Americana Restaurants' purpose is to build communities around the joy of food while cultivating a regional ecosystem that meets the needs of all our stakeholders and customers.

440,000+

electric bike deliveries to cut CO₂ emissions



The Opportunity4All initiative, aimed at generating employment for people of determination



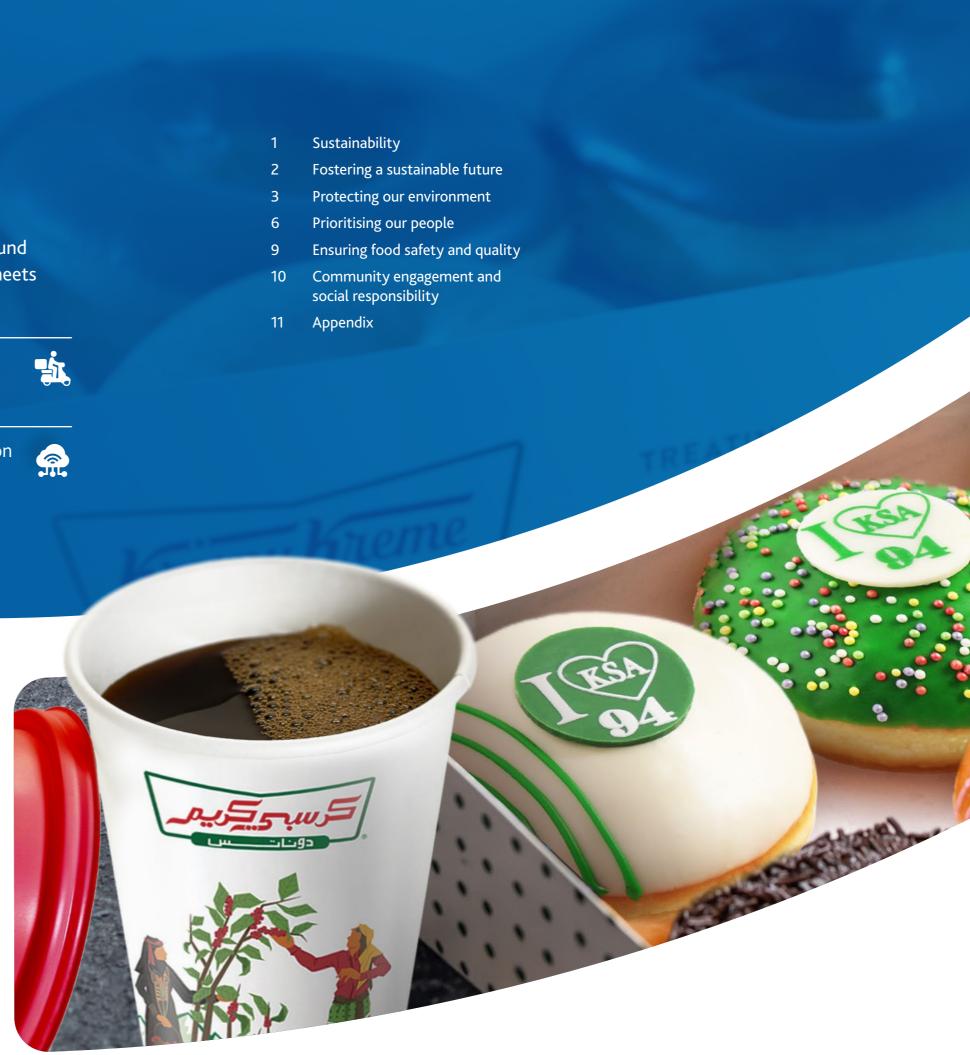
The IoT implementation initiative, focused on lowering electricity consumption





- social responsibility





At Americana Restaurants, sustainability is integral to everything we do. We believe in creating an ecosystem that nourishes both people and the planet, delivering value for all our stakeholders.

We are committed to building a more sustainable future for our business, our communities, and the environment. As the leading restaurant operator in the MENA region and Kazakhstan, we fully embrace our responsibility to minimise our environmental impact and contribute to the wellbeing of society.

We foster a positive and inclusive work environment where our employees can thrive. By offering training programmes and opportunities for growth, we invest in their development and wellbeing. Further, our commitment extends to supporting our communities through social responsibility initiatives that promote solidarity and create positive change.

Alignment with Sustainability Guidelines and Frameworks

We have taken necessary steps to ensure we are managing our impacts related to Environmental, Social, and Governance (ESG) matters both responsibly and efficiently. The initiatives are guided by ESG priorities, which are aligned with the United Nations Sustainable Development Goals (UN SDGs).

The UN SDGs represent a set of 17 overarching and interconnected social, economic, and environmental sustainability goals that are a global call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. These global goals are designed to create a more sustainable future for all by addressing issues such as climate change, access to clean water and affordable energy, and reduced inequalities, among others.

In alignment with the following **UN SDGs, Americana Restaurants** is committed to positively impacting the planet and society and working towards a more sustainable future for all.

3 GOOD HEALTH	5 GENDER	7 AFFORDABLE AND	8 DECENT WORK AND
AND WELLBEING	EQUALITY	CLEAN ENERGY	ECONOMIC GROWTH
10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Fostering a sustainable future

We take a multi-faceted approach to sustainability, focusing on four key areas:





Protecting our environment

Prioritising our people

900

We are committed to reducing our environmental footprint through various initiatives such as energy conservation, waste reduction, and sustainable sourcing.



Energy-efficient stores	Increasing female representation
Daily waste	representation
monitoring and management	Providing dedicated female-only accommodation
Sustainable packaging	accommodation
	Creating a positive
Water-efficient fixtures in stores	and rewarding workplace



Ensuring food safety and quality



We are committed to maintaining food safety and quality across all aspects of our operations. Additionally, strong emphasis is placed on vendor and supply-chain quality assurance, working closely with our partners to maintain the highest standards and deliver safe, highquality products to our customers.

Americana Quality Management System (AQMS)

Third-party safety audits

Annual audit programme for suppliers



Community engagement and social responsibility



We strive to be a positive force in the communities where we operate, promoting social responsibility, and contributing to local wellbeing.

Supporting communities during Ramadan

Conducting awareness campaigns on lifestyle and health

Providing disaster relief in emergencies

Protecting our environment

Reducing energy and water consumption



Optimising resource management



Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all. 12 RESPONSIBLE CONSUMPTION AND PRODUCTION CO



13 CLINATE I CONTRACTION I CONTRACTION Goal 13: Take urgent action to combat climate change and its impacts.

Optimising energy consumption

In 2024, Americana Restaurants intensified its efforts to reduce its environmental impact. This included a range of initiatives focused on improving the energy efficiency of our operations.

We are committed to continuously improving our environmental performance and integrating sustainable practices across all our operations. We adopted a structured approach to reduce our environmental footprint, building on existing initiatives and driving progress in energy efficiency, waste management, and sustainable procurement. Our commitment to renewable energy remains strong, and we plan to extend solar energy projects to more stores as part of this transition, having already implemented IoT into our operations to reduce electricity consumption.

Promoting energy-conscious operations is crucial for both environmental sustainability and reducing operational costs. We recognise the significant impact our restaurants have on energy consumption, with air conditioning alone accounting for a substantial portion of our monthly electricity usage.

3

In 2024, we focused on implementing Internet of Things (IoT) technology across our stores to optimise energy usage. This technology allows us to remotely monitor and control airconditioning systems, ensuring efficient operation and minimising energy waste.

> 600569000 HARDEES.AE

Key energy saving initiatives this year

IoT Implementation

Stores were strategically selected for IoT implementation, enabling remote monitoring and control of air conditioning systems. The Company plans to do it in a phased manner for remaining stores. All new stores have the IoT by default.

AC Replacements

242 older, less efficient AC units were replaced with new, energy-efficient models in 137 stores.

Installation and Impact Assessment

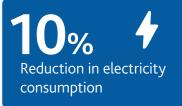
IoT installation was completed in 368 stores, with 275 live as at 31 December 2024. Initial assessments of 218 stores indicate a 10% reduction in electricity consumption vs 2023.

Energy-Efficient New Store Designs

All new store openings (NSO) in 2024 incorporated energy efficiency measures into their designs from the outset.

Training Programmes for Operations Teams

Comprehensive training programmes were conducted to educate store managers and personnel about energy conservation, the impact of different equipment on energy consumption, and simple measures to reduce energy use.





Managing waste efficiently

At Americana Restaurants, managing waste and resource use efficiently is vital for minimising our environmental impact. We are dedicated to implementing effective waste management systems and reducing our reliance on nonrenewable resources, with a particular focus on sustainable packaging and responsible waste disposal. We recognise the significant impact packaging waste has on the environment and are committed to transitioning to more sustainable alternatives.

Key resource management initiatives this year

Waste Monitoring and Management

All Area Store Leads can now review daily waste records via a control dashboard, and our RGM app integrates waste management with a system requiring management approval if a store exceeds its waste budget.

Food Preparation Forecasting

A preparation report for Hardee's and KFC forecasts required products and sandwiches every 15 or 30 minutes to optimise food production and minimise waste.

Sustainable Packaging

With 80% of our packaging already paper-based, we continue to make strides in this area. This year, we eliminated Styrofoam packaging, replaced plastic bags with paper bags for Pizza Hut in UAE, introduced reusable bags for Krispy Kreme in UAE, and transitioned to paper straws for KFC in UAE. We are also trialling new sustainable packaging options for KFC in the UAE and KSA.

Rationalising water usage

All our stores, including new openings, are designed with sustainability in mind, featuring water-efficient taps and fixtures that help reduce water consumption. By integrating these solutions across our locations, we minimise water withdrawal and promote sustainable resource management.

Sourcing raw materials responsibly

Americana Restaurants is committed to sourcing raw materials responsibly and empowering local suppliers. In KSA, Krispy Kreme sources local coffee, enhancing quality while reducing environmental impact. Similarly, in Morocco, Krispy Kreme collaborates with local suppliers for key ingredients and materials. By prioritising local sourcing, Americana Restaurants strengthens regional economies, fosters mutually beneficial partnerships, and reduces its carbon footprint.

Prioritising our people

Promoting gender equality, diversity and inclusion

Goal 5: Achieve gender equality and empower all women and girls. Goal Good Susta and : econ

88

88

At Americana Restaurants, we firmly believe our people are at the heart of everything we do. We are dedicated to fostering a supportive, engaged, and skilled workforce.

Americana Restaurants Team – Our People, Our Strength

We are committed to attracting and retaining a talented workforce dedicated to our high standards. As a company rooted in the MENA region, we prioritise local talent, with most of our employees hired from within the region. We are also actively pursuing nationalisation strategies in KSA and the UAE, where national employees now represent 27.3% and 7.1% of our workforce, respectively (excluding contractors). At Americana Restaurants, we believe that investing in local talent strengthens our connection to the communities we serve.

Employee turnover	Units	2024	2023
Full-time employees	%	9.3%	9.8%
Part-time employees	%	33.3%	36.8%
Contracted employees	%	17.0%	6.2%

1. Includes full-time, part-time, and contract employees.

Fostering employee wellbeing, engagement, and development



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Goal 20: Reduce inequality within and among countries.

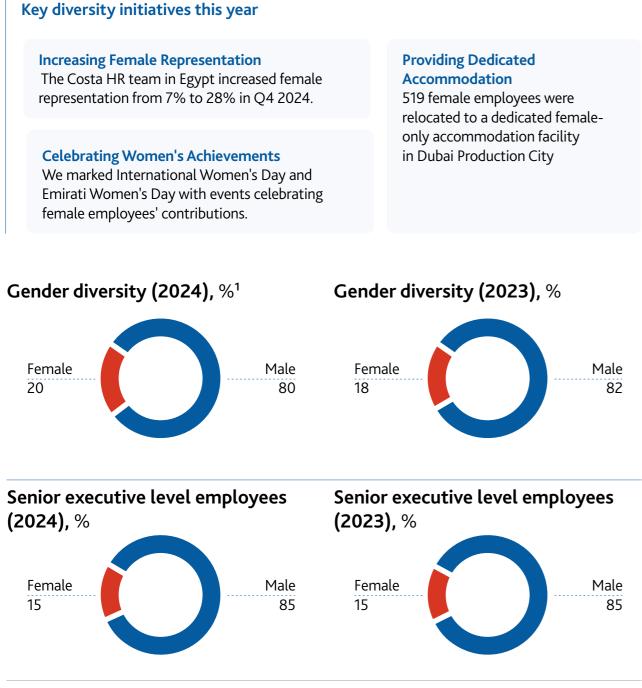
Americana Restaurants employees

38,630¹ As of 31 December 2024



Supporting diversity and inclusion

We champion a diverse and inclusive workplace where every employee feels valued, respected, and empowered and firmly believe that a diverse workforce enriches our company culture and drives innovation. We actively promote diversity and inclusion through targeted initiatives, leadership development programmes, and a supportive work environment where everyone can thrive.



1. Full-time employees only.

Training and development

We are dedicated to promoting ongoing learning and development. Through our training programs and the Americana Development Centre (ADC), we support our staff by enhancing our organisational culture, boosting employee

Creating a positive and rewarding workplace

At Americana Restaurants, employee wellbeing is a top priority. We aim to create a supportive work environment where employees feel valued and motivated. Investing in their well-being improves engagement, productivity, and job satisfaction. To strengthen connections, we offer an online platform that encourages collaboration and information sharing.

Key wellbeing initiatives included

Employee Recognition

Monthly and quarterly store-level awards and recognition programmes to celebrate employee contributions.

Community Building

Initiatives such as Ramadan sports challenges and the 'Serve A Store' programme to foster teamwork.

Health Programmes

Health check-ups, dental care vouchers, blood donation drives, and awareness campaigns on healthrelated topics. engagement, and fostering professional growth. By investing in our employees, we help them reach their potential, driving innovation and strengthening our business.



Wellness Events

A variety of events across markets thorough out the year, including sports tournaments and social gatherings, to enhance wellness and engagement.

AmWell

Continued rollout of our employee wellness programme, providing access to expert consultants for mental, financial, and physical health support.

Ensuring food safety and quality

Maintaining global food quality and safety standards



Vendors and supply chain quality assurance



At Americana Restaurants, we are committed to upholding the highest food safety and quality standards across all our brands and operations.

In 2024, we strengthened our food safety through rigorous compliance and training initiatives. We ensured that YUM! Brands' local suppliers met Global Food Safety Initiative (GFSI) standards, while approximately 15,000 team members and managers received refresher training in food safety and Hazard Analysis and Critical Control Points (HACCP). Additionally, we provided specialised HACCP training for our employees from various brand commissaries and initiated the HACCP certification process for Krispy Kreme commissaries across eight locations in KSA.

For Americana-Owned Brands (AOB), we enhanced food safety measures by transitioning audits to the online Taqtics platform, launching an annual supplier audit programme and updating the AOB food safety manual to align with global standards. We also developed a customised food safety audit for Peet's Coffee and conducted Costa Coffee's technical assessments in Jordan, Egypt, and Kazakhstan, where all three markets achieved top "Green" ratings.



Community engagement and social responsibility

Promoting solidarity and engagement among communities 👋



Goal 3: Ensure healthy lives and promote wellbeing for all at all ages.



Americana Restaurants is committed to positively impacting the communities we serve. We focus on being responsible corporate citizens by supporting social causes, promoting education, and contributing to the wellbeing of those around us.

Driving positive change

In 2024, we drove positive change through education, community support, and cultural initiatives. In Alexandria, Egypt, under our Exchange Education Program, we equipped 1,500 university students and 11,000 school students with essential skills, enhancing their career prospects in the hospitality sector.

Beyond education, we stood in solidarity with communities in times of need. In response to the devastating earthquake in Morocco, our team worked with local organisations to deliver essential aid to affected families. Health awareness events, such as the 2024 Pinktober Breast Cancer Awareness Campaign, and cultural celebrations, such as UAE National Day and Emirati Women's Day, also remained central to our efforts.

Supporting communities during Ramadan

In several countries, we partnered with local charities and organisations to distribute meals and essential goods to families and individuals in need. Our teams also engaged in hosting community events, and offering skills development workshops.

We are incredibly proud of our employees' dedication and compassion. Their actions exemplify our commitment to social responsibility and demonstrate the power of collective action in making a difference. We are sure that by working together, we can build stronger, more resilient communities and spread hope and joy during Ramadan and beyond.

Fostering education and vocational training



Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

This Ramadan, our teams across the region demonstrated the true spirit of community and giving, going above and beyond to support those in need. From Kuwait to Oman, our employees dedicated their time and effort to various initiatives, spreading joy and making a positive impact.

Appendix

ADX ESG Disclosures

Metric	Calculation	Metric unit	GRI 2021 Standards	UN SDGs	Americana Restaurants 2024 input
E1. GHG emissions	E1.1) Total amount in CO ₂ equivalents, for Scope 1	Metric tons of CO ₂ e	GRI 305	13 glimate action	288,836 Metric Tonnes of CO ₂ e as part of Scope 2 emissions ¹
	E1.2) Total amount, in CO ₂ equivalents, for Scope 2 (if applicable)				
	E1.3) Total amount, in CO ₂ equivalents, for Scope 3 (if applicable)				
E2. Emissions Intensity	E2.1) Total GHG emissions per output scaling factor	kg CO ₂ e	GRI 305	13 CLIMATE ACTION	N/A
	E2.2) Total non-GHG emissions per output scaling factor				
E3. Energy Usage	E3.1) Total amount of energy directly consumed	MWh	GRI 302	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	541,852 MWh indirect energy consumed
	E3.2) Total amount of energy indirectly consumed			CO	
E4. Energy Intensity	Total direct energy usage per output scaling factor	kWh	GRI 302	12 RESPONSIBLE CONSIMPTION AND PRODUCTION	N/A
E5. Energy Mix	Energy usage by generation type	%	GRI 302	7 AFFORDABLE AND CLEAN ENERGY	N/A
E6. Water Usage	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed	Thousand m ³	GRI 303	12 RESPONSIBILE CONSIMPTION AND PRODUCTION	7,164 thousand m ³ of water consumed
E7. Environmental Operations	E7.1) Does your company follow a formal Environmental Policy?	Yes/No	GRI 2-23, 2-24		Americana Restaurants' ESG policy and framework are under development. However, we have
	E7.2) Does your company follow specific waste, water, energy, and/ or recycling policies?				already adopted a structured approach to reduce our environmental footprint.
	E7.3) Does your company use a recognised energy management system?				
E8. Environmental Oversight	Does your Management Team oversee and/or manage sustainability issues?	Yes/No	GRI 2-13		This metric will be addressed in the ESG policy and framework that are both under development

Metric	Calculation	Metric unit	GRI 2021 Standards	UN SDGs	Americana Restaurants 2024 input
E9. Environmental Oversight	Does your Board oversee and/ or manage sustainability issues?	Yes/No	GRI 2-12		This metric will be addressed in the ESG policy and framework that are both unde development
E10. Climate Risk Mitigation	Total amount invested, annually, in climate-related infrastructure, resilience, and product development	AED million	GRI 201-2	13 action	N/A
S1. CEO Pay Ratio	S1.1) CEO total compensation to median Full Time Equivalent (FTE) total compensation	Ratio Yes/No	GRI 2-21	10 REDUCED INEQUALITIES	N/A
	S1.2) Does your company report this metric in regulatory filings?				
S2. Gender Pay Ratio	Median male compensation to median female compensation	Ratio	GRI 405-2	5 GENDER QUALITY	N/A
S3. Employee Turnover	S3.1) Year-over-year change for full-time employees	Percentage	GRI 401-1		9.28% employee turnover for full-time employees
	S3.2) Year-over-year change for part-time employees				33.32% employee turnover for part-time employees
	S3.3) Percentage: Year-over- year change for contractors/ consultants				17.01% employee turnover for contracted employees
S4. Gender Diversity	S4.1) Total enterprise headcount: women	Percentage	GRI 2-7, 405-1	5 GENDER EQUALITY	79.81% of men and 20.19% of women are full-time employees.
	S4.2) Entry- and mid-level positions: women			¥	78.35% of men and 21.65%
	S4.3) Senior- and executive level positions: women				of women are entry-level employees.
	·				84.95% of men and 15.05% of women are at the senior executive level
S5. Temporary Worker Ratio	S5.1) Total enterprise headcount held by part-time employees	Percentage	GRI 2-7, 2-8		N/A
	S5.2) Total enterprise headcount held by contractors and/ or consultants				

 The GHG emissions data in this report are based on financial and operational estimates and may not precisely reflect actual emissions. While we strive for accuracy, variations may arise due to measurement limitations, reporting methodologies, and regulatory changes.

continued Appendix

Metric	Calculation	Metric unit	GRI 2021 Standards	UN SDGs	Americana Restaurants 2024 input
S6. Non- Discrimination	Does your company follow nondiscrimination policy?	Yes/No	GRI 406	5 EDULATIV 10 REDUCED 10 NEQUEND N	Yes, Americana Restaurants follows a Non-Discrimination policy
S7. Injury Rate	Frequency of injury events relative to total workforce time	Total recordable incidents/ 1 million hours worked	GRI 403	3 GOOD HEALTH AND WELL-BEING 	N/A
S8. Global Health & Safety	Does your company follow an occupational health and/ or global health & safety policy?	Yes/No	GRI 403	3 GOOD HEALTH AND WELL-BEING 	Yes, Americana Restaurants follows a Health and Safety policy
S9. Child & Forced Labour	S9.1) Does your company follow a child and/or forced labour policy?S9.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors?	Yes/No	GRI 408, 409	8 DECENT WORK AND COMMUNIC GROWTH	Americana Restaurants adheres to child and forced labour laws and regulations in all the countries where it operates. While there is no separate policy, we require all our vendors and suppliers to comply with local laws as part of our agreements with them.
S10. Human Rights	S10.1) Does your company follow a human rights policy?S10.2) If yes, does your human rights policy also cover suppliers and vendors?	Yes/No	GRI 2-23, 2-24	10 REDUCED	Americana Restaurants adheres to human rights laws and regulations in all the countries where it operates. While there is no separate policy, we require all our vendors and suppliers to comply with local laws as part of our agreements with them
S11. Nationalisation	Percentage of national employees	Percentage		8 DECENTWORK AND ECONOMIC GROWTH	27.30% Saudization 7.13% Emiratization
S12. Community Investment	Amount invested in the community, as a percentage of company revenues.	Percentage	GRI 413	8 DECENT WORK AND ECONOMIC GROWTH	N/A
G1. Board Diversity	G1.1) Total board seats held by womenG1.2) Committee chairs held by women	Percentage	GRI 405	5 ERIOLER EQUALITY	14.3% of Board seats (but no committee chairs) are held by women

Metric	Calculation	Metric unit	GRI 2021 Standards	UN SDGs	Americana Restaurants 2024 input
G2. Board Independence	G2.1) Does company prohibit CEO from serving as board chair? G2.2) Total board seats occupied by independent	Yes/No Percentage	GRI 2-9, 2-11		Yes 42.9% of the Directors are independent
	board members				
G3. Incentivised Pay	Are executives formally incentivised to perform on sustainability?	Yes/No			This metric will be addressed in the ESG policy and framework that are both unde development
G4. Supplier Code of Conduct	G4.1) Are your vendors or suppliers required to follow a Code of Conduct?	Yes/No Percentage		12 RESPONSIBLE CONSUMPTION AND PRODUCTION	As a part of our vendor onboarding process, we follow an extensive list
	G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?				of requirements to onboard any vendor or supplier, which helps us to conduct detailed due diligence on the vendor
G5. Ethics & Prevention of Corruption	G5.1) Does your company follow an Ethics and/ or Prevention of Corruption policy?	Yes/No Percentage	GRI 205	16 PEACE JUSTICE INSTITUTIONS	Yes, Americana Restaurants follows a Prevention of Corruption policy • N/A
	G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?				
<mark>G6.</mark> Data Privacy	G6.1) Does your company follow a Data Privacy policy?	Yes/No			Yes, Americana Restaurants follows a Data Privacy policy
	G6.2) Has your company taken steps to comply with GDPR rules?				• N/A
G7. Sustainability Reporting	Does your company publish a sustainability report?	Yes/No			Yes, an Integrated Report as part of the Annual Report
G8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting frameworks?	Yes/No			The Americana Restaurants' initiatives are aligned with the United Nations SDGs (see the sustainability section
	G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)?				for details). This metric will be addressed in more detail in the ESG policy and framework that are both unde development
	G8.3) Does your company set targets and report progress on the UN SDGs?				•
G9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm?	Yes/No	GRI 2-5		No