

SUSTAINABILITY REPORT 2025



- 1 Sustainability Approach
- 5 Protecting our Environment
- 11 Prioritising our People
- 15 Ensuring Food Quality and Safety
- 17 Social Responsibility
- 19 Appendix



Sustainability Approach

Americana Restaurants' sustainability approach integrates long-term business performance with responsibility toward people, communities, and the environment. Our objective is to deliver consistent value to customers and stakeholders while managing the social and environmental impacts of our operations.

As one of the largest restaurant operators in the MENA region and Kazakhstan, we acknowledge the scale of our operations and the responsibilities that come with it. We strive to minimise the environmental impacts associated with our activities and ensure that our business growth aligns with broader economic, social, and environmental needs.

Americana Restaurants has a Board-approved ESG Policy and Framework, which provides the basis for the Company's sustainability approach. The Board establishes overarching commitments and governance for sustainability management across the business.

Oversight of sustainability-related risks and opportunities sits with the ESG Committee, which is responsible for supervising sustainability-related activities across the business.

At Americana Restaurants, sustainability is a shared responsibility. Our operations are designed to balance our commercial objectives with a commitment to our employees, communities, and the planet. We integrate responsible practices into our daily decision-making processes, treating sustainability as an integral part of our business rather than a separate initiative.

Alignment with sustainability frameworks

Our sustainability practices are aligned with leading global sustainability frameworks. A central reference point for this alignment is the United Nations Sustainable Development Goals (UN SDGs), a globally recognised framework for addressing interconnected social, economic, and environmental challenges.

Alongside this, our sustainability management and reporting practices are informed by the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance for Listed Companies, which provides a structured framework and key performance indicators to support transparent, consistent sustainability disclosures aligned with global standards such as IFRS S1/S2 and GRI. (Please refer to the [ADX ESG disclosure index](#) for more details.)

We have identified and prioritised the SDGs most relevant to our business activities and geographic footprint:



Our sustainability approach is focused on four key areas:



Protecting our environment

We reduce our environmental footprint through targeted operational initiatives focused on energy efficiency, thorough waste management, and responsible resource consumption across our retail presence.

- Energy-efficient stores
- Daily waste monitoring and management
- Sustainable packaging
- Water-efficient fixtures in stores



Ensuring food safety and quality

We take full responsibility in delivering food that is both safe and of consistently high quality across all markets while meeting our customers' expectations in terms of taste and dining experience. This commitment is supported by robust supply-chain assurance processes and close collaboration with vendors and partners.

- Corporate quality assurance framework: Americana Quality Management System (AQMS)
- Third-party safety audits
- Annual audit programme for suppliers and vendors



Community engagement and social responsibility

Across all communities where we operate, we step up as a progressive influence, taking on social responsibility and contributing to local well-being.

- Social initiatives during Ramadan
- Promoting positive lifestyle changes and raising health awareness
- Disaster relief and emergency support



Prioritising our people

Employees are central to our success. We prioritise their wellbeing and development, fostering an inclusive, positive, and rewarding corporate culture.

- Focus on greater female representation
- Empowering women at the workplace, including through creating female-only environments
- Opportunities for People of Determination

Sustainability Approach continued

Managing sustainability-related risks and opportunities

Americana Restaurants consistently evaluates sustainability-related risks and opportunities that could impact its business model, value chain, and long-term value creation. The Risk and Compliance Department is responsible for overseeing these risks and opportunities. It monitors risk exposure, coordinates mitigation actions, and ensures alignment with the broader enterprise risk management (ERM) processes.

Sustainability-related risks are identified, assessed, prioritised, and monitored through established operational and governance processes:

- Quality and food safety oversight relies on structured assessments of key suppliers, which include coordinated corrective action plans with the Procurement team. We are also formalising ESG assessments for non-key suppliers.

- Sales and Operations Planning (S&OP) and demand-supply governance meetings occur monthly, following standardised operating procedures and utilising KPI dashboards. This enables early detection of service issues, efficiency problems, and risk signals.
- Procurement governance mechanisms, such as contract coverage, the use of RFQs and RFPs, and compliance with legal requirements across our markets of presence, help ensure the integration of sustainability requirements at the source-to-contract stage.

Americana Restaurants has developed and implemented targeted responses to address key identified sustainability-related risks and capture opportunities.

Key sustainability-related risks and opportunities

Risks

- Supplier non-compliance, particularly relating to labour practices, health and safety, and product quality.
- Regulatory and market changes, such as evolving packaging sustainability requirements, extended producer responsibility (EPR) regulations, and food safety standards.
- Climate and logistics disruptions, including challenges with temperature-controlled freight and agricultural volatility.

Potential impacts

- This risk is more pronounced among non-key suppliers where formal ESG evaluation is not yet fully documented in policy. Potential impacts include reputational damage, operational disruption, and increased costs.
- Delayed response to these changes may affect cost structures, supply availability, and compliance.
- These factors can result in price fluctuations, supply instability, and service-level risks.

Mitigation measures

- Enhanced quality assurance and supplier oversight, including a TAQTICS audit cadence for key suppliers. Control gaps identified for non-key suppliers are being addressed through policy updates and expanded oversight.
- Systemic tracking of regulation updates across markets of presence, with clear ownership at corporate levels to identify upcoming requirements early and develop implementation roadmaps.
- Improved planning and visibility, enabled through Enterprise Resource Planning — based Material Requirements Planning (MRP), and Sales and Operations Planning (S&OP), to improve demand — supply alignment, and reduce service disruptions.

Key opportunities we have identified include:

- Sustainable packaging transformation, focused on reducing, removing, and reusing materials. This is supported by a three-year sustainability packaging roadmap (see [below](#)) covering all customer-facing SKUs, structured around reduce, remove, and reuse principles, and bringing both environmental and financial benefits.
- Process and network efficiency improvements, including expanding S&OP, enabling ERP-based MRP, standardising warehouse operating procedures, and digital KPI tracking. These initiatives reduce waste and improve energy and logistics intensity per transaction.
- Local supplier development, aimed at shortening lead times, reducing transportation emissions, and strengthening supply chain resilience. This is supported by procurement KPIs targeting the onboarding and development of new local suppliers.
- Operational initiatives with sustainability co-benefits: solar POC, IoT air balancing, trash segregation, asset recycling, and modular designs.



Protecting our Environment

Americana Restaurants' ESG Policy and Framework are at the core of our environmental approach. All our environmental initiatives focus on practical resource and waste management measures across operations, including:



Monitoring and reducing GHG emissions, energy and water consumption.



Encouraging the use of sustainable and recycled materials, while discouraging single-use plastic items.



Implementing energy-efficient practices in operations and adopting more sustainable delivery methods where feasible.



Strengthening reduction and recycling practices for used cooking oil, cardboard, pallets, food waste, and other operational waste streams.

Climate change

Climate change is a major factor that could affect our business model, value chain, financial results, and long-term prospects. At present, the Company does not conduct formal climate-related scenario analysis, but has developed a structured approach to identifying, assessing, monitoring, and mitigating climate-related risks, as well as capturing opportunities. Oversight of climate-related risks and opportunities sits with the ESG Committee, but Americana Restaurants has not set specific climate-related targets to date, and climate-related performance metrics are not currently included in senior management remuneration policies.

Our key physical risks include extreme weather events such as heatwaves, floods, and severe storms, as well as other climate-related disruptions that may affect restaurant operations, employee safety, customer access, and supply chain continuity, including agricultural supply and logistics. Extreme weather also impacts the ability of drivers to make deliveries.

Key transition risks may arise from evolving sustainability regulations, including GHG emissions and climate-related requirements, as well as changing stakeholder and customer expectations regarding climate-related performance.

Strategic climate-related mitigation measures are embedded within broader environmental initiatives and operational practices, including:

- Monitoring and reducing energy and water consumption.
- Implementing energy-efficient operational practices.
- Developing and strengthening waste reduction and recycling mechanisms.
- Discouraging single-use items.
- Encouraging the use of sustainable and recycled materials.

We follow a proactive approach to protecting both employees and customers from the impacts of climate change and extreme weather events. Key measures include:

- Implementation of health and safety protocols, such as heat-stress prevention measures, supported by monthly occupational health and safety awareness campaigns
- Provision of helmets, PPE and other safety equipment for drivers
- Flexible working arrangements during extreme weather conditions, where applicable

- Emergency response and evacuation plans, covering floods, severe storms, and earthquakes
- Regular risk assessments to identify climate-related vulnerabilities
- Employee training on emergency preparedness and response procedures

Our Occupational Health and Safety (OH&S) team monitors weather alerts and coordinates with local authorities. The team works closely with the Communications function and other departments to ensure timely information sharing and coordinated response, minimising risks to people and service disruptions. Various communication channels, including WhatsApp Emergency Response Teams and War Rooms, are used to support rapid communication and coordination during extreme weather events.

To prepare employees for a quick response and ensure the health and safety of both employees and customers during extreme weather events, we implement emergency preparedness and response training across all facilities and stores:

- Each store or facility has at least two trained and certified Fire Wardens and First Aiders.
- Employees are trained on evacuation procedures, shelter-in-place protocols, first aid, heat-stress management, and safe equipment shutdown.
- Managers receive regular training focused on extreme weather and natural events, covering risks such as heatwaves, floods, storms, and earthquakes, and appropriate preventive and response actions.
- Managers cascade training to their teams to ensure awareness at all operational levels.

To protect assets from climate-related impacts, we use a combination of risk assessment, operational controls, and financial protection mechanisms. Key actions include:

- Strengthening physical structures and operational continuity measures.
- Use of climate-related insurance coverage, including flood, storm, and fire insurance.
- Exploration of parametric insurance options for extreme weather events.
- Consideration of climate risk in asset valuation and depreciation.
- Planning for financial resilience through reserves or other risk mitigation mechanisms.

The Company also considers climate resilience in infrastructure planning, including climate-adapted buildings, drainage systems, and backup power and water supplies, subject to further validation with relevant technical teams.

Alongside the risks, Americana Restaurants identifies opportunities to support long-term sustainable growth through improved energy efficiency, reduced environmental footprint, responsible use of resources, waste reduction, and broader adoption of sustainable and recycled materials and packaging solutions.

GHG emissions

Americana Restaurants classifies greenhouse gas (GHG) emissions using Scope 1 and Scope 2 categories consistent with recognised reporting frameworks, including the GHG Protocol and GRI 102: Climate Change 2025.

Scope 1 includes direct GHG emissions from sources owned or controlled by the Company, including on-site combustion of natural gas, diesel, and coal, as well as emissions associated with refrigerants.

Scope 2 (location-based method) includes indirect GHG emissions from the consumption of purchased energy. This includes emissions from purchased electricity and district cooling.



Protecting our Environment

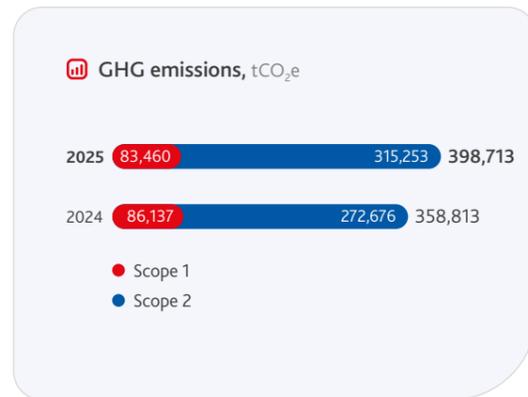
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In 2025, we strengthened the completeness and accuracy of our GHG emissions accounting through the following improvements:

- Regional grid emission factors were applied for purchased electricity, ensuring that calculations better reflect the carbon intensity of local energy mixes.
- District cooling emissions were incorporated into the Scope 2 inventory, capturing a material source of purchased-energy emissions that had previously been omitted and improving completeness.
- The classification between Scope 1 and Scope 2 was corrected where required, improving transparency and ensuring emissions are reported under the appropriate GHG Protocol boundaries.

In 2025, the total GHG emissions increased by 11.1% due to operational expansion. While Scope 2 emissions grew by 15.6%, Scope 1 emissions declined by 3.1%, driven by the actions taken to reduce fuel consumption (see below).

GHG emissions intensity per store increased in 2025 by 5%, to 145 tCO₂e per store. However, the GHG emissions intensity per unit of revenue declined by 3%, to 159.2 gCO₂e per USD 1, reflecting the results of our emissions and costs control measures.



Alternative mobility

In 2025, we continued to expand zero-emission delivery modes as part of our operational efficiency and emissions-avoidance efforts. Compared with a standard

150cc motorcycle's carbon footprint (50 gCO₂e per km), our zero-emission deliveries helped avoid approximately 313 tCO₂e during the year.

Transportation mode	Number of orders delivered	Distance travelled (km, including return trips)	GHG emissions avoided (tCO ₂ e)
Electric bike	537,000	5,370,000	268.50
Bicycle	147,000	882,000	44.10
Walking	5,000	7,500	0.38
Total	689,000	6,259,500	312.98

Optimising energy consumption

In 2025, Americana Restaurants advanced initiatives to improve energy performance across all its operations, using a structured and disciplined approach to footprint management. Energy stewardship remains our core operational priority, supporting both environmental objectives and cost discipline.

Energy and water efficiency, along with broader environmental considerations, are integrated into every stage of site selection, project planning, design, and development of new assets. This process begins with collaboration between the Energy and Maintenance teams, ensuring that equipment specifications meet the highest market efficiency standards. In addition, water-efficient fixtures and systems are incorporated into new assets, and sustainable materials are prioritised where feasible.

In 2025, we implemented several actions to reduce electricity consumption and improve energy efficiency (see [below](#)). As a result of these actions, electricity consumption in like-for-like IoT-enabled stores decreased by 9.55% year-on-year, demonstrating measurable efficiency improvements at the store level. However, overall energy and resource consumption increased year-on-year, in line with the network expansion and higher operational activity.

313

tCO₂e

avoided in 2025 by means of alternative mobility



Protecting our Environment

continued

Energy resources consumption

Resource type	2024	2025	Year-on-year change
Electricity (kWh)	506,747,974	582,456,000	15%
Gas (m ³)	9,513,906	10,711,719	13%
Coal (kg)	139,361	173,095	24%
Cooling (TR)	6,561,120	8,420,610	28%
Diesel (litres)	5,362,566	7,134,777	33%

Key energy and resource-saving initiatives

Focus on HVAC and refrigeration

Given the material contribution of air conditioning and refrigeration to total electricity consumption across the restaurant network, we prioritised targeted energy-efficiency measures in these systems during 2025. Actions focused on improving control, reducing avoidable consumption, and upgrading or extending the life of high-energy-use assets, particularly HVAC equipment and cold rooms.

We continued modernising the HVAC fleet to improve cooling efficiency and reduce electricity demand:

- 316 new energy-efficient, IoT-compatible air-conditioning units were installed across 244 stores.
- 375 smart kitchen hoods equipped with demand-controlled ventilation were installed. These systems automatically adjust airflow based on cooking activity, delivering 4-6% energy savings, improving ventilation efficiency, and reducing HVAC load.
- For new builds and remodels, only IoT-compatible HVAC units are specified and connected to the centralised IoT platform (see below) to ensure consistent monitoring and optimisation from day one.

IoT deployment

During 2025, we significantly expanded the deployment of IoT-enabled energy management solutions, including remote monitoring and active control of air conditioning, refrigeration, and selected water systems. IoT-enabled stores achieved a 5-9% reduction in electricity consumption per store during the year.

Our IoT platform supports real-time monitoring and optimisation of HVAC run times, temperature set points, and cold room performance. Operational teams identify and correct inefficiencies, including extended refrigeration cycles and frequent cold room door openings.

548 stores

were connected to the IoT platform as at 31 December 2025 (526 live)

Equipment refurbishment

In addition to HVAC upgrades, we expanded the equipment refurbishment programme as part of our energy and resource-efficiency efforts. This approach extended asset lifecycles, reduced waste sent to landfill, and avoided the emissions associated with manufacturing and transporting new equipment.

- 71 existing air-conditioning units were refurbished, improving performance and reducing energy waste associated with ageing equipment.
- The in-house maintenance team refurbished 2,098 pieces of kitchen equipment and redeployed them across existing stores.

Managing waste efficiently

We apply a structured approach to minimise waste generation, reduce reliance on non-renewable resources, and improve waste-handling practices across operations. Packaging remains a key focus area, reflecting its significant contribution to our total waste footprint and an ongoing transition toward more sustainable packaging alternatives.

As at 2025, Americana Restaurants has not established formal quantitative targets for waste reduction. Our current approach prioritises creating a foundation for good waste management practices: building a robust contractual, operational, and compliance framework and ensuring reliable data tracking.

In 2025, we launched a comprehensive Company-wide packaging sustainability roadmap to transform how materials are managed for customer-facing stock-keeping units (SKUs). This roadmap focused on three main strategies: reducing the amount of materials used, eliminating unnecessary materials, and reusing existing resources whenever possible.

To complement these sustainability efforts, we implemented advanced planning strategies supported by Enterprise Resource Planning (ERP) systems. This included the creation of standardised operating procedures for warehouses and the digitisation of key performance indicators (KPIs). Together, these initiatives fostered better inventory management, which played a crucial role in minimising waste associated with overproduction, product damage, and operational inefficiencies. Additional operational measures included:

- Waste segregation to ensure proper disposal and recycling.
- Asset recycling to repurpose materials.
- Use of modular designs that facilitate easier reuse and recycling of products.

Agreement with a specialised environmental services provider

In 2025, we entered into a long-term agreement with a specialised environmental services provider for the collection and management of general and recyclable waste. The agreement established standardised waste handling procedures across operations, including defined service levels, scheduled collections, reporting requirements, and environmental compliance obligations.

Under the agreement, the service provider is responsible for collecting both general waste and recyclable materials in accordance with applicable environmental regulations. The scope of services includes segregation, handling, and environmentally responsible disposal or recycling of eligible waste streams.

By centralising waste management under a single contractual framework, we reduced inefficiencies arising from fragmented waste-handling practices, minimised environmental and compliance risks, and created a structured platform to support future waste-reduction initiatives. Among others, the agreement includes reporting and monitoring provisions that will enable improved tracking of recyclable volumes and recycling outcomes.

Supply chain control

Standardised warehouse SOPs (Standard Operating Procedures), combined with QA (Quality Assurance)-led supplier assessments, support consistent and compliant handling and storage practices across the supply chain. These controls help reduce product damage and spoilage — particularly for temperature-sensitive categories — improving resource efficiency by limiting avoidable losses and waste.

Using water responsibly

Water is our critical operational resource. While total water consumption increased by 19% year-on-year to 9.0 million m³, reflecting network expansion and higher activity, we systematically work to reduce consumption and integrate water efficiency into both new developments and existing operations.

All newly opened stores are equipped with water-efficient taps and fixtures designed to reduce water consumption. Across existing locations, Americana Restaurants progressively replaces old fixtures to improve water efficiency and maximise water savings over time.

Building on the expansion of the IoT infrastructure, we also strengthened water management practices in 2025. To this end, 92 connected water meters were deployed across stores during the year. These meters enable real-time detection of leaks and abnormal consumption patterns, allowing for proactive maintenance interventions. Improved visibility helped reduce unnecessary water use and limited losses from undetected leaks.

Prioritising our People

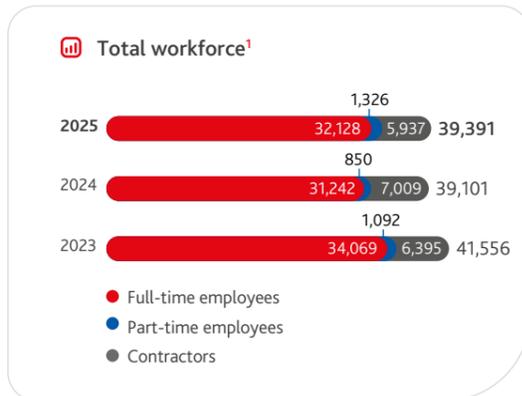
Americana Restaurants is committed to building and maintaining a supportive, engaged, and capable workforce. Employee management focuses on attracting and developing employees, promoting inclusion and well-being, and ensuring compliance with labour standards across all operating markets.

Workforce composition

At Americana Restaurants, we firmly believe our people are at the heart of everything we do. We are dedicated to fostering a supportive, engaged, and skilled workforce. In 2025, our total workforce increased by 0.7%, driven by a 2.8% increase in full-time employees.

Alongside full- and part-time employees, workers (not on the Company's payroll) are an integral part of our workforce. This category includes third-party contractors providing specialised expertise in technology, operational support, and the delivery of business-critical initiatives. These engagements are managed through established policies and oversight mechanisms to ensure compliance with applicable laws, data protection requirements, and ethical and governance standards.

Americana Restaurants also has interns across multiple functions. They support teams with research, project execution, and day-to-day operational tasks. The internship programme is designed to provide hands-on experience, develop professional skills, and expose interns to real work environments.

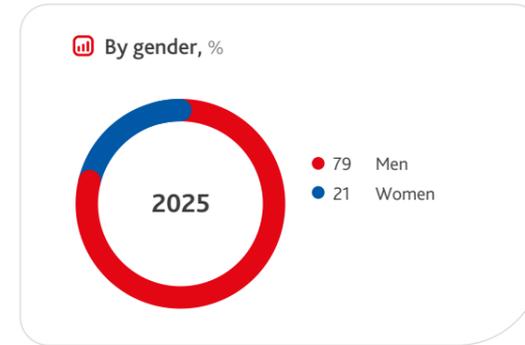


39,391
people strong
Americana Restaurants' team
as at 31 December 2025

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



Workforce composition in 2025¹



Localisation

With deep roots across the MENA region, Americana Restaurants places strong emphasis on developing local talent and supporting national workforce objectives in the markets where it operates. In line with nationalisation programmes, national employees represented 24.7% of the workforce in the Kingdom of Saudi Arabia and 9.4% in the United Arab Emirates in 2025,² excluding contractors. Continued investment in national talent supports long-term organisational capability while contributing to local economic and social development.

During 2025, the Company participated in career fairs across key markets to expand outreach and attract national talent. These efforts were complemented by development programmes designed to build skills, engagement, and leadership readiness among national employees.

Key initiatives included the EDGE programme and the Youth Council. The EDGE programme, launched in the UAE and KSA, follows a four-phase development journey — Empower, Develop, Grow, and Excel — and focuses on personal effectiveness, problem-solving and decision-making, communication and presentation skills, and core leadership capabilities. It combines classroom training with curated digital learning through Coursera.

In 2026, we plan to continue and enhance these initiatives, including EDGE, Youth Council activities, Coffee Catch-Up sessions, and national and cultural engagement events. We also plan to design and launch a structured graduate programme to further strengthen the pipeline of local talent and support long-term localisation objectives.

Training and development

We are committed to continuous learning and capability building across the organisation. Through structured training initiatives and with the help of the Americana Development Centre (ADC), we support employees throughout their development trajectories, encouraging engagement and enabling professional growth. An internal online platform is used to strengthen connections across teams, facilitate collaboration, and support knowledge sharing.

² As at 31 December 2025.

Prioritising our People continued

Employee training and development in 2025 focused on compliance, risk awareness, and leadership capabilities. Mandatory training programmes covered:

- Anti-money laundering
- Cybersecurity awareness
- Data protection regulations
- Conflict of interest
- Risk management
- Insider trading awareness
- Business continuity and crisis management (a refresher training)

Leadership and capability development programmes included:

- 1 The GROW Programme – a structured leadership development initiative for high-potential Restaurant General Managers, delivered through instructor-led classroom training and supported by digital learning.
- 2 The EDGE Programme (see previous page).



Diversity and inclusion

Empowering women

Women represent 21% of our total workforce (+1 p. p. year-on-year) and 7.2% of senior managers (+0.4 p. p. year-on-year). In 2025, we strengthened our focus on developing female talent through targeted leadership initiatives.

A key programme was AMshine, delivered in partnership with YUM! Brands, which brought together 15 high-potential women from Restaurant Support Centres. It focused on building a supportive peer network, strengthening leadership capabilities, and enhancing the confidence and visibility of women in leadership roles.

Building on this foundation, plans for 2026 include a structured sponsorship programme for AMshine participants. This next phase is intended to provide senior-level mentorship, advocacy, and career sponsorship, while enabling current participants to act as mentors for future cohorts. The sponsorship framework is currently under development and will be finalised following further internal alignment and stakeholder engagement.

Expanding women-led operations

Pizza Hut, an Americana Restaurants' initiative, continued to advance gender inclusion by scaling its all-female-led restaurant model. In 2025, the brand

expanded this initiative in the UAE and opened its first restaurant in Saudi Arabia, operated entirely by a female management team, providing women with opportunities for leadership.

Creating opportunities for People of Determination

Americana Restaurants is committed to creating inclusive workplaces for People of Determination. In 2025, inclusive employment was extended to Bahrain and the United Arab Emirates, alongside the opening of an inclusive Pizza Hut restaurant in Alexandria, Egypt. In the UAE, five inclusive restaurants were opened simultaneously across Sharjah, Ajman, Fujairah, Dubai, and Abu Dhabi, providing accessible employment opportunities for People of Determination.

To support inclusive customer interaction and workplace integration, we launched the Sign & Smile Card, a practical tool designed to teach basic sign-language phrases, raise awareness of sign language, and encourage engagement between customers and team members. The initiative aimed to reduce communication barriers and promote more inclusive community interactions.

¹ Based on completed mandatory compliance training, leadership development programmes (GROW and EDGE), and associated digital learning. Gender-wise averages are derived using employee master records.

In addition, the **#EverySignTellsAStory** campaign was launched to raise awareness of sign language and highlight the resilience, aspirations, and experiences of People of Determination team members. The campaign was introduced through a hero silent video communicated entirely in sign language, promoting inclusivity through accessible storytelling.

Currently, Americana Restaurants operates 21 People of Determination-enabled restaurants across the UAE, Saudi Arabia, Egypt, and Bahrain. These stores are adapted with accessibility-focused features:

- Equipment and processes are designed for visual guidance, including preset timers and indicator lights on kitchen equipment.

- Safety protocols are reinforced through colour-coded signage and floor markings, while operational steps rely on visual cues and signals.
- Training materials include illustrations, step-by-step instructions, and references to sign language.

21

People of Determination-enabled restaurants across the UAE, Saudi Arabia, Egypt, and Bahrain.

Creating a positive and rewarding workplace

Employee well-being is a key priority at Americana Restaurants. By investing in employees' quality of life, we support productivity, job satisfaction, and long-term workforce stability.

Working hours and overtime management

Americana Restaurants applies clear controls to manage working hours and overtime in line with local labour laws and employee well-being considerations. Overtime is permitted only when work exceeds normal business hours due to urgent operational needs or deadlines. Compensation is paid in accordance with local labour law rates for normal working days, weekly rest days, and public holidays.²

To protect employee health and prevent excessive working hours, the following controls are enforced:

- Employees may not work more than three hours of overtime per day.
- Employees may not work more than two consecutive weeks without an off-day.
- Overtime-eligible employees must receive at least two compulsory days off per month.

Employee well-being initiatives in 2025

In 2025, Americana Restaurants continued to strengthen its focus on employee well-being across its operations in the MENA region and Kazakhstan. Initiatives aimed to promote early awareness of health

risks and encourage healthier lifestyle choices among employees, and were adapted to local contexts across markets, including:

- Vision screenings.
- Blood pressure monitoring.
- Body mass index (BMI) assessments.
- Nutrition consultations.
- Health and wellness workshops.
- Yoga sessions.

Targeted health awareness programmes were implemented, including breast cancer education and Pinktober activities, reinforcing the importance of early detection and health awareness in a locally relevant and accessible manner. Additionally, a structured 90-day BMI challenge was launched, enabling participants to assess their health, receive guidance from nutritionists, and track progress over time.

Simultaneously, we promoted engagement and a sense of belonging through initiatives that extended beyond the workplace. These included:

- The "Mini Me at Work" event, inviting employees' children and families to the workplace.
- Cultural and social gatherings such as Ramadan and Iftar events, National Day celebrations, and end-of-year festive events.

² Overtime eligibility is limited to store-level employees (Crew and Drivers) and para-professional roles (A1-A3). Employees at the Restaurant Support Centre (B1 level and above) are not entitled to overtime.

Ensuring Food Quality and Safety

Americana Restaurants maintains rigorous food quality and safety standards across its operations and supply chain. Food safety requirements are embedded across sourcing, production, storage, and distribution processes and are supported by standardised operating procedures and quality assurance protocols.

Oversight of key suppliers is maintained through Quality Assurance (QA)-led assessments under the TAQTICS programme, with defined audit cadences:

- Monthly reviews for fresh product categories.
- Quarterly reviews for frozen products.

Corrective actions are tracked in coordination with Procurement to address identified gaps.

In 2025, we improved our processes to formalise quality and safety checks for non-key suppliers, setting requirements at the onboarding and sourcing stages through procurement governance mechanisms. In parallel, standardised warehouse operating procedures and digitised performance indicators supported safe handling and storage practices, helping reduce risks of spoilage, product damage, and non-compliance across the supply chain.

Sourcing responsibly, sourcing locally

Local supplier development is embedded within procurement objectives and KPI frameworks. Sourcing processes routinely include qualified local vendors, subject to defined quality, safety, and cost benchmarks. During 2025, we:

- Onboarded new local suppliers in targeted categories, including poultry, packaging, and edible oils.
- Strengthened contract coverage and RFQ discipline to broaden competition and improve commercial outcomes, particularly in KSA and Morocco.
- Expanded market-specific sourcing where materials and products were locally available.
- Used local sourcing as part of broader supply-chain risk management.

Americana Restaurants is committed to responsible sourcing and the development of resilient local-supply ecosystems. By prioritising local sourcing where commercially and operationally feasible, we support regional economies, reducing supply-chain complexity and transport-related emissions.

Supplier health, safety and quality oversight

We apply structured controls to ensure suppliers and contractors comply with health, safety and quality requirements. Key measures include:

- Quality Assurance (QA)-led assessments for key suppliers, with scheduled audits and corrective actions tracked to closure.
- Supplier onboarding assessments led by QA to confirm compliance with food safety, quality, and operational standards.

- Standardised warehouse operating procedures (SOPs) and digitised KPIs, such as OTIF (On-Time-In-Full) and CFR (Case Fill Rate), reinforcing safe handling, storage, and distribution practices across the supply chain.

These controls help reduce risks related to product safety, damage, spoilage, and non-compliance, particularly in temperature-sensitive categories.

Social and environmental assessment of suppliers

At present, key suppliers are assessed primarily on product safety, quality, and facility practices, including elements that intersect with worker health and safety and operational compliance. Currently, Americana Restaurants does not have a separate Supplier Code of Conduct, nor does it track whether suppliers are officially certified against it. Instead, we address labour, safety, and ethical issues through procurement guidelines, quality assurance assessments, and mechanisms for corrective action.

To improve controls over human rights in the supply chain, including the prevention of child labour and forced labour, we plan to implement screening processes that establish clear sourcing and onboarding requirements for all new suppliers at the time of onboarding, as well as periodic surveillance of non-key suppliers. Planned assessment areas include:

Social

Legal employment practices, prohibition of child and forced labour, safe working conditions, and worker grievance mechanisms



Environmental

Compliance with waste and effluent regulations, emissions controls, and resource-efficiency practices



Governance

Anti-bribery and corruption controls, data privacy, and sanctions compliance



Social Responsibility

Driving positive change in our communities

Through responsible corporate citizenship, Americana Restaurants supports social causes, advances education and skills development, promotes inclusion, and contributes to the well-being of local communities in the markets where it operates.

In 2025, we continued to support education and skills development through targeted partnerships. Hardee's, in collaboration with the Rashid Centre for People of Determination, delivered a guided internship programme providing students with hands-on restaurant experience, and essential workplace and career skills.

During Ramadan, this partnership was extended through the Cards of Hope initiative, which shared artwork created by children from the Rashid Centre with customers across the UAE. Meals included hand-drawn cards encouraging messages of inclusion and

hope to be shared online. The initiative showcased the children's creativity while raising awareness of the Centre's mission.

Alongside education and inclusion initiatives, we engaged with local communities through health awareness and cultural activities. Americana Restaurants participated in breast cancer awareness initiatives, and marked national and cultural occasions such as the UAE National Day and Emirati Women's Day, strengthening connections with local communities and supporting awareness of important social themes.



Supporting communities during Ramadan

During the holy month of Ramadan, Americana Restaurants supported local communities through initiatives focused on practical assistance, inclusion, and culturally relevant engagement. The Joy in Every Bite initiative was launched across 12 markets, providing community support through the distribution of Iftar meals, initiatives for orphaned children, and the hosting of daily Iftar and Suhoor meals. These activities were supported by employee participation and local partnerships.

In the second quarter of 2025, Hardee's complemented these efforts in the UAE with tailored Ramadan Bundles aligned with Iftar and Suhoor consumption patterns, encouraging shared meals and group ordering.

Hardee's also launched two other important community initiatives. First-Time FASTER was a football programme for children fasting for the first time, recognising this milestone through sport and participation. In parallel, the Cards of Hope initiative was activated, with hand-drawn postcards by children from the Rashid Centre for People of Determination included with customer orders, embedding inclusion into everyday dining occasions.

Together, these initiatives reflect Americana Restaurants' approach to Ramadan engagement, combining Company-wide community support with locally grounded programmes during Ramadan and Eid.

Appendix

ADX ESG disclosure index¹

Metric	Indicator	Standards alignment	Answer
E1. Environmental Operations	E1.1) Does your company follow a formal Environmental Policy? Yes/No	GRI, GCC ESG Metrics, UN SDGs 3	E1.1) This topic is covered by the Board-approved ESG Policy and Framework
	E1.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No		E1.2) This topic is covered by the Board-approved ESG Policy and Framework
	E1.3) Does your company use a recognised energy management system? Yes/No		E1.3) No
E2. Water Usage	E2.1) Total amount of water consumed	GRI, GCC ESG Metrics, UN SDGs 6	E2.1) 9,038,000 m ³
	E2.2) Total amount of water reclaimed		E2.2) N/A
E3. Waste Generation	E3.1) Total waste generated, per waste type	GRI, UN SDGs 12	E3.1) N/A
	E3.2) Percentage of waste recycled, per waste type		E3.2) N/A
E4. Energy Usage	E4.1) Total amount of energy directly consumed	GRI, GCC ESG Metrics, UN SDGs 12	E4.1) 582,456,000 kWh
	E4.2) Total amount of energy indirectly consumed		E4.2) N/A
E5. Energy Intensity	E5.1) Total direct energy usage per output scaling factor	GRI, GCC ESG Metrics, UN SDGs 12	E5.1) 219,215.7 kWh per store per year
E6. Energy Mix	E6.1) Percentage: Energy usage by generation type	GRI, GCC ESG Metrics, UN SDGs 12	E6.1) N/A
E7. GHG Emissions	E7.1) Total amount in CO ₂ equivalents, for Scope 1	GRI, IFRS S2, GCC ESG Metrics, UN SDGs 13	E7.1) 83,460 tCO ₂ e
	E7.2) Total amount, in CO ₂ equivalents, for Scope 2 (if applicable)		E7.2) 315,253 tCO ₂ e
	E7.3) Total amount, in CO ₂ equivalents, for Scope 3 (if applicable)		
E8. Emissions Intensity	E8.1) Total GHG emissions per output scaling factor	GRI, IFRS S2, GCC ESG Metrics, UN SDGs 13	E8.1) 145.0 tCO ₂ e per store
	E8.2) Total non-GHG emissions per output scaling factor		E8.2) 159.2 gCO ₂ e per USD 1 of sales

¹ Aligned with ADX Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies (2025).

Metric	Indicator	Standards alignment	Answer
E9. Climate Strategy	E9.1) Describe the climate-related risks and opportunities that could reasonably be expected to affect your organisation's prospects. Also explain, for each climate-related risk your organisation has identified, whether it considers the risk to be a physical or transition risk.	IFRS S2, UN SDGs 13	E9.1-9.3) Please refer to the Climate change section. E9.4) N/A
	E9.2) Describe the current and anticipated impacts of climate-related risks and opportunities on your organisation's business model and value chain. E9.3) How has your organisation responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including the plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation? E9.4) What are the current effects (during the reporting period) of climate-related risks and opportunities on your organisation's financial position, financial performance and cash flows for the reporting period (current financial effects)?		
E10. Climate Related Risks and Opportunities	E10.1) Describe the processes and policies your organisation uses to identify, assess, prioritize, and monitor climate-related risks, and the inputs and parameters used in these processes. E10.2) Whether and how does your organisation use climate-related scenario analysis to inform the identification of climate-related risks?	IFRS S2, UN SDGs 13	E10.1) Please refer to the Climate change section E10.2) No

Appendix continued

Metric	Indicator	Standards alignment	Answer
E11. Climate Governance	<p>E11.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of climate-related risks and opportunities?</p> <p>E11.2) How does the body or individual consider climate-related risks and opportunities when overseeing your organisation's strategy?</p> <p>E11.3) Are performance metrics related to climate targets included in remuneration policies? If so, how?</p> <p>E11.4) Has your organisation delegated the role of overseeing climate-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?</p>	IFRS S2, UN SDGs 13	<p>E11.1) The Board oversees climate-related risks and opportunities, supported by the CEO and Audit Committee, with the Head of Procurement as ESG Policy custodian.</p> <p>E11.2) Please refer to the Climate change section</p> <p>E11.3) No</p> <p>E11.4) Yes; oversight is delegated to the Head of Procurement, with the CEO and Audit Committee reviewing their recommendations before Board approval.</p>
E12. Climate Targets	Disclose climate-related targets, including baselines, interim milestones, and tracking mechanisms. Clarify alignment with national targets or global initiatives (e.g., SBTi, UAE Net Zero 2050).	IFRS S2, UN SDGs 13	E12. Not established
S3. Employee Turnover	<p>S3.1) Percentage: year-over-year change for full-time employees</p> <p>S3.2) Percentage: year-over-year change for part-time employees</p> <p>S3.3) Percentage: year-over-year change for contractors/consultants</p>	GRI, GCC ESG Metrics	<p>S3.1) 10.1%</p> <p>S3.2) 43.3%</p> <p>S3.3) 9.9%</p>
S4. Gender Diversity	<p>S4.1) Percentage: Total enterprise headcount held by men and women</p> <p>S4.2) Percentage: Entry- and mid-level positions held by men and women</p> <p>S4.3) Percentage: Senior- and executive-level positions held by men and women</p>	GRI, GCC ESG Metrics, UN SDGs 5	<p>S4.1) 78.8% and 21.2%, respectively</p> <p>S4.2) 77.1% and 12.9%, respectively (entry-level employees)</p> <p>S4.3) 92.8% and 7.2%, respectively</p>
S5. Temporary Worker Ratio	<p>S5.1) Percentage: Total enterprise headcount held by part-time employees</p> <p>S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants</p>	GRI, GCC ESG Metrics	<p>S5.1) 1,326</p> <p>S5.2) 5,937</p>
S7. Nationalisation	S7.1) Percentage of national employees, per employment category	GRI, GCC ESG Metrics	S7.1) 24.7% of the workforce in the KSA and 9.4% in the UAE
S8. Non-Discrimination	S8.1) Does your company follow a non-discrimination policy? Yes/No	GRI, GCC ESG Metrics, UN SDGs 10	S8.1) Yes
S9. Health, Safety and Wellbeing	S9.1) Does your company follow an occupational health and/or health and safety policy? Yes/No	GRI, GCC ESG Metrics, UN SDGs 3	S9.1) Yes
S10. Injury Rate	S10.1) Percentage: Frequency of injury events relative to total workforce time	GRI, GCC ESG Metrics, UN SDGs 3	S10.1) N/A

Metric	Indicator	Standards alignment	Answer
S11. Child and Forced Labour	<p>S11.1) Does your company follow a child and/or forced labour policy? Yes/No</p> <p>S11.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors? Yes/No</p>	GRI, GCC ESG Metrics, UN SDGs 8	<p>S11.1) Americana Restaurants adheres to child and forced labour laws and regulations in all the countries where it operates.</p> <p>S11.2) We address labour, safety, and ethical issues through procurement guidelines, quality assurance assessments, and mechanisms for corrective action.</p>
S12. Human Rights	<p>S12.1) Does your company follow a human rights policy? Yes/No</p> <p>S12.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No</p>	GRI, GCC ESG Metrics, UN SDGs 10	<p>S12.1) Americana Restaurants adheres to human rights in all the countries where it operates.</p> <p>S12.2) We address human rights through procurement guidelines, quality assurance assessments, and mechanisms for corrective action. To improve controls over human rights in the supply chain, we plan to implement screening processes that establish clear sourcing and onboarding requirements for all new suppliers at the time of onboarding, as well as periodic surveillance of non-key suppliers.</p>
S13. Community Investment	S13.1) Amount invested in the community, as a percentage of company revenues.	GRI, GCC ESG Metrics, UN SDGs 8	S13.1) N/A
G1. Board Independence	<p>G1.1) Does the company prohibit the CEO from serving as the board chair? Yes/No</p> <p>G1.2) Percentage: Total board seats occupied by independent board members</p>	GCC ESG Metrics	<p>G1.1) Yes</p> <p>G1.2) 43%</p>
G2. Board Diversity	<p>G2.1) Percentage: Total board seats occupied by men and women</p> <p>G2.2) Percentage: Committee chairs occupied by men and women</p>	GRI, GCC ESG Metrics	<p>G2.1) 86% and 14% respectively</p> <p>G2.2) No committee chairs are held by women.</p>
G3. Supplier Code of Conduct	<p>G3.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/No</p> <p>G3.2) If yes, what percentage of your suppliers have formally certified their compliance with the Code</p>	GRI, GCC ESG Metrics, UN SDGs 12	<p>G3.1) Americana Restaurants does not have a separate Supplier Code of Conduct. Instead, we address labour, safety, and ethical issues through procurement guidelines, quality assurance assessments, and mechanisms for corrective action.</p> <p>G3.2) N/A</p>
G4. Ethics and Prevention of Corruption	<p>G4.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No</p> <p>G4.2) If yes, what percentage of your workforce has formally certified its compliance with the policy</p>	GRI, GCC ESG Metrics, UN SDGs 16	<p>G4.1) Yes</p> <p>G4.2) N/A</p>

Appendix continued

Metric	Indicator	Standards alignment	Answer
G5. Data Privacy	G5.1) Does your company follow a Data Privacy policy? Yes/No	GRI, GCC ESG Metrics	G5.1) Yes
	G5.2) Has your company taken steps to comply with GDPR rules? Yes/No		G5.2) Yes
G6. Sustainability Strategy	G6.1) Describe the sustainability-related risks and opportunities that could reasonably be expected to affect your organisation's prospects.	IFRS S1	G6.1-6.3) Please refer to the Managing sustainability-related risks and opportunities section.
	G6.2) Describe the current and anticipated impacts of sustainability-related risks and opportunities on your organisation's business model and value chain.		G6.4) N/A
	G6.3) Describe how your organisation responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.		
	G6.4) Describe the current and anticipated effects (during the reporting period) of sustainability-related risks and opportunities on your organisation's business model, financial position, performance, and cash flows. How are these risks considered in financial planning (current financial effects)?		
G7. Sustainability Risks Management	G7.1) Describe the processes and policies your organisation uses to identify, assess, prioritize, and monitor sustainability-related risks, and the inputs and parameters used in these processes.	IFRS S1	G7.1-7.2) Please refer to the Managing sustainability-related risks and opportunities section.
	G7.2) How are the processes for identifying, assessing, prioritising, and monitoring sustainability-related risks and opportunities integrated into and informing your organisation's overall enterprise risk management process?		

Metric	Indicator	Standards alignment	Answer
G8. Sustainability Governance	G8.1) Which governance body(s) (which can include a board, committee, or equivalent body charged with governance) or individual(s) are responsible for oversight of sustainability-related risks and opportunities? G8.2) How does the body or individual consider sustainability-related risks and opportunities when overseeing your organisation's strategy? G8.3) Are performance metrics related to these targets included in remuneration policies? If so, how? G8.4) Has your organisation delegated the role of overseeing sustainability-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	IFRS S1	G8.1-8.2) Please refer to the Managing sustainability-related risks and opportunities section.
			G8.3) No
			G8.4) Please refer to the Managing sustainability-related risks and opportunities section.
G9. Sustainability Targets	G9.1) What metrics does your organisation use to measure and monitor each sustainability-related risk or opportunity identified above?	IFRS S1	G9.1) N/A
G10. Disclosure Practices	G10.1) Does your company publish a sustainability report? Yes/No G10.2) Does your company publish a GRI-, IFRS-, CDP-, SASB-, IIRC-, or UNGC-based report?	IFRS S1	G10.1) No
			G10.2) No
G11. External Assurance	G11. External Assurance	GRI, GCC ESG Metrics	G11. No
I1. Sustainability Reporting	I1.1) Does your company publish a sustainability report? Yes/No	GRI, IFRS S1, UNGC	G11.1) No
I2. ESG Ratings	I2.1) Has your company received an ESG rating (solicited or unsolicited)? Yes/No I2.2) If yes, provide the latest overall ESG score	MSCI, ESG Invest, Sustainalytics, S&P, etc.	G12.1) No
			G12.2) N/A
I3. Stakeholder Engagement	I3.1) Does your company engage with stakeholders on ESG/sustainability topics? Yes/No I3.2) If yes, report on the frequency and effectiveness of engagement	GRI, IFRS S-1, UNGC	G13.1-3.2) Please refer to the Stakeholder engagement section.