

# Proprietary brands

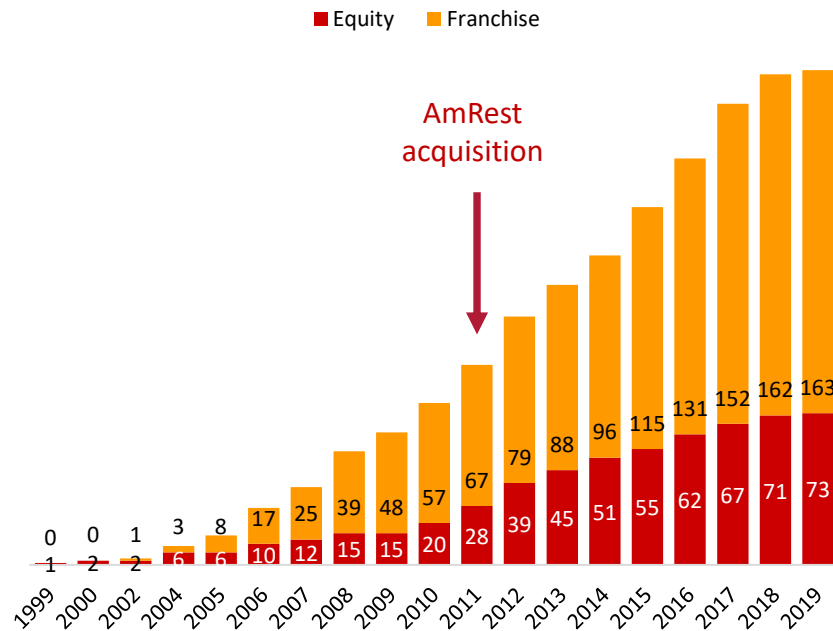
## The strength of vertical integration

Krzysztof Piechna, Finance Director Western Europe

# La Tagliatella | a business of success

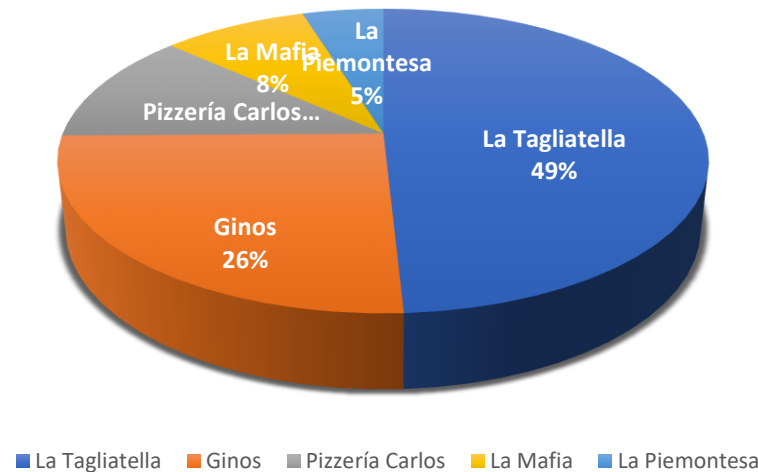
## # restaurants evolution

La Tagliatella is the fastest growing restaurant chain in the last decade in Spain



## Italian restaurant chain - Market Share

Consolidated leadership with a market share close to 50% of the total Italian restaurant chains.



Source: Informe de Restaurantes Temáticos Italianos en España 2018

## Restaurants locations

Strong presence in Spain with 236 restaurants



# La Tagliatella | Key of the success

What makes possible to deliver an overwhelming experience to our customers is a full vertically integrated model, with 4 strong business pillars. Vertical integration ensures a consistent experience that builds loyalty and boosts growth.

## Our proven operating system

More than 70 equity restaurants located in the main cities of Spain. AmRest operational tools to boost profitability.



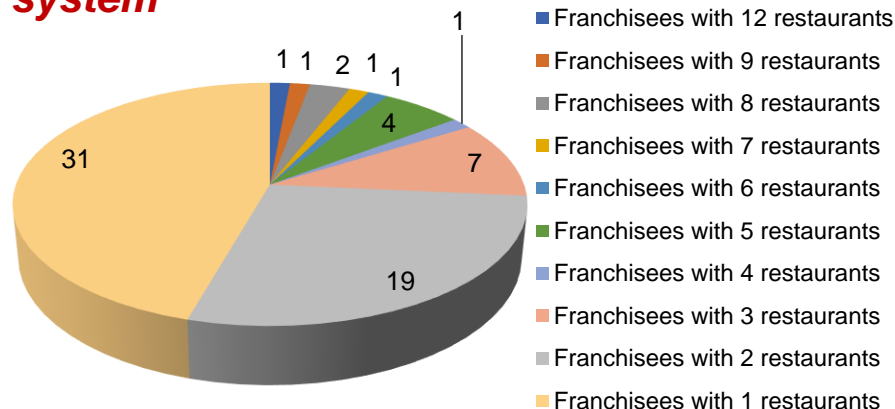
## Our Integrated Supply Chain System

Centralized production ensures same flavor, texture and quality and allow us to deliver the highest profitability amongst the market.



## Our franchise system

**# franchisees: 68.**  
Excellent reputation as franchisor



## Digital

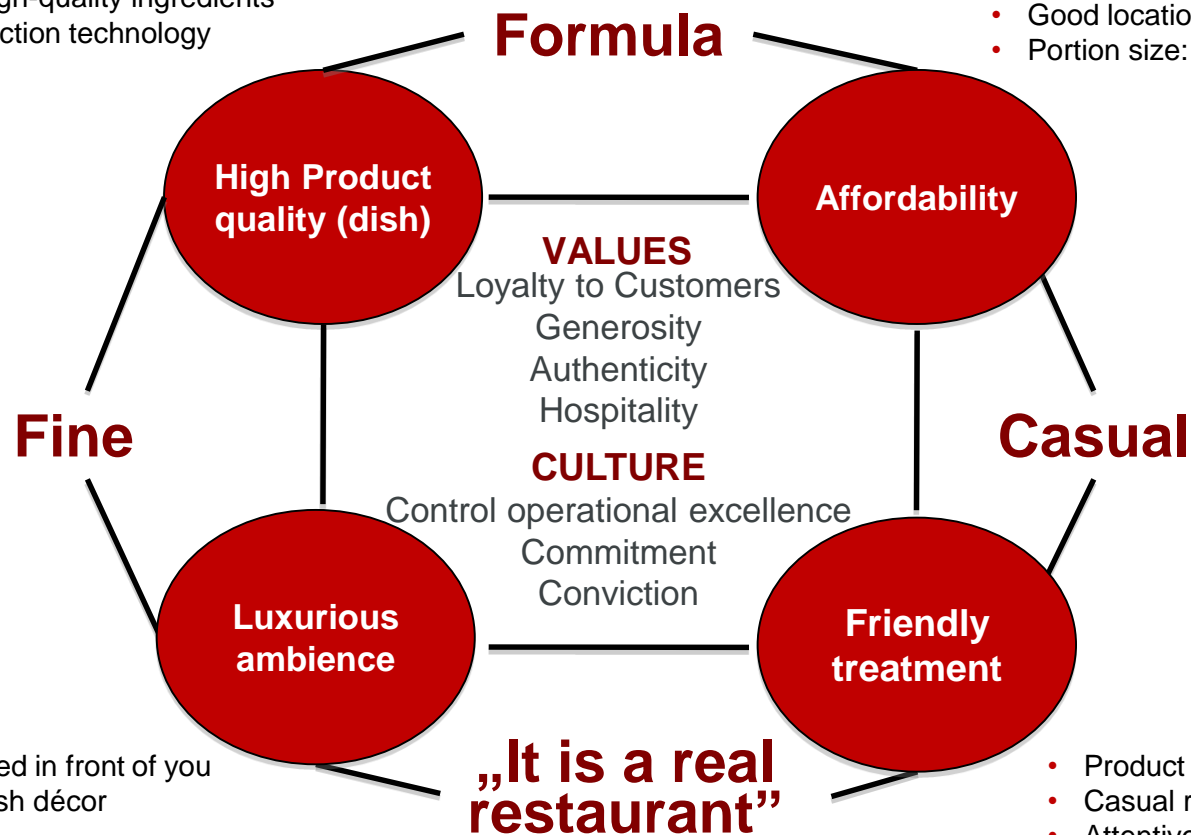
Leaders in social media in the casual dining segment. Integrated multi-channel platforms: delivery, online booking, customer care, loyalty ...



# La Tagliatella | In a nutshell

- Semi- artisanal preparation
- Own logistics/Verticality
- Dish design
- Boutique kitchen (not a factory)+ centralization
- Authentic and high-quality ingredients
- Advanced production technology

- Purchase and supplier relationship
- Variety & combination
- “Appetizing”
- Non-expert preparation process
- Good location
- Portion size: sharing



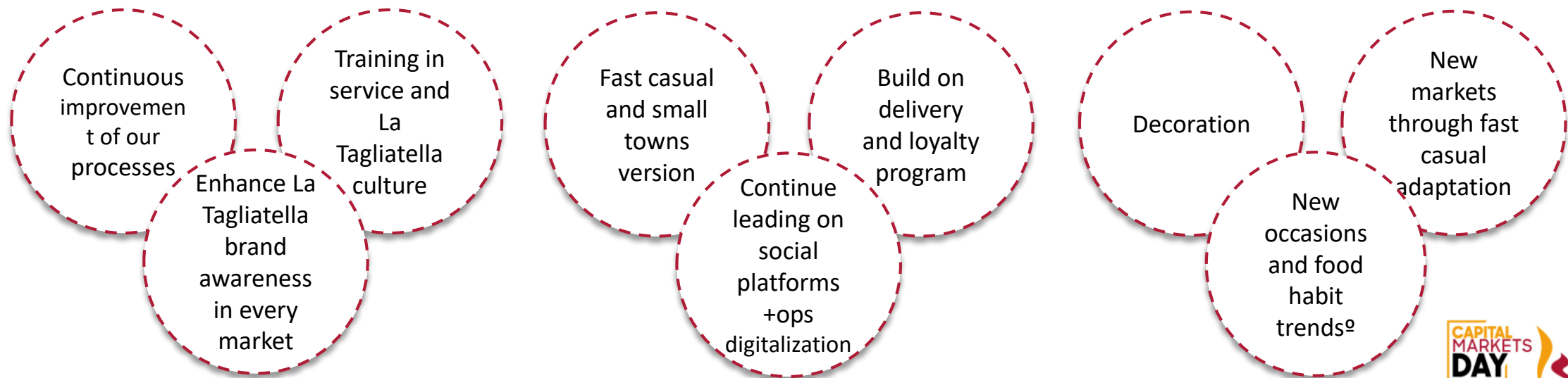
- Pizza hand-tossed in front of you
- Unique and stylish décor
- Table cloth
- Compartmentalization
- Thematic corners/areas

- Product Recommendation
- Casual ritual
- Attentiveness/friendliness
- Helpful and supportive



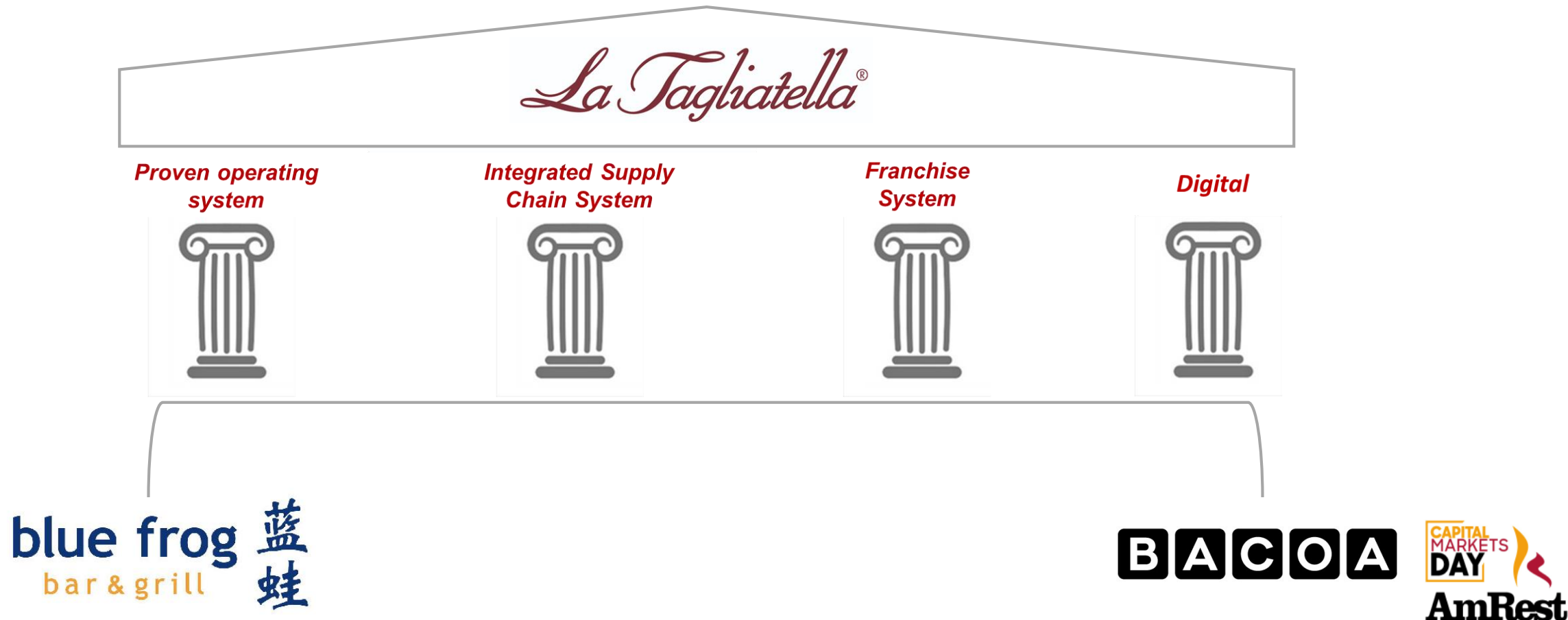
# La Tagliatella | Growth opportunities

Take advantage of our culture of innovation, ops simplicity, and supply chain advantage to widen our leadership position and further expand through new formats, occasions and countries, offering best in class experience and above the market profitability



# Equity Brands

We are incorporating brands to the proprietary portfolio of AmRest which can replicate the formula of the business pillars of La Tagliatella, fuelled by digital and delivery.





# Equity Brands | blue frog

*offers a western casual dining experience with unique tastes, specializing in grill products and drinks with creative and modern twist*

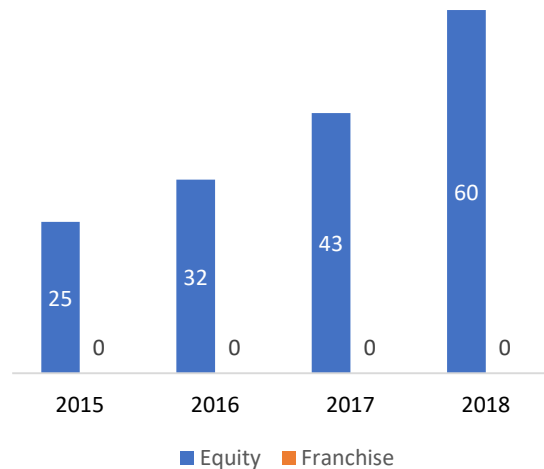




# Equity Brands | blue frog

Growing in China through equity operation, vertical integration and urban expansion

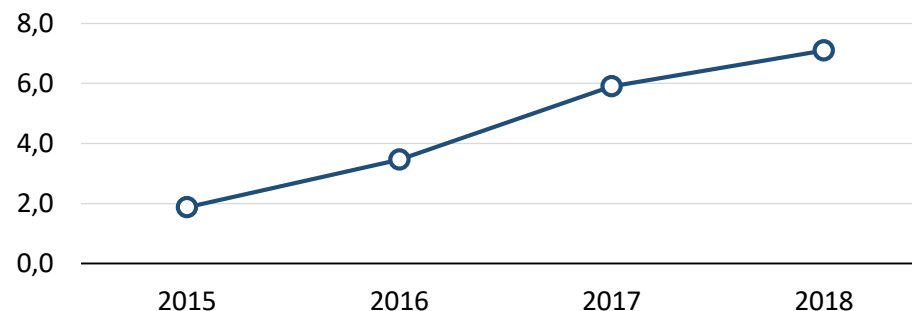
BF China storecount



Main Western Casual Dining players

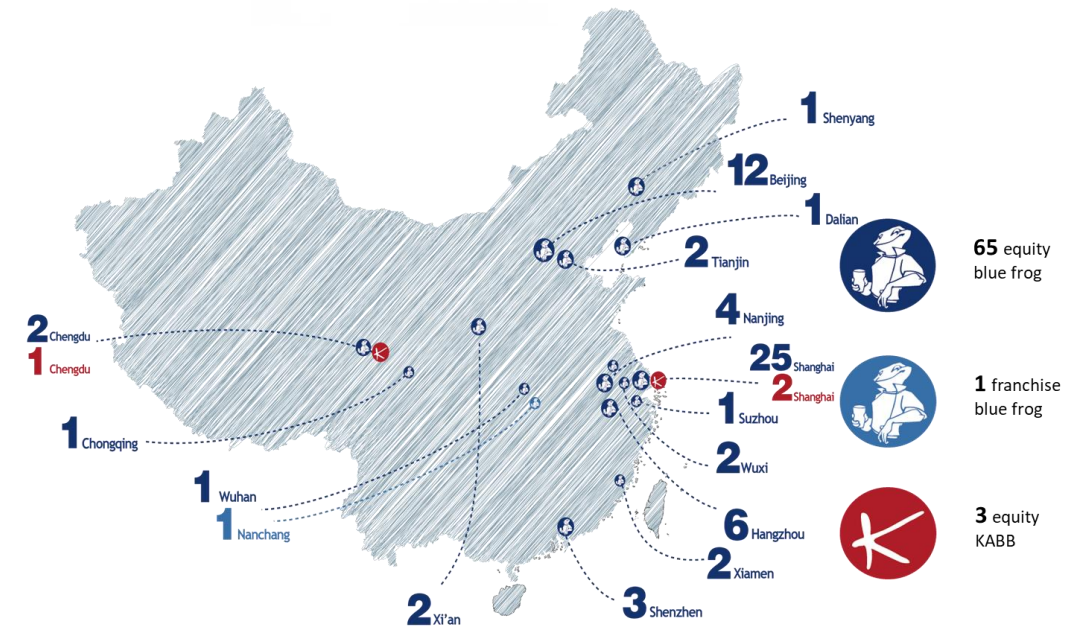
	# Restaurants
Wagas	99
<b>Blue Frog</b>	<b>66</b>
Pizza Marzano	58
Element Fresh	37
Baker & Spice	26
Lenbach	19

China Segment EBITDA (EURm)



In AmRest  
since end of  
2012

blue frog 蓝蛙  
bar & grill





# Equity Brands | blue frog

Replicating the 4 pillars business model: strong Equity model, Central kitchen, Franchise expansion, and Digital capabilities

## Strong equity model



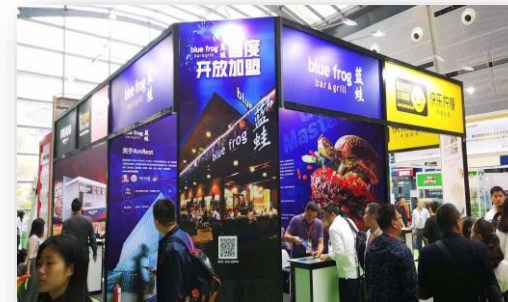
A profitable business supported by AmRest operating tools

## Strong CK production & Supply Chain



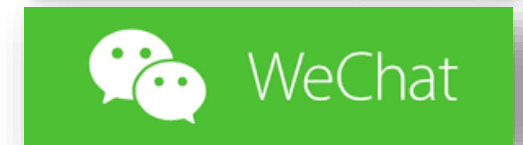
A differentiating source of product consistency and uniqueness

## Incorporation of franchisees



A path for exponential growth in a market with a huge white space

## Digital capabilities



Leveraging consumer engagement through digital platforms

# Equity Brands | BACOA

Bacoa is the place where you can find the **BEST** burger ever in a creative fun and disruptive environment.

## Transparency

**"We have nothing to hide"**

- We are honest and transparent
- We are committed to what we believe
- We are environmentally conscious



## Quality

**"Real food tastes better"**

- We are passionate about using **premium** ingredients
- The same efforts are made in choosing our suppliers, which are local and reliable.



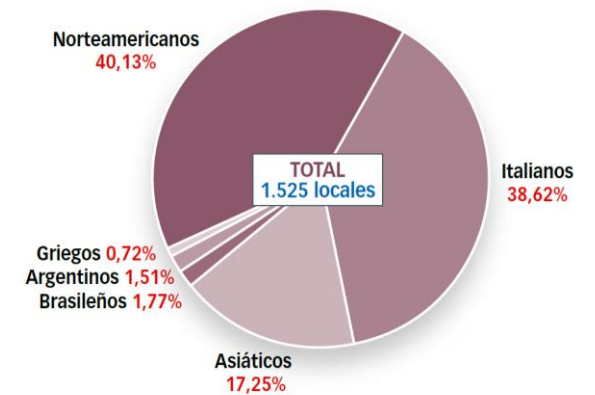
## Creativity

**"Bacoa is much more than a burger bar, it's a lifestyle"**

- A young and modern tribe that inspires people to be part of it.
- For us it is essential to be creative in everything we do.



## Market Share of international thematic restaurants by segment



Fuente: Censo Alimarket Restauración Organizada

Bacoa competes in the largest and most attractive segment of international cuisine.



# Equity Brands | BACOA

The acquisition of Bacoa was made one year ago. Two equity restaurants and 4 franchised units were the basis to develop and grow in the segment of Better Burger.

Bacoa fits perfectly well in AmRest Own-Brands business model: the combination of equity and franchise restaurants supported by a common central kitchen **and fuelled by digital & delivery**

## Equity



Equity Restaurants to implement AmRest operational tools to boost profitability

## Central Kitchen



That ensures consistency and quality products while reducing food costs

## Franchise system



Which allows a rapid expansion minimizing capital investment

## Digital

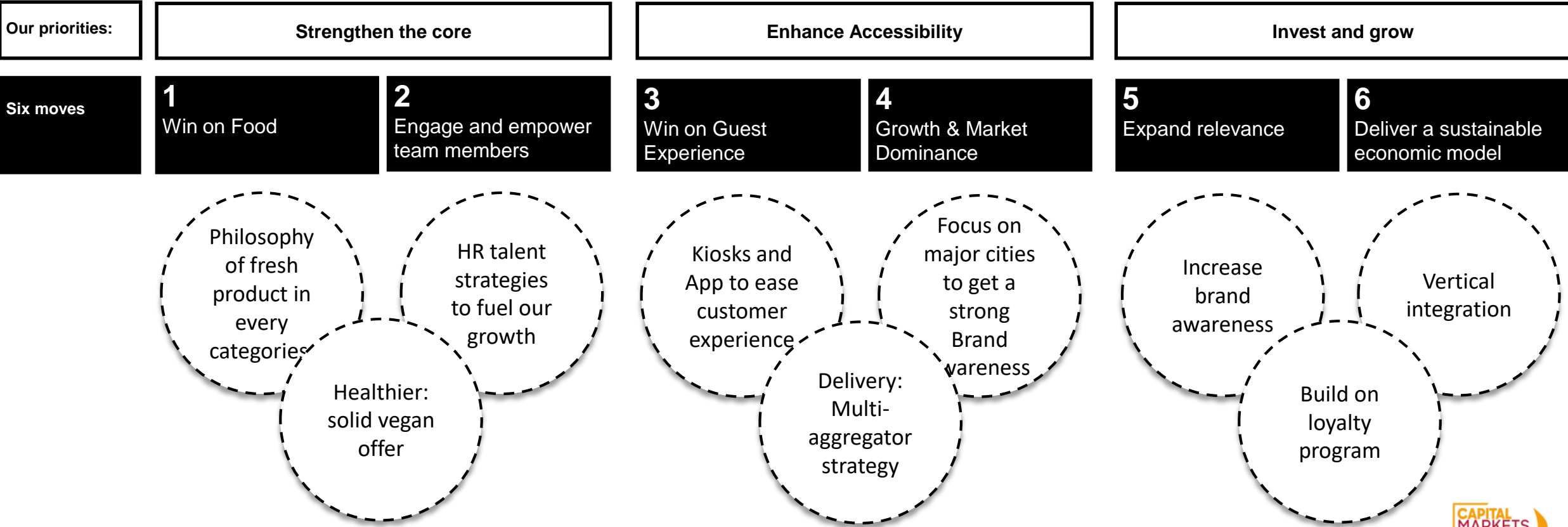


Digital capabilities to optimize internal processes, generate new sales channels and improve brand awareness.



# Equity Brands | BACOA

Leverage our Bacoa fun, challenging and creative culture to offer the best fresh and honest products in an urban disruptive environment to grow quickly through Europe.



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