

# Balance



## WE CHOSE

# to boost:

OUR BUSINESS STRATEGY WITH MORE SUSTAINABLE PROCESSES RESPECTING THE ENVIRONMENT. WE WANT TO BE A COMPANY THAT REDUCES ITS NEGATIVE ENVIRONMENTAL IMPACT, AND ALTHOUGH WE KNOW THAT WE STILL HAVE A LONG WAY TO GO, WE ARE CONVINCED THAT THE FUTURE IS OUR RESPONSIBILITY, AND WHAT WE DO TODAY TO PROTECT THE ENVIRONMENT WILL BEAR FRUIT TOMORROW.

We emphasize:



**Energy**  
AND EMISSIONS



**CLIMATE**  
STRATEGY



**Waste**  
management  
AND CIRCULAR  
PROCESSES



**Water**



**FOOD** waste



# environmental CARE

The future is our responsibility; we create it with each idea and each choice, which is why Alsea strives to create an operation based on efficiency, innovation and environmental awareness. We are familiar with our greatest impacts and work to reduce them, always based on a preventive approach. Our Environmental Policy is aligned with the ISO 14001 standard and emphasizes the efficient use of resources, reduced emissions, and efficient waste management.



## DESIGN AND CONSTRUCTION

# Guidelines

## SUSTAINABLE RESOURCE MANAGEMENT

### SUSTAINABLE STORES

One of the most important projects to improve our environmental impact is establishing a sustainable standard for all Alsea restaurants. Our standard comprises ten construction guidelines based on international sustainable design and construction criteria that provide a framework for healthy, cost-saving and efficient buildings.

These standards will help reduce our emissions and use resources more efficiently. During this period, we began to implement these guidelines in two of our restaurants in Mexico and South America. Our goal for 2030 is to ensure that all new restaurants are built under this approach; we will also make improvements to existing restaurants.

In addition, in line with this strategy, our Starbucks restaurants will adopt the Greener Store certification, a sustainability framework for Starbucks stores and a component of the brand's global strategy to halve its CO2 emissions by 2030. We currently have two certified Green Stores and expect to extend this program looking forward.

**1. LOCATION AND TRANSPORTATION**  
Open our restaurants in places accessible to pedestrians and public transportation users.

**2. SUSTAINABLE SITES**  
Respect biodiversity and the environment at the selected sites.

**3. WATER EFFICIENCY**  
Low consumption systems.

**4. ENERGY AND ATMOSPHERE**  
Energy efficiency systems, renewable energy and LED lighting.

**5. MATERIALS AND RESOURCES**  
Use of sustainable materials.

**6. INDOOR ENVIRONMENTAL QUALITY**  
Non-toxic materials.

**7. REGIONAL PRIORITY**  
Local sourcing.

**8. INNOVATION AND DESIGN**  
Design based on best practices and standards.

**9. ENVIRONMENTAL AWARENESS EDUCATION**  
Promote sustainable approaches among stakeholders.

**10. INCLUSIVE STORES**  
Inclusive architectural scopes for all users.



## WATER

At Alsea, we strive to implement measures to ensure correct and efficient water management. We focused primarily on improving our consumption measurement and water control models during this period. We are currently working on establishing a standardized quantification of water consumption by business unit and creating reduction plans. Some of the initiatives carried out by our European stores include installing pressure-reducing and dual flush button valves, as well as water-saving filters and water return circuits. In addition, we expect to see increased savings and improved water use efficiencies by implementing the sustainable store standard. For example, our Starbucks Greener Store in Mexico is designed to reduce water use by 30% thanks to low-water aerators and faucets.

### Water Consumption in Cubic Meters (m<sup>3</sup>)

	2020	2021	2022
Mexico	1,700,000	1,698,000	1,709,994
Europe	862,270	1,048,047	943,927
South America	12,292	18,638	19,009

## ENERGY EFFICIENCY

Electricity consumption is one of the main impacts produced by our restaurants. Therefore, at Alsea, we are working on implementing energy-saving projects, particularly automated air conditioning and lighting systems. For example, in line with our new standards for sustainable stores, in 2022, we installed LED lighting and light detectors and dimmers.

### Electricity Consumption in kWh

	2020	2021	2022
Mexico	219,220,762	238,369,880	259,613,320
Europe	117,046,821	131,581,791	146,288,381
South America	52,321,649	40,429,000	58,300,704

During this period, our restaurants in Chile implemented an air conditioning energy-saving pilot by installing a smart thermostat to switch the system off and on.

Operation in Europe in 2022

**-10%**  
water  
consumption



We implemented  
automated  
air conditioning  
and lighting projects




# CIRCULAR APPROACH AND waste management

We know that single-use packaging has major implications for waste generation and our carbon footprint. Therefore, we are working to innovate by implementing recycling and reuse approaches, using better materials and raising awareness among our customers.



## WASTE MANAGEMENT AND REDUCTION

We are working to implement comprehensive waste management processes in all our restaurants by establishing prevention and recycling measures. During this period, we established waste sorting stations throughout our Distribution Center building in Europe. We also ran information campaigns on waste management and removed individual trash cans to encourage the use of recycling stations.

In addition, we began a waste segregation pilot project in our Starbucks stores in Spain and Chile, which we plan to extend to the rest of our brands. Also, during this period, we began a coffee capsule pilot project in Mexico that currently covers 37 stores.

Authorized managers with the corresponding certificates remove used oil from all our brands' establishments to ensure recycling and reuse. In 2022, authorized managers handled 1,714,665 liters of oil used in Alsea operations.

### Revalued or Recycled Inputs

		MEXICO	EUROPE	SOUTH AMERICA
<b>Waste</b>	Revalued or recycled	3,521,870 kg	-	366,478 kg
<b>Oil</b>	Revalued or recycled	802,745 lt.	495,606 lt.	416,314 lt.
<b>Food</b>	Revalued or recycled	52,597kg	5,077kg	32,196kg

## SINGLE USE BOTTLES AND ITEMS

In 2022, our Starbucks coffee shops in Mexico continued to promote circular approaches among customers, serving more than 980,000 drinks in reusable cups motivated with incentives such as discounts on drinks when customers bring their own cups.

Our European stores eliminated plastic straws and have begun replacing single-use plastic containers with alternatives made from more sustainable materials. For example, the British Factory in Spain developed a new compostable plastic container for one of their salads. In addition, we are implementing European regulations to transition to reusable dishes for consumption inside our stores.

Also, during this period, we worked on enhancing our management of packaging, bags and napkins and using raw materials that produce a lower impact, such as FSC-certified recycled paper.

## PAPER USE AND CONSUMPTION

We are raising awareness about using paper to reduce our consumption, leading to lower waste generation levels. In this period, we promoted a reduction in printing through a warning system installed in our printers to remind all collaborators of the reduction approach adopted by Alsea. In addition, we increasingly opt for digital communication options, such as our Annual Report, which we have not printed since 2017.



In Europe,  
**100%**  
of the paper used in our Support Center is FSC-certified.



In Colombia,  
**100%**  
of our containers are recyclable.



DONATIONS TO  
 **food banks**

**52,597** KG  
Mexico

**5,077** KG  
Europe

**32,196** KG  
South America

**FOOD WASTE**

According to the United Nations, one-third of the world's food rots in trash cans, representing close to 6% of total global carbon emissions. At Alsea, we acknowledge this challenge and work hard to reduce food waste to meet our zero food waste goal within our manufacturing processes by 2030. During this period, we implemented a management system focused on preventing and controlling surpluses to reduce and mitigate food waste. For example, our restaurants and cafeterias have information systems to adjust orders through consumption estimates.

We also implement awareness actions and partner with food banks to prevent waste in manufacturing and distributing our products. During 2022, we kept 84,793 kg of food from landfills thanks to our collaboration efforts with Food Banks.

**Our Waste Reduction Technologies**

At Alsea, we believe technology must resolve social and environmental challenges. In March 2021, we partnered with the Too Good To Go App in 241 European restaurants. This app connects customers with restaurants with food surpluses. Through this collaboration, we used 17,630 Food packs and prevented the emission of 44 TCO2 eq.

Our Starbucks stores in Chile have also partnered with Godmeal, an app that helps reduce food waste and CO2 emissions. Thanks to this initiative implemented in four stores, we prevented the generation of 15,000 kg of CO2 emissions, which is equal to taking six medium-sized cars off the road per year.





# CLIMATE strategy

This year, we worked on developing plans and initiatives aimed at addressing aspects related to climate change. Our 2030 strategy establishes relevant goals to reduce emissions, increase energy efficiency and adopt clean energies. We also completed our Carbon Disclosure Project (CDP) Climate Change questionnaire, which will help us closely measure and monitor the impacts of Climate Change on our operations and become more aware of the importance of managing and mitigating its risks.



## EMISSIONS

Our 2030 goals include reducing our carbon emissions by 25%. This major commitment compels us to implement energy efficiency policies, programs and initiatives, use renewable energies and transform our process. For example, during this reporting period, our Foster's Hollywood establishments in Spain began removing charcoal grills from some stores to replace them with less polluting alternatives.

### GHG emissions (Scope 1)

tCO<sub>2</sub> eq

Mexico	82,452
Europe	50,584
South America	10,199

### GHG emissions (Scope 2)

tCO<sub>2</sub> eq

Mexico	72,003
Europe	985
South America	9,106

## RENEWABLE ENERGY

An important goal we have set ourselves for 2030 is that 100% of the energy we use must come from renewable sources. We began installing photovoltaic panels in all our European manufacturing centers during this reporting period. We expect to save 30% in electricity consumption and increase our use of renewable energies.

### Clean Energy Consumption

Mexico	72%
Europe	100%
South America	30%

## SUSTAINABLE MOBILITY

An important component of our operation is our Delivery service, which represents 17.8% of our consolidated sales. For this reason, we are committed to improving our fleet's efficiency to promote more sustainable mobility. We have 498 electric motorcycles and bicycles, representing 13% of our total fleet for our in-house Delivery services in Spain and 83 electric bicycles in 22 stores in Mexico.



Spain  
**498**  
electric  
motorcycles  
and bicycles

**13%**  
total of our  
total fleet



# ENVIRONMENTAL -awareness

## Earth Day South America



At Alsea, we want to influence our customers, suppliers and collaborators positively. During this reporting period and within the framework of Earth Day, our stores in South America ran a campaign to promote sustainable approaches such as the use of bicycles and transport causing lower pollution rates, the use of reusable cups and cups to avoid waste generation, the adoption of alternative vegetable diets, and reduced energy consumption. To complement this initiative, we conducted a reforestation activity with our team members, planting 600 native trees in the Patagonian forests in Argentina and south-central Chile.

## Green Apron: Environmental training for our collaborators Global



During this period, nearly 200 team members enrolled in the Greener Apron program taught through the Starbucks Global Academy. The course addresses our global environmental challenges, provides examples of how different actors are pioneering solutions and addresses Starbucks' efforts to improve its environmental footprint.



**200**  
Team members  
ENROLLED IN OUR  
GREENER APRON  
PROGRAM

## Energy Savings Mexico

We teach the energy course to our store managers to raise environmental awareness and reinforce our energy efficiency and energy-saving strategies.



## Environmental awareness Europe

Our restaurants have also implemented actions to raise environmental awareness, including beach, forest and river cleanups and reforestation activities. In addition, during this period, we partnered with World Vision and the WWF to work on initiatives to raise awareness of water and energy use and consumption.



## Burger King Argentina

Our restaurants in Argentina ran the "Real Whopper Beach" campaign for the second year in a row to clean up coastal beaches.

## Zero Waste Campaign Mexico

During this period, our stores joined the campaign promoted by the Mexico City government seeking to reduce waste generation and single-use plastic items. We aligned with this campaign by creating a program centered on two key objectives: 1) Raise awareness about the need to minimize plastic consumption, and 2) Promote waste segregation best practices among consumers and collaborators.

In the program's first phase, we designed communication materials for each store, including posters, digital applications, and videos. In the second phase, we developed the physical communication kit installed in our stores. We invite customers to promote and share waste reduction stories. The campaign has been extended to 332 of our stores in Mexico City.

