



**DO & CO AKTIENGESELLSCHAFT**  
THE GOURMET ENTERTAINMENT COMPANY

BUSINESS YEAR  
**2023|2024**  
ANNUAL GENERAL MEETING

VIENNA, 25 JULY 2024

# Annual General Meeting

## Financial Year 2023/2024

---

### Agenda

1. Annual and consolidated financial statements for financial year 2023/2024
2. Appropriation of the net profit for the financial year 2023/2024
3. Discharge of the Management Board for the financial year 2023/2024
4. Discharge of the Supervisory Board for the financial year 2023/2024
5. Remuneration of the Supervisory Board for the financial year 2023/2024
6. Election of the auditor and group auditor and the auditor for the sustainability report for the 2024/2025 financial year
7. Election of a person to the Supervisory Board
8. Resolution on the remuneration report
9. Resolution on the remuneration policy

---

**Agenda item 1:**

Presentation of the **annual financial statements** including the management report and **corporate governance report**, the consolidated financial statements including the group management report, the **proposal for the appropriation of profits** and the **report prepared by the Supervisory Board** for the 2023/2024 financial year.



THE GOURMET ENTERTAINMENT COMPANY

**REPORT OF THE MANAGEMENT BOARD**

**FINANCIAL YEAR 2023/2024**

# Highlights

---

**1 Highlights**

2 Airline Catering

3 International Event Catering

4 Restaurants, Lounges & Hotels

5 Sustainability



**Highlights**  
at a glance

---

**Financial Year 2023/2024**

<b>Revenue</b>	<b>€</b>	<b>1,819.4m</b>	<b>+ 28 %</b>
<b>EBITDA</b>	<b>€</b>	<b>202.1m</b>	<b>+ 41 %</b>
<b>EBIT</b>	<b>€</b>	<b>135.8m</b>	<b>+ 58 %</b>
<b>Net Result</b>	<b>€</b>	<b>66.2m</b>	<b>+ 97 %</b>

## Highlights at a glance

**INNOVATIVE PRODUCTS &  
EXPERIENCES**

**ONLY THE BEST QUALITY**

**UNIQUE PERSONALITIES**

One of the world's market  
leaders for highest quality in  
the hospitality sector

---

## Financial Year 2023/2024

**best ever year in the company history – sales and profits**

**almost doubled net result (+ 97 %)**

**Net debt to EBITDA ratio of 1,1**

**Airline Catering back at pre-corona level**

- opening of new gourmet kitchen in Miami
- Delta Air Lines - new client in New York JFK

**Formula 1 Las Vegas – biggest premium sport event worldwide**

- 70,000 guests with best hospitality experience (many local challenges solved)

**Strong sales and margin improvements in the RLH division**

- **DEMEL** with new shop concept

**DO & CO as the world's leading premium brand in hospitality business  
events – airlines – restaurants & cafés**

## Key Figures

## Financial Year 2023/2024

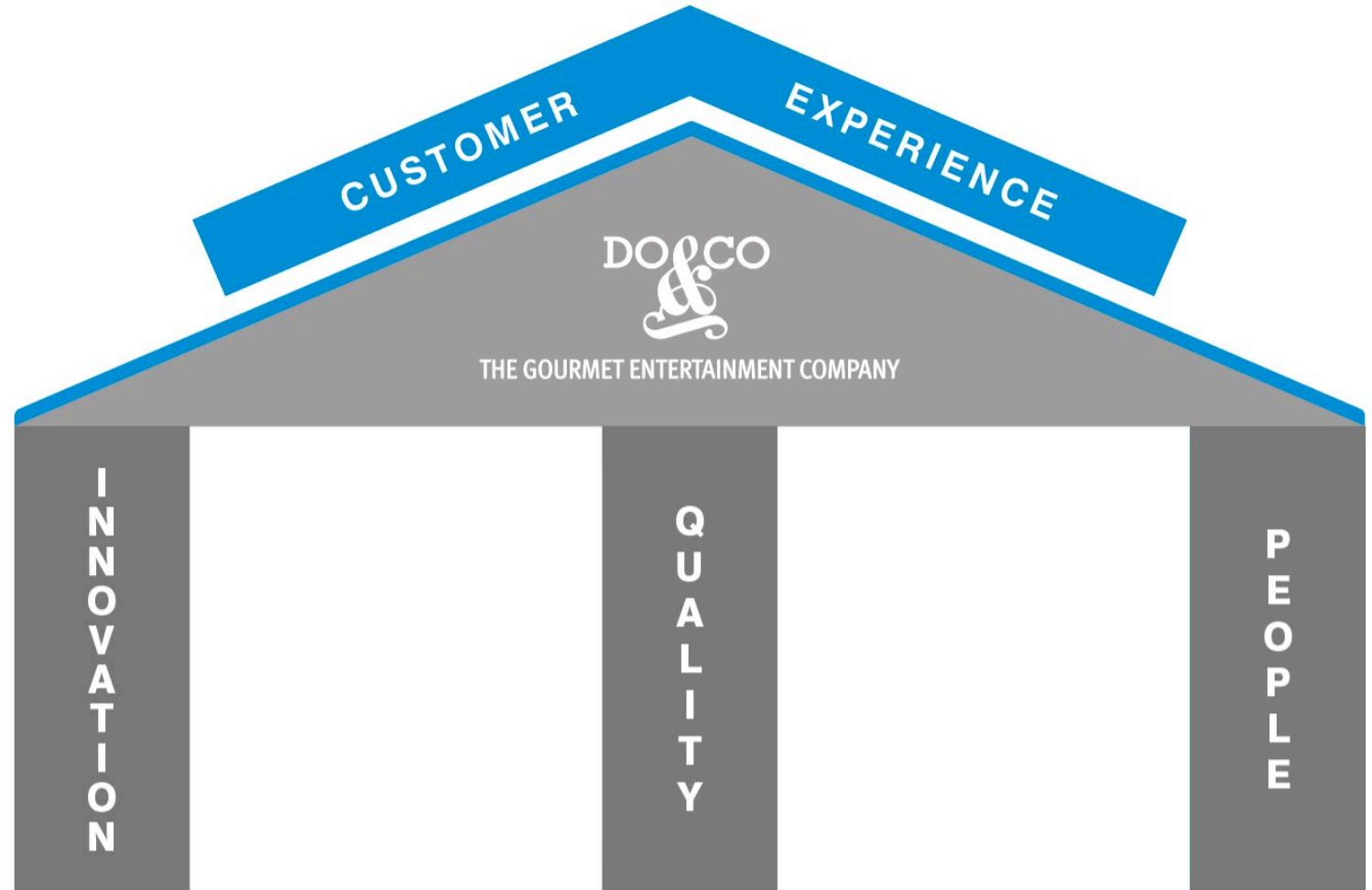
Group		2023/2024	2022/2023	Change in m€	Change in %
<b>Revenue</b>	m€	<b>1,819.4</b>	<b>1,419.4</b>	<b>+400.1</b>	+28 %
<b>EBITDA</b>	m€	<b>202.1</b>	<b>143.3</b>	<b>+58.8</b>	+41 %
<b>EBIT</b>	m€	<b>135.8</b>	<b>85.7</b>	<b>+50.1</b>	+58 %
Financial result	m€	-32.7	-36.4	+3.7	-10 %
<b>Net result</b>	m€	<b>66.2</b>	<b>33.6</b>	<b>+32.6</b>	+97 %
<b>EBITDA margin</b>	%	<b>11.1%</b>	<b>10.1%</b>		+1.0 pp
<b>EBIT margin</b>	%	<b>7.5%</b>	<b>6.0%</b>		+1.4 pp
<b>Net Result margin</b>	%	<b>3.6%</b>	<b>2.4%</b>		+1.3 pp
Earnings per share	€	6.24	3.44	+2.8	+45 %
P/E ratio	€	22.16	31.27	-9.1	-41 %
Cash flow from operating activities	m€	179.7	114.1	+65.6	+57 %
Cash flow from investing activities	m€	-63.4	-31.9	-31.5	+99 %
Free cash flow	m€	116.3	82.2	+34.1	+41 %
<b>Equity ratio</b>	%	<b>27.4%</b>	<b>19.8%</b>		+7.6 pp
<b>Cash and cash equivalents</b>	m€	<b>276.7</b>	<b>235.2</b>	+41.5	+18 %
Net Debt (net financial liabilities)	m€	216.4	274.9	-58.5	-21 %
Market capitalization at the end of the period	m€	1,517.0	1,070.6	+446.4	+42 %
Price at the end of the period (closing rate)	€	138.40	107.60	+30.80	+29 %
Employees	#	13,346	11,411	+1,935	+17 %



The 3 main pillars  
of the DO & CO DNA

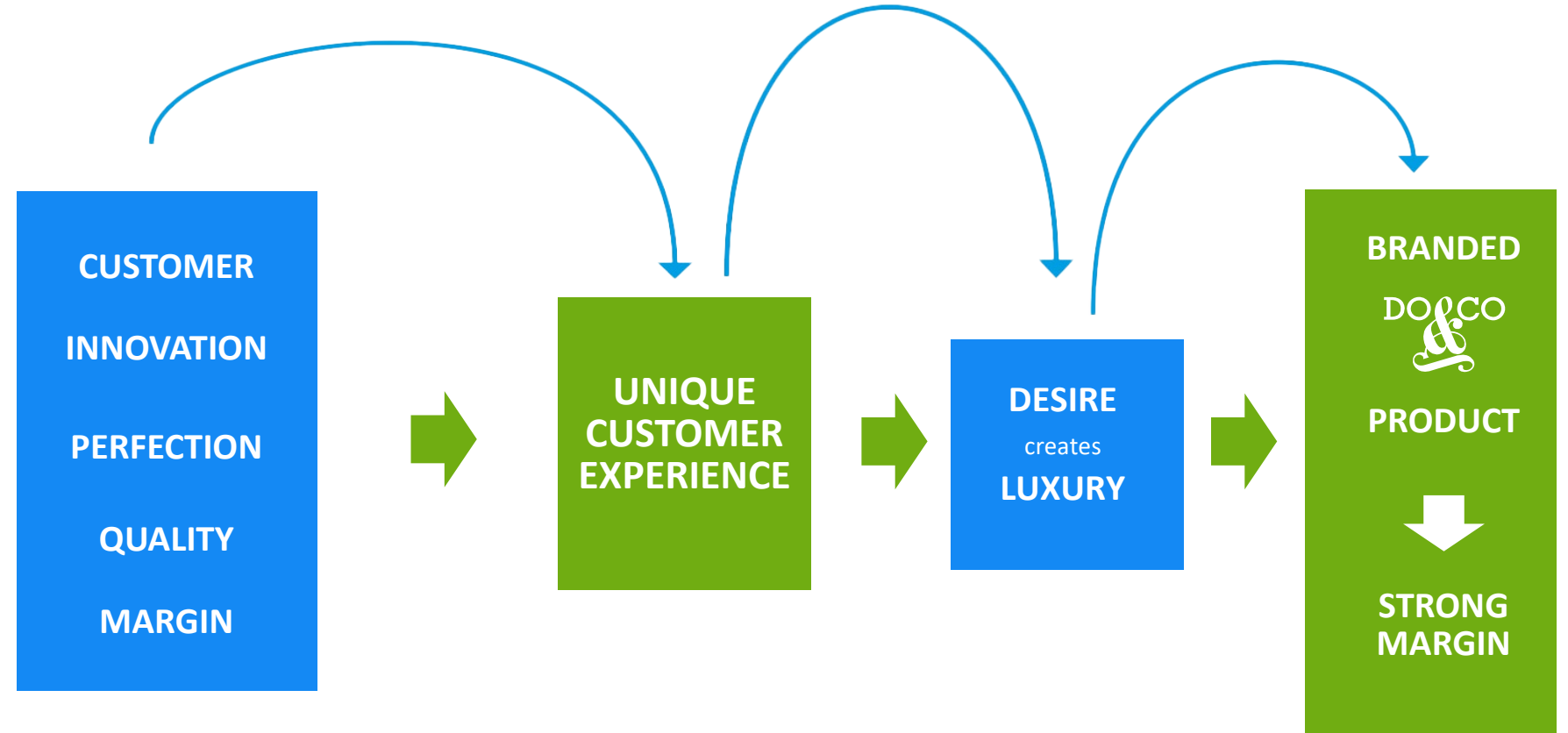
---

The three-pillars concept | DO & CO embodies these values



## The DO & CO principles

## The DO & CO principles



# Airline Catering

---

1 Highlights

**2 Airline Catering**

3 International Event Catering

4 Restaurants, Lounges & Hotels

5 Sustainability



## Our mission

The best restaurant and hospitality customer experience at 39,000 feet

### Business Year 2023/2024 vs. BY 2022/2023



pleasing demand in global air traffic

S K Y T R A X 2024 awards - best Business Class Catering globally



## 2 Airline Catering

# Turkish Airlines

one of the global quality market leaders in the airline industry

SKYTRAX awards :

- “World’s Best Business Class Catering”
- “Best Airline in Europe”
- “Best Airline in Southern Europe”
- “Best Economy Class in Europe”

## INNOVATIVE PRODUCT EXPERIENCE

- market-fresh ingredients only
- sourced as much as possible locally in Türkiye
- benchmark of the industry

## NEW GOURMET KITCHEN ISTANBUL

- planning of the new gourmet kitchen finalized
- one of the most modern and biggest kitchen globally



## IAG GROUP

**British Airways** in London  
**Iberia** in Madrid  
**Iberia Express** in Madrid

- long-term partnership
- fresh DO & CO menus in all cabins
- demand at pre-corona level
- very good load factors
- focusing on improved onboard experience



## Delta Air Lines

- one of the world's biggest fleets
- strategic customer and partner of DO & CO
- customer in
  - Detroit
  - Boston
  - Miami
  - Seoul / Korea
- and now as well in New York / JFK
  - ca. 220 flights per day
  - one of the biggest hubs for Delta
  - start-up in April 2024 in phases
  - 800+ new staff hired



## 2 Airline Catering

### USA - Jet Blue :

- hub caterer in New York, JFK since December 2021
- all long and short haul flights (up to 180 flights per day)

### USA - NEW CUSTOMERS :

#### DO & CO - NEW YORK / JFK

- Air France
- Qantas Airways

#### DO & CO - MIAMI

- Emirates
- Qatar Airways

#### DO & CO - BOSTON

- Aeroméxico

#### DO & CO - DETROIT

- Air France
- Turkish Airlines





## REST OF THE WORLD NEW CONTRACTS :

China Airlines	ex London
Kuwait Airways	ex London
Qantas Airways	ex London
Qatar Airways	ex Milan
Saudia	ex Istanbul, Vienna
SunExpress	ex Istanbul
Thai Airways	ex Istanbul
Uzbekistan Airways	ex Istanbul, Ankara
Vietnam Airlines	ex Frankfurt



# International Event Catering

---

1 Highlights

2 Airline Catering

**3 International Event Catering**

4 Restaurants, Lounges & Hotels

5 Sustainability



## Our mission

the world's leading premium hospitality and gourmet entertainment experience

## INNOVATIVE HOSPITALITY CONCEPTS

- **UNIQUE COMPREHENSIVE PRODUCT EXPERIENCE**
- **AUTHENTIC CUISINE from all over the world**
- **PERSONALIZED SERVICE**

## Business Year 2023/2024 vs. BY 2022/2023



- **best business year in history of DO & CO**
- **Formula 1 Las Vegas - biggest premium sport event ever :** despite many local challenges, top-class entertainment and finest cuisine for ~ 70,000 VIP guests



## Formula 1

DO & CO is exclusive partner since 32 years

- Paddock Club : benchmark for the global sport hospitality industry
- continuous innovative state of the art hospitality concepts
- consistent product and service experience and quality accross many countries and continents
- strong focus on Americas and Near East
- high demand for premium products - increase in guest numbers at almost all races



3 International Event Catering

the most prestigious sport events in the world – powered by DO & CO

- ATP Masters 1000 Madrid  
37,000 guests in 10 days

- Acciona  
Golf Open de España

- UEFA Champions League  
Final 2023 Istanbul  
11,000 guests



3 International Event Catering

## Hahnenkamm race Kitzbühel

DO & CO is  
long-term partner

- one of the most prestigious  
ski events globally
- hospitality for over 4,000  
top-VIP guests
- amazing guest feedback



## Olympiapark in Munich

big open-air concerts,  
festivals and indoor events

- „Pink“, „The Weeknd“, "Bruce Springsteen" etc. with up to 70,000 spectators each
- Olympic Hall : approx. 500,000 spectators at "50 Cent", "Jason Derulo" concerts and many more events
- music festival "Superbloom" with around 90,000 spectators
- Handball European Championship with 145,000 guests and 28 ice hockey matches



3 International Event Catering

## Allianz Arena

FC Bayern Munich – long-term and close partnership

- DO & CO in charge of VIP hospitality and public catering
- up to 76,000 spectators, including 6,800 VIPs per match
- DO & CO Public Catering at a glance :
  - 39 kiosks on two levels
  - 221 points of sale
  - approx. 45,000 beers, 17,000 soft drinks and 20,000 sausages per match







## UEFA EURO 2024

### the best tastes of Europe showcased in Germany

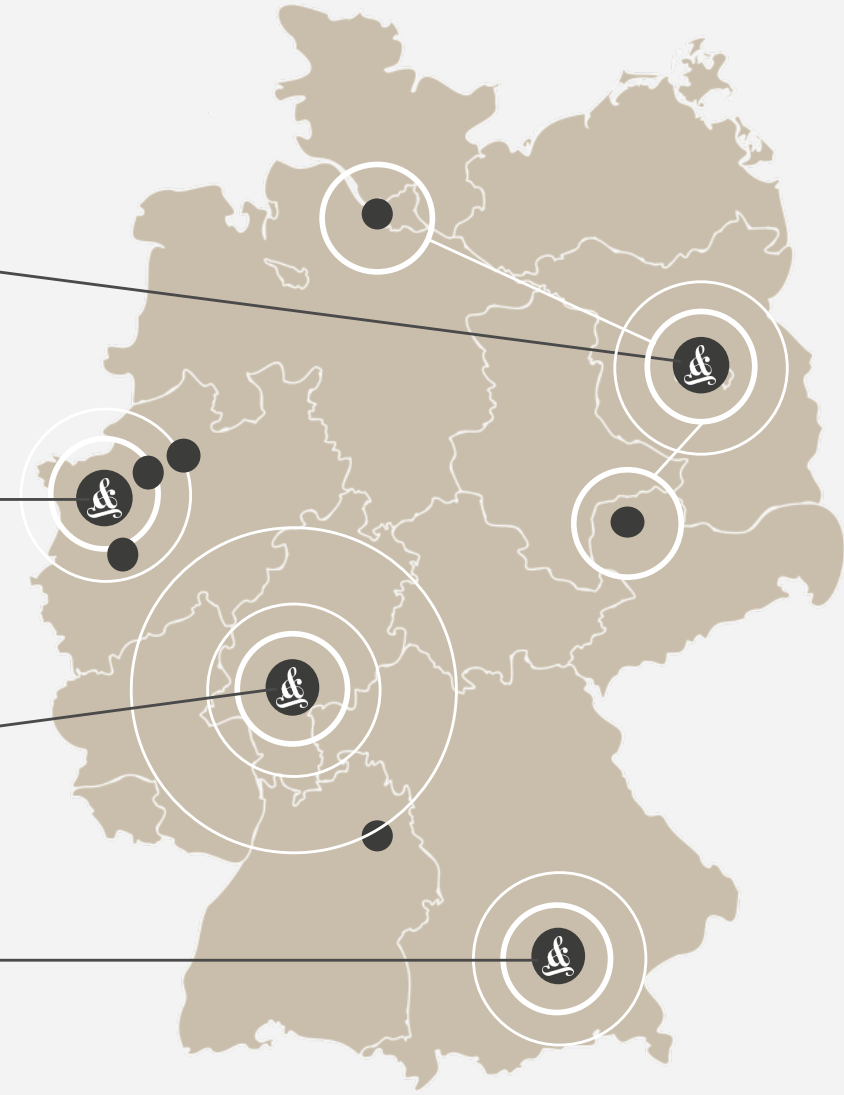
- DO & CO is the hospitality partner of UEFA for the European Football Championship EURO 2024 (6<sup>th</sup> time in a row, since 2004)
- VIPs and sponsors at 51 matches in all 10 stadiums
- additionally public catering in Munich / Allianz Arena
- food production in 4 DO & CO gourmet kitchens in Germany
- regional cuisines and flavors will be combined with iconic dishes from the participating teams

**DO & CO  
BERLIN**  
*Located to serve  
Hamburg  
Leipzig*

**DO & CO  
DÜSSELDORF**  
*Located to serve  
Cologne  
Dortmund  
Gelsenkirchen*

**DO & CO  
FRANKFURT**  
*Located to serve  
Stuttgart*

**DO & CO  
MUNICH**



# Restaurants, Lounges & Hotels

---

1 Highlights

2 Airline Catering

3 International Event Catering

**4 Restaurants, Lounges & Hotels**

5 Sustainability

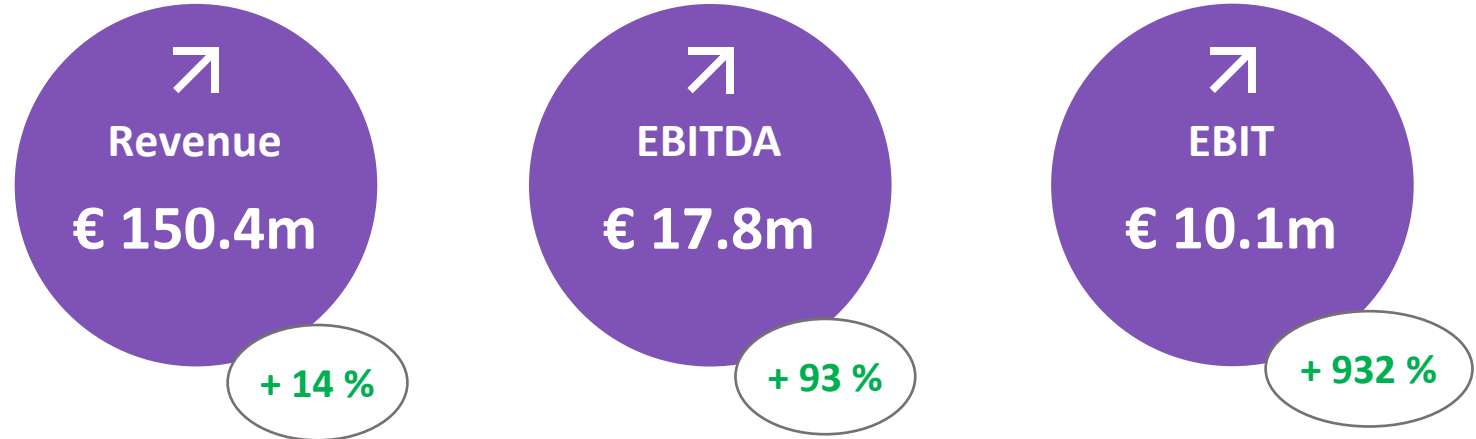


## Our mission

Innovative, best quality and personalized customer experience

- Product portfolio : BEST TASTES OF THE WORLD – local specialties and from around the world
- market-fresh ingredients only with focus on regional products
- authentic preparation
- personalized service
- strong brands – scaled for other divisions as well

## Business Year 2023/2024 vs. BY 2022/2023



strong sales and margin improvement compared to BY 2022/2023

DO & CO's DNA since 1981

inspiration for innovation and unique customer experience for all divisions

new set up of Demel with significant sales and margin improvements

ONYX  
VIENNA

Aioli

DO&CO

GIACOMO  
MILANO

DO&CO HOME

1854  
HEDIARD  
PARIS

Henry  
the art of living

DEMEL  
K.K. HOFZUCKERBÄCKEREI  
WIEN VIENNA

DO&CO HOTELS  
VIENNA  
MUNICH

4 Restaurants, Lounges & Hotels

## DEMEL

K & K Hofzuckerbäcker  
since 1786

- Austria's best-known confectionery / patisserie brand
- new shop concept enjoys great popularity
- separation of shop and coffee house
  - Ground floor : shop and to go area
  - 2 floors : traditional Viennese coffee house
- size of shop doubled – significant sales and margin improvements
- Viennese Kaiserschmarrn still attracting many customers
- coming soon : DEMEL goes New York (from Q4 2024/2025)



4 Restaurants, Lounges & Hotels

## DO & CO Restaurants Vienna

### STEPHANSPLATZ

- facelift for flagship location
- upgrade of rooms

### ONYX

- enlarged with new bar and lounge area for hotel guests and walk ins
- Expansion of the restaurant area with Asian cuisine



4 Restaurants, Lounges & Hotels

## DO & CO Hotel and restaurants in Munich

- **DO & CO Bistro**  
Mediterranean cuisine
- **DO & CO Restaurant**  
Asian cuisine
- **DO & CO Hotel**  
Boutique hotel in the city center
- **good occupancy rates**



4 Restaurants, Lounges & Hotels

## Airport Gastronomy und Airport Lounges

### Airport gastronomy, Vienna

- long-term partnership since more than 10 years
- new restaurants, concepts and modernized layouts
- increase of air traffic positively impacting passenger volumes and revenues

### Airline lounges, International

- Turkish Airlines Lounge in Istanbul multiple times awarded by SKYTRAX
- further premium lounges of international airlines
- strong increase of passenger numbers



# Sustainability

---

1 Highlights

2 Airline Catering

3 International Event Catering

4 Restaurants, Lounges & Hotels

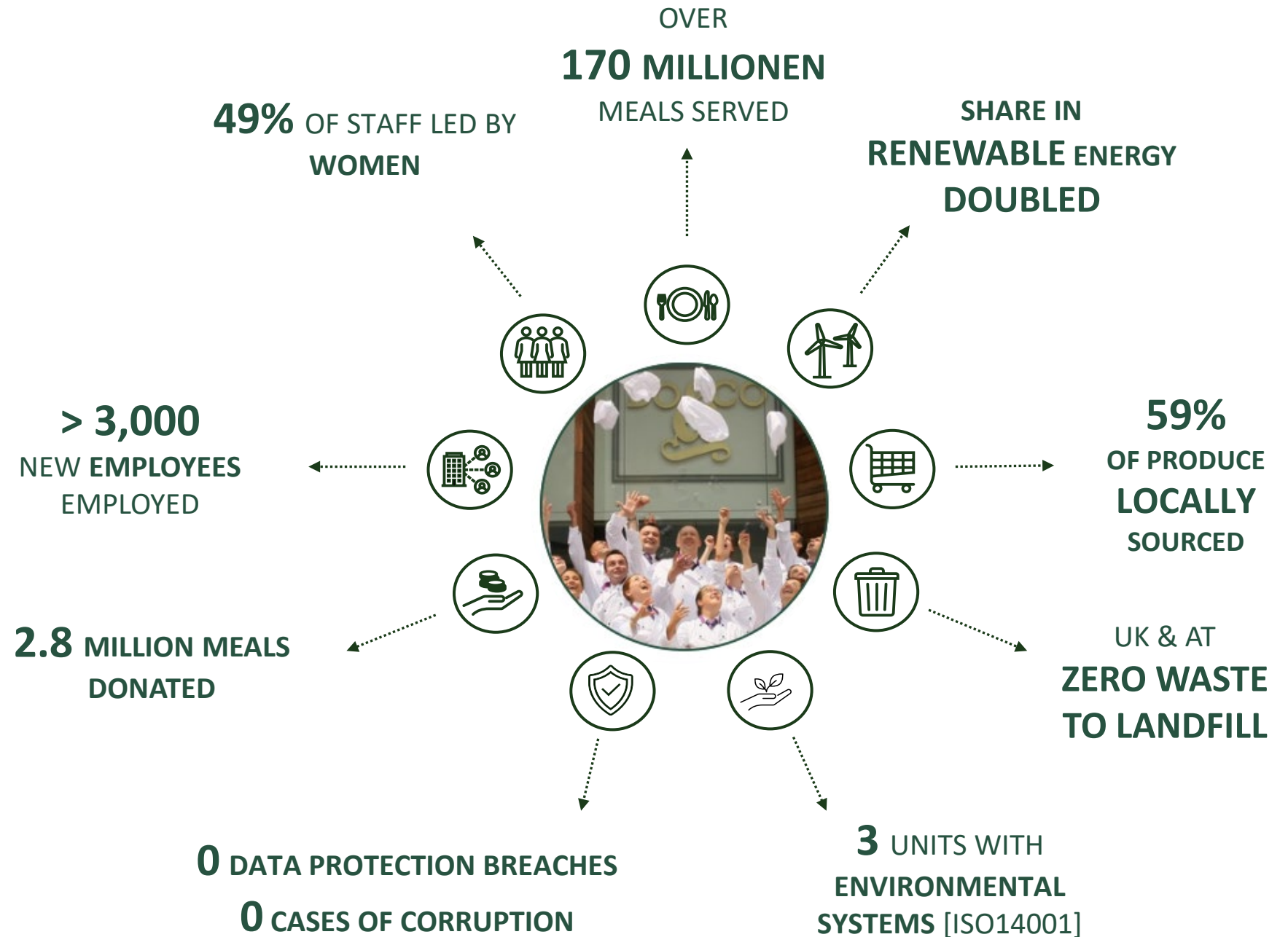
**5 Sustainability**





Environmental  
Social  
Governance

Highlights 2023/2024



## ACTIONS TO ACHIEVE DO & CO SUSTAINABILITY TARGETS

### WASTE REDUCTION



- **Food waste** baselining
- **Waste monitoring** software development

### EXIT FOSSIL FUELS



- **Renewable electricity** in AT, UK, ES und TR (**45% global**)
- **Energy Audits** (EU sites)

### CREATE A SAFE SUPPLYCHAIN



- **F&B supplier audits**
- **Supply Chain Software rollout** in DE (LKSG)

### DO & CO PEOPLE



- **Regular newsletters** on ESG topics
- **Trainings** on the job by DO & CO experts

### CUSTOMER RELATIONS



- **Sustainability projects** with airline and event customers
  - sustainable menus
  - waste management
  - single use packaging

### REPORTING AND RATINGS



- **Sustainability report NaDiVeG**
- **Substantial steps** taken in implementing the new **CSRD**

## Further Substantial Rating Improvements

Environmental  
Social  
Governance

ESG-Ratings 2023/2024



Environmental  
Social  
Governance

Short and long-term  
objectives

## Sustainability Targets



### EMISSIONS

- **ST:** 40% of activities focused on environmental management standards
- **LT:** Net-Zero until 2040



### WASTE MANAGEMENT

- **ST:** Optimization of waste management along the production chain
- **LT:** No food waste in landfills by 2030 as far as possible



### SUSTAINABLE SOURCING

- **ST:** 70% of products from local sources by 2030
- **LT:** Supplier audits throughout the supply chain



### NUTRITION

- **ST:** Share of plant-based food at 33% by 2025
- **LT:** Product development under sustainable aspects



### EMPLOYEES

- **ST:** 100% of all managers ESG-trained
- **LT:** Expansion of training and development opportunities through the DO & CO Academy by 2030



### DIVERSITY AND INCLUSION

- **ST:** Anti-discrimination training for 100% of all recruitment teams
- **LT:** Maintenance of a balanced gender ratio in management positions

**Thank you for you attention!**

# Annual General Meeting

## Business Year 2023/2024

---

### Agenda Item 2:

Resolution on the **appropriation of the retained earnings.**

---

**Resolution to Agenda Item 2:**

The Management Board proposes, with the approval of the Supervisory Board, that the distributable profit of EUR 16,499,388.59 reported in the approved annual financial statements as of 31 March 2024 be appropriated as follows

- Carry forward of the full amount to new account.

# Annual General Meeting

## Business Year 2023/2024

---

### Agenda Item 3:

Resolution on **granting discharge to the members of the Executive Board** for the 2023/2024 financial year.



---

**Resolution to Agenda Item 3:**

The Executive Board and the Supervisory Board propose that the actions of the members of the Executive Board in office in the 2023/2024 financial year be approved for this period.

# Annual General Meeting

## Business Year 2023/2024

---

### Agenda Item 4:

Resolution on the **discharge of the members of the Supervisory Board** for the 2023/2024 financial year.

---

**Resolution to Agenda Item 4:**

The Executive Board and the Supervisory Board propose that the actions of the members of the Supervisory Board in office in the 2023/2024 financial year be approved for this period.

---

**Agenda Item 5:**

Resolution on the **remuneration** of the **Supervisory Board** for the 2023/2024 financial year.

---

**Resolution to Agenda Item 5:**

The Executive Board and the Supervisory Board propose that an amount of EUR 225,000.00 be resolved as remuneration for the members of the Supervisory Board for the 2023/2024 financial year, whereby the allocation is left to the Supervisory Board.

# Annual General Meeting

## Business Year 2023/2024

---

### Agenda Item 6:

**Election of the auditor and group auditor and the auditor for the sustainability report** for the 2024/2025 financial year.

---

## Resolution to Agenda Item 6:

In line with the recommendation of the Audit Committee, the Supervisory Board proposes that **KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft** be appointed as the **auditor** of the **annual and consolidated financial statements** for the 2024/2025 financial year and, if required by law for the 2024/2025 financial year, also as the auditor of the mandatory **sustainability report** for the 2024/2025 financial year.

# Annual General Meeting

## Business Year 2023/2024

---

### Agenda Item 7:

**Election of a person to the Supervisory Board.**



---

**Resolution to Agenda Item 7:**

Mag. Daniela Neuberger's term of office as a member of the Supervisory Board expires at the end of today's Annual General Meeting.

The Supervisory Board proposes that this one mandate be filled so that the Supervisory Board will once again consist of four members elected by the Annual General Meeting following the election at today's Annual General Meeting.

The Supervisory Board proposes that Mag. Daniela Neuberger be re-elected to the Supervisory Board with effect from the end of this Annual General Meeting that resolves on the discharge for the 2028/2029 financial year.

---

**Agenda Item 8:**

Resolution on the **remuneration report**.

---

**Resolution to Agenda Item 8:**

The Executive Board and the Supervisory Board propose to adopt the **remuneration report** for the business year 2023/2024, which is available on the company's website registered in the commercial register ([www.doco.com](http://www.doco.com)).

---

**Agenda Item 9:**

Resolution on the **remuneration policy**.

---

**Resolution to Agenda Item 9:**

The remuneration policy must be submitted to the Annual General Meeting for approval at least every fourth business year (and whenever a material change is made).

At DO & CO Aktiengesellschaft, a remuneration policy was submitted for the first time to the Annual General Meeting on 21 July 2020 for approval.

At its meeting on 24 June 2024, the Supervisory Board of DO & CO Aktiengesellschaft discussed the principles for the remuneration of the members of the Executive Board and the Supervisory Board in accordance with Section 78a in conjunction with Section 98a AktG and established the remuneration policy.

The Supervisory Board proposes to adopt the remuneration policy, as published on the website registered in the commercial register ([www.doco.com](http://www.doco.com)), .

---

**General Debate with**

**Attila Dogudan**  
Chief Executive Officer

**Mag. Johannes Echeverria**  
Chief Financial Officer

**Attila Mark Dogudan**  
Chief Commercial Officer

**Mag. Bettina Höfinger**  
Chief Legal Officer

# Annual General Meeting

## Business Year 2023/2024

---

### Vote on Agenda Item 2:

Resolution on the **appropriation** of the **retained earnings**.

# Annual General Meeting

## Business Year 2023/2024

---

### Vote on Agenda Item 3:

Resolution on the **discharge of the members of the Executive Board** for the 2023/2024 financial year.



# Annual General Meeting

## Business Year 2023/2024

---

### Vote on Agenda Item 4:

Resolution on the **discharge of the members of the Supervisory Board** for the 2023/2024 financial year.

---

**Vote on Agenda Item 5:**

Resolution on the **remuneration for the Supervisory Board for the 2023/2024** financial year.

# Annual General Meeting

## Business Year 2023/2024

---

### Vote on Agenda Item 6:

**Election of the auditor and group auditor and the auditor for the sustainability report** for the 2024/2025 financial year.

**Annual General Meeting**  
Business Year 2023/2024

---

**Vote on Agenda Item 7:**

**Election of a person to the Supervisory Board.**

**Annual General Meeting**  
Business Year 2023/2024

---

**Vote on Agenda Item 8:**

Resolution on the **remuneration report**.

**Annual General Meeting**  
Business Year 2023/2024

---

**Vote on Agenda Item 9:**

Resolution on the **remuneration policy**.

**Thank you!**  
**See you again.**

DO & CO Aktiengesellschaft

Wien, 25 July 2024

*Disclaimer:*

*The official text of this presentation is in German and is provided on this website. The reader must be aware that this document may contain deviations from the German version. Any discrepancies or differences arising from the translation are not binding and have no legal significance for compliance or enforcement. Should any questions arise as to the accuracy of the information in the translated document, please note that the German version of the content is the official version and takes precedence over any translation.*

