

Sushi Shop

Introduction and Strategy

Christopher Jones, Sushi Shop President





SUSHISHOP

KEY FIGURES

Presentation

The Sushi Shop concept was created in 1998
and the franchise was launched in 2006

HISTORICAL LEADER OF THE SUSHI WORLD

SUSHI SHOP IS THE LEADER IN EUROPE AND
IN FRANCE FOR SUSHI DELIVERY

No.1

IN BRAND AWARENESS
AND IMAGE

208,9

million
euros

TURNOVER 2018

1,5

million
euro

PER STORE

20

YEARS
OF EXPERIENCE

6

million
orders

PER YEAR

31

Euros

AVERAGE PER ORDER

SUSHI SHOP, A GLOBAL BRAND

- Ⓞ Sushi Shop offers a global experience, **beautiful and good sushi moments**, whatever the place or the time, closer to the customer expectations, with a complete range of services
- Ⓞ The Sushi Shop experience can be experienced in many different ways: different places, different time, multiple services, innovative and tasty recipes closer to customer expectations.



KEY FIGURES

Locations worldwide

WE WELCOME OUR CUSTOMERS IN 13 DIFFERENT COUNTRIES

134 restaurants
in 76 towns

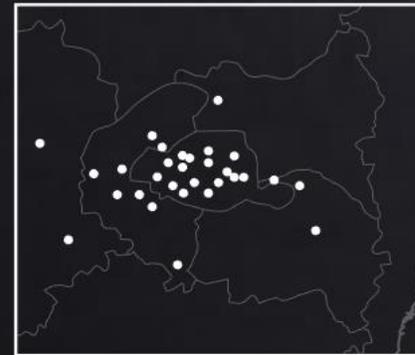
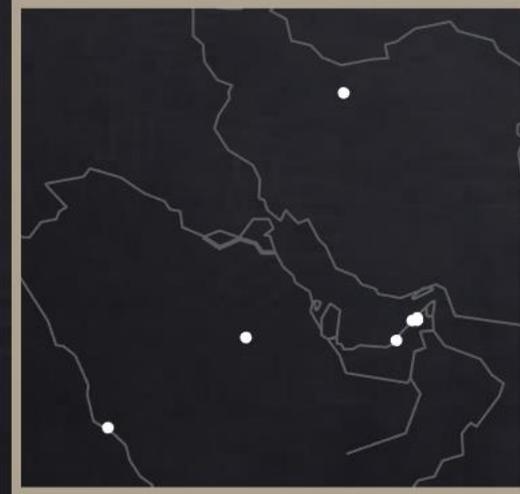
33 Corners in city
Centers & Suburbs

5 Restaurants
In train stations & airports

107 COMPANY-OPERATED | 65 FRANCHISEES

France, Italy, Spain, Portugal, Belgium, Luxembourg, UK,
Germany, Switzerland, Netherlands, United Arab Emirates,
Saudi Arabia

MIDDLE EAST



PARIS / SUBURBS



OUR PILLARS

— *Know-how* —

21 YEARS OF EXPERIENCE

IN THE DESIGN AND SALE OF QUALITY SUSHI FOR DEMANDING CUSTOMERS, WITH AN URBAN AND INNOVATIVE SPIRIT FOR GOOD AND BEAUTIFUL SUSHI EXPERIENCES.

KNOW-HOW

Our sushimen chefs get initial and continuous training. We offer a wide range of products. Our sushi are made on-site by hand in each restaurant for incomparable freshness and quality. Processes for rice cooking are controlled and standardised for constant and consistent quality.

FOOD SAFETY

Quality approach made in partnership with Merieux Nutrisciences (formerly SILIKER).

Regular training in hygiene for sushimen (initial training + recurrent training at least once a year).

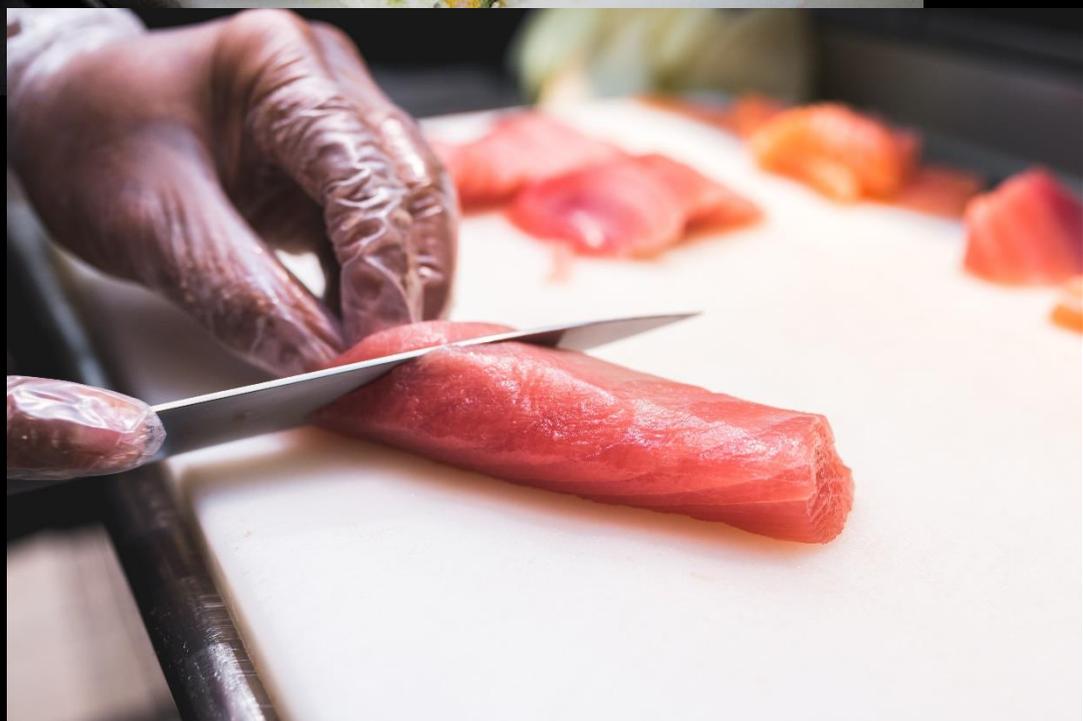
INSPECTION OF ALL RESTAURANTS ONCE PER QUARTER BY EXTERNAL AUDIT

INSPECTION BY THE SUSHI SHOP QUALITY TEAM ONCE PER QUARTER.

THE SUSHISHOP HYGIENE TEAM: 1 MANAGER + 4 AUDITORS

A SPECIFIC KNOW-HOW

Our sushimen chefs get initial and continuous training. We offer a wide range of products. Our sushi are made on-site by hand in each restaurant for incomparable freshness and quality. Processes for rice cooking are controlled and standardised for constant and consistent quality.



OUR PILLARS

Know-how

OUR RECIPES

OUR RECIPES ARE
CREATED BY OUR
IN-HOUSE TEAM OF CHEFS.

Our offer is made up of recipes that can be found in the best sushi restaurants around the world.

We offer a wide range of recipes to our customers (sushi, california rolls, spring rolls, chirashi, tataki, tartares, ceviches, big rolls, etc.).

We also offer original creations every year in our Menu and our Limited Edition Boxes (2 per year).



OUR PILLARS

A reference brand



SUSHISHOP
THE NO. 1 BRAND IN
BRAND AWARENESS
AND IMAGE

77%

assisted brand awareness

80 %

of sushi consumers think that
Sushi Shop offer a great service
quality

71%

of sushi consumers have
a very good image of the
brand

40 %

Spontaneous brand awareness
+20 points vs the 2nd.

78%

sushi consumers find that
Sushi Shop offers very high
quality products

75%

of Sushi Shop
customers recommend
the brand

MARKETING EXPERTISE

Marketing & Media plan / activation levers

OUR MARKETING EXPERTISE

MASTERING OF THE MOST
EFFECTIVE MARKETING
ACTIVATION TOOLS IN OUR SECTOR
(RP 2.0, CRM, MOBILE
MARKETING, DIGITAL CAMPAIGNS,
LOCAL CAMPAIGNS, ANNUAL
HIGHLIGHTS)

TV, FILM AND DIGITAL MEDIA
FOCUS



OUR PILLARS

A Multichannel Offer

A MULTICHANNEL OFFER

A UNIQUE KNOW-HOW IN TERMS OF TAKEAWAY DELIVERY AND SALES

SUSHI SHOP, A DIGITAL BRAND:

iPhone and Android ordering apps, responsive design of the website, virtual loyalty program with dedicated applications, etc.

A FEW DATAS ABOUT E-COMMERCE



51% (+4pt)

OF THE TURNOVER THRU INTERNET

77% (+5pt)

OF THE DELIVERIES THRU INTERNET

22% (+3pt)

OF CLICK&COLLECT THRU INTERNET



26%

CONVERSION RATE

(1 PERS./4 VISITING THE WEBSITE PLACE AN ORDER)

32,6€

AVERAGE TICKET

+20% VS TAKE AWAY/ON SITE/BY PHONE



OUR PILLARS

A Multichannel Offer



60% (+7pt)

VISITS ON SMARTPHONE

40% (+7pt)

TURNOVER ON SMARTPHONE

500 000

IPHONE APPLICATION HOLDER

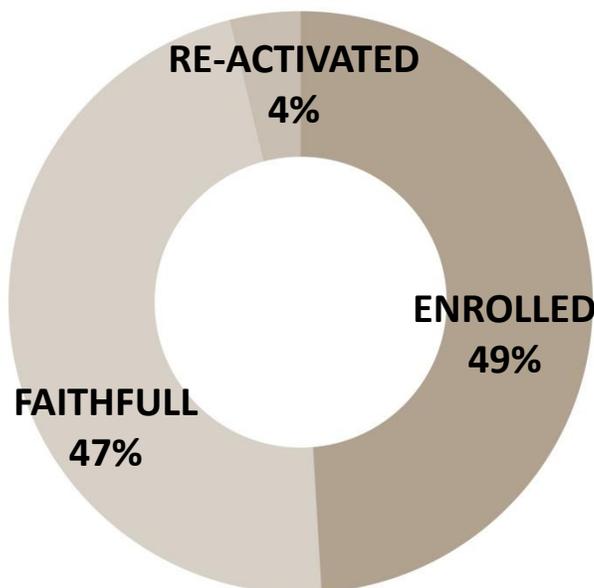
A FEW DATAS ABOUT OUR CLIENTS DATABASE

1,6 M

KNOWN CONTACTS
+41% vs. 2016

77%

IDENTIFIED TURNOVER
+19 pts vs. 2016



DATAS FRANCE
31/12/2017

755 K

ACTIVE CONTACTS
+32% vs. 2016

4

ORDERS/YEAR
IN AVERAGE

OUR PILLARS

A Digital Community

SOCIAL NETWORKS

GROWING AND STRONGLY COMMITTED COMMUNITIES ON SOCIAL NETWORKS



 **190K** fans FB



 **42K** followers Insta

MARKETING EXPERTISE

Chefs Partnership

OUR MARKETING EXPERTISE

THE AWARENESS AND HIGH-QUALITY IMAGE OF SUSHI SHOP BRAND HAVE BEEN BUILT THROUGH CHEF PARTNERSHIPS



CYRIL LIGNAC

2011 Collection



JEAN-FRANÇOIS PIÈGE

2012 Collection



THIERRY MARX

2013 Collection



JOËL ROBUCHON

2014 Collection



KEI KOBAYASHI

2017 Collection

These partnerships have helped to position the brand as the reference brand of the sushi world in France.

MARKETING EXPERTISE

Chefs Partnership



KEI KOBAYASHI

2017 Collection

Kei Kobayashi is a Japanese Chef renowned in the world of the French Gastronomy. After working alongside Alain Ducasse, he open his own restaurant « Kei » in Paris in 2011, won his first star in the Guide Michelin in 2012, and the 2nd in 2017.

The Chef has developed for Sushi Shop 4 recipes that combine his Nipponian and innovative influences with the technique of French Gastronomy.



MARKETING EXPERTISE

Chefs Partnership

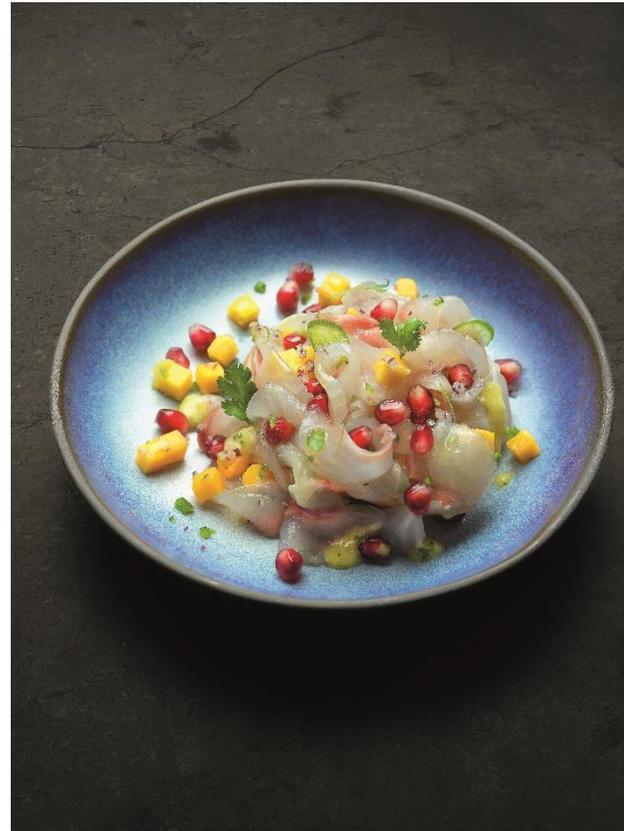


MAURO COLAGRECO

2019 Collection

As an Argentinian chef of Italian origin, Mauro Colagreco feels that his creativity flows from his heritage. Distinguished by several international rankings, his cooking is both poetic and authentic and mingles Mediterranean flavours and ingredients inherited from his native Argentina. Amaranth, saffron and chia seed are just some of the flavours that this chef would like to introduce you to. Through his culinary creations, Mauro invites you to share in his love of regional produce, gastronomy and unexpected encounters....

As chef of the Mirazur at Menton since 2006, he has been distinguished several times by the Gault & Millau guide (Revelation of the Year (2007) and Cook of the Year (2009)). He has been awarded 3 Michelin stars by the Michelin Guide and the Mirazur was named the third best restaurant in the World's 50 Best Restaurants ranking in 2018. Mauro Colagreco is also one of the judges on the TV show Top Chef in Italy, and has been since 2016



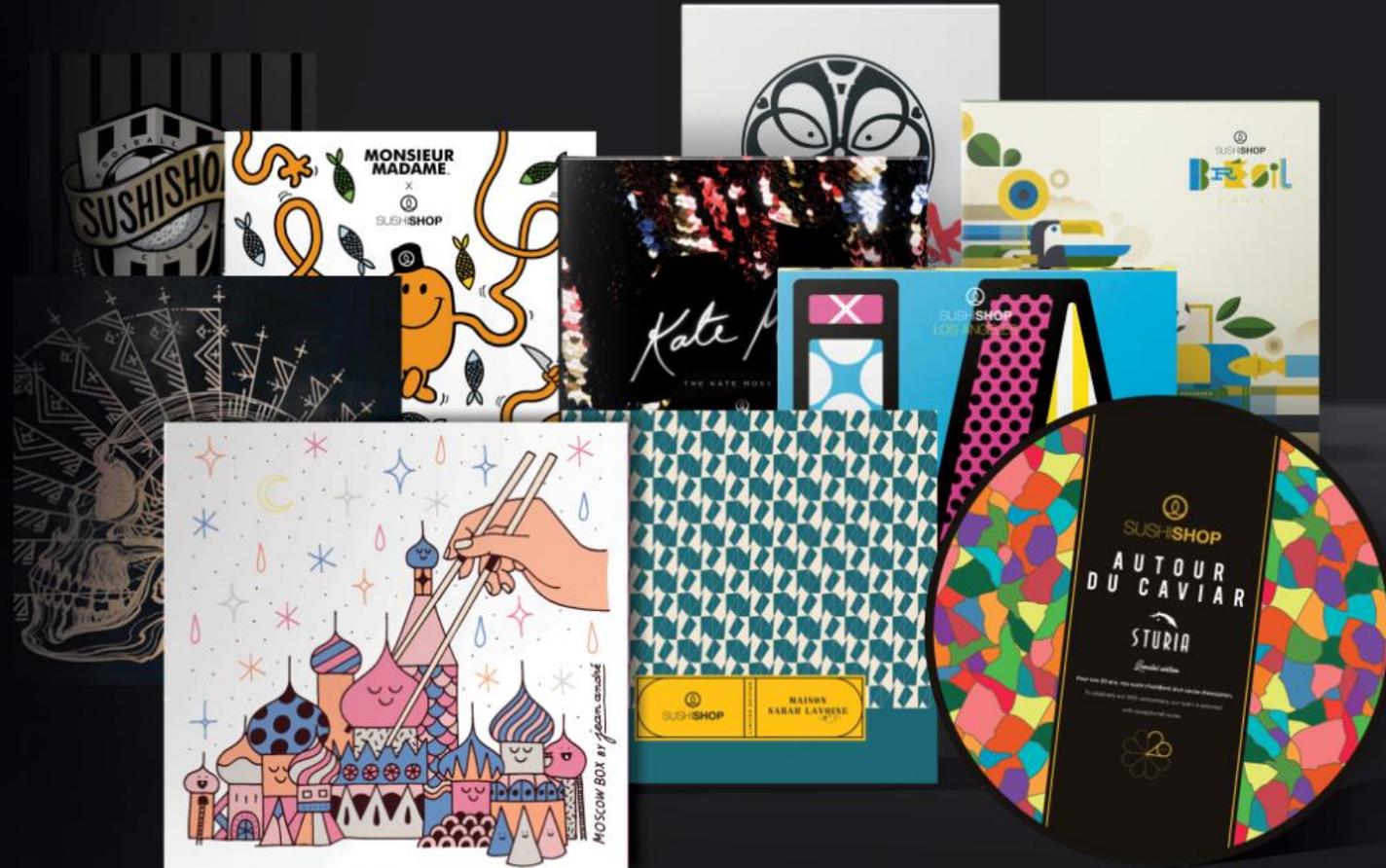
MARKETING EXPERTISE

— *Brand Image* —

BRAND IMAGE AND AWARENESS

STRONG PARTNERSHIPS
WITH FAMOUS ARTISTS SUCH AS KENZO,
LENNY KRAVITZ, KATE MOSS, ETC.

AND YOUNG ON-TREND DESIGNERS SUCH
AS FERNANDO TOGNI, CRAIG & KARL, AND
CHRIS LABROOY, JEAN ANDRE...



INTERNATIONAL BRANDS



Trees Box



© SUSHISHOP

×

Romain Freoquet

© SUSHISHOP

FRENCH ARTISTS



SUSHISHOP

×

Romain Freoquet

A BRAND WITH MULTIPLE FORMATS

	LOCATION	ORDER AND PURCHASE CHANEL	SERVICES	PRODUCT OFFER	LOYALTY PROGRAM
 STORE	CITY CENTER	INTERNET PHONE IN STORE 2 SERVICES PER DAY (LUNCH AND DINNER)	 + PRE-ORDER	« LARGE » BOXES + MENU (+120 PRODUCTS REF)	 COME IN
 SUPER MARKET	CITY CENTER & SUBURB	SELF SERVICE OPEN ALL DAY		« SHORT » + « TO REHEAT » (≈60 PRODUCTS REF)	
 TRAVEL RETAIL	STATION & AIRPORT	SELF SERVICE OPEN ALL DAY		« SHORT » + « BREAKFAST » + « TO REHEAT » (≈60 PRODUCTS REF)	 COME IN (UNDER CONSIDERATION)

MONOPRIX

E.Leclerc 

 **Auchan**

BRIGHT FUTURE FOR OUR CORNERS

17 CORNERS

16 CORNERS

20 CORNER SIGNED





OUR PILLARS

The Brand Concept

A PREMIUM WORLD

SUSHI SHOP HAS DEVELOPED A UNIQUE GRAPHIC DECOR AND A VISUAL IDENTITY RECOGNISABLE TO ALL ITS CUSTOMERS.

OUR IN-HOUSE TEAM OF ARCHITECTS ENABLES US TO ADAPT TO THE SPECIFIC FEATURES AND TECHNICAL CONSTRAINTS OF EACH PROJECT







DISCLAIMER

This Presentation regarding AMREST HOLDINGS, SE (“AmRest” or the “Company”) has been prepared for information purposes only and it is not regulated information or information which has been subject to prior registration or control by the Spanish Securities Market Commission. “Presentation” means this document, its contents or any part of it, as well as any oral presentation, any question or answer session and any written or oral material discussed or distributed during meetings carried out in connection with this document.

This Presentation may not be reproduced in any form, used or further distributed to any other person or published, in whole or in part, for any purpose without the express and prior written consent of AmRest. Failure to comply with this obligation may constitute a violation of applicable securities laws and/or may result in civil, administrative or criminal penalties.

Neither AmRest nor any of its employees, officers, directors, advisers, representatives, agents or affiliates shall have any liability whatsoever (in negligence or otherwise, whether direct or indirect, in contract, tort or otherwise) for any loss howsoever arising from any use of this Presentation or its contents or otherwise arising in connection with this Presentation. Neither this Presentation nor any part of it constitutes a contract, nor may it be used for incorporation into or construction of any contract or agreement.

This Presentation may include forward-looking statements about AmRest’s industry, business strategy, goals and expectations concerning its market position, future operations, margins, profitability, capital expenditures, capital resources and other financial and operating information. The words “believe”, “expect”, “anticipate”, “intends”, “estimate”, “forecast”, “project”, “will”, “may”, “should” and similar expressions may identify forward-looking statements. Other forward-looking statements can be identified from the context in which they are made. These forward-looking statements are based on numerous assumptions regarding the present and future business strategies of AmRest and the environment in which AmRest expects to operate in the future. These forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, performance or achievements of AmRest, or industry results, to be materially different from those expressed or implied by these forward-looking statements. Forward-looking statements should not be taken as forecasts or promises and they should not be taken as implying any indication, assurance or guarantee that the assumptions on which such forward-looking statements have been prepared are correct or exhaustive or, in the case of the assumptions, fully stated in the Presentation. As a result, you should not place undue reliance on these forward-looking statements as a prediction of actual results or otherwise.

The information in this Presentation, which does not purport to be comprehensive, has not been independently verified, applies only as of the date of this Presentation and is not intended to give any assurances as to future results. AmRest expressly disclaims any obligation or undertaking to disseminate any updates or revisions to the information, including any financial data and any forward-looking statements contained in this Presentation, and will not publicly release any revisions that may affect the information contained in this Presentation and that may result from any change in its expectations, or any change in events, conditions or circumstances on which these forward-looking statements are based or any change in whichever other events or circumstances arising on or after the date of this Presentation.

In addition, this Presentation may contain information derived from publicly-available sources and AmRest accepts no responsibility whatsoever and makes no representation or warranty expressed or implied for the fairness, accuracy, completeness or verification of such information.

Certain financial and statistical information contained in this Presentation is subject to rounding adjustments. Accordingly, any discrepancies between the totals and the sums of the amounts listed are due to rounding. Certain management financial and operating measures included in this Presentation have not been subject to a financial audit or have been independently verified by a third party. In addition, certain figures contained in this Presentation, which have also not been subject to financial audit, may be combined and pro forma figures. The financial information contained herein may also include items which are not defined under the International Financial Reporting Standards as adopted by the European Union (IFRS-EU) and which are considered to be “alternative performance measures”. Other companies may calculate such financial information differently or may use such measures for different purposes, limiting the usefulness of such measures as comparative measures. Such financial information must be considered only in addition to, and not as a substitute for or superior to, financial information prepared in accordance with IFRS-EU.

IMPORTANT INFORMATION: This Presentation does not constitute or form part of any purchase, sales or exchange offer, nor is it an invitation to draw up a purchase, sales or exchange offer, or advice on any stock issued by AmRest. In particular, this Presentation and the information contained herein do not form part of or constitute (i) an offer to acquire or subscribe shares, in accordance with the Spanish Securities Market Act and its implementing regulation or (ii) an offer to purchase, sell or exchange securities, a solicitation of any offer to purchase, sell or exchange securities or a solicitation of any kind of voting rights in any other jurisdiction.

The information contained in this Presentation does not constitute investment, legal, accounting, regulatory, taxation or other advice and the information does not take into account your investment objectives or legal, accounting, regulatory, taxation or financial situation or particular needs. You are solely responsible for forming your own opinion and conclusions on such matters and for making your own independent assessment of the information included in this Presentation. You are solely responsible for seeking independent professional advice and for any action taken on the basis of the information contained herein. No responsibility or liability is accepted by any person for any of the information or for any action taken by you or any of your officers, employees, agents or associates on the basis of the information included in this Presentation.