DO & CO AKTIENGESELLSCHAFT

REMUNERATION REPORT

BUSINESS YEAR 2025/2026

DO & CO | THE GOURMET ENTERTAINMENT COMPANY

TABLE OF CONTENTS

1. FOREWORD

This remuneration report was prepared by the Management Board and the Supervisory Board of DO & CO Aktiengesellschaft ("**DO & CO**") in accordance with Section 78c in conjunction with Section 98a of the Austrian Stock Corporation Act (AktG) and gives a comprehensive overview of the remuneration received by the Management Board and the Supervisory Board of DO & CO Aktiengesellschaft in the business year 2025/2026.

The remuneration report for the business year 2024/2025 was presented to the 27th General Meeting of Shareholders on 10 July 2025 and was approved with 99% of the valid votes cast.

2. BUSINESS DEVELOPMENT 2025/2026

Thanks to the Company's consistent focus on sustainable revenue growth and long-term profitability increases, DO & CO continues its positive business development also in the business year 2025/2026.

Revenue increased by 7.1% to € 2,461.59m. This corresponds to an increase of 17.6% at stable exchange rates. Moreover, DO & CO has increased its EBIT margin by 0.63 percentage points to 8.6%. In the business year 2025/2026, cash and cash equivalents increased from € 174.17m to € 240.80m. The net debt to EBITDA ratio is very pleasing, as it was further reduced within the business year 2025/2026 and amounts to 0.05 (PY: 0.64) as of 31 March 2026. In the business year 2025/2026, the equity ratio increased to pleasing 44.8% (PY: 35.8%).

The positive trend also continues with regard to earnings. At € 300.63m, DO & CO generated the highest EBITDA and at € 212.28m the highest EBIT in its corporate history in the business year 2025/2026.

The net profit attributable to the shareholders of DO & CO (Net result) is € 103.59m (PY: € 92.43m). Earnings per share thus amount to € 9.43 (PY: € 8.42).

The market environment of the dynamically growing Airline Catering division remained challenging in this business year as well. The Company's continuously wide-ranging participation in tenders in the business year under review, highlights DO & CO's leading market position as premium caterer and confirms the Company's strong innovative power and its consistently high quality standard. As a result, 16 new contracts were secured with both new and existing customers at several locations. Several of DO & CO's customers have once again been recognised at the 2025 SKYTRAX World Airline Awards, and we are delighted to celebrate the awards of Turkish Airlines for "Best Airline in Europe", "Best Business Class in Europe" and "Best Economy Class in Europe", "World's Best Business Class Onboard Catering" and "Best Economy Class Onboard Catering Europe" alongside with British Airways' top-10 ranking in the "Best First Class Onboard Catering" category.

Furthermore, DO & CO was responsible for the culinary experience at numerous prestigious national and international sports and entertainment events. Formula 1 is as popular as ever and the races that have already taken place attracted excellent guest numbers at the Paddock Club. DO & CO is particularly proud of this close business relationship, not only because it has been successful for over 34 years, but also because the guest experience at Paddock Club is considered the global benchmark for the hospitality industry. In addition to this high-level event, also event locations such as the Allianz Arena, the Olympic Park and the SAP Garden in Munich as well as the Austrian sports and entertainment events recorded high guest frequency.

The Restaurants, Lounges & Hotels division is the creative centrepiece and launchpad of the DO & CO Group's innovation activities. The particularly popular destinations Vienna and Munich in city tourism experienced record visitor numbers in 2025. This benefited the boutique hotels, restaurants and the "grab-and-go" cuisine of the brand "Henry - The Art of Living" and the Demel Café, which is rich in tradition. A particular highlight was the renewed inclusion of the DO & CO hotel in Munich in the Michelin Guide and receiving the prestigious "1 Michelin Key" award. Additionally, the hotel has won again the hotel award "Germany's 101 best hotels" and ranked among the top 3 in the category "Luxury Design Hotels" in Germany. Vienna's Airport Dining alongside the exclusive lounges at several international locations reported strong revenue growth.

3. REMUNERATION OF THE MANAGEMENT BOARD

3.1. Key principles of the remuneration policy for the members of the Management Board

The remuneration policy governs how the performance of all board members of DO & CO Aktiengesellschaft is remunerated. Within the specified framework, the Supervisory Board determines the specific remuneration practices for each business year, depending on company and market requirements, among other things. The primary objective of the remuneration policy is to create suitable incentives for the good of the Company, its development (particularly in the long term) and its financial success.

The remuneration policy aims to inspire board members to perform exceptionally and reward outstanding commitment, personal merit and success as regards the Company and its development, also in the interest of the shareholders and staff.

The importance of exceptional leadership commitment is reflected in the consistent and forward-looking development of the Company, aimed at safeguarding the longer-term preservation of key corporate values. This commitment forms the foundation for sustainable stability and establishes a reliable basis for future business developments and strategic initiatives. The targeted protection and strengthening of core markets, along with the expansion of long-term partnerships, provide the Company with stable opportunities to pursue further growth and development.

In addition to providing incentives for extraordinary performance by the Management Board as a whole and each individual member of the Management Board, the remuneration policy also aims to attract and retain the best qualified and experienced managers for DO & CO.

Remuneration received by the Management Board consists of a non-performance-related fixed sum and variable, performance-related components in the form of short-term incentives and long-term incentives.

In addition, DO & CO Aktiengesellschaft grants certain benefits in kind as agreed in individual contractual arrangements. The Supervisory Board and its Remuneration Committee are responsible for mapping out and developing the remuneration policy as well as specific remuneration practices. The remuneration policy and practice comply with applicable law and the recommendations of the Austrian Corporate Governance Code (ÖCGK), ensuring the Company's targets and strategies as well as stakeholder interests are in harmony.

The current version of the remuneration policy was resolved on by the Supervisory Board in its meeting on 24 June 2024 and approved by the General Meeting of Shareholders on 25 July 2024. The Supervisory Board will present an updated remuneration policy for approval latest at the 30th General Meeting of Shareholders, or earlier if significant adjustments are required. Until then the Supervisory Board and the Management Board will prepare an annual remuneration report, which will be submitted to the General Meeting of Shareholders for a vote with a recommendation.

3.1.1. Non-performance-related, fixed remuneration

A fixed (i.e. non-performance-related) annual salary is granted to members of the Management Board for the assumption of their mandate and the associated overall responsibility. The amount of the fixed remuneration received by individual members of the Management Board is primarily based on the respective Management Board member's specific duties and areas of responsibility, taking into account individual workload and the complexity of the duties. The amount is determined in the individually completed contracts of employment with members of the Management Board. In calculating the fixed remuneration component, competitive remuneration is ensured by adequately taking into account the individual professional background and relevant work experience as well as the situation of the Company and the market.

Fixed remuneration consists of a contractually agreed annual salary usually divided into 14 monthly salaries and paid out at the end of each month. Fixed remuneration covers all overtime, board seats taken up at Group or affiliated companies in which DO & CO Aktiengesellschaft holds 100% of the shares, activities in Austria and abroad, as well as travel time.

DO & CO may provide Management Board members with a company car, including operating costs, which may also be used privately, and the Chairman of the Management Board with a company apartment.

3.1.2. Performance-related, variable remuneration

DO & CO Aktiengesellschaft aims for long-term sustainable growth. Variable bonuses for both financial and non-financial performance are intended to inspire the members of the Management Board to actively shape and implement the Company's strategy. The consistent application of multi-year criteria ensures that incentives are not overly focused on short-term economic success.

In accordance with the remuneration policy of DO & CO Aktiengesellschaft, the following financial performance indicators are considered suitable criteria:

- Group revenue,
- Group earnings,
- Group cash flows,
- Group profitability,
- Group liquidity,
- Group equity, and
- Share performance.

In accordance with the remuneration policy of DO & CO Aktiengesellschaft, in particular the following non-financial performance indicators are considered suitable criteria:

- development and implementation of the corporate and Group strategy,
- development of markets,
- development of business areas,
- customer relationships and customer base,
- investor relations,
- employee development and human resources policy,
- development or implementation of key projects,
- development and/or introduction of product groups or products,
- reputation of the Company,
- innovations within the Company,
- crisis management and overcoming macroeconomic, market or business-related challenges,
- development or implementation of restructuring measures, and
- sustainability and/or social responsibility.

The variable remuneration of the members of the Management Board consists of an annual short-term incentive (STI) and a long-term incentive (LTI) designed for an assessment period of up to three years.

According to the Company's remuneration policy, the Supervisory Board must select and set two or more financial performance indicators and target achievement components and at least one non-financial target to determine the STIs. To determine the LTIs the Supervisory Board must select and set at least one performance indicator and one target achievement component for an assessment period of up to three years in each case.

The Supervisory Board assesses the achievement of the financial and non-financial performance criteria for the past business year (STI) or for a period of up to three years in each case (LTI). Achievement for a sub-area (e.g. only for the pre-defined multi-year period) leads to a pro rata remuneration entitlement (according to weighting). Target achievement above a defined minimum target value but below a possible maximum target achievement level leads to the accrual of a pro rata remuneration entitlement (on the basis of straight-line distribution – linear interpolation – in the range between 0 and 100%). Overachievement in one area (e.g. >150% of the target value) can compensate for any underachievement in another area. Overachievement in one business year in one or more areas (e.g. >150% of the respective target value) can be carried forward to the following year.

Each of the variable remuneration components (STI and LTI) is limited to a maximum of 100% of the fixed remuneration.

Financial performance criteria are used as a fundamental indicator of the corporate success of the management bodies. The relevant criteria can be found in the Company's remuneration policy, whereby the Supervisory Board is responsible for selecting and using at least two suitable criteria in each business year to assess the success of the Company's management, also taking into account the specific company, market and macroeconomic situation.

In addition, the Supervisory Board also applies suitable non-financial criteria each business year to assess the Management Board's performance, including environmental, social, or governance-related factors.

The Supervisory Board may resolve on additional special remuneration for extraordinary performance of the Management Board.

In accordance with C Rule 27 ÖCGK, variable remuneration components may be reclaimed if they were determined and paid out on the basis of manifestly false data (clawback).

A temporary deviation from this framework for variable remuneration is possible within the meaning of Section 78a para. 8 AktG by resolution of the Supervisory Board.

3.1.3. Claims in the event of termination of Management Board activity

Appointments to the Management Board and any premature termination are made in accordance with Section 75 AktG and on the basis of specific agreements in the employment contract. Any other premature termination can generally only take place by mutual agreement. The regular term of appointment is three to five years, reappointments are permitted.

If a term of office begins or ends at a time other than the business year, the fixed salary is paid pro rata. There is no variable remuneration (neither STI, nor LTI) for non-completed business years.

In the event of premature termination of the Management Board mandate for good cause for which the Management Board member is responsible and in the event that the Management Board member resigns from the Management Board, the Management Board member does not receive any variable remuneration (neither STI, nor LTI). This principle may be waived by resolution of the Supervisory Board in individually justified exceptional cases. In all other cases of termination of Management Board activity, in particular in the event of non-renewal of a Management Board mandate and in the event of premature dismissal of a Management Board member without good cause for which the Management Board member is responsible, the decision on pro rata variable remuneration (STI and LTI) is the responsibility of the Supervisory Board.

3.2. Remuneration of the Management Board in the business year 2025/2026

3.2.1. Composition of the Management Board

The Management Board consists of four members in the business year 2025/2026 – Mr. Attila Dogudan (Chief Executive Officer), Mr. Attila Mark Dogudan (Chief Commercial Officer), Mr. Johannes Echeverria (Chief Financial Officer) and Ms. Bettina Höfinger (Chief Legal Officer).

3.2.2. Non-performance-related, fixed remuneration paid

Attila Dogudan, Chairman of the Management Board, received fixed remuneration[1] in the amount of € 803,967 in the business year 2025/2026 (previous year: € 803,095), paid out in 14 instalments.

Attila Mark Dogudan received fixed remuneration[1] in the amount of € 504,472 in the business year 2025/2026 (previous year: € 503,568), paid out in 14 instalments.

Johannes Echeverria received fixed remuneration[1] in the amount of € 664,472 in the business year 2025/2026 (previous year: € 663,568), paid out in 14 instalments.

Bettina Höfinger received fixed remuneration[1] in the amount of € 614,472 in the business year 2025/2026 (previous year: € 613,568), paid out in 14 instalments.

Paid non-performance-related fixed remuneration in the 2025/2026 business year					
Amounts in EUR	**Attila Dogudan**	**Johannes Echeverria**	**Bettina Höfinger**	**Attila Mark Dogudan**	**Total**
Fixed annual salary*	803 967	664 472	614 472	504 472	**2 587 383**
Benefits in kind	147 539	0	0	0	**147 539**
Total remuneration	**951 506**	**664 472**	**614 472**	**504 472**	**2 734 922**

Fig 1: Paid non-performance-related fixed remuneration of Management Board in the business year 2025/2026.

3.2.3. Performance-related, variable remuneration paid

Between 1 April 2025 and 31 March 2026, variable bonuses were paid to the Management Board, due to 100% target achievement in the business year 2024/2025. The remuneration report 2024/2025 includes details on target achievement.

[1] including social security contributions.

The Chairman of the Management Board, Attila Dogudan, received variable remuneration in the amount of € 632,000 (previous year: € 0) in the business year 2025/2026 for target achievement in the business year 2024/2025.

Attila Mark Dogudan received variable remuneration in the amount of € 392,000 (previous year: € 0) in the business year 2025/2026 for target achievement in the business year 2024/2025.

Johannes Echeverria received variable remuneration in the amount of € 520,000 (previous year: € 0) in the business year 2025/2026 for target achievement in the business year 2024/2025.

Bettina Höfinger received variable remuneration in the amount of € 480,000 (previous year: € 0) in the business year 2025/2026 for target achievement in the business year 2024/2025.

3.2.4. Granted performance-related variable remuneration entitlements from the business year 2025/2026

As outlined, the Company aligns its strategy with long-term and responsible growth and reaffirms its commitment to sustainable margin development. The continuous improvement of profitability and the preservation of financial independence are among the most important success factors in the Company’s history and will continue to serve as guiding principles going forward. A solid financial structure is intended to ensure the implementation of further corporate developments and to support ongoing expansion.

For the Company, sustainable growth also means designing corporate structures and processes in such a way that any growth takes place with the greatest possible conservation of resources and with the highest level of respect for employees, customers, suppliers, investors, and stakeholders.

Based on the principles defined in the remuneration policy (see section 3.1.2.) and the strategic orientation described above, the Remuneration Committee has determined the following structure resp. target values and target achievement levels for the business year 2025/2026:

Performance indicators and target achievement components for the 2025/2026 business year

A) SHORT-TERM-INCENTIVE **80% of the Management Board member's fixed remuneration**

Performance indicator	Target achievement components	Weighting
EBIT margin	above 8.0%	40%
Net debt to EBITDA	below 0.5	40%
Further revenue increase certified under Environmental Management System Standards (ISO 14001)	above 51%	10%
increase in ESG ratings in %	above 10%	10%

B) LONG-TERM-INCENTIVE **20% of the Management Board member's fixed remuneration**

Target value	Target achievement level	Weighting
ROCE above 25%	Reaching the target value in the following three business years	33.3% in the 2026/2027, 2027/2028 and 2028/2029 business years, respectively

Fig 2: Overview of performance indicators and target achievement components for the business year 2025/2026.

In the business year 2025/2026, the following performance indicators were achieved which are presented in the table below alongside the corresponding target achievement components:

Performance indicators and target achievement components for the 2025/2026 business year	Target achievement in the 2025/2026 business year

A) SHORT-TERM-INCENTIVE **80% of the Management Board member's fixed remuneration**

Performance indicator	Target achievement component	Weighting	Results achieved in the BY 2025/2026	Achievement of target achievement component
EBIT margin	above 8.0%	40%	8.6%	100% achieved
Net debt to EBITDA	below 0.5	40%	0.05	100% achieved
Further revenue increase certified under EMS Standards (ISO 14001)	above 51%	10%	53%	100% achieved
increase in ESG ratings in %	above 10%	10%	10.2%	100% achieved

B) LONG-TERM-INCENTIVE
(Target achievement 2026/27 - 2028/29) **20% of the Management Board member's fixed remuneration**

Target value	Target achievement level	Weighting	Results achieved	Achievement of target achievement component
ROCE above 25%	Reaching the target value in the following three business years	33.3% in the 2026/2027, 2027/2028 and 2028/2029 business years, respectively	Depending on the results of the 2026/2027, 2027/2028, 2028/2029 BY	Depending on the results of the 2026/2027, 2027/2028, 2028/2029 BY

C) LONG-TERM-INCENTIVE
(Target achievement 2025/26 - 2027/28) **20% of the Management Board member's fixed remuneration**

Target value	Target achievement level	Weighting	Results achieved	Achievement of target achievement component
EBIT margin	Increase in EBIT margin in the following three business years	33.3% in the 2026/2027, 2027/2028 and 2028/2029 business years, respectively	8.6%	100% achieved for the 2025/2026 business year

Fig 3: Comparison of the target achievement components set by the Supervisory Board for the business year 2025/2026 with the actual earnings achieved for the respective performance indicators of the STI 2025/2026 and the actual earnings achieved from the LTI 2025/2026.

The Supervisory Board determines that all predefined STI targets were met or exceeded. Furthermore, the Supervisory Board determines that the LTI target for the business year 2025/2026 was met.

As a result of the achievement of the defined STI targets and the LTI target set in the business year 2024/2025, the following variable remuneration entitlements arise for the individual members of the Management Board. These entitlements will be paid out in the business year 2026/2027 following the 28th General Meeting of Shareholders. The payout will be reported as variable remuneration paid in the remuneration report of the 2026/2027 annual report.

Performance indicators and target achievement components for the 2025/2026 business year			Target achievement in the 2025/2026 business year		Entitlement from the 2025/2026 business year			

A) SHORT-TERM-INCENTIVE — **80% of the Management Board member's fixed remuneration**

Performance indicator	Target achievement component	Weighting	Results achieved in the BY 2025/2026	Achievement of target achievement component	Attila Dogudan	Attila Mark Dogudan	Johannes Echeverria	Bettina Höfinger
EBIT margin	above 8.0%	40%	8.6%	100% achieved	252 800,00	156 800,00	208 000,00	192 000,00
Net debt to EBITDA	below 0.5	40%	0.05	100% achieved	252 800,00	156 800,00	208 000,00	192 000,00
Further revenue increase certified under EMS Standards (ISO 14001)	above 51%	10%	53%	100% achieved	63 200,00	39 200,00	52 000,00	48 000,00
increase in ESG ratings in %	above 10%	10%	10.2%	100% achieved	63 200,00	39 200,00	52 000,00	48 000,00

B) LONG-TERM-INCENTIVE
(Target achievement 2026/27 - 2028/29) — **20% of the Management Board member's fixed remuneration**

Target value	Target achievement level	Weighting	Results achieved	Achievement of target achievement component	Attila Dogudan	Attila Mark Dogudan	Johannes Echeverria	Bettina Höfinger
ROCE above 25%	Reaching the target value in the following three business years	33.3% in the 2026/2027, 2027/2028 and 2028/2029 business years, respectively	Depending on the results of the 2026/2027, 2027/2028, 2028/2029 BY	Depending on the results of the 2026/2027, 2027/2028, 2028/2029 BY	Entitlements of the Management Board in the amount of 1/3 or 20% arise upon target achievement in subsequent years.			

C) LONG-TERM-INCENTIVE
(Target achievement 2025/26 - 2027/28) — **20% of the Management Board member's fixed remuneration**

Target value	Target achievement level	Weighting	Results achieved	Achievement of target achievement component	Attila Dogudan	Attila Mark Dogudan	Johannes Echeverria	Bettina Höfinger
EBIT margin	Increase in EBIT margin in the following three business years	33.3% in the 2026/2027, 2027/2028 and 2028/2029 business years, respectively	8.6%	100% achieved for the 2025/2026 business year	52 666,67	32 666,67	43 333,33	40 000,00

Fig 4: Granted entitlements of the Management Board members from the business year 2025/2026.

Possible entitlements from LTI targets of the business year 2025/2026 are evaluated by the Supervisory Board in the 2026/2027, 2027/2028 and 2028/2029 business years and reported accordingly in the remuneration reports of the following years.

3.2.5. Other remuneration components and arrangements

<u>Remuneration in other companies of the Group</u>

DO & CO Aktiengesellschaft holds an indirect 50% investment in THY DO & CO Ikram Hizmetleri A.Ş., based in Türkiye. Selected members of the Management Board are part of this company's Board of Directors, receiving separate remuneration for this function, which forms part of the fixed remuneration of the respective Management Board member.

For his position as member of the Board of Directors of this company, Mr. Attila Dogudan was paid remuneration in the amount of € 59,904 in the business year 2025/2026 (previous year: € 66,070). The year-on-year change is attributable to fluctuations in the exchange rate between the euro and the Turkish lira.

For his position as member of the Board of Directors of this company, Mr. Johannes Echeverria received fixed remuneration in the amount of € 51,885 in the business year 2025/2026 (previous year: € 58,397). The year-on-year change is attributable to fluctuations in the exchange rate between the euro and the Turkish lira.

For her position as member of the Board of Directors of this company, Ms. Bettina Höfinger received fixed remuneration in the amount of € 51,885 in the business year 2025/2026 (previous year: € 45,771). The year-on-year change is attributable, on the one hand, to the fact that Ms. Bettina Höfinger was a member of the Board of Directors for the first time for 12 months in the business year 2025/2026, and, on the other hand to fluctuations in the exchange rate between the euro and the Turkish lira.

Pension plans

Currently, no arrangements have been made regarding any company retirement provision for the Management Board. The Chairman of the Management Board is entitled to severance pay in accordance with the Austrian Salaried Employees Act.

Information on share-based remuneration

No shares were offered or granted to the members of the Management Board (Section 78c para. 2 no. 4 AktG).

Directors and officers insurance (D&O insurance)

DO & CO Aktiengesellschaft has taken out liability insurance (D&O insurance) for the members of its Management Board and other officers, protecting against certain personal liability risks of officeholders. Costs in the business year 2025/2026 amounted to € 49,10k (previous year: € 57,66k).

3.2.6. Total remuneration of the Management Board in the business year 2025/2026

The remuneration paid to the individual members of the Management Board in the business year 2025/2026 is composed as follows:

Mr. Attila Dogudan received total remuneration in the amount of € 1,643,411 in the business year 2025/2026 (previous year: € 1,007,292). This amount is broken down into fixed remuneration[2] paid out in the amount of € 803,967 (previous year: € 803,095), benefits in kind in the amount of € 147,539 (previous year: € 138,127), remuneration paid out by another group company in the amount of € 59,904 (previous year: € 66,070) and variable remuneration linked to the achievement of targets for the business year 2024/2025 in the amount of € 632,000 (previous year: € 0).

The change in fixed remuneration of Mr. Attila Dogudan from € 1,007,292 in the business year 2024/2025 to € 1,643,411 in the business year 2025/2026 is particularly attributable to the fact that Mr. Attila Dogudan has not received any variable remuneration for prudential reasons regarding the applicable limits of the ceiling provision in the business year 2024/2025, while he received variable remuneration in the business year 2025/2026 (see section 3.2.3.).

Mr. Attila Mark Dogudan received total remuneration in the amount of € 896,472 in the business year 2025/2026 (previous year: € 503,568). This amount is broken down into fixed remuneration[2] in the amount of € 504,472 (previous year: € 503,568), benefits in kind in the amount of € 0 (previous year: € 0), remuneration paid out by another group company in the amount of € 0 (previous year: € 0) and variable remuneration linked to

[2] including social security contributions.

the achievement of targets for the business year 2024/2025 in the amount of € 392,000 (previous year: € 0).

The change in fixed remuneration of Mr. Attila Mark Dogudan from € 503,568 in the business year 2024/2025 to € 896,472 in the business year 2025/2026 is particularly attributable to the fact that Mr. Attila Mark Dogudan has not received any variable remuneration for prudential reasons regarding the applicable limits of the ceiling provision in the business year 2024/2025, while he received variable remuneration in the business year 2025/2026 (see section 3.2.3.).

Mr. Johannes Echeverria received total remuneration in the amount of € 1,236,357 in the business year 2025/2026 (previous year: € 721,966). This amount is broken down into fixed remuneration[3] in the amount of € 664,472 (previous year: € 663,568), benefits in kind in the amount of € 0 (previous year: € 0), remuneration paid out by another group company in the amount of € 51,885 (previous year: € 58,397) and variable remuneration linked to the achievement of targets for the business year 2024/2025 in the amount of € 520,000 (previous year: € 0).

The change in fixed remuneration of Mr. Johannes Echeverria from € 721,966 in the business year 2024/2025 to € 1,236,357 in the business year 2025/2026 is particularly attributable to the fact that Mr. Johannes Echeverria has not received any variable remuneration for prudential reasons regarding the applicable limits of the ceiling provision in the business year 2024/2025, while he received variable remuneration in the business year 2025/2026 (see section 3.2.3.).

Ms. Bettina Höfinger received total remuneration in the amount of € 1,146,357 in the business year 2025/2026 (previous year: € 659,339). This amount is broken down into fixed remuneration[3] in the amount of € 614,472 (previous year: € 613,568), benefits in kind in the amount of € 0 (previous year: € 0), remuneration paid out by another group company in the amount of € 51,885 (previous year: € 45,771) and variable remuneration linked to the achievement of targets for the business year 2024/2025 in the amount of € 480,000 (previous year: € 0).

The change in fixed remuneration of Ms. Bettina Höfinger from € 659,339 in the business year 2024/2025 to € 1,146.357 in the business year 2025/2026 is particularly attributable to the fact that Ms. Bettina Höfinger has not received any variable remuneration for prudential reasons regarding the applicable limits of the ceiling provision in the business year 2024/2025, while he received variable remuneration in the business year 2025/2026 (see section 3.2.3.).

---

[3] including social security contributions.

Total remuneration paid to the Management Board in the 2025/26 business year					
Amounts in EUR	**Attila Dogudan**	**Johannes Echeverria**	**Bettina Höfinger**	**Attila Mark Dogudan**	**Total**
Fixed annual salary	803 967	664 472	614 472	504 472	**2 587 383**
Variable remuneration	632 000	520 000	480 000	392 000	**2 024 000**
Remuneration from affiliated companies	59 904	51 885	51 885	0	**163 674**
Remuneration pursuant to a termination agreement*	0	0	0	0	**0**
Total remuneration paid	**1 495 872**	**1 236 357**	**1 146 357**	**896 472**	**4 775 058**
Benefits in kind company apartment	136 019	0	0	0	**136 019**
Benefits in kind company car	11 520	0	0	0	**11 520**
Benefits in kind	**147 539**	**0**	**0**	**0**	**147 539**
Total remuneration	**1 643 411**	**1 236 357**	**1 146 357**	**896 472**	**4 922 597**

Fig 5: Overview of remuneration paid to the Management Board members in the business year 2025/2026.

3.2.7. Annual change in total remuneration, the Company's financial performance, and the average employee remuneration

Pursuant to Section 78c para. 2 no. 2 AktG, the annual change in the total remuneration of the Management Board, the Company's financial performance, and the average compensation of the other employees of DO & CO Aktiengesellschaft is to be presented in a comparative illustration covering the past five years.

Profit after income tax of DO & CO Aktiengesellschaft is considered a suitable metric for comparing the Company's operational performance over the past years.

For comparison of the average compensation of the other employees, the salaries and bonuses of employees continuously employed in Austria by DO & CO Aktiengesellschaft during the business year and the comparison periods are used.

Development of total remuneration paid to the Management Board					
	BY 2025/26	**BY 2024/25**	**BY 2023/24**	**BY 2022/23**	**BY 2021/22**
Profit after income tax (in € million)	150,08	115,78	73,83	35,84	13,92
Total remuneration paid to the Management Board (in €)	4 922 597	3 154 639	7 489 164	2 663 453	2 279 553
Number of staff	16 450	15 255	13 346	11 411	8 460
Agerage employee remuneration (in €)*	84 089,28	75 917,77	72 103,50	73 838,32	79 117,00

*This calculation is based solely on the annual gross remuneration (excluding per diems, deposits, severance payments, or similar) of employees (excluding Management Board members) of DO & CO Aktiengesellschaft.

Fig 6: Comparison of Management Board remuneration, profit after income tax, and average employee remuneration.

No variable remuneration components were reclaimed in the business year under review according to the C Rule 27 ÖCGK ("clawback").

The development of the remuneration of current and former members of the Management Board is presented in the appendix to this remuneration report.

3.2.8. Remuneration of former Management Board members

Management Board members who left the Company in prior years did not receive any remuneration in the business year 2025/2026. Furthermore, no entitlements of any kind exist for former Management Board members for any subsequent business years.

3.2.9. Deviations from the remuneration policy

In the business year 2025/2026 under review, there were no deviations from the remuneration policy or from the procedure described therein for its implementation (Section 78c para. 2 no. 6 AktG).

4. REMUNERATION OF THE SUPERVISORY BOARD

Members of the Supervisory Board of DO & CO Aktiengesellschaft receive an annual expense allowance at a competitive level in line with market conditions. For the Chairman of the Supervisory Board, his deputy, committee chairmen or financial experts, the expense allowance may be higher than for ordinary Supervisory Board members. Members of the Supervisory Board may additionally receive a variable remuneration in the form of an attendance fee for each meeting attended, corresponding to the actual workload in a given year.

The sole authority to decide on the amount of expense allowances or attendance fees lies with the General Meeting of Shareholders, which passes a resolution for the completed business year (Section 15 para. 1 of the Articles of Association of DO & CO Aktiengesellschaft).

Remuneration of the Supervisory Board was resolved on in the 27th General Meeting of Shareholders dated 10 July 2025 and determined with an amount of € 225,000 (PY: € 225,000) for the business year 2024/2025. The distribution was delegated to the Supervisory Board, which resolved the following allocation for payment at its meeting on 12 August 2025:

Mr. Andreas Bierwirth was paid an expense allowance of € 75,000 in the business year 2025/2026 for his service on the Supervisory Board during the business year 2024/2025 (previous year: € 75,000).

Mr. Peter Hoffmann-Ostenhof was paid an expense allowance of € 50,000 in the business year 2025/2026 for his service on the Supervisory Board during the business year 2024/2025 (previous year: € 50,000).

Mr. Cem Kozlu was paid an expense allowance of € 50,000 in the business year 2025/2026 for his service on the Supervisory Board during the business year 2024/2025 (previous year: € 50,000).

Ms. Daniela Neuberger was paid an expense allowance of € 50,000 in the business year 2025/2026 for her service on the Supervisory Board during the business year 2024/2025 (previous year: € 50,000).

Remuneration paid to the Supervisory Board*					
Amounts in EUR	**BY 2025/26**	**BY 2024/25**	**BY 2023/24**	**BY 2022/23**	**BY 2021/22**
Andreas Bierwirth	75 000	75 000	75 000	45 000	45 000
Peter Hoffmann-Ostenhof	50 000	50 000	50 000	35 000	35 000
Cem Kozlu	50 000	50 000	50 000	0	0
Daniela Neuberger	50 000	50 000	50 000	25 000	25 000
Total	**225 000**	**225 000**	**225 000**	**105 000**	**105 000**

* Expense allowance for the previous business year

Fig 7: Development of the remuneration of the Supervisory Board of DO & CO Aktiengesellschaft.

APPENDIX to the Remuneration Report

a) Remuneration development of the Management Board members of DO & CO Aktiengesellschaft active during the business year 2025/2026

ATTILA DOGUDAN

Chairman of the Management Board – Chief Executive Officer
Initial appointment: 3 June 1997
End of the current term of office: 31 July 2026

	Attila Dogudan				
Amounts in EUR	**BY 2025/26**	**BY 2024/25**	**BY 2023/24**	**BY 2022/23**	**BY 2021/22**
Fixed remuneration	**951,506**	**941,222**	**950,818**	**950,338**	**942,045**
Fixed annual salary*	803,967	803,095	802,565	802,086	801,885
Benefits in kind	147,539	138,127	148,252	148,252	140,160
Company apartment	136,019	126,607	136,732	136,732	128,640
Company car	11,520	11,520	11,520	11,520	11,520
Variable remuneration	**632,000**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**59,904**	**66,070**	**36,467**	**54,954**	**13,278**
Remuneration pursuant to a termination agreement	**0**	**0**	**0**	**0**	**0**
Total	**1,643,411**	**1,007,292**	**987,284**	**1,005,292**	**955,323**

*including social security contributions

ATTILA MARK DOGUDAN

Member of the Management Board – Chief Commercial Officer
Initial appointment: 10 June 2021
End of the current term of office: 10 June 2027

	Attila Mark Dogudan				
Amounts in EUR	**BY 2025/26**	**BY 2024/25**	**BY 2023/24**	**BY 2022/23**	**BY 2021/22**
Fixed remuneration	**504,472**	**503,568**	**503,019**	**444,410**	**68,000**
Fixed annual salary*	504,472	503,568	503,019	444,410	68,000
Benefits in kind	0	0	0	0	0
Company apartment	0	0	0	0	0
Company car	0	0	0	0	0
Variable remuneration	**392,000**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**0**	**0**	**0**	**0**	**81,667**
Remuneration pursuant to a termination agreement	**0**	**0**	**0**	**0**	**0**
Total	**896,472**	**503,568**	**503,019**	**444,410**	**149,667**

*including social security contributions

JOHANNES ECHEVERRIA

Member of the Management Board – Chief Financial Officer
Initial appointment: 1 September 2023
End of the current term of office: 31 August 2026

	Johannes Echeverria				
Amounts in EUR	BY 2025/26	BY 2024/25	BY 2023/24	BY 2022/23	BY 2021/22
Fixed remuneration	**664,472**	**663,568**	**364,442**	**0**	**0**
Fixed annual salary*	664,472	663,568	364,442	0	0
Benefits in kind	0	0	0	0	0
Company apartment	0	0	0	0	0
Company car	0	0	0	0	0
Variable remuneration	**520,000**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**51,885**	**58,397**	**20,053**	**0**	**0**
Remuneration pursuant to a termination agreement	**0**	**0**	**0**	**0**	**0**
Total	**1,236,357**	**721,966**	**384,496**	**0**	**0**

*including social security contributions

BETTINA HÖFINGER

Member of the Management Board – Chief Legal Officer
Initial appointment: 1 September 2023
End of the current term of office: 31 August 2026

	Bettina Höfinger				
Amounts in EUR	BY 2025/26	BY 2024/25	BY 2023/24	BY 2022/23	BY 2021/22
Fixed remuneration	**614,472**	**613,568**	**349,416**	**0**	**0**
Fixed annual salary*	614,472	613,568	349,416	0	0
Benefits in kind	0	0	0	0	0
Company apartment	0	0	0	0	0
Company car	0	0	0	0	0
Variable remuneration	**480,000**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**51,885**	**45,771**	**0**	**0**	**0**
Remuneration pursuant to a termination agreement	**0**	**0**	**0**	**0**	**0**
Total	**1,146,357**	**659,339**	**349,416**	**0**	**0**

*including social security contributions

b) Remuneration development of former members of the Management Board of DO & CO Aktiengesellschaft

GOTTFRIED NEUMEISTER

End of Management Board mandate: 30 June 2023

	Gottfried Neumeister				
Amounts in EUR	**BY 2025/26**	**BY 2024/25**	**BY2023/24**	**BY 2022/23**	**BY 2021/22**
Fixed remuneration	**0**	**0**	**535,248**	**1,962,410**	**1,962,353**
Fixed annual salary*	0	0	535,248	1 962 410 [1]	1 962 353,02 [2]
Benefits in kind	0	0	0	0	0
Company apartment	0	0	0	0	0
Company car	0	0	0	0	0
Variable remuneration	**0**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**0**	**0**	**14,034**	**51,341**	**12,210**
Remuneration pursuant to a termination agreement	**0**	**0**	**0**	**0**	**0**
Payment in lieu of holiday (on term	**0**	**0**	**487,279**	**0**	**0**
Total	**0**	**0**	**1,036,562**	**2,013,751**	**1,974,563**

*including social security contributions

[1] thereof € 800,000 deferred; payment made in BY 2023/24

[2] thereof € 800,000 deferred; payment made in BY 2023/24

The amount of € 4,786,562 reported in the annual report 2023/2024 under total remuneration paid to Mr. Gottfried Neumeister is broken down into the following components:

- the fixed remuneration including social security contributions for the business year 2023/2024 in the amount of € 535,248,
- remuneration paid out by another group company in the amount of € 14,034,
- paid compensation for unused vacation in the amount of € 487,279,
- the deferred portion of fixed remuneration from the business year 2022/2023 in the amount of € 800,000,
- the deferred portion of fixed remuneration from the business year 2021/2022 in the amount of € 800,000,
- the deferred portion of variable remuneration from the business year 2020/2021 in the amount of € 2,150,000.

M. SERDAR ERDEN

End of Management Board mandate: 6 August 2024

	M. Serdar Erden				
Amounts in EUR	**BY 2024/25**	**BY 2024/25**	**BY 2023/24**	**BY 2022/23**	**BY 2021/22**
Fixed remuneration	**0**	**256,048**	**458,333**	**0**	**0**
Fixed annual salary*	0	256,048	458,333	0	0
Benefits in kind	0	0	0	0	0
Company apartment	0	0	0	0	0
Company car	0	0	0	0	0
Variable remuneration	**0**	**0**	**0**	**0**	**0**
Remuneration from affiliated companies	**0**	**6,426**	**20,053**	**0**	**0**
Remuneration pursuant to a termination agreement	**0**	**186,408**	**0**	**0**	**0**
Payment in lieu of holiday (on term	**0**	**0**	**0**	**0**	**0**
Total	**0**	**448,882**	**478,387**	**0**	**0**