



SOCIAL *and* GREEN
COMMITTED



PIZZA E PASTA

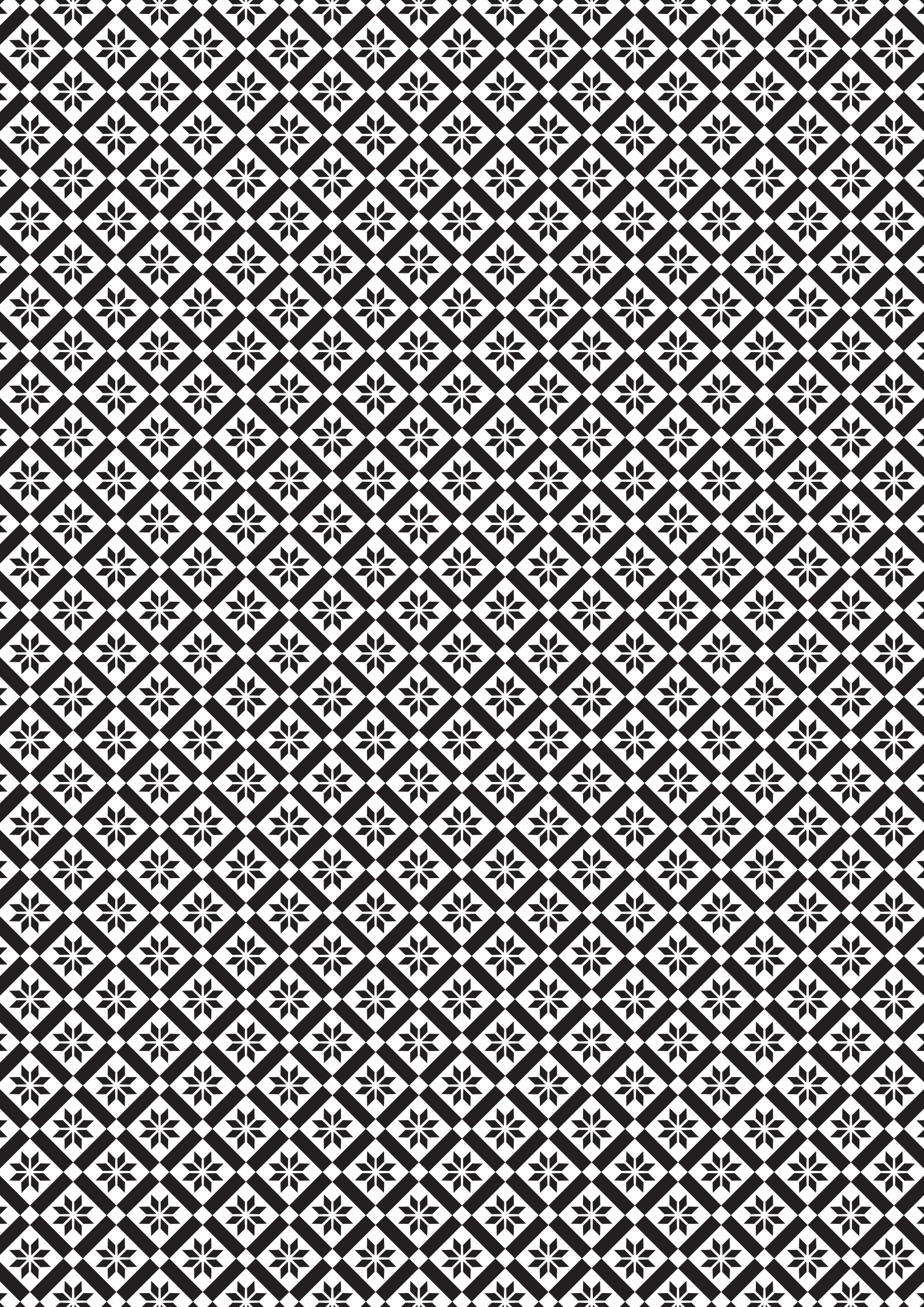
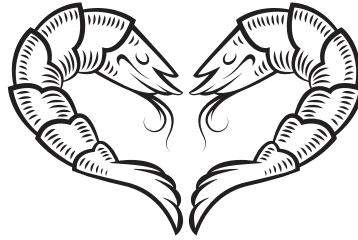


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FOREWORD BY THE EXECUTIVE BOARD

The last few years have presented us with unprecedented challenges – from inflation and the associated drop in consumption through to guests' rising expectations, the digital transformation and the uncertainties caused by global conflicts and wars.

While this constantly changing world is indeed home to challenges, at L'Osteria we also see it as offering opportunities for innovative and sustainable approaches. Our mission, 'Creating moments where favourite people and favourite food come together', and our vision, 'The Joy of Italy, everywhere for everyone', are not merely our guiding principles, but also our signposts in these turbulent times. As La Famiglia, we stick together – even when the going gets tough – and strive to make the best of any situation. Back during the COVID-19 pandemic, we proved that we were able to work together as a family to develop solutions and emerge from crises stronger than we were before.

Our company's ceaseless commitment not only receives attention from within our ranks: it is also praised by independent institutions. Awards such as the 'Franchise System of the Year 2023' from the German Franchise Association or the 'German System Catering Award 2023' from the Federal Association of System Catering for our 'Advantage through team spirit' skills model, and being included in the list of 'Germany's Most Desirable Employers 2023' by the FAZ newspaper, are more than mere confirmations of our achievements. Rather, they both motivate us and oblige us to continue with our endeavours. These awards spur us on to keep giving our all as La Famiglia and serving our guests the 'best best pizza' and 'pasta d'amore' in line with the highest standards. Our pursuit of excellence in this respect is not just a corporate commitment, but also a part of our identity that we embody as a responsible enterprise.

As La Famiglia, we are not only committed to fostering entrepreneurial excellence, but also to developing a deep-rooted sustainable corporate identity. At L'Osteria, we do not consider sustainability to be a flash-in-the-pan trend: it is a long-term mission. 2023 marks an important phase in our ongoing journey towards sustainable development and a year in which we took key steps to bring this commitment to the fore. We have reached milestones such as calculating our first carbon footprint, publishing our initial sustainability report and establishing an internal sustainability structure. We also became a proud member of the Charta der Vielfalt in 2023, played an active part in Diversity Day and developed the employee life cycle, which focuses on boosting our employees' skills and supporting their ongoing development. These steps mark tangible contributions that bring us closer to our goal of being a fully sustainable company.

We will also face new challenges over the next few years. These challenges will require us to integrate sustainability-related aspects into our business activities to an even greater extent. Calculating our carbon footprint each year and expanding these efforts to meet the future reporting requirements of the Corporate Sustainability Reporting Directive mark a major step in this direction. We are also aiming to perform a comprehensive survey of the current situation in terms of food waste. This will be followed by the creation of a well-thought-out plan to significantly reduce this waste. Another important item on our agenda is the development of science-based climate targets to not only guide our own efforts, but also ensure that we are making a positive contribution to the United Nations global climate agenda. We are aware that a sustainable future does not merely encompass environmental and economic dimensions, but social aspects, too. Promoting diversity and equal opportunities and supporting our employees in our 'people business' therefore remain our main focus.

Our franchise and joint venture partners play a crucial role in achieving our sustainability goals. They make a significant contribution to shaping a sustainable future by forging close partnerships,

independently rolling out best practices and adapting them to suit the local circumstances at their restaurants. We also organise annual events with our joint venture partners, franchise partners and restaurant general managers, plus quarterly meetings with their committees, to foster continuous dialogue between our partners.

This report is more than a snapshot of a specific moment: it is an expression of our deep-seated commitment to a world shaped by social responsibility and environmental sustainability. L'Osteria has already taken great strides towards our goal of crafting a holistically sustainable company. Nevertheless, we do not see this report as our destination, but as a milestone on our journey towards an even more sustainable future. We continue to pursue our sustainability activities with conviction and a sense of responsibility so we can move one step closer to a more sustainable future every day.



YOURS, INGO GUGISCH

Executive Board member responsible for HR
(CPO FR L'Osteria SE)

A handwritten signature in black ink, appearing to read 'Ingo Gugisch'.

01



*History and
organisational
structure*



The first L'Osteria – 1999 in Nuremberg, Germany

L'Osteria's history is marked by a passion for Italy and a vision of creating a place where guests can enjoy authentic Italian cuisine while experiencing warm hospitality. The origins of the L'Osteria brand stretch back to 1999, when friends Friedemann Findeis and Klaus Rader took over a small restaurant on Nuremberg's Pirckheimerstraße. Their eatery quickly became a popular spot among insiders. The success of the 'nice Italian down the street' encouraged the experienced restaurateurs to keep refining the concept and roll it out at additional locations. Today, the founders sit on the Supervisory Board of FR L'Osteria SE and continue to contribute their passion and expertise

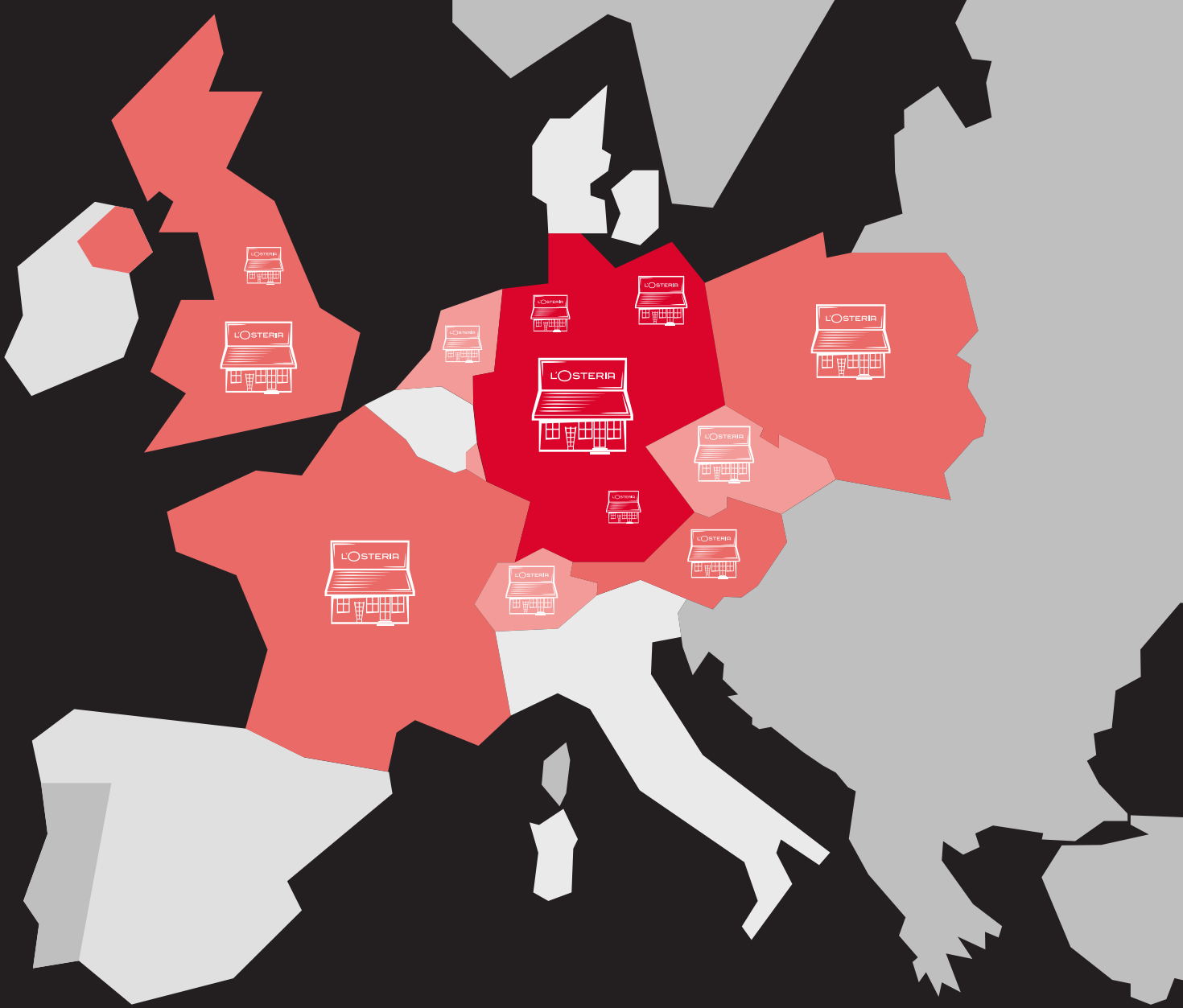


ORIGINALE

established

1999

to developing the L'Osteria brand. The company's expansion went (and continues to go) hand in hand with a firm belief in product quality, freshness and authenticity, as well as corporate culture and restaurant design.



Today, L'Osteria branches can be found in countless locations across Europe – but each still retains the welcoming atmosphere and culinary excellence of

of restaurants to be near-tripled over the next few years. Growth will be generated both by expanding the network of locations in existing markets and by tapping into new markets such as Belgium, Spain and Eastern Europe.

OVER 168 RESTAURANTS IN 9 COUNTRIES

the first L'Osteria restaurant. The network currently encompasses 168 restaurants in nine European countries: Germany, Austria, Switzerland, England, the Netherlands, the Czech Republic, France, Luxembourg and Poland. Ambitious targets have been set for the brand's expansion, with the number

The organisation is structured heterogeneously and encompasses restaurants owned by the company itself, as well as joint venture and franchise restaurants. Each of these forms of organisation accounts for about a third of the overall structure. Close co-operation with partners is very important, and constant dialogue among partners is encouraged through various events and meetings.



HISTORY AND ORGANISATIONAL STRUCTURE

McWin, an investment firm specialising in system catering and food technology, acquired a majority stake in FR L'Osteria SE in March 2023. Founders Klaus Rader and Friedemann Findeis are remaining at the company as important minority shareholders. The new partnership with McWin will further support and accelerate the Group's expansion – both within Germany and in numerous new and existing markets across Europe. In addition, it represents a unique opportunity to tap into in-house expertise to maximise investments across the entire food ecosystem, particularly in system catering and food technology. The investment in L'Osteria brings the total number of restaurants in McWin's and its subsidiaries' portfolio to more than 1,500.

Today, the Supervisory Board comprises the following members: Henry McGovern, Founding Partner at McWin, Chair of the Supervisory Board and shareholder, Klaus Rader, founder of L'Osteria, Vice Chair of the Supervisory Board

and shareholder, Friedemann Findeis, founder of L'Osteria and shareholder, and Maciej Mausch, Investment Director at McWin. The Supervisory Board is a monitoring body that meets on a regular basis each year to advise on important decisions, such as strategic direction. It also functions as a supervisory body for the Board Office.

Our Executive Board is formed of Jacek Trybuchowski (CEO; since September 2023), Ingo Gugisch (CPO) and Jürgen Wallmann (CFO; since November 2023). Jacek Trybuchowski is responsible for strategy, operations, operational excellence, marketing & communications, supply chain management and expansion & construction. The fields of people relations and corporate social responsibility fall under Ingo Gugisch's remit, while Jürgen Wallmann is in charge of legal & compliance, finance and digital & IT. The final members of the Board Office are Julia Beermann as Executive Assistant and Nadja Páll as Project Manager.



SUPERVISORY BOARD



Henry McGovern



CHAIRMAN OF THE
SUPERVISORY BOARD
SHAREHOLDER



Klaus Rader



DEPUTY CHAIRMAN OF THE
SUPERVISORY BOARD
SHAREHOLDER
FOUNDER



Friedemann Findeis



MEMBER OF THE
SUPERVISORY BOARD
SHAREHOLDER
FOUNDER



Maciej Mausch



MEMBER OF THE
SUPERVISORY BOARD

BOARD OF DIRECTORS | BOARD OFFICE



Jacek Trybuchowski



CHIEF EXECUTIVE OFFICER



Ingo Gugisch



CHIEF PEOPLE OFFICER



Jürgen Wallmann



CHIEF FINANCIAL OFFICER



Julia Beermann



ASSISTANT TO THE CEO



Nadja Pall



PROJECT MANAGER

HISTORY AND ORGANISATIONAL STRUCTURE

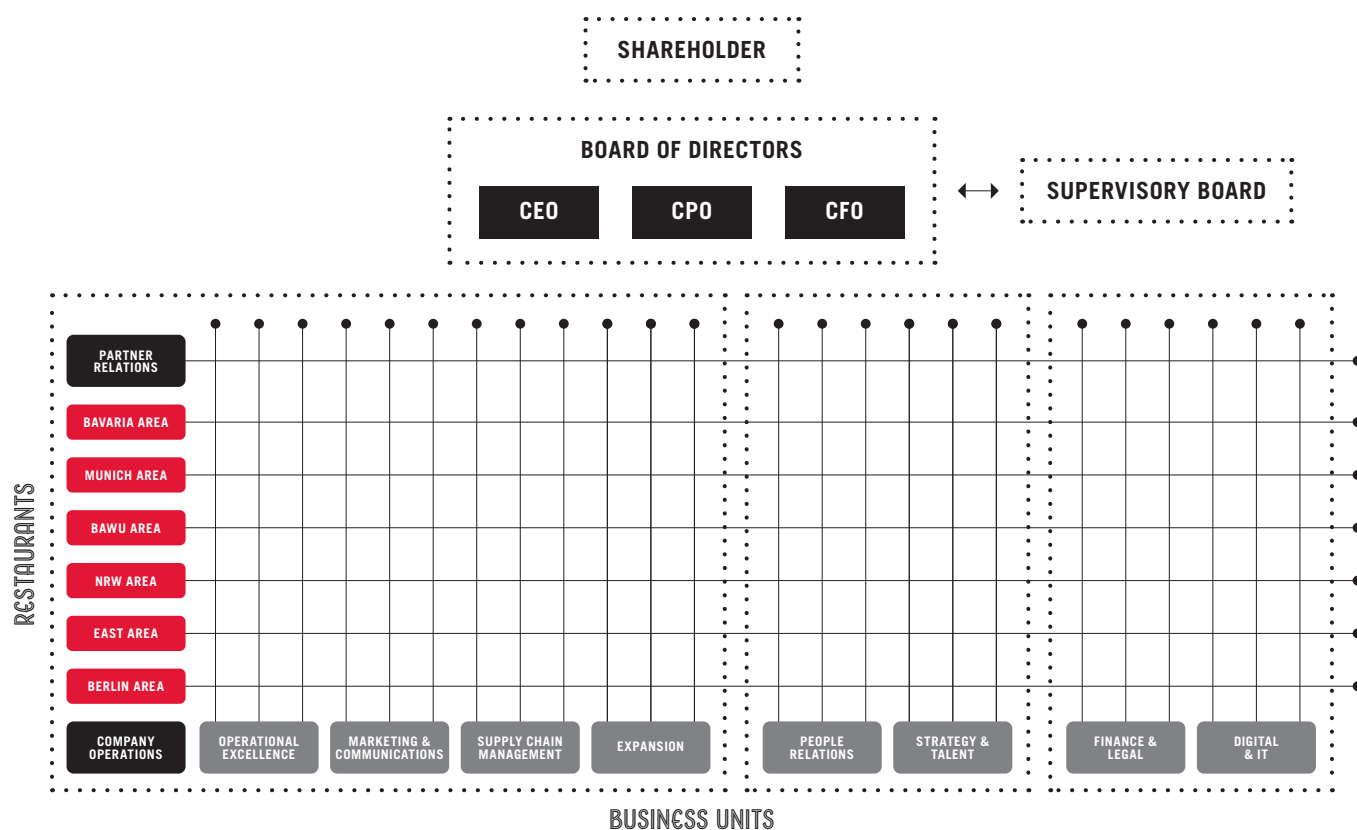


Figure: organisation's structure of FR L'Osteria SE

Drawing on a wealth of experience in the fields of (system) catering, human resources and finance, the Board Office focuses on the continuous refinement and growth of the L'Osteria brand – without losing sight of the company's strong, value-based corporate culture as well as the constant optimisation of its operational processes and employee development.

Our organisation's structure combines traditional, strategy-oriented and restaurant-centred elements: the aim is to step away from conventional hierarchical structures and, in turn, from hierarchical thinking. Departments are therefore no longer organised in traditional hierarchies, but in networks and units. Restaurants take centre stage in the matrix, with the departments functioning as support units working to assist them. The matrix is underpinned by a clear model of responsibilities to ensure the overarching framework is clear; this model is derived from the job concepts.

Each L'Osteria restaurant employs an average of 40 people, depending on its size. Our two Service Centres in Munich and Nuremberg comprise approximately 115 people. They are structured into specialist departments and facilitate the restaurants' work. In total, L'Osteria now employs more than 7,000 people across its entire system – with this number steadily increasing. The La Famiglia feeling is based on cohesion, teamwork, mindfulness and a respectful approach towards one another. Together with all our employees and partners, we bring this to life every day. Our workforce is a diverse group of employees from different nations; L'Osteria consciously welcomes and appreciates this variety. La Famiglia is the embodiment of integration and a place where interactions between different cultures are seen as an enrichment. This intercultural dynamic allows for continuous dialogue and the constant discovery of new facets that support collaborative learning and growth.



1999

Friedemann Findeis and Klaus Rader open L'Osteria in Nuremberg



2009

Introduction of franchise opportunities and first freestanding restaurant in Augsburg



2011

The first foreign restaurant opens in Austria



2015

Our own pasta manufacture, 'Pastificio No.12', is launched in Nuremberg



2019

Our own coffee roastery, 'Bar Italiana', opens in Wertheim



2020

Launch of L'Osteria Delivery, including our own online store, app and fleet



2021

Over 150 restaurants in 8 countries: Germany, Austria, Switzerland, UK, Netherlands, Czech Republic, France and Luxembourg



GEPLANT

Further growth plans with potential for our employees and partners

Over the next 6 years, we want to grow to 450 restaurants and open up new markets in the process



Our chronological overview offers a vivid illustration of how L'Osteria has become the restaurant brand it is today, courtesy of eight major milestones since 1999. We have not yet reached our destination and are continuously striving to make our vision and mission a reality by embedding sustainability targets into our strategy – an approach we want to illustrate in this report.

02



About this report

This report comprehensively documents the social, environmental and economic performance of FR L'Osteria SE in the 2023 financial year.

FR L'Osteria SE sits within the system catering industry and specialises in Italian food. The company is headquartered in Munich, Germany, and has an additional office in Nuremberg. FR L'Osteria SE's 45 restaurants are spread throughout Germany. The main purpose of our report is to clarify the interplay between sustainability and our business success and to showcase our activities' added value to our stakeholders. Details of FR L'Osteria SE's finances and performance in the 2023 financial year are set out in the separate, detailed financial statements of FR L'Osteria SE for 2023.

This report covering the 2023 financial year marks the first comprehensive non-financial report on corporate responsibility for L'Osteria; it is hereinafter referred to as the Sustainability Report. This first report only looks at the parent company FR L'Osteria SE. However, ongoing consideration is being given to including additional Group companies in the report, or to adapting the criteria for inclusion in the report to align with the Group's shareholding structure.

This publication reflects our commitment to transparently communicating our sustainability practices and their impact on the environment and society. By disclosing this information, we aim to contribute to the further development and promotion of sustainable business practices in the industry.

REPORTING PERIOD

Unless otherwise stated, the reporting period includes information for the 2023 financial year. Figures to be collected at a specific cut-off date relate to 31 December 2023.

CONTENTS OF THE REPORT

This report has been prepared in accordance with the international GRI (Global Reporting Initiative) standard.

A GRI content index is available on pages 96 to 102 for ease of navigation. This provides an overview of the GRI indicators used in the report, which are aligned with the chapters. The SDGs (Sustainable Development Goals) chapter reports on the processes launched and actions taken to support these goals, in order to establish a link with the United Nations Sustainable Development Goals.

The Sustainability Report is not subject to an external audit.

REPORTING CYCLE

This year, L'Osteria is publishing its first sustainability report as of 1 April 2024; this is at the same time as its management report. An up-to-date sustainability report will be published every subsequent year thereafter.

In accordance with the EU Corporate Sustainability Reporting Directive (CSRD), the sustainability report will be integrated into the management report for the 2025 financial year.

NOTE ON SPELLING

FR L'Osteria SE is referred to as 'L'Osteria' throughout the text.

CONTACT

If you have any suggestions or questions, please contact:





*Sustainability
strategy*

WE ARE ENDEAVOURING TO DEVELOP A COMPREHENSIVE SUSTAINABILITY STRATEGY, WITH A PARTICULAR EMPHASIS ON INTEGRATING SUSTAINABILITY INTO EVERY AREA OF OUR COMPANY ON AN ONGOING BASIS.

**- OUR -
VISION**



» *The Joy of Italy, everywhere for everyone* «

**- OUR -
MISSION**



» *Creating moments where favourite people and favourite food come together* «

True to our ambition of becoming the European Champion in Casual Dining, we aspire to create a unique culinary identity under the vision ‘The Joy of Italy, everywhere for everyone’. Our mission, ‘Creating moments where favourite people and favourite food come together’, lays the foundations for our company’s direction. Based on these foundations, we have developed three strategic pillars that represent the core of our business focus. The first pillar, ‘**24/7 Growth**’, illustrates our ongoing drive to grow nationally and internationally, while bringing together the different types of businesses within our company – company-owned and partner-owned restaurants – to create a harmonious network

of 450 restaurants. The second pillar, ‘**Digitally Empowered**’, is reflected in our consistent digital transformation, which aims to create a holistic ecosystem. Our ambition is for this ecosystem to integrate all the digital touchpoints across our systems and link them in the best way possible to ensure innovative solutions and a seamless digital experience. The third pillar, and the one which is most relevant to this report, is ‘**Social and Green Committed**’. This demonstrates our commitment to social responsibility and environmental awareness. Our employees, our guests and the food we use are treated respectfully within our company. This pillar lays the ethical groundwork for our business practices.

HOW WE SEE SUSTAINABILITY

Sustainable action is a fundamental principle that forms the cornerstone of our corporate philosophy. As a system catering company, we not only bear end-to-end responsibility towards our guests and employees: we also hold a decisive amount of environmental responsibility, too. All our decisions and practices have a direct impact on a significant volume of people, resources and the environment. In turn, we not only see sustainability as an ethical obligation, but also as a key contributor to the long-term resilience of our business model. Our corporate culture, which is heavily shaped by the guiding principle of La Famiglia, represents another fundamental building block. The La Famiglia approach stands for more than just a culinary concept – it represents a vivid corporate culture in which every employee is seen as an integral part of a large family and every guest as a friend. This welcoming atmosphere is reflected in how we see ourselves as a ‘people business’.

Our sustainability efforts are divided into four areas: social, environment, economic and product-related. The social dimension is a key component of our work. This is at the heart of our ‘people business’ and revolves around our employees’ well-being and our guests’ positive experiences. Our actions in the field of environmental responsibility aim to minimise our impact on the environment and promote sustainable practices in every area of our business, while the economic dimension ensures that our business activities are legally compliant and profitable over the long term. The topic of products is particularly worth emphasising, due to our work as a system catering company. For us, these areas are not just aspects to be considered in isolation, but rather a symbiosis of our commitment to sustainable development. It is vital to emphasise

that L’Osteria does not see sustainability as a standalone project, but rather as an ongoing process that is integrated into our daily operations in depth and is constantly being developed and improved.

SUSTAINABILITY STRUCTURE

We recognise how crucial sustainability is, and deliberately created a Sustainability Manager role in April 2023 to reflect this. This strategic decision confirms our company’s avowed commitment to sustainable practices and desire to seamlessly integrate them into every area of the business. To reinforce this commitment, a dedicated office has been established directly under the Executive Board member responsible for HR.

The Sustainability Manager and the Executive Board hold regular jours fixes to ensure that sustainability management remains a central concern. In turn, this not only makes sure that sustainability is prioritised at the highest level of management, but also enables effective and targeted action to be taken. The weekly meetings serve as a platform for discussing key issues and promote rapid decision-making. They also underpin our belief that sustainable initiatives are not merely to be viewed as isolated projects, but as a vital component of our corporate strategy.

Conversely, decentralised cooperation with other departments enables sustainable activities to be holistically integrated into all our business areas. These close ties with different areas result in a coherent, strategic approach to sustainability that is not only embedded into our overarching strategy, but also impacts operations at every area of the company. In addition, the meetings of the Franchise Leadership Council and General Manager

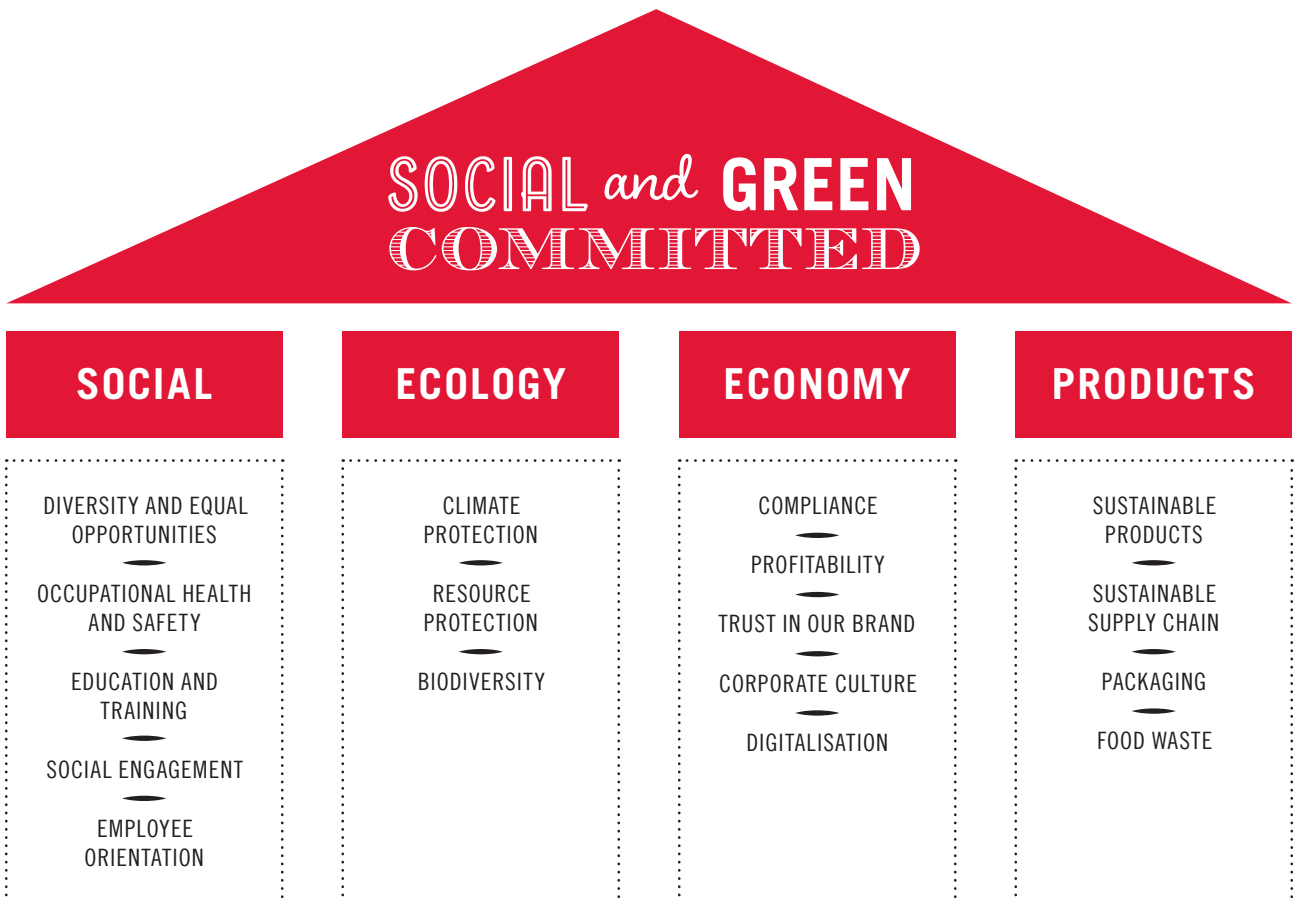
Leadership Council allow for extensive information-sharing and dialogue on sustainability issues between management and key stakeholders.

for this strategic direction in 2023 by undertaking a comprehensive assessment of the current status quo. We also ran an internal workshop in June 2023 to create a solid foundation for our sustainability strategy; this was attended by 20 sustainability experts. These experts were already familiar with the subject of sustainability in their fields and were each able to make an important contribution to a holistic approach. The first step was for the workshop to identify relevant sustainability topics based on the status quo, as well as general standards and industry screenings (see figure).

SUSTAINABILITY STRATEGY

Sustainability is embedded within our corporate strategy as its third pillar, 'Social and Green Committed'. While sustainability had played a significant role at L'Osteria previously and was a topic we actively engaged with, this issue has now been elevated to a strategic level. We laid the groundwork

We then came together in small groups to analyse and discuss the individual topics, before supplementing this content with information about the company's current situation. Measures that had already been taken were logged, planned actions were noted and further ideas for potential sustainability activities in the various areas were recorded. In addition, the



stakeholder survey required for the simple materiality analysis was discussed and finalised so that the key stakeholders could be consulted over the weeks that followed.

Stakeholder integration is an important, necessary step towards a holistic sustainability strategy. The purpose of the survey is to weight all the pre-selected topics so that we can focus on the most important ones and identify strategic sustainability-related areas.

Our stakeholders (see figure) were deliberately selected to ensure a comprehensive perspective on the different aspects of sustainability.

The external view represents our first stakeholder group. This comprises our employees, guests, suppliers and our franchise and joint venture partners.

STAKEHOLDER GROUPS EXTERNAL:

EMPLOYEES

SUPPLIERS

GUESTS

FRANCHISE AND JOINT VENTURE PARTNERS

The internal view was appraised by our sustainability experts from the various departments, our Supervisory Board and our Executive Team, consisting of the Executive Board and Vice Presidents.

STAKEHOLDER GROUPS INTERNAL:

SUSTAINABILITY EXPERTS

SUPERVISORY BOARD

EXECUTIVE TEAM

We used the insights from the internal workshops and stakeholders' far-reaching opinions to develop a detailed materiality matrix. Once topics have been identified, this matrix weights them according to their relevance. The ten most important topics that came to the fore are as follows: employee orientation & diversity and equal opportunities, occupational health and safety, education and training, trust in our brand, compliance, corporate culture, resource protection, climate protection, sustainable products and sustainable supply chain.

We used a simple materiality analysis to draw up this, our first Sustainability Report. Next year, the aim is to carry out a dual CSRD-compliant materiality analysis, so that we can additionally and comprehensively incorporate all our inputs and impacts into our strategy.

While we are focusing our energies on the topics identified as essential, we will continue to take action in the other areas not considered to be primary priorities. This strategic orientation enables us to work in a sound, focused manner, while at the same time adopting a comprehensive approach that encompasses areas on the periphery.

We did not solely look at the results of the stakeholder analysis, but also incorporated future reporting requirements and our environmental and social impacts into this process. This meant that

SUSTAINABILITY STRATEGY

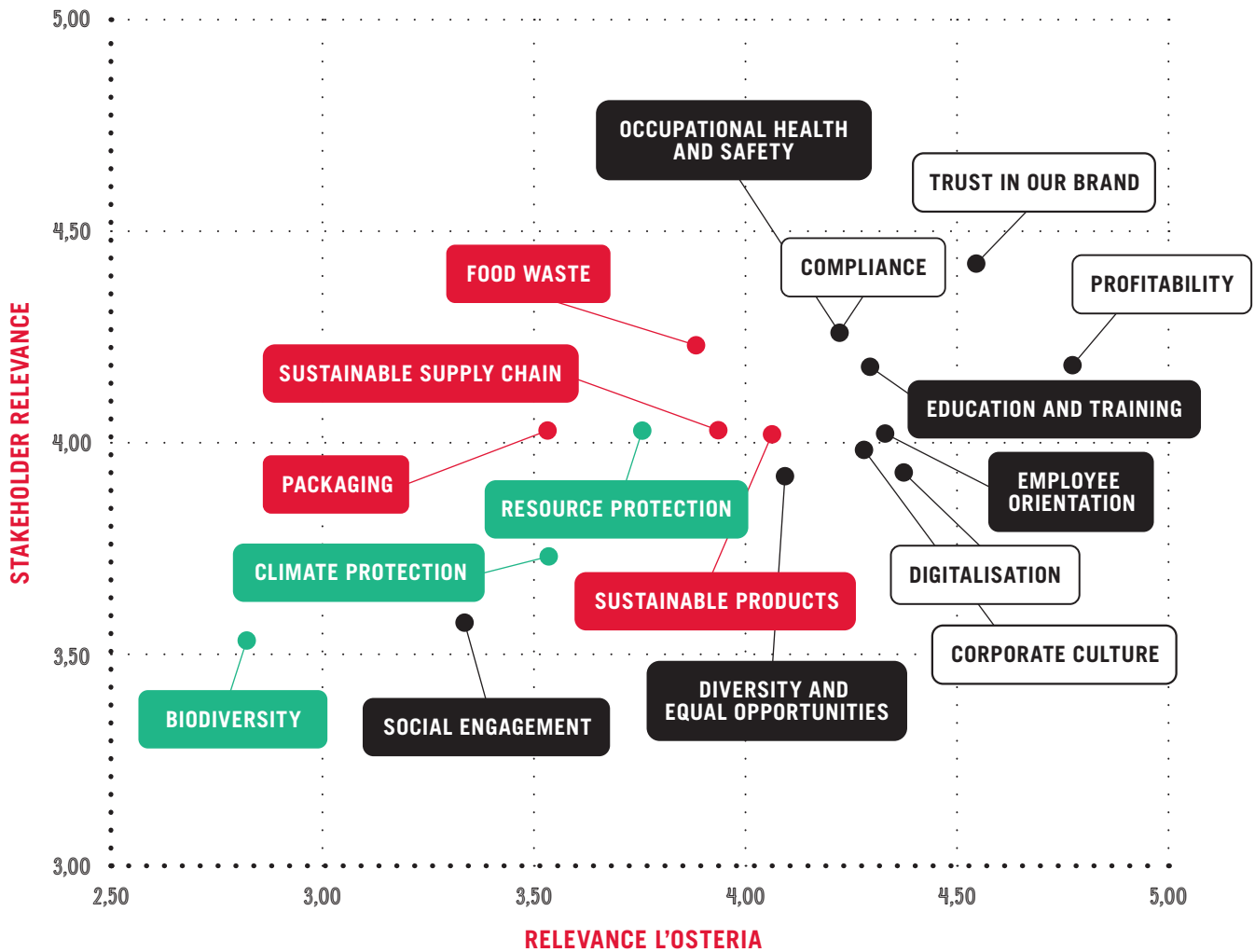


Figure: materiality matrix from L'Osteria's stakeholder survey

the most important issues in the materiality matrix – from a stakeholder perspective – were not taken up verbatim, but were subsequently refined somewhat. Consequently, we defined digitalisation as an overarching area that uses innovative concepts to contribute to various sustainability goals as one of three strategic corporate pillars. It goes without saying that profitability is a central concern for us. We have not focused on this in this report, as our overall corporate objectives are strongly aligned with profitability-related issues. As a result, our discussions of economic sustainability aim to shine a light on measures and targets relating to compliance, trust in our brand and corporate culture. The questions of packaging and food waste have been identified as important sub-areas within resource

protection: we are aware of our responsibilities in this regard and want to address these aspects in a targeted manner. We are keen to see sustainable products and sustainable supply chain as two sides of the same coin. We have therefore merged these areas together: our understanding of sustainable products goes hand in hand with the ability to tap into a holistically sustainable supply chain. In this report, we discuss our employee orientation & diversity and equal opportunities at the same time: as a people business, it does not make sense to handle these two aspects separately. We are aware that our industry has a significant impact on biodiversity. We will therefore look at this issue for the next reporting period, carrying out an extensive analysis and collecting data so we can comment on

it. For the current reporting period, we refer to the materiality analysis, which identified this topic as not being applicable for 2023.

However, our stakeholder engagement went beyond merely consulting with these groups on the various topics: we made a point of recording their ideas, proposals and suggestions for improvement. This participatory approach reflects our belief that sustainability should not only be shaped internally, but should be guided by the participation of all stakeholders. In this vein, our sustainability concept is not just shaped by experts, but also by the people it affects and influences. A total of 4,530 guests, 236 employees, 58 suppliers and 11 franchise partners took part in our stakeholder survey, which found that our employees and guests considered sustainability to be very important or important. Both these stakeholder groups expect us to act sustainably. Our guests have a more positive image of our sustainability than our employees – we need to work on this. Our suppliers expect us to undertake more sustainable activities and believe there is room for improvement in this area. Our partners, who care about sustainability personally and at our company, and who see us as having even more scope for action, share this view. Together, we look forward to taking fundamental, trail-blazing steps in the future to make L'Osteria even more sustainable.

.....

TARGETS

.....

Continuing our approach to corporate responsibility, we are publishing our first Sustainability Report. This is based on the current situation and simple materiality analysis. To start with, we have already determined and partially implemented various measures to enhance our efforts in the field of sustainability. We are setting ourselves ambitious targets for the upcoming reporting period (2024). In view of the imminent CSRD reporting requirement that comes into play from 2026 onwards, we are planning to conduct a comprehensive, in-depth dual materiality analysis for 2025. This will enable us to identify and evaluate all the relevant aspects of our business so we can make future reports even more accurate and wide-ranging. We are also looking to the coming years, when we will set clear, ambitious targets. These targets will encompass all areas of relevance to our sustainable business development. In so doing, we intend not only to meet the demands of the CSRD, but also to step up our commitment to sustainability and make a substantial contribution to creating a sustainable transformation.





Sustainability targets

G O A L S



TRUST IN OUR BRAND



REORGANISE OUR FEEDBACK MANAGEMENT PROCESS to boost guest interaction, strengthen trust in our brand and continuously improve our sustainable business practices.

ESTABLISH AN ONGOING PROCESS to improve the consistent quality of our products and plan further in-house products. In turn, this will enable us to uphold standards and gain greater control and insight into whether products meet our high standards.

CORPORATE CULTURE



INTRODUCE A UNIFIED MEETING STRUCTURE to further improve internal communication and optimise information-sharing.

REVISE OUR INTERNAL COMMUNICATION STRATEGY to ensure that our corporate values and targets are clearly articulated, fully understood and brought to life by all employees.

LAUNCH THE NEW STRATEGY & TALENT DEPARTMENT and create the new position of Cultural Transformation Manager to protect and develop our culture.

ESTABLISH A SOUNDING BOARD for our Service Centre employees so they can give targeted feedback, suggest ideas and play an active role in shaping our corporate culture.

EMPLOYEE
ORIENTATION &
DIVERSITY AND EQUAL
OPPORTUNITIES



IMPLEMENT TARGETED MEASURES to promote gender equality and women's professional and personal development at the company.

ANALYSE AND SELECT MEASURES to ensure a strategic, inclusive corporate culture and to better reach employees (and guests) with an inclusion background.

PROMOTE DIVERSITY AND EQUAL OPPORTUNITIES and make them visible through repeated participation in Diversity Day.

EDUCATION AND TRAINING



ROLL OUT CERTIFICATIONS

to ensure that our restaurant management, team and restaurants meet certain standards and improve on a continuous basis.

INTRODUCE A MULTIPLIER SYSTEM known as 'EasT' ('Experts as Trainers'). This system aims to empower specialist trainers, train employees, create learning & development content and cover other development tasks.

ESTABLISH A HOLISTIC AND SCALABLE ACADEMY to act as a central institution for education and training.

SOCIAL ENGAGEMENT



CONTINUE AND STEP UP OUR ENGAGEMENT with our partner kinderherzen e. V. by launching specific projects to support children with heart disease.

PLAN AND HOST AN ANNUAL CHARITY EVENT, which is held on a repeated basis in collaboration with WorldChanger.

OCCUPATIONAL
HEALTH AND SAFETY



ESTABLISH A COMPANY-WIDE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM with clear policies, processes and extended training to ensure the safety and health of all employees.

IMPLEMENT A 'FIT ON THE JOB' CAMPAIGN AND A 'HERZENSRAUM' CHALLENGE to reduce the overall sickness rate at the company and increase employee wellbeing.

G O A L S

COMPLIANCE



HOLISTICALLY ROLL OUT OUR 2023 CODE OF CONDUCT to strengthen ethical and legal standards throughout our company's activities and promote corporate compliance.

IMPLEMENT A CONTINUAL IMPROVEMENT PROCESS (CIP) to optimise compliance measures and ensure sustainable compliance with ethical and legal standards.

DEVELOP ENHANCED RISK MANAGEMENT to make sure that all significant compliance risks are being identified and assessed.

CLIMATE PROTECTION



CALCULATE AN EXPANDED CARBON FOOTPRINT for all L'Osteria restaurants so we can quantify the precise environmental impact of our restaurants and identify targeted measures to reduce their carbon footprint.

RESOURCE PROTECTION



SURVEY THE CURRENT SITUATION IN TERMS OF L'OSTERIA'S FOOD WASTE through targeted waste measurements at selected restaurants.

DEVELOP AND IMPLEMENT A COMPREHENSIVE ACTION PLAN to effectively reduce food waste in our operations and improve our waste management.

CONDUCT ACTIVE MARKETING AND RAISE GUEST AWARENESS RELATING TO PACKAGING to increase the use of pre-existing reusable packaging.

ENTER INTO A TEST PHASE WITH TOO GOOD TO GO to assess the effectiveness of the platform for reducing food waste and identify appropriate ways to integrate it into our restaurants.

IMPLEMENT AN ENERGY MANAGEMENT SYSTEM in accordance with ISO 50001 standards by mid-2025.



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0

2

4

SUSTAINABLE PRODUCTS AND SUSTAINABLE SUPPLY CHAIN



DRAFT A TRANSPARENT DUE DILIGENCE REPORT in line with the Lieferkettensorgfaltspflichtengesetz (German Supply Chain Diligence Obligations Act), with detailed information on the measures, checks and results for our supply chain.

ENSURE ADHERENCE TO DEFORESTATION-FREE SUPPLY CHAINS by mid-2025, contributing to environmental responsibility and the sustainable use of resources.

SWITCH THE PALM OIL IN THE LAST PRODUCT IN OUR RANGE CONTAINING THIS INGREDIENT to certified palm oil to guarantee that our supply chain meets the highest standards of environmental and social sustainability.

05



Dashboard

2,502



EMPLOYEES

- 119 -

NATIONALITIES

work at L'OSTERIA



x 45

= NUMBER OF RESTAURANTS

in
» 32 «
CITIES



3

AWARDS

'Franchise System of the Year 2023'

'German System Catering Award 2023'

L'Osteria makes the list of 'Germany's Most Desirable Employers 2023'

600 - 1,200

GUESTS



per day per restaurant



10,538.39

TONNES



10 SDGS



VALUES

TEAMWORK

EMPOWERMENT

MINDFULNESS

FOCUS

HUNGER FOR SUCCESS

06



Events

OVER THE COURSE OF THE 2023 FINANCIAL YEAR, L'OSTERIA WAS ABLE TO WIN THREE PRESTIGIOUS AWARDS FOR THE FIRST TIME IN ITS HISTORY. AT THE SAME TIME, A VARIETY OF EVENTS SHAPED OUR ACTIVITIES OVER THIS PERIOD.

L'OSTERIA MAKES THE LIST OF THE MOST SOUGHT-AFTER EMPLOYERS

At a time when the scarcity of skilled workers in the German economy has reached a new high and staff shortages are one of the challenges facing our industry, having an attractive, positive employer brand plays a decisive role. This makes us all the more proud that L'Osteria was included in the list of 'DEUTSCHLANDS BEGEHRTESTER ARBEITGEBER 2023' (Germany's Most Desirable Employers 2023) by the Frankfurter Allgemeine Zeitung (FAZ) newspaper and the renowned F.A.Z. Institute. As part of the study, data from around 16,000 companies was gathered via a social listening exercise and analysed. An online survey was also carried out. The study identified around 12.8 million mentions of the approximately 16,000 companies within the study period from 1 June 2022 to 31 May 2023 and assigned them to reputational factors. At the same time, a structured online questionnaire was sent to enterprises covering the following topics: job security, working hours, salary structure, opportunities for development and further



training, communication, family-friendliness and additional benefits.

Our success as an employer would be impossible without our dedicated employees: we would like to thank each and every one of them for this. Dedication, passion and the La Famiglia spirit are the driving forces behind L'Osteria's unique charm.

L'OSTERIA WINS GERMAN SYSTEM CATERING AWARD

We were awarded the 'PREIS DER DEUTSCHE SYSTEMGASTRONOMIE 2023' (German System Catering Award 2023) in recognition of our skills model and, consequently, our scalable corporate culture 'La Famiglia – Advantage through team spirit'. The model aims to underpin our corporate culture and values with measurable convictions, skills and behaviours. This approach ensures loyal and committed employees, cohesion, a willingness to learn, communication skills and a service- and guest-focused approach. It also guarantees that results and innovation are at the

forefront of our activities. The Federal Association of System Catering gives out the award every year to pioneering individuals, projects, companies or organisations that raise the bar. In times of staff shortages, our approach to making corporate culture and values scalable and fully transparent for all parties won over the independent expert jury. Receiving this award for our competence model affirms our focus on 'our employees', because they are the very people who make up our industry – people with their own personal facets, abilities and needs.





L'OSTERIA BECOMES FRANCHISE SYSTEM OF THE YEAR 2023

L'Osteria was voted 'FRANCHISESYSTEM DES JAHRES 2023' (Franchise System of the Year 2023) in Berlin and received the industry's prestigious Franchise Award. These coveted awards are given out once a year by the German Franchise Association and are presented as part of the Franchise Forum. The best franchisors of the year are honoured for their outstanding achievements and the positive visibility of franchising in Germany associated with this. According to the expert jury, the decisive factors for selecting the 'Franchise System of the Year 2023' were growing turnover, healthy location growth and an exceptionally high level of partner satisfaction at FR L'Osteria SE. In a further explanatory statement, Dr Jürgen Karsten, Central Partner Management at ETL Franchise and supporter of the prize, made the following comments: 'L'Osteria currently has 33 partners – and they all form "una grande famiglia". The years of crisis, which hit restaurants particularly hard, showed just what it means for the franchise

system to be able to rely on its family. The primary objective was to safeguard its partners' economic viability: this was exceptionally challenging given the fact that restaurants were closed and lacked adequate delivery structures. The delivery business was rolled out professionally in 2020 and has been developed continuously since then. As we know, the next crisis is doubtless on the horizon. With skyrocketing energy costs increasingly threatening profitability, the company has developed clear, system-wide guidelines to consistently tap into all its potential to make savings. To counteract a further bottleneck from affecting partner locations, a recruitment campaign conveying the La Famiglia feeling has been launched and an individually optimised personnel planning tool deployed. Innovation contributes to resilience. This is certainly true of L'Osteria – you can feel this when you do business with the company, and the hard facts are proof positive of this, too.'

EVENTS IN 2023

Various internal events are organised each year for different target groups as part of our corporate culture and internal corporate communications. We always keep our vision, ‘The joy of Italy – everywhere for everyone’, in view in the process and bring to life our mission, ‘Creating moments where favourite people and favourite food come together’. This not only ensures information-sharing and dialogue between our employees, but also conveys our La Famiglia feeling to them. Depending on the target group, our internal events are always characterised by informative presentations and lectures, interactive workshops, talk shows and inspiring, motivating speeches; they bring together our employees from different areas, hierarchy levels and locations. Our regular internal events include the Whole-Company

Meeting, People Day, Franchise and General Manager/Assistant Convention and our End of the Year Party.

An internal events team consisting of five dedicated employees is responsible for the professional planning, organisation, implementation and follow-up of our internal events. In addition to budgeting and event controlling, this entails creating the event concepts, designing the event sequence and the supporting programme, managing the locations and service providers, handling guest management for participants and marketing the internal events.

The following figure depicts all the events held in 2023.



Franchise Leadership Council (FLC)

The Franchise Leadership Council, or FLC for short, is a forum for regular communication between the L'Osteria Service Centre and the company's franchise and joint venture partners on technical and operational matters, as well as on running and managing L'Osteria restaurants. The FLC is composed of three franchisee representatives, who are elected every two years during the Franchise Convention. One person acts as Chair. In addition, there is a permanent representative from L'Osteria Marketing GmbH & Co. KG, who sits on the side of the franchisor.

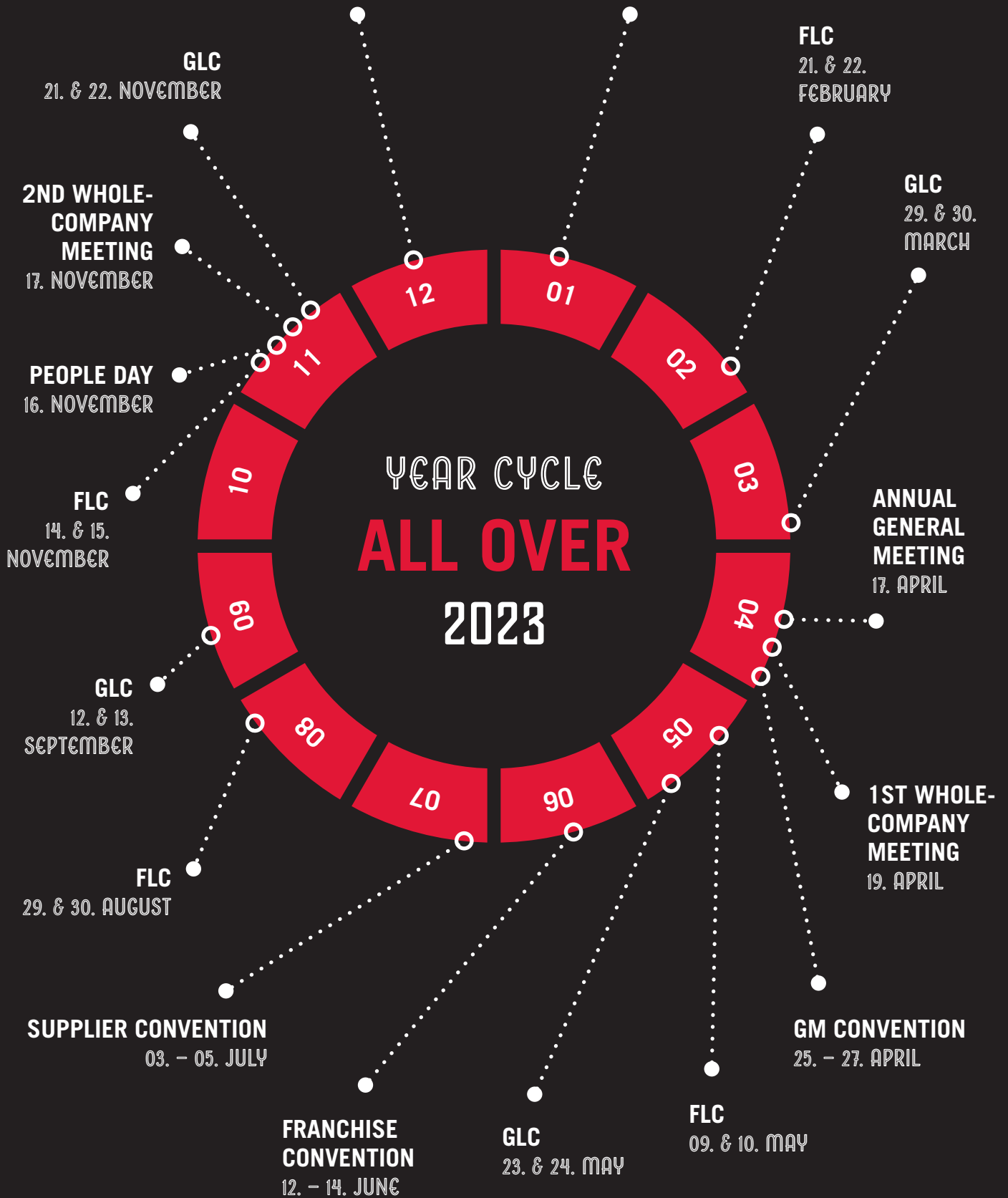
FLC meetings are held once a quarter and are designed to ensure the FLC is involved in fundamental issues and important decisions relating to the marketing of the L'Osteria brand. The FLC's remit is to provide advice on all important technical questions concerning brand policy, developments regarding the marketing of the franchise system and the implementation of the agreed actions. In addition, the FLC supports with specialist issues in various departments, such as Operations, Operations Excellence, People Relations, Supply Chain Management, etc.

The FLC can be contacted by all franchise and joint venture partners within the L'Osteria franchise

**END OF THE YEAR PARTY
HEAD OFFICE**
15. DECEMBER



**L'OSTERIA'S
BIRTHDAY**
16. JANUARY



system – in particular, with the aim of recording and discussing technical and operational issues and forwarding suggestions and questions to the franchisor.

General Manager Leadership Council (GLC)

The GLC (General Manager Leadership Council) acts as a communication interface and fosters dialogue between restaurant general managers, the restaurants themselves and the Service Centre; it is similar to the FLC. The GLC offers general managers the opportunity to interact with the managers of the different departments and to put forward constructive proposals for improvement.

GLC meetings also take place once a quarter. The GLC committee is elected every two years and consists of one general manager from each the different operational areas for the restaurants in Germany.

General Manager Convention and Assistant Convention

The General Manager Convention, or GM Convention for short, is held every other year. The Assistant Convention takes place in years when no GM Convention takes place. The target group of the GM Convention is our restaurants' general managers, while the Assistant Convention is aimed at our restaurants' deputy and assistant managers. The main objective of these two events is to motivate our managers, to express this appreciation and to showcase the company's strategy and development. The active dialogue between the Service Centre and our managers is also crucial: for example, the event features interactive workshops, lectures and talk shows held by the specialist departments. We encourage dialogue between managers and foster their involvement in the hope of boosting their motivation and giving them the opportunity to play

an active part in the further development of the company.

Every other year, three awards are presented at the GM Convention – the Marketing Award, the Operations Award and the People Award – These awards recognise outstanding achievements and innovations in the relevant fields of expertise.

Franchise Convention

The Franchise Convention is a contractual event organised by the franchisor. Every year, all franchise and joint venture partners are invited to this event by the Service Centre. Its main aim is to tell franchise and joint venture partners about the company's strategy and further development. In addition, the Convention serves as a platform for partners to share information and experiences. This is facilitated in various ways, for example, by means of interactive workshops, lectures or talk shows by the different departments. This ensures that our partners are fully informed and have the opportunity to be actively involved in the further development of the L'Osteria brand. In addition, three awards are presented at the Franchise Convention every other year: the Marketing Award, the Operations Award and the People Award. These awards recognise outstanding achievements and innovations in the relevant fields of expertise.

Since our franchise and joint venture partners are obliged to pay a percentage of their sales to the Marketing Coop as a marketing fee, one day of the Franchise Convention is dedicated to a marketing update. During this segment, our partners gain insight into our current marketing strategy, forthcoming marketing activities and business performance indicators.

The Franchise Convention also elects the FLC (Franchise Leadership Council) every two years. This consists of three franchise or joint venture partners, who are elected by the partners themselves and serve as a link between the franchise and joint venture partners and the franchisor.

Supplier Convention

The biennial Supplier Convention is a dialogue-oriented event, where our suppliers are invited to explore the future evolution of the L'Osteria brand. This event serves as a forum for in-depth discussions on strategic visions and business figures, with a particular focus on the direction of our expansion goals. The aim is to proactively involve suppliers in the planning process so that they can prepare in good time for the potential increase in requirements that will result from a planned doubling of our demand over the subsequent years. Another essential element of the Convention revolves around providing our suppliers with a platform for networking with each other: we aspire to create a climate of cooperation in which synergies and opportunities for cooperation can come to bear between our suppliers. We also attach great importance to familiarising our suppliers with both our corporate structure and the faces behind L'Osteria, in the belief that their personal relationship with the members of the L'Osteria family – the La Famiglia feeling – plays a crucial role in our long-term and sustainable partnerships. We want to use direct dialogue to create an atmosphere of trust, respect and cohesion, so that we can jointly build a successful future for all concerned.

Whole-Company Meetings

Two Whole-Company Meetings were convened in 2023, aimed at the employees of the Munich and Nuremberg Service Centres as well as the general managers of the company's restaurants. The aim of the Whole-Company Meetings is to ensure information is passed on and a reciprocal dialogue takes place within their target audience. In addition to a comprehensive update from the Executive Board and a focus on the company's strategy, new employees were introduced and employees celebrating service anniversaries were honoured. The Whole-Company Meeting also featured an interactive section, which saw attendees come together in small groups to explore the company's strategy in greater depth.

Four objectives were presented for each department for 2024 to encourage the company's employees to gain and shore up a comprehensive understanding of its objectives and direction.

People Day

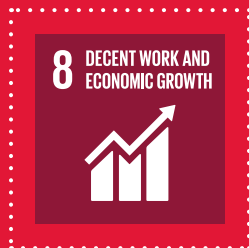
Our annual People Day was held in December 2023. Anyone interested in HR-related topics was invited to take part – including our employees from the Munich and Nuremberg Service Centres, restaurant general managers and our apprentices as well as franchise and joint venture partners and their employees. At this event, participants had the opportunity to learn about current issues in the field of human resources management, to acquire knowledge and to actively participate in discussions. It focused on topics such as the employee life cycle, internal talent management, sustainability (including best practice examples from within L'Osteria's own ranks) and success stories within L'Osteria. In addition, the awards presented to us in 2023 were showcased in order to highlight and celebrate the achievements garnered via the collaboration of all our employees.

End of the Year Party

The End of the Year Party for the 2023 fiscal year was held in mid-December and was attended by employees of the Munich and Nuremberg Service Centres, restaurant general managers and our franchise and joint venture partners. The focus was on looking back over the past year and celebrating our successes together. In his speech, CEO Jacek Trybuchowski also gave an overview of L'Osteria's challenges and achievements in 2023 and thanked all our employees for their outstanding performance and good cooperation. CPO Ingo Gugisch also gave a speech that looked back on the past year, paying tribute and saying farewell to the long-time CFO Emanuel Zimmermann. The attendees of the End of the Year Party came together for dinner, where they had the opportunity to share ideas and celebrate the La Famiglia feeling as a group.



Trust in our brand





The L'Osteria brand thrives on experience. Whether they're regular diners or new visitors, adults or children: when our guests enter one of our restaurants, they all experience the characteristic Italian hospitality, joie de vivre and warmth of the L'Osteria family. This experience has a real impact on our guests and leaves a

lasting impression that makes them look forward to their next visit to us.

Our brand promise is based on several pillars: a consistently high-quality product, a feel-good atmosphere, fair value for money, generous space for lively interactions and the acceptance and appreciation of perfectly imperfect moments.

The L'Osteria network is diverse and includes restaurants owned by the company itself, joint ventures and franchises spanning Germany, Austria, the Netherlands, France, Luxembourg, Switzerland, the Czech Republic, Poland and the United Kingdom. In spite of the cultural diversity of these different countries, our guests can expect to enjoy the unique spirit of the L'Osteria family and the distinctive flavours of our pizza and pasta at each restaurant. They will also cross paths with renowned brands that represent the highest quality, including Mutti tomato-based products and Campari and Pernod Ricard as aperitifs.



BRAND SATISFACTION

L'Osteria's cosmopolitan nature is reflected in our generous hospitality – we make every guest feel welcome. This belief is confirmed by a remarkably high level of guest satisfaction: an impressive 70% of our guests intend to return to our locations, and three out of four are willing to recommend L'Osteria. This demonstrates the consistent quality of our services.

The growing unaided brand awareness of L'Osteria, which currently stands at 11% as of 2023, as well as the aided awareness of 48%, prove the lasting impact of our brand presence. People familiar with L'Osteria particularly appreciate our excellent cleanliness and hygiene, the exquisite flavour of our dishes, our use of fresh produce and our prompt and friendly service. These and many other quality-related characteristics are identified on a regular basis through representative online surveys. One impressive finding from these surveys is that 94% of all respondents believe in our culinary concept. This highlights not only the positive response to our offering, but also the successful implementation of our corporate values and goals.



PRODUCT QUALITY

Our pizza dough is mixed together in L'Osteria restaurants the previous evening, or in the morning before the evening service, and is then rested in the refrigerator for several hours. We have been producing all our pasta products centrally in Nuremberg since 2014, using high-quality Italian flour and eggs from corn-fed Italian chickens. Our fresh pasta is of peerless quality, free of preservatives and unpasteurised. It is blast-frozen immediately after manufacture, and the pasta, together with other foods, is delivered to our various restaurants by our logistics company in line with a centralised approach.

We also produce our coffee for all L'Osteria restaurants centrally at our own coffee roastery in Wertheim. For the sake of sustainability, the coffee beans are transported along pre-existing delivery routes that tap into 'ride-sharing opportunities' from the port of Hamburg to our roastery in Wertheim. Each shipment is subject to strict controls in terms of moisture and quality. In addition, we keep detailed logs of every step of the process when roasting coffee beans at our in-house coffee roastery. These practices not only safeguard the quality of our products, but also demonstrate our continued commitment to acting in accordance with environmental principles.



QUALITY MANAGEMENT

Quality plays an essential role in people's trust in our brand. Our actions are shaped by our culture



and ensures that we can offer reliably top-quality products and hospitality safely and in accordance with the law. Our guests should always feel comfortable and safe at L'Osteria or when eating our products at home. That is why we are committed to never compromising on safety, compliance with regulations or our products' quality, and why we only use flawless products. This requires all our employees and suppliers to be committed to this and understand their responsibilities in this process. At L'Osteria, we therefore perform holistic quality assurance along the supply chain as well as comprehensive quality assurance at our restaurants.

Quality management measures are carefully designed by the departments of Operational Excellence, Product and Quality Management to ensure compliance with our quality standards. These measures include the development of manuals, the preparation of work instructions and the regular publication of a newsletter for employees, joint venture partners and franchisees. In addition, extensive training and development courses are offered by the internal L'Osteria

Academy. Our extensive L'Osteria Pizza Manual, designed specifically for our pizza chefs (pizzaiolos), is an example of our in-depth quality guidelines. As they work in open kitchens, this enables us to emphasise our transparency; we are keen to make sure that guests can watch our pizza and pasta being prepared. This manual outlines all the steps in meticulous detail – from preparing the layers to marking the opened ingredient packaging with best-before dates, through to precisely measuring the individual pieces of pizza dough and complying with the highest hygiene standards for fridges and pizza ovens. Anyone who has ever watched a pizza chef in the open kitchen is left in no doubt that they are a highly trained artist when they spin the dough, with a diameter of up to 45 cm, in the air – an impressive demonstration of our quality standards.

Quality assurance along the supply chain is safeguarded by a comprehensive risk assessment of all our suppliers, which are categorised according to their risk levels. This evaluation is carried out annually and takes into account parameters such as the frequency and type of complaints, the

reliability of deliveries, the volume of deliveries and current risk factors such as food fraud or residues in products. Annual supplier audits are carried out on the basis of this risk rating. We also have clear, strict complaints management procedures. Both L'Osteria and its logistics partner are responsible for ensuring that only flawless products reach the restaurants and are distributed to guests. Should an unsafe product nevertheless enter into circulation, appropriate steps are taken without delay, including immediately removing the goods from circulation and forwarding the issue to L'Osteria's quality management team and Purchasing department. To round off our quality assurance processes, a sampling plan is drawn up at the beginning of each year in accordance with the risk assessment. Various criteria are used to select the products to be analysed. Product analysis and testing procedures are deployed to

ensure that all the specified product requirements, legal stipulations and specifications are met, while microbiological, physical and chemical analyses are carried out both internally and externally to investigate pollutants.

In accordance with Article 5 of EU Regulation 852/2004 on the hygiene of foodstuffs, L'Osteria is also obliged to set up, implement, maintain and continuously adjust a HACCP or self-control system. The purpose of the HACCP approach is to identify potential hazards associated with food processing or from finished products and to assess the risks associated with this. As part of this commitment, all our restaurants are subject to internal audits. These are carried out twice a year and verify compliance with standards relating to hygiene, storage, documentation and other requirements. In addition, external health and safety audits, including by the Fresenius Institute, are undertaken at our restaurants twice a year to ensure compliance with quality standards and legal regulations related to food safety. We ensure a comprehensive HACCP concept by performing digital HACCP monitoring, including occupational health and safety, as well as by both providing training for our employees via the employee app and running special training for managers. A dedicated HACCP team, consisting of representatives from Operations, Purchasing, Quality Management and Audit, meets regularly to discuss any necessary adjustments. The HACCP approach is reviewed at least once a year and updated as required to ensure that it always meets current requirements and the highest standards of food safety and hygiene at our restaurants.

In addition, an in-depth quality report is prepared for executive management on a regular basis; this includes a comprehensive analysis of complaints from restaurants in the areas of food and non-food. This report also encompasses information on the current status of internal and external audits as well as the results of laboratory investigations. These measures are designed to ensure that L'Osteria lives up to its ambition of offering high-quality products and guaranteeing pristinely clean restaurants. In the 2023 reporting year, the precautions we took ensured that there were no infringements related to



the impact of products and services on the health and safety of our guests.



LABELLING

A document with the legally required labelling of allergens and additives can be downloaded from our website. We do not officially label nutritional values. In addition, we offer a nutritional guide on our website for people with special nutritional requirements; this lists vegan, vegetarian, lactose-free and gluten-free foods. During the period under review, L'Osteria did not receive any reports of breaches of statutory or voluntary codes of conduct relating to marketing and communications, including advertising, promotion and sponsorship, nor did it receive any reports of breaches relating to product and service information or labelling.



COMMUNICATION

As a franchise company, L'Osteria operates in the field of system catering. The public often have certain prejudices about this industry, such as the assumption that special qualifications are not required in the system catering business, or that employees in this sector are seen as cheap labour without proper rights. These are addressed transparently in our L'Osteria 'Myth-Busting' brochure. Our 'Myth-Busting' brochure offers a frank discussion of common prejudices in the context of system catering. We consider it our duty to clarify misunderstandings and to provide a realistic picture of the working conditions and development

opportunities at our franchise company. We set great store by transparency and honesty, with the aim of actively countering widespread prejudices.



FEEDBACK MANAGEMENT

Honesty is more valuable than gold – as an Italian proverb goes. We address the honest opinions of our guests, users and stakeholders head-on and use structured tools, such as Yext, to assist us with organising and analysing guest feedback. Responding to all feedback, including constructive and critical statements, is an integral part of the L'Osteria brand promise. Our quality-assured response templates are adapted on an ongoing basis. In addition, we have FAQs on the L'Osteria website that transparently answer our guests' most frequently asked questions. A feedback department has been specifically set up and advises all franchise partners on how to answer customer questions professionally. It also handles all feedback from the company restaurants centrally. In addition, there is an internal crisis team (including a crisis hotline) consisting of experts from various departments such as Quality Management, Operational Excellence, Communications, Legal and IT. To comply with the legal guidelines, a whistleblower tool has been launched on the L'Osteria website under the 'Compliance' menu item. This allows sensitive matters and anonymous feedback to be reported in confidence.

We are rolling out innovative digital tools to make the experience even more enjoyable for our guests. They include a loyalty app – the L'Osteria Amici Club – and the option to order and pay at your table using a QR code. This method is currently in the testing phase and is being trialled at selected restaurants. An intelligent reservation tool helps restaurant managers to seat guests efficiently so they can take their places at the heart of the L'Osteria Famiglia faster and smoother.



Corporate culture

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS



AT L'OSTERIA, WE SEE OUR CORPORATE CULTURE AS THE HEART OF WHAT WE DO. OUR AIM IS TO CREATE AN ATMOSPHERE WHERE EVERYONE FEELS PART OF OUR BIG ITALIAN FAMILY – A COMMUNITY BASED ON COHESION, RESPECT AND TRUST.

As part of this culture, we are committed to viewing sustainability not just as an isolated issue, but as an integral part of our identity and our day-to-day operations. We believe that a strong corporate culture does not merely foster commitment and satisfaction among our employees. Instead, it also lays the groundwork for long-term success and social responsibility.

Our vision, **'The joy of Italy – everywhere for everyone'**, and our mission, **'Creating moments where favourite people and favourite food come**

together', are firmly embedded within our corporate culture. These values are not just words on a page, but shape our actions and decisions every day. They serve as a guide for all our employees, whether at restaurants, in the Service Centre or at our partners.

Our corporate culture revolves around the principle that we are all one family – La Famiglia. We use **teamwork, empowerment, mindfulness, focus and a hunger for success** to create an environment in which employees, guests and partners feel equally valued and supported.



We are all

LA FAMIGLIA

The advantage of **SOLIDARITY**



TEAMWORK

We deploy our strengths with our hearts and minds. 'Stop! Think! Act!' – this is the basis on which we make decisions and overcome every challenge.



EMPOWERMENT

We manage collaboratively. This means we consult stakeholders and let them have input on our decisions and share our successes. We give everyone the chance to evolve so they can reach their fullest potential. We know that the mistakes that we all make help us all learn and keep improving.



MINDFULNESS

We listen, perceive, try to understand and seek a solution for our employees, guests, partners and local communities.



FOCUS

We focus on our core area: the restaurant business. We rely on simplicity, transparency and consistency. We know we always need to offer a truly special experience – both for our employees and our guests.



HUNGER FOR SUCCESS

We all do our best, no matter where or when, and are always open to developing ourselves and raising the bar. We consistently take responsibility for our actions.

Our internal communications are an essential part of our corporate culture and contribute to fostering a strong sense of community and an open working environment. We have taken various steps to improve the flow of information and facilitate dialogue between employees.



MOTIVATIONAL, EDUCATIONAL CONVENTIONS:

Regular conventions provide a platform for informative presentations, interactive workshops and motivational speeches. These events bring together employees from different areas and levels of the hierarchy with our partners and strengthen cohesion within the company.



MONTHLY STAND-UP CALLS:

Stand-up calls are short, snappy monthly meetings at our Service Centres. They provide an opportunity for attendees to discuss current issues, receive updates from different areas and seek clarity on unanswered questions. These regular meetings promote information-sharing and cooperation between the teams. In addition, a different team takes to the stage each month and presents how we bring our mission to life every day.



EMPLOYEE SURVEYS:

We conduct employee surveys twice a year to collect feedback and measure employee satisfaction. The results generated from these surveys feed into the development of targeted measures to improve the working environment and employee retention.



GLC AND FLC MEETINGS:

Meetings attended by our restaurants' general managers (GLC) and the representatives of our franchise partners (FLC) take place every two months. These meetings provide an opportunity for targeted discussions between managers and the various departments of the company, enabling them to address challenges, share best practices and define common objectives.



Our organisational structure is geared towards maximising the efficiency and flexibility of our operations and meeting our restaurants' needs in the best possible way. We have implemented a matrix organisation based on two principles. The first is our restaurant-oriented organisation: our restaurants are at the heart of our activities and are regarded as independent units. The company's various departments and functions support the restaurants in their day-to-day work and help ensure everything runs smoothly. To create a clear framework, we have developed a model of responsibilities – which is the second principle. This model of responsibilities is based on the job concepts and defines the responsibilities and competences of individual employees and departments. In turn, this assists with engendering a clear and transparent working environment. This structured, flexible organisation allows us to respond efficiently to our guests' needs and ensures that our operations work well, paving the way for our success and enabling us to achieve our corporate goals.

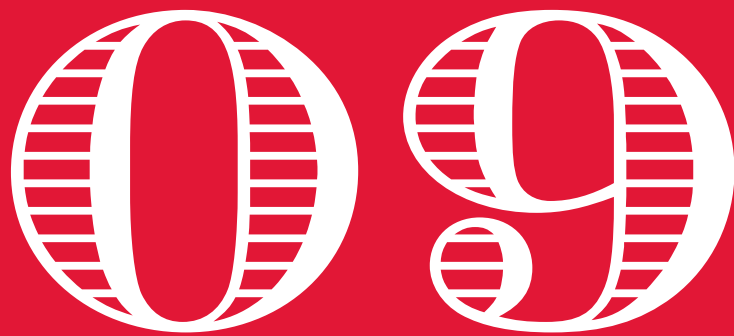
In 2024, we are planning steps to standardise our cross-company meeting structure, as well as to refresh our internal communication strategy to ensure that our values and objectives are being clearly communicated and understood by all employees. We will find innovative ways to strengthen employee retention and foster commitment to our mission.



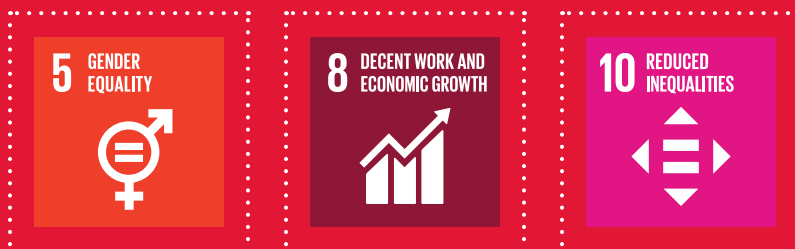
We are planning to introduce a Strategy & Talent department in January 2024. This department has various objectives, including to protect and develop our culture, and will advance strategic initiatives to ensure that our values are brought to life across all areas of the company. We will also launch the role of Cultural Transformation Manager in order to manage cultural initiatives and promote change management. This person will work closely with managers to ensure that changes are successfully implemented and accepted by all employees. We will establish a sounding board for our Service Centre employees – akin to the GLC and FLC – so we can listen to their voices and actively address their concerns. This

platform will enable employees to give feedback, put forward their ideas and play an active role in shaping the corporate culture.

As a company, we are aware of our responsibility towards our employees, guests, partners and society. We will continue our efforts to strengthen our corporate culture, promote sustainable practices and make a positive contribution to a future worth living in. Through continuous improvement and innovation, we will ensure that we live up to our commitments and continue to embody our mission of 'Creating moments where favourite people and favourite food come together'.



*Employee orientation & diversity
and equal opportunities*





OUR EMPLOYEES

For us, the well-being of our employees is at the heart of our company's focus. As we work in the system catering industry, we see ourselves as a 'people business', where the quality of the guest experience is significantly influenced by our employees' satisfaction, development and

motivation. Our aim is therefore to foster long-term commitment and maximise our employees' potential by creating an environment in which our employees can not only fulfil their duties, but also evolve personally and professionally.



FACTS AND FIGURES

The strategic recruitment and successful integration of a diverse workforce is central to our sustainable commitment to our employees. Over the past few years, we have devoted increasing focus to attracting diverse talent. This means that we are not swayed by gender and age when selecting candidates for vacancies, and instead see individual qualifications and abilities as key criteria.

Given our rather high turnover rate, which is a common challenge in the catering industry, we are also stepping up our ongoing efforts to strengthen employee retention as an effective way to stabilise our teams.

The following table (**Table 1**) gives a detailed breakdown of employee movement by age group

and gender. The data is broken down into entries and exits, showing the percentage change and turnover rate for three selected age clusters: under 30 years old, 30–50 years old and over 50 years old. In 2023, there were a total of 1,762 entries and 1,866 departures. This brings the total entry rate to 6.26% and the turnover rate to 6.63%.

Table 2 gives a detailed overview of the employee structure in terms of region (Germany is shown here), gender and type of employment. The data is broken down into full-time and part-time employment, the number of fixed-term contracts and the total number of employees, all of whom are also permanent employees at L'Osteria. There are 1,056 full-time positions and 1,446 part-time positions, with a total of 1,024 fixed-term contracts. We have 2,502 employees overall.

AGE CLUSTER	GENDER	ENTRIES	EXITS	ENTRIES %	TURNOVER RATE %
Age range < 30 years	male	745	745	8.26	8.26
	female	445	449	7.20	7.26
Age range ≥ 30 – 50 years	male	375	442	4.91	5.79
	female	134	161	3.73	4.48
Age range ≥ 50 years	male	45	51	4.22	4.78
	female	18	18	2.80	2.80
OVERALL RESULT		1762	1866	6.26	6.63

Table 1: new-joiners and turnover by age group and gender

REGION	GENDER	FULL TIME	PART TIME	NUMBER OF FIXED-TERM CONTRACTS	TOTAL NUMBER OF EMPLOYEES / FIXED-TERM CONTRACTS
Germany		1056	1446	1024	2502
	male	792	768	651	1560
	female	264	678	373	942

Table 2: total number of our employees by gender, broken down into full-time, part-time and fixed-term employees

We give our employees the opportunity to work part-time so they can meet their individual needs. Flexible working hours are another key element of our employee loyalty policy. This enables our staff to strike a better balance between their professional obligations and personal circumstances. Our restaurant-based employees can enter their working hours flexibly using our staff planning tool Nesto. We also offer our Service Centre employees the option of working remotely. Our parental leave policies are designed to help employees balance family and work: regardless of the nature of their employment, all employees have equal access to support during parental leave.

These measures help to create an inclusive working culture that takes into account the diversity nature of our employees' living situations.

Most of our contracts for restaurant-based staff are fixed-term to start with. If the working relationship goes well, our practice is to transition to a permanent contract. Our transparent minimum notice periods are designed to ensure a seamless transition for all parties involved. We recognise the importance of adequate lead time for our employees and, as a company, we set a minimum period of four weeks to create a fair and supportive working environment.

Table 3 offers an overview of the basic entitlement to parental leave and the parental leave actually taken, broken down by gender. The company granted a total of 549 parental leave entitlements in 2023, of which 50 were used. The breakdown by gender shows that 21 of 373 male employees and 29 of 176 female employees used parental leave within our company.

	BASIC ENTITLEMENT TO PARENTAL LEAVE	PARENTAL LEAVE TAKEN
Overall	549	50
male	373	21
female	176	29

Table 3: employees entitled to parental leave and parental leave taken, broken down by gender

The following tables (**Tables 4a and 4b**) illustrate the diversity of our employee structure in percentage terms. This is broken down by gender and age, and by different categories of employees. The tables have been divided into

restaurants and the Service Centres because of the differences in employee levels across these two groups. In the Service Centre, the category of 'Upper Management' represents our executive team.

IN RESTAURANTS:

EMPLOYEE CATEGORY	GENDER	AGE RANGE	SHARE OF EMPLOYEE CATEGORY IN %
Crew	male	< 30 years	29.95 %
		≥ 30 – 50 years	22.84 %
		≥ 50 years	3.47 %
	female	< 30 years	21.93 %
		≥ 30 – 50 years	9.10 %
		≥ 50 years	2.21 %
Management	male	< 30 years	3.16 %
		≥ 30 – 50 years	3.73 %
		≥ 50 years	0.13 %
	female	< 30 years	1.52 %
		≥ 30 – 50 years	1.82 %
		≥ 50 years	0.04 %
Operational Management	male	≥ 30 – 50 years	0.04 %
	female	≥ 30 – 50 years	0.04 %

Table 4a: diversity of employees by employee category, gender and age group in restaurants

IN SERVICE CENTRES:

EMPLOYEE CATEGORY	GENDER	AGE RANGE	SHARE OF EMPLOYEE CATEGORY IN %
Crew	male	≥ 30 – 50 years	0.76 %
	female	< 30 years	0.76 %
Management	male	≥ 30 – 50 years	0.76 %
Middle Management	male	≥ 30 – 50 years	6.82 %
		≥ 50 years	3.03 %

EMPLOYEE ORIENTATION & DIVERSITY AND EQUAL OPPORTUNITIES

EMPLOYEE CATEGORY	GENDER	AGE RANGE	SHARE OF EMPLOYEE CATEGORY IN %
Operational Management	female	≥ 30 – 50 years	3.79 %
		≥ 50 years	0.76 %
	male	< 30 years	3.79 %
		≥ 30 – 50 years	20.45 %
Upper Management	female	≥ 50 years	2.27 %
		< 30 years	9.85 %
	male	≥ 30 – 50 years	35.61 %
		≥ 50 years	0.76 %
	female	≥ 30 – 50 years	4.55 %
		≥ 50 years	3.79 %
		≥ 30 – 50 years	1.52 %
		≥ 50 years	0.76 %

Table 4b: diversity of employees and managers by employee category, gender and age group in our Service Centres

Table 5 shows the ratio of women's remuneration to men's. At present, there are still small differences in the salaries drawn by male and female employees. The level of remuneration is determined by the sum of the basic salary (each employee receives the same basic salary) and an allowance in excess of the pay scale. In particular, the data shows that hourly wages for male employees are generally somewhat higher than those for female employees. These differences could be indicative

of gender pay inequalities or other factors that may be present in pay structures. This was first recognised during the process of collecting and compiling data under the GRI Guidelines. Going forward, we will therefore endeavour to examine and, if necessary, correct the salary differences at play. It is in L'Osteria's interest to analyse the causes of these differences in greater detail and to take steps to ensure fair and gender-appropriate remuneration.

	TOTAL HOURLY SALARY FOR MALES (basic salary + excess of the pay scale)	TOTAL HOURLY SALARY FOR FEMALES (basic salary + excess of the pay scale)
Crew	16.55 €	15.67 €
Management	17.48 €	17.06 €
Middle Management	40.87 €	36.18 €
Operational Management	25.22 €	24.42 €
Upper Management	51.25 €	39.26 €

Table 5: ratio of women's remuneration to men's remuneration

EMPLOYEE ORIENTATION

The remuneration of L'Osteria employees not only exceeds the statutory minimum wage, as would be expected by our membership of the Bundesverband der Systemgastronomie and the strict observance of relevant collective agreements: in fact, it surpasses these stipulations. As a supplementary benefit, L'Osteria provides its employees with an occupational pension plan and offers Christmas and holiday bonuses after one year of service. L'Osteria also gives employees two days of special leave if they are moving house or getting married. To recognise our employees' efforts and to further promote employee retention, we offer all employees a discount of 50% in our restaurants; this also applies to one fellow diner. All L'Osteria employees have access to the Corporate Benefits platform, too. It is important to note that all company benefits are offered to full-time and part-time employees alike.

Integrating regular employee satisfaction surveys into our everyday work is a further part of our efforts towards continuous improvement. These surveys not only serve as an evaluation tool, but also enable us to respond directly to our employees' needs and concerns and make appropriate adjustments. The employee survey which ran from 13 March 2023 to 7 May 2023 had a participation rate of 46%. 78% of participants indicated a high level of commitment to 'go the extra mile' and 70% described themselves as positive La Familia ambassadors. According to Gallup, one of the leading engagement research agencies, these are very positive values (values > 60% in Top 2 Box evaluations).

In 2023, L'Osteria was awarded the prestigious title of 'Most Desirable Employer' by the FAZ newspaper, based on a comprehensive assessment of several key aspects of our company. Our outstanding job

security, flexible working hours, transparent salary structure and extensive development and further training opportunities reflect our commitment to our employees' well-being and professional development, while an open culture of communication promotes dialogue and strengthens their sense of belonging. The award also recognises our family-friendly approach and a variety of additional benefits that are valued by our employees – and that make L'Osteria an attractive place to work. This recognition both motivates us and obliges us to continue offering the best working conditions and opportunities for development.

DIVERSITY AND EQUAL OPPORTUNITY

The diversity of our workforce represents a central pillar of our corporate philosophy: at the heart of this, we want to see each individual as an equal. We strive to create a working environment where all our employees are valued and given equal opportunities without prejudice, regardless of gender, ethnicity, nationality, religion, belief, age, physical and mental abilities, sexual orientation and identity. We are firmly opposed to all forms of discrimination, sexual harassment, physical and psychological violence, coercion and abuse.

Promoting gender equality and providing targeted support for women's professional and personal development within a business context represent part of L'Osteria's efforts to foster equality. We started collaborating with the women's network 'nushu' in 2023. This collaboration has led to monthly 'power lunches' being organised at alternating locations in our restaurants throughout Germany; these sessions serve as an effective tool for networking and empowering women from different positions, communities, industries and

companies – both inside and outside L'Osteria. These events not only provide a platform for informal dialogue, but also serve as a catalyst for professional networking. We want to encourage our female colleagues to develop themselves, actively network and seize new opportunities. Due to the high numbers of participants and very good feedback, this collaboration will be extended to additional locations and dates in 2024. In addition, an internal 'Female Empowerment' event was launched to promote active dialogue and discussion on professional and personal issues. We would like to repeat this in the coming year and include it as a fixed element of our event planning going forward. We are also intending to run training for management and employees and to produce a video for our team on the topics of sexism, racism and LGBTQI+. The aim is to ensure that our restaurants and Service Centres are free of prejudice and offer equal opportunities for all – an environment where diversity is actively brought to life.

CHARTA DER VIELFALT

L'Osteria's strength lies in the cohesion within our La Famiglia. True to the motto 'Advantage through team spirit', we help each other and bring our values to life both internally and externally. This is why we joined the Charta der Vielfalt in 2023; around 5,000 other companies already support this important employer initiative, which was launched by Germany's Federal Government in 2006. Its primary objective is to promote the recognition, appreciation and integration of diversity within the German labour market. Our involvement demonstrates our active commitment to these principles and our ceaseless



desire to create an inclusive working culture. Being a member of the Charta der Vielfalt both recognises our efforts and obliges us to continue with them. This recognition comes to bear because our endeavours in the context of La Famiglia's diversity, integration and cohesion are convincing: more than half of our employees do not have a German passport, and members of La Famiglia come from around 119 different countries of origin.



We are proud of this – after all, this diversity, together with our team's varied skills and talents, plays an enormous part in L'Osteria's success. On the other hand, we are constantly striving to specifically recruit people from a wide range of backgrounds, irrespective of age, gender, religion, ethnic origin, nationality, belief, physical and mental abilities, sexual orientation and identity, for suitable positions.

We also regularly participate in Diversity Day, upholding our promise to be an inclusive employer. Our involvement in this event underlines our commitment to diversity and inclusion by consciously raising awareness and encouraging an open debate on these issues. It also serves as a tangible expression of our efforts not only to recognise diversity, but also to actively promote it and use it as a source of creative, innovative progress at our organisation. This means that we will, of course, once again take part in the Charta der Vielfalt Diversity Day in 2024 and use this opportunity to position ourselves as an attractive, diverse employer.

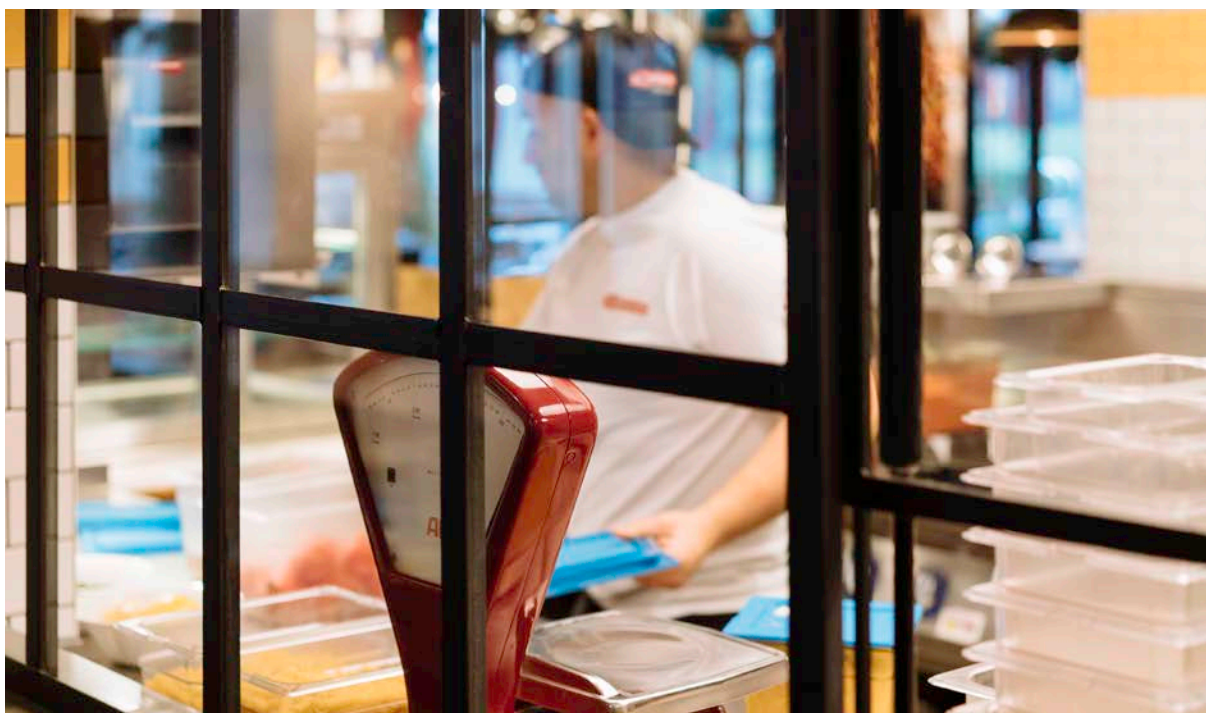
—◆◆◆—
INCLUSION
 —◆◆◆—

The vast majority of our restaurants are characterised by their accessibility; all our accessible restaurants

are listed on the platform wheelmap.org. This not only underlines our commitment to inclusion and accessibility, but also demonstrates our aim to provide comprehensive, in-depth information about our accessible locations to people with mobility disabilities.

Around 0.45% of our employees have severe disabilities. We believe that we need to do much better in this respect. Our explicit target is to give restaurant managers the opportunity to recruit more employees with an inclusion background and significantly increase this figure with the aim of creating an inclusive and supportive environment. We are aware that we are still in the early stages of this endeavour. In 2024, we plan to step up our inclusion-related recruitment efforts and to place more emphasis on promoting diversity and equal opportunities in the recruitment process. We have already collected and analysed basic information about inclusion, such as bodies/individuals to contact, funding, etc. We have already got in touch with the single points of contact for employers and established cooperation with the Employment Agency. L'Osteria is also exploring regional trade fairs focused on inclusion and plans to attend such events in 2024. Rolling out our new digital recruiting tool softgarden this year will open up scope to publish job advertisements that specifically target people with an inclusion background. Our job advertisements are worded to expressly encourage applications from people with disabilities. The next step is for us to get in touch with the Employers Service and to meet face-to-face with our contacts there.

Our franchise partner Alpin Gastronomie GmbH (L'Osteria Austria) serves as an outstanding example of best practice for hiring people with an inclusion-related background. Our Austrian franchisee's restaurants currently employ 14 people with disabilities, and this positive trend is continuing apace. These individuals are employed in part-time and full-time roles across a variety of areas. The integration of people with disabilities not only offers individuals with an inclusion background the opportunity to develop professionally and personally: it also has a



positive impact on the teams in question. They are demonstrably calmer and more socially competent, and their interaction with each other becomes more respectful and patient.

Recruiting people with disabilities plays an important role in solving the shortage of skilled workers in the catering industry, too. In 2021, this exemplary initiative was awarded the special prize 'Integration von Menschen mit Behinderung' (Integration of People with Disabilities) for the Salzburg region by Austria's Leading Companies. This annual award has been given since 2019 to a company that sets an example in integrating people with disabilities. The criteria used in the evaluation included the employment of people with disabilities, especially in the first labour market, development and implementation with heart and commitment, sustainability and continuity of the integration of people with disabilities, a role model for other companies, access to the business and inclusion in the corporate strategy. The jury based its decision on the fact that L'Osteria Austria provides part-time and full-time jobs for people with disabilities in its cleaning, production,

kitchen and bar areas. The extensive presence of the restaurant chain throughout Austria also makes a significant contribution to creating jobs for people with disabilities in the first labour market. L'Osteria Austria additionally pursues the explicit objective of having employees with disabilities make up 10% of its workforce, which far exceeds the statutory requirements. The jury also justified its decision by saying that the systematic integration of people with disabilities has led to a significant reduction in staff turnover and, at the same time, strengthened team spirit. This has been accompanied by a noticeable improvement in the necessary mindfulness. All told, these activities have also significantly enhanced the company's credibility as an attractive employer.

In addition, an important partnership has been established with the Salzburg University of Education, where people with and without disabilities study alongside each other. This collaboration was established under the BLuE programme, which revolves around education, life skills and empowerment and enables people with disabilities to shape their lives as they wish. Under

this programme, students from this university complete internships at L'Osteria Austria, giving them the opportunity to gain an insight into the profession and acquire the prospect of joining the labour market.

An in-depth analysis will be carried out in order to identify appropriate measures, with the overall objective of further strengthening the company's commitment to diversity and equal opportunities. The aim is to establish and safeguard a fairer corporate culture so that we can effectively reach employees and guests with an inclusion background. In this context, we plan to develop and review a comprehensive approach to inclusion – both at the operational level in restaurants and at the strategic level.

INTEGRATION

L'Osteria reaffirms its deep-rooted commitment to diversity and integration through a targeted human resources policy, which also takes people with a migrant background into consideration. We employ staff from an impressive total of 119 different nations – a clear testament to these determined efforts. L'Osteria recruiters already regularly attend trade fairs organised throughout Germany by the Employment Agency, the Welcome Centre and the Job Centre in order to further encourage the employment of people with a migrant background. This is not only about reaching out to people with a migrant background and informing them about their career prospects at the company, but also about actively demonstrating L'Osteria's values and principles. In addition to the trade fairs, special application days for refugees are held both at our restaurants and at the Employment Agency. These initiatives aim to position L'Osteria as an inclusive employer and to provide a specific gateway for refugees to enter the labour market.

In the future, an international job board will be created in our recruiting tool softgarden. This tool will also allow internal employees to apply for international positions – ensuring that L'Osteria continues to appeal to people from all over the world and promoting a globally diverse workforce.



In addition, L'Osteria created a dedicated post for international recruitment in 2023. This role, which was filled from within the company, focuses on recruiting skilled workers from Eastern Europe. It does not only support these specialist workers with their arrival Germany, but also with looking for accommodation and dealing with the authorities. On the whole, we are taking a proactive approach to raising awareness, especially in our restaurants, of the issue of employing refugees and people with a migrant background.

10



Education and training



SYSTEM CATERING IS CONSTANTLY IN FLUX AND IS SHAPED BY DYNAMIC TRENDS, SHIFTS IN CONSUMER PREFERENCES AND THE EVER-PRESENT ISSUE OF STAFF SHORTAGES. TRAINING AND DEVELOPMENT PLAY A CRUCIAL ROLE HERE FOR L'OSTERIA AND HAS A DECISIVE INFLUENCE ON THE SUCCESS OF OUR DINING ESTABLISHMENTS.

We are not solely focused on conveying skills and expertise, but also on creating a shared identity and a uniform quality standard at all our restaurants and partner restaurants. We use carefully curated training programmes to provide a consistent L'Osteria experience that is recognisable across geographical boundaries. Each employee plays a decisive role in this, and their continued development is at the heart of our efforts.

Educating and training our employees enables us to speak a common language not only in terms of product knowledge, but also in terms of our corporate values and quality standards. Our training programmes leave our employees experts in their respective fields – and ambassadors for our culinary vision and our sustainable aspirations.

In general, L'Osteria's overarching objective is to train people in certain occupations and to ensure that all our employees have the opportunity to develop their individual strengths and evolve within the company. This includes professional and operational training at our restaurants as well as at our Service Centre. At L'Osteria, further training is based on the skills model. This stipulates the abilities that employees need in terms of soft skills, given their skill level. These skills, in turn, are based on L'Osteria's values, which are tied to the company's foundations. General training-

related activities introduced by L'Osteria include skills-based feedback and development appraisals. In turn, employees can develop themselves in a targeted manner and tangible actions can be determined that lead to further development.

Internal training at L'Osteria addresses three different professional fields. The Service Centre runs training for staff wishing to become office managers, while the restaurants offer train staff to become specialists in system catering and regular catering.

Professional development at our company is broken down as follows: advanced training for Service Centre managers, based on the skills model, was mapped out by an external partner in 2023. This focused on honing leadership skills such as empathy, conflict management and other soft skills. In parallel to this, individual coaching sessions on specific challenges were held on request; these were also mapped out by an internal coach and mainly gave managers an opportunity to work on role-specific issues. At the same time, seminars for restaurant managers, based on the skills model, also took place from April 2023 onwards. These were covered by the internal People Development department. The topics discussed here were related to management skills, with a focus on running the restaurants day-to-day.

EDUCATION AND TRAINING

The following table shows the average number of hours spent on training and development, divided by gender and employee category. L'Osteria does not yet have a holistic, structured survey of the average annual number of hours of training and education undertaken; some values are therefore to be seen as estimates. The calculation includes statutory training, information events, training towards general and individual qualifications, learning during the work process and self-directed learning with media. The weighted average of 19.11 hours reflects the average duration of training per employee.

Other external training and development provided by L'Osteria is carried out at the individual request of the employees or managers in question and has not yet been rolled out in a standardised manner.

Seminars on specific topics are provided by the

internal People Development department. They take the form of skills-based management seminars and are aimed at all restaurant managers, from shift leaders up to general managers. In addition, external providers are used to support managers within the Service Centre with developing their leadership abilities; this is also based on the skills model. Furthermore, employees do not only receive support with developing their professional positions but also with transitioning to roles in a different specialist area. The focus in this respect is on employees' loyalty to the company, which is why we offer employees the chance to move to another department or position in the event that they might leave the company or give notice. However, there are no standardised processes for this.

As part of the organisational and talent review process (which forms part of talent management),

	EMPLOYEE CATEGORY	M / F / D	# EMPLOYEE	% EMPLOYEE	TOTAL NUMBER OF HOURS
Restaurant	Crew	m	1336	53.4 %	18.59
	Crew	f	792	31.7 %	18.59
	Mgmt (incl. Shift leader)	m	164	6.6 %	25.20
	Mgmt (incl. Shift leader)	f	78	3.1 %	25.20
Service Center	Operational Management	m	36	1.4 %	17.00
	Operational Management	f	63	2.5 %	17.00
	Middle Management	m	13	0.5 %	14.00
	Middle Management	f	6	0.2 %	14.00
	Upper Management	m	11	0.4 %	16.00
	Upper Management	f	3	0.1 %	14.00
TOTAL			2502	100 %	
Weighted average		TOTAL			19.11
Weighted average		m	1560		19.19
Weighted average		f	942		18.99

Table 6: average number of hours spent on education and training, divided by gender and employee category

all managers (in upper and middle management) received a performance appraisal in the form of a feedback chat with their superiors at the Service Centre. 20% of operational managers have been covered so far. All (100%) general managers have received an appraisal, while 26% of other restaurant management have been covered. Other restaurant employees have not yet received a holistic appraisal. This results in a standardised regular appraisal rate of 7.6% per employee (7.9% for female employees and 7.5% for male employees). Further discussions were held on an individual basis as required.

Operational training at our restaurants is supported by local trainers and focuses on teaching production processes, standards and other operational processes using the 'training on the go' method. 2024 marks the cusp of a new era for people development at L'Osteria. Our aim is to stabilise this area this year and launch our full Academy of the Future in 2025. To kick-start this journey, our Training and Academy teams are being merged into a unit called People Development.

This merger leads to the role of coaches being enhanced and redefined. The previous roles of the training consultants (area) and academy trainers (classroom) will be merged, with trainers shifting away from operational roles and towards personnel development. This change enables coaches to focus more on employee development and offer holistic support. A multiplier system dubbed EasT ('Esperti as Trainer') is being developed to support the trainers in their new role. In this system, subject matter experts from all areas of the company are empowered to design and conduct training in their areas of expertise and to produce additional content relating to learning & development. This not only promotes knowledge-sharing, but also strengthens cohesion and expertise within the company.

In the future, the academy will no longer be just a department: it will evolve into an institution encompassing various different aspects of people development. These include trainers, multipliers, the learning management system, the job concepts (career paths) and the skills model. This integration creates a holistic, scalable and geographically independent academy, which facilitates employee-

oriented training and development. Initially, the focus is on defining certifications and creating learning & development activities that meet the needs of the restaurant management structure. Talent management also ensures that succession management functions efficiently and restaurant managers are certified to 110% of their defined training level.

This new start for People Development sees us lay the groundwork for successful and future-oriented employee development at L'Osteria. We look forward to embarking on this journey together and continuously nurturing and supporting our employees.

The academy learning platform update was launched in December 2023, in cooperation with Cornelsen. Our learning platform currently includes recipes, standards, system documents and the scope for various pieces of learning & development content. While we retained our previous partner, the platform as a whole was optimised. In addition to improved loading times, user-friendliness and clarity (thereby enhancing users' learning experiences), the biggest innovation was automated user management via Nesto. Users can now also independently change their passwords by updating the learning platform. The optimised platform additionally offers a great deal of freedom for individual and needs-based design (controlling, reporting, micro-learning, learning paths, etc.).

There are plans to transform the platform into a comprehensive learning management system (LMS) in 2024. This will cover all aspects of education and training for restaurants, from micro-learning to blended learning to employee certifications – known as a 'single point of truth'. Furthermore, evaluations and comprehensive reporting are to be integrated. Currently, the platform is only available in German. However, we hope to make the platform multilingual by 2024. In addition, all non-Nesto users, including franchise partners, will migrate to the platform over the course of 2024. The second step involves the migration of international users, which is why it is so important for the platform to be translated into different languages before this point.



Social engagement



KINDERHERZEN

L'Osteria's deep-seated involvement with social issues is reflected in its sustained commitment to social responsibility and ethical integrity. At L'Osteria, we strive to play an active role in society, beyond our purely restaurant-related context. As La Famiglia, we are there for each other, support each other and learn from each other. For us, families are our most sustainable asset: they pave the way for sustainable action. Our company therefore actively endeavours to have a positive impact on society – and the youngest members of our families are particularly close to our hearts.

Around the world, 158 children are born with heart disease every hour; one child out of 100 starts their life with heart disease. In Germany alone, this affects an average of 7,900 children each year. This is why the kinderherzen charity, an organisation set up in 1989 and funded by donations, works to support children with heart disease and their families. Its aim is to improve the treatment options for these children and create a healthy future for young heart patients. The association operates both within Germany and internationally and is characterised by its transparency and independence. The association actively conducts life-saving research at around 20 locations throughout Germany to generate the latest medical and scientific standards. Thanks to its efforts to promote better surgery and treatment options, it ensures that children with heart disease receive sustainable assistance. The association provides equipment for children's heart centres and supports training courses for paediatric heart doctors and nursing staff, thereby laying the foundations for intensive, specialist and personal care for young cardiac patients. It also supports children with heart disease around the world – in countries where medical care is inadequate, in particular, the charity is often the only chance for

the children in question to undergo a life-saving operation. Patients are cared for by teams of volunteers on the ground.

As a non-profit organisation, kinderherzen is fully financed by donations. L'Osteria has been a reliable, permanent partner for the charity since 2019, helping it to improve treatment options for children with heart disease around the world and to promote a healthy future for adolescent and adult heart patients. This cooperation takes the form of various initiatives involving not only financial support but also active participation on the part of employees. The collaboration between L'Osteria and kinderherzen takes place under the motto 'Making small hearts grow big', and aims not just to do something good on a case-by-case basis, but to make a real difference and to support this important mission.

For example, a special fundraising campaign for kinderherzen was launched in 2019 as part of the Menu della Casa: the special Prosciutto e Paprika pizza was created by a child with heart disease from Germany, and L'Osteria donated 1 EUR to



kinderherzen for every pizza sold. In addition, the company organised a Bambini pizza-making event at around 80 restaurants nationwide, where children, whether with heart disease or healthy, had the opportunity to play at being pizza chefs under professional supervision and create their own pizza.

L'Osteria also takes part in the kinderherzen run every November; all employees are able to participate, with the entry fee of EUR 15 per employee covered by L'Osteria. The sheer number of employees involved highlights the company's commitment. Our aim is to increase this figure even further in the future. We also plan to participate in the kinderherzen run in 2024. In addition to this event, kinderherzen receives an ongoing sum of EUR 5,000 per month, providing the organisation with the security to set up a full-time position. Further financial support is provided by donations made in the course of our restaurant openings.

Another key aspect of the partnership between us and kinderherzen is the personal commitment of Klaus Rader, founder and member of the Supervisory Board of L'Osteria, as well as Wolfgang Göbel, franchise partner of L'Osteria,

who sit on the Board of Trustees of the Munich and Bonn kinderherzen foundations and thus play a substantial role in the organisation's achievement of its objectives.

L'Osteria is proud to not only offer excellent food and peerless service, but also embrace social responsibility. Our involvement with kinderherzen reflects the vision of La Famiglia, too: the L'Osteria Famiglia wants to use it as a chance to give back to society and do good.

Going forward, L'Osteria is therefore planning to continue its targeted activities to generate publicity and raise awareness of this important issue. The ultimate aim is to make people more conscious of the partnership with kinderherzen internally and broadcast the association's mission externally.



www.kinderherzen.de

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WORLDCHANGER

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L'Osteria continued its work with the global cooperation network WorldChanger in 2023, under the motto 'Our hearts are as big as our pizzas'. As a company, L'Osteria wants to give back to society – and do so in a substantial way. We work with WorldChanger to support families in need and our long-standing charity partner kinderherzen.

WorldChanger is a social movement that unites people keen to bring about positive change in the world. The basic idea is that everyone can be a WorldChanger and, in turn, have a positive impact on the world. This cooperation network assists us with setting up suitable formats and finding partners so we can achieve great things together.

SOCIAL ENGAGEMENT

L'Osteria and WorldChanger's collaboration is particularly focused on families – which also aligns seamlessly with the internal values of our restaurant brand. True to the motto 'La Famiglia – Advantage through team spirit', L'Osteria sees all its employees and partners as important members of the L'Osteria Famiglia. A friendly, collegial atmosphere is central to this, characterised by mutual support, mindfulness and continuously learning from each other, as well as sharing our experiences on an ongoing basis. We do not merely interpret the term 'family' in the traditional way, but also with respect to the emotional connection. This includes not only our friends and colleagues, but, in a broader sense, the entire family of humanity. For L'Osteria, families represent a fundamental asset and pave the way for sustainable action. It is therefore only logical that L'Osteria and WorldChanger are actively involved in helping families in need as part of their collaboration. kinderherzen is the perfect partner for this: it does not just focus on supporting children with heart disease, but also provides assistance to their families and relatives.

L'Osteria continues to craft creative event platforms with WorldChanger to spread the word of the shared mission and encourage additional donations. The cooperation was kicked off in May 2022 at an event attended by well-known celebrities and supported by project mentor Jana Ina Zarrella. This marked the start of a large-scale fundraising campaign to support kinderherzen and Caritas, which saw around 20,000 meals be donated to families in need and silent heroes.

The cooperation was taken up a notch in 2023. As part of a charity event held on 7 September 2023 at our restaurant in Munich's Künstlerhaus, celebrities and thought-leaders from the business world, the lifestyle sector and the food industry once again met to do good together. Project mentor Jana Ina Zarrella was on hand to present 'Pizza WorldChanger', her personal pizza creation, which was available as part of the Menu della Casa in September and raised 1 EUR for each pizza sold. The proceeds went to our long-standing partner kinderherzen and Jana Ina's passion project 'Mutige Kinder e. V.'. The highlight of the event was

a charity auction in support of both kinderherzen and 'Mutige Kinder e. V.'. Unique items from the renowned Austrian ceramics manufacturer Gmundner, an original jersey from the German national football team, a professional racing bike from the Maloja Pushbikers and two golden tickets for the Weißwurstparty in the Stanglwirt were auctioned off, raising a total of EUR 23,000. All told, the auction and the donations from the pizza sale brought in EUR 50,000, which also went to the two non-profit associations.

Our commitment goes beyond financial support – and to demonstrate this, the young patients, their families, doctors and nursing staff were given a little treat the afternoon before the charity event when pizzas from L'Osteria were delivered to the Heart Centre in Munich.

We will be continuing our collaboration with WorldChanger in 2024 for the benefit of our long-standing charity partner kinderherzen. Another fundraising campaign is planned for autumn 2024 as part of a charity event.

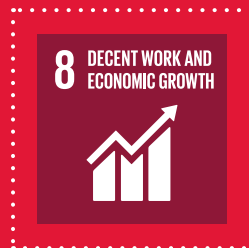


[www.worldchanger.vision/en/
project/osteria/](http://www.worldchanger.vision/en/project/osteria/)

12



Occupational health and safety



WE SEE OCCUPATIONAL HEALTH AND SAFETY AS AN ESSENTIAL PART OF OUR CORPORATE RESPONSIBILITY. L'OSTERIA EMPLOYEES ARE AT THE HEART OF OUR COMPANY, BOTH AS INDIVIDUALS AND AS INTEGRAL MEMBERS OF OUR LA FAMIGLIA: THEIR WELL-BEING, SAFETY AND HEALTH ARE OF THE UTMOST PRIORITY FOR US.

We recognise that a healthy and safe working environment not only promotes individual well-being, but also increases our employees' productivity and contributes to the company's success in the long run.

Occupational health and safety plays a key role even before a new restaurant opens its doors, with comprehensive risk assessments carried out ahead of the launch date. In addition, a detailed checklist has been drawn up to ensure new restaurants can hit the ground running.

As part of our occupational health and safety management system, we comply with all the legal requirements, including the German Occupational Safety Act (Arbeitssicherheitsgesetz), the German Workplace Ordinance (Arbeitsstättenverordnung) and German Social Accident Insurance (DGUV) regulations. Regular risk assessments, fire protection measures and accident notifications are integral parts of this system. All employees at every L'Osteria restaurant and Service Centre receive occupational safety training during onboarding and on an annual basis to raise awareness of potential hazards. Regular risk assessments (e.g. for pregnant employees or relating to new equipment, new work processes and modifications), workplace inspections

and the presence of first responders and fire wardens ensure that occupational hazards are identified at an early stage and an effective response is actioned, if necessary. We also review the occupational exposure limits for flour dust to ensure that risks are adequately taken into account. In addition, each of our restaurants has a safety officer who can be contacted on safety-related matters. Restaurant managers also undergo annual in-depth occupational safety training to ensure a high level of safety in the workplace. Our continuous improvement in this field is underpinned by an annual occupational safety audit, supported by occupational safety specialists and occupational physicians.

Thanks to these preventive measures, there were no records of any of our employees suffering a work-related illness in the 2023 financial year. Our external partner, the private institute for occupational health and safety ARBUMED, plays a significant role in identifying and eliminating hazards. Each of our facilities contains a detailed notice with contact persons and emergency contact information. In the rare case that a workplace accident occurs, we have also established a clear and transparent process for reporting and dealing with this, thereby promoting clear communication when dealing with absences. Our whistleblower hotline enables staff to report

hazards and dangerous situations in the workplace directly.

During the 2023 calendar year, a total of 39 work and commuting accidents were reported, resulting in a cumulative period of absence from work of 871 days. However, L'Osteria is committed to improving safety at work on an ongoing basis. This includes identifying potential sources of hazards and implementing preventive measures, as well as training, to further reduce the risk of occupational accidents. No work-related illnesses were noted in 2023.

We have established mechanisms (first and foremost our newsletter) so our employees can participate in and be consulted on the development, implementation and evaluation of our occupational health and safety management system; these mechanisms also provide and communicate relevant information in this regard. Employees are invited to share feedback with the internal specialist for occupational safety. We also have an Occupational Safety Committee consisting of a safety officer, a safety specialist, a company doctor and company management. This committee provides a platform for discussing and engaging with matters relating to the above issues.

In recent years, significantly more people have been confronted with situations and problems that they are not always able to cope with independently in their day-to-day lives (or at work). Professional counselling can help a person to shape their own life and overcome difficulties. Selected methods and procedures can provide employees with expert support, enabling them to tap into their own resources in various areas relating to personal development and in dealing with conflicts, crises and changes. The internal L'Osteria Cura has been set up to this end. This is a social & psychological counsellor, available via a confidential telephone hotline, who assists our employees with coping with psychosocial stress. The service includes support with stress management, burn-out prevention and the management of worries, fears and problems in both personal and professional contexts. Compliance issues, such as discrimination in the workplace, bullying or sexual harassment,

can also be discussed in confidence. Our L'Osteria Cura officer has a sound background as a stress management trainer and coach; she works as a social and psychological counsellor with a focus on burn-out prevention and as a communication psychologist. These qualifications enable her to provide advice to our employees whenever required and to offer valuable tips for managing day-to-day work without being affected by stressful situations. It goes without saying that all discussions within the framework of L'Osteria Cura are kept strictly confidential, with additional measures or follow-up meetings to address concerns discussed individually with the employees concerned. Checks are undertaken to make sure no compliance issues are at play; the employee's consent is sought for this. All discussions relating to the following topics are reported to the supervisor(s) responsible and the Executive Board: suicide risk, addiction risk, medical/disease-related issues and risks for the company and the L'Osteria brand. If a compliance violation is mentioned during the discussion, this notification will be reported verbally and in writing to the supervisor responsible and the Head of Legal & Compliance. In addition, the employee is notified that they can report this breach via our electronic whistleblower system.

Employees can access additional measures and ideas, such as 'tips for preventing stress at work' or 'boosting serenity', in the L'Osteria Learning App and in the Cura section of our internal newsletter.

In addition to our occupational health and safety management system and L'Osteria Cura, L'Osteria offers voluntary services and programmes to promote the health of all its employees. These include a company doctor provided by ARBUMED as well as corporate benefits, such as discounts on gym memberships, to address non-work-related health risks.

We are currently aiming to expand our occupational health and safety management system in order to further improve workplace health and safety for L'Osteria employees in the future. This includes capturing the current status quo by means of accident evaluations and psychological stress tests. Once problems have been identified, they serve as a

basis for deriving preventive measures going forward. At the same time, a great deal of work is being done on creating and expanding our occupational safety management system. The 'Sickness Task Force', which was set up in 2023, also aims to reduce sick days for restaurant employees and prevent absenteeism.

In an effort to promote our employees' health and well-being, L'Osteria's 'Sickness Task Force' has already launched a comprehensive action plan to reduce sick days and staff turnover. This is based on a restaurant analysis, which initially included a critical review of the sickness rate of restaurant-based employees undertaken by Service Centre managers in August 2023. In parallel to this, our business partners carried out an in-depth analysis as part of the Human Resources Review. Restaurant general managers were subsequently surveyed, with questions focusing on measures to reduce turnover and quick wins to promote health and reduce absenteeism. Analysis of this survey showed that general managers are increasingly concentrating on specific ways to counteract absenteeism, with empathy-driven leadership, the creation of a sense of appreciation of work and welfare chats being especially common. In the context of reducing staff turnover, structured onboarding, appreciative employee management and regular feedback were identified as effective measures with particular frequency. These findings led to actions being clearly structured in line with three main thematic areas: employee loyalty, sickness processes and managerial competence.

The following measures have been developed to promote the above aims; they are to be implemented in 2024:

- **'FITNESS ON THE JOB'** – running workplace activities to promote health and well-being
- **'HERZENSRAUM' CHALLENGE** – designing and transforming employee spaces into an inspiring oasis of well-being or using the budget for other employee retention activities

- **ONBOARDING WELCOME PACKAGE** – expanding a comprehensive welcome package for new restaurant employees during the onboarding process

The following steps have been developed to set out our processes in cases of illness:

- **WELFARE CHATS** – initiating a compulsory, respectful discussion with an employee if they are off sick for 10+ days or in acute special cases; the accompanying guidance and process are currently being developed
- **SICKNESS NOTIFICATION PROCESS** – establishing and communicating a clear process in case of sickness notifications and a restaurant analysis when certain sickness rates are exceeded

— **PROFESSIONAL INTEGRATION MANAGEMENT**

The following steps have been taken to better empower our managers in line with our values:

- **BUSINESS PARTNER COACHING** – implementing iterative training for managers on processes and topics, along with communication training and the provision of a support guide
- **LEADERSHIP LICENCE ON PREVENTIVE PEOPLE-RELATED MEASURES** – creating and rolling out a training programme for a preventive leadership qualification

In addition to our commitment to our employees' well-being, the action plan reflects our determination to proactively combat staff turnover and absenteeism.

We intend to take these targeted steps in 2024 with the aim of sustainably reducing sick days and promoting employee retention in order to create a healthy and productive working environment for our employees.

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Compliance



IT IS ESSENTIAL THAT COMPANIES ADHERE TO AND IMPLEMENT COMPLIANCE GUIDELINES IN ORDER TO UPHOLD ETHICAL STANDARDS, MINIMISE LEGAL RISKS AND STRENGTHEN THE TRUST HELD BY GUESTS, EMPLOYEES AND OTHER STAKEHOLDERS.

The issue of compliance is of particular relevance for L'Osteria, as a company in the catering sector: this does not only concern legal requirements in the areas of food safety and labour law, but also end-to-end compliance with ethical principles, as well as minimising risks related to environmental protection and data protection. Adherence to compliance standards is not just a legal obligation. It is also an essential part of our corporate culture and how we see ourselves as a responsible company. Issues such as transparency, integrity and sustainability play a key role in this context. By strictly adhering to compliance requirements, L'Osteria does not merely position itself as a reliable partner for customers and suppliers. In addition, it contributes to the company's long-term success by reducing possible legal and financial risks.

L'Osteria has spent years striving to continuously improve its compliance management system. Targets and actions are defined on an annual basis to ensure that we, as L'Osteria, are always up to date in terms of our compliance and risk management, including data protection. For example, we conduct regular audits that show us how the organisation is doing in terms of compliance and data protection; this ensures that we can close any loopholes in a timely manner and set risk-related priorities. A data protection audit is now planned for 2024. This will be carried out in the first quarter and involve all our specialist departments. One-to-one interviews will be conducted with our external data protection officer

and department managers, the results of which will be used to draw up a catalogue of measures. The issues to be dealt with will be prioritised according to urgency.

It goes without saying that we run various compulsory training courses for our employees, relating to hygiene, occupational safety, labour law and data protection. This is of particular importance for our restaurant-based employees, as they are in direct contact with food and guest data, but our administrative staff do, of course, also receive mandatory training in these areas on a regular basis. Participation is recorded to ensure that every employee has actually attended the training. Due to the diversity of our workforce, our training courses are offered in various languages and are held either as face-to-face events or digitally. In addition to the training courses mentioned above, there are also various policies and regulations, which are stored centrally in written form and can be consulted at any time. For example, we revised our signature, travel and credit card policies in 2023 and communicated them company-wide in writing and verbally.

As part of the EU Whistleblowing Directive, we introduced a digital whistleblower system in January 2022 which allows external and internal whistleblowers to make disclosures anonymously. This system also allows the disclosure to be sent in a language other than German. It has an integrated translation feature that allows the person processing



the disclosure to have messages translated into German, before writing a reply in German and having it translated back into the language of the message. A total of 13 cases were filed in the 2023 reporting period, four of which required further action. These were allegations of bullying, which were investigated internally and resolved via specially arranged training and workshops and, in occasional instances, by staff changes.

While L'Osteria's La Famiglia philosophy has always shaped the company's history, it has now been reinforced by the codification of the Group-wide L'Osteria Code of Conduct. A workshop with L'Osteria's executive team determined how to prioritise the content and created a common understanding of how to comply with the established principles. The Code of Conduct has been presented verbally within the company and will be rolled out and consolidated in 2024 via digital training sessions. Our suppliers and service providers are contractually obliged to comply with the principles set out in the Code of Conduct. L'Osteria has a 'zero tolerance' approach to corruption. Over the coming reporting year, we will draw up a policy on the handling of gifts and allowances so we can give our employees even more certainty as to how they should behave within the framework of the L'Osteria principles. Employees and the company in general can contact managers,

the Legal department and the Compliance Officer with questions at any time in writing or by telephone. During the reporting period, there were no breaches of the law (e.g. corruption) that would have required further action.

L'Osteria takes data protection very seriously. We have appointed an external data protection officer to support our internal colleagues in the Legal department; this role has already existed for many years. We carried out a data protection audit in 2018 before deriving steps from it and actioning them in the following years to close security loopholes. An update audit will now take place in the first quarter of 2024. We also conclude contract data processing agreements with all our service providers in order to guarantee that the flow of data remains consistently secure. In 2024, our existing processing directories will be revised and expanded to include the new systems and processes. We have also set ourselves the target of addressing the high-priority issues identified by the data protection audit to be carried out during the year under review. In turn, this will close the most pressing security loopholes, if any become apparent.

During the period under review, L'Osteria did not experience any data protection incidents that had to be reported to the Data Protection Authority.

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Climate protection



CLIMATE CHANGE IS PROVING TO BE A MAJOR GLOBAL CHALLENGE WITH FAR-REACHING IMPLICATIONS. IN THE SPECIFIC CONTEXT OF SYSTEM CATERING, CLIMATE CHANGE DOES NOT ONLY PRESENT ENVIRONMENTAL HURDLES, SUCH AS THE IMPACT ON AGRICULTURAL PRODUCTS DUE TO EXTREME WEATHER EVENTS.

It also has wide-ranging economic and social impacts, such as the rising costs of energy, water and raw materials associated with climate change.

Like all of us, L'Osteria releases greenhouse gases and thus bears a share of the responsibility for the resulting environmental impact. The company is at a preliminary stage in recognising this responsibility at present: the current greenhouse gas emissions in Scope 1 and Scope 2 and in selected categories in Scope 3 have been determined. The scopes are defined as follows: Scope 1 covers direct emissions; Scope 2 covers indirect emissions caused by the generation of secondary energy sources (electricity, district heating, etc.) used at the company; and Scope 3 covers all upstream and downstream emissions along the value chain. These include, in particular, employees' commutes to work, hotel accommodation, business travel including air travel, goods and services purchased (materials and IT equipment), water consumption and waste generated. The emissions identified in the respective scopes are expressed as CO₂ equivalents (CO₂e).

To handle this undertaking, L'Osteria has invested in a data management tool to ensure that data is collected and processed accurately. A total of

ten representative restaurants were looked at in accordance with the Greenhouse Gas Protocol in order to compile our carbon footprint. This international standard for calculating greenhouse gas emissions lays the groundwork for comprehensive data collection, analysis and evaluation. To apply the results to L'Osteria as a whole, the footprint for the ten selected restaurants is extrapolated on the basis of turnover. This methodological approach enables the company's greenhouse gas emissions to be subjected to a systematic, meaningful assessment in line with the cradle-to-gate approach.

The results for each scope can be found in the following overview, which shows the Scope 1, 2 and 3 emissions as described. Greenhouse gas emissions are calculated as CO₂ equivalents. This includes all greenhouse gases, such as carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and fluorinated greenhouse gases (F-gases). Scientists agreed on the common denominator CO₂e (CO₂ equivalents) as a uniform quantity for greenhouse gases which have different impacts. In the following, this is abbreviated as CO₂. The calculation was based on standardised conversion factors.

L'Osteria emitted a total of 10,538.39 tonnes of CO₂ in 2023. This means that we emit an average

CLIMATE PROTECTION

of 4.22 tonnes of CO₂ per year per employee. The categories in Scope 1 are the least significant, with 767.44 tonnes of CO₂. These emissions mainly result from mobile combustion (fuel consumption) at 364.11 tonnes of CO₂ and stationary combustion (heat consumption) at 249.27 tonnes of CO₂. Volatile emissions (refrigerants for air conditioning systems and for our cold stores) also contribute 154.07 tonnes of CO₂ to our Scope 1 emissions.

Scope 2 emissions are the biggest driver, at 4,945.96 tonnes of CO₂. At around 4,332.08 tonnes of CO₂, electricity accounts for the largest

share of this. District heating also contributes 613.88 tonnes of CO₂ to Scope 2 greenhouse gases.

Scope 3 covers various aspects, including employee travel, hotel accommodation, business travel including air travel, water consumption, waste generated and goods purchased. In Scope 3, we emitted a total of 3,866.96 tonnes of CO₂. The bulk of these emissions came from employees' commutes, which accounted for the largest share of the Scope 3 emissions at 2,254.51 tonnes of CO₂. Fuel and energy-related emissions were

CORPORATE CARBON FOOTPRINT (GHG PROTOCOL)	TOTAL CONSUMPTION IN TONNES
SCOPE 1	767.44
Mobile combustion	364.11
Stationary combustion	249.27
Volatile emissions	154.07
SCOPE 2 (market based)	4,945.96
Electricity	4,332.08
District heating	613.88
SCOPE 3	3,866.96
Purchased goods and services	211.59
Fuel & energy-related emissions	844.08
Waste generated	218.15
Business travel (incl. hotel accomodation)	338.63
Commuting of employees	2,254.51
RESULT	9,580.36
Safety margin in %	10.00
Safety margin	958.04
OVERALL RESULT	10,538.39

Table 7: amount of greenhouse gases emitted by L'Osteria, broken down into Scopes 1, 2 and 3

also at a significant level, with 844.08 tonnes of CO₂. Business travel was mainly due to travel by Service Centre staff and accounted for 338.63 tonnes of CO₂. No products were included in Scope 3 in this carbon footprint for the first year. This is because data has not yet been collected on a comprehensive level and product quantity and weight along the entire supply chain have not yet been analysed. There are plans to fully incorporate product emissions as well as resulting emissions in the associated logistics in 2024. In addition, packaging materials have not been taken into account in the footprint, as the data for them has not yet been collected.

As we have now started to record our carbon footprint, we intend to analyse the main sources of CO₂ emissions and develop significant reduction targets going forward. We are planning to specify steps during the upcoming financial year to achieve the reduction targets set. This systematic approach enables our carbon footprint to be integrated into our Sustainability Report on a fundamental level, ensuring full transparency and responsibility in

terms of the environmental impact of our business.

As part of our efforts to promote climate protection to date, our delivery fleet currently comprises about 60% electrically powered vehicles. Alongside electric cars, our restaurants also use electric scooters and electric bikes to deliver our products. In addition, a full-scale test is planned for next year to investigate the feasibility of a total changeover to electric vehicles. However, this project faces significant challenges, such as the availability of infrastructure for the end-to-end provision of charging stations, the limited range that electric vehicles can cover and possible adjustments to logistics management to ensure seamless integration. As a result, transitioning to electric vehicles requires extensive analysis and planning ahead of time so we can successfully overcome hurdles while at the same time meeting environmental targets. Climate protection does not exist in a silo. As a result, other activities that contribute to climate protection can be found in various chapters of this report, such as the 'Resource protection' chapter.



15



Resource protection



THE SYSTEM CATERING INDUSTRY FACES SIGNIFICANT RESOURCE CONSERVATION CHALLENGES DUE TO ITS EXTENSIVE OPERATIONS AND WIDE-RANGING SUPPLY CHAINS. THIS ISSUE IS EXACERBATED BY ITS HIGH ENERGY CONSUMPTION AND CONSIDERABLE VOLUMES OF FOOD WASTE.

Nevertheless, L'Osteria wants to take a dynamic and proactive approach to resource conservation amidst this complex environment.

Our electricity consumption in 2023 comprised 9,972,041.39 kWh from non-renewable sources. To show the total amount of electricity required, the amount collected by ten selected restaurants was extrapolated with reference to their turnover. This approach has shown that we consume around 3,985.62 kWh per employee. We are already taking the first steps towards analysing resource efficiency through our close cooperation with Mangelberger Elektrotechnik GmbH and the use of our energy management tool provided by edison street GmbH. This enables L'Osteria to track its energy consumption in a holistic way. In turn, this allows us to access up-to-date figures for every restaurant and to monitor the energy consumption of all our individual appliances, along with other aspects. Going forward, we will also endeavour to measure our water and heating consumption via this platform and use it to develop and roll out sensible measures to reduce our electricity, water and heat consumption. Additionally, we want to implement a comprehensive energy management system, in accordance with ISO 50001, by the middle of 2025.

NBG Gastronomie GmbH, our franchisee, is a good example of this. They have used the above data tool

from edison street to optimise energy management at the L'Osteria branches in Fürth and Nuremberg, leading to a significant reduction in total electricity consumption to the tune of about 20–25%. This successful strategy was rolled out on the basis of effective and continuous energy management. Staff training played a key role in raising awareness of more efficient usage. Four areas play a decisive role in restaurants: the ventilation system, the use of pasta cookers, interior lighting in summer and the regulation of pizza ovens. Raising awareness among employees represents a major lever in this regard. The training on pasta cookers aimed to educate employees on how to use these appliances more efficiently, for example by exploring their optimum service life and temperature regulation. The importance of indoor lighting during the summer months and switching off the ventilation system were also mentioned, since reducing the use of these two items can lead to significant savings. Employees were also advised to turn down the pizza ovens when restaurants were at low capacity – or even switch them off altogether – in order to adapt their energy consumption to current demand.

We used 81,760.92 m³ of water in 2023. Once again, the total amount of water for the ten selected restaurants was calculated and scaled up with reference to their turnover. The water we use is obtained from local municipal providers or water

companies. The amount of water is equal to the amount of waste water; as a result, no specific water recirculation is required. We have arranged for local waste disposal companies to collect grease separately in order to minimise the damage to the environment and wastewater recirculation.

L'Osteria also strives to use resources sustainably in the field of waste management. Recycling is an important part of environmental and climate protection. Materials such as glass, paper, cardboard and packaging can be processed and recycled – often, this requires less energy than would be needed to obtain the raw materials in question. In addition, the extraction of primary raw materials is minimised and natural resources are conserved. We want to do our bit for the environment and increase the proportion of sorted waste that can be returned to the recycling loop. Under the German Commercial Waste Ordinance (Gewerbeabfallverordnung), we as a company are also obliged to separate waste into paper, cardboard, glass, plastics, organic waste, metals, textiles and wood. All our restaurants therefore have a detailed disposal manual which sets out the correct types of containers for the various types of waste and provides details on certain types of waste that are not approved. As a result, individual restaurants are responsible for separating their waste. There is also a statutory documentation requirement, which includes the fulfilment of the exemption criteria and the proper transfer of the waste to the recycling plant.

As L'Osteria has restaurants across the entirety of Germany, all our restaurants work with different local disposal companies. However, our paper waste and cardboard are exclusively collected and recycled by our supplier GVS. Our local disposal agents collect the contents of our glass bins from our various locations, while our catering waste bins are also emptied at regular intervals by regional waste-disposal companies. When waste for recycling is collected from L'Osteria restaurants by disposal companies, metals are first removed on a sorting belt. These metals are, in turn, fed back into the recycling cycle for metals. Each L'Osteria restaurant is equipped with a grease separator, which is required by law for both hygiene-related and environmental reasons.

There are currently no established procedures for recording and monitoring our waste streams. However, as part of drawing up our annual carbon footprint, we will record and monitor waste in our restaurants more comprehensively in the future. We are currently already concentrating on tracking our food waste, and we plan to extend this approach to other categories of waste in the future.

The table below illustrates the amount of different categories of waste, including grease separators, glass, recycling waste and catering waste and cardboard/paper, generated at our ten restaurants in the footprint. Our waste to be recycled also contains metals and plastics, as some L'Osteria restaurants

CATEGORY OF WASTE	TOTAL QUANTITY	METHOD OF DISPOSAL
Fat separators	687.75 t	Energy recovery
Glass	468.65 t	Recycling
Waste for recycling	825.97 t	Sorting according to Commercial Waste Ordinance, remnants from sorting: Energy recovery
Food waste	826.50 t	Energy recovery
Cardboard/paper	188.28 t	Recycling

Table 9: categories of waste and their total quantity and type of disposal

do not have separate bins for metals or plastics. The quantities were determined on the basis of the waste invoices issued by our disposal partners or on request.

The amount of waste collected by ten selected restaurants was extrapolated with reference to turnover to illustrate L'Osteria's total waste. The table also shows how the various categories of waste are disposed of. This initial recording and mapping of waste streams enables us to assess the efficiency of our waste management processes and to take targeted steps to reduce and separate waste so we can reduce our environmental impact and achieve our sustainability goals.

L'Osteria took a number of steps to conserve resources over the course of 2023. In the field of non-food products, we are now using 100% recycled kitchen rolls produced in line with a cradle-to-cradle approach. We use 75,000 of these rolls each year. As a result of this change, more than 7,000 medium-sized trees were saved in 2023.

Due to the large amount of packaging materials we use, we also looked at identifying and incorporating sustainable packaging solutions. Given the obligation to offer reusable containers for take-away food and beverages, which has been in force since 2023, it was crucial for us to roll out Relevo reusable packaging at all L'Osteria restaurants. By extension, this enables us to reduce the consumption of single-use materials and put the notion of recycling at the forefront of people's minds. The use of these packaging solutions has been subjected to thorough tests to comprehensively evaluate their practical suitability. So far, this has resulted in savings of 998 conventional packaging units. Going forward, we are aiming to undertake more advertising and marketing to inform our guests about reusable packaging, so that we can achieve a much better impact in this respect for 2024. Increasing the percentage of recycled material in our pizza boxes to 65% in 2023 marked another step towards combatting resource wastage. We worked in close cooperation with manufacturers to develop this innovative kind of cardboard and use it at all our restaurants. At the same time, we switched the packaging for our

cleaning products to sustainable alternatives from Ecolab, which had also previously been subjected to extensive testing. This saved an estimated 5 tonnes of plastic waste in 2023. We have also switched our business cards from paper to QR codes to reduce the consumption of paper; each member of our Executive Board has a business card made of wood.

Addressing food waste is also seen as an important part of our resource conservation strategy, in line with Sustainable Development Goal (SDG) 12.3. In this context, guests have also been made aware of the importance of resource conservation by actively involving them in efforts to reduce our environmental footprint. We have already successfully marketed the concept of pizza sharing, which aims to minimise food waste. In addition to this measure, we have offered small portions (salad/pasta) and special portions for children for several years now to reduce food waste even more. In 2023, we decided to increase the prefabrication rate of selected products in order to further encourage the active reduction of food waste. This strategic step led to a significant fall in the waste generated by cutting foodstuffs. Items such as onions (white and red), peeled garlic, lettuce leaves, beetroot and radishes have since been supplied pre-cut and ready for use. This not only makes our teams' work more efficient, but also effectively minimises the amount of waste caused by chopping food.

A landmark project to paint a comprehensive picture of the current situation in terms of food waste at our restaurants was also launched in 2023, largely initiated by a directive from the Ministerium für Ernährung und Landwirtschaft. This project aims to reduce food waste in out-of-home catering by 30% by 2025 and by 50% by 2030 and has also been contractually backed by the Bundesverband der Systemgastronomie. The associated cost savings and positive impact on resource consumption and emissions illustrate both the economic and environmental benefits of this commitment. Over the course of this project, a special position was created for a bachelor's student to deal with the different aspects of the project in depth. Working in close collaboration with the Sustainability Manager, specific targets for

measuring food waste had been drawn up by the end of 2023. In addition, a detailed project plan had been created and a comprehensive concept for quantifying food waste developed. This approach is coordinated with restaurants' operational processes and the relevant general managers, underlining the project's strategic orientation. The amount of food waste will be measured at three selected restaurants over a two-week study period next year and extrapolated in line with the total turnover so we have a systematic record and quantification of food waste. This comprehensive analysis aims to break down food waste into different categories, including unavoidable waste, spoiled products, products that are past their best-before dates, defective products and food that was accidentally overcooked, burnt or dropped and food not eaten by diners. The insights gained from this nuanced categorisation are to serve as a basis for designing and subsequently rolling out a strategic action plan for the effective reduction of food waste.

As a committed member of the Bundesverband der Systemgastronomie, we actively pursue the agreed targets for reducing food waste in out-of-home catering. In order to achieve these targets, we are aiming to step up the pre-fabrication of foodstuffs, carrying out extensive tests on products to effectively minimise further chopping-related waste. We also envisage increasing our communication regarding the pizza-sharing concept. These sustainable practices not only reflect our corporate responsibility, but also illustrate our deep commitment to sustainable and resource-efficient business practices.

L'Osteria plans to continue creating an innovative, digital guest experience as digitalisation marches onwards. Table-specific QR codes function as digital touchpoints for guests. Once they have made initial contact with one of our servers, they can use the code to order additional items and pay independently, provided the table has already been opened in the system. QR codes will now be available on every





table at participating restaurants. Pay & Order has been in a test phase since the summer of 2023; there are plans to evaluate this feature with another provider in 2024. Implementing this tool has several benefits in terms of sustainability, including reducing hardware wear and tear for L'Osteria due to a drop in the number of payments made through our terminals. Some of our menus and payment systems have been digitalised over the course of this programme. This will also enable L'Osteria to significantly reduce the need for printed menus, invoices and receipts, which, in turn, reduces paper consumption and waste. The shift towards digital ordering and payment systems will also contribute to optimising energy efficiency, as they often use less energy than traditional manual processes. These systems can also integrate features such as meal recommendations, portion control and order customisations, allowing guests to make more informed choices and minimising food waste. This initiative is scheduled to be fully rolled out in autumn 2024.

Another key aspect for 2024 is our planned cooperation with Too Good To Go, the test phase for which is scheduled to start in May 2024. This

cooperation makes it possible to take food that is no longer needed and supply it to consumers at a reduced price. The Too Good To Go app is the world's largest marketplace for surplus food and already operates in 17 countries across Europe and North America. The app connects over 85 million registered users with unsold food from major suppliers within the food industry. This innovative concept sees participating shops, cafes and restaurants pack food that is in perfect condition – but no longer saleable – into Too Good To Go surprise bags. Users can then use the app to purchase these bags at reduced prices. The partnership with Too Good To Go is not only an effective way to reduce food waste, but also a tool to raise awareness and change people's behaviour in terms of food consumption. Since its inception in 2016, Too Good To Go has worked with partner companies to save more than 300 million meals from going in the bin – underscoring the potential of this approach for sustainably reducing food waste. We want to be part of this movement, especially as our franchisees in Austria have already implemented the initiative very successfully. They only have positive impacts to report in terms of all three aspects of sustainability (environmental, economic and social).

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*Sustainable products and
sustainable supply chain*



OUR SUPPLY CHAINS ARE NOT A MEANS TO AN END. RATHER, THEY ARE PARTNERSHIPS BASED ON THE PRINCIPLES OF TRANSPARENCY, FAIRNESS AND ENVIRONMENTAL RESPONSIBILITY.

These principles permeate every aspect of our procurement processes and product offerings. We also believe that sustainable supply chains must be not only environmentally friendly, but also socially sustainable. This is reflected in how we choose our suppliers, all of whom have embedded ethical principles within their business practices.

We place particular emphasis on small family businesses and cooperatives when working with our suppliers. This conscious decision reflects our commitment to supporting the local economy; we want to make a tangible contribution to bolstering the existence and development of small-scale employers on the ground. Our relationships with suppliers often span many years: we value these long-standing partnerships based on trust, reliability and shared values. Many of our suppliers have been with us for more than 15 years, which not only ensures continuity, but also represents a strong bond within our sustainable cooperation.

We organise regular biennial Supplier Days in order to further improve and intensify our dialogue and interaction with our suppliers. These events provide a platform for exchanging ideas, sharing best practices and discussing joint challenges. We also attach great importance to making our suppliers familiar with both our corporate structure and the faces behind L'Osteria. We are convinced that their personal relationship with the members of the L'Osteria family – the La Famiglia feeling – plays a crucial role in long-term and sustainable partnerships with our suppliers. Through direct

dialogue, we want to create an atmosphere of trust, respect and cohesion.

– SUPPLY CHAIN –

All L'Osteria's premises in Germany are generally supplied by two main suppliers, GVS Lebensmittelhandel GmbH & Co Handelsgesellschaft KG and Gastro Drinks national GmbH & Co. KG (GDN). GVS specialises in supplying Italian restaurants, while GDN focuses on providing our restaurants with beverages. All the products we receive are selected and negotiated by our internal Purchasing department.

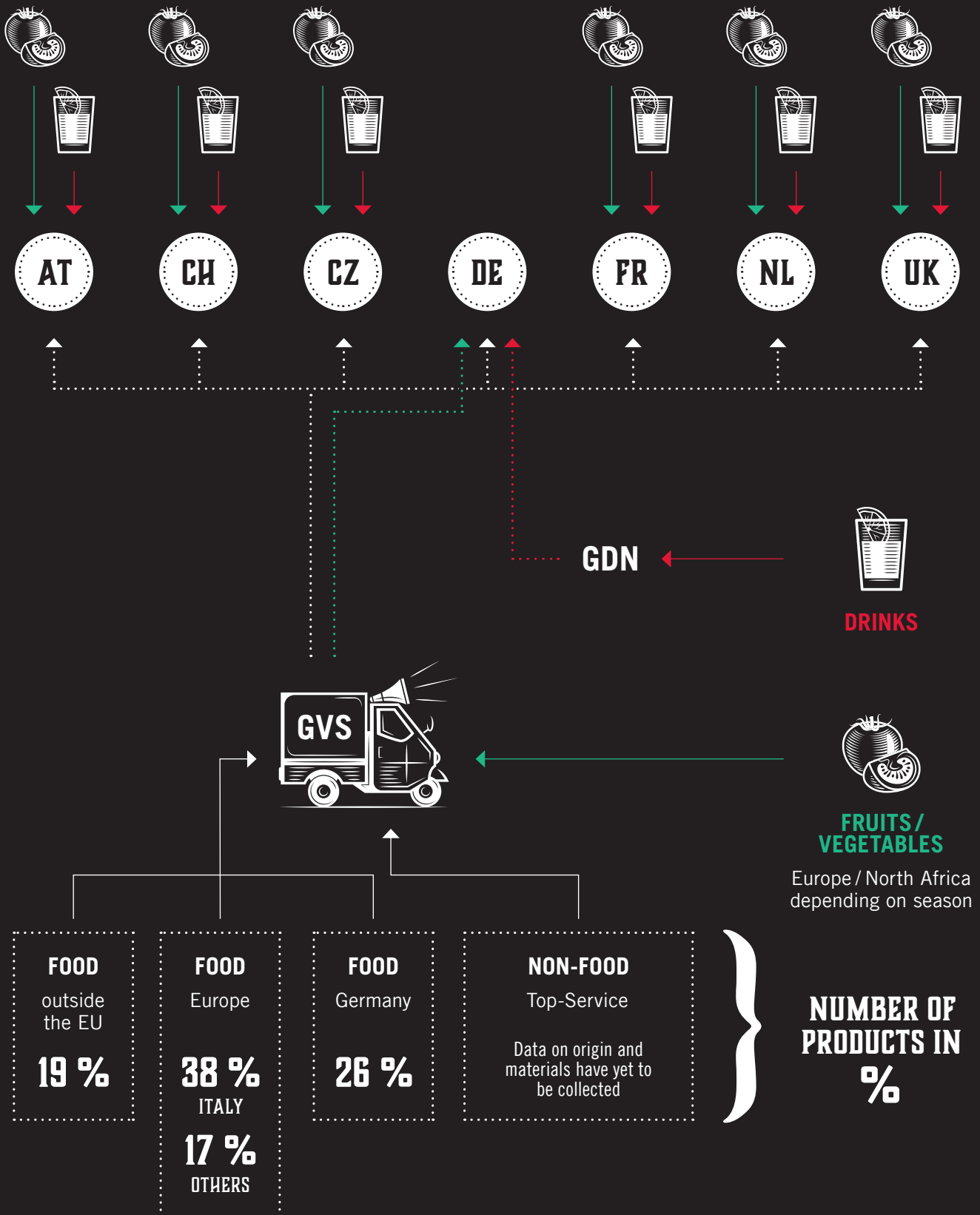
All told, GDN and GVS source their products from around 160 different suppliers. We have concentrated on obtaining all our products from these two logistics firms in recent years to optimise transport costs and reduce CO₂ emissions.

– PURCHASING PROCESS –

During its purchasing process, L'Osteria ensures that both existing and potential suppliers meet our high ethical and social standards.

The three different options for our purchasing processes are as follows: our internal Supply Chain department is asked to buy a completely new product,

— OVERVIEW OF — SUPPLY CHAIN MANAGEMENT



an existing product is sent out to tender or a product is sent out to tender for a dish on our monthly menu. Then, the Supply Chain department solicits offers from pre-existing partners and potential new partners.

New partners must meet strict criteria before we work with them, including completing a questionnaire or self-assessment and signing the L'Osteria Code of Conduct once it is rolled out. The evaluation a supplier undergoes before being listed also takes into account possible breaches of human rights due diligence. We firmly believe that respecting and promoting human rights is not only an ethical obligation, but also an essential pillar of sustainable business.

Our business activities are shaped by the United Nations Guiding Principles on Business and Human Rights. We recognise the importance of ensuring that our business practices not only comply with legal requirements, but also contribute to protecting the well-being and dignity of all stakeholders. We have therefore made the following commitments:

Due diligence activities: we conduct regular, comprehensive audits to ensure that our supply chains and business partners comply with the highest human rights standards.

Stakeholder engagement: we maintain an open dialogue with our employees, suppliers, guests and other stakeholders so we can develop an in-depth understanding of their needs and ensure that our activities respect their human rights.

Transparency and reporting: we strive to provide transparent reports on our progress and challenges in the field of human rights. This Sustainability Report is a step in that direction, and we will continue to strengthen our disclosure efforts. We are aware that doing business sustainably is inextricably linked to respect for human rights.

If there are concerns or infringements, we will ask the supplier in question to explain the steps they are currently taking to address them. Should these steps be inadequate, the supplier will not

be included on our list. In accordance with the Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act), 100% of L'Osteria's suppliers were checked against social criteria in the year under review. We pay particular heed to protecting the right to freedom of association and collective bargaining and to avoiding significant risks of child labour. Accordingly, no purchases were made in 2023 from suppliers whose workers' right to freedom of association and collective bargaining could be at jeopardy, nor from suppliers with a significant risk of child labour.

In addition, no negative social effects, whether potential or actual, were identified for our direct suppliers in 2023. However, a lack of transparency was noted for one indirect supplier; the supplier in question was immediately replaced. This underlines our consistent stance against unethical practices in the supply chain.

An abstract risk assessment, based on information about origin and manufacturing, is also carried out when we select new products from pre-existing suppliers. Supply chain transparency is ensured through comprehensive product documentation and questionnaires, while ad-hoc supplier audits also help to ensure standards are met. Going forward, L'Osteria will step up its efforts towards transparency and ethical supply chain management by compiling a report under the Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act). Once created, this report will underscore our company's commitment to responsible sourcing and ethical conduct throughout its supply chain. A product from a new or existing supplier will only be listed if there are no concerns and/or infringements with regard to social criteria.

SUSTAINABLE RAW — MATERIALS —

Our Purchasing department's current focus on sustainable products already entails measures relating to animal welfare and environmental



protection. In the food sector, in particular, a number of actions have been identified to contribute to reducing environmental impact and promoting animal welfare. Another important step towards protecting the environment is the ongoing reduction of the use of palm oil in our products. At the moment, there is only one product in our range that contains palm oil. In 2024, we are aiming to replace this product with one containing certified palm oil in order to further minimise our environmental footprint. In the context of animal welfare, L'Osteria has signed the Broiler Chicken Initiative, a significant way to promote the welfare of broiler chickens. This initiative strives to improve the living conditions of the animals by establishing high standards for the rearing of broiler chickens that exceed the minimum legal requirements. These standards include regular checks and detailed reports to ensure that the requirements laid down are being complied with on a consistent basis. By supporting this initiative, L'Osteria is committed to actively contributing to the ethical and sustainable rearing of broiler chickens and promises to only use chicken products obtained from improved conditions. We make an additional contribution to animal welfare by sourcing beef from New Zealand, where the animals are grazed on pasture all year round and fed exclusively on grass. This approach not only ensures animal-friendly conditions, but also assists with sustainable meat production. Moreover, we attach importance to

obtaining our seafood from sustainable sources: our prawns are currently procured from an ASC-certified farm. We purchase our veal via the Dutch 'Beter Leven' programme. The label 'Beter Leven' was launched in 2007 by the Dutch Society for Animal Welfare (Dierenbescherming). The programme aims to improve the welfare of farm animals through animal welfare criteria and to establish transparent standards in meat production. As a result, the 'Beter Leven' label can be found on packaging for meat, dairy products and eggs.

We also converted our pizza dough to a purely vegan recipe as far back as 2020. In addition, we offer vegan pizza cheese, vegan chicken substitutes as well as alternative options such as courgette zoodles and various vegan pasta dishes. About half of our Menu della Casa dishes are explicitly vegetarian and/or vegan. We track new developments and trends in the food sector on an ongoing basis so we can continuously expand and improve our offering. We strive to stay in line with the times, while maintaining our traditional Italian attitudes and remaining true to ourselves.

In addition, over the next few years, we will be stepping up our efforts to comply with EU-wide rules to ensure deforestation-free supply chains. We are therefore reviewing our supply chain to ensure our corporate due diligence.

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SDGs

SUSTAINABLE DEVELOPMENT GOALS

Within the framework of the United Nations 2030 Agenda for Sustainable Development, the international community reaffirms its belief that the only way to tackle global challenges is by doing so together.

The Agenda paves the way for shaping global economic progress in accordance with social justice,

taking into account our planet's environmental limits. The Agenda revolves around an ambitious set of 17 Sustainable Development Goals (SDGs). In this report, L'Osteria outlines the measures it has implemented and planned to achieve the relevant targets and details how our business model contributes to supporting the 2030 Agenda.





Our employees have access to comprehensive training and development opportunities, such as training on occupational health and safety. As an additional source of support, all employees can call a hotline where they can speak to our social & psychological counsellor for advice on personal & professional concerns. We are keen to promote not only the health of our employees but also the health of the community.

As a result, and inspired by the concept of La Famiglia, we focus our heart-felt social engagement on kinderherzen – Fördergemeinschaft Deutsche Kinderherzzentren e. V. Our aim is to significantly improve the treatment options for children with heart disease.

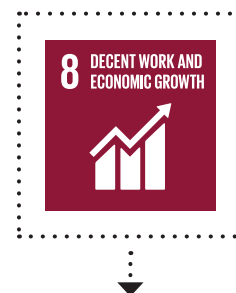


In the context of focusing on social sustainability, we are deeply committed to providing our employees with high-quality education and training. A comprehensive skills model has been implemented, regular feedback and development discussions have been introduced as part of a structured employee life cycle, and our pre-existing internal learning app has been comprehensively overhauled.



L'Osteria is an active member of the Charta der Vielfalt and also takes part in the annual Diversity Day. Integrating women and safeguarding equal opportunities form an integral part of our diversity policy. For example, we support the women's network 'nushu' and organised 'power lunches' at our L'Osteria restaurants in 2023. These will be expanded and continued next year due to their great success and popularity. In turn, we are making a significant contribution to nurturing, empowering and bringing women together.

In addition, we held our first internal Female Empowerment Event. This is to become a recurring fixture for discussing topics of importance to our female employees.



Through its continuous expansion within Europe, L'Osteria contributes to job creation and thus supports economic growth. 240 new restaurants are planned over the next five years, which is equivalent to around 7,000 new jobs across Europe.

This expansion strategy is based on customers' trust in the brand, which has been obtained through effective feedback management, a commitment to quality and consistent quality management that ensures we meet the standards set.



L'Osteria strengthens its guests' trust in our brand through innovative approaches, such as testing new products via the Menu della Casa. We are constantly on the hunt for new culinary experiences and endeavour to incorporate new elements. This not only consolidates L'Osteria's image as a brand that untiringly strives to surprise guests with creative and innovative concepts, but also contributes to promoting culinary diversity and reflects L'Osteria's commitment to integrating current trends into the restaurant business. Our innovation strategies additionally provide an entrepreneurial infrastructure that allows L'Osteria to respond flexibly to our guests' changing needs and expectations. As digitalisation advances, new technologies are being tested on an ongoing basis. They include Pay & Order options in our restaurants for ordering at the table and smart systems for seating customers; these latter systems have already met with success.



L'Osteria is passionate about fostering an inclusive corporate culture that celebrates diversity and equal opportunities. Our commitment to the Charta der Vielfalt creates a non-discriminatory working environment where inequalities are actively minimised and an atmosphere of inclusiveness flourishes. We also want our extensive internal

training and development opportunities to help our employees to continuously evolve and excel. This will enable us to make an important contribution to educational equality and equal opportunities, while minimising inequalities. Outside the company, we also advocate for disadvantaged groups in society through our social engagement. Our partnership with kinderherzen e. V. represents not only a social commitment, but our dedication to a matter of great importance to us. We care deeply about our donations and support for children with heart disease as a way to reduce social inequalities and actively promote the well-being of disadvantaged groups.



L'Osteria is committed to a comprehensive approach to sustainable products and sustainable supply chains. Maintaining long-term, trusting supplier relationships, characterised by careful selection and regular audits, is a key way in which L'Osteria emphasises its commitment to sustainable business practices. We have also partially rolled out strategies for sustainable raw materials, with a particular focus on animal welfare. The introduction of vegan alternatives, the signing of the Broiler Chicken Initiative and the purchase of beef from New Zealand, where the animals are grazed on pasture year-round and fed exclusively on grass, mark the beginning of these efforts. In the field of resource protection, L'Osteria is focusing on deploying reusable packaging to reduce single-use materials and introducing Pay & Order to save paper and improve energy efficiency. We will action these measures consistently in order to ensure we are using resources sustainably. Furthermore, we are devoting specific focus to reducing the waste caused by chopping ingredients and promoting the

pizza-sharing concept to minimise the amount of food not eaten. Precise measurements of waste lay the foundations for developing a comprehensive food-waste action plan, which aims to accurately record the current situation in terms of food waste and establish appropriate optimisation strategies.



Our climate protection strategy starts with a preliminary assessment of the current status quo, created by drawing up an initial carbon footprint for ten restaurants. This serves as a basis for developing targeted climate-protection measures; they will be depicted in detail in the forthcoming sustainability report. Future reports will also provide transparent information on our greenhouse gas emissions every year. Given the close link between climate and resource protection, SDG 13 is also addressed in the chapter on resource protection. The integration of the SDG into the chapter on sustainable products and sustainable supply chain reflects the critical role played by these aspects in minimising our environmental footprint in terms of climate protection. Our activities in this field include expanding our vegan product range as well as using an increased amount of regional products.



We actively promote an equal and peaceful society

by consistently adhering to international standards and principles. We pay particular attention to compliance, in particular the fight against corruption, bribery and nepotism, and strive to promote fair play. Steps already taken in this regard include the launch of a whistleblower hotline and the implementation of policies on signatures, travel expenses and credit cards. Data protection is one of the areas covered by compliance; we run regular training on this topic. Our contribution to a peaceful community also manifests itself in our corporate culture, in which the values of mindfulness, teamwork, empowerment, focus and hunger for success are transparently communicated and integrated into our everyday work.



As we aspire to be socially, environmentally and economically sustainable, reliable partnerships are an essential way for us to achieve our goals. Our collaboration with the kinderherzen foundation in Munich contributes to significantly improving the treatment options for children with heart disease around the globe. At the same time, we maintain stable relationships with our joint venture and franchise partners, which are an important part of our corporate culture.

With approximately one third of our restaurants managed by franchise partners, interaction, communication and collaboration play an essential role in maintaining standards and consistent quality across all our locations – both now and in the future. Collaboration with our suppliers is crucially important if we want to procure high-quality and ethical products. Compliance with the Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act) is a top priority for us.

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GRel Index

GRI INDEX

EXPLANATION:

The GRI Index is detailed below. This lists the individual GRIs, provides the information and content required and also indicates where they can be found in this report. As this report has been written in accordance with the GRI standard, it is possible that the company may omit certain information. Under the GRI, it is possible to classify information as not being applicable based on the materiality analysis available. Non-existent incidents or directives need not be explicitly mentioned in the report and can simply be listed as 'non-existent' in the index. If information is requested on focus topics, it is nevertheless possible to omit this and to mark it as 'non-existent' if data has not been collected at the relevant point in time. Accordingly, processes should be introduced in the next reporting period to provide these indicators.

Non-existent – non-existent policy/no such occurrences at the organisation

Not applicable – disclosures not subject to reporting according to materiality analysis or the standard

Not available/incomplete – data not (yet) collected within the organisation

GRI INDICATOR	TITLE	CHAPTER/COMMENT
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GENERAL INFORMATION – THE ORGANISATION AND ITS REPORTING PRACTICES

2-1	Organisational details	About this report
2-2	Entities included in the organisation's sustainability reporting	About this report
2-3	Reporting period, frequency and contact point	About this report
2-4	Restatements of information	Non-existent, as first reporting period
2-5	External assurance	About this report

GENERAL INFORMATION – ACTIVITIES AND WORKERS

2-6	Activities, value chain and other business relationships	History and organisational structure Sustainable products and sustainable supply chain
2-7	Employees	Employee orientation & diversity and equal opportunities
2-8	Workers who are not employees	Non-existent

GENERAL INFORMATION – GOVERNANCE

2-9	Governance structure and composition	History and organisational structure
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GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
2-10	Nomination and selection of the highest governance body	Not applicable
2-11	Chair of the highest governance body	History and organisational structure
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability strategy
2-13	Delegation of responsibility for managing impacts	Sustainability strategy
2-14	Role of the highest governance body in sustainability reporting	Foreword by the Executive Board Strategic responsibility
2-15	Conflicts of interest	Corporate culture Compliance
2-16	Communication of critical concerns	Corporate culture Compliance
2-17	Collected knowledge of the highest governance body	Not applicable
2-18	Evaluation of the performance of the highest governance body	Not applicable
2-19	Remuneration policies	Not applicable
2-20	Process to determine remuneration	Not applicable
2-21	Annual total compensation ratio	Not applicable

GENERAL INFORMATION – STRATEGY, POLICIES AND PRACTICES

2-22	Statement on sustainable development strategy	Foreword by the Executive Board Strategic responsibility
2-23	Policy commitments	In all chapters
2-24	Embedding policy commitments	Compliance Corporate culture Employee orientation & diversity and equal opportunities
2-25	Processes to remediate negative impacts	Not applicable
2-26	Mechanisms for seeking advice and raising concerns	Compliance Occupational health and safety
2-27	Compliance with laws and regulations	Not applicable
2-28	Membership associations	History and organisational structure

GENERAL INFORMATION – STAKEHOLDER ENGAGEMENT

2-29	Approach to stakeholder engagement	Sustainability strategy
2-30	Collective bargaining agreements	Employee orientation & diversity and equal opportunities

ECONOMIC PERFORMANCE

201-1	Direct economic value generated and distributed	Individual accounts
201-2	Financial implications and other risks and opportunities due to climate change	Not available/incomplete

GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
201-3	Defined benefit plan obligations and other retirement plans	Non-existent
201-4	Financial assistance received from government	Non-existent; only reduction in VAT from 19% to 7%

MARKET PRESENCE

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable
202-2	Proportion of senior management hired from the local community	Not applicable

INDIRECT ECONOMIC IMPACTS

203-1	Infrastructure investments and services supported	Not applicable
203-2	Significant indirect economic impacts	Not applicable

PROCUREMENT PRACTICES

204-1	Proportion of spending on local suppliers	Sustainable products and sustainable supply chain
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ANTI-CORRUPTION

205-1	Operations assessed for risks related to corruption	Compliance
205-2	Communication and training about anti-corruption policies and procedures	Compliance
205-3	Confirmed incidents of corruption and actions taken	Compliance

ANTI-COMPETITIVE BEHAVIOUR

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Compliance
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TAX

207-1	Approach to tax	Not applicable, non-existent
207-2	Tax governance, control, and risk management	Not applicable, non-existent
207-3	Stakeholder engagement and management of concerns related to tax	Not applicable, non-existent
207-4	Country-by-country reporting	Not applicable, non-existent

MATERIALS

301-1	Materials used by weight or volume	Not available/incomplete
301-2	Recycled input materials used	Not available/incomplete
301-3	Reclaimed products and their packaging materials	Not available/incomplete

ENERGY

302-1	Energy consumption within the organization	Resource protection
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GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
302-2	Energy consumption outside of the organization	Not available/incomplete
302-3	Energy intensity	Resource protection
302-4	Reduction of energy consumption	Not available/incomplete
302-5	Reduction in energy requirements of products and services	Not available/incomplete

WATER AND EFFLUENTS

303-1	Interactions with water as a shared resource	Resource protection
303-2	Management of water discharge-related impacts	Resource protection
303-3	Water withdrawal	Resource protection
303-4	Water discharge	Resource protection
303-5	Water consumption	Climate protection

BIODIVERSITY

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not applicable
304-2	Significant impacts of activities, products, and services on biodiversity	Not applicable
304-3	Habitats protected or restored	Not applicable
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable

EMISSIONS

305-1	Direct (Scope 1) GHG emissions	Climate protection
305-2	Energy indirect (Scope 2) GHG emissions	Climate protection
305-3	Other indirect (Scope 3) GHG emissions	Climate protection; partly unavailable/incomplete
305-4	GHG emissions intensity	Climate protection
305-5	Reduction of GHG emissions	Not available/incomplete
305-6	Emissions of ozone-depleting substances (ODS)	Non-existent
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Non-existent

WASTE

306-1	Waste generation and significant waste-related impacts	Resource protection
306-2	Management of significant waste-related impacts	Resource protection
306-3	Waste generated	Resource protection
306-4	Waste diverted from disposal	Resource protection
306-5	Waste directed to disposal	Resource protection

GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
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SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1	New suppliers that were screened using environmental criteria	Sustainable products and sustainable supply chain – partly unavailable/incomplete
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable products and supply chain – partly unavailable/incomplete

EMPLOYMENT

401-1	New employee hires and employee turnover	Employee orientation & diversity and equal opportunities
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee orientation & diversity and equal opportunities
401-3	Parental leave	Employee orientation & diversity and equal opportunities

LABOUR/MANAGEMENT RELATIONS

402-1	Minimum notice periods regarding operational changes	Employee orientation & diversity and equal opportunities
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OCCUPATIONAL HEALTH AND SAFETY

403-1	Occupational health and safety management system	Occupational health and safety
403-2	Hazard identification, risk assessment, and incident investigation	Occupational health and safety
403-3	Occupational health services	Occupational health and safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety
403-5	Worker training on occupational health and safety	Occupational health and safety
403-6	Promotion of worker health	Occupational health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational health and safety
403-8	Workers covered by an occupational health and safety management system	Occupational health and safety
403-9	Work-related injuries	Occupational health and safety
403-10	Work-related ill health	Occupational health and safety

EDUCATION AND TRAINING

404-1	Average hours of training per year per employee	Education and training
404-2	Programmes for upgrading employee skills and transition assistance programmes	Education and training
404-3	Percentage of employees receiving regular performance and career development reviews	Education and training

GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	Employee orientation & diversity and equal opportunities
405-2	Ratio of basic salary and remuneration of women to men	Employee orientation & diversity and equal opportunities
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	Compliance
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Non-existent Sustainable products and sustainable supply chain
CHILD LABOUR		
408-1	Operations and suppliers at significant risk for incidents of child labour	Non-existent Sustainable products and sustainable supply chain
FORCED OR COMPULSORY LABOUR		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Non-existent Sustainable products and sustainable supply chain
SECURITY PRACTICES		
410-1	Security personnel trained in human rights policies or procedures	Not available/incomplete
RIGHTS OF INDIGENOUS PEOPLES		
411-1	Incidents of violations involving rights of indigenous peoples	Not available/incomplete
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programmes	Not applicable
413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	Sustainable products and sustainable supply chain
414-2	Negative social impacts in the supply chain and actions taken	Sustainable products and sustainable supply chain

GRI INDEX

GRI INDICATOR	TITLE	CHAPTER/COMMENT
PUBLIC POLICY		
415-1	Political contributions	Non-existent
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	Trust in our brand
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Trust in our brand
MARKETING AND LABELLING		
417-1	Requirements for product and service information and labelling	Trust in our brand
417-2	Incidents of non-compliance concerning product and service information and labelling	Trust in our brand
417-3	Incidents of non-compliance concerning marketing communications	Trust in our brand
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance

