligation to update forward-looking statements. In the future, DO & CO intends to enhance its disclosures to provide stakeholders with meaningful information by adapting them to new facts and regulations that affect the evolving climate landscape.

References

- IPCC_AR6_SYR_LongerReport.pdf
- Climate change and food security: risks and responses (fao.org)
- UNFCCC Annual Report 2021
- FINAL-2017-TCFD-Report.pdf (bbhub.io)
- World Bank Group Climate Change Action Plan 2021–2025: Supporting Green, Resilient, and Inclusive Development
- Creating a Sustainable Food Future: A Menu of Solutions | World Resources Institute (wri.org)
- Better Forests, Better Cities | World Resources Institute (wri.org)
- How Agribusiness Can Mitigate Water Risk | World Resources Institute (wri.org)

---

[i] As reported in the IPCC report: Climate Change 2021, The Physical Science Basis, Summary for Policymakers.