

The path forward for continued success

Our CEO's vision of AmRest

Mark Chandler, Chief Executive Officer



Our brand portfolio

Franchise Brands



803



456



352



63

La Tagliatella

247



SUSHISHOP

177

blue frog 蓝蛙
bar & grill

69

BACCOA

9

KAB3
BISTRO BAR
凯博西餐酒吧

3

Own Brands

Virtual Brands

pokei

In development

Our Markets

899

Eastern Europe



TTM

€771m

Segment sales

H1'19

+15.8%

Growth YoY

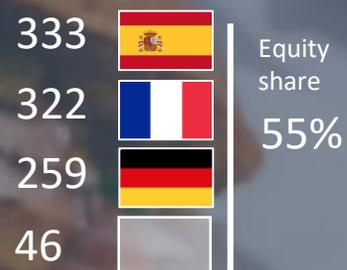
TTM

14.6%

EBITDA margin
(non-IFRS 16)

960

Western Europe



€706m

Segment sales

+54.4%

Growth YoY

9.5%

EBITDA margin
(non-IFRS 16)

256

Russia



€183m

Segment sales

+17.3%

Growth YoY

12.1%

EBITDA margin
(non-IFRS 16)

64

China



€82m

Segment sales

+24.4%

Growth YoY

10.4%

EBITDA margin
(non-IFRS 16)

2,179

Total

79%

Equity share

26

Markets

€1 763m

Total sales*

+30.4%

Sales growth*

10.9%

EBITDA margin*
(non-IFRS 16)

of restaurants as of 30.06.2019, *including the results of segment "Other"

Our track record of growth

2007-2010

169 additions
Entered Russia, Bulgaria, Serbia



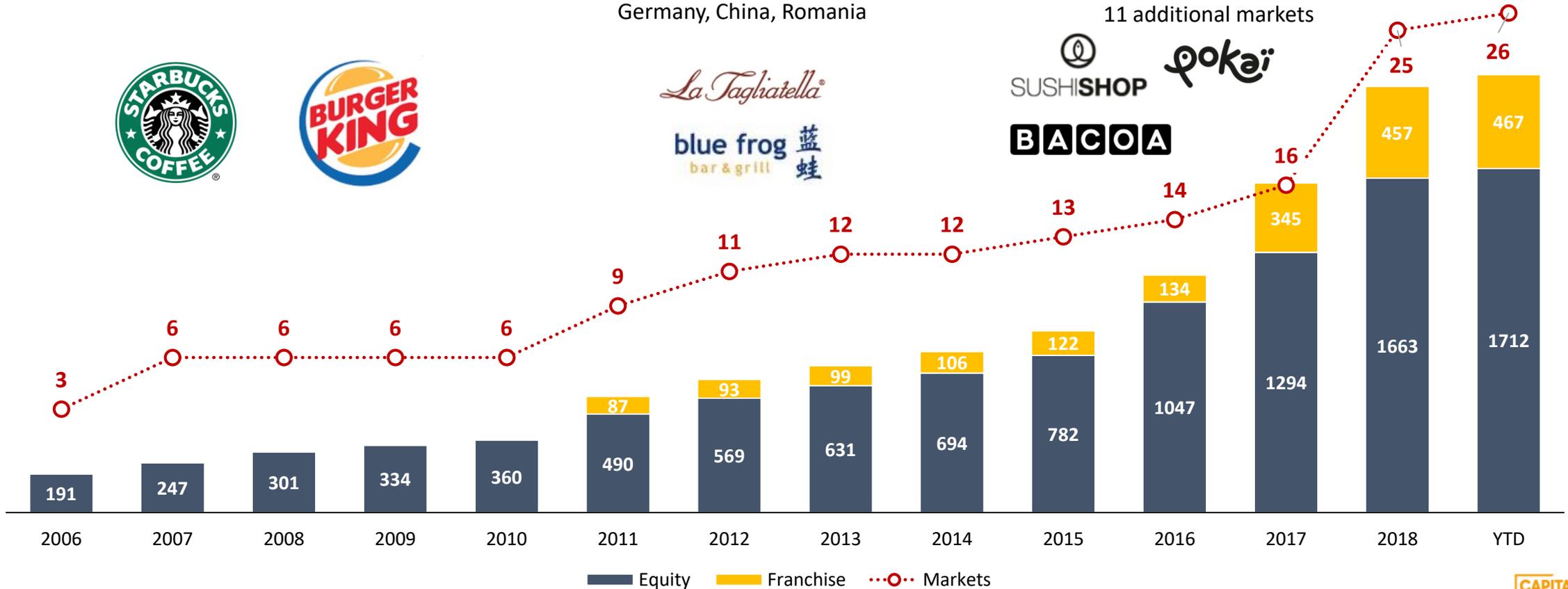
2011-2015

544 additions
Entered Spain, France, Croatia,
Germany, China, Romania



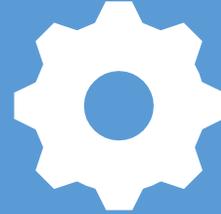
2016-H1'19

1,274 additions
Entered Portugal, Slovakia, Switzerland and
11 additional markets



AmRest 4-pillar strategy

Every single restaurant we operate should provide an excellent experience to our guests and show healthy and profitable business economics.



OPERATIONS

1

2

FOOD SERVICES



A sustainable and agile end to end food service offering delivering excellence in margin, innovation, quality and generates commercial value, serving both internal and external customers.

It's all about customers and the experience they get when entering our restaurants. The goal is to transform real life experiences to the online world.



**DIGITAL &
DELIVERY**

3

4

FRANCHISING



With a clear strategy, proper business model and a market know how, in addition to great brands, we will provide a “wow effect” attractive to new partners.



Leadership expansion

Profitability improvement

Actions taken

Most relevant changes made so far

Reorganized Management Structure

Integration of Western Europe

Selective M&A targets



POWERED BY PEOPLE

Exec Team | Experienced and committed



Mark Chandler
Chief Executive Officer
11 years in AmRest



Olgierd Danielewicz
Chief Operating Officer
21 years in AmRest



Eduardo Zamarripa
Chief Financial Officer
Joined in May 2019



Oksana Staniszewska
Chief People Officer
13 years in AmRest



Jerzy Tymofiejew
Chief Development Officer
6 years in AmRest



Ramanurup Sen
Foodservice President
1 year in AmRest



Peter Kaineder
Chief Strategy Officer
2 years in AmRest



Malena Pato-Castel
Chief Proprietary Brands Officer
9 years in AmRest



Robert Zuk
Chief Information Officer
2 years in AmRest



Adam Mularuk
Chief Franchised Brands Officer
7 years in AmRest

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