

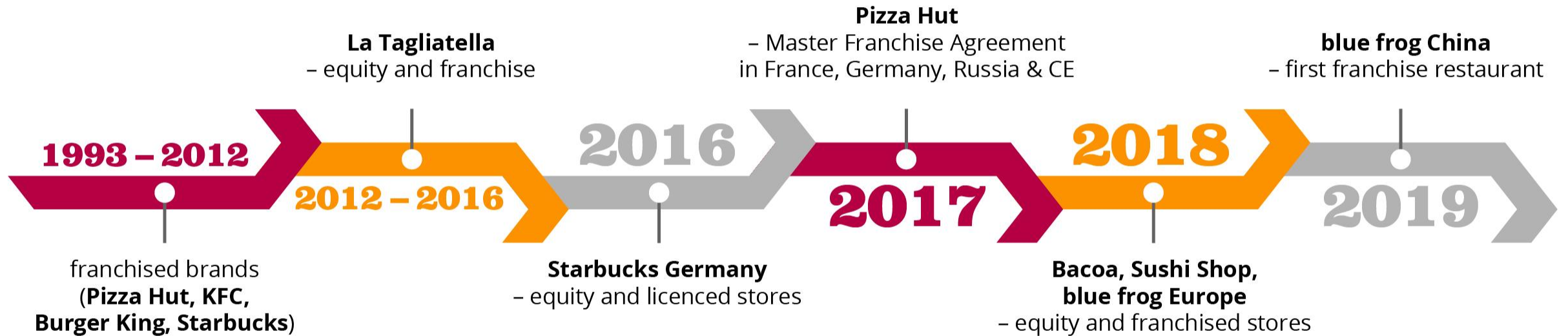
# From Franchisee... ...to Franchisor

**Olgierd Danielewicz, Chief Operating Officer**

**Thomas Kremer, Head of Franchise Excellence and Expansion**



# Our journey so far...



# Our franchise community...

*La Tagliatella*



Spain, France,  
Germany, Portugal

Number of  
restaurants **245**

Number of  
franchised stores **163**

**BACOA**

Spain

Number of  
restaurants **9**

Number of  
franchised stores **5**



SUSHISHOP



France, Spain, Germany,  
Portugal, Netherlands,  
Belgium, UK, Italy,  
Luxembourg, Saudi  
Arabia, Swiss, UAE

Number of  
restaurants **174**

Number of  
franchised stores **63**

**blue  
frog**  
BAR & GRILL

China, Spain

Number of  
restaurants **70**

Number of  
franchised stores **3**



Germany, France,  
Russia, Armenia,  
Azerbaijan

Number of  
restaurants **479**

Number of  
franchised stores **231**



**AmRest**



# Path to excellence in franchising

## Franchise Excellence and Expansion (Central Function)

Contracts

Processes

Tools & Routines

Multi – Brand Franchise  
recruitment and relationship

## Franchise Operational Support (Brand Function)

Single brand expansion  
and recruitment

Onboarding and Training

Day to day support

Franchise Committees  
Management



# Vision for AmRest

- **Aware of opportunities | Know markets & competition**

**Processes & procedures | Standardized & agile**

- **Using full potential | Empower franchise partners**

**Fast & sustainable growth | Exceed expansion targets**

# Thomas Kremer

Head of Franchise Excellence  
and Expansion



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