

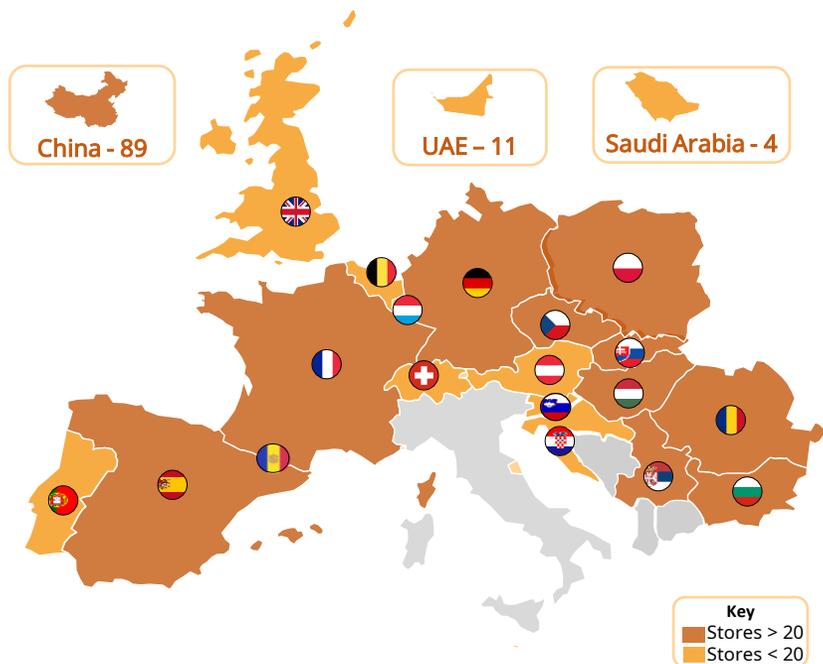
AmRest's recipe for winning

Equity Story

May 2024

Key milestones in AmRest history

AmRest is a leading European listed restaurant operator, Master Franchiser and operator of some of the world's most reputable and iconic global brands with presence across 22 countries



No. of stores 2 197			
644	158	11	3
356	69	9	2
336	26	8	2
232	23	5	1
182	22	4	

Quick service restaurants

Fast casual restaurants

Casual dining restaurants

Coffee category

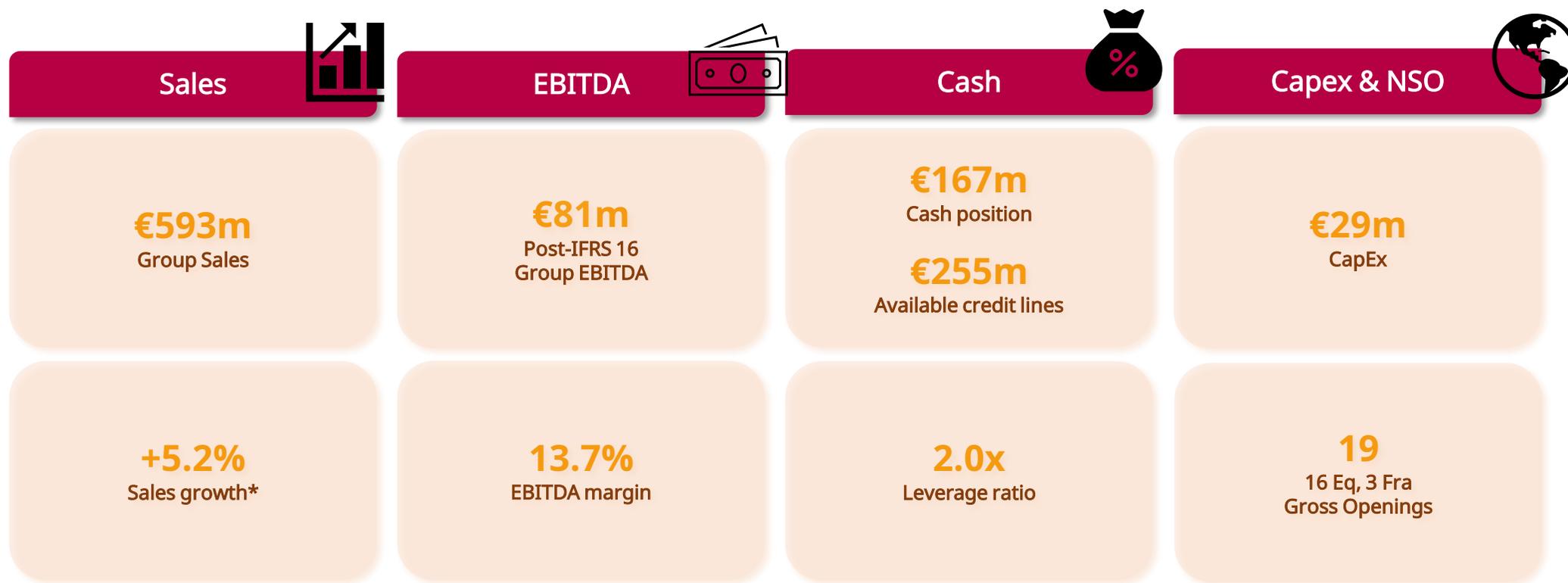
Proprietary brands

30 millions clients every month are served by nearly 45,000 employees

AmRest overview

Q1'24

Key figures



* Data excluding Russia

AmRest vision and strategy

Common culture across the AmRestee family

Become the European leader

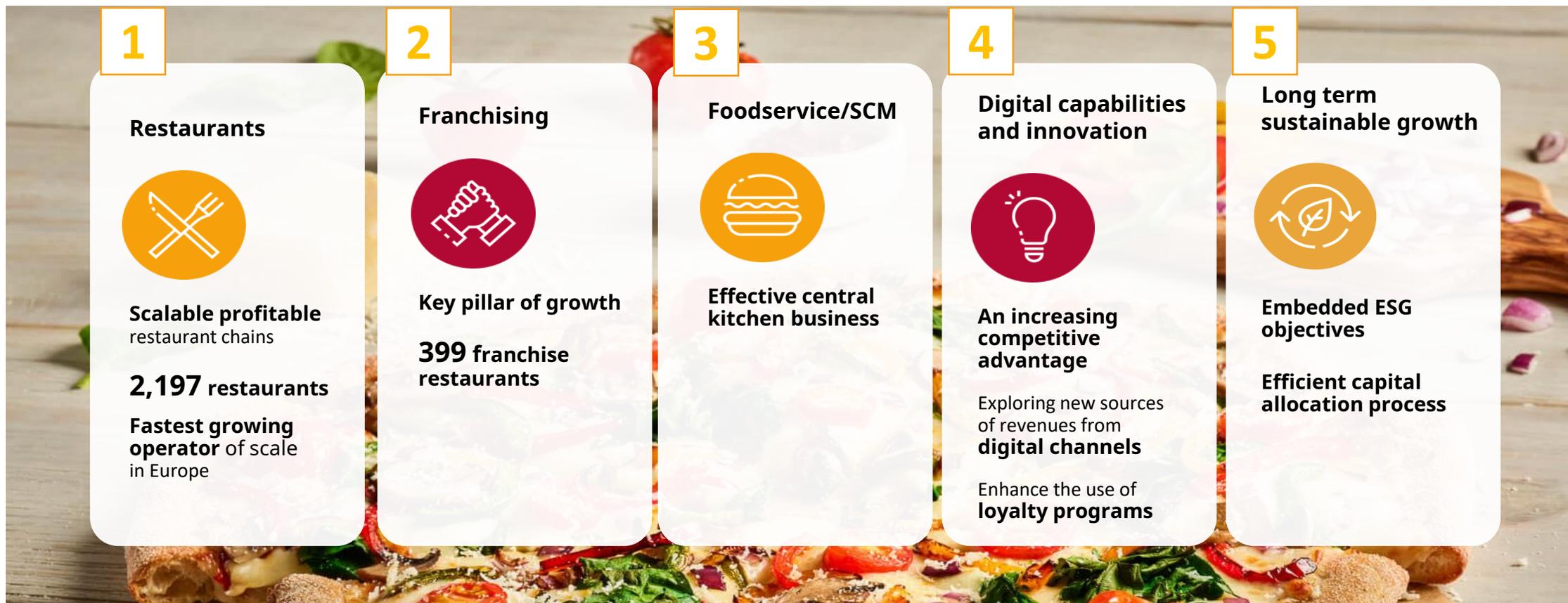
who inspires the global

restaurant industry



AmRest is a diversified multinational company...

... with a clear goal, **TO BECOME THE EUROPEAN LEADER WHO INSPIRES THE GLOBAL RESTAURANT INDUSTRY DELIVERING THE BEST EXPERIENCE**

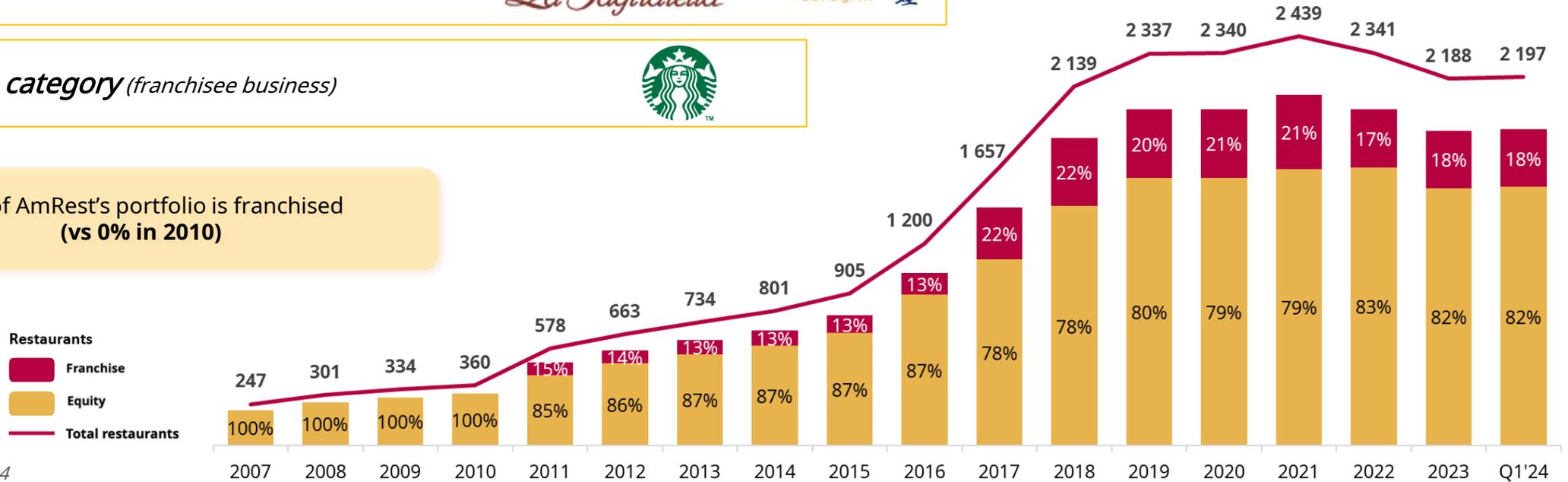


AmRest is the leader restaurant operator in Europe with...

... iconic brand portfolio with global recognition

<p>Quick service restaurants (franchisee business)</p>  
<p>Fast casual restaurants (own brands, master franchisor and franchisee business)</p>   
<p>Casual dining restaurants (own brands)</p>  
<p>Coffee category (franchisee business)</p> 

18% of AmRest's portfolio is franchised (vs 0% in 2010)



Data as of 31 March 2024

AmRest with a balance business model

Franchising

- AAA+ brands with leading positions in their markets
- **High profitability** and **ongoing support** to our franchisees

La Tagliatella



Spain, Portugal and Andorra

230

NUMBER OF RESTAURANTS

156

NUMBER OF FRANCHISED RESTAURANTS


SUSHISHOP



France, Belgium, Spain, Switzerland, Luxembourg, UK, Saudi Arabia and UAE

184

NUMBER OF RESTAURANTS

62

NUMBER OF FRANCHISED RESTAURANTS

blue frog 蓝蛙
bar & grill



China

89

NUMBER OF RESTAURANTS

10

NUMBER OF FRANCHISED RESTAURANTS





MFA: France and CEE (Poland, Hungary, Czechia, Slovakia)

325

NUMBER OF RESTAURANTS

142

NUMBER OF FRANCHISED RESTAURANTS

AmRest provides unique economy of scale opportunities

FOOD SERVICE/SCM



SCM business
food
solutions.



- Direct Procurement
 - To guarantee quality supply and to beat CPI pressure.
- Master Quality Assurance & Supply approval process
 - Global food safety policy, environment policy, nutrition policy
- Food production & logistic know-how
 - Central kitchen ampliation
- Operational Benchmarks
 - Warrant of market excellence
- Research and Development
 - Continuous improvement process

AmRest is an operator and a platform

DIGITAL CAPABILITIES & INNOVATION

To maintain a leadership position requires a continue innovation in several dimensions

Technology at service to our customers



Kiosks, Web
and App ordering



Click & Eat!

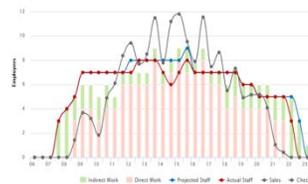


Augmented reality



Loyalty programs

Optimization tools



Best-fit scheduling



Integrated Business
Intelligence



Logistic automation
in online and delivery
segments

AmRest Sustainability Strategy



Nutrition 5 pillars strategy



Improving recipes

- ✓ Improving the nutritional profile of our food

Menu choice

- ✓ Providing and encouraging healthy menu choices

Kids

- ✓ Developing children's menus and ensuring responsible marketing

Nutrition information

- ✓ Improving accessibility & quality of nutrition information for customers

Employee wellbeing

- ✓ Actively supporting employee wellbeing

People Essence of our success



Diversity & Equality

- ✓ Promoting diversity as the essential factor to ensure the competitiveness of the Society and an important element that favors a critical attitude

Social engagement

- ✓ Sharing our delicious food to express our gratitude by supporting the needy in our communities

Environment Saving our planet



Digital checklists

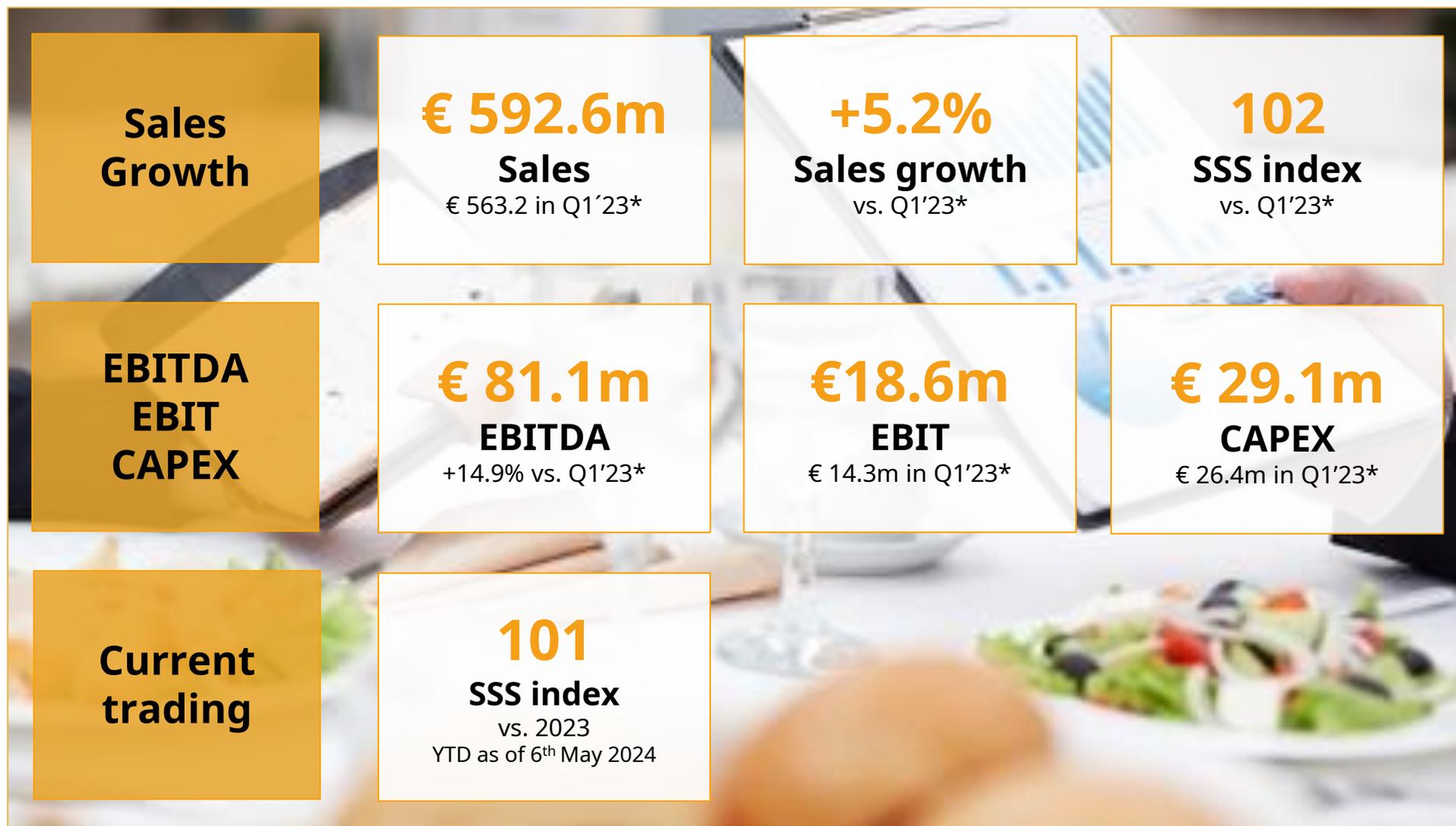
- ✓ Over 1.5 million reports sent through Digital Checklist application!
- ✓ If we assume that one report is one piece of paper, we saved 150 trees and have reduced water consumption by 10 million liters!

Climate change

- ✓ 10.8 mln kWh saved (4.4% below projection)
- ✓ Reducing carbon footprint through food waste preventions programs.

FINANCIAL HIGHLIGHTS

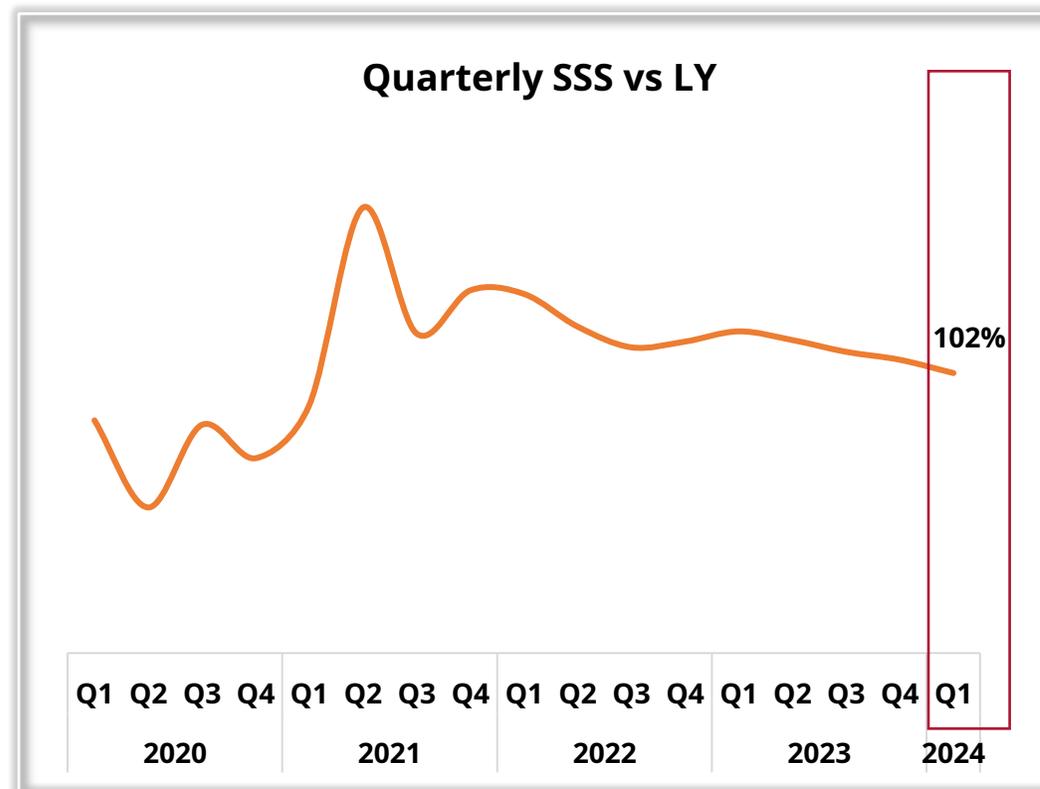
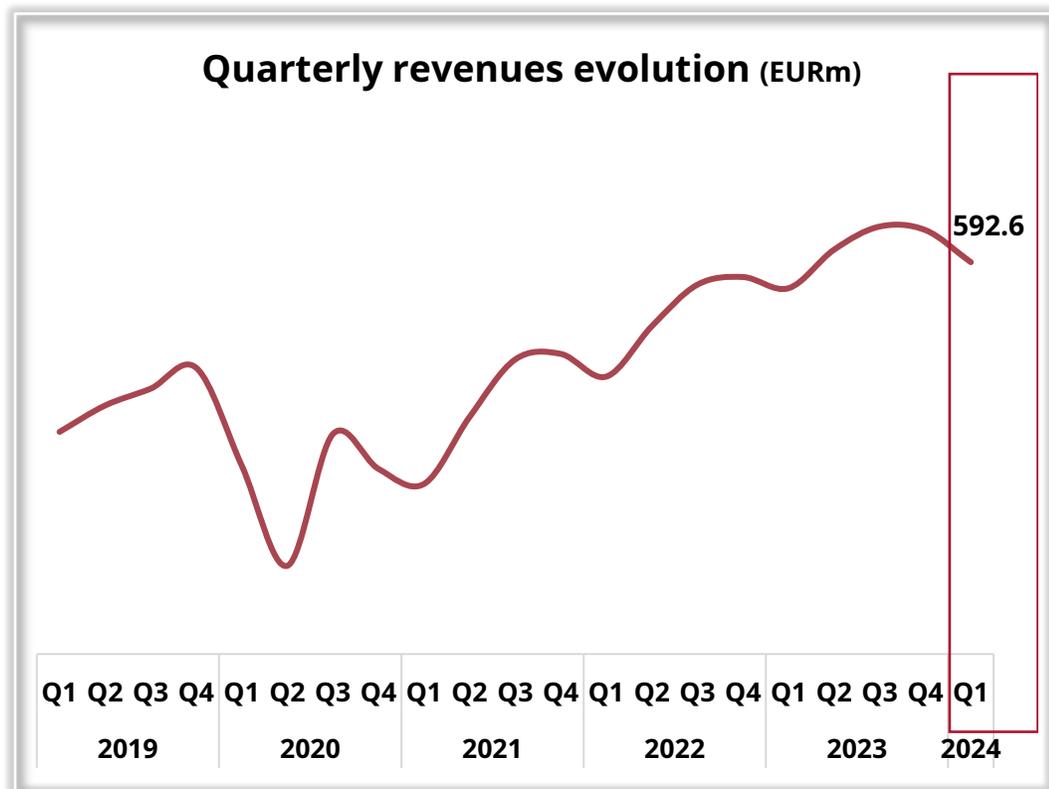
Q1'24 highlights and current trading



*Data excluding Russia

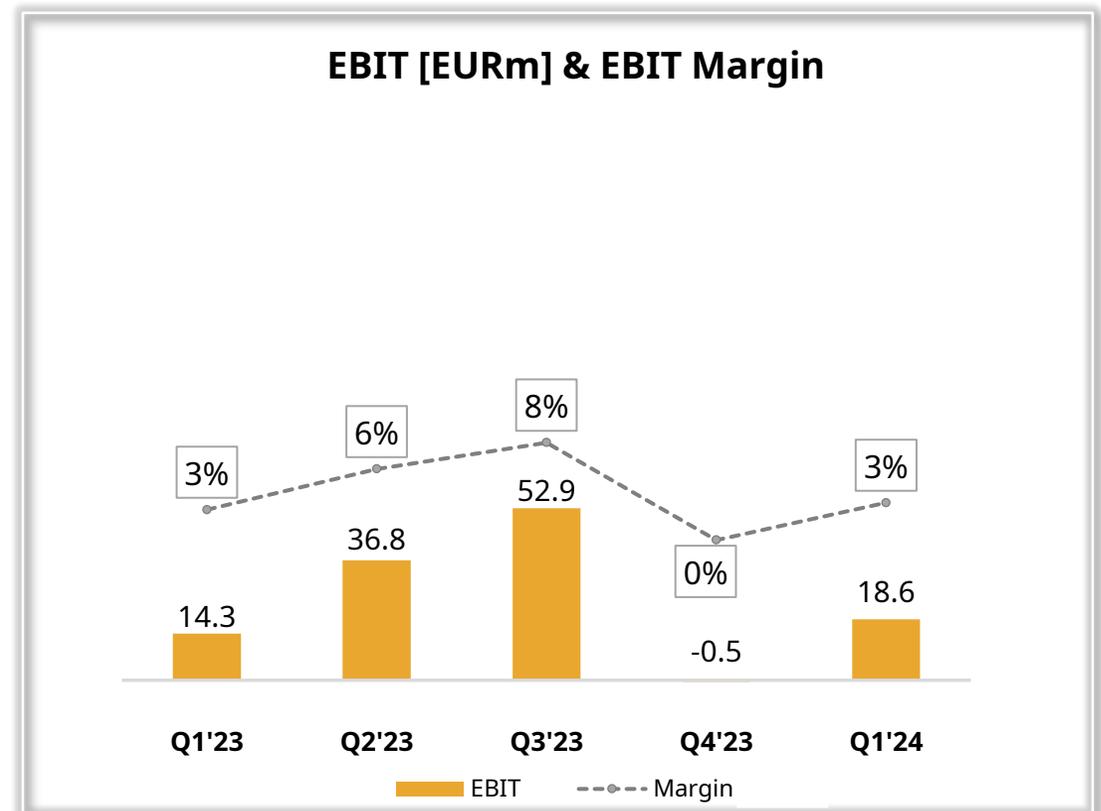
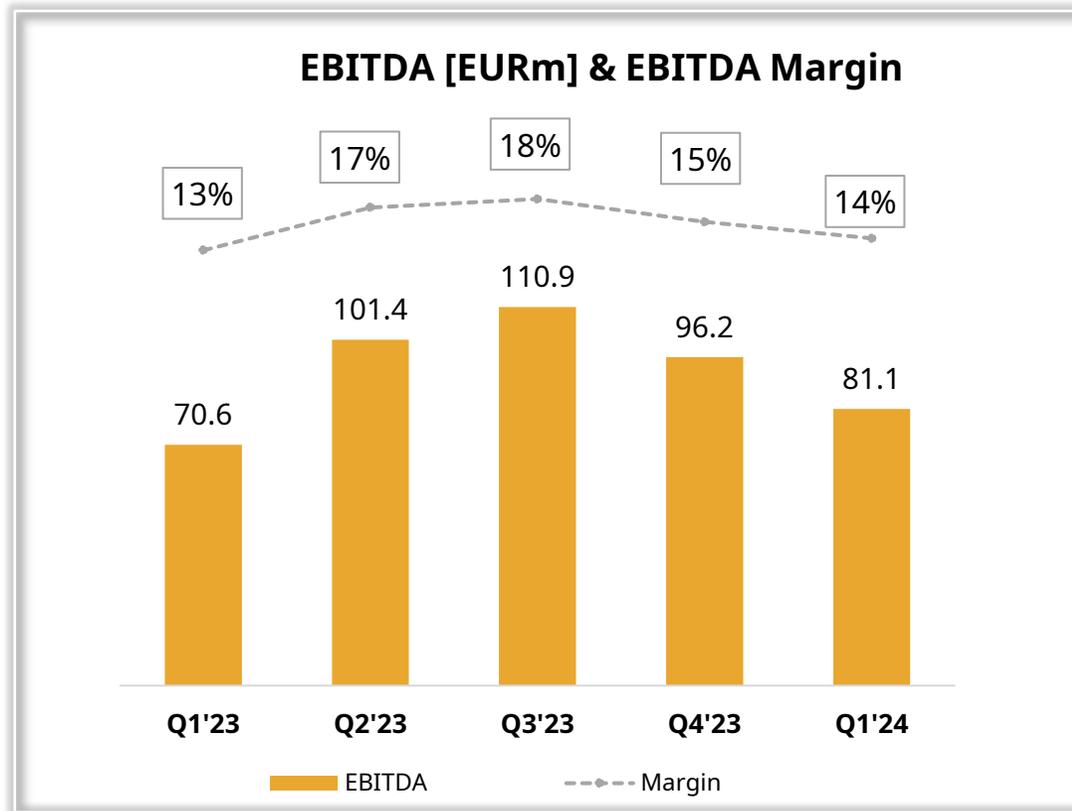
Q1'24 Revenues highlights

AmRest strong sales momentum continues. Group's quarterly revenue reached EUR 592.6 million.



Q1'24 EBITDA highlights

The EBITDA margin stood at 13.7%, increasing more than 1pp vs Q1'23.

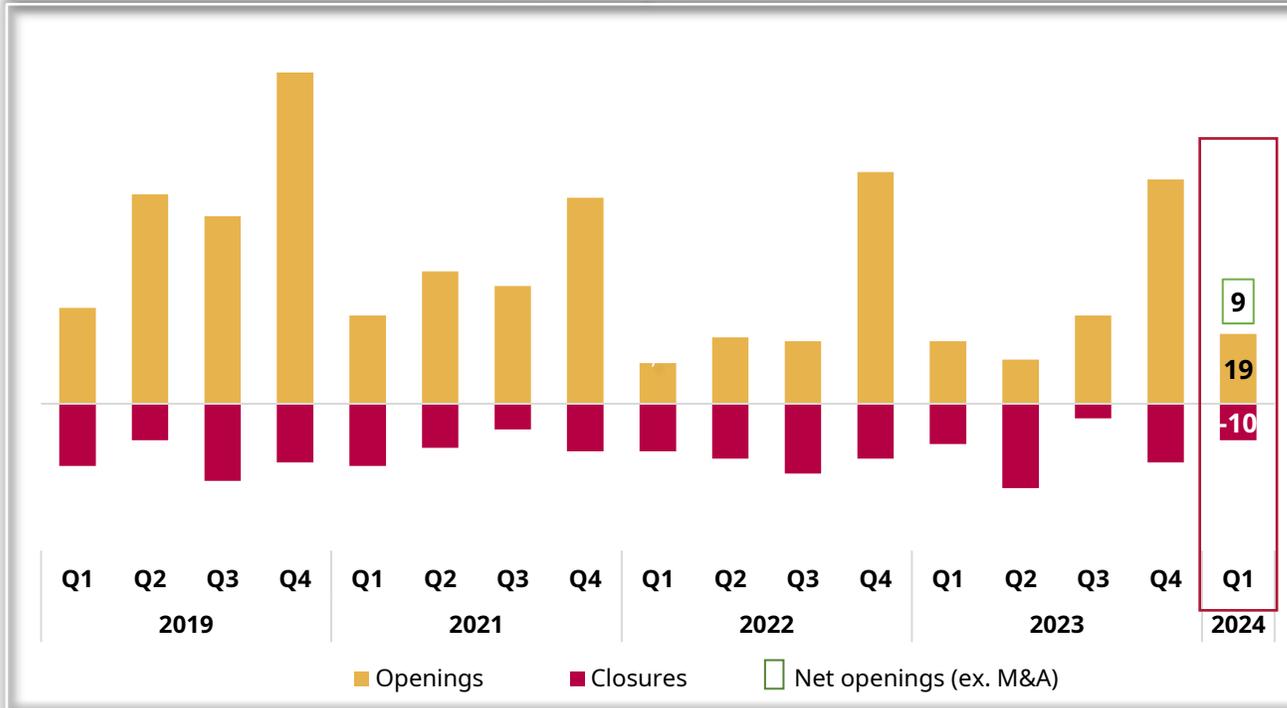


Data excluding Russia

Portfolio optimization strategy on track

Q1'24 registered the highest number of openings in the last 3 years.

Portfolio optimization*

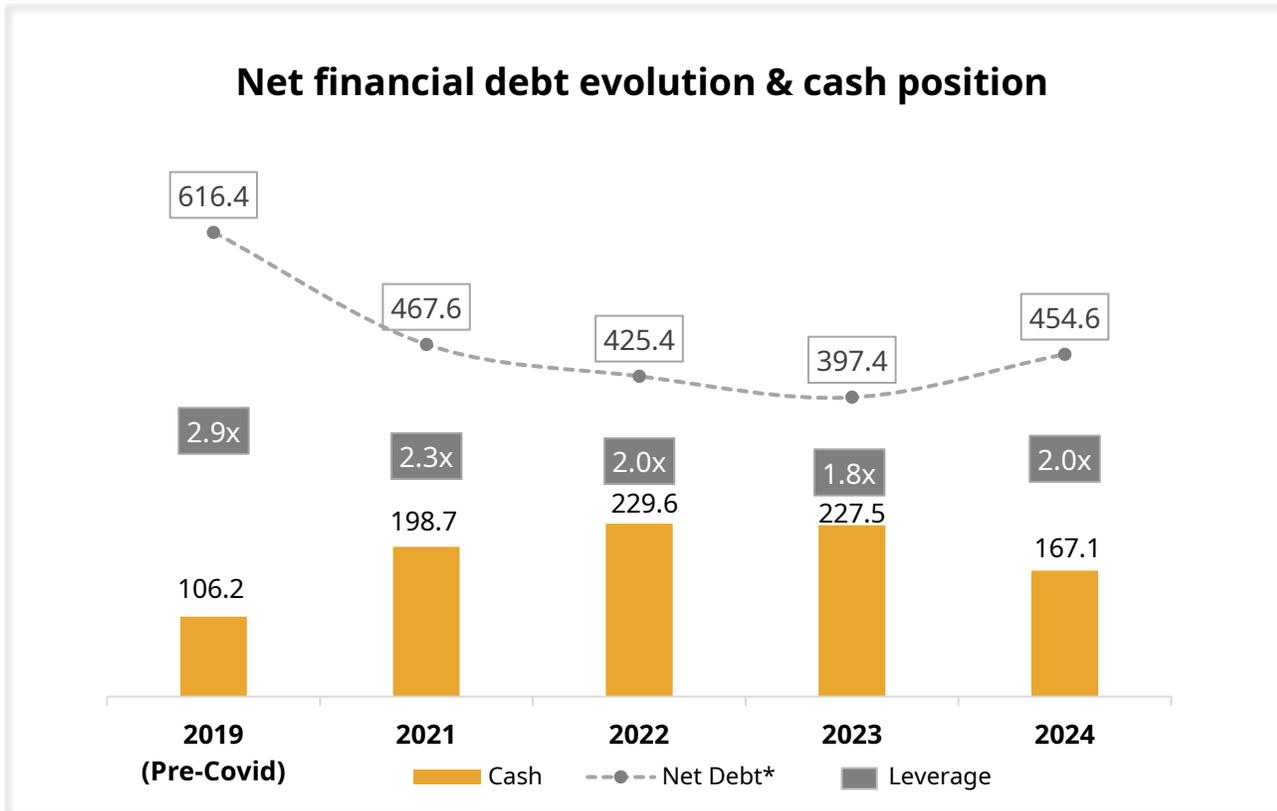


*Excluding special transactions

Q1'24 debt and cash evolution

Prudent balance sheet.

- Leverage ratio* stable at 2.0x



Leverage ratio (*) monitoring Q1'24

Cash (EURm)	167.1
Available credit lines**	254.9
Leverage ratio	2.0

(*) Leverage ratio defined as Net financial debt / EBITDA.

Net financial debt and EBITDA (pre-IFRS16).

**Facility B and RCF of existing syndicated loans, plus others unused granted facilities.

APPENDIX

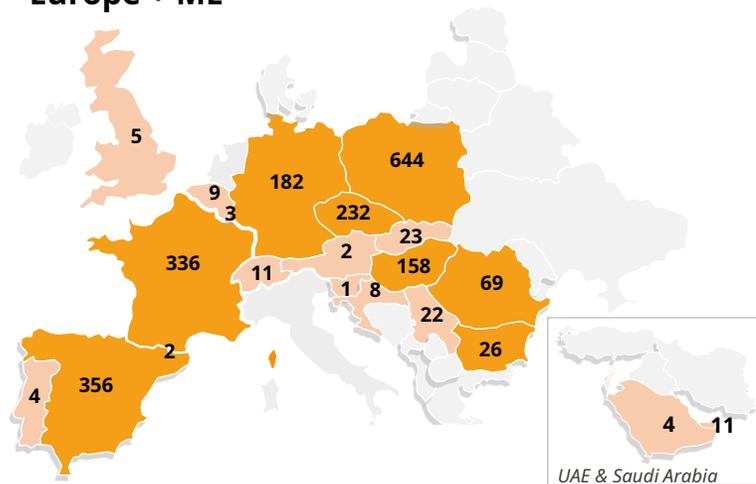
AmRest footprint

8 Brands

2,197 Restaurants

22 Countries

Europe + ME



China



Store count by country

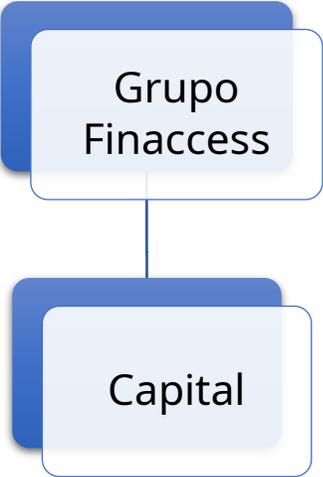
Equity | # Franchise

Country	KFC	Pizza Hut	Burger King	Starbucks	La Tagliatella	SUSHISHOP	blue frog 蓝蛙	BACCOA	Total
Poland	369 -	140 15	46 -	74 -	- -	- -	- -	- -	629 15
Czechia	127 -	16 -	33 -	56 -	- -	- -	- -	- -	232 -
Hungary	96 -	23 1	- -	38 -	- -	- -	- -	- -	157 1
Romania	- -	- -	10 -	59 -	- -	- -	- -	- -	69 -
Spain	125 -	- -	- -	- -	70 154	5 -	- -	- 2	200 156
Germany	25 -	- -	- -	130 27	- -	- -	- -	- -	155 27
France	73 -	1 126	- -	- -	- -	99 37	- -	- -	173 163
China	- -	- -	- -	- -	- -	- -	79 10	- -	79 10
Other*	34 -	3 -	10 -	35 -	4 2	18 25	- -	- -	104 27
Total	849 -	183 142	99 -	392 27	74 156	122 62	79 10	- 2	1798 399

Data as of 31 March 2024

* Austria, Belgium, Bulgaria, Croatia, Luxembourg, Portugal, Andorra, Saudi Arabia, Serbia, Slovakia, Slovenia, Switzerland, UAE, UK.

Shareholder structure: Finaccess



Grupo
finaccess

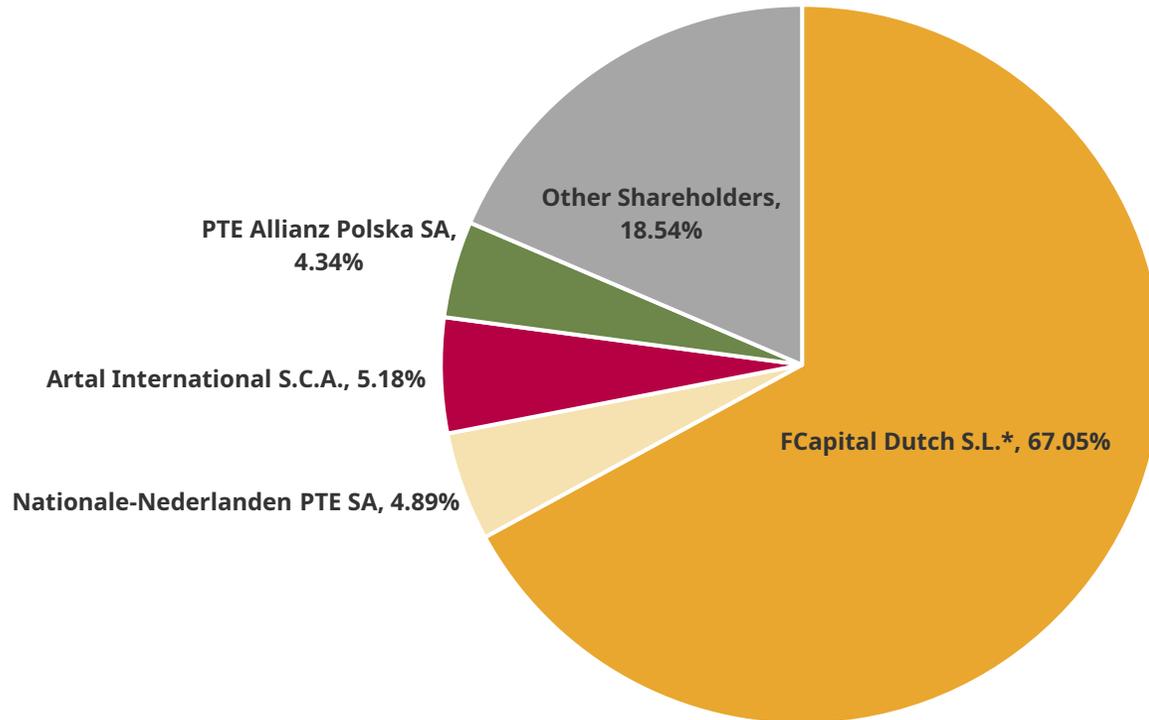
Growing company focused on acquiring businesses with a proven track record for operating well-known brands in attractive markets with potential for growth and experienced management teams.

AmRest: Finaccess' most relevant long-term operational investment in the restaurant sector

- Engagement** Finaccess actively participates in the AmRest Board of Directors with three directors who contribute to maintaining the company's strategic discipline and good corporate governance. The other four directors are independent.
- Values** Finaccess has a clear strategy underpinned by main values: trust, prudence, responsibility, loyalty, and justice.
- Experience** Finaccess' team, a group of professionals with proven experience in different sectors -including, among others, consumer and retail- with a strong expertise in: building a portfolio of well-known brands worldwide, developing proper frameworks to institutionalize companies, and creating sustainable businesses.

Factsheet

Shareholder structure**



Listing details

Listing venues:	Warsaw (since 2005) Madrid (since 2018)
ISIN:	ES010537500
Shares issued:	219.6m



**FCapital Dutch S.L. is the subsidiary of Finaccess Capital, S.A. de C.V. Grupo Finaccess SAPI de CV is the direct majority shareholder of Finaccess Capital, S.A. de C.V. and a subsidiary of Grupo Far-Luca, S.A. de C.V. The direct majority shareholder of Grupo Far-Luca, S.A. de C.V., Mr. Carlos Fernández González, is a honorary chairman of AmRest (non-Board member).*

***Last update as of 31 March 2024*

Glossary

- **EBITDA** – It is a close measure of profitability on operations and consist of profit from operations excluding amortization and depreciation costs as well as impairments.
- **EBITDA margin** –EBITDA divided by total revenue
- **Adjusted EBITDA** - EBITDA adjusted for new openings expenses (Start-up costs), M&A expenses (all material expenses connected with successful acquisition covering professional services (legal, financial, other) directly connected with transaction) and effect of SOP exercise method modification (difference in accounting cost of employee benefits accounted under cash settled versus equity settled option plan).
- **EBIT** – Earnings before interest and taxation
- **EBIT margin** –EBIT divided by total revenue
- **Same Store Sales** (“SSS”) – represents revenue growth from comparable restaurants (restaurants that have been operating for a period of longer than 12 months)
- **Eq** – Equity restaurants.
- **Fr** – Franchise restaurants.
- **Leverage ratio** defined as Net Debt/EBITDA.
- **Net financial debt** - Long-term interest-bearing loans and borrowings + short-term interest-bearing loans and borrowings – cash & cash equivalents
- **Interest paid ratio** = EBITDA/ total interest paid.
- **Interest paid** refers to the total interest charges.
- **Digital sales** – own channels, aggregators/third parties and self-service kiosks
- **CapEx** – investments capitalized during the period on Property, Plant and Equipment, and on intangible assets.

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