

Foodservice

AmRest's pillar of leverage

Ramanurup Sen, President - Foodservice



Food Service | one of the strategic pillars

Operations



SCM / Food service



- Central Kitchens
- Vertical Integration
- Supply Partner Restaurants (food / non-food)
- Optimized Distribution Network
- Supply Business Model Expansion

Digital & Delivery



Franchising



WJM Culture, Industry Leading Innovation and Risk Management across all the pillars

What is the **Food Service Opportunity?**



Food Service B2B | A growing OPPORTUNITY

Growing Market in Europe with **fragmented providers**.

Leverage Internal Scale and Skills with a **wide basket of products/services** for the industry.

Current **Scale** and **Capabilities**

- **Current annual spend of 870 million euros** across food, packaging and indirects
- Modest share of **15% spend on external customers** with wide scope of growth
- **Pan European coverage** with arrangements with **12 distribution centres** for last mile delivery with Quality Assurance and helpdesk support
- External customers developed **beyond Europe in China and Latin America**
- **Innovation centres** in Spain and Poland for **new product development**
- **Three food production facilities**, two in Europe and one in China

AmRest **Food Service** Vision

A sustainable and agile **end to end food service offering** which delivers excellence in **margin, service, innovation, quality**, supports organisation **growth** and generates **commercial value** serving both internal and external customers underpinned by our **WJM** culture.

How have we set up **Food Service**?

Maintained and built on things
that work well ...

... and

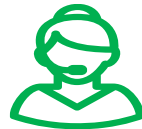
**harnessed the power of high
performing teams in a more
joined up manner**

Food Service pillars

Procurement and Supply Chain Management of food, packaging and logistics



Procurement of indirect goods and services



Food production: Central Kitchens and other vertical integrated manufacturing



Innovation and New Product Development



Quality assurance, Risk management, Digitally enabled process, Supplier Partnerships

Food Service strategic initiatives

Set Up a joined-up Food Service Organization and create collaboration forums

Leverage food and non-food procurement more effectively across brands and regions

Improve value added food production by expanding central kitchen network and investigating vertical integration opportunities

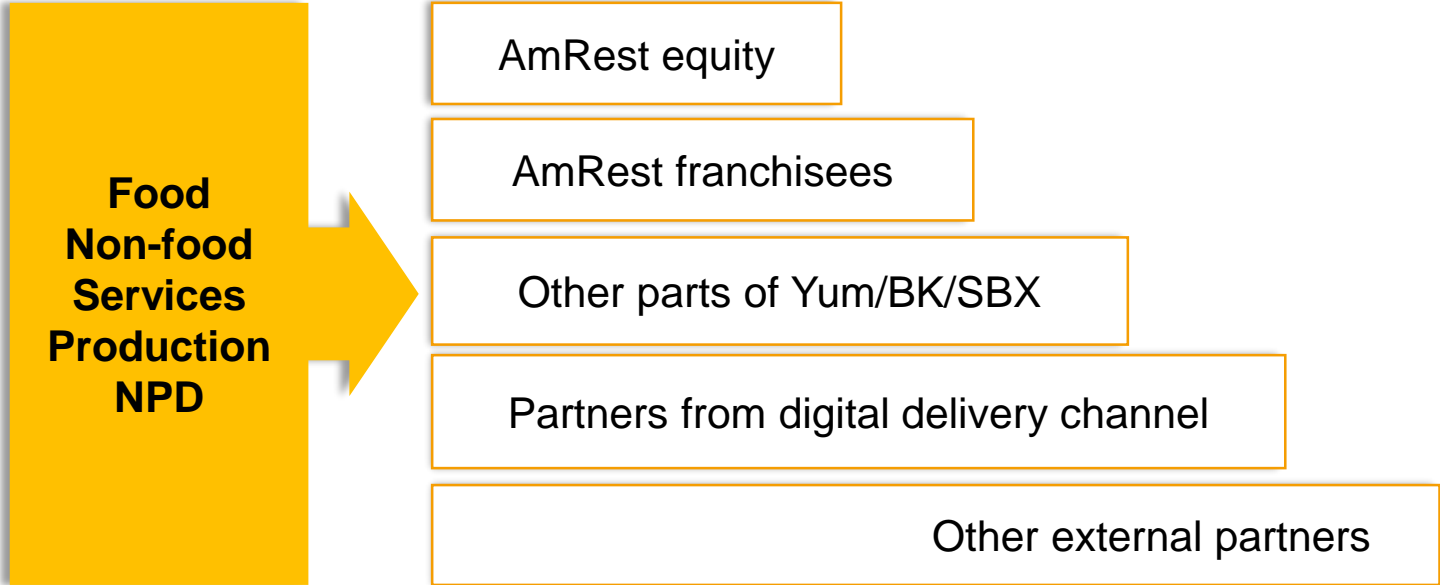
Optimize Logistics through more sharing and scaling up

Innovate through New Product Development with cross brand learnings and collaboration

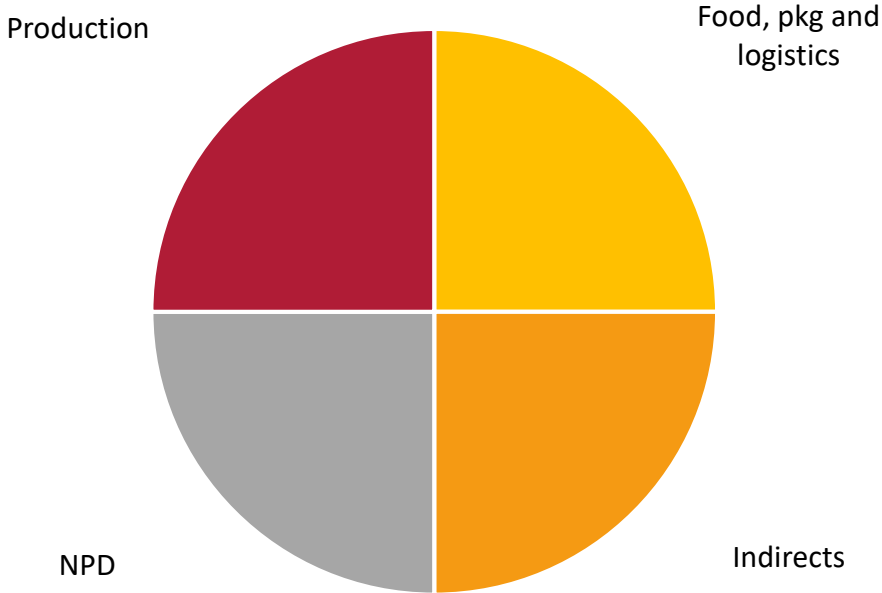
Build and grow B2B business model with franchisees and external customers

Expand the reach of Food Service

Expand Customer reach within and beyond AmRest



Range of services



Build a socially responsible **supply chain**

**Customers
and team
members like
it**

**Right thing
to do**

**Good for our
Brands**

**How many
lives we
change**

**How we take
care of the
environment**

**Engage with
the right
supply
partners**

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