

# 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

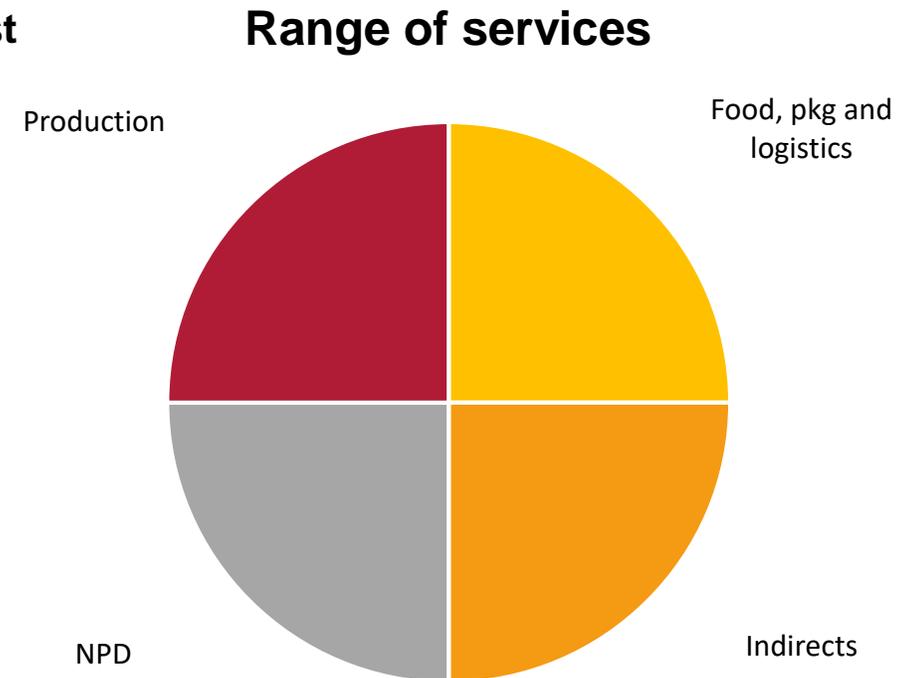
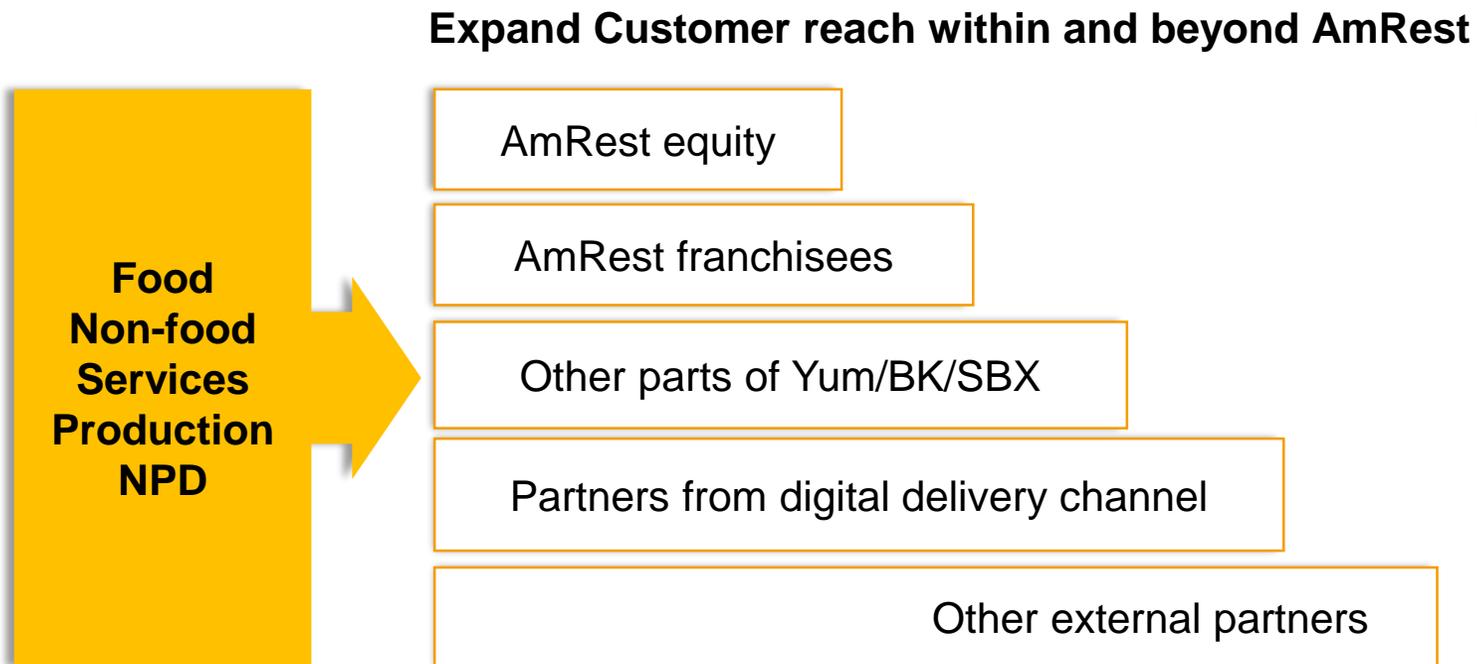
Improve value added food production by expanding central kitchen network and investigating vertical integration opportunities

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**



# 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

# 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.