

# DRIVEN BY A PASSION FOR PEOPLE, GROWTH AND GOOD FOOD

Bring Fun  
to Life!



SUSTAINABILITY  
REPORT



AmRest



# Table of content

<b>1. AmRest behind the scenes</b> .....	<b>6</b>	<b>5. The restaurant environment</b> .....	<b>94</b>
Our recipe for success.....	10	Our goals and ambitions.....	96
Growth is our passion.....	22	Towards the future:	
How we see our responsibility.....	26	Innovations for the environment.....	97
Listening to our stakeholders.....	30	KFC Drive Thru Green.....	100
<b>2. Get to know our brands</b> .....	<b>32</b>	<b>6. An appetite for helping</b> .....	<b>102</b>
Globally recognizable brands.....	34	Giving back to our communities.....	104
<b>3. Local suppliers</b> .....	<b>46</b>	Our employee volunteer program in numbers.....	106
How we look after the food.....	48	The energy of SIEMACHA.....	108
Going local.....	56	FCSR.....	116
Being fair to our customers.....	60	We share food.....	118
<b>4. A fun place to work</b> .....	<b>64</b>	<b>7. 25 years of fun</b> .....	<b>122</b>
Bring Fun to Life!.....	66	People.....	126
A career like no other:		Brands.....	128
AmRest's career development programs.....	84	Restaurants.....	130
Keeping our employees safe.....	92	Finances.....	132
		Partners.....	134
		<b>8. About the Report</b> .....	<b>136</b>
		How did this report come about?.....	137
		GRI Standards Content Index.....	138





# AmRest

# BEHIND THE SCENES

## Let's get to know each other better!

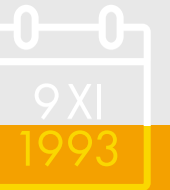
Welcome to our world which we continue to expand while embracing our social and environmental responsibilities in all our successes.

As you take this report into your hands, ready to read, we'd like to say:  
**Let's get to know each other better...**  
or maybe you already know a bit about us.

# Wszystko Jest Możliwe

### Anything Is Possible

The history of AmRest and **Wszystko Jest Możliwe** began in Poland. From that point on, the Polish language motto has been an integral part of AmRest and that is why we do not translate it into other languages. Our employees around the world use the **WJM** abbreviation. For more, see page 11 of the report.



We are the largest independent international company operating chains of restaurants across the globe, from Spain to China.



Since 1993, when AmRest was started, we have been actively developing our portfolio of international power brands such as KFC, Pizza Hut, Burger King and Starbucks.



In 2012 our family of restaurants welcomed two robust Chinese brands: **Blue Frog and KABB.**



We are the owner of **La Tagliatella** brand.



## Dear All,

It is with great pleasure that we present AmRest's first Sustainability Report. In it we share an overview of the impact our company has had over its 25-year history.

Our Mission can be summed up in three words:

**Anything is Possible** (Wszystko Jest Możliwe).

Ever since our very beginnings we have been proving that by applying our unique **Wszystko Jest Możliwe** culture we can achieve any goal.

AmRest has always referred to itself as a growth company. And indeed one of our biggest successes has been the pace of our growth. Over the past 25 years we have built an international business which now operates 1650 restaurants spanning 16 countries. Every year we launch an increasing number of new units. In 2016 we opened 146 restaurants, the following year the number of openings grew to 207. Our goal now is to open more than 300 new stores in 2018. These achievements have made AmRest the fastest growing independent restaurant company in Europe.

We have also generated great financial results. According to AmRest's latest report, revenues in all markets have been increasing and EBITDA has remained stable.

Other notable achievements include our M&A track record. Last year we expanded our footprint in Western Europe by adding over 250 KFC and Pizza Hut restaurants to AmRest's portfolio. In addition, in early 2018 we invested in a new segment: premium bakery. AmRest's progress has been not only about growth, but also about developing new sales channels, including innovative digital platforms. All of these activities support our long-term goal of becoming the #1 restaurant operator in Europe.

Operating strong global brands such as KFC, Pizza Hut, Burger King or Starbucks in 16 markets necessarily leaves an imprint on economic, environmental, and social spheres and impacts a vast group of stakeholders including our employees, guests, suppliers, NGOs, investors, local communities, and authorities. At AmRest we feel responsible for creating a sustainable future for everyone whose life we touch. Therefore, in 2015 we launched a 2015-2020 CSR strategy linked to the UN Sustainable Development Goals (SDGs) and based on our Core Values.

The AmRest CSR Strategy has been built on four pillars: our food, our people, our community, and our environment. In each of these areas we set ambitious goals for ourselves.

Our goal is to deliver the best culinary experience to our guests while maintaining the highest quality and safety standards across our supply chain. We also believe in responsible consumption and production. Through our portfolio of well-known global brands we can share best practices with thousands of stakeholders.

AmRest's success has been built on the strong commitment of people who are both professional and empathetic. Our unique **Wszystko Jest Możliwe** culture enables all employees to share the same values no matter what country or nation they are in. Since 1993 we have been creating opportunities for growth for thousands of employees. The number of managers graduating from the AmRest University in 2017 was higher than the number of Oxford managerial alumni in that year. As a result, over 80% of our promotions are internal.

At AmRest, our words become actions. We care, and we know that only by operating in a sustainable manner we will have continued success. We listen carefully, to make sure we make the right decisions.

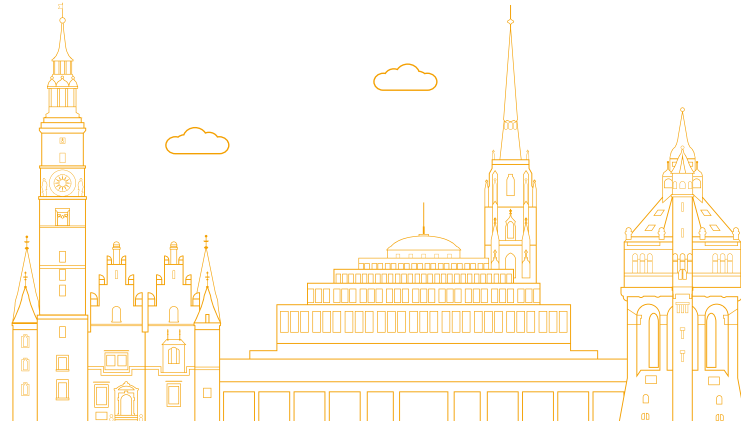
Within the pages of our first Sustainability Report we have described our Core Values, our human approach to business, as well as the efforts we have made and will continue to make to contribute to the achievement of the SDGs. We are convinced that we need to share our success with the whole Planet. Our scale, brands and people are the foundations on which we will continue to do so. We view this as both an obligation and an honor. Your trust is valuable to us, and we will keep working to earn it.

**José Parés Gutiérrez**  
**Chairman of the Board of Directors**  
**AmRest Holdings SE**

## Our recipe for success

What underlies our success is the **Wszystko Jest Możliwe** culture, which goes back to when we opened our first Pizza Hut restaurant in Wrocław, Poland. It was there and then that our adventure in the foodservice industry began.

There is a story behind every success and a unique recipe for achieving it. In the case of AmRest, it is a story of 25 years of passion, determination, and faith in people. It was not always easy and we have had a taste of both the bitter and sweet aspects of running a business. Despite that we have never stopped believing that **Wszystko Jest Możliwe**.



# 25 years

# AmRest

## The TOP 3 most important events of 2017 in AmRest's world:

### 1# DIGITALIZATION



We launched innovative ways of communicating with our customers. **Skip the Line** is a mobile app that enables customers to order their KFC meal for takeout avoiding long lines.



With the **Pizza Hut bot** they can order a pizza using Messenger or Facebook. It's fast, smooth, and easy!

### 2# AWARDS



STARBUCKS

Starbucks received two prestigious European Coffee Awards at the 10th **Allegra European Coffee Symposium**:

- Best Coffee Chain – Europe,
- Best Coffee Chain – Western Europe.



Burger King was presented with an award for recruitment materials at the **HR camp**. We may also boast an Employer Branding Star statuette.



The **HARVEST** program dedicated to preventing food waste at KFC restaurants received a distinction in the Listki CSR Awards held by Polityka weekly, the Responsible Business Forum, and Deloitte, for contributing to the achievement of the UN Sustainable Development Goals (SDGs).

### 3# AMREST'S NEW BUSINESS



We became the majority shareholder in Restaurant Partner Polska Sp. z o.o., the operator of the online food ordering website **PizzaPortal.pl**.



**Come and learn  
our recipe  
for success.**

## Ingredients:

- ✓ Believing that **Wszystko Jest Możliwe**
- ✓ Bring Fun to Life!
- ✓ Core Values
- ✓ Passion for people and good food
- ✓ Consistency and staying true to the:  
**People - Brands - Scale** concept



## Preparation:

### 1993 Americans in Wrocław

**Wszystko Jest Możliwe** comes to life together with our first Pizza Hut restaurant, which opened in November 1993 in a renovated townhouse at Rynek 48 in Wrocław, Poland. A year later we opened another unit in Szczecin.

Originally, the co-founders of AmRest (then: American Retail Systems), Henry McGovern and Don Kendall Jr., had a different idea for the townhouse. Yet, when offered a franchise in Pizza Hut, they changed their plans, and the rest is history...

At the outset, American Retail Systems (ARS) had four partners: Donald M. Kendall, Donald M. Kendall Jr., Christian R. Eisenbeiss, and Henry J. McGovern.

### 1995 Legendary breaded chicken arrives to Poland

We open the first KFC restaurant in Poland. The success exceeds our wildest expectations!

### 1998 We go international

We buy Yum! Brands' business in the Czech Republic at a time when it is generating great annual losses. Thanks to our determination and focus on finding **People** with passion, developing **Brands** and economies of **Scale**, we start growing and making a profit.

Our idea: **People - Brands - Scale**

### 2000 Getting bigger and bigger

The merger of YUM! Brands and American Retail Systems gives rise to AmRest NV. Over a short period of time we have become a company with 3 200 employees!

### 2005 Going public

In April we made a successful debut on the stock exchange, while Yum! stops being the company's stakeholder. By the following year, our share price doubles.

### 2007 Destination --> East & South

We expand to Russia, open the first AmRest-run KFC restaurant in Bulgaria and our first KFC unit in Serbia. We also launch our first Burger King restaurant in Poland and enter into a partnership with Starbucks.

### 2008 Discovering America

In January we opened our first Starbucks coffee house in the Czech Republic. We took over new restaurants in Russia and entered the American market having acquired an 80% stake in Applebee's second largest franchisee in the US. We open the first Burger King unit in Bulgaria and the Czech Republic.

### 2009 First Starbucks coffee house opens in Poland

### 2010 Serving coffee in Hungary

Another success! We launch the first Starbucks coffee store in the capital of Hungary.

### 2011 Bringing La Tagliatella on board

We buy shares in Spanish Restauravia, which owns KFC stores in the country, and Italian casual dining restaurants, La Tagliatella. Seeing its potential, we plan a strategy for the brand's growth.

### 2012 AmRest in Asia

And we do as we planned – we open our own La Tagliatella restaurants in new markets : France, China, the US, and Germany. Our portfolio expands to include restaurants of two Chinese brands, Blue Frog and KABB.

### 2016 A thousand restaurants

We become the operator of 144 Starbucks coffee houses in Germany, while the total number of restaurants in our portfolio exceeds 1 000!

## 2017 A year of rapid growth

We take note of fast-growing trends such as online food ordering websites and become the majority shareholder in Restaurant Partner Polska Sp. z o.o., the operator of PizzaPortal.pl.

We take over KFC units in Germany, Russia, France, and Spain, as well as various segments of the Pizza Hut brand in France and Germany. We enter three new markets: Portugal, Austria, and Slovenia. We launch the first European Blue Frog restaurants in Poland and Spain.

It will soon be **25 years** since we opened the first Pizza Hut restaurant in Wrocław but we have a feeling that we're only getting started.





# The story behind

## Wszystko Jest Możliwe

by Henry McGovern  
Founder & Member of the Board of Directors.



Originally, we bought the townhouse at the Wrocław market place to turn it into the city's first Class A building. We wanted to lease the ground floor to be used for a restaurant. Looking for a tenant, we approached PepsiCo, who owned Pizza Hut and KFC at that time. They declined but suggested something much more appealing instead – a Pizza Hut franchise. Donald Kendall Sr., the President of PepsiCo Poland, also offered to become our partner. We couldn't pass on such an opportunity. This was the beginning of AmRest and **Wszystko Jest Możliwe**. But the road ahead wasn't without bumps.



The first challenge was getting phone lines installed. Norbert, our first employee, and I decided to see the director of Telekomunikacja Polska S.A., the telecom company. I explained that we needed about 100-150 phone lines. He gave me a very strange look. I thought something had been mistranslated, so I repeated everything once again. Then Norbert told me that his parents had waited to have one phone line installed for 15 years and here I was asking for 150, all at one go. We managed to negotiate 7. When we came back to the office everyone thought I'd bribed the director, which of course I hadn't.

And that's how the story of **Wszystko Jest Możliwe** started!



The next bump on the way was getting connected to the electrical grid. We had to build our own transformer and have electricity carried through a line from another place. And we proved that

**Wszystko Jest Możliwe** again!



Then the President of PepsiCo Poland came. He saw the condition of the place and said: *Henry, you won't open before April or May 1994.* I bet him 100 dollars that the place would open on time.

I believed that **Wszystko Jest Możliwe**.



Later, it turned out that the building's structure did not meet Pizza Hut's standards. We had to replace the entire flooring. When our managers came back from training in August and saw nothing but empty walls and a roof, they all said: *Henry, there's no way you'll open in November.*

I replied: **Wszystko Jest Możliwe**.



From that point on we worked 24 hours a day, 7 days a week, in three shifts. And we did it! We opened our first Pizza Hut restaurant with a bang, just as planned, on November 9, 1993! By that time we were 100% sure that

**Wszystko Jest Możliwe**.

Today AmRest means more than **38 000** employees, **200** million transactions a year, and over **1 636** restaurants in **16** countries. And that's all because **Wszystko Jest Możliwe**.

\* as of Dec. 31, 2017

# Enter the world of AmRest

Here is a bird's-eye view of AmRest's world.  
Let's sum up **2017**, a year of rapid growth.

## We managed **7** restaurant brands:

- KFC,
- Pizza Hut,
- Starbucks,
- Burger King,
- La Tagliatella,
- Blue Frog,
- KABB,

and

- the online food ordering website Pizzaportal.pl



## We operated across **16** countries:



**We managed 1636**  
Quick Service and Casual Dining  
**restaurants.**

The restaurants we manage  
across different countries:

**In 2017 we opened 247 own restaurants.  
We entered into 208 new franchises.**

<b>Restaurant count by brand</b>		We operated <b>301</b> coffee houses We opened <b>26</b> own coffee houses
		We operated <b>669</b> restaurants We opened <b>150</b> own restaurants
		We managed <b>327</b> restaurants We opened <b>49</b> own restaurants We granted <b>186</b> new franchises
		We managed <b>54</b> restaurants We opened <b>9</b> own restaurants
		We managed <b>236</b> restaurants We granted <b>22</b> new franchises
		We managed <b>45</b> restaurants We opened <b>13</b> own restaurants
		We managed <b>4</b> restaurants

**We worked with more than 12 000 business partners:  
franchisees, franchisers, and suppliers.**

<b>Franchisees</b> (for Pizza Hut in Germany, Pizza Hut and La Tagliatella in France, and La Tagliatella in Spain)	<b>215</b>
<b>Franchisers</b>	<b>4</b>
<b>Suppliers</b> (including food suppliers)	<b>11 931</b> 1167
<b>Total</b>	<b>12 150</b>



We made it possible for customers in nearly **400** Polish towns and cities to order food deliveries on Pizzaportal.pl choosing from meal options from **2 500** restaurants.



**We had 38 273 employees working for our joint success.  
36 384 in restaurants.**



**In 2017 AmRest's restaurants handled around 200 million transactions in total.**



**We generated a revenue exceeding 5 billion Polish zloty.**

## Growth is our passion

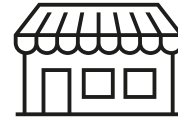
We develop our business with passion and energy. Our rapid growth wouldn't be possible if it weren't for our Core Values. Our **Wszystko Jest Możliwe** culture has been there since we started: we believed it when we were opening our first restaurant in Poland and we believe it even more, now - going global.

### AmRest's business model in brief

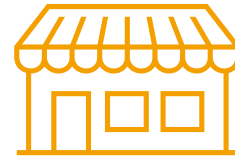
Our operations primarily focus on managing the KFC, Pizza Hut, Burger King, and Starbucks brands through our subsidiaries under franchise contracts in Poland, the Czech Republic, Hungary, Slovakia, Russia, Serbia, Croatia, Bulgaria, Romania, Germany, France, Austria, Slovenia, and Spain.

In Spain, France, Portugal, and Germany we also operate restaurants under our own brands: La Tagliatella, Trastevere, and il Pastificio. We grant franchises for these brands to unrelated entities and run our own restaurants using a central kitchen that caters for the whole chain. We also run the operations of Blue Frog, our brand in China, Spain, and Poland, and KABB, our brand in China.

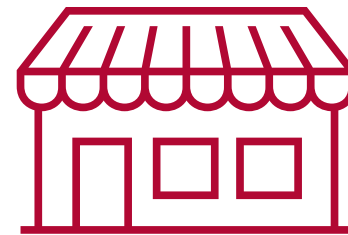
### Restaurant count increase over 2015-2017



31.12.2015  
**904**  
restaurants



31.12.2016  
**1181**  
restaurants

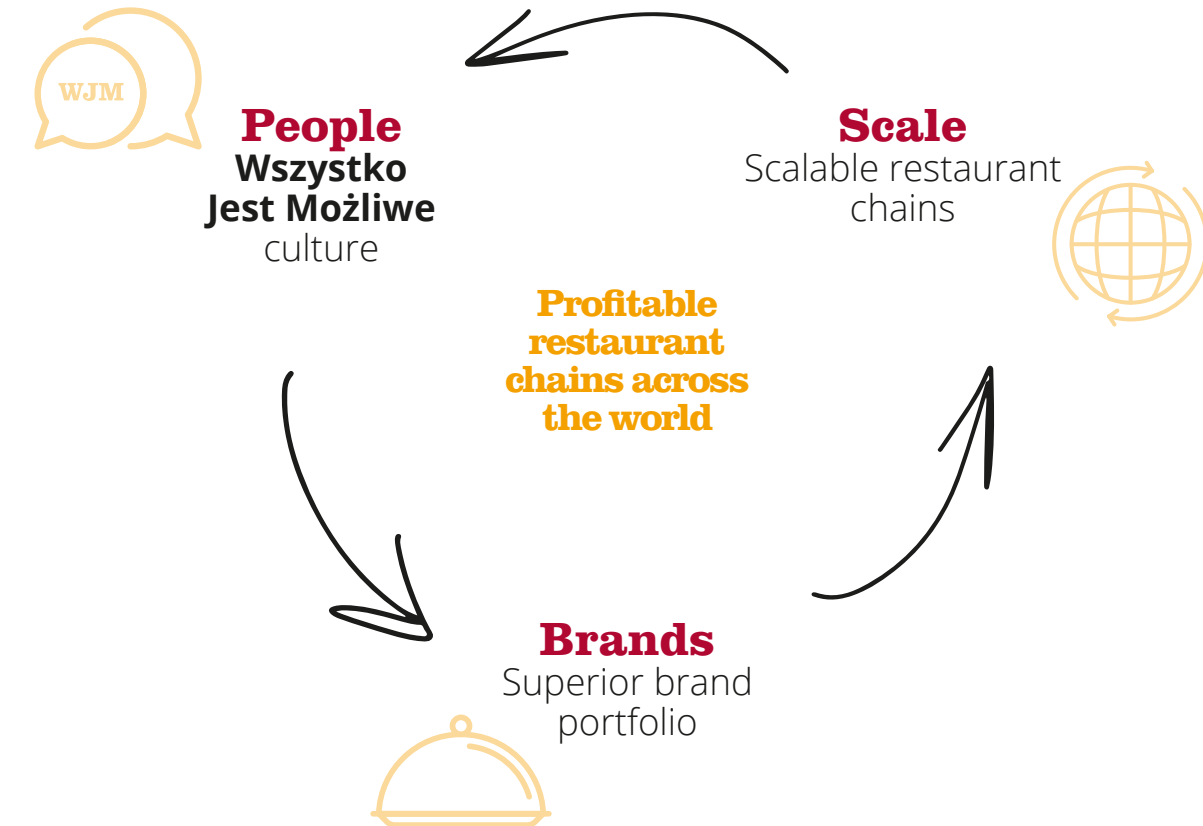


31.12.2017  
**1636**  
restaurants

# AmRest strategy

Leverage our **WJM** culture, international capability and superior brand portfolio to grow scalable, highly profitable restaurants globally.

## Value creation through three pillars: **PEOPLE - BRANDS - SCALE**

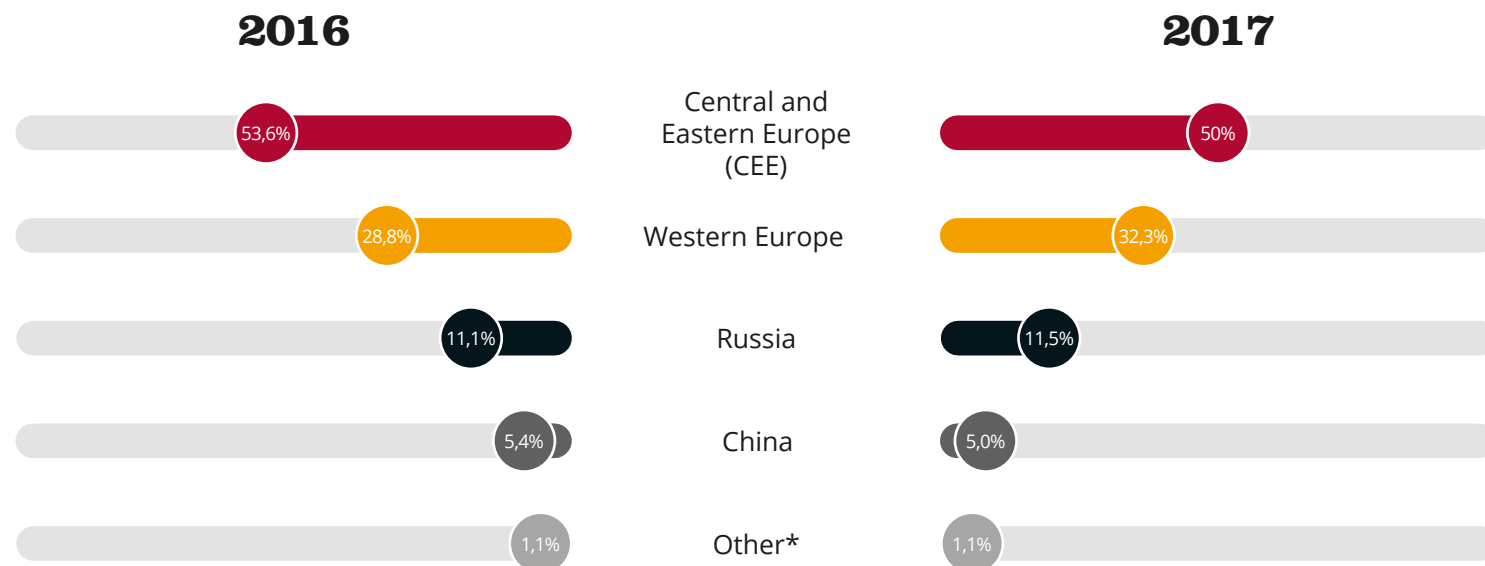


# Our unique proposition

Through our **WJM** culture we will deliver delicious taste and exceptional service at affordable prices.

In 2017 our strategy was focused on developing the power brands in our portfolio, which in practice meant growing the KFC and Starbucks chains in Europe, and continued scaling of the La Tagliatella chain in Spain. Importantly, we expanded the presence of the Pizza Hut brand, of which we are now the master-franchisee in Central and Eastern Europe. In 2017 we took over various segments of the brand in two major markets: France and Germany.

Sales by division in 2016-2017



\* revenue generated by SCM Group and Pizzaportal.pl

## AmRest's corporate governance

In 2017, as set out in its Statute, AmRest was managed by the Management Board, whose members were appointed by the Supervisory Board for 3 years, and the Supervisory Board, which supervised the Management Board's operations.

## Management Board

Members of AmRest's Management Board in 2017:

- Drew O'Malley (until June 30, 2017)
- Jacek Trybuchowski (except between February 2, and June 29, 2017)
- Mark Chandler
- Oksana Staniszewska
- Olgierd Danielewicz
- Wojciech Mroczyński (until December 28, 2017).

## Supervisory Board

Members of AmRest's Supervisory Board in 2017:

- Henry McGovern
- José Parés Gutiérrez (Chairman of the Board)
- Luis Miguel Álvarez Pérez
- Steven Kent Winegar Clark
- Carlos Fernández González
- Pablo Castilla Reparaz
- Mustafa Ogretici

In October 2017 AmRest's General Meeting of Shareholders passed resolutions to relocate the company from Poland to Spain and change the company's Statute, adjusting it to the Spanish law. The process concluded in March 2018, when the Company's registered office was formally moved to Spain.

These changes were a natural consequence of the company's business strategy. AmRest wants to keep developing its presence in Western Europe and plans to become listed on one of the European stock exchanges while remaining on the Warsaw Stock Exchange.

The move to Madrid resulted in the change of applicable law and jurisdiction, which meant that the company's management structure changed as well. The Management Board and Supervisory Board were replaced by the Board of Directors.

## Current members of AmRest's Board of Directors:

- Henry McGovern
- José Parés Gutiérrez (Chairman)
- Luis Miguel Álvarez Pérez
- Steven Kent Winegar Clark
- Carlos Fernández González
- Pablo Castilla Reparaz
- Mustafa Ogretici



## How we see our responsibility

As a socially responsible business we:

- operate according to the highest standards of business conduct and corporate governance,
- take into account what is expected of us and listen to our key stakeholders,
- contribute to the sustainable development of the countries and regions where we operate,
- apply CSR standards in 7 areas of our day-to-day activity:



To work effectively as a responsible business, we prepared and implemented the Strategy of Responsible Business and Sustainable Development of AmRest's Central European Division for 2015-2020. The strategy applies to Central Europe, that is Poland, the Czech Republic, Hungary, Croatia, Bulgaria, Romania, and Serbia.

In 2018 we intend to take the next step and implement a responsible business and sustainable development policy for all the countries where we operate.

### Our responsible business and sustainable development goals:

- We want to continue to improve the nutritional value of our products and ensure the best quality and safety along the whole supply chain.
- We want to be the employer of choice in our industry.
- We want each and every one of our brands to be perceived by our employees, customers, and local communities as a socially responsible one.
- We want our business to be environmentally friendly in all areas of our activity.



## Responsible business and sustainable development: strategic areas of focus

We deliver delicious food while striving for the highest standards of quality and safety along the whole supply chain and obtaining fresh products from suppliers.

**Our food**  
Key issues:  
food quality and safety,  
responsible procurement and sale,  
transparent nutritional value information

**Our people**  
Key issues:  
culture of inclusiveness and openness,  
employer of choice,  
trainings and development

We create secure, diverse, and fun workplaces. We celebrate achievements and inspire positive energy.

**Our environment**  
Key issues:  
environment friendly packaging,  
waste and recycling

We respect the natural environment. We are always on the lookout for innovations and measures that would make our operations greener.

**Our community**  
Key issues:  
employee volunteering initiatives,  
projects supporting children's  
education and development

We are socially engaged. We use our possibilities to give back and support our employees' involvement in initiatives that help the local communities where we are present.



“

AmRest keeps developing at a dynamic pace because we consistently pursue our strategy. We are building the future of our company drawing on clearly defined values which we have cherished for years in each and every area of our activity. Corporate social responsibility is important for us, therefore we approach it in a strategic manner, setting priorities and concrete, measurable goals for the years to come. Our sustainable development strategy guides and inspires our actions: this is where our passion and our self-discipline come together.

**Iwona Sarachman, Public Relations Director**

### Diversity at AmRest

We can't imagine our work environment without diversity. The global scale of our business and the values we hold make diversity a natural thing to us. We want everyone who works at AmRest to be respected, able to fulfill their potential, and feel a part of our company. Every day we meet different people on our journey and work together towards our common goals. Our customers and our employees all come from diverse backgrounds. In order for everyone to remember how important diversity is in our organization, we adopted the Diversity Policy in AmRest which applies across the countries where we operate.

### Ethical standards at AmRest

We want our operations to be based on the highest ethical standards. That is why we put down our values and principles in a globally-binding document. Our Code of Business Conduct is a guide to our values and the rules that apply at AmRest and should be observed by our employees. The Code deals with such issues as customer relations, business-to-business relations, workplace relations, or gift policy.



## Our Core Values



### Customer focus

We listen and actively respond to our customers. Our decisions and actions are customer focused.



### Commitment to people

We believe in the intentions of our people, and want them to take responsibility, develop, and have fun!



### Stretch goals

We know that **Wszystko Jest Możliwe** set aggressive targets. We recognize and reward progress while understanding accountability and commitment.



### Operation Excellence

We have a passion for excellence. We push to be the best in the world. We have the energy and confidence to confront today's reality and make the changes necessary to be the best.



### Feedback

We desire and believe in direct and honest feedback. Politics have no place in our company.



### Accountability

We do what we say, we are accountable, we act like owners.



### Positive energy

We execute with enormous positive energy and have the ability to invigorate others... we hate bureaucracy and all the nonsense that comes with it.



### Profitability

Profit, like breathing, is indispensable. Profit is not our sole goal, it is a means to achieving our opportunities. We know that we all must feel and uphold these core beliefs in order to maximize our individual and collective success.

# Listening to our stakeholders

Our stakeholder is anyone who influences us and whom we influence through our operations. We identified our stakeholders in 2015. The most important ones were our employees, including employees with disabilities, customers of all our brands, investors, suppliers (including regular and long-standing business partners), and local communities and local authorities in the regions where we operate our restaurants and coffee houses.

The opinions and needs of our key stakeholders matter to us. We listen to them and shape our operations accordingly. In 2017 we conducted a survey among our stakeholders. We asked them what aspects of our performance we should include in our non-financial reporting. The survey provided us with detailed information on our stakeholders' view of our company. The respondents indicated the issues which, in their opinion, should be discussed in our sustainability report. These included environmental matters as well as employee and supplier relations.

The most important topics were:

- ensuring a high quality of produce and the products made from it, including compliance with existing regulations and reliable ingredient listing,
- consumer satisfaction,
- waste minimization/maximum use of ecological packaging,
- description of the supply chain and criteria of supplier selection,

- resource management, including water and energy consumption,
- employee policy together with occupational health and safety,
- working for local communities and employee volunteering initiatives.

As part of the survey, we also conducted phone interviews with our key stakeholders. This way we learnt how they perceived and understood responsible business and what they thought about AmRest. We concluded that the stakeholders believed we needed to report on such topics as corporate governance and management, workplace relations, supply chain, financial performance, and social engagement.

Within this report for 2017 we have tried to satisfy the stakeholders' expectations as regards to the reporting on topics as thoroughly as possible.

### We belong to:

Polish Council of Shopping Centres  
Association of Employers HoReCa





# GET TO KNOW OUR BRANDS

## Exquisite leaders

You can get a taste of our brands' hospitality across the whole globe.



**STARBUCKS**

The largest coffee chain in the world. Established on March 30, 1971 in Seattle, Washington, it first arrived to Poland nearly a decade ago.



James McLamore and David Edgerton opened their first **BURGER KING** restaurant on December 4, 1954 in Miami, Florida.



## blue frog

**BAR & GRILL**

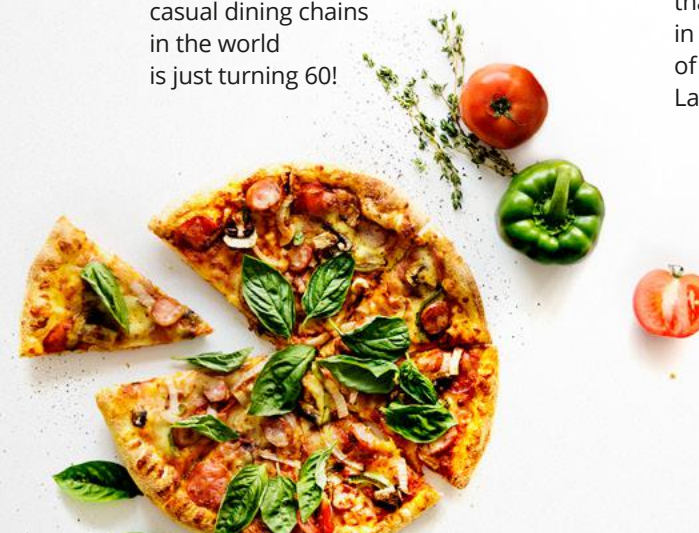
A restaurant and a bar in one. The first **Blue Frog** unit opened in Shanghai when two American expats in China decided to set up a place that would feel like their home state of Montana.



In 1939 Harland Sanders, the founder of **KFC**, came up with a unique mix of herbs and spices which we use to this day.



One of the biggest casual dining chains in the world is just turning 60!



## La Tagliatella

**La Tagliatella** draws on more than 20 years of experience in the traditional cuisines of the regions of El Piemonte, La Liguria, and La Reggio Emilia.



**KABB** opened its first restaurant in January 2001 in one of Shanghai's most prestigious locations: Xintiandi.



## Globally recognizable brands

Get to know more about the global brands operated by AmRest and the restaurants we run across the world, from Spain to China.

Offering fresh and high-quality products at our restaurants and coffee houses is of key importance to us. You will learn more about our meals in Chapter 3: Local suppliers, a global menu.



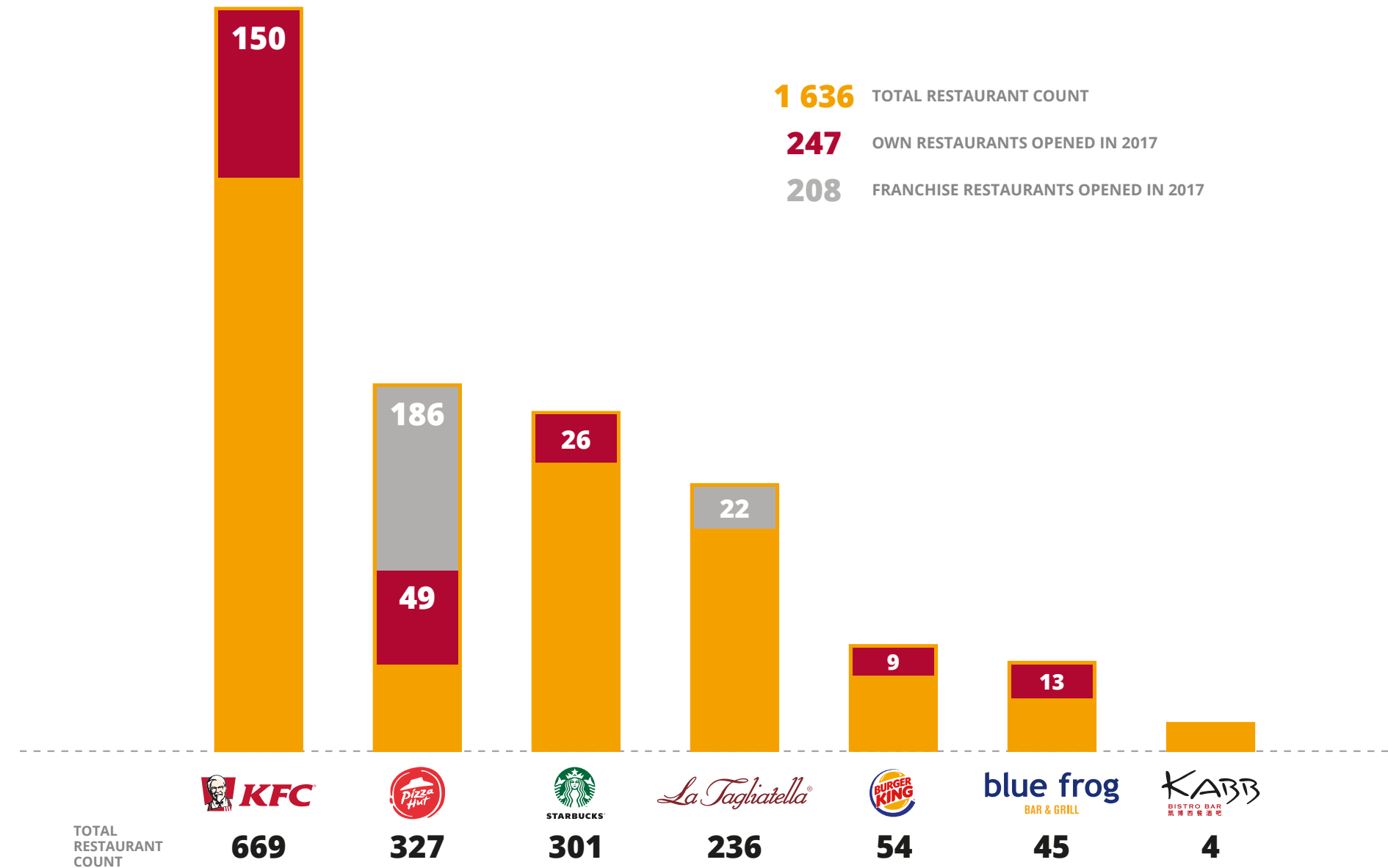
“

When we opened the first Pizza Hut restaurant in Wrocław, Poland, in 1993, we did not expect that 25 years later AmRest's restaurant count would reach 1 650 units. Over this quarter of a century, the company has grown at a dynamic pace and we continue to expand the scale of our operations through new openings, innovations, and an active M&A policy all over Europe. Since AmRest was built on collaboration, building partnerships has been a priority for us over the years. We put strong emphasis on long-lasting partnerships with the owners of the global brands we operate and leaders of the foodservice industry, such as Yum!, Starbucks, or Burger King Europe.

Our determination to reach our goals and meet the high standards we set ourselves has borne fruit: we are now the master franchisee of Pizza Hut in a few European countries and we have successfully launched our brands in new markets, and enjoy a lot of freedom to develop innovative concepts and services for our restaurants.

AmRest's portfolio also includes our own brands: La Tagliatella, Blue Frog, and Kabb. As their owners, we may grant franchises to independent entities. More than 150 La Tagliatella restaurants are now operated by franchisees. Thanks to their commitment and the mutual trust we share with them, we have managed to develop long-lasting relationships that benefit both sides. AmRest's presence in more than a dozen countries poses a great logistical challenge. Good partnerships are the way to succeed here as well. We have been working with a range of suppliers who deliver the best food quality and safety, as attested by appropriate certificates. Their reliability, credibility, and professionalism make it possible for us to serve fresh products at more than 1650 restaurants all over the globe every day. One of our major goals right now is to become the leader of the restaurant industry in Europe. We believe that our reliability, good reputation, and experience gained in many different markets can make us a business partner of choice. Naturally, as we grow, so do our stakeholder groups, including associates and partners. For that reason, we never lose sight of the many different aspects of sustainable development, including education, innovativeness, rationalized consumption and production. Some of our initiatives in this field, their outcomes and the philosophy behind them have been outlined in this chapter. I hope you enjoy the read!

Olgierd Danielewicz, Chief Operations Officer





We operate 669 KFC units across **12** countries: Poland, the Czech Republic, Hungary, Russia, Bulgaria, Serbia, Croatia, Spain, France, Germany, Austria, and Slovenia.

In Poland we operate **243** KFC units.\*

**Polish KFC restaurants constitute 36% of all KFC units we manage.**

**In 2017:**

- We launched *Skip the Line*, a mobile app enabling customers to order KFC takeouts on their smartphones avoiding lines.
- We debuted a breakfast menu in Poland, which was very well received.
- We introduced the KFC brand to the Austrian and Slovenian markets.

\* as of Dec. 31, 2017



We opened the first KFC restaurant in Poland in **1995** in **Szczecin**.

The first KFC restaurant opened **88 years ago** in **Kentucky, USA**.

The recipe for the KFC breadcrumbs includes **11 herbs and spices**. It is one of the most closely guarded commercial secrets in the world.

The smiling elderly man featured in the logo is actually **Harland Sanders**, the founder of KFC.



The first bucket of chicken pieces was ordered to **take out** in **1957**.

The pieces of chicken offered at KFC are **cut**, not minced, prepared and **breaded by hand just before serving**.

**Serving fresh food is our priority.** At KFC food deliveries take place **2 - 3 times a week**.

Quality at KFC is primarily about **local suppliers, hand-picked farms, and tested natural products**.

At KFC, frying oil is changed according to a strict procedure. In Poland, used **frying oil is recycled**.



**Ewelina Jabłońska-Gryżenia,**  
Corporate Social Responsibility Manager

“The KFC Games for the children and youth under the care of SIEMACHA Spot Wrocław are history now, but the memories and emotions will stay with us for a long time. It was like the real Olympics, except that instead of the Olympic flame we had flaming enthusiasm. The relay, the long jump event, the chariot race, and the super exciting waiters' race were a treat to watch for every genuine sports fan. The rivalry between the six teams was very intense. Especially that the lineup also included KFC volunteers. The Games were not about a place on the podium, but bringing joy to the children and young people. The next edition is planned for autumn 2018.



**Pizza Hut Express** offering pizzas ready in 5 minutes to be eaten in or taken out.

**Pizza Hut Delivery** offering home deliveries.

**Dine-in** locations, including Pizza Hut with a new interior design and stone ovens.

**The Carney brothers** started Pizza Hut with **600 US dollars** borrowed from their mother - **Wszystko Jest Możliwe**.

**The red logo** does not feature a hat but the roof of the humble building which housed the first Pizza Hut parlor.



December is a very special time of year, a time when we celebrate and also remember that giving is the ultimate pleasure. In December 2017 we held a special charity campaign for the members of the My Pizza Hut loyalty program, Give Kids a Smile (Podaruj Dzieciom Uśmiech). We gave our Guests an opportunity to convert their reward points to a treat for the children in the care of Stowarzyszenie SIEMACHA. Nearly 2000 people made their donations. As a result, we were able to treat the kids to 650 pizzas! Christmas meetings with the children took place in 6 locations across Poland: in Kraków, Wrocław, Katowice, Kielce, Rzeszów, and Tarnów.

**Agnieszka Skarul, Marketing Communication Senior Manager**

In 2017 we operated **327** Pizza Hut restaurants in 6 countries: Poland, France, Germany, the Czech Republic, Russia, and Hungary.

On average, we handle **15 000** transactions a day across Pizza Hut restaurants in Poland.

**In 2017:**

- We launched the **Pizza Hut bot**, a mobile app for customers to order pizza using Messenger and Facebook.
- We welcomed customers across Poland to our new-concept Pizza Hut restaurants, where pizzas are prepared before their eyes and cooked in stone ovens.
- We introduced the Pizza Hut brand to the Czech market.

**The first Pizza Hut** restaurant in Poland was opened by AmRest in 1993 in the **Wrocław** old town market place.

**The most popular pizza** on the menu is the thick crust **Pan Pizza**, making up **20%** of all orders.

**Pizza Hut** devised the recipe for the pizza which was delivered to **the Soyuz** international space station **in 2001**.

**Mozzarella cheese** is one of the most strictly controlled products throughout the production and supply process at Pizza Hut.

**Products are delivered** to Pizza Hut restaurants at least **3 times a week**. Once at the restaurant, their quality is checked **every 4 hours**.

**Our pizza boxes** are partly made of **recycled paper**.

We have started **Pizza Academy**, a program of culinary education for our employees.

**Pizza Hut** is the world's largest pizza chain.





**STARBUCKS®**

In 2017 we operated **301** Starbucks coffee houses across 7 countries: Poland, the Czech Republic, Hungary, Germany, Slovakia, Romania, and Bulgaria.

Starbucks coffee houses serve nearly **50 million** customers a week.

**In 2017:**

- Starbucks received the *Allegra* Award for the best coffee chain in Europe.
- We developed a new format, **Starbucks On the Go**, to make our products more available to an ever greater group of customers. **Starbucks On the Go** kiosks are to be located in office buildings and at cinemas.

**The mermaid in the logo** is a reference to the figureheads at the bow of ships delivering coffee to the USA.

**AmRest's** partnership with **Starbucks** dates back to **2007**.

**September 29** is **International Coffee Day**.



“As Starbucks employees we get involved in many charitable projects for the benefit of our local communities. Almost every coffee store participates in such initiatives. Apart from local projects, which are obviously extremely important to us, Starbucks has many global ideas on how to give back and act sustainably. For instance, we encourage our Guests to buy reusable cups available at our coffee houses. What is more, everyone who brings their own cup or tumbler gets a discount as a reward for their green approach.

**Grzegorz Mazurek, Starbucks District Manager**

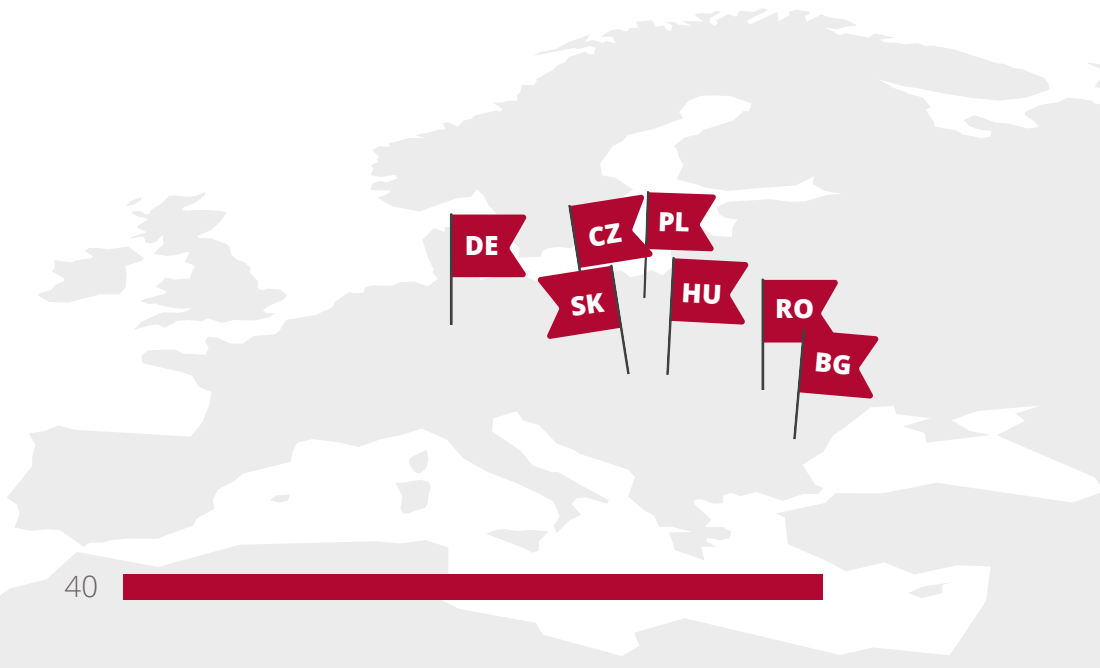
**The first Starbucks coffeehouse** opened in **1971** in **Seattle**.

We make sure that our coffee is sourced in an ethical way. At Starbucks we procure coffee from verified suppliers participating in **C.A.F.E. Practices**.

**We require transparency from our suppliers.** They need to present proof of payments made along the entire supply chain. We want to know how much of the money Starbucks pays for green (unroasted) coffee beans is transferred to coffee farmers.

**Starbucks is not only about coffee.** We are members of the **Ethical Tea Partnership** and together with other tea companies we work to improve the conditions in the tea industry.

Everyday **3 billion** coffee cups are drunk across the world.





We operate **54** Burger King restaurants across 3 countries: Poland, Bulgaria, and the Czech Republic.

In Poland we operate **41** Burger King units in the country's largest cities.

**In 2017:**

- We celebrated 10 years of Burger King's presence in Poland.
- Burger King received an **Employer Branding Star** in recognition of its excellent recruitment process.

**11 million guests** visit Burger King across the globe every day.

The first **Burger King** restaurant was established in **1954** in **Miami**. Three years later the brand launched its legendary Whopper.

In Australia **Burger King** is known as **Hungry Jack's**.

Burger King orders are prepared right **before serving**.

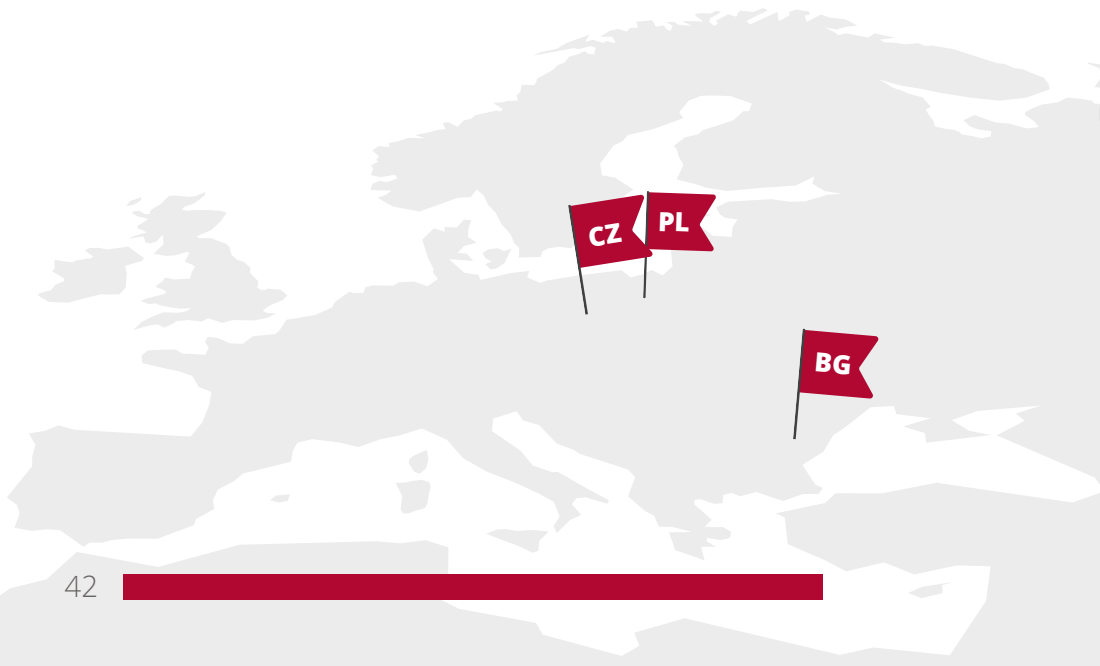
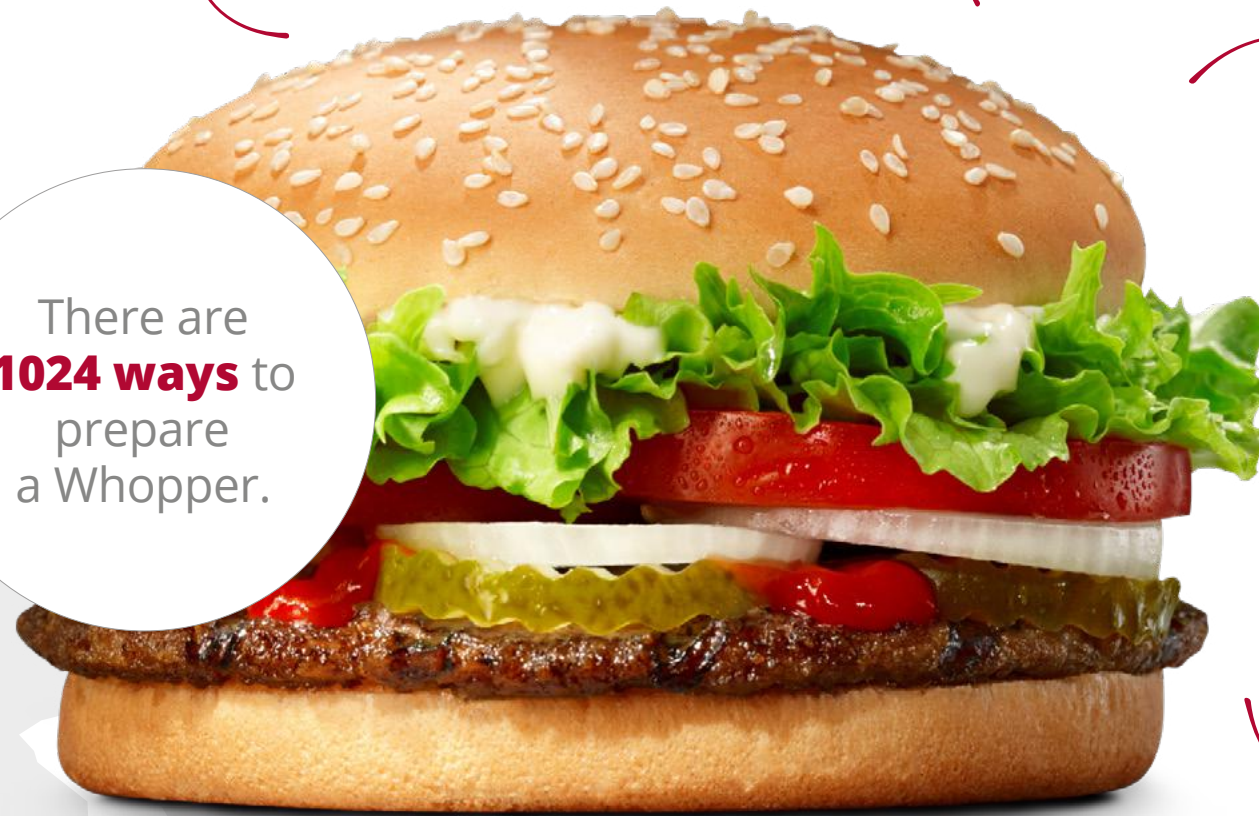
In **2007** AmRest opened the first Burger King restaurant in the Złote Tarasy shopping mall in Warsaw. **The King was back.**

Our burgers are **100% meat**, zero additives, plus fresh ingredients sourced from reliable, long-standing suppliers.

**1 billion Whopper orders** have been placed across the globe to date.

We have been grilling beef over fire for **60 years** now.

There are **1024 ways** to prepare a Whopper.



*La Tagliatella*<sup>®</sup>

**La Tagliatella** brought genuine Italian character to the AmRest family in 2011. It is our own brand. We operate **236 La Tagliatella** restaurants across Spain, France, and Germany. In 2017 we entered the Portuguese market. We run the restaurants using a central kitchen that caters for the whole La Tagliatella chain. The idea behind the brand is to serve Italian cuisine in a friendly, family setting that famously characterizes Italian trattorias.

We own the **Blue Frog** brand and operate its **45** restaurants. The brand is primarily present in China. In 2017 we opened the first **Blue Frog** restaurants in Poland and Spain. **Blue Frog** fuses exquisite Asian cuisine and relaxed atmosphere. The restaurants also have a bar.

**blue frog**  
BAR & GRILL

**KABB**  
BISTRO BAR  
凯博西餐酒吧

**KABB** restaurants are full of life and buzzing with energy. The brand was established in 2011 in Shanghai. We acquired it in 2012 and now operate **4 KABB** restaurants in China.

\* as of Dec. 31, 2017

AmRest



“

As the development team, in 2017 we have built and opened 207 new restaurants – both equity and franchised out of 455 restaurants added to our portfolio over last year.

At the same time we have completed 147 renovations of our existing restaurants giving us total more than 350 projects! On top of that we have entered three new markets – Portugal with La Tagliatella and Austria and Slovenia with KFC increasing number of countries we operate to 16. Also worth mention is the introduction of Blue Frog into Europe with first openings in Madrid and Wrocław.

It was definitely great and very challenging year for all of us but now we have to concentrate on current year targets which are even more ambitious than last year. So what are the numbers for 2018? We are going to open more than 300 new restaurants and perform 160 renovations globally. This will be our new record year in terms of number of projects! From our brands perspective we aim to open more than 100 KFC's, almost 90 Pizza Hut's, 60 Starbucks', 10 Burger King's, 25 Blue Frog's and finally we will open almost 20 La Tagliatella's including also franchised stores. As you can see in front of us there is still lot of work and serious challenges which I believe we will manage together – **Wszystko Jest Możliwe**.

**Jerzy Tymofiejew, Chief Development Officer**

# LOCAL SUPPLIERS

## a global menu

Being true to our Guests, we pay the utmost attention to food quality, the provenance of products, and their journey to the table.

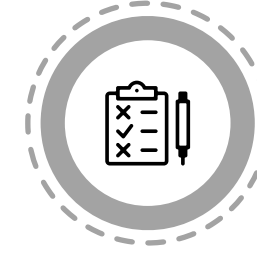
## We play fair

Before we bake the pizza, fry the chicken and froth the milk, we take number of actions to choose the best supplier and check whether our partners keep the restrictive AmRest standards. We transport ordered food to our distribution centers and then deliver it to the restaurants. All those activities are done with the utmost attention to the principles of hygiene and food safety.



### Stage 1: Selecting our food suppliers

We check if the producer has international quality certifications. We assess their equipment, technologies, and sanitary standards on site. We look at their sourcing procedures, paying special attention to the origin of the produce and the quality control mechanisms in place.



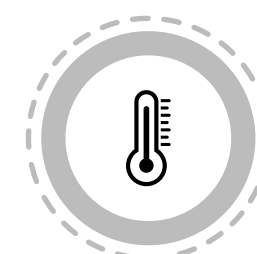
### Stage 2: We supervise existing suppliers

We check if their international quality certifications are valid. We commission additional quality audits for compliance with each brand's requirements and monitor the results. Defaulting suppliers must implement remedial actions. We run random quality inspections of procured products. We commission independent certified laboratories to run quality and safety tests of random samples collected at our restaurants.



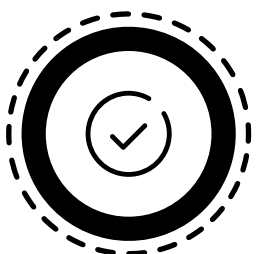
### Stage 3: We collect and ship products from producers to distribution centers and restaurants

We ship products from suppliers in special refrigerated delivery vehicles, monitoring the temperature along the way. We ensure that the vehicles are hygienic and clean. The trucks are fitted with GPS devices to track their location and sensors that detect when doors are opened during unloading. Special door curtains help maintain low temperature in the cargo area during unloading. Our distribution centers and restaurant deliveries undergo independent audits.



### Stage 4: We store foods for our restaurants in distribution centers

The temperature is controlled on every step of the way, that is when the products arrive at the center, are stored, and shipped to restaurants. Our cold and freezer rooms are fitted with electronic temperature control systems and alarms that are triggered when the temperature rises above the norm. We use a computerized inventory system to monitor expiration dates and ensure proper stock rotation, so that only products within their expiration dates are shipped to our restaurants. Distribution centers apply strict cleaning and hygiene procedures. They also undergo independent audits.



### Stage 5: We control foodstuffs at AmRest's restaurants and coffee houses

And make your pizza, fry your chicken pieces, and froth the milk for your coffee.



## How we look after the food


Our meals are not only about the delicious taste that our customers can never get enough of. We also pay the utmost attention to the quality and safety of the food we serve. We want our customers to be sure that the meals they order are always fresh and safe. That is what makes us a successful business and how we earn customer trust. There is no room for compromise here.

### Find out how we look after the food we serve

Meet our suppliers and learn their success stories. Ensuring the quality and safety of the food offered at our stores is one of our key responsibilities. We follow the strictest quality and safety guidelines when sourcing fresh produce from local suppliers and along the entire supply process.

### Our objective:

**To continue to improve the nutritional value of the food we offer, while ensuring maximum food quality and safety in the entire supply chain.**



**What do we focus on?**

- ✓ food quality and safety
- ✓ responsible procurement and sales
- ✓ transparency of nutritional value information

**How do we look after the food we offer?**

- ✓ we run laboratory tests of key products
- ✓ we supervise our suppliers: our key suppliers are audited
- ✓ we work to make ever clearer the quality and safety information about our meals and products
- ✓ we develop partnerships with local suppliers

### A matter of principle

Each of the brands we manage has its own strict food safety procedures. They are all additionally verified by AmRest in order to achieve the highest food safety level.

We implement global guidelines on food safety management:

#### Food Safety Fundamentals

The foundation for establishing and updating existing food safety standards for each brand in every country where we operate and the new markets we enter.

#### Brand Protection Monitoring System

These are global guidelines for product quality monitoring. We implement them in Poland, the Czech Republic, Bulgaria, Serbia, Croatia, Austria, and Hungary with respect to the KFC, Burger King, and Pizza Hut brands. What is more, each of the brands we operate has its own strict food safety procedures.

#### Suppliers Approval Process

The process is guided by selecting and approving suppliers, including supplier audit programs and their scope. This process is applied in every country where we operate.

In order to achieve perfect food quality, we work closely with our suppliers, monitor our distribution centers and the supply chain. We enlist the help of laboratories, research centers, transportation companies, and certification organizations. Our suppliers are constantly supervised by veterinary services and authorities responsible for sanitation and epidemiology.

We test food in the supply chain for selected contaminants such as traces of pesticides, antibiotics, heavy metals. In 2017, 76 of such tests were performed.

**We collaborate with reliable, well established producers who are market leaders in product safety.**



### How do we look after the food in our restaurants?

There is always a lot going on in our units, but making sure the food is safe is our top priority. Here is what we do to provide our Guests with the highest level of protection:

- We use systems to track expiration dates and manage inventory rotation in our restaurants.
- Managers of our restaurants use an order management system that helps them optimize the quantity of products they order and ensure that the inventory is always fresh.
- Our restaurants have cold and freezer rooms fitted with electronic temperature control systems and professional food storage equipment.
- We provide our units with highly effective, professional cleaning agents/disinfectants as well as specific devices to make dosing more efficient – agent concentration is continually monitored to ensure maximum effectiveness.
- We use systems to ensure that our employees wash/disinfect their hands.
- We hold periodical trainings on hygiene and quality maintenance standards.
- Our restaurants undergo unannounced audits and inspections carried out by internal and independent auditors.

- We apply food safety management procedures to ensure top quality and safety at our units.
- We have implemented control systems for thermal processing – e.g. frying or roasting – which guarantee the best food quality and safety.



**100% of our restaurants  
undergo systematic  
food quality  
and safety audits.**



“Customer focus is one of AmRest's Core Values and a philosophy that drives our operations. Our main goal is to serve our Guests food that meets the highest quality standards and safety requirements. We cherish the trust our Guests put in us and need to be sure that they can rely on the products we serve regardless of the brand or country. For that reason, we carry out audits for all our brands as prescribed by the relevant procedures and work with our suppliers to oversee the distribution centers and restaurant chains. Naturally, our Guests' satisfaction is our priority. Their opinions are crucial to us and often shape our decision-making processes. Guests are welcome to contact us using a variety of communication means. We also evaluate their satisfaction at a local level with the use of satisfaction surveys and try to respond to their needs and expectations as we go.

**Magdalena Gisman, Center of Excellence Director**

**Bring Fun**  
to Life!



**The perfect French**  
**fries**

We start off in April: chosen potato varieties with desirable starch content, shape, and tuber length are planted by the farmers who collaborate with the potato processing plant.

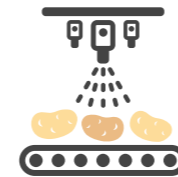


The potatoes grow and mature. They are cultivated according to the best agricultural practices so that they are healthy and reach the right size. Plant protection products are used in compliance with rigorous regulations concerning safety intervals.

Depending on the variety, the potatoes are mechanically harvested between late August and the first frost, then stored in silos fitted with temperature and humidity control systems.

From the silos, the tubers are transported to the production line where they are cleaned, selected, peeled, washed, and cleaned again.

Clean potatoes are cut into the right shapes with special cutters.



Raw fries are segregated under the watchful eye of specialist cameras, then parboiled to preserve their natural color.



After they dry, they are partly fried in 100% sunflower oil, then go through a freezer tunnel.

Frozen fries are packed and transported to AmRest restaurants in special vehicles. They are fried right before serving.



**In 100% vegetable oil**, without any addition of palm oil. The oil is non-hydrogenated and has a very low content of trans fatty acids.

**In modern fryers** whose rigorous systems control regular oil filtration, temperature, and frying time. What is more, oil passes through paper filters and an absorbent that soaks up contaminants dissolved in the oil.

## How do we fry our KFC French fries?

### **Continuously controlling our oil use.**

We know when to replace the oil thanks to monitoring devices that indicate when an oil change is required. We follow all the relevant regulations in this respect to ensure the best quality of the food we serve.

KFC restaurants not only serve the golden chicken, but also crispy French fries. Our fries are always delicious because the potatoes are grown, processed and delivered to restaurants as part of a special process which we have been following, supervising, and perfecting for years. Here is the story of our fries, from a tuber growing in a field to the pan.



## Going local

Many of our suppliers are local businesses. It is important for us because we pay great attention to the quality and freshness of perishable foods. Restaurants of our brands need specific products with certain characteristics.

Choosing local firms plays an important factor in our procurement decisions. Our relationships with local suppliers are built on long-lasting partnership and mutual trust. Basically, we know each other well and know what we can expect from one another. We help each other grow.

In 2017 we collaborated with **1 167** food suppliers.



“ P.D. Drobex began delivering chicken to KFC restaurants in Poland in 2008. Over the years the number of restaurants we supply has risen from 2 to 72. The integrated food handling system 'from the field to the table' makes it possible for us to fully control the quality of products and track the origin of every batch of meat. Keeping up this line of development is a priority for us. At Drobex, our main goal is to produce food that is safe, healthy, and tastes great. Partners such as AmRest fuel our Group's constant development.

**Agnieszka Frischke-Kaźmierczak,**  
General Manager, Drobex Sp. z o.o.

**Locally-based producers constitute more than 80% of all suppliers across AmRest Central Europe.**



“ The Dairy Co-operative in Szczurowa (Okręgowa Spółdzielnia Mleczarska w Szczurowej) has been providing AmRest with mozzarella cheese since the 1990s. Thanks to the cooperation, we first improved our cheese production technology to meet AmRest's requirements. Over the next few years, we were able to upgrade our mozzarella production lines. Recently, we have invested in our warehouse infrastructure to meet the client's increased demand. All of these investments were possible because of the cooperation between our companies.

**Zbigniew Golik,**  
CEO, Dairy Co-operative in Szczurowa



How do we make our purchases?



Always in a transparent manner, according to relevant procedures and guidelines.

Procurement channel

Procurement processes

**SCM – direct procurement and some of the investment procurement**

We follow The Procurement Procedure, which applies in the CEE markets (and will be implemented in the French and German markets as well). The Procedure indicates what documentation is needed before we can start our collaboration with a supplier, when and how often tendering should take place, and governs the tender approval process. This is an audit requirement with which we comply within different product groups. We also follow The Supplier Approval Process, which applies globally, except in the Chinese and Spanish markets.

**Indirect Procurement Department**

The Indirect Procurement Department makes purchases based on our own Global Procurement Procedure, which applies in the whole Group, with the possible exception of Spain and China, which have local policies that overlap with the global policy.

**Investment Procurement Department**

The Cost Management Procedure governs the expenses incurred within the entire Group by the Investment Department.

### The value of local suppliers

We enjoy long-lasting partnerships with many of our suppliers as we have built our respective businesses together. Some of the suppliers have been with us ever since we started. Here are some of the Polish firms which have been growing along with us:

- **Fanex**, our partner since 1993, produced 60 dedicated dressings to our order in 2017.
- **Bona-Agra** has been supplying us with fruit, vegetables and their preserves for over two decades.
- **Drobex** has been delivering meat to KFC restaurants for ten years and has expanded their operations thanks to our cooperation.

**93%** of our procurement budget in Poland is spent on locally-based suppliers.



### Procurement budget (Poland, AmRest Sp. z o.o. & Amrest Coffee Sp. z o.o.)

Supplier category	Share
Local suppliers	93%
Foreign suppliers	7%

### Number of local and foreign suppliers (Poland)

AmRest Sp. z o.o.

Supplier category	No. of suppliers	Share
Local suppliers	3 320	97%
Foreign suppliers	102	3%

AmRest Coffee Sp. z o.o.

Supplier category	No. of suppliers	Share
Local suppliers	575	97,80%
Foreign suppliers	13	2,20%

## A reliable supplier – an example

Bona-Agra's development is strictly linked to AmRest's growth. This is a story of a two-decade partnership between two companies that have been growing and impacting each other for the whole time. Our success enabled Bona-Agra to succeed. Bona-Agra's success facilitated the development of local fruit and vegetable producers. We have been growing together. Have we mentioned that **Wszystko Jest Możliwe?**

**In 1993** Pizza Hut and KFC started their cooperation with a small Polish company following its bid to provide fruit and vegetables to the brands' newly established restaurants. At first they supplied one.

Already **in 1994** managers of Pizza Hut and KFC restaurants approached Bona-Agra about supplying vegetables and salads to the whole chain. Not without reservations, the producer accepted the challenge. **Since 1995** they have been catering for the needs of all Pizza Hut and KFC restaurants operated by AmRest, and – with the expansion of our business – the remainder of our brands.

And here we are, **25 years** later, still working together, developing new products, and introducing many of them to our menus.

**We are proud of our shared story and long-lasting partnership with such a responsible supplier as Bona-Agra.**



“ Thanks to our close cooperation and partnership with AmRest, we enjoyed safe, organic growth. Once a small business with just a few employees, we are now a medium-sized company with nearly 200 people on the payroll. We have at our disposal more than a few thousand square meters of cooled spaces suitable for producing many different vegetable products. Our modern factory equipment enables us to meet ever higher quality and safety standards.

Our growth translated to the growth of our vegetable suppliers. Farmers who supplied us with small quantities of their produce at first, have developed their businesses in the course of our cooperation and, in many cases, become market leaders.

We take environmental protection seriously. We own a biological and chemical wastewater treatment plant. We have been segregating waste for years: some of the organic waste is used to produce bioenergy. We are also working to bring our waste production to a minimum.

**Agnieszka Brzezińska,**  
**Chairwoman of the Board, Bona-Agra**



## Being fair to our customers

When it comes to food, the transparency of nutrition value information is crucial. We have made many changes and as a result, our customers have more options to choose from and better knowledge about the food we serve. Here are the changes we have made:

- we stopped using uncertified palm oil (if we use palm oil at all, it is RSPO certified),
- we have introduced "lighter options" in our menus, such as rice, salads, grilled dishes,
- we have stopped frying in palm oil,
- we have started offering sugar-free beverages,
- on our brands' websites and in our restaurants and coffee houses, we share information about our food's nutritional value and allergen content,
- we plan to phase-out monosodium glutamate by 2020.

### Suppliers and products

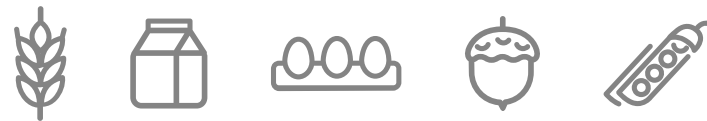
We only work with reliable, specially-selected suppliers. Each needs to obtain the Global Food Safety Initiative (GFSI) certification. What is more, we audit our key suppliers on an annual basis. Products delivered to our units are monitored in the supply chain to ensure their quality. Each brand's flagship products, such as KFC's French fries or Pizza Hut's pepperoni, are tested by our QA Department for specification compliance a few times a year.

### Informing about ingredients and allergen content

Information about the ingredients of our products and their allergen content may be found on the websites of all the brands we manage. In Burger King restaurants it is also displayed on boards and in KFC restaurant on paper place-mats. We plan to make this information available through the KFC app. In Starbucks coffee houses, full ingredient and allergen content information is available from baristas on request.

### KFC was the first to introduce product information in 2005.

Nutritional value information on meals served at KFC are based on tests commissioned from certified laboratories or calculated using a nutritional value program. Information about allergen content and cross-reactivity is prepared based on suppliers' declarations.



- We do not fry in palm oil. Palm oil used in products as an ingredient must be RSPO certified. We intend to eliminate it altogether.
- By 2018 we will completely eliminate battery-cage eggs from our breakfast menu. We will work to eliminate battery-cage eggs used in existing or future products as ingredients.
- By 2020 we will introduce paper packaging made completely from fiber sourced from responsibly managed forests (FSC, PEFC, SFI) or recycled paper.
- We have decided that controversial materials containing gold, tin, tantalum, and wolfram may not be used as raw materials in such products as toys or promotional merchandise.



- We are working to remove artificial colorants and aromas as well as monosodium glutamate from our foods.
- We aim to completely eliminate palm oil or, when that is impossible, replace it with RSPO certified oil.



STARBUCKS®

Here are our 2020 commitments:

- We will use palm oil sourced exclusively from regulated plantations that do not affect rain forests.
- We will replace product ingredients made of batter-cage eggs with freerange eggs.
- We will eliminate artificial colorants and aromas, as well as work with suppliers to modify recipes and replace ingredients or products.
- We will not launch new products that do not meet the requirements of the Starbucks brand.



By the end of 2018 we will eliminate some food additives, including artificial colorants, artificial aromas, and artificial preservatives, so that our products match the characteristics of food that is:

- free of artificial colorants,
- free of artificial aromas,
- free of artificial preservatives.

## Satisfying our customers

Our customers' opinions play an important role in the way we manage and develop our business. Any feedback we receive enables us to act fast and eliminate any irregularities.

We assess our Guests' satisfaction locally, with every brand using a specific customer satisfaction evaluation program.

Our Guests are invited to fill out online questionnaires to rate our services, products, waiting times, order accuracy, restaurant and coffee houses' cleanliness, and – most importantly – their overall satisfaction.

The questionnaires are carried out at the stores, regional, national, and brand level. Managers at any level may generate the survey results at any time by accessing the customer satisfaction evaluation system online.

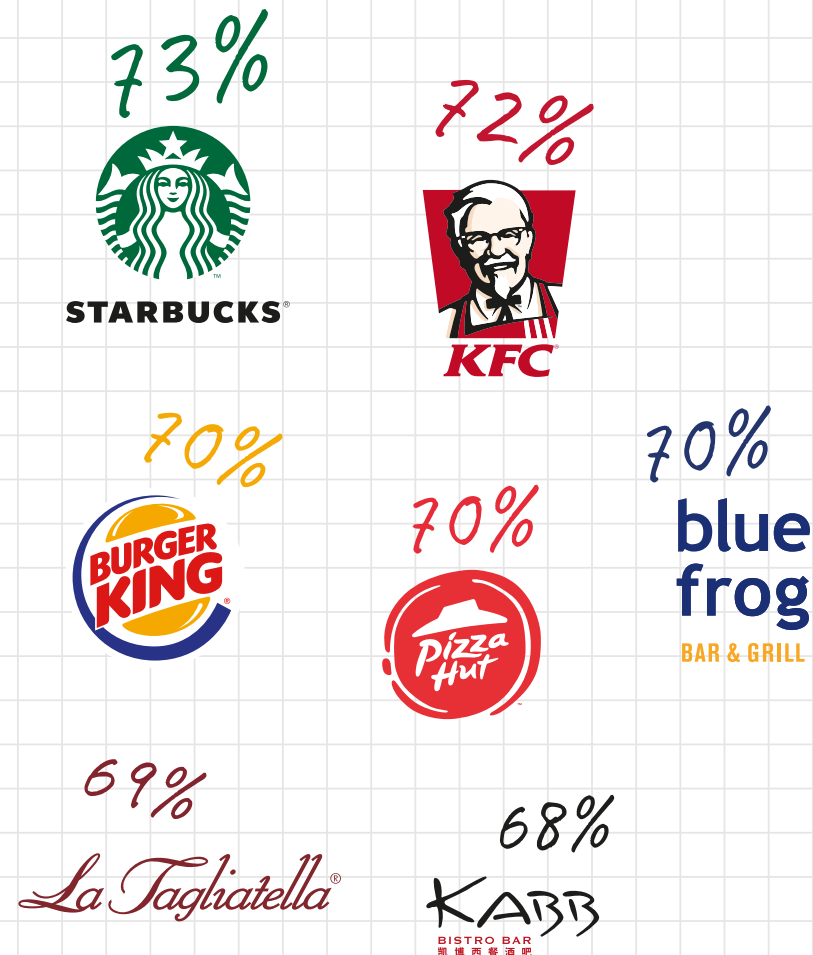
We make it possible for our customers to offer feedback in a variety of formats: directly at the restaurants and coffee houses, by sending feedback to a dedicated e-mail address, submitting a questionnaire, calling our helpline, or using the social media accounts of each brand. The comments are handled by our customer service team.



## Customer satisfaction in 2017

### The highest rating

The percentage of customers who gave the brand the highest rating when inquired about their overall satisfaction (maximum score = 100% responses offering the highest overall satisfaction rating)



**190 000**

- the total number of comments submitted by our customers in 2017

**72 hours**

- the maximum time it took us to respond to a comment

In 2018 we plan to launch a global tool - **AmCare** - to manage customer feedback (complaints, ideas, inquiries, etc.) for all AmRest brands. At first, the system will be available in Poland, the Czech Republic, and Hungary.



# A FUN PLACE TO WORK

**Wszystko  
Jest Możliwe**

And that's because of a workplace culture which makes us feel like one big family.

**16**  
countries

**38 273**  
employees

**96**  
nationalities

**800**  
participants  
of the Spread  
Your Wings  
Program

**5709**  
employees  
participating  
in the Job  
Performance  
Appraisal

**4022**  
people  
employed at  
AmRest outside  
of their country  
of origin

## Bring Fun to Life!

Our success is built on the **Wszystko Jest Możliwe** culture, which could not exist without our employees. We are an international, culturally diverse organization, which we treat as an invaluable source of inspiration.

# AmRest ambition

To create a fun workplace, where employees can grow, influence the running of the organization, and do what they love in an environment full of inspiring people which brings more positive energy to their life.

AmRest is a very special workplace. We believe that **Wszystko Jest Możliwe** and that makes us always hungry for more - giving our employees unlimited opportunities to grow. While our decisions and actions are driven by our Core Values, our success is driven by fun. This unique organizational culture brings all the employees together, despite the fact that we speak different languages and hail from different countries. Together, we create a friendly, safe, and diverse workplace, where we can all celebrate our achievements. We boost our employees' positivity and help them live a more passionate life. Meet AmRest the employer and learn why we are so keen to bring fun to the workplace.



















**82%** of AmRest's workers have employment contracts.

**In 2017 we employed 38 273 people across 16 countries**

**31 325** of them had employment contracts, while **6 948** had independent contractor agreements.

**36 482** were employed in Europe and Russia, while **1 791** were employed in China.



Country	Employment contracts	Independent contractor agreements	Employment in total
 Austria	26	0	26
 Bulgaria	245	25	270
 China	1 529	262	1 791
 Croatia	105	57	162
 Czech Republic	5 712	0	5 712
 France	1 931	0	1 931
 Germany	2 934	0	2 934
 Hungary	1 510	0	1 510
 Poland	7 698	6 500	14 198
 Portugal	27	0	27
 Romania	538	0	538
 Russia	5 570	0	5 570
 Serbia	60	104	164
 Slovakia	78	0	78
 Spain	3 340	0	3 340
 Slovenia	22	0	22
<b>TOTAL:</b>	<b>31 325</b>	<b>6 948</b>	<b>38 273</b>

## People of 96 nationalities work at AmRest.

### Employee diversity by country:

Country	No. of employees	
 Austria	Foreign nationals	19
	People with disabilities	0
 Bulgaria	Foreign nationals	5
	People with disabilities	0
 China	Foreign nationals	7
	People with disabilities	0
 Croatia	Foreign nationals	0
	People with disabilities	0
 Czech Republic	Foreign nationals	437
	People with disabilities	97
 France	Foreign nationals	25
	People with disabilities	0
 Germany	Foreign nationals	1 282
	People with disabilities	19
 Hungary	Foreign nationals	15
	People with disabilities	30

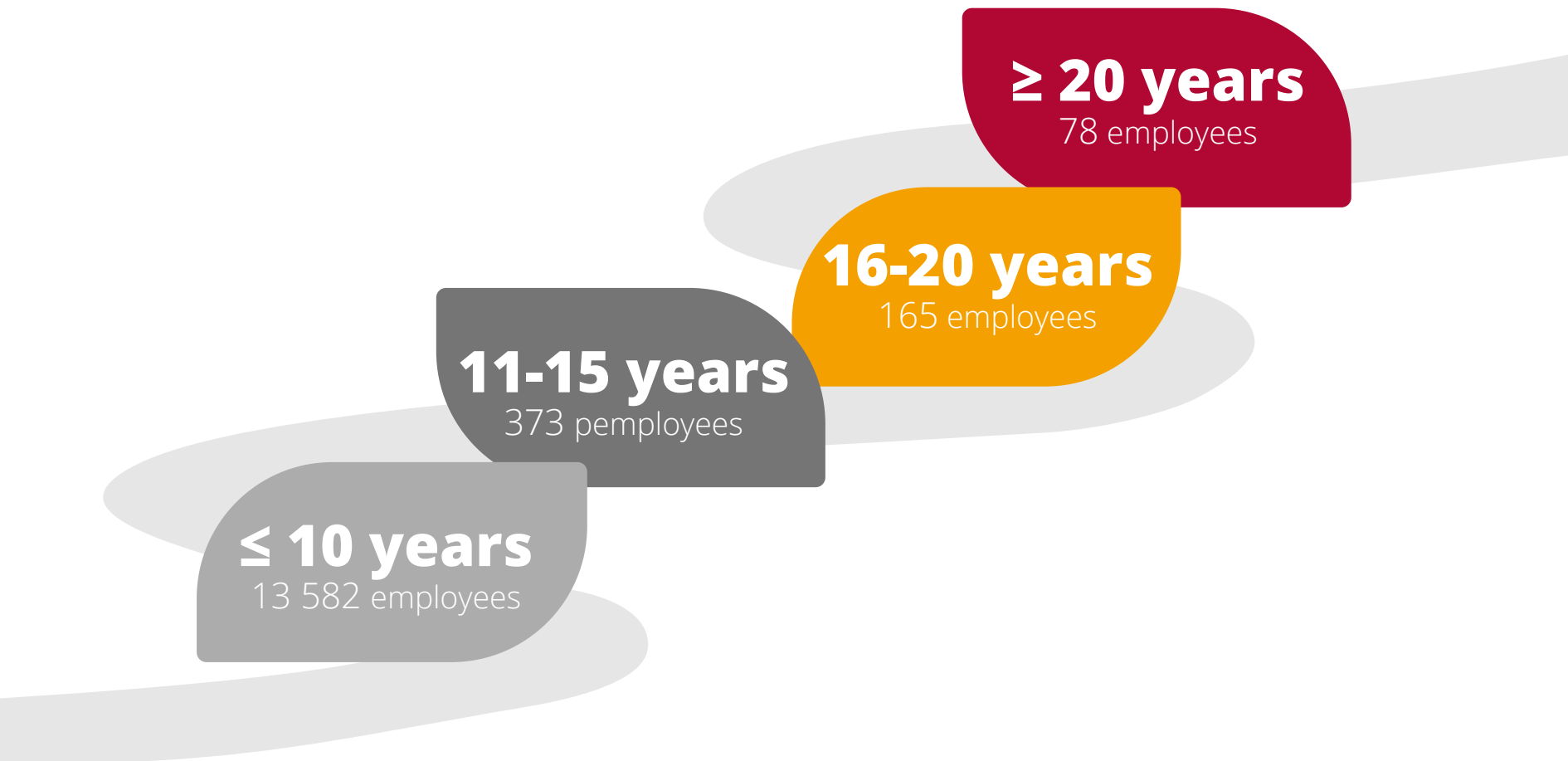
 Poland	Foreign nationals	1 054
	People with disabilities	746
 Portugal	Foreign nationals	9
	People with disabilities	0
 Romania	Foreign nationals	5
	People with disabilities	0
 Russia	Foreign nationals	141
	People with disabilities	4
 Serbia	Foreign nationals	0
	People with disabilities	0
 Slovakia	Foreign nationals	4
	People with disabilities	0
 Spain	Foreign nationals	1 017
	People with disabilities	12
 Slovenia	Foreign nationals	2
	People with disabilities	0



### Collective labor agreements

In some countries our employees are covered by collective labor agreements. This is the case in France (1 824 covered employees), Germany (1 943), Portugal (27), and Spain (3 340).

## Length of employment in Poland



### Fun is in our DNA

At AmRest we understand that today's workplaces cannot only be about tasks, targets, and results. We believe that work should be a source of professional, social, and personal fulfillment.



We are certain that employees are more motivated, efficient, and creative when they have more fun. For us, fun at work means a lot more than just having a good time.

As an organization, we have redefined fun in the workplace and made it a key element of our organizational culture. This is why our employees want to work at AmRest, grow with AmRest, and give it the best they can.

**97% of Poles believe that they are more efficient when the atmosphere at work is fun\***

\* FUN at Work Survey 2018 conducted on the general population in Poland for AmRest

We want to our employees to have fun on many levels. We make sure they experience fun in learning, leading, and loving.

**Our employees recommend AmRest as an employer to their friends. 20% of our restaurant employees have been referred to us through our Recommend a Friend program.**

**In 2017, 26% of AmRest vacancies in Poland were filled through internal recruitment.\*\***

\*\* regarding RST (Restaurant Support Team) employees in Poland in 2017

### Employee benefits

Our employees are offered electronic discount cards which entitle the holder to a 25% discount on all transactions. The card can be used once a day at each of our brands. We also offer personalized benefits. Through Cafeteria employees can select the benefits that meet their needs best from monthly offers available at a given organizational level.

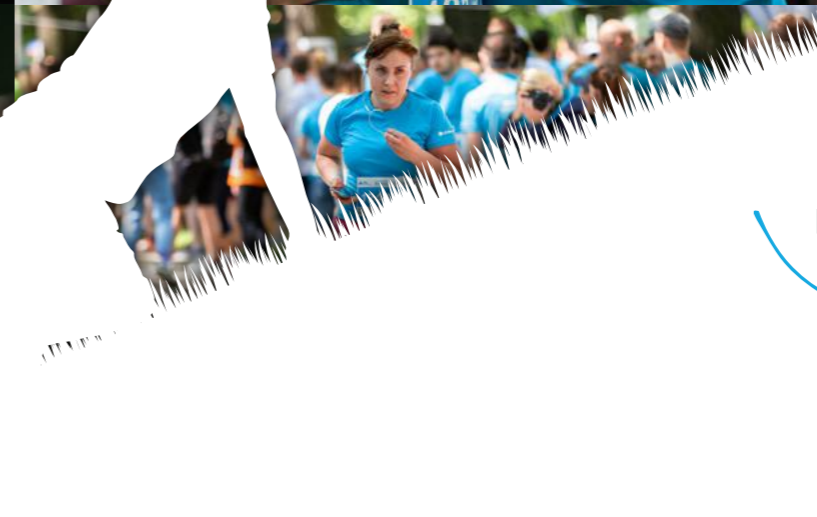
**Bring Fun**  
to Life!



**The Company Run**

We have taken part in the annual Company Run 5 times now! The idea behind the initiative is to promote healthy rivalry and physical activity among employees of different companies. It is also an excellent opportunity to help children with diseases and disabilities.

Every year, the **Everest** foundation, the run's organizer, provides financial assistance to one or a number of children in need. This year, in Wrocław, we ran for two boys: Dorian and Krzys. What is more, we were again one of the event's sponsors.



In 2017, 240 AmRest's employees participated in the run. In 2018 there were **290 of us!**

*Together we ran 2650 km!*

### Bring Fun to Life!

Bringing fun to life is our primary goal. We approach fun in the workplace strategically.

It is our employees who told us that AmRest is a fun place to work. Having analyzed their opinions gathered over the years through surveys, workshops, and face-to-face interviews, we have worked out our Employee Value Proposition as a basis for our employer branding strategy for 2017-2020.



“

AmRest's primary goal is to Bring Fun to Life – the life of our employees, Guests, investors, business partners, and local communities. Along with the belief that **Wszystko Jest Możliwe** and our Core Values, fun is the key component of our organizational culture. Everyday we strive to make AmRest a more friendly place to work at and for every employee to experience the fun of learning, influencing the running of the company, and working in a unique atmosphere. We believe that fun attracts the right talent: people who want to grow with us, stay with us for a long time, and give it their best.

**Oksana Staniszevska, Chief People Officer**

### We appreciate our employees

Our employees are special and we build our relationship with them on appreciation. Those who are committed, introduce innovations or improvements are recognized for their efforts and rewarded. At AmRest we have many reward schemes in place, both at the local and the global level. We reward **ambassadors of our Core Values**.

We recognize the implementation of groundbreaking solutions, exceptional efficiency, and **Wszystko Jest Możliwe** attitude. In this way our employees may feel satisfied with the job they do and have a real influence on the organization, which drives the company to perform better and continue to grow. One of the ways in which we show our appreciation to our employees is through the Building Excellence Award.



- the most prestigious award at AmRest
- presented to individual employees or teams in recognition of exceptional achievements, that is, ideas, initiatives, programs, or projects that may be called 'groundbreaking'
- awarded every trimester by the Board
- an annual winner is selected from the nominees
- nominations are collected at the end of each trimester by HR departments across the countries we operate in

We believe that an award for exceptional achievements should also be exceptional. That is why we encourage the winners to spend the award money on training, personal development, travelling, new culinary experiences – anything that may stimulate their growth and allow them to experience something new and exciting.



“

I took a job at AmRest in 2011 because I felt that working for a company with such a unique organizational culture and appetite for growth would be a great opportunity for me to develop. Right at the start, I was given an interesting challenge: to create a global system of indirect procurement. Over my seven years at AmRest, first I worked in Procurement, then spent two years as the head of Maintenance, next I took over Administration, to finally come back to Procurement, where I developed a strong, international team.

My team has made a big difference in the organization, both as regards processes and awareness. You can see it on AmRest's profit and loss statement. Last year only, we achieved savings of over 10 million Polish zloty and additional cost reductions as a result of implementing new solutions. The work of the Russian team and our projects here in Central Europe in the field of credit card management and optimization of indirect procurement costs at KFC restaurants are examples of fruitful collaborations focused on goals and operational requirements. Winning the Building Excellence Award means a lot to me because it proves that we have created an exemplary system – a sustainable process that will benefit the company in the long term.

**Marek Dyczek, Procurement and Cost Optimization Director, winner of the 2017 Building Excellence Award**

# FUN: IT'S PURE SCIENCE

AmRest has been bringing more fun to life for 25 years. We know how to do it and decided to share our knowledge with the others. We also wanted to find out whether fun was important at work. That is why, in the first quarter of 2018, together with the HRM Institute, we carried out the first FUN at Work Survey in Poland. It involved 627 people. The findings clearly show that fun at work is not an empty slogan.

Here are the fun facts the survey revealed:

**80%**  
respondents believe that  
it is possible to have fun  
at work.

In April 2018 we held the **FUN at Work Summit 2018**  
– Poland's first fun at work conference.

*1 day, 12 presentations,  
lots of positive energy*

**98%** respondents  
believe that fun  
at work may reduce  
stress and tension

**88%** respondents  
state that fun at work  
is very important  
to them

**98%** respondents are  
of the opinion that fun  
at work may improve  
interpersonal relations  
and teamwork

**86%** prefer to work  
with people who like  
having fun

**72%** respondents  
claim they can be  
themselves at work

**77%** respondents  
would look for  
another job  
if the one they  
currently have was  
not fun anymore





**Bring Fun**  
to Life!



# AmRest Culinary Games

## Champion baristas

In late October 2017, we celebrated the finals of the first **AmRest Starbucks Barista Championships**. The event took place at the SIEMACHA Spot in Wrocław. What was it all about? Seven talented baristas from 7 different countries, an excellent display of skill, and lots of aromatic coffee and positive energy. In a word: fun and plenty of it! Representing Romania, Germany, Hungary, Poland, Slovakia, the Czech Republic, and Bulgaria, the finalists competed in three events. The top prize went to Lisa Mu from Germany, who won the hearts of the jury and the audience alone with her barista skills, vast knowledge about coffee, and – most of all – her incredible passion. The event was open to the public and the guests were offered a taste of the beverages made by the Starbucks champions. **The main prize in the competition was a trip to Seattle and a visit to the place where the original Starbucks opened.**



In 2017 the competition welcomed **18 000 contestants**.  
The main prize went to the Czech team.

## Colonel's Kitchen

**The Colonel's Kitchen** unleashed our employees' creativity and showcased their professionalism and dedication. The participants came up with new dishes based on their experience and understanding of customers' needs. The competition was also an excellent occasion to network and learn from one another because the **Colonel's Kitchen** is an international event.

### What are the rules?

- All of AmRest-managed KFC restaurants across the world may nominate a team of maximum 3 people.
- Each team comes up with a new dish using the products on the KFC menu; they also create a short video promoting the dish.
- Teams are judged on creativity, commitment, and teamwork.
- The best teams compete in the finals and the winning dish is introduced on the KFC menu in the country of the victorious team's origin.

Fun at AmRest is also about reinforcing our employees' passion for food and challenges. Our culinary games are a means to network, boost your creativity, and have a real influence on the running of the company.



## A career like no other: AmRest's career development programs

We are open to people because it is people who create and define AmRest. When it comes to career development, we believe in Career Redefined, meaning that we do not subscribe to a one size fit all definition of career. Everyone of our employees defines and shapes their career on their own, while we give them the space to grow: be it new responsibilities, position, or a transfer to a different unit, from the restaurant to the office (or vice versa), or even abroad.

Vertical promotion is just one of the ways you can develop your career at AmRest. Many of our managers started out as restaurant workers. Our employees stay with us longer because they are constantly offered new challenges and opportunities to develop.

Our recruitment decisions are based on our organizational culture. Job experience is not everything. We would not hire a vastly experienced candidate if their attitude and work vision was at odds with the values of our company.

**Career at AmRest means tailored growth, challenges, appreciation, and fun.**

### A unique path to promotion

At AmRest, we follow a unique employee promotion process: the key element of which is the Review Board.

1. The Review Board interviews candidates and gives them assignments to assess their readiness to take on a higher position in the organizational structure of the company.
2. At least 3 months before the interview, a candidate chosen for a promotion by their superior prepares their Individual Development Plan and submits it to Talent Development for streamlining.
3. Next, the candidate implements the plan and meets with their superior to discuss their progress. When the superior decides that the candidate is ready for new challenges, the meeting with the Review Board is arranged. The final decision about the promotion is up to the board.

The Review Board is made up of:

- a representative from Human Resources,
- a representative from OPS,
- a representative from the candidate's unit.

The candidate's immediate superior cannot be a member of the panel but may take part in it as an observer.

### Who are AmRest employees?

We value work experience when recruiting new employees, yet this is not what determines our hiring decisions. It is all down to something we call **Culture Fit**.

## AmRest Employees

**diverse, eager to act, hard-working, curious about the world, hungry for growth, cherish challenges, seek new opportunities, enthusiastic and determined, appreciative of fun in the workplace, devoted to AmRest values, open-minded and sociable, able to adapt to new situations, engaged in AmRest's initiatives**



“

I started my career in the first Pizza Hut in Moscow opened in 1990. I became a Training Manager in 1993 and I was delegated to Poland to help start the business in Eastern Europe, including opening the first AmRest's restaurant in Wrocław.

Later it turned out that I was helping my future company. For the next few years I was working as Operations & Training Manager in Moscow and in 1998 I had to change the workplace – the owner of the Pizza Hut and KFC brands did not renew the contracts and all restaurants in Moscow were closed.

In 2002 I accepted a job offer from AmRest, which wanted to develop the business in Moscow. As General Manager I was handling the Operations, Finance, Human Resources and Legal Ventures of the whole market. From the perspective of over 15 years at AmRest I can say that it was extremely challenging, but with the credo: **Wszystko Jest Możliwe** I have spent intensive years developing my professional skills, which soon made it easier to climb the ladder. Then I held different senior managerial positions from Mergers & Acquisitions Manager, to New Market Manager, to Director of Development. In 2013 I was appointed Chief Operating Officer and AmRest Russia Board Member, which was a real milestone. I became responsible for making AmRest the franchisee of choice in the Russian market. In 2015 I accepted the role of Chief Administrative Officer covering different areas in order to improve company security and transparency of processes.

In 2017 I accepted yet another challenge, this time changing my whole life environment – I moved to Poland to work at AmRest's headquarters in Wrocław as a HR Integration Manager, and after a year on the job I changed my position to Global Rewards HR Integration Director.

I am so grateful for the opportunities I was offered to step out of the comfort zone and develop myself. It is truly amazing how AmRest allows us to spread our wings. After all those years I am confident to say that AmRest is a fun place to learn, lead and love.

**Andris Dragunas, Global Rewards HR Integration Director**

## Speaking openly

We want our business to be built on the highest ethical standards and our employees' actions to be guided by our Core Values. Our value system is spelt out in two key documents:

- Code of Business Conduct,
- Diversity policy.

We want every situation of misconduct to be brought to our attention and rooted out, making AmRest a better workplace for all. That is why we have put in place **Speak Openly**, a system through which every employee may report misconduct anonymously, either online or by calling a designated telephone number. **Speak Openly** is operated by an independent company reporting to our Ethics Board, a panel made up of senior managers from the company's various units. The Board meets every quarter or more frequently, if needed.



## Our employee development programs

Employee development equals organizational growth. Professional staff at every level, sense of achievement, satisfaction with one's performances, and increased motivation to work are only some of the benefits a company reaps by investing in its employees.



## Professional development at AmRest

- **Feedback 360**
- **Internal and external training**
- **Annual Job Performance Appraisal**
- **Review Board**
- **On-Boarding**
- **Individual Development Plan**
- **Coaching**
- **Mentoring**
- **Competency-based interview**
- **Professional challenges (e.g. placements abroad)**
- **AmRest Library**

In 2017 we ran two development programs for managers: **AmRest University** and **AmCollege**. In Poland we also ran an internship program called **Talent AmCademy**. We invested in internal and external training sessions. Our employees could use the AmLibrary to check out professional publications of interest. New workers were given on-boarding to help them find their way around the company and become part of our team.

At AmRest, we hold annual **Job Performance Appraisals**. It is a formal way of evaluating an employee's performance, based on which they may qualify for further development or an annual bonus. The process involves employee self-evaluation and a performance review by a superior. The scheme applies to restaurant and coffee houses managers, as well as office workers in all the countries where we operate.

In 2017 the Job Performance Appraisal involved **5 709** of our employees, including **2 188** in Poland, **1 137** in China, and **811** in Russia.

### Spread Your Wings

The primary goal of this development program is to identify employees with leadership talents and abilities in order to safeguard the company's future growth. Currently, the scheme involves employees in managerial positions. The program has changed our perception of career development and promotion. We have noticed that dividing the process into stages and planning it over some time makes it possible to fill available positions with the most suitable people, whose competency, ambitions, and abilities perfectly meet the requirements of the job.

In 2017 the Spread Your Wings Program involved **800** employees.



## SPREAD YOUR WINGS

## Spread Your Wings in Stages

### Stage 1. Looking for the right candidates

- An eligible candidate can be nominated by their superiors or nominate themselves (self-nomination).
- Superiors nominate highly motivated individuals who exceed expectations in their current position, live by AmRest's Core Values and **Wszystko Jest Możliwe** culture.

### Stage 2. Identifying key talent

- At this stage all nominations are considered and employee evaluation is made. This way we identify candidates who are ready for further development.

### Stage 3. Competency assessment

- We carry out competency-based interviews which last for a few hours and are based on AmRest's competency model, which itself draws on our Core Values

**The aim** → to assess potential for further development.

- Following a positive assessment, the panel identifies the employee's strong points and areas for improvement.
- The interviews are conducted by Human Resources, including representatives from Training & Development, and the candidate's superior.

### Stage 4. A development plan

- Once the panel has analyzed the results of the competency-based interview, the participant receives comprehensive feedback on their abilities, strengths, and weaknesses.
- Based on these, an Individual Development Plan (IDP) is drawn up.
- The employee's progress with the plan is traced using a special tool.
- Each participant is assigned a mentor.

### Stage 5. Implementation of the Individual Development Plan

- Participants undergo a personalized development process.
- Depending on the position they are preparing for, they participate in dedicated development programs (e.g. AmCollege, AmUniversity, Leadership Development Program), addressing their needs as identified during the competency-based interviews.
- The sessions are led by members of the Board or external and internal experts in a given field.

### Stage 6. Performance appraisal

- Each candidate's achievement is assessed.
- Participants meet with the Review Board for an evaluation of the IDP implementation and a competency review.
- The board ensures that the candidate is ready to start in the new position.

**The Spread Your Wings Program** was launched in **2016**.

To date, we have conducted **1 400 competency-based interviews**.

We have managed to identify key talents and selected those with the potential to lead the organization in the future.

Over **1 200** people have successfully implemented their individual development plans and started in new positions that match their qualifications.

**The Spread Your Wings Program** was recognized by experts in internal communication: it was named the best internal branding campaign in the 2016 Employer Branding Excellence Awards and nominated for the global 2018 CEB Internal Communications Awards.

## In 2017 we conducted 578 competency-based interviews.



“

I was one of the first people to take part in Spread Your Wings in early 2016. Back then I was KFC HR Business Partner and I had been with AmRest for 9 years. I felt the program would help me build my competency and gain new experience.

I even considered a transfer abroad. Following the first stage, that is the competency assessment, and after I spent a few months implementing my individual development plan, I was offered a job in ... Shanghai! I have been living with my family in China since January 2017 and have had the unique opportunity to develop the Blue Frog brand as Training and Development Manager. Apart from the career advancement, I appreciate the opportunities Spread Your Wings offered to us as a family. Together with my husband and son we get to travel a lot and explore the extraordinary cultures of Asia. I am sure this experience will pay off not only for me and my husband, but also for our son in the years to come.

**Katarzyna Świącicka,**  
Training and Development Manager AmRest China

### Candidates for an internship

In 2017 we ran an internship program called **Talent AmCademy** in Poland, which aims to offer students and recent graduates the chance to grow and gain work experience. The program also strengthened AmRest's position as an employer of choice and laid down foundations for future recruitment. **Talent AmCademy** is a great start for the interns' careers: they are often assigned responsible tasks and gain invaluable experience.



# AmRest Awards in 2017

- **Henry McGovern** was named **Dream CEO** in the HR Hero (Bohater HR) competition
- **Oksana Staniszevska** was nominated for the title of **HR Boss of the Year Award** (TOP 3) in the HR Hero (Bohater HR) competition
- **Spread You Wings** was nominated for the **HR Success Award** in the HR Hero (Bohater HR) competition
- **Colonel's Kitchen** received the **Employer Branding Excellence Award** as the best internal branding campaign
- **Gazeta Finansowa**, a Polish economic weekly newspaper, ranked AmRest among 25 and 10 the best employers in Poland.
- **Burger King** received an **Employer Branding Star** for its recruitment materials.



## Keeping our employees safe

At AmRest we take occupational safety and workplace hygiene very seriously because of the type of work our employees do. As many as 95% of them are restaurant workers, whose safety is our top priority. All matters connected with occupational safety and workplace hygiene are regulated by local laws. In Poland every brand we manage has its own OSH procedures, guidelines, and risk assessment. As part of our efforts to promote occupational safety and prevent work-related injuries, we developed attractive training materials and e-learning courses.

**90 OSH inspectors are at hand in our restaurants across Poland, serving as first-line contact and support.**

In order to prevent accidents:

- we developed e-learning courses using the convention of comics, which is a mandatory element of the employee development training and aim to raise safety awareness,
- we provide necessary personal protective equipment (eg. for people who have contact with chemical agents, etc.),
- our OSH training includes modern e-learning courses and traditional classroom sessions,
- we manage safety at our restaurants by way of regular internal safety audits.



### Injury ratio for Poland\*

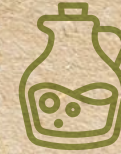
Category	Sex	Company			
		AmRest Sp. z o.o.	AmRest Coffee Sp. z o.o.	SCM Sp. z o.o.	Restaurant Partner Polska Sp. z o.o.
Work-related injuries by employees' sex	women	53	2	0	0
	men	39	2	0	0
<b>Total injuries</b>		<b>92</b>	<b>4</b>	<b>0</b>	<b>0</b>
Injury ratio (IR) by sex	women	11,79	7,09	0	0
	men	14,68	12,34	0	0
Injury ratio (IR) by company (men and women in total)		12,89	9,00	0	0

\* injury ratio equals the number of injuries reported in a given period divided by the number of employees, multiplied by 1000.

# THE RESTAURANT ENVIRONMENT

## Our modern solutions

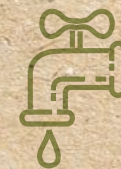
We contribute to sustainable development by working to fulfill our environmental goals, using resources efficiently, and engaging in environmental education.



In 2017 in Poland we recycled 393 198 kilograms of used oil.



We recover heat from our refrigeration systems (KFC, Burger King, Pizza Hut restaurants).



We conserve water. The faucets in our restaurants are fitted with tap aerators.



We are implementing a system to remotely monitor energy consumption at our restaurants.



We use energy efficient air conditioning systems with heat pumps.



## Our goals and ambitions

Everywhere we operate, we try to manage our environmental footprint in a reasonable and responsible way. The large scale of our operations motivates us to approach the environment globally, yet to be effective, we must pay meticulous attention to the processes we follow and the choices we make at the level of each individual restaurant. Every detail matters.

### Here is the overview of our major environmental impacts in 2017:

#### The daily running of our restaurants and offices

**1 009 963 GJ** – this is how much energy we consumed

Our restaurants and offices used **2 125 011 m<sup>3</sup>** of water<sup>1</sup>

We generated over **2 753 metric tons of waste** in Poland, including **9 metric tons** of hazardous waste (e.g. pressure containers)<sup>2</sup>

We recycled **393 198 kilograms** of used oil in Poland, **239 053 kilograms** of used oil in the Czech Republic, and **78 570 kilograms** of used oil in Hungary. The oil was used to produce biofuels.

<sup>1</sup> excluding the German market, where water charges are included in the rent as a flat fee.

<sup>2</sup> excluding waste deposited by restaurants in waste containers owned by shopping malls, in accordance with the location's regulations.

### Our energy consumption by country:

Poland	<b>337 559 GJ</b>	China	<b>30 766 GJ</b>
Spain	<b>211 402 GJ</b>	Romania	<b>6 805 GJ</b>
Russia	<b>119 483 GJ</b>	Bulgaria	<b>5 586 GJ</b>
Czech Republic	<b>93 176 GJ</b>	Serbia	<b>4 348 GJ</b>
France	<b>76 199 GJ</b>	Croatia	<b>3 311 GJ</b>
Germany	<b>68 069 GJ</b>	Portugal	<b>310 GJ</b>
Hungary	<b>53 219 GJ</b>		

### Our water use in 2017 by country:

France	<b>621 137 m<sup>3</sup></b>	Hungary	<b>83 820 m<sup>3</sup></b>
Poland	<b>443 391 m<sup>3</sup></b>	Romania	<b>69 360 m<sup>3</sup></b>
Spain	<b>326 149 m<sup>3</sup></b>	Bulgaria	<b>20 876 m<sup>3</sup></b>
Russia	<b>240 900 m<sup>3</sup></b>	Serbia	<b>8 090 m<sup>3</sup></b>
Czech Republic	<b>161 258 m<sup>3</sup></b>	Croatia	<b>7 190 m<sup>3</sup></b>
China	<b>142 840 m<sup>3</sup></b>		

### Fuel consumption by our car fleet in Poland, Czech Republic and Hungary:

Country	Number of cars	Fuel type	Consumption in liters
Poland	169	gasoline	8 853,59
		diesel	124 018,36
Hungary	30	gasoline	0
		diesel	49 995,20
Czech Republic	52	gasoline	0
		diesel	68 746,00
<b>Total:</b>	<b>251</b>	<b>gasoline</b>	<b>8 853,59</b>
		<b>diesel</b>	<b>242 759,56</b>

## Towards the future: Innovations for the environment

Our environmental goals have been laid down in the Responsible Business and Sustainable Development Strategy of AmRest Central Europe for 2015-2020:

### AmRest's ambition:

**To run our business while respecting the natural environment and constantly seek new ways of making our operations greener.**

### Our strategic goals:



AmRest pursues Leadership in Energy and Environmental Design (LEED) certification at its restaurants.



AmRest reduces energy and water consumption at its restaurants.



AmRest implements efficient methods of waste minimization.



“

In order to save the natural resources, we have prepared materials on efficient energy use for the employees of our restaurants. They have learnt: where energy losses occur most frequently, how to use kitchen appliances and HVAC systems properly, how to analyze energy use reports.

Almost all of our restaurants and coffee houses in Poland are fitted with systems for the remote monitoring of electricity consumption. Depending on the standard of the premises, the system monitors up to 6 networks to show how much power is consumed by different groups of appliances. Tracking our energy use everyday, we can quickly identify where energy is wasted, react swiftly, and raise our employees' awareness with regard to effective energy management. Every restaurant manager has access to their unit's energy consumption data, which, combined with the training materials at their disposal, enables them to deal with the matter effectively. Proper energy management is also discussed at training sessions dedicated to premises management.

Importantly, to improve our energy management, we have set up a utilities management unit within the company. We are making a real change when it comes to our company's environmental imprint by tracking our daily energy consumption, monitoring newly fitted devices, and holding regular employee training sessions. We believe that raising employee awareness on a continuous basis is a way to reduce our use of the natural resources.

**Szymon Glapiński, Senior Energy Manager CE**

# HOW DO WE HELP PROTECT THE ENVIRONMENT?

Here are a few of the green solutions we have implemented in our restaurants in Poland

We are implementing a system for the remote monitoring of electricity consumption at our restaurants. If the last person to leave the premises fails to switch off the lights or electrical equipment, the system will register the energy loss. This way we can remind our employees to turn off all lights and devices after they have finished work, thus promoting greener habits.



We conserve water. The faucets in our restaurants are fitted with tap aerators. We use them in most of our newly built restaurants and coffee houses (Burger King, KFC, Pizza Hut, Starbucks). Sinks in our restrooms are fitted with touchless faucets. We consumed **443 391 m<sup>3</sup> of water** in Poland in 2017.



We use power inverters to control ventilation (KFC restaurants), air conditioning systems with heat pumps, and energy efficient ventilators.



New KFC, Burger King, and Pizza Hut restaurants are fitted with ecological LED lights, both inside and outside of the buildings. We have also converted to LED lights at some of the older restaurants. We use motion sensors in utility rooms and restrooms.



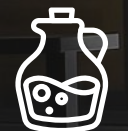
In 2017 in Poland our offices and restaurants used **337 559 GJ** of electric power.



We recover heat from our refrigeration systems (Burger King, KFC, and Pizza Hut restaurants) and use it to get water (Burger King, KFC, and Pizza Hut restaurants).



Our refrigerator units and air conditioners are fitted with ecological refrigerants (KFC, Burger King, and Pizza Hut restaurants).



We separate used oil and sell it to biofuel producers. In 2017 we recycled **393 198 kilograms** of used oil in Poland.

## KFC Drive Thru Green

In 2018 we will be working to design the first freestanding KFC Drive Thru GREEN restaurant with a Leadership in Energy and Environmental Design LEED (*Leadership in Energy and Environmental Design*) certificate.



We recover heat while preparing our meals and save on traditional heating methods.

**30% LESS GAS USAGE**



Our restaurants are partly built and decorated with recycled materials.



We provide restricted parking spaces for low-emission cars.



Our rooftop photovoltaic solar panels generate the energy needed to light our restaurants.



We harvest rainwater to water the greenery surrounding our restaurants.



We conserve water using modern eco-technology.

**30% LESS WATER USAGE**

KFC Drive Thru GREEN

**LEED GREEN**



LED lights enable us to make significant energy savings.

**25% LESS ELECTRICITY USAGE**



“ In 2018 we will be working to design the first freestanding, LEED certified KFC DT GREEN restaurant. The store will be located in Kraków, in Opolska Street. We want the building to be awarded the LEED Gold certificate of compliance. Among the many green solutions we plan to employ are photovoltaic solar panels, heat recuperators, a Variable Air Volume system, a rainwater harvesting system, and ecological fixtures that reduce water consumption and heat water with energy recovered from refrigeration units. The whole system of outdoor and indoor lighting will use LED lights supported by a smart lighting control system. Apart from innovations required by the LEED certification, the restaurant will also have a new ordering system to improve customer service. The interior design will follow the latest customer experience trends, with an open kitchen in view from the dining area, different seating areas (e.g. a communal table for larger groups of guests), and ecological elements, such as a 'green wall'. We also plan to have an electric vehicle charging station and designated parking spaces for low-emission cars.

**Marcin Lewacki, Senior MEP Standards Manager**  
**Malwina Teodorczyk, Senior Architect**

# AN APPETITE FOR HELPING

**We are**  
involved

Our values and actions make us  
who we are.

**104 000**  
Hot Wings  
buckets at KFC



**270 000**  
cups of Flat White  
at Starbucks



**78 000**  
medium Supreme  
pizzas at Pizza Hut



**210 000**  
Whoppers at Burger King



We have a strong appetite  
for helping.  
In 2017 we invested  
**3 146 800**  
Polish zloty in community  
service projects.  
This is an equivalent of\*:

\*estimates based on average prices in Poland

## Giving back to our communities

We wish to share our success with others by helping in our communities and making real positive changes. We are proud that our employees participate in the AmRest volunteer program and work for more general social causes, such as preventing food waste. This chapter outlines the projects we were involved in 2017.



**In 2017 we invested  
3 146 800 Polish zloty  
in community service  
projects.**



**We ran programs dedicated  
to children's and young  
people's development.**

**We had a successful  
employee volunteer program.**

**We worked to reduce food waste.**

# Our strategy

We are a socially-engaged business which helps to tackle important social issues in its nearest environment. We encourage our employees to get involved in local initiatives and inspire them to give back through our internal projects.



### Our largest social investments of 2017:

- a donation of **2 865 000 Polish zloty** for the establishment and running of a unique community project, the SIEMACHA Spot in Wrocław,
- a donation of **120 000 Polish zloty** to support the Foundation for Corporate Social Responsibility (FCSR) in northern Poland.

# Our employee volunteer program in numbers

In 2017 over 800 of our employees were engaged in local projects across the countries where AmRest operates. The program had around 5 000 beneficiaries.

Over the last three editions we implemented over 60 grant programs across Poland, the Czech Republic, and Hungary.

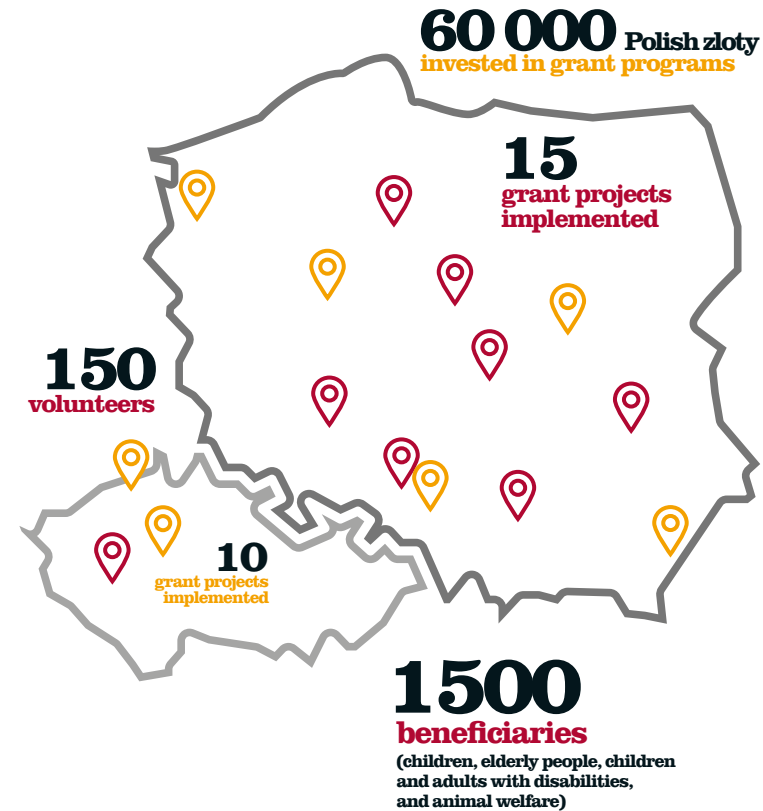


“As soon as I saw the grant announcement, I asked my managers if they wanted to get involved and what we could do. They were up for it straight away. We decided to help children at the nearby preschool. I filled out the grant application and soon enough other managers from the region joined in.

There were nine of us altogether. We bought some garden toys for the preschool, renovated their existing equipment, and planted some flowers together with the children. That day we realized the value of giving back. We have benefited greatly as a region, a team, and as individuals, we saw each other in a totally new light, out of the usual context, driven by the will to do something for the others. We discovered hidden talents, childlike joyfulness, and our fun side. It has been a year since, yet we still reminisce about it and browse through the photos to find inspiration before our morning briefings.

**Marta Zborowska, Area Coach Pizza Hut**

## Our engagement in Poland and the Czech Republic in 2017:



### How did it all start?

In 2015, after we introduced our responsible business and sustainable development strategy, we conducted an internal survey to canvass our employees for their views on social engagement. As many as 81% said they wanted to take part in community service projects.

We decided to channel that energy. Soon, we came up with a grant competition open both the restaurant employees and office workers.

The program was launched in 2015. The response was so enthusiastic that the selection panel decided to award more grants than originally planned!

### Four simple steps to make a change

This is how we make the world a better place:

- Step 1.** Finding a person, institution, or organization we would like to support
- Step 2.** Gathering a team of at least three people at work who are willing to get involved in the initiative.
- Step 3.** Submitting an application to AmRest's volunteering unit.
- Step 4.** Waiting for the green light and getting down to work!

Grants MAKE THE WORLD a better place



# The energy of SIEMACHA

In 2015 we came up with the idea to support a very special project run by Stowarzyszenie SIEMACHA (SIEMACHA Society), an NGO based in Kraków. For a few years, the organization had been setting up youth clubs where young people could develop their talents and passions. Thanks to the involvement of AmRest, Multi Poland - the manager of the Magnolia Park shopping mall in Wrocław, and the City of Wrocław, a SIEMACHA Spot was set up at Magnolia Park. AmRest became the strategic partner of the project, providing the funding necessary to renovate the space for the club and furnish it, as well as to support its day-to-day operations with the help of the company's volunteers.

## Why SIEMACHA?

We want to share our success with the others and show a way forward. That is why we became one of the initiators of SIEMACHA Spot Wrocław, a top-tier facility that supports the development of young people, promotes equal opportunity, and improves the quality of life for the children in our community. We are involved in initiatives that make children's everyday life better as well as offering guidance for their future paths.



SIEMACHA goes back to 1886, when Fr Kazimierz Siemaszko started his charity work. Today, SIEMACHA is one of Poland's largest NGOs, offering systemic assistance to children and youth.

## AmRest volunteers

A place such as SIEMACHA Spot offers a sea of possibilities to our employees, especially those based in Wrocław, to share their knowledge, skills, and positive energy. Working with a team of experts, we have designed workshops to be led by our volunteers. The AmRest Volunteering Team which collaborates with SIEMACHA on a regular basis teaches the kid to cook, speak English, and play different sports, as well as offering them psychotherapy and mindfulness sessions. The volunteers also help children with their schoolwork and organize special events, for example costume parties or book clubs.



## A treat for the kids

The Spot officially opened on 1 June 2017, the International Children's Day.

The overall budget of the project exceeded 2.7 million Polish zloty, **2.2 million** of which was contributed by AmRest.



“

In 2010 we launched our SIEMACHA at Shopping Malls project to create modern-day youth clubs where children and young people could unleash their creative energies. SIEMACHA's cooperation with AmRest was a big step in the development of the project.

Our little coalition made up of the local authorities, the mall's owner, and our NGO gained a strategic partner. As a result, we received a very generous contribution towards the renovation, remodeling, and furnishing of the premises at Magnolia Park in Wrocław, as well as heart-warming support from the company's employees, who got involved in our day-to-day operations. They lead regular cooking workshops to promote a healthy lifestyle and a range of other courses that prepare young people for the challenges of adult life. This is a perfect example of how a big, forward-looking company should approach its social responsibility.

**Rev. Andrzej Augustyński,**  
**CM, General Director, President of the Board**  
**SIEMACHA Association**





**The AmRest Volunteering Team  
for SIEMACHA Spot Wrocław  
received a prize  
from Wrocław Centre  
for Social Development  
(Wrocławskie Centrum  
Rozwoju Społecznego).**

**Cooking Academy. We teach young people how to cook!**  
We have an appetite for helping and what better way than through a culinary project?

The Cooking Academy is our flagship initiative. We want to teach young people how to cook and eat a healthy diet. While having fun, they train to become the 'family chef' when they grow up. It is a very important skill.

**We value SIEMACHA's energy**

SIEMACHA and AmRest share the belief that every person has a potential that needs to be discovered and developed. The success of our joint efforts with SIEMACHA, the City of Wrocław, and the Magnolia Park Shopping Mall, have proven that **Wszystko Jest Możliwe** and that Together We Can Do More! We are proud that we can support such an incredible project and make a real change through our social engagement. Perhaps one of the SIEMACHA kids will one day join forces with us at AmRest.



**AmRest's healthy eating classes are held once a week for a group of 15 participants.**



Using our network of restaurants and coffee houses, we will be encouraging the children at SIEMACHA Spot Wrocław to come and work for us and learn the ropes of the business. If interested, they will be offered training, work experience opportunities, and a chance to pursue the certificates necessary to start a career in the foodservice industry.





**Bring Fun**  
to Life!



**More oxygen!**



Worsening air quality is one of the key challenges of our time. Many organizations are grappling with the issue for example **Fundacja Rozwój** [Development Foundation] based in Brzeg, with which we have been collaborating since 2017. Its ecological campaign [dotlenieni.org](https://dotlenieni.org), in which we are involved, has participants planting trees, bushes, and flowers in their neighborhoods. Some even attempted to break the **Green Record**, that is to plant as many seedlings as possible in 24 hours. In three editions, we planted over 500 shrubs.

**Greenery has a positive impact on wellbeing** and – even more importantly – **improves air quality**. For this reason, we plant seedlings around Wrocław's schools and kindergartens. We believe that our efforts will provide long-lasting health and educational benefits: **by engaging the youngest volunteers, we want to teach them to respect the environment.**

# How to become part of [dotlenieni.org](https://dotlenieni.org)?

 **Find a location that has little greenery and register it on the website.**

 **Choose your preferred plants.**

 **Gather a team of volunteers who want to help out.**

 **Chose a date and plant away!**



**AmRest's volunteers along with children from SIEMACHA Spot have planted over 500 shrubs in the course of Green Record's three editions!**

# FCSR

## Our cooperation with the Foundation for Corporate Social Responsibility

We became a member of the Foundation for Corporate Social Responsibility in 2004. Our priority is to support children in the disadvantaged areas of Poland's Western Pomeranian province. We became involved in the Foundation's initiatives and help children from poorer backgrounds.



In 2017, KFC supported the Little Chef (Mały Kucharz) program, launched two years earlier on the initiative of AmRest's employees. Over 60 third-and-fourth-grade students from four local primary schools in the Świdwin and Drawsko areas participated in the program.

### Little Chef

Equipped with Colonel's Kitchen aprons and chef's hats, the children took practical cooking classes and learnt how to prepare simple and healthy meals on their own. There was a bit of rivalry too. The twelve best participants and their guardians went for a trip to a KFC restaurant in Szczecin, where they had the chance to get a behind-the-scenes look at the kitchen. Under KFC employees' watchful eye, the children took part in a cooking competition and learnt the secrets of preparing the famous KFC breaded chicken.

**120 000 Polish zloty**

– this is how much we donated to support the Foundation for Corporate Social Responsibility



**3 600 KFC Classic Buckets**



We have been working with the FCSR for a couple of years now and are eager to join in new projects. We are proud to help out, both by contributing financially and by getting personally involved in the Foundation's projects. Our employees are actively involved in organizing trips or cooking classes for children, for example a part of the Little Chef program.

**Wojciech Zapalacz, District Manager KFC**



**Over 60 children took part in the 2nd edition of the Little Chef program**



## We share food

In Poland, one in three people admit that they throw out food. Globally, one third of all food is wasted every year. We cannot be indifferent to these statistics. We realize food squandering is a global problem.

We apply the same energy to running our business and working for the social causes that are important to us: we want to help those in need in our communities and significantly reduce food waste.

In 2017 we were the first in the foodservice industry in Poland to implement a wide-ranging scheme of donating surplus food from KFC restaurants. With the help of local food banks, our chicken is delivered to organizations that help feed those in need, such as Caritas, MONAR, and Saint Albert Chmielowski Charitable Society (Towarzystwo Pomocy im. Brata Alberta). We also run the scheme in Hungary, Serbia, Spain, and Bulgaria.

over **150 metric tons**  
 **500 000 meals**

**4.7 million Polish zloty**  
 – the value of chicken meals donated to people in need from KFC restaurants in Poland in 2017



In 2017 our Harvest Program was awarded during the Listki CSR competition held by Polityka magazine, Responsible Business Forum (Forum Odpowiedzialnego Biznesu), and Deloitte. The award is a recognition of our efforts to achieve UN Sustainable Development Goals.



“ Ever since I heard about the food bank scheme, I knew I wanted to get involved. So much food is wasted across the world that taking action to reduce the problem helps both the people in need and the environment. Our scheme is special because it does not involve selected employees but everyone at the company, at all organizational levels. It also shows how little is needed to make a change. Everyone here at KFC can't help but smile when they see how many meals we have donated to local charities, providing their beneficiaries with a tasty, hot, nutritious meal. I am glad that KFC is the first restaurant chain in Poland to have joined the initiative. I feel honored to coordinate the scheme on behalf of the brand.

**Gracjan Szymczak, Manager KFC**



“ I am excited to see AmRest's leadership role in launching donations of surplus food from their KFC restaurants through the Harvest Program. As excellent restaurant operators, the AmRest team has used their expertise to develop the KFC Harvest Program in multiple countries. Across sixteen countries and multiple brands, AmRest is poised to make a significant difference in helping those in need. We at Food Donation Connection look forward to continuing our support of AmRest as they set up Harvest Programs across all of their brands and markets.

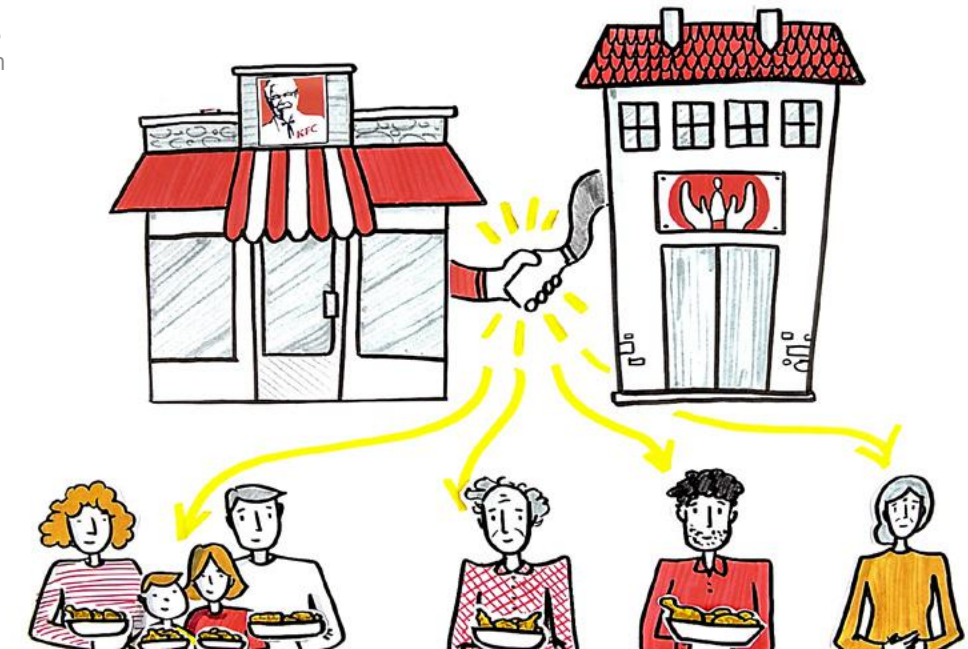
**Bill Reighard, Founder & President of Food Donation Connection**

## #NoWasteMeansHelp



**Thinking globally, acting locally.**

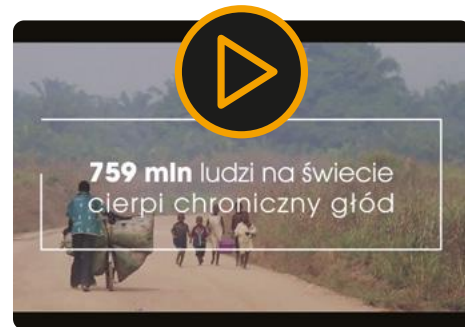
The Harvest Food Donation Program is a global initiative that aims to support local communities across the world. KFC has pioneered the scheme in Poland!



## Our goals:

- to donate food to those who need it most,
- to act in a responsible manner,
- to fight food waste,
- to get closer to our local community,
- to reduce carbon dioxide emissions.

### This is how we do it



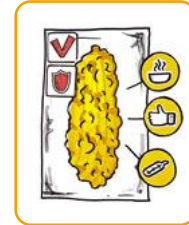
AmRest supports local communities – KFC Harvest  
source: Youtube.com

In 2017 we partnered with Poland's first Food Waste Hackathon in Wrocław, which gathered IT specialists, food waste prevention experts, practitioners, and activists to discuss strategies for reducing food waste.

## From KFC to a food bank

### 1 QUALITY CHECK

All products donated from KFC restaurants to food banks are healthy and safe to eat.



### 2 PACKING AND FREEZING

Leftover products are put in a cold room, where their temperature drops below 5°C in the following 4 hours and below -12°C in the following 24 hours.



### 3 STORAGE

Frozen chicken portions are placed in special thermal containers, where they may be stored for 7 days.



### 4 PICK-UP

At least twice a week the food is collected by a representative of the benefactors of the restaurant's partner charity. In this way, the food is directly delivered to the people in need.



Each month we give away around **15 metric tons of chicken.**



We make it possible for **844 people** on average to eat a hot meal daily.

## Donations in numbers

In 2017, the first year of the scheme, we gave away **154 metric tons of chicken.**



**Over 240 KFC restaurants** in Poland already participate in the scheme.



**0,5 milion meals** donated to the needy during 2017.





25 YEARS  
OF FUN

We still have an appetite  
for more

Our success is driven by FUN  
- it is what made us this far and will  
certainly allow us to go even further.



It's been 25 amazing years, building and working with the AmRest team of employees, investors, partners, and communities our successful values-driven business. I'm extremely happy when I see how much fun we brought to life during those 25 years. We have created thousands of jobs, spread the wings of more than 100 000 people, contributed to the business success of many of our suppliers, gave back millions of Zloty to the community, delivered unparalleled value to our investors. When opening the first AmRest restaurant, I only dreamed it would all go this well.

During the 25 years we have of course experienced twists and turns, ups and downs, failures and successes. Still, our story proves that **Wszystko Jest Możliwe** and we have built an exceptional company, with a strong and unique culture. I would like to say thank you to all who stand behind AmRest success and at the same time emphasize that this is just the beginning. I know we have a very long way to go to achieve our potential. And our first milestone on this journey will be becoming Europe's Leading Restaurant Company by 2022.

**Henry McGovern**  
**Founder & Member of the Board of Directors**  
**AmRest Holdings**



# 1993

The history of AmRest began with the opening of the first Pizza Hut restaurant in Wrocław. Since 1993 the scale of our business has increased many times.



**60 employees**  
**1 restaurant**  
**1 brand**  
**1 market**

# 2018

**We celebrate 25 years of our business and also:**

**21 years of Core Values** AmRest is a company based on values. Our decisions and actions are driven by the Core Values.

In 2000 by the merge of 52 restaurants of YUM! and 28 restaurants of American Retail Systems the AmRest NV has been created. **18 years of the AmRest name**

**21 years of the Review Boards** The Review Board ensures the development of our people. It strengthens the leadership skills and cultural cohesion.

It was founded with an idea of developing the managers. So far we have 270 graduates. **12 years of AmRest University**



## People

AmRest's success would not be possible if it wasn't for people who achieve our bold business goals with commitment and positive energy.

**In 25 years the number of people involved in building AmRest's business on many levels has reached nearly half a million.**

It shows that the **Wszystko Jest Możliwe** culture is contagious!

We have a passion for people that is why we offer unlimited development opportunities. Internal and external trainings, e-learning, library, our own university and competence interviews. There are so many ways for spreading the wings in AmRest.

During the 25 years of our history we have carried out over **100 000 review boards** - and each and every one of them means a new role, a greater scope of responsibility and more fun!

In 1993 we have **60 employees**.

In 2007-2017 the number of AmRestees has increased more than five times. Currently, we employ nearly **40 000 people** and the number is constantly growing.

**Every new restaurant means several dozen of job opportunities.**

### Number of AmRestees over the years



1997  
**750**  
AmRestees



2007  
**7 108**  
AmRestees

2017  
**38 273**  
AmRestees



## 25 years of sharing



Every day we share our knowledge and experience. The index of internal promotions is **over 80%**.



# Brands

Our adventure has begun in 1993 with the opening of the first Pizza Hut restaurant. Since then, our portfolio has enriched with new brands – both those that are still with us and those which were with us only for a moment.

Currently, our portfolio consists of globally-known and beloved brands – everyone of us has had a crispy KFC chicken, flamed-grilled burger in Burger King, tasty pizza of Pizza Hut and a cup of coffee in Starbucks, at least once in a lifetime.

Fresh Point, Rodeo Drive, AppleBee's and Stubbs' are brands by which we could experiment, discover new segments of consumer and learn how to develop a successful businesses.

Our own brands – blue frog, KABB, La Tagliatella has a stable position on the market and are still dynamically developing.



## 25 years of tasting



### Brands over the years

 <p>1993</p>	 <p>1995</p>
 <p>2006 - 2010</p>	 <p>2006 - 2011</p>
	 <p>2007</p>
 <p>2008</p>	 <p>2008 - 2012</p>
	 <p>2011</p>
 <p>2012</p>	 <p>2012</p>
	 <p>2013 - 2014</p>

## Restaurants

We develop by organic growth (new units) and by mergers and acquisition.

**Almost every day a new place joins our portfolio!**

### Number of AmRest's units over the years



## Milestones

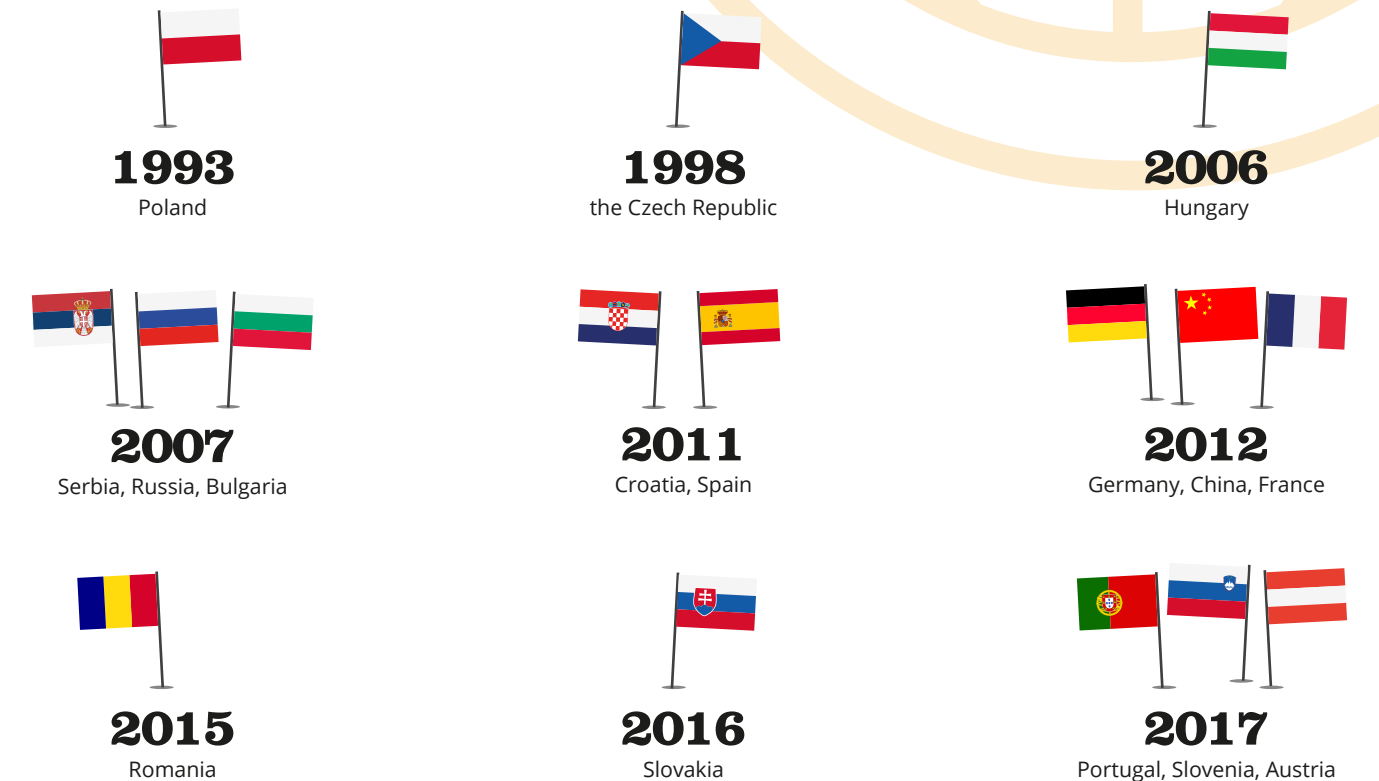


# 25 years of hospitality

## We are international

Our history started in Poland and still it is our biggest market (nearly 500 restaurants and coffee houses) and the main business office.

Since 2018 our Company's registered office is located in Spain and our business is being run on 16 markets – in Europe, Russia and China. And we still have an appetite for more!



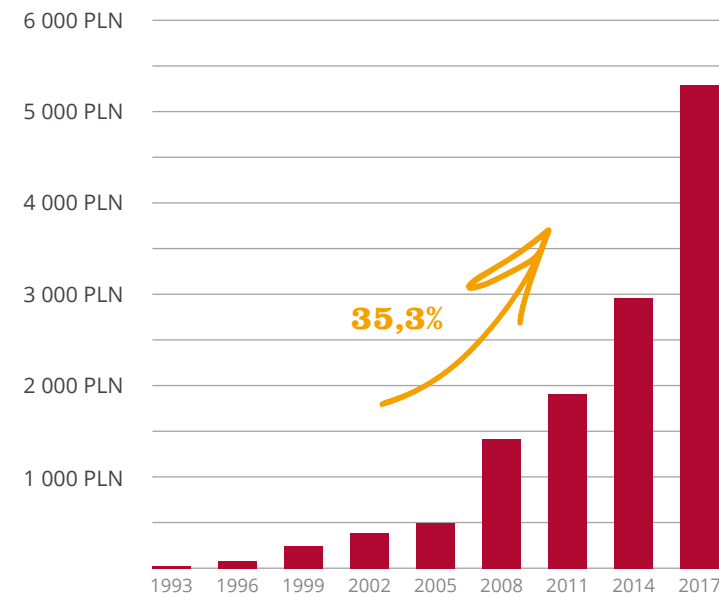
# Finances

## 35,3%

it is the cumulative annual growth rate for the period 1993 - 2017.

No other restaurant company in Europe has been able to achieve such a mighty result. Our profits allowed us to increase the scale of business and create new jobs opportunities.

### AmRest Group's revenues over the years



**#1** PERFORMING RESTAURANT COMPANY IN EUROPE

**25 years of growth**

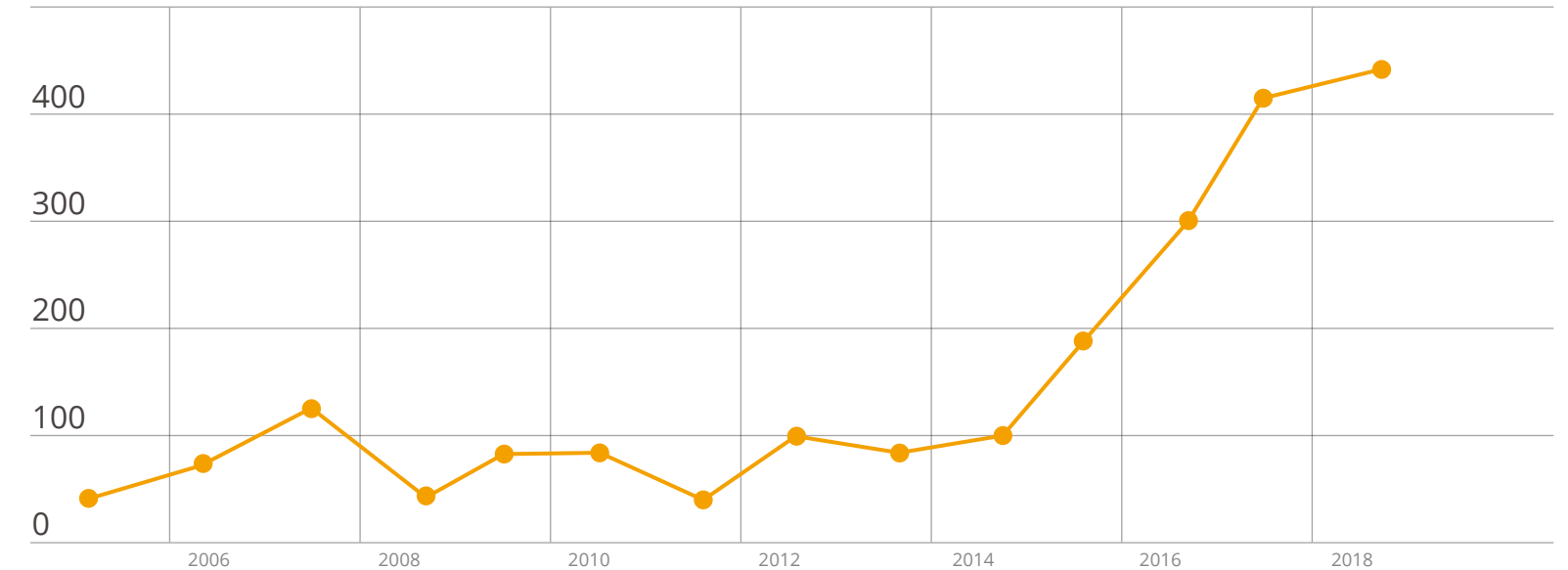
## On the 27th of April 2005

we debuted on the Warsaw Stock Exchange – it was another proof for us that **Wszystko Jest Możliwe**.

One year later, the price of our shares increased by 100%.

### The price of AmRest's shares over the years

Share price ■ AmRest 442.5



## Partners

The success we have accomplished over 25 years would not be possible without our employees and also our business partners: franchisees, franchisors and suppliers of services and food.

In 2017 we cooperated with **12 000 partners**. Among them are such companies that we have been working with for many years – our relationship is based on trust and mutual benefits. Our growth drives the development of our partners.

For over 20 years our suppliers are among other Fanex and Bona-Agra companies.



Since the very beginning, Fanex provides us with sauces, ketchups, mayonnaises and dressings. In 2017 Fanex produced 60 types of dedicated sauces.

For over two decades Bona-Agra supplies vegetables, fruits and preserves for us.



# ABOUT THE REPORT

Global Reporting  
Initiative



GRI Standards indexes included in the report

## How did this report come about?

AmRest's 2017 Sustainable Development Report is the first report outlining our goals and results from the perspective of sustainable development and corporate business responsibility. The report covers the period from 1 January to 31 December 2017. We prepared it in accordance with the GRI Sustainability Reporting Standards at Core level.

The GRI Standards recommend that stakeholders be involved in the process of selecting the most important reporting topics. Indeed, we included many of our managers and employees in the reporting process and surveyed our external stakeholders to get their opinion on what aspects of our performance should be discussed in the report. Throughout the process, we were assisted by an independent consulting firm, CSRinfo. We did not subject this report to any additional external verification.

Based on the stakeholder surveys, and the workshops and consultations we held with our employees, managers, and senior executives, we established a list of topics that the report should cover in detail. They are:

- ensuring food quality and safety,
- employment numbers and conditions  
– creating attractive working conditions,
- ensuring consumer satisfaction,
- occupational health and safety,
- diversity and equal opportunity,
- education and training,

- business ethics and codes of conduct, including how they translate into the company's operations and the behavior of its employees,
- good supplier relations, including comprehensible principles of cooperation and transparent supplier selection,
- reduction of AmRest restaurants and offices' environmental footprint,
- social engagement of the company and its employees.

Our approach towards social, labor, environmental, human rights, and anticorruption issues is also laid down in the 'Statement on non-financial information of the AmRest Holdings SE Group for 2017', which forms part of the 'Consolidated Management Board's Report for 2017'. The document is available at: [www.amrest.eu](http://www.amrest.eu)

**Please let us know if there are any other topics you think should be discussed in our next sustainable development report. Contact us at:**

Ewelina Jabłońska – Gryżenia, CSR Manager  
[CSR@amrest.eu](mailto:CSR@amrest.eu)



# GRI Standards Content Index

GRI Standards / AmRest's indicators	Disclosure	Reporting	Page
General Disclosures			
<b>Organisation profile</b>			
GRI 102-1	Name of the organisation		18, 121, Acknowledgments
GRI 102-2	Description of the organisation's activities, main brands, products and/or services		18 - 21, 35
GRI 102-3	Location of the organisation's head office		25
GRI 102-4	Location of operating activity		18-21, 25
GRI 102-5	Form of ownership and legal structure of the organisation	AmRest Holdings SE is a parent company listed on the Warsaw Stock Exchange.	GRI Index
GRI 102-7	Scale of activity		18-21, 106-118
AmRest's own index	No. of food suppliers		20, 52
AmRest's own index	No. of transactions annually		21
AmRest's own index	No. of restaurants, incl. newly opened locations		19, 22, 35
GRI 102-6	Supported markets for the group and by brands		18-21, 35-36
GRI 102-8	Information on employees and other workers		17, 63-66
GRI 102-9	Description of the supply chain		52-55
GRI 102-10	Significant changes in the reporting period regarding the size, structure, ownership form or value chain	Not applicable	GRI Index
GRI 102-11	Explanation of whether and how the organisation applies the precautionary principle		84
GRI 102-12	External economic, environmental and social declarations, principles and other initiatives accepted or supported by the organisation		41, 102
GRI 102-13	Membership of associations and organisations		30, 41
<b>Strategy</b>			
GRI 102-14	Statement by the top management		8, 9
GRI 102-15	Description of key influences, opportunities and risks		8, 9, 26-27
<b>Ethics</b>			
GRI 102-16	Organisation values, code of ethics, rules and standards of behaviour		23, 28-29

<b>Management</b>			
GRI 102-18	The supervisory structure of the organisation together with the committees subordinated to the highest supervisory body		25
<b>Stakeholders' involvement</b>			
GRI 102-40	List of stakeholder groups engaged by the reporting organisation		30-31
GRI 102-41	Employees covered by collective agreements		65
GRI 102-42	Basis for identifying and selecting stakeholders engaged by the organisation		30-31
GRI 102-43	An approach to engaging stakeholders, including the frequency of involvement by type and group of stakeholders		30-31
GRI 102-44	Key topics and problems raised by stakeholders and the response from the organisation, including by reporting them		30-31, 121
<b>Reporting</b>			
GRI 102-45	Recognition in the report of economic entities recognised in the consolidated financial statements	All economic entities were included.	GRI Index
GRI 102-46	The process of defining the content of the report		121
GRI 102-47	Significant subjects identified		121
GRI 102-48	Explanations regarding the effects of any adjustments to information contained in previous reports, giving reasons for their introduction and their impact (e.g. mergers, acquisitions, change in the year/base period, nature of operations, measurement methods)	No corrections. This is the company's first sustainability report.	GRI Index
GRI 102-49	Significant changes compared to the previous report regarding the scope, reach or methods of measurement used in the report	Not applicable	GRI Index
GRI 102-50	Reporting period	1.01.2017-31.12.2017	GRI Index
GRI 102-51	Date of publication of the last report (if published)	This is the company's first sustainability report.	GRI Index
GRI 102-52	Reporting cycle	Annual - statement. Two-year - separate sustainability report.	Indeks GRI
GRI 102-53	Contact details		121, Acknowledgments
GRI 102-54	Indication of whether the report was prepared in accordance with the GRI Standard in the Core or Comprehensive option	Core option	121
GRI 102-55	GRI index		108
GRI 102-56	Policy and current practice in the field of external verification of the report	The report has not been verified externally.	GRI Index

GRI Standards / AmRest's indicators	Disclosure	Reporting	Page
Material topics			
<b>Social subjects</b>			
<b>ASPECT OF REPORTING: Ensuring food quality and safety</b>			
GRI 103-1	Explanation of the material topic and its Boundary		48-51
GRI 103-2	Management approach and its elements		48-51
GRI 103-3	Evaluation of management approach		48-51
AmRest's own index	Actions taken to ensure food quality and safety		48-51
AmRest's own index	Percentage of restaurants covered by food quality and safety audits		50
<b>ASPECT OF REPORTING: Employment numbers and conditions – creating attractive working conditions</b>			
GRI 103-1	Explanation of the material topic and its Boundary		62, 67-77
GRI 103-2	Management approach and its elements		62, 67-77
GRI 103-3	Evaluation of management approach		62, 67-77
GRI 401-2	Additional benefits (benefits) provided to full-time employees		67
<b>ASPECT OF REPORTING: Occupational health and safety at work</b>			
GRI 103-1	Explanation of the material topic and its Boundary		80
GRI 103-2	Management approach and its elements		80
GRI 103-3	Evaluation of management approach		80
GRI 403-2	Type and rate of work-related injuries		81
<b>ASPECT OF REPORTING: Education and training of employees</b>			
GRI 103-1	Explanation of the material topic and its Boundary		75-78
GRI 103-2	Management approach and its elements		75-78
GRI 103-3	Evaluation of management approach		75-78
GRI 404-2	Programs for upgrading employee skills and transition assistance programs		75-78
AmRest's own index	Percentage of employees who receive regular evaluations of their performance and/or progress		75
<b>ASPECT OF REPORTING: Business ethics and how it translates into the company's operations and the behavior of its employees</b>			
GRI 103-1	Explanation of the material topic and its Boundary		28, 74

GRI 103-2	Management approach and its elements		28, 74
GRI 103-3	Evaluation of management approach		28, 74
GRI 406-1	Total number of cases of discrimination	No instances of discrimination were identified in 2017.	GRI Index
<b>ASPECT OF REPORTING: Diversity and equal opportunity</b>			
GRI 103-1	Explanation of the material topic and its Boundary		28, 62
GRI 103-2	Management approach and its elements		28, 62
GRI 103-3	Evaluation of management approach		28, 62
GRI 405-1	Diversity of governance bodies and employees		25, 65-66
<b>ASPECT OF REPORTING: Social engagement of the company and its employees</b>			
GRI 103-1	Explanation of the material topic and its Boundary		91-93
GRI 103-2	Management approach and its elements		91-93
GRI 103-3	Evaluation of management approach		91-93
AmRest's own index	Scale of investment into social causes		91
AmRest's own index	No. of projects implemented as part of the employee volunteering scheme		94-95
AmRest's own index	No. of employees involved in the volunteering scheme		94-95
AmRest's own index	No. of beneficiaries of the employee volunteering scheme		94-95
AmRest's own index	No. of children/young people who participated in the healthy eating workshops		99, 101
AmRest's own index	Amount of food donated to people in need through the Harvest Program		102
<b>Environmental subjects</b>			
<b>ASPECT OF REPORTING: Reduction of AmRest restaurants' and offices' environmental footprint</b>			
GRI 103-1	Explanation of the material topic and its Boundary		84-89
GRI 103-2	Management approach and its elements		84-89
GRI 103-3	Evaluation of management approach		84-89
AmRest's own index	No. of measures that reduce the restaurants' and offices' environmental footprint		84-89
<b>ASPECT OF REPORTING: Energy</b>			
GRI 302-1	Energy consumption within organisation		84
<b>ASPECT OF REPORTING: Water</b>			
GRI 303-1	Water withdrawal by source		84

## Acknowledgments

Many people have contributed to our company's sustainable development report, which we greatly appreciate and are immensely grateful for. We were able to prepare their report thanks to the involvement and support of our stakeholders and scores of AmRest's employees, who had analyzed our activities and then patiently fielded, sometimes surprising, questions we asked.

We would also like to thank those of AmRest's employees whose photographs are featured in the report.



If you have any questions or suggestions regarding the publication, please contact:

**Ewelina Jabłońska-Gryżenia,**  
**AmRest Manager for Corporate Social Responsibility**  
at [ewelina.jablonskagr@amrest.eu](mailto:ewelina.jablonskagr@amrest.eu)

Designed by: Public Bridge Sp. z o.o., [www.publicbridge.pl](http://www.publicbridge.pl)

© 2018 AmRest Holdings SE. All right reserved.

The AmRest name and logo are registered trademarks of AmRest Holdings SE with its registered office at Calle Enrique Granados 6, Pozuelo de Alarcón, 28224 Madrid, Spain.

